

Strategic Directions

2010
2012



St Vincents & Mercy Private



Our Vision

We aspire to be the Victorian private hospital providing the best patient outcomes, high staff satisfaction, and the resources to invest in our future.

We are the light to the world. We CARE.

In simple terms, our Vision is to be a:

- High performing hospital, with a
- High performing team, delivering
- High performance of Mission

Our Values

Compassion

Accepting people as they are and being present for them in their time of need

Accountability

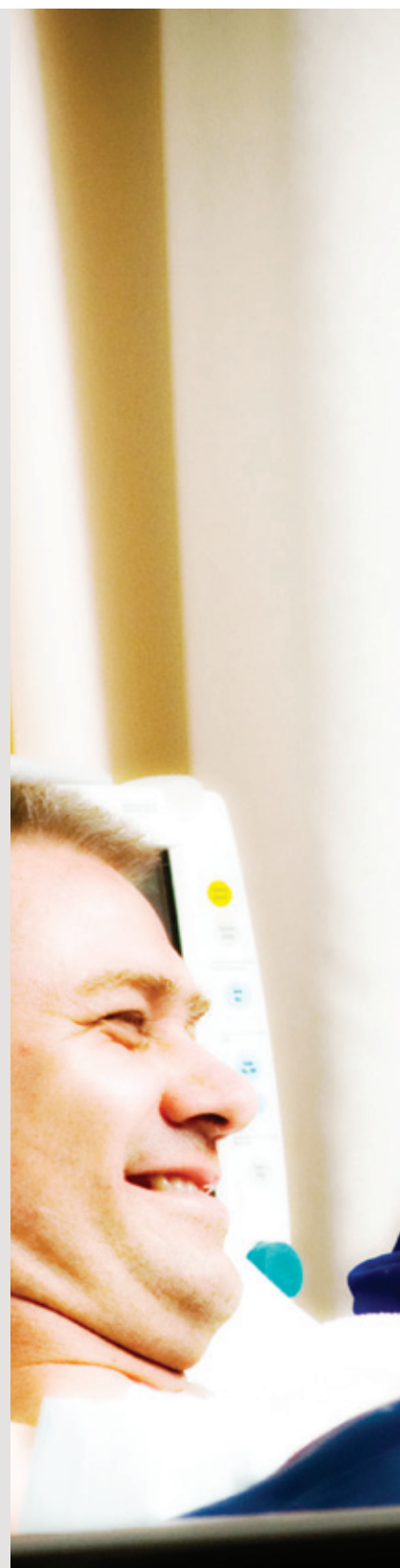
Taking responsibility and challenging others to do the same

Respect

Treating everyone equally and with dignity and justice

Excellence

Providing the best care for our patients





CEO's Message

I am delighted to introduce Strategic Directions 2010-2012, St Vincents & Mercy Private's strategic plan for the next two years.

First and foremost, as a Catholic not-for-profit private hospital, our Strategic Vision is about Mission. Looking back over the past decade, each successive plan has continued to strengthen our Mission and the Catholic identity of the hospital.

A strong, visible and explicit commitment to the healing ministry of Christ and the values of the Sisters of Charity and the Sisters of Mercy is the bedrock for the future of St Vincents & Mercy Private as a leading Catholic healthcare facility in Victoria.

Strategic Directions 2010-2012 provides a framework for the strategies developed by the Board of Directors, Executive team and staff to ensure St Vincents & Mercy Private continues to provide the high standards of care upon which our reputation is founded.

The Strategic Plan aims to enhance our clinical capabilities over the next two years by embarking on an ambitious campaign to further increase safety for our patients. We will be utilising the internationally recognised IHI trigger tools to assess clinical outcomes and benchmark with best practice levels in the USA, UK and Australia. We have branded this campaign as "No Harm". This will ensure that St Vincents & Mercy Private will be renowned for its safe, high quality holistic care well into the future.

The focal strategies of Mission and Risk Management (No Harm) are supported by six other core objectives. These include:

- Positioning the Hospital at the forefront of clinical education and training in the private sector to be recognised as an academic teaching hospital
- Investing in environmental sustainability strategies
- Further growth of our major clinical specialties
- Ensuring the capacity of our facilities is appropriate to meet the demands required in the future
- Developing or adopting IT advances that improve efficiency, quality and service
- Maintaining prudent financial stewardship to ensure we have the funds to invest in the future

I would like to thank all of those who have contributed to developing this plan and look forward to the ongoing success of St Vincents & Mercy Private.

Martin Day
CEO

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To achieve our strategic vision for 2010-2012, SVMPH have developed eight core objectives.

Strengthen Our Mission

In the Catholic tradition, our Mission is to heal the sick and to be compassionate to those in need. The values of the Sisters of Charity and the Sisters of Mercy are the foundation of our Mission. We are guided by these values in our relationship with the people we serve and our partners.

SVMPH is committed to establishing the Mission as our principle point of difference from our 'for-profit' competitors. As an overarching priority which is at the core of our thinking, the Mission will be expressed in ways that every member of staff, irrespective of their personal religious position, can wholeheartedly support and enthusiastically own. This will be achieved by:

- Supporting and extending the Formation for Mission initiatives.
- Growing real expenditure in the Social Accountability Program.
- Embracing the outcomes and meeting the targets of the St Vincent's Health Australia Reconciliation Action Plan (RAP).

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'No Harm' Commitment

The major change with this strategic plan is the elevation of clinical safety to our highest priority after Mission. Clinical safety and Mission go 'hand in hand' in delivering the healing ministry of Christ and holistic care for our patients.

Every patient is entitled to safe, skilful care consistent with the dignity accorded to every human person. Unfortunately, errors in health care do occur and they are harmful and costly.

St Vincents & Mercy Private, true to its Mission, Vision and Values of Compassion Accountability, Respect and Excellence has developed a 'No Harm' campaign which will engage all stakeholders and carers in providing safe care and the best patient outcomes.

The internationally renowned Institute for Healthcare Improvement (IHI) methodologies, including the IHI Trigger Tools, will be used to assess outcomes and to benchmark with best practice levels in the USA, the United Kingdom and Australia.

In implementing an ambitious 'No Harm' campaign St Vincents & Mercy Private will reinforce its position as a leading provider of tertiary acute healthcare services in Australia. It will be renowned for its safe, high quality holistic care.

Harm caused by clinical errors is distressing for patients, families and health care providers. SVMPH is committed to ensuring that patients are not harmed by the very care system that they trust will heal them. To this end, we will reduce IHI defined incidents of harm by 50% over the next three years.

This will be achieved by:

- Committing to a 'No Harm' campaign and establishing patient safety as a key strategic priority.
- Establishing an organisation-wide culture that embraces patient safety as a guiding philosophy.
- Building awareness of best practices that support both patient and staff safety.
- Designing care processes that increase standardisation of care.
- Developing initiatives and processes designed to promote and monitor the strategy of 'No Harm'.

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Leader in Clinical Education and Teaching

To position the hospital at the forefront of health service provision, we must ensure a highly satisfied, skilled and specialist workforce equipped to deliver care that is second to none. In order to do this, we must be a leader in clinical education and teaching in the private sector:

- Securing formal affiliations as a teaching hospital with key universities, including the University of Melbourne and the Australian Catholic University (ACU).
- Expanding undergraduate medical and nursing clinical placements across hospital sites, specifically:
 - Securing additional funding from Health Workforce Australia to support increased placements.
 - Implementing medical undergraduate clinical placements at Mercy Private by 1 March 2011.
 - In conjunction with ACU, increasing undergraduate nursing clinical placements by a minimum of 200 placement days per year by 1 July 2011.
- Increasing our investment in fully accredited Specialist Training Positions through 2011-2013.
- Collaborating with St Vincent's Hospital Melbourne (SVHM) to establish new specialist support grants which foster private practice growth and medical training support.
- Securing funding or partnership opportunities with affiliated hospitals, universities or other appropriate providers such as TAFE / RTO for an on-site Simulation Learning Centre.
- Continuing to invest in clinical teaching and education as part of the Hospital's commitment to the community as a Catholic, not-for-profit, entity.

In addition to the undergraduate clinical placements, this will include:

- Identifying further educational and clinical support requirements to address workforce and/or operational needs.
- Implementing Post Graduate / Masters in Orthopaedic Nursing for 2010-2011 in conjunction with ACU.
- Undertaking an education / learning needs analysis in 2010-11.
- Developing an educational / development program that specifically supports the 'No Harm' initiative and enhances health and safety for both patients and staff.
- Implementing broad based on-line learning packages across key areas of compliance training, to augment existing face to face competency education, by February 2011.
- Development of learning and development plans for all staff.
- Achieving high staff satisfaction, with a Best Practice Australia rating of Ambition or higher.

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Environmental Sustainability

Hospitals, with their extensive and sophisticated mechanical, electrical and hydraulic systems, are high energy consumers. This is compounded by long operational hours and large building footprints. With appropriate investment in greener technology, we will reduce the carbon footprint of the Hospital and in doing so enhance our reputation for environmental sustainability.

SVMPPH is targeting a 10% reduction in both energy usage and water consumption by 2012. This will be achieved through:

- Assessing existing facilities to identify opportunities to reduce energy and water consumption.
- Ensuring that future building / facility projects are planned with energy and water efficiency as key priority
- Waste avoidance and resource recovery.

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Major Specialties

The top four specialties of Cardiothoracics, Obstetrics, Neurosciences and Orthopaedics account for nearly two thirds of total patient revenue. The Hospital will continue to develop and grow these key specialties and increase overall admissions by 8.1% over the next two years through the following initiatives:

Cardiothoracic Services:

- Supporting the transition of private practice for senior retiring cardiologists to developing cardiologists.
- Assisting cardiologists with the development of their consulting rooms and referral bases.
- Growing the Melbourne Cardiovascular Clinics (MCVC) into a dynamic group practice, primarily growing in the northern, western and metropolitan areas.

Obstetrics and Gynaecology:

- Developing a Clinical Reference Group with key obstetricians and clinicians to explore potential new obstetric service models, including midwifery models of care.
- Incorporating a key group of our established obstetricians as a foundation for an on-site group practice.
- Establishing a formal after hours on-call support roster for current obstetricians.

Neurosciences:

- Further consolidate the Hospital's position as Victoria's leading private Neurosurgical services provider and innovator by investing in 'state of the art' technology and growing our regional referral network. This will include:
 - Investigating a hybrid theatre combining image guided equipment with intra operative CT scanning (O-arm).
 - Maintaining and enhancing the regional referral network by supporting specialists to consult at these sites.

Orthopaedics:

- Invest in consulting suite services, new technology and staff training to support the speciality, specifically:
 - Creating a new Orthopaedic Group at Mercy Private.
 - Enhancing Orthopaedic clinical development by supporting regular clinical craft group meetings, support of research, data collection and the appointment of an Orthopaedic Registrar as part of the STP program.
 - Broadening our referral catchment base to the north and west of Melbourne through satellite consulting suites and GP promotion.
 - Promoting the Mercy Private Rehabilitation Unit and secure admissions directly from our acute surgical service.
 - Expanding our capacity to address the needs of our existing surgeons and their future demands

Ophthalmology:

- Ophthalmology is a growth speciality for SVMPH. Day surgery is forecast to grow by 50% over the next eight years. Over the next two years, we intend to increase our market share of the Victorian private day ophthalmic market, making this SVMPH's 5th major speciality.

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Manage Growth & Optimise Capacity

Total admissions at SVMPH have grown by an average of 6% per annum over the last five years. Based on our current market share and epidemiological projections for private patients, the Hospital will grow at an average of at least 5% per annum over the next seven years. This growth will be accommodated through:

- Improving the efficiency and effectiveness of current operations, thereby optimising the use of existing capacity (theatres, beds and consulting suites). We will focus on initiatives such as:
 - Preadmission assessment and discharge planning.
 - Improving awareness of ALOS (average length of stay) and DOSA (day of surgery admission) benchmarks, developing strategies to achieve best practice.
- Commissioning a Development Master Plan for St Vincents Private that will include:
 - A feasibility study that assesses the options of expanding St Vincents Private to increase the overnight bed capacity and/or relocating selected patient services to a nearby facility to enable future growth.
- In collaboration with Mercy Health, planning for a private facility at Werribee Mercy.
- Investigating satellite consulting centres in leased premises in high potential LGAs to maintain patient referrals.
- Building an additional operating theatre at Mercy Private over the next 12 months.
- Securing footprints in the outer northern and western metropolitan regions by:
 - Establishing of a private medical centre at Werribee, with a possible day surgery and short stay facility, with the aim of expanding into a private hospital in the future.
 - Exploring development opportunities for private medical centres and day/short stay private hospitals in selected areas of high potential.

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IT Advances that Improve Efficiency, Quality & Service

SVMPPH's IT strategy supports our vision of a fully electronic, paperless medical history system that enables us to record, update and access patient information quickly and effectively. This vision has been adopted with the following objectives in mind:

- Moving forward on integrated electronic patient health records.
- Enabling electronic medication dispensing that reduces the incidence of medication errors.
- Improving the Doctor experience of electronic patient information, providing wireless capability and access to electronic PACS across all three hospitals that enable fast access to patient information and pathology/radiology results.
- Developing the capability to efficiently extract operational information from hospital IT systems to enable data analysis for quality and business purposes.

Financial Stewardship

Our Mission, Vision and Values implicitly state that the Hospital must generate the resources to invest in its future. This is achieved through ongoing prudent financial stewardship and will be sustained by:

- Maintaining an EBITDA of 15% or more.
- Exceeding prudent financial ratios and safely satisfying prescribed covenants.
- Continually growing Member's Equity.



We CARE

Our Mission, Vision and Values guide the expression of our healthcare. What we do, how we do it and why we act as we do, implies a distinctive experience for all in our care. The ultimate goal of our care is to give people a reason for hope and a feeling of greater self-confidence and dignity.

True to our Catholic tradition, the hospital has a perspective about the nature of suffering and healing that is holistic in its approach.

In this context, our 2010-2012 Strategic Plan seeks to identify not simply the various economic, social and technological trends that will impact on the future development of health care, but to actively listen to the deepest needs of the community we serve. The success of the Strategic Plan lies less in its ability to predict the future but rather its willingness to hear the needs of the community we serve.

Our future as a Catholic private hospital lies in our ability to respond with integrity, timeliness and compassion to the deepest human needs.

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