

St Vincent's Integrated Healthcare Campus Darlinghurst

Clinical Services Strategy – 2027



ST VINCENT'S
HEALTH AUSTRALIA
SYDNEY



Letter from the Group CEO and Chair

Over 175 years ago, five Sisters of Charity landed in Australia after a hazardous four-month journey from Ireland. They were compelled by the vision of their founder Mary Aikenhead to care for the poor and vulnerable.

It would be 20 years before the Sisters were able to open a small hospital at Tarmons, Potts Point, in 1857. A Crown Land Grant and public fundraising allowed the Sisters to open a larger purpose-built hospital on the current Darlinghurst site in 1870. Since that time until the present day, the Sisters of Charity have continuously developed the Darlinghurst Campus to meet the growing demands of the public and the increasing sophistication of medicine.

Today, the Darlinghurst campus precinct comprises St Vincent's Hospital, St Vincent's Private Hospital, Sacred Heart Health Service, St Vincent's Clinic, the Victor Chang Cardiac Research Institute, the Garvan Institute of Medical Research, The Kinghorn Cancer Centre, St Vincent's Centre for Applied Medical Research (AMR) and numerous teaching and training facilities.

The campus is home to many of Australia's firsts in healthcare including the first inner city health program, the first lung and heart/lung transplant, the first blood and marrow transplant, and the first HIV service. It is renowned for serving the poor and vulnerable, and has a reputation across Australia for delivering excellent, compassionate healthcare and world-class research and training.

This document articulates a vision for St Vincent's as it adapts to meet scientific, clinical, pastoral and financial challenges of 21st-century healthcare. It will underpin the delivery of safe, high quality and value for money healthcare, and contains **six key strategic commitments**; which are:

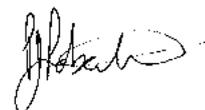
1. Our future is precision medicine. We will provide innovative and personalised care through minimally invasive, targeted interventions, leveraging genomics, advanced imaging, microbiome and metabolic analysis
2. We will introduce new ambulatory models of integrated care. Patients will have access to coordinated, specialist interdisciplinary teams that treat the whole person and are fully integrated with primary care
3. We will use telehealth and virtual care delivery to provide outreach services to patients and support to clinicians in remote and rural areas, ensuring all NSW patients can access specialist care.
4. We will be a destination for world-class treatment, research and training, with a Centre of Excellence in Heart Lung Vascular and a number of other preeminent clinical services.
5. We will continue to advocate for and deliver compassionate care and service of the poor and vulnerable in the spirit of Mary Aikenhead and the Sisters of Charity.
6. We will develop more cost effective models of care, and leverage the capabilities of our co-located public and private healthcare campus.

To ensure the future success of St Vincent's, we must deliver true value to our patients, their carers, and their primary payers including the NSW Ministry of Health. We will achieve this important goal by mobilising healthcare services and resources around our patient's needs in a manner which is aligned to our Mission and which results in superior patient outcomes. We invite you to come on this journey with us as we create a compassionate and vibrant future for the Darlinghurst Campus.

Yours Sincerely,



TOBY HALL
Group Chief Executive Officer
St Vincent's Health Australia



PAUL ROBERTSON AM
Chair
St Vincent's Health Australia
Group of companies

Our Clinical Services Strategy

The roadmap for our Darlinghurst campus

We developed the Clinical Services Strategy for St Vincent's Darlinghurst Integrated Healthcare Campus in consultation with clinicians, consumers, staff, our research and university partners, and external stakeholders including other Local Health Districts and the Central and Eastern Sydney Primary Health Network. In doing so, we considered:

- The needs of the local population and of patients referred from across NSW
- Our own strengths, opportunities and challenges
- The external environment in which we operate; and,
- Local and international trends in healthcare.

This document presents our findings and outlines our strategic vision for the Campus over a 20-year horizon, and articulates our over-arching plan to achieve this vision.

We will use this Clinical Services Strategy to inform patients, collaborators and external partners on the strategic commitments we have made to deliver world-class care, research and education. We will also use it to guide the development of our Clinical Services Plan to 2026-27, which will determine future investment in the Darlinghurst campus.

A strategy to deliver our Mission and **enVision 2025**

As a Catholic healthcare service we bring God's love to those in need through the healing ministry of Jesus. We are especially committed to people who are poor or vulnerable. We lead through research driven, excellent and compassionate health and aged care.

In 2015, we launched enVision 2025, an ambitious strategy for how St Vincent's Health Australia will deliver on our mission. It describes our priorities for the next 10 years across the broader St Vincent's Health Australia group, including our Public Hospitals, Private Hospitals, Aged Care and Research.

enVision2025

enVision2025 – serving, seeing and striving for something greater

Serving something greater

For 175 years we have been called to serve something greater: to bring God's love to those who need it most. Compelled by Jesus' example and that of the Sisters of Charity, we serve the poor and vulnerable with deep compassion and unwavering dedication. It is both our heritage and our legacy. **enVision 2025** reaffirms the commitment of St Vincent's to preferentially care for the poor and vulnerable, identifying five priority groups:

1. Those who are homeless
2. Those with mental health conditions
3. Those with drug and alcohol addiction
4. Aboriginal & Torres Strait Islander people
5. Those in the justice system.

Seeing something greater

From humble beginnings we have become the largest Catholic not-for-profit health and aged care provider in the country. **enVision2025** invites us to think big so we can see a much more profound impact in the lives of millions of Australians.

Striving for something greater

We have a reputation for innovation and clinical excellence. **enVision 2025** impels us to constantly strive for something greater, to continue to develop cutting-edge research and translate this into better clinical practice.

Details of our **enVision 2025** strategy can be found at <http://svha.org.au/home/about-us/our-strategy-2025>.

We care for the whole person, while delivering cutting-edge research and educational excellence

We care for the whole person

Our strengths

We are renowned as leaders in delivering exceptional and compassionate patient care, especially to the poor and vulnerable patient populations in our communities. As a result, St Vincent's Darlinghurst Campus attracts patients from across NSW, Australia and from overseas.

Our public and private hospitals offer a range of overnight and day only inpatient services, comprehensive ambulatory and community based services. Across the campus our major speciality areas include cardiothoracic surgery and medicine; transplantation (heart, lung, blood and marrow and renal); orthopaedics; neurology and neurosurgery; mental health and drug and alcohol; medical, radiation and surgical oncology; infectious diseases/immunology with specialisation in HIV/AIDS and hepatitis C; gastroenterology; endocrinology; urology; renal medicine; rehabilitation and palliative care. Our Level 6 trauma centre services the Sydney central business district.

St Vincent's Integrated Healthcare Campus in Darlinghurst has a proud history of innovation and is home to many 'firsts' including:

- Australia's first lung and heart/lung transplant, the first implantation of a total artificial heart and the first percutaneous aortic valve implantation
- NSW's first cochlear implant
- The first private hospital in NSW to undertake a renal transplant
- Australia's first adult bone marrow transplant
- NSW's first Alcoholism Clinic
- Australia's first dedicated ward for people living with HIV/AIDS and the first diagnosis of transfusion related HIV infection
- Australia's first endocrine laboratory and endocrine immunoassays
- Australia's first insulin infusion for treatment of diabetic ketoacidosis
- The first da Vinci Robot™ in NSW, which provides state-of-the-art minimally invasive surgery
- The first pain management unit in Australia to provide care via telehealth to rural patients.

The Campus is recognised for its innovative and compassionate care. For example, in 2011, St Vincent's Private Hospital Sydney was the first Australian private hospital to achieve Magnet Recognition and was granted the inaugural Group Gold Medal within the ACHS accreditation program in 2014.

Many of our achievements rest on the calibre of leading specialists we attract and retain, and our collaborative partnerships with Australia's preeminent universities and clinical research institutes.

Opportunities and challenges

Our most important challenge is to continue delivering compassionate and superior care to a growing and increasingly complex patient population, within a financially constrained environment. To meet this challenge we will need to measurably make our models of care more efficient and effective. We can best serve the NSW healthcare system by preventing unnecessary use of services, while ensuring that appropriate care is delivered when needed by the most suitable healthcare provider(s)/interdisciplinary team. We aim to achieve this by:

- Mobilising healthcare resources and support services around patient need and designing person-centred services
- Using evidence-based ambulatory models of care to move patients to lower cost and acuity settings when appropriate
- Increasing the scope and/or the integration of our services with other providers to deliver coordinated services, through:
 - A greater focus on preventative care to keep patients well and out of hospital
 - Increased integration with primary care to support patient transitions to and from the community setting
 - Providing care coordination to help patients choose the right healthcare, giving priority to patients suffering from chronic diseases

- Working with NGOs and the Central and Eastern Sydney Primary Health Network to address social determinants of health and service delivery issues that delay discharge and/or unplanned readmission
- Incorporating new, modern models of palliative care and pain management with early engagement from our experts to improve long term care delivery and planning
- Building stronger links with the aged care sector to prevent hospital admission for these patients where possible
- Reducing unwarranted clinical variation across our services; and
- Using technology to deliver virtual specialist care and remote monitoring so that patients, including those from NSW rural and remote communities, may be managed at home or in a facility closer to home.

We care for the whole person, while delivering cutting-edge research and educational excellence

We deliver cutting-edge research

Our strengths

St Vincent's Darlinghurst has a long history of providing world-class research. Our Campus is the site of a major research precinct and includes:

- the Victor Chang Cardiac Research Institute
- the Garvan Institute of Medical Research
- the St Vincent's Centre for Applied Medical Research, and
- The Kinghorn Cancer Centre – a joint venture of St Vincent's Hospital and The Garvan Institute.

We also work in close partnership with a number of Australia's leading healthcare research bodies including:

- the Kirby Institute for Infection and Immunity in Society at UNSW
- the Cunningham Centre for Palliative Care at the University of Notre Dame Australia
- the Nursing Research Institute with ACU
- the Clinical Research Unit for Anxiety and Depression with UNSW, and
- the Patricia Ritchie Centre for Cancer Care and Research with University of Sydney

More information about St Vincent's Darlinghurst's research can be found in our full campus research strategy.

The number of publications from the Campus, the scope of our research portfolio, our involvement in clinical trials, and our translation of research into clinical practice reflects our commitment to research. Recent research achievements include:

- At St Vincent's Hospital:
 - Successful commercialisation of a protein named MIC-1, which plays a major role in regulating appetite. This research has led to both a drug to treat loss of appetite and cachexia in patients with cancer and a drug for treating severe obesity. Measurement of MIC-1 levels in blood has resulted in important new diagnostic tests for cardiovascular and renal disease.
 - Establishing a collaborative AIDS Malignancy clinical trials consortium with the US National Cancer Institute so Australian patients with HIV-associated cancers can access innovative trials of new therapies for the first time.
 - In partnership with the Victor Chang Cardiac Research Institute, the world's first distant procurement of hearts donated after circulatory death (DCD). These hearts were subsequently resuscitated and then successfully transplanted into patients with end-stage heart failure.
- At the Victor Chang Cardiac Research Institute:
 - The discovery that obese fathers risk passing on health problems to their sons and their grandsons, even before they are born. This breakthrough has immediate public health implications for the estimated 14 million Australians who are overweight or obese.
 - Using a virtual heart to develop a more reliable way of predicting sudden cardiac death, which kills 25,000 Australians each year.
 - The discovery that the heart can regenerate long after birth, giving hope to the 2,180 babies born with heart defects every year.

- At the Garvan Institute of Medical Research:
 - Uncovering genomic signatures that show pancreatic cancer to be four different diseases, each requiring distinct treatment approaches.
 - Developing and commercialising a treatment for inflammatory diseases such as rheumatoid arthritis.
 - Developing and commercialising a technology to stabilize targeted immunotherapies, markedly increasing their utility.
 - Developing a computational method to calculate an individual's risk of future bone fracture, based on data from the Garvan's long-running epidemiological study of osteoporosis in men and women.

Opportunities and challenges

We face a number of challenges in ensuring that our national and international reputation for clinical research excellence continues to grow, which include: continually inspiring our busy clinical workforce to participate in research; engaging patients in clinical trials in an era of decreasing length of stay and shorter treatment duration, attracting and retaining leading researchers, and building a sustainable, diversified funding base.

We will respond to these challenges by:

- Pursuing opportunities to further integrate research, education and care across the Darlinghurst Campus;
- Prioritising translational research by applying the best available research findings into clinical practice;
- Actively partnering with clinical research facilities nationwide to ensure NSW is an attractive destination for Phase 1 clinical trials; and,
- Continuing to develop interdisciplinary research teams that work across historical disciplinary and organisational siloes.

In our **enVision 2025** Strategy, we have committed to 'Strive for Something Greater' through 'clinical and research excellence which delivers the best clinical outcomes'. We will therefore need a strong research capability as part of our organisation's long-term vision of world-class clinical excellence.

We deliver educational excellence

Our strengths

Our Campus has a longstanding tradition of clinical training and educational excellence across medical, nursing, research and allied health. St Vincent's Hospital Sydney is a full service acute teaching public hospital, while St Vincent's Private Hospital Sydney is a tertiary teaching hospital, making it unique in the private sector. Our hospitals provide practical clinical training for students of University of NSW, University of Notre Dame, University of Tasmania and the Australian Catholic University.

St Vincent's Campus provides clinical students access to some of Australia's most skilled healthcare professionals, as well as extensive training opportunities across our tertiary and quaternary level services. As a result, St Vincent's Darlinghurst attracts a large pool of applicants for our training places. This allows us to choose the best of the next generation of clinicians and researchers – many of whom remain at St Vincent's Darlinghurst after completing their training. Our outstanding reputation also attracts fellows across Australia and internationally.

St Vincent's staff specialists also provide important training to the broader healthcare workforce through:

- community programs
- NSW LHD outreach partnership arrangements and telehealth solutions, and
- international collaborations and leadership positions of peak international bodies

Challenges and opportunities

St Vincent's Darlinghurst needs to ensure that students, staff and partners remain at the forefront of advances in best practice medicine. We must provide trainees with practical experience from routine to highly complex services, which is challenging at times due to the concentration of highly-specialised services on our campus. We must also balance our training commitments with our responsibility to provide an efficient healthcare service. Clinical trainees play an important role in our workforce and we pride ourselves in providing a safe environment which supports their needs and the needs of the hospital.

A clinical academic campus of St Vincent's Darlinghurst's calibre plays a significant role in training the next generation of doctors, nurses, healthcare researchers and allied health professionals. We will continue to actively support and invest in our teaching facilities and programs, and ensure our students have unparalleled learning opportunities in a safe and collegiate environment.

We also recognise that we will need new skillsets, such as advanced health informatics, and supporting technology solutions to deliver our vision. We will work with our university and commercial partners to create the educational pathways to build this workforce.

St Vincent's patients

Our campus is located in an area of high need, and supports the local population while providing highly specialised care to patients across NSW

Universal trends in healthcare include increasing expectations of care, a rising burden of chronic disease and mounting costs of supporting an ageing population. Our strategy will support the Campus to respond to these trends.

Serving our local population

St Vincent's Darlinghurst is a local hospital for residents of Sydney, Waverly, Woollahra and Randwick Local Government Areas.

Within this catchment, St Vincent's Darlinghurst provides for the needs of a diverse population. Our Campus is located in an area characterised by a high incidence of homelessness and social vulnerability.

Our strategy has been designed to respond to the changing needs of our local population. It supports patients to receive the best possible care, improves access to our services, and helps patients to care for themselves at home where possible.



Serving NSW

Our Campus also provides world-class care to patients from metropolitan Sydney and rural and regional NSW in highly specialised clinical areas. For example, we are the only hospital in the state providing heart and lung transplants, and we provide a Level 6 Trauma Accident and Emergency Service for Sydney CBD's many workers and visitors.

St Vincent's Darlinghurst has a long history of outreach services to regional NSW, and in particular with those from Murrumbidgee Local Health District. Health outcomes for people living in regional Australia are worse in comparison to their city counterparts. The Garvan Research Foundation's *Medical Research and Rural Health Garvan Report 2015* found:

- 40 per cent higher death rate in remote areas compared to a major city.
- Life expectancy 2.5 years lower for men and 1.3 years lower for women in outer regional, remote and very remote areas.
- Five-year relative survival for cancer decreases with increasing remoteness.
- Prevalence of asthma is significantly higher in regional areas compared with major cities.
- Adults in outer regional and remote areas are more likely to be overweight or obese (69.5 per cent) compared with adults in major cities (60 per cent).

Our clinical services strategy has been developed to fulfil our dual role – supporting both the needs of our local population and serving the broader NSW population.

Our strategic commitments

We will continue to deliver innovative and compassionate care through an integrated healthcare campus at Darlinghurst, bringing together clinical care, education and research to benefit patients in NSW. Our core purpose is to deliver care that meets the needs of the individual patient and provides them with the best possible outcomes. To fulfil this vision, we commit to the following:

- 1/** Our future is precision medicine. We will provide innovative and personalised care through minimally invasive, targeted interventions, leveraging genomics, advanced imaging, microbiome and metabolic analysis

- 2/** We will introduce new ambulatory models of integrated care. Patients will have access to coordinated, specialist interdisciplinary teams that treat the whole person and are fully integrated with primary care

- 3/** We will use telehealth and virtual care delivery to provide outreach services to patients and support to clinicians in remote and rural areas, ensuring all NSW patients can access specialist care

- 4/** We will be a destination for world-class treatment, research and training, with a Centre of Excellence in Heart Lung Vascular and a number of other preeminent clinical services

- 5/** We will continue to advocate for and deliver compassionate care and service of the poor and vulnerable in the spirit of Mary Aikenhead and the Sisters of Charity

- 6/** We will develop more cost effective models of care for patients using precision medicine, integrated care and telehealth, and leverage the capabilities of our co-located public and private healthcare campus

Strategic commitment 1

Our future is precision medicine. We will provide innovative and personalised care through minimally invasive, targeted interventions, leveraging genomics, advanced imaging, microbiome and metabolic analysis

What does a future based on precision medicine look like?

Precision medicine takes into account individual differences in a patient's genes, environment and lifestyle. By embedding breakthrough research into a clinical context, precision medicine allows both earlier and more customised diagnoses to identify conditions that patients are at risk of before they become symptomatic. Precision medicine also facilitates more targeted and less invasive treatment pathways, making care more effective and potentially less expensive.

Exciting new applications are emerging and gaining momentum due to advanced medical and testing technology, such as genetic sequencing and cloud computing for mass storage of data.

“Understanding humanity’s genetic code is not only going to be fundamental to the medicine of the future. It is an essential part of medicine today. In rare congenital diseases, in cancer and in infections, genomic insights are already transforming diagnosis and treatment”

Jeremy Farrar, Director of the Wellcome Trust, UK, August 1, 2014

Governments of the US and the UK are progressing initiatives for precision medicine. In Australia, the National Health and Medical Research Council has provided nationwide funding for genomics research, while the Sydney Genomics Collaborative, located on the St Vincent’s Darlinghurst campus, will deliver access to state-of-the-art technology.

The Garvan Institute of Medical Research, located on the St Vincent’s Darlinghurst campus, is the Australian leader in genomic diagnostics. The HiSeq X10 genome sequencing solution arrived at St Vincent’s Darlinghurst in May 2014. Since this acquisition, over 14,000 genomes have been sequenced – a significant advance from the 300 genomes which had previously been sequenced in Australia.

The Genomic Cancer Medicine Program (GCMP) is Australia’s first precision medicine initiative based on genomics. Initiated in 2016 by the Garvan Institute of Medical Research at The Kinghorn Cancer Centre, the GCMP aims to provide cancer patients with genomic testing and matched therapies, as well as identifying the genetic basis of early onset cancers.

Figure 1: Genomic data and it’s potential

The possibilities from harnessing genomic data

Diagnostics for preventative treatment, to better identify a genetic predisposition to preventable conditions, so that interventions can be put in place to ward off disease



Patients with a diagnosis can receive more targeted treatment, based on a predictive response



In 2016 St Vincent's Hospital opened a Clinical Genomics Unit. The work of this Unit will enable the application of whole genome sequencing to understand the basis for hereditary diseases, and development of tailored risk mitigation programs. This is the first facility of its kind in the southern hemisphere and one of the first three in the world. The Unit will also be able to provide genomic counselling via virtual care to internationally referred patients, whose samples will be analysed at The Kinghorn Cancer Centre.

As the developed world deals with the burden of chronic disease arising from lifestyle factors, including obesity, diabetes, heart disease and cancer, researchers and clinicians at St Vincent's, The Kinghorn Cancer Centre and the Garvan Institute are bringing together approaches to clinical care that deliver the best possible treatments tailored to the specific tumour, disease and personal characteristics of the individual patient.

The integration of research into clinical practice, including pathology, imaging, pharmacology, genomics, therapy and risk management, will inform interventions for individuals that are targeted to their own genetic make-up, environmental factors and overall health profile.

Figure 2: Components of precision medicine

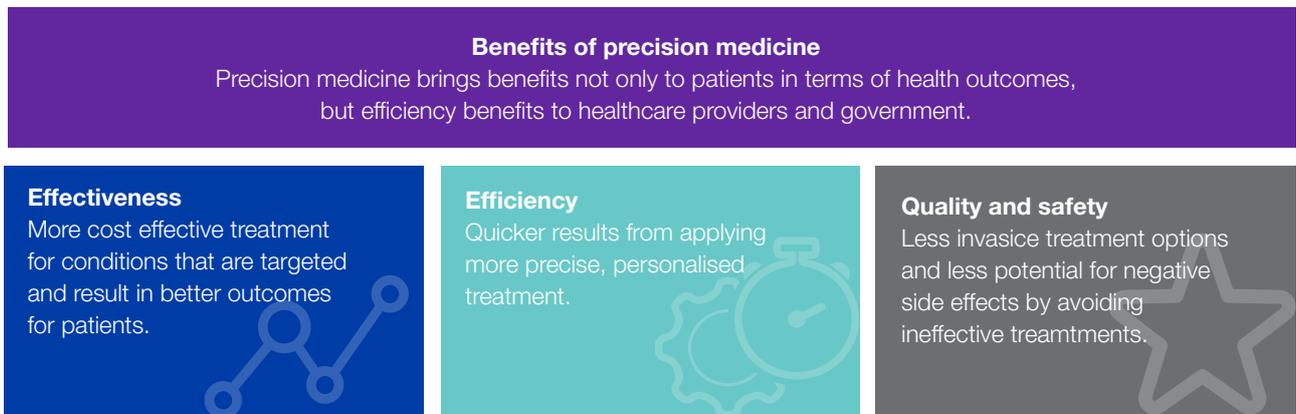


How will it impact St Vincent's Darlinghurst?

The application of Precision Medicine has the potential to change the provision of healthcare in many specialties. For example:

- In Oncology, a precision medicine program already gives cancer patients access to molecular diagnostics as well as state-of-the-art targeted therapies, to understand the basis of early onset cancers and to use this information to offer tailored risk reduction and early detection programs.
- In Immunology, precision medicine will enable better diagnosis of autoimmune diseases, improve outcomes from bone marrow and solid organ transplantation, and enhance the effectiveness of cancer immunotherapies.
- In Gastroenterology, precision medicine could improve diagnosis and treatment of pancreatic cancer and inflammatory bowel disease.

Figure 3: The benefits of precision medicine



- In Renal Medicine, genomics could identify those patients that are at risk of renal conditions, such as polycystic kidneys and adrenal gland disorder.
- In Clinical Pharmacology, precision medicine could be used to identify those at risk for adverse drug reactions, and to inform precise dosing decisions for drugs which require therapeutic drug monitoring.
- In Metabolic Medicine, precision medicine will allow a more accurate diagnostic algorithm and the delivery of specific and individualised therapies to prevent and treat major diseases such as diabetes and obesity.

St Vincent's Darlinghurst, with its precinct partners at the Garvan Institute of Medical Research and the Victor Chang Research Institute, aims to bring the promise of precision medicine to all patients. By integrating research into standards of care, patients will receive personalised care, based on more accurate risk stratification and diagnoses to biomarker-driven targeted treatment.

In the next 10 years, St Vincent's will further build the capability and scale of our research precinct at Darlinghurst to foster greater integration of research with clinical care delivery, through clinical trials, world-class cohorts and intervention programs. Active participation in clinical research at scale will enable St Vincent's Darlinghurst to apply precision medicine for the benefit of patients, while also supporting NSW to become a more attractive destination for early phase clinical trials.

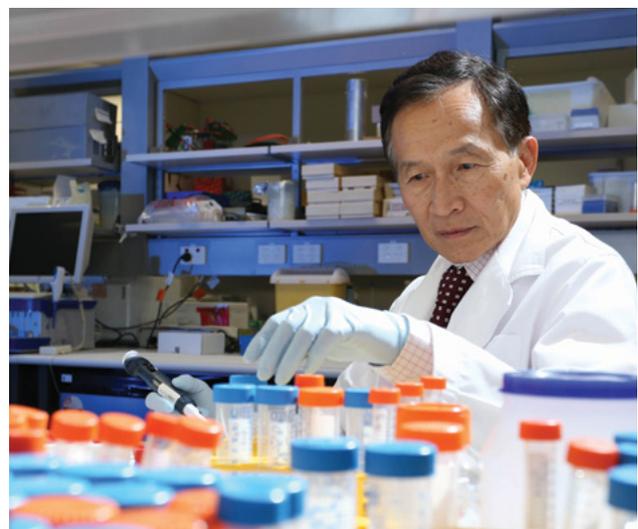
To maximise research opportunities, we will leverage our world-class precinct partners, the Victor Chang and Garvan Institute of Medical Research. We will also draw on our role as one of the Office for Health and Medical Research's eight research hubs and our clinical trials expertise across the full spectrum of diseases from HIV to cancer. Finally, we will look to innovate remuneration models and make structural changes within the organisation to support our research ambitions.

What are the benefits?

Precision Medicine gives clinicians the tools to better understand the complexities behind a patient's condition and to better predict the effectiveness of a particular treatment. It promises earlier and more accurate diagnosis, more effective, less toxic treatment, and greater efficiency in healthcare delivery.

In accordance with the mission of St Vincent's Darlinghurst, we will ensure that Precision Medicine focuses not only on our existing strengths, but uses these to serve the vulnerable populations within our community.

Precision medicine at St Vincent's Darlinghurst will be unique because of the integration of world leading clinical and research expertise across all the relevant disciplines; creating a model for delivery of healthcare in the 21st Century. We will take the latest in clinical trials and evidence based treatment protocols, combine them with personalised analysis of all aspects of the individual patient that will impact their disease, and deliver cutting edge precision therapies to deliver the best possible results for our patients.



We will introduce new ambulatory models of integrated care. Patients will have access to coordinated, specialist interdisciplinary teams that treat the whole person and are fully integrated with primary care

What will the model of ambulatory integrated care look like?

Our vision for St Vincent's Darlinghurst is to introduce new models of ambulatory care, which support coordination and integration of health services.

Our ambulatory care model will support fast-track diagnosis and treatment for patients requiring short term emergency and acute care. It will synchronise and connect multi-disciplinary services provided on the campus. This will allow us to expand successful multi-disciplinary service models which operate today, such as our Pituitary Service which combines the expertise of endocrinology, neurosurgery, ophthalmology, and anatomical pathology to care for nearly half of complex pituitary patients in NSW. New ambulatory care models will also support the safe and appropriate transfer of patients from overnight admitted services to day-only settings.

Our care models will also support comprehensive integrated care solutions for patients with complex chronic conditions. Working in partnership with primary care and community services, we will support patients along the continuum of care - from prevention, early diagnosis and intervention, through to survivorship and end of life care. We will act as a hub to coordinate service delivery with the NGO and government organisations who address our patient's social determinants of health (such as homelessness).

As we develop and deploy our integrated ambulatory care model, we will incorporate a number of key principles which include:

- Arranging our services around the patient's needs, with a multidisciplinary team and sophisticated scheduling to provide streamlined, tailored care
- Fostering a culture of collaboration with primary care and community services so that patients move effortlessly to and from the acute care setting, and so that prevention and care provision is supported in the community (avoiding unnecessary hospital admissions).
- Leveraging electronic health and virtual care services to deliver coordinated and efficient services
- Providing rapid diagnostic testing and assessment on Campus to reduce delays, duplication and patient anxiety.

- Supporting patient navigation and standardised, coordinated pathways for services across the St Vincent's Darlinghurst Campus
- Strengthening partnerships in regional NSW and other areas of Sydney to support the patient journey to and from regional health services.

As part of our strategy, we will look to establish medi-hotel services where regional, interstate and international patients who need to come to our Campus for ambulatory care are able to stay overnight. This facility will also act as a step-down service, supporting the transition of a patient from an acute setting back to their home and primary care.

This commitment to Integrated Ambulatory Care is part of our broader push to reduce unnecessary use of hospital services and, where possible, provide care in an ambulatory and day-stay setting.

How will it impact St Vincent's Darlinghurst?

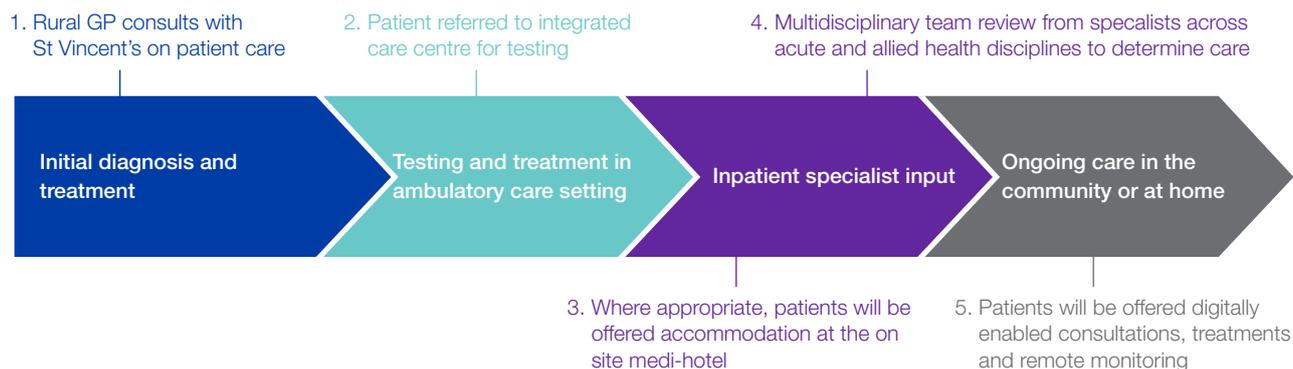
Part of this vision includes the creation of an Integrated Care Centre that will transform the acute system's ambulant services. It applies a 'one-stop-shop' approach to healthcare that builds on international best practice, such as the award-winning US Mayo Clinic, the Cleveland Clinic and Intermountain Healthcare. All of these models deliver a comprehensive range of services which are co-located, patient centric and delivered by interdisciplinary teams organised around the patient. While the Integrated Care Centre will be a dedicated physical facility on the campus, the model of integrated specialist and community care will be embedded in all clinical units across the campus – even where the care is being provided outside the Centre.

Our Integrated Care Centre on the Darlinghurst Campus will provide a broad range of ambulatory services including admitted same day services and non-admitted services (e.g. diagnostics; imaging; outpatient procedures; day surgery; infusions and dialysis). It will also leverage virtual care services to extend the ambulatory care model to rural and regional providers, and provide a hub for virtual care, remote monitoring and patient support.

We will be able to arrange for patients to receive multiple diagnostics, treatment and specialist advice at St Vincent's Darlinghurst with as few visits to the campus as possible. This will make care options for patients from outside metropolitan Sydney more convenient, especially when combined with telehealth follow-up care for those in more remote areas.

The diagram below illustrates how the new model of care on the St Vincent's campus (with particular focus on the Integrated Care Centre) might support a rural patient who needs specialist diagnostics.

Figure 4: Potential pathway of a rural patient utilising St Vincent's Integrated Care service



What are the benefits?

Our integrated, ambulatory model of care will improve quality of patient care and the efficiency of its delivery by:

- Providing seamless care delivery and reducing healthcare fragmentation, through better connecting hospital services and the interface with primary care
- Navigating patients through standardised care pathways, which streamline care and reduce unwarranted clinical variation
- Removing delays in diagnosis and accelerating appropriate treatment paths
- Safely and appropriately moving current admitted patient services to lower cost/acuity ambulatory settings
- Reducing unnecessary health care utilisation.

Strategic commitment 3

We will use telehealth and virtual care delivery to provide outreach services to patients and support to clinicians in remote and rural areas, ensuring all NSW patients can access specialist care

What will telehealth and virtual care look like?

St Vincent's will be a leading provider of digitally enabled, patient directed healthcare, allowing patients to access services and information in a simple, effective and timely manner. Our patients will have access to digitally enabled services, including consultations via video-conference, pre-admission and post-discharge support via personal mobile devices, and point of care testing and wearables which provide more convenient and more personalised care.

Across the campus today there are pockets of virtual care services, including:

- **This Way Up**, an internet-based learning program to treat anxiety and depressive disorders. The programs can be clinician guided or self-help. This Way Up's online courses are clinically proven to decrease anxiety and depression and improve patients' wellbeing.
- **Psychogeriatric SOS**, a clinician-to-clinician outreach program to rural and remote care providers. The service provides a unique multidisciplinary case conferencing, education, and supervision service to any healthcare professional needing assistance in managing an elderly patient with suspected psychogeriatric issues.
- **Pain clinic model**, in 2012, St Vincent's Hospital Darlinghurst Pain Unit was the first in Australia to deliver care via telehealth. This service currently operates one day per week for telehealth consultations.

These programs provide valuable services to improve accessibility for patients and also provide supervision, support and upskilling to rural clinicians. We will build on our experience in these services to scale and spread to other patient cohorts.

Virtual care at St Vincent's Darlinghurst will be delivered through multiple different modes:

- **Patient to provider** – the provision of virtual services to a patient from a provider or group of providers
- **Provider to provider** – the provision of virtual services such as education and clinical supervision from a provider or group of providers to another individual provider or group.
- **Remote monitoring** – monitoring patient signs (e.g. blood glucose) virtually through devices such as point of care testing, wearables or implants

How will it impact St Vincent's Darlinghurst?

St Vincent's Darlinghurst will have advanced digital solutions and infrastructure to support a well-integrated virtual care service

- Patients will have the choice, where clinically appropriate, to travel to Darlinghurst for appointments or to have appointments virtually
- St Vincent's will have a physical hub for virtual care services that patients and staff can visit to ensure they have all technologies they require, conduct virtual care consults and seek help for any technological issues. Also located at the hub will be technology platforms for remote recording, monitoring and reviewing of patient-generated data

1. Or other groups with expertise such as Nursing, Allied Health and Interdisciplinary teams

- Patients will be supported to proactively manage their health outside of the acute hospital setting. When additional care is required, an algorithm applied to patient's signs and care plans will trigger a series of actions determined by the patient and their care providers

The St Vincent's Darlinghurst Virtual Care hub will also educate the next generation of health professionals in digitally enabled healthcare.

What are the benefits?

National and international examples of successful telehealth services reveal that scale, alignment with patient pathway transformation and connected health information systems are the keys to its success. An example of successful implementation can be seen in the United Kingdom (UK) Department of Health's Whole System Demonstrator program, a two-year research project on large scale deployment of telehealth in patient's homes, over three geographically distinct sites. Patients had either heart failure, type 1 or type 2 diabetes or chronic obstructive pulmonary disease (COPD). The results of the program included a 20% reduction in emergency admissions, 45% reduction in mortality rates, 14% reduction in elective admissions, 15% reduction in ED attendances and a 14% reduction in bed days.

At St Vincent's, successful implementation of this strategy will deliver:

- Greater flexibility, convenience and independence for patients, with expanded options for care in the community or home setting
- An increase in patient education, health literacy and self-management through virtual support, wearables and remote monitoring
- A reduction in the risk of hospital admission through earlier interventions, improved outcomes and the overall patient experience
- Cost efficiency and better utilisation of services
- Equity of access for patients, with world-class care being delivered to patients throughout NSW, Australia and internationally

Strategic commitment 4

We will be a destination for world-class treatment, research and training, with a Centre of Excellence in Heart Lung Vascular and a number of other preeminent clinical services

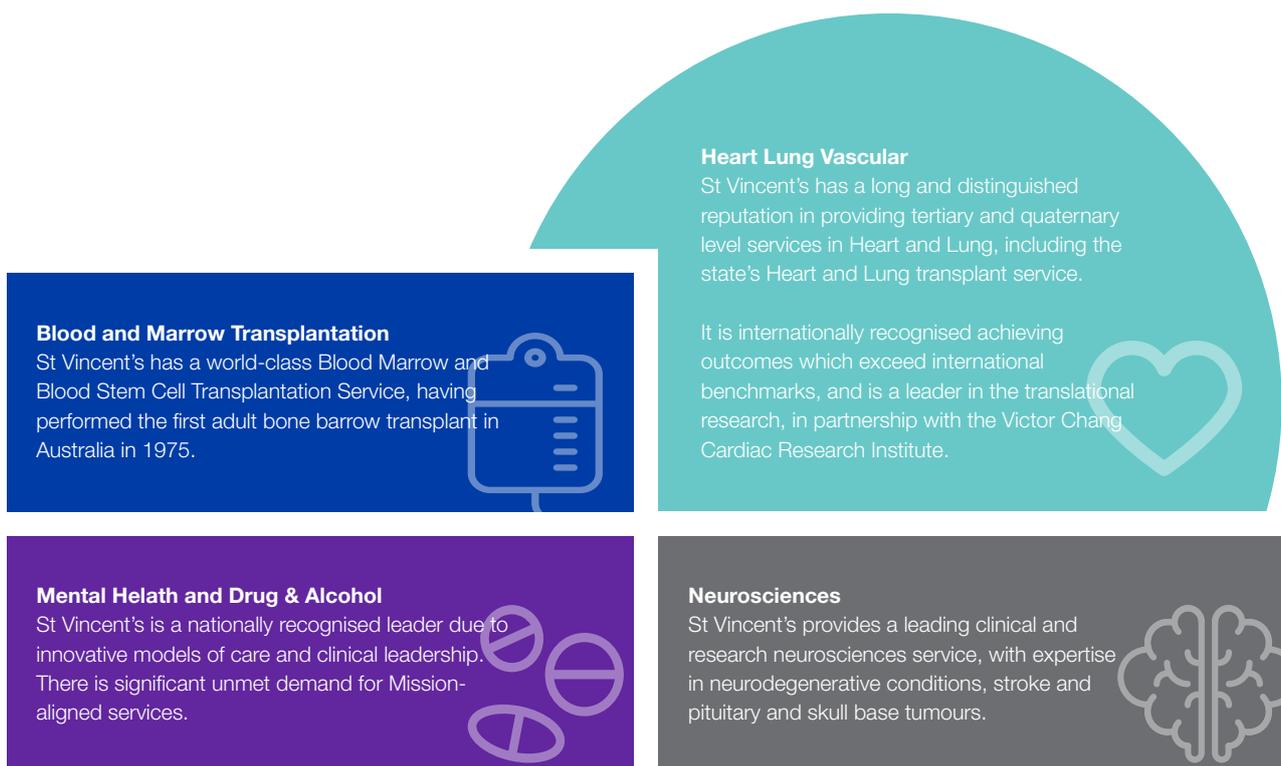
What does it mean to be a destination for world-class treatment, research and training?

Being world-class will demand excellence, which we define as:

- achieving risk-adjusted patient outcomes which favourably benchmark to international standards and thresholds
- delivering innovative person-centred models of care
- advancing the world-wide translational research agenda, and
- operating internationally regarded clinical training programs.

We recognise that creating a world-class service is highly ambitious. So to achieve our goal, we will concentrate our efforts on a select number of services, building on the existing strengths of the Campus. We will establish a Heart Lung Vascular Institute on the Campus, consolidating the exceptional outcomes and reputation of our Heart, Lung and Vascular services today. In addition, we will extend other preeminent clinical services, including Blood and Marrow Transplant, Mental Health, Drug and Alcohol and Neurosciences.

Figure 7: St Vincent's Centres of Excellence.



Over the coming decade, we recognise that the clinical landscape may change markedly. So, while we commit now to focusing on the clinical areas identified above, we will remain agile enough to adapt and respond to areas of greatest need.

Our strategic commitment to clinical excellence is critical for our long term viability. It will ensure we remain a relevant 'provider of choice' for our most important stakeholders: our patients and their families, our people, and our partners - which include government and private payers, research institutes, universities and donors.

This strategy is aligned with Australian and overseas trends, where health systems and payers are consolidating highly specialised clinical services into a small number of academic medical centres, where research has demonstrated a causative link between volume and outcomes for complex services.

How will it impact St Vincent's Darlinghurst?

Our focus will be on achieving superior patient outcomes, bringing the benefits of translational research to the outstanding care we currently provide. Success will be demonstrated through risk-adjusted, benchmarked outcome measurement and publication.

As a result of these demonstrated superior outcomes, we will extend our reputation as the referral partner of choice for those in our immediate community, for our rural and regional neighbours, and potentially across the nation and the Asia Pacific region. Consistent with our Mission, we will ensure that the most disadvantaged or marginalised will be able to access this world class treatment and services.

What are the benefits?

Our centres of excellence will provide:

- Better health and experience outcomes for patients across NSW, giving them access to world-class clinical expertise, innovative treatment, early phase clinical trials and patient-centred facilities
- Better value healthcare services for patients and their payers
- Opportunities to build clinical proficiency and achieve ongoing efficiency gains by delivering high volumes of complex, highly specialised services
- Attractive work opportunities for clinicians and researchers worldwide
- Contributions to the worldwide reputation of NSW as a place of research and educational excellence
- Contributions to the worldwide medical knowledge base.

Strategic commitment 5

We will continue to advocate for and deliver compassionate care of the poor and vulnerable in the spirit of Mary Aikenhead and the Sisters of Charity

How will we continue to reach the poor and vulnerable?

For over 175 years, we have demonstrated our commitment to the most vulnerable people of Sydney. In particular, we have provided compassionate care to those who are homeless, suffering drug and alcohol abuse and those with infectious diseases such as Hepatitis and HIV. Our palliative care service at Sacred Heart opened in 1890 as a dedicated hospice for the terminally ill. Today, Sacred Heart is one of Australia's largest and leading palliative care and rehabilitation providers.

St Vincent's Darlinghurst is located in an area with a high concentration of homelessness and social vulnerability. St Vincent's Health Network Sydney has received funding from the NSW Government through the Mental Health Commission for the Urban Partnership for Integrated Inner City Healthcare and Wellbeing. This places us at the forefront of addressing the many challenges of homelessness in inner city Sydney, working alongside partners in the health and community sectors.

Across our specialties, we deliver services specifically targeted to the poor and vulnerable. Those services include dedicated staff to support Aboriginal and Torres Strait Islander patients, homeless health and those with drug and alcohol addiction.

How will we improve care provided at St Vincent's Darlinghurst?

Building on our existing integrated responses to the health needs of socially vulnerable populations, St Vincent's will seek to continue to partner with community and non-government providers of care to this segment of the population.

We will build clinical expertise in highly prevalent conditions among those who live on the margins, including drug and alcohol addiction, mental illness and metabolic diseases.

We will establish the St Vincent's Social Justice Action Research Centre to drive innovation and improvements in care for these patients.

Finally, we will leverage our research and our clinical excellence to advocate for and to provide the best possible care for these patients.

What are the benefits?

Our leading role in innovative and integrated responses to inner city health will reduce the negative impact of poor health among homeless and vulnerable people in inner city Sydney. With our other programs and initiatives, our work will support individuals and families who are affected by drug and alcohol abuse and mental health issues.

St Vincent's is an essential link in the broader work undertaken by health and community sector partners in addressing the health and social concerns of the poor and vulnerable. We will continue to deliver care in line with our mission and be advocates for the community, while providing compassionate care to those in need.

Strategic commitment 6

We will develop more cost effective models of care for patients, and leverage the capabilities of our co-located public and private healthcare campus

What does cost effectiveness look like?

Our health system must respond to increasing demands within a constrained funding environment. To achieve this, health services must provide more value, in the most cost-effective way possible.

The commitments in this Clinical Services Strategy have the potential to achieve a more cost-effective and sustainable health system. Precision medicine can provide more targeted care, lowering waste in treatment pathways. Integrated ambulatory care will help support the whole of the person's health needs, providing care without the need for hospital admission and removing the waste associated with duplication of testing. Telehealth has demonstrated that it can reduce unnecessary hospital admissions, allowing patients to access care more efficiently.

Cost-effectiveness requires scale in clinical areas, helping clinicians build and maintain sufficient case loads, which in turn supports quality and reduced variation. It also ensures valuable assets are highly utilised, and infrastructure capacity is shared intelligently across the campus.

How will it impact St Vincent's Darlinghurst?

We will embed this vision for cost effectiveness as we implement the first five strategic commitments. For example, in precision medicine, we will apply our research expertise to demonstrate that delivering more targeted and less invasive treatments is a cost-effective approach. We will also partner with funders to trial innovative funding models, such as outcomes-based funding, which incentivise cost-effective healthcare. Furthermore, we will expand our partnerships with commercial entities and universities to quickly scale-up innovations such as telehealth and virtual care delivery.

We have identified nine clinical areas that will provide the scale and profitability to better deliver on our mission.

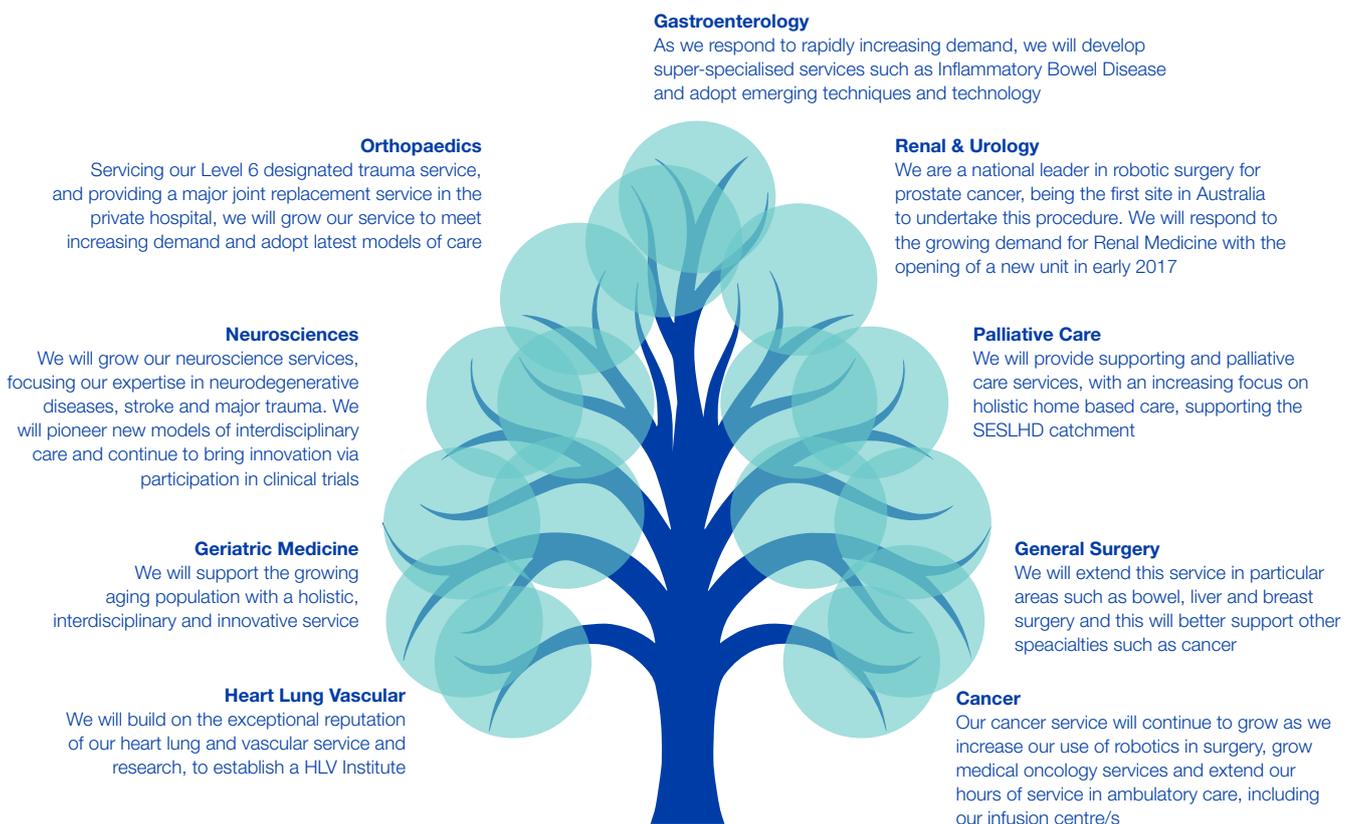


Figure 8: Achieving scale across clinical services

Strategic commitment 6

We will develop more cost effective models of care for patients, and leverage the capabilities of our co-located public and private healthcare campus

We will promote sustainable and consistent service delivery across these nine services, and across the rest of our campus. In addition, we will search for improved care models, and observe international trends in healthcare to assess their applicability to NSW.

As we imagine the future of our co-located public and private facilities, we will:

- Extend the capacity of the campus to load-share across the facilities, improving timely access to services for patients and reducing the investment required to meet peak demands
- Share select acute areas, such as our Cardiac Catheterisation Lab and high-end diagnostics facilities, to defray the investment and replacement costs and ensure high utilisation of assets
- Strengthen clinical networking arrangements across the campus and with other local partners to ensure services are provided cost-effectively.

What are the benefits?

To grow and serve more people as a mission-based, not-for-profit organisation, we will strive to generate cost-effective healthcare each year to:

- keep the health service sustainable, providing value to our patients and payers
- generate funds to replace and improve assets
- keep our hospitals at the leading edge of research and practice, and
- further invest in growing our mission.



Putting Strategy into action

St Vincent's Darlinghurst Integrated Healthcare Campus is committed to making this Strategy a reality. We will implement all six commitments by building strong partnerships with fellow organisations and services, and by ensuring that our patients remain at the centre of everything we do.

Strong partnerships

Putting our Strategy into action rests on us maintaining strong partnerships with the services and organisations that help us deliver world-class care. To build and strengthen these partnerships, we will create a compelling service proposition and business model for our key strategic commitments. We will then work with our partners, such as the Garvan Institute and Victor Chang to implement the pillars of our strategic commitments.

We will also strengthen our connections with primary care and community services. These links will allow our patients with acute conditions to seamlessly access care. They will help us support our partners to manage patients with chronic conditions in the community. Finally, we will strengthen our existing relationships within our referral networks, which will include expanding our outreach and telehealth services.

Putting patients first

We will design and arrange the services of both hospitals around the needs of the patient. For instance, we will work across specialties and create sophisticated scheduling to provide efficient care to inpatients, outpatients and day surgery patients. We will also use shared service models across the Campus, where there is scale and benefit in doing so.

In addition, we will better support our patients by adopting workforce models and technologies that allow them to access services across the campus seamlessly. We have already committed to adopting one clinical information system across all of the public and private facilities in the St Vincent's Health Australia group.

Our new workforce models will ensure that we make the best use of our skilled clinicians, by providing:

- multidisciplinary teams across professional groups and specialties
- expanded use of allied health staff in many specialties, embedded in specific clinical services where appropriate and
- increased use of nurse-led services (including outpatient clinics) and including general practitioners and other service providers in an integrated care team, where appropriate.

As pioneers in translational research, we will continue to strengthen this capability, developing research interfaces and collaborating with our partners on translational research for the benefit of our patients. For instance, we will expand clinical trials at the Campus, and establish more incentive structures to encourage clinicians to participate in research.

We will require advanced health informatics capabilities to implement many aspects of our strategy. We will work with our university and commercial partners to create the educational pathways to build this workforce.

Creating a vibrant future for St Vincent's

We have recently embarked on a significant expansion and refurbishment of St Vincent's Private Hospital, which provides the first capital investment in support of this Strategy. We will prepare a Clinical Services Plan and complementary business case to secure further capital and recurrent funding required across the public and private services. At the same time, over the next two years we will identify and implement initiatives that we can undertake without capital investment, and support these initiatives with a change management program to ensure we successfully implement our priorities.

St Vincent's is already well placed to respond to the healthcare trends identified in this Strategy document, and meet the changing needs of our communities. Our world-renowned research institutes and our pioneering spirit in new treatments and models of care have set a strong foundation for us to deliver the commitments contained in our Clinical Services Strategy.

By following through on these commitments, we will ensure that the Darlinghurst Campus has an innovative and vibrant future, and that we continue to deliver our mission to provide compassionate care – especially for society's most vulnerable people.

Notes





ST VINCENT'S
HEALTH AUSTRALIA
SYDNEY