

# St Vincents and Mercy Private Hospital

## Strategic Directions 2006 – 2008

Our hospital is a Catholic health care service with a rich tradition of providing progressive and excellent care in an environment where the cultural, religious and personal needs of each patient is respected. We have a reputation for successfully combining the latest healthcare technology with excellent patient care based on high standards of compassionate medical, nursing, allied health and pastoral care.

Our future should always reflect the traditions of the founding Congregations, the Sisters of Charity and the Sisters of Mercy. Our strategy for the next two years reflects our desire for strategic growth that is innovative and responsive to the health care needs of the community of Melbourne.

### Our Mission

In the Catholic tradition our Mission is to heal the sick and to be compassionate to those in need. We are inspired by the healing ministry of Christ and the values of the Sisters of Mercy and the Sisters of Charity.

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. In all our activities we strive to demonstrate:

*Compassion* accepting people as they are and being present for them in their time of need

*Accountability* challenging each other to take responsibility

*Respect* treating everyone equally and with dignity and justice

*Excellence* providing the best care for our patients

We are a light to the world. We CARE

### Our Vision

To be a high performing hospital, with a high performing team, delivering a high performance of Mission.

## Our Strategic Goals

Our strategic plan for 2006 - 2008 articulates five goals for the hospital over the next two years:

- Expand Mission & social accountability;
- Growth in key specialities and markets;
- Improve service, quality & efficiency;
- Foster staff development, retention & staff safety, and
- Consolidate & strengthen financial performance.

### 1. Expand Mission & Social Accountability

Further integrate Mission into the organisational culture by:

- Continuing Mission formation of our caregivers consistent with the values of the Sisters of Mercy and Sisters of Charity;
- Promoting a commitment to Service of the Poor;
- Establishing a successful Foundation which attracts donations, bequests and gifts from the community, and
- Ensuring that Mission makes a positive contribution to all stakeholder and commercial relationships.

### 2. Growth in Key Specialties and Markets

Develop key specialties, including:

- Cardiac services;
- Neurosciences;
- Obstetrics; and
- Orthopaedics.

Consideration of other market opportunities

### 3. Improve Service, Quality & Efficiency

Develop staff and internal processes to provide better service, including:

- Improve staff clinical competencies;
- Provide for information development to support key processes, and
- Continue and complete the hospital refurbishment - Project Renew Stage 2.

### 4. Foster Staff Development, Retention & Staff Safety

Develop hospital staff so SVMPH is:

- A leading clinical service differentiated by a highly skilled workforce;
- Acknowledged as a centre of excellence in health workforce education;
- Achieving high levels of workforce health, thus minimising workplace risk, and its resultant cost to the organisation, and
- Developing Catholic health collaborative programs across Victorian and national Catholic Networks.

### 5. Consolidate & Strengthen Financial Performance of SVMPH

Strengthen financial performance, to ensure:

- Prudent operational management;
- Ready access to external debt if required;
- Investment in assets with superior outcomes, and
- Strong free cashflow to sustain the Hospital's Mission for the long term.