



Adventist HealthCare Limited

2020-2021 Annual Report



Adventist HealthCare



ALIGNING WITH OUR CHURCH'S

Identity and Objectives

Adventist HealthCare Limited (AHCL) originated with the opening of the 'Sydney Sanitarium' in 1903. AHCL is a not-for-profit institution of the Seventh-day Adventist Church with its Mission to serve the community with a distinctive health and healing ministry founded on faith in God and the bringing of relief and hope through the co-operation of human effort and divine power.



ADVENTIST
HEALTHCARE LIMITED

Key Objectives

Spiritual Life and Power

AHCL recognises the power of God as an essential element in recovery from illness and disease, and positive lifestyle change. The primary objective of AHCL is to introduce people to the grace and love of God through its health and healing ministry, and to provide opportunities for the fulfilment of spiritual needs of our staff, patients and visitors in the daily program of hospital operations.

Professional Excellence

AHCL is committed to delivering excellence in all services. This includes ensuring that the organisation provides: healthcare services to meet community needs; appropriate facilities, technology and equipment; competent and experienced staff; focus on quality and safety; clinical research to ensure best practice and access to the latest treatments; and a favourable environment for patients, staff, doctors and visitors.

Health Enhancement and Education

AHCL aims to enhance the lifestyle and health of its community members. This includes a focus on delivering wholistic care to patients; health education programs for patients, staff, doctors and the community; and the provision of tertiary education for nursing, medical and allied health professionals.

Stewardship

Our Mission guides us to holding in stewardship the assets, resources and operations with which AHCL has been entrusted. Sound and efficient financial management will ensure the long-term sustainability of AHCL's Mission of caring for its community.





2019-2022

Vision and Strategic Priorities

During 2020/21, the Board, Executive and Leadership teams have worked together to implement initiatives supporting the 2019-2022 strategic framework which follows the Strategy House methodology.

Our Vision is to be a thriving faith-based provider of world class care, inspiring hope and wellbeing.

The strategic work to achieve that vision has four focus areas which we are actively working towards including: People; Excellence; Stewardship; and Growth; all of which are underpinned by our Mission of Christianity in Action, and core values.

Key measures of success that are being monitored for the 2019-2022 strategy include Customer Satisfaction, People Engagement, Quality Outcomes, Brand Reputation, Revenue & Activity, and EBITDAR.



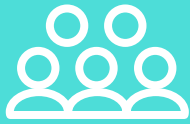
2019-2022

Strategic Focus Areas

For each of the strategic arenas, a range of priority strategies (internally called 'big rocks') have been identified through extensive collaboration and analysis, with further updates to the strategy agreed by the AHCL Board in May 2020. The first priority strategies have been focused on delivering the greatest impacts in each arena and a platform for enhancement, consolidation and growth in the next financial year. The COVID-19 situation has resulted in a necessary shift

of priorities to addressing the immediate operational issues, along with identifying and implementing initiatives that will assist AHCL with financial and activity recovery – ensuring integration with existing and planned strategic efforts.

Each of the 'big rocks' encapsulates multiple streams of work – or projects – across a broad range of service areas of the organisation.



People

- Building a thriving workforce
- Enhancing AMO and GP relationships



Excellence

- Building world class services
- Improving clinical and patient reported measures
- Engaging our consumers and community



Stewardship

- Digital strategy
- Optimal clinical documentation
- Business model improvement



Growth

- Cardiovascular
- Emergency Care
- Orthopaedics



Accreditation, Safety and Quality

During 2020/21 AHCL successfully maintained ISO Accreditation for both Sydney Adventist Hospital and San Day Surgery Hornsby. Due to the pandemic this years' audit has been postponed and will take place in 2022.

An Accountability Framework approved by the AHCL Audit and Risk Committee supports the organisation's aim to meet all ongoing accreditation and Australian Commission on Safety and Quality in Health Care (ACSQHC) standards.

AHCL has a comprehensive quality management program to monitor, assess, evaluate and improve the quality of patient care across the organisation. To ensure compliance with the quality management program, an audit schedule for both clinical and non-clinical practices and processes is in place. The philosophy of continual process improvement is supported by a corporate Adventist HealthCare Quality Awards program.

AHCL has continued its focus on building a high performance culture of safety and reliability through its partnership with the Cognitive Institute. Several programs were delivered at Sydney Adventist Hospital during 2020/21 including Speaking Up for Safety and Quality Improvement workshops.



Healthcare Service Excellence

As we are a leading provider of private healthcare services and facilities since 1903, we are committed to our Vision of being a thriving, faith-based provider of world class care inspiring hope and wellbeing.

We are proud of our reputation for exceptional care built on years of providing highly skilled medical and surgical services, underpinned by the expertise, commitment and compassion of our people.

The COVID-19 pandemic continued to present AHCL with significant challenges throughout 2020-21. Our three main goals throughout this period were:

- 1. Keep our staff and doctors healthy**
- 2. Emerge from the pandemic with a strong business**
- 3. Continue to make a meaningful impact on the community we serve.**

Our Mission guides us as we navigate the changes brought about by COVID and achieve these goals.

Key initiatives undertaken in 2020/21 include:

- **Exciting development as AHCL partners with The Australian National University**

In December 2020 the University of Sydney announced they would not renew the agreement for the SAH Clinical School to train medical and allied health students. It was with considerable excitement that Adventist HealthCare Limited signed a Memorandum of Understanding with The Australian National University in December to develop a collaboration between the two organisations, particularly in the areas of education, research and clinical service. Both parties celebrated the first key milestone towards this shared goal when a cohort of six ANU medical students was welcomed at an event at the San on May 17, 2021. The students commenced

placements in Medicine, Surgery, and Acute Care. Since then we have had a further intake of students in these areas, as well as in Women's Health and Newborn Care.

Collaborative research activities between AHCL and ANU are a key part of our MOU and will contribute to optimising care for our patients and seek to consolidate and expand our research strengths. Several research and educational meetings have already been held with attendees from both organisations and there is a genuine desire for collaboration and enthusiasm for the relationship.

We look forward to further expanding this relationship and to seeing it embedded throughout the organisation, and as part of a formal partnership. Already several academic appointments of AHCL clinicians as Affiliates of ANU have recently been made.

- Anti-stroke protection device now used during TAVI procedures** – In December San cardiologists Dr Dennis Wang and Dr Jason Sharp performed the 300th Transcatheter Aortic Valve Implantation (TAVI) procedure, a minimally invasive procedure to replace a diseased aortic valve without the need for open heart surgery. The San performs a 'Protected TAVI' utilising the Sentinel Cerebral Protection System designed to capture embolic debris dislodged before it can reach the brain, reducing the risk of a stroke
- Australian first treatment** – urological surgeon Professor Henry Woo performed the first implant of the 'iTIND' device in men with Benign Prostatic Hyperplasia (BPH), providing a new treatment option with benefits including preservation of sexual function, rapid symptom relief for most patients, minimal recovery time and no catheterisation
- New Theranostics service** – San Radiology & Nuclear Medicine services have expanded to provide a treatment for men with advanced prostate cancer when disease has spread and other treatments have failed or been poorly tolerated. Lutetium-PSMA therapy aims to reduce the size and number of tumours, as well as ease symptoms, and appears to be able to lead to long term remission in some patients
- Multi-million dollar investment** in upgrading sterilising and endoscope reprocessing areas - commencing in late 2020, new sterilisers in CSSD and Day Procedure Centre reprocessors are now operational. A project six years in the making, these upgrades mean that process are now more automated, which provides additional safe guards for patients, helps us deliver high quality care, and keeps us compliant with new industry standards both now and into the future
- International collaboration helps patient born without ears** – ENT surgeon A/Prof Payal Mukherjee was part of a team who used specialised software, a 3D printer and human anatomy to create a set of artificial ears in India which were then shipped to Australia and fitted onto a Sydney patient born without ears
- New REACH program implemented** – developed by the Clinical Excellence Commission, REACH (Recognise, Engage, Act, Call, Help) provides patients and their family members a way in which to raise concerns about theirs or their loved ones' health
- Poon Day Infusion team win Sydney Markets Cherry Box Auction** – nominated by a thankful, long-time patient who described the team as 'fantastic, caring and professional', one representative member of the team was presented with the box live on Channel Nine's "Today" program
- Pay It Forward project launched by SanCafé and San Foundation** – a kindness initiative designed to bring a little cheer this year, patrons are able to purchase a Pay It Forward card at SanCafé and provide a free hot drink for someone special
- New defibrillators rolled out at the San** – two types of defibrillators are now available to assist our patients and community. Automated defibrillators in our public areas and non-critical care wards direct unskilled users in the steps of CPR and defibrillation, while more versatile manual defibrillators will be used by trained staff in our critical care areas
- A new Prostate Cancer Specialist Nurse** commenced at the San in 2021, providing men with prostate cancer and their families with specialised support as part of the Prostate Cancer Foundation of Australia's Specialist Nursing Service
- Two San surgeons performed a combined synchronous robotic liver and bowel resection** – a first for the San, colorectal surgeon Stephen Pillinger worked with liver and pancreatic surgeon Christos Apostolou, with strong support from Da Vinci Surgical Systems, to perform a single robotic operation to treat metastatic bowel cancer and delivered an outstanding result for the patient
- New Mona Vale San Clinic opens** - providing a fast access pathway for Northern Beaches residents to access our services, the new suites offer consulting spaces for specialist doctors plus a second scanning location for San Ultrasound for Women

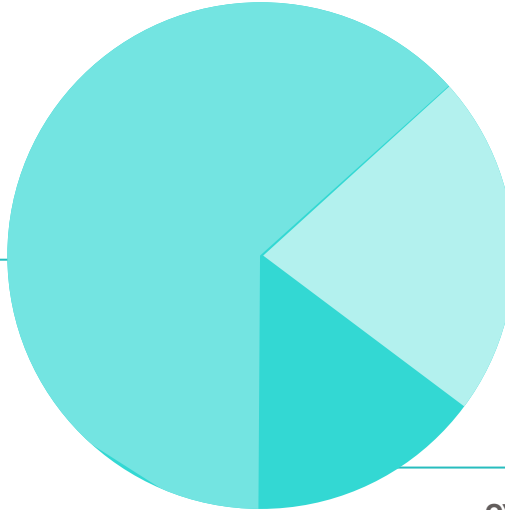


189,622

total patient episodes

122,174

outpatient episodes



40,767

day patient episodes

26,681

overnight patient episodes

1,907

babies delivered

191,398

pharmacy scripts filled

99,832

imaging investigations

18,409

emergency care presentations

1,093

palliative care in the home episodes of care

90%

AHCL patient rating for improvement in health and / or wellbeing as a result of care provided

34,910

theatre / procedural cases

9,192

cardiac rehabilitation visits

85

AHCL patient net promoter score

571,369

meals prepared for staff, patients & visitors



Research

AHCL recognises the significant value of research in enabling the organisation to remain at the forefront of healthcare and improving patient outcomes. Research enables our community to have access to the latest treatments and offers opportunity to seek new and improved healthcare options for patients into the future.

Our commitment to research has been further enhanced in 2019/20 under the Director of Research and an active Research Advisory Committee. Our research governance framework ensures that all research conforms to the relevant institutional, jurisdictional and national standards and laws. The AHCL Human Research Ethics Committee provides ethical review a large number of research activities involving humans at AHCL facilities, and now also accepts ethical approvals granted by other Australian HRECS (NHMRC registered and certified) for studies with the aim of reducing roadblocks and enhancing research collaboration. Every car parking ticket issued contributes \$1.00 to the support of research at AHCL.



58

research publications
associated with AHCL



9

active ARI
research projects



67

patients enrolled in 57
San CTU clinical trials
(9 additional trials
governed by the AHCL
HREC)



13

projects approved by
HREC and Research
Governance Office

Key initiatives undertaken in 2020/21 include:

- **San Clinical Trials Unit** – offering patients the opportunity and ability to participate in the most current treatment options available in the field of medical oncology
- **A number of AHCL doctors and staff have been involved in clinical research publications** – including Australian and International publications
- **(HREC) Human Research Ethics Committee** – facilitating ethical and safe research. Comprised of a group of dedicated members including community representatives with expertise in the types of research conducted at AHCL
- **The Australasian Research Institute (ARI)** – continues its research focus on understanding how specific lifestyle choices impact the human physiology to promote either health or development of disease
- **San Foundation Research Awards** held again in 2021 to celebrate outstanding research initiated and conducted at AHCL
- **Research collaboration** with new tertiary education providers



Health Workforce Education

AHCL has a long-standing commitment to educating the healthcare workforce – equipping them to provide competent and excellent care today and into the future. This year has continued to provide challenges for our education teams with most face-to-face events still unable to proceed due to COVID, and as a result our online education programs have continued to expand.





200

nurses completing high dependency/critical care eLearning (COVID)



127

e-learning packages available online to staff



2,118

attendees in 9 SanCE (RTO) courses (52 AHCL staff and 2,066 community)



223

attendees in 11 on-site San Education workshops/courses



297

participants in 10 online education webinars (RTO)



612

attendees in 7 RACGP formal education sessions for GPs (73 in person and 612 online)

Key initiatives undertaken in 2020/21 include:

- **RACGP Accredited Education for GPs** – regular medical updates for GPs delivered by AHCL specialists, predominantly online with only one face-to-face conference this year
- **San College of Education (SanCE)** – RTO programs for AHCL staff and community healthcare workers (SanCE was operated by the San Foundation Inc. however was closed during 2021)
- **San Education** – education for all AHCL staff
- **Clinical Education Centre** onsite at Sydney Adventist Hospital training medical, nursing and allied health workers for the future
- **Inaugural San Structural Heart Centre of Excellence for Left Atrial Appendage meeting** – AHCL specialists recognised globally as leaders in this field facilitated training for visiting cardiologists



Spiritual Care

AHCL continues to provide opportunities for the fulfilment of spiritual needs of our staff, patients and visitors in our daily program.



142

spiritual events held



13,122

chaplain visits to patients



18

volunteers recruited and trained



623

hours of staff support provided



604

prayer requests received and responded to



224

cases of support for death viewings



18

CPE students being trained



67

counselling interventions

Key initiatives undertaken in 2020/21 include:

- **Spiritual Care services** provided to patients and staff
- **Mission Integration Plan provides a framework** to enhance Mission awareness within the organisation
- **Vespers service on Friday evenings** featuring prayer, reflection on bible stories and worship through song
- **Monthly 'First Friday' events** – local churches partner with AHCL to share stories of healing and restoration, communal prayer and worship in song, with services streamed to patients through San TV. COVID saw this program change to a weekly prayer meeting.
- **Sabbath Praise** – a monthly community-based program featuring guest presenters and a focus on music that is streamed to patient rooms through San TV
- **Monday Mission Message** – weekly newsletter shared with all employees, focusing on specific aspects of AHCL's Mission and Values
- **Clinical Pastoral Education Training** – 16 graduates in November 2020 all of whom are currently involved in chaplaincy, and 2022 places are already filled
- **Spiritual Ambassadors program** continues to grow with approximately 50 ambassadors ministering within their workplace environment
- **Prayer requests** received and attended to for hospital patients, family, visitors, staff and community members, with a new digital request option made available through the God of Hope project in 2020
- **Spiritual Care Week** – a week-long program of prayer and celebration held in October 2020 featuring guest presenter Dr Wayne Krause with the theme 'At the Crossroads'. Hospital wards and departments were visited by chaplains offering prayers, encouragement and support
- **Compassionate Care Calls** – intentionally reaching out to the community through compassionate care calls to people who may need someone to talk to, an initiative that began last year due to COVID-19
- **A reminder of Sabbath** and its benefits is posted to the AHCL intranet every Friday
- **Prayer is a regular agenda item** for all AHCL formal meetings
- **Prayer and Bible study groups** are held across the week by various staff teams
- **Welcome to the San Initiative** – a new initiative to welcome all new employees with the 'Take me to the San' book and a special card
- **Chaplains Symposium** – originally planned for 2020, this virtual event took place in June 2021 in partnership with Spiritual Care Australia and brought together 259 delegates from around Australia, New Zealand and the Pacific with the relevant and timely theme 'Roads Less Travelled: Spiritual Care in the 21st Century'.



Health & Wellness

Adventist HealthCare has a rich history of promoting health and wellbeing for our community - since first opening in 1903 as the 'Sydney Sanitarium' – a place where people learn to stay well. Our commitment to wellbeing includes providing services that will support our community members to live healthier lives before, during and after acute care.

Key initiatives undertaken in 2020/21 include:

- **Social media** – AHCL continues to be active on Twitter, LinkedIn, Instagram and Facebook, and this year added YouTube to our channels to share our health and wellbeing information to the broader community
- **Health Education Forums** held for the community covering a range of health and wellness topics, including COVID vaccines
- **Birthing and parenting classes** – improving life skills of new mums and families, now available online through new San Cradle education portal
- **Interviews on Radio 2GB and Mums at the Table** – our talented doctors and staff sharing information about health and wellbeing to the community via radio and TV interviews
- **Publications** – San News covers health related topics and hospital news to our community in print and email editions, while San Doctor provides health related information to the medical community
- **ARI** – the Australasian Research Institute actively promotes health and wellbeing through its research initiatives and interactions with the community
- **AV productions** – our communications team continue to develop a range of AV presentations on health & wellness related topics to share with staff and the community via the website, intranet and in-house TV
- **Website** – a wealth of health, wellness and support information is available on the SAH website, translatable into different languages
- **Fitness Passport for staff** – program available to AHCL staff and family members encouraging participation in fitness and healthy living activities
- **Cancer Support Centre** continues to provide quality online services pioneering a hybrid model of Zoom and Face to Face participation in group sessions



754

drop-ins to cancer support



270

expectant parents registered for online Maternity education in first 6 weeks (San Cradle launched May 21)



1,213

participants in 4 community health education events (3 webinars / 1 combined face-to-face and online seminar)



1,788

participants in 8 regular cancer support group sessions held online



46

AV productions



623

members in the fitness passport program



53

radio interviews



1,257,629

SAH website unique page views



Community Engagement

AHCL has undertaken a range of events and initiatives to enhance engagement with our community – both local and overseas.

Unfortunately many of our activities continued to be negatively impacted by COVID-19 throughout 2020 and 2021.



8,000+

participants in 2 major community events held virtually



8,500+

people impacted by OHI programs in Nepal and Tonga despite overseas trips being paused due to COVID



11,532

volunteer hours



\$282,556

6 Grants/sponsorships given



462

San Volunteers

Key initiatives undertaken in 2020/21 include:

- **San Carols by Candlelight** – for the first time in many years our annual event on the Village Green was could not be held, and instead the San collaborated with Wahroonga Adventist Church and the Hope Channel for the ‘Sing Noel Christmas Concert’
- **San Volunteers** – AHCL has more than 450 passionate and dedicated community members who volunteer their time regularly, and while their physical presence was missed throughout 2020-21 due to COVID-19 they have remained engaged with knitting blankets, beanies, baby booties, crocheting San Bear faces, sewing masks and crocheting mask extenders
- **AHCL has supported a range of local community fundraising efforts** wherever possible this year including the Breast Cancer Network Australia, Rotary, Lifeline and the Cancer Council
- **The Dish** – AHCL supports this interdenominational program providing meals and support to homeless and disadvantaged members of our local community
- **SAH provides opportunities for disabled individuals** in the community to undertake job ready skills and employment in areas such as the Mail Room, Food Services, Theatres, HR and Grounds, however this has been impacted by COVID this past year
- **Open Heart International (OHI) involvement** – AHCL continues its partnership with and support of OHI based at Sydney Adventist Hospital. While overseas trips were paused due to COVID, the Women’s Health Project in Nepal and remote training provided to clinicians in Tonga have seen OHI continue to impact the lives of thousands of patients, health workers and community members
- **Christmas hampers** – in place of the traditional staff appreciation Christmas meal not able to be held due to COVID, AHCL donate 100 family sized hampers on behalf of staff. Hampers were gifted through ADRA to those impacted by financial, physical or emotional hardship during 2020
- **A variety of public health information displays** have been featured at Sydney Adventist Hospital including falls and stroke awareness for the education of patients, staff and visitors
- **Annual San Homecoming** event was livestreamed via the web and on HOPE Channel reaching well over 1,000 people online (HOPE Channel viewers are not able to be calculated)

A teaching hospital of



Australian
National
University

Partner in nursing education



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