





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 operates several businesses including Sydney Adventist Hospital – NSW's largest private hospital, San Day Surgery Hornsby, San Radiology & Nuclear Medicine, Sydney Adventist Hospital Pharmacy, and ELIA Wellness. The organisation's mission of 'Christianity in Action – caring for the body, mind and spirit of our patients, colleagues, community and ourselves'; and its values of Dignity, Excellence, Integrity, and Continuity, is consistent with the Christian values and teachings of the Seventh-day Adventist Church.

AHCL supports the Mission of the Church through providing healthcare ministry to thousands of community members every day, from bringing new life into the world, healing and nurturing the sick, and supporting those whose lives are at an end. We have a unique opportunity to share our Adventist ethos and philosophy to the community members we interact with every day – including our strong focus on wholistic care and healthy living. Our commitment and focus on education enable AHCL to actively support the Church in the training of nursing, medical and allied health personnel so that they are enabled to heal and teach others in the future. During 2022/23 the AHCL Board, Executive and Leadership teams have continued to collaborate and implement initiatives supporting the 2022-2025 strategy that will take the organisation into the future, whilst continuing to manage of lingering impacts of the COVID-19 pandemic.

This year AHCL continued to contend with the challenges the COVID-19 pandemic has presented since it commenced in 2020. The three goals established at the beginning of the pandemic remained a focus in 2022/23:

- 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.





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 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.





2022 - 2025

Vision and Strategic Priorities

DURING 2022/23, THE BOARD, EXECUTIVE AND LEADERSHIP TEAMS HAVE WORKED TOGETHER TO IMPLEMENT INITIATIVES SUPPORTING THE 2022-2025 STRATEGIC FRAMEWORK WHICH FOLLOWS THE STRATEGY HOUSE METHODOLOGY, AS WELL AS HORIZONS BEYOND THIS THROUGH TO A TEN YEAR TIME FRAME.

Key measures of success that are being monitored as part of the 2022-2025 strategy include Customer Satisfaction, People Engagement, Quality Outcomes, Revenue & Activity, and EBITDAR.

Our Vision is to be a thriving faith-based provider of world class care, inspiring hope and wellbeing. The strategic work to achieve this vision has five focus areas including People, **Excellence**, Clinical Services, Sustainability and Infrastructure, all of which are underpinned by our Mission of Christianity in Action, and our core values.





2022-2025

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. THESE STRATEGIES FOCUSED ON DELIVERING THE GREATEST IMPACTS IN EACH ARENA AND A PLATFORM FOR ENHANCEMENT, CONSOLIDATION AND GROWTH IN THE NEXT TWO FINANCIAL YEARS.

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



Engaged People Driving Performance

- Build a thriving workforce
- Enhanced engagement with General Practitioners and Specialist doctors



Top-Ranking Excellence

- Premier patient experience
- High benchmarking results for clinical outcomes



Leading Clinical Services

- Implement MAU & criteria led discharge
- Cardiac services
- Orthopaedic / Hip & Knee surgery outcomes
- Lifestyle Medicine



- Growth in mix and margin
- BI interrogation capability
- Digital transformation



Fit-for-purpose Infrastructure

- San Heart Centre
- Clifford Tower
- High Volume Short Stay Hospital (Hornsby)



Accreditation, Safety and Quality

IN 2022/23 AHCL WAS MID-WAY THROUGH OUR ACCREDITAITON CYCLE, HAVING SUCCESSFULLY ACHIEVED AUSTRALIAN COMMISSION ON SAFETY & QUALITY IN HEALTH CARE STANDARDS (2ND EDITION) ACCREDITATION DURING 2021/22 FOR THREE YEARS AT BOTH SYDNEY ADVENTIST HOSPITAL AND SAN DAY SURGERY HORNSBY.

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 Thrive Awards program. AHCL has continued its focus on building a highperformance culture of safety and reliability through its partnership with the Cognitive Institute. Several programs were delivered at Sydney **Adventist Hospital** during 2022/23 including Speaking Up for Safety and various Work Health & Safety workshops.



Healthcare Service Excellence



HAVING BEEN 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.

In 2022/23 we are celebrating 120 years and 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.





188,595

total patient episodes

121,963

outpatient episodes

41,335

day patient episodes

25,297

overnight patient episodes

2,260

babies delivered

20,279

emergency care presentations

34,416

theatre / procedural cases

557,303

meals prepared for staff, patients & visitors

191,253

pharmacy scripts filled

4,231

cardiac rehabilitation visits

7,215

oncology navigator points of contact

129,432



78%

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

73.2

AHCL patient net promoter score

90%

AHCL patient overall satisfaction

2022/23 initiatives include:

- Cutting edge new dialysis machines we are proud to be the first NSW renal unit to be fully equipped with the Fresenius 6008 Caresystem. These new machines help us achieve excellence in patient experience, safety and dialysis care for our patients, with improved technology interfaces with electronic medical records allowing staff more time for face-to-face patient care. Environmental aspects including potential significant CO2 emission reductions were also a key consideration.
- Medical Assessment Unit (MAU) opens with the purpose to fast-track definitive diagnosis and treatment plans for patients from Emergency Care. Patients meeting particular criteria will be transferred directly to the MAU where they will benefit from expedited clinical assessment and rapid diagnostics – all within the first 24 hours. Due to the fast-paced nature of the MAU, the unit will have dedicated medical support as part of an interdisciplinary team which includes physiotherapists, social workers, pharmacists and a liaison nurse. The MAU model of care has been shown to improve coordination of care, increase patient satisfaction, and reduce adverse patient outcomes.
- Upgraded Central Sterilization Services
 Department (CSSD) & Day Procedure Centre
 (DPC) facilities blessed allowing us to bless and give thanks to all those involved in the project and the wonderful San staff who will work in the space. The upgrades commenced in late 2020 as part of a project six years in the making and it is wonderful to see these two major milestones now complete. Our thanks to all staff members from these areas for your continued patience over the last 2 years during this process.

 Queens Jubilee tree planting - A commemorative tree planting ceremony was held in October on the grounds of Sydney Adventist Hospital, in honour of the late Queen Elizabeth II. Member for Bradfield, the Hon Paul Fletcher, The Hon Philip Ruddock AO, Mayor of Hornsby Shire Council and Mayor Jeff Pettett, Ku-ring-gai Council joined senior hospital staff and leaders of the Seventhday Adventist Church to pay tribute to the late Monarch by planting an advanced blackbutt tree. The blackbutt is the first of 700 trees to be planted on the Wahroonga Estate through the Australian Government's Planting Trees for The Queen's Jubilee Program. Ten trees will be planted for every year of the late Queen's reign — all native varieties, including gum, wattle and red cedar, with commemorative signage installed to acknowledge the Queen's Platinum Jubilee. The large-scale tree planting project will be a special, living tribute to the late Queen, who was known for her commitment towards protecting the environment.

 APHA Award finalists – Adventist HealthCare was represented at this years' Australia's Private Hospitals (APHA) 2023 Awards for Excellence by San Radiology & Nuclear Medicine, one of three finalists in the Clinical Excellence: Quality of care and patient outcomes category, for their 'Quality Improvement in Interventional Angiography' project.



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San cancer services recognised both nationally and internationally once again –

for the fifth year in a row the San Integrated Cancer Centre, which operates in partnership with Icon Cancer Centre Wahroonga, led the way in providing an outstanding patient experience for cancer patients. In the Bureau of Health Information (BHI) Outpatient Cancer Clinics Survey 2021 (results released Oct 2022), the San's Integrated Cancer Service was the only cancer clinic in New South Wales to achieve eight measures significantly higher than the NSW result. Furthermore, in September 2022 Sydney Adventist Hospital was listed for the 2nd year in a row amongst the top 250 hospitals for oncology in Newsweek's World's Best Specialized Hospitals 2023 report.

ICON

- Blessing for refurbished 3rd Cath lab a spiritual blessing attended by staff, doctors and VIPs celebrated the completion of the refurbishment and installation of the latest generation Philips system into the San's Cardiac Catheter Lab 3. The San was the first private hospital in Australia with a full cardiac unit when it opened in 1979, and in 2022 the CCL performed 3,300 procedures. This project is one of many made possible through the visionary support of the San Foundation.
- San perfusionists become inventors -QuickFOX is an ultra-fast new process of changing-out failed oxygenators during cardiopulmonary bypass procedures. A rare but critical emergency situation can arise if the heart-lung machine's oxygenator fails during a cardiac bypass procedure and up until now, the process of replacing a failed oxygenator could take up to three minutes, resulting in unplanned halts to surgery, high risks for the patient and stress for the surgical team. This new invention means the process can be easily managed by one or two people in only seconds, and the harm that could be associated with the component failure has essentially been eliminated. A few other hospitals throughout Australia have already adopted the new process, with international hospitals also showing interest.
- Adventist HealthCare visit In June we were honoured to host international guests from Adventist HealthCare (AHC) in Washington, DC and Maryland, USA for an immensely successful ten-day visit full of exchanging ideas, learning from one another, and exploring potential future collaborations. The end of the visit was marked with our visitors, accompanied by the Executive team and some of our doctors, enjoying the scenic beauty of Sydney Harbour.
- ELIA Wellness launches Fitness app and Lifestyle Medicine Centre – AHCL staff were gifted a free 1-year subscription to ELIA Fitness and the LiveMore Project and celebrated the launch of the new app with a workout on the front lawn reminiscent of days gone by, and free smoothies blended by the pedal power of our executives, leaders and staff. The ELIA Lifestyle Medicine Centre was launched in March providing an onsite centre for outpatients, offering a comprehensive, wholistic approach to the treatment and prevention of chronic and lifestyle-related diseases.



Master Relationship Agreement signed between the Australian National University (ANU) and AHCL

- this established a dynamic new healthcare education partnership designed to ensure the development of a health workforce at AHCL and elsewhere that can provide high-quality clinical care, education and research, and advance whole person health in medicine. A key part of the partnership is the formal affiliation of AHCL clinicians with ANU through a range of academic positions and titles, and the establishment of research projects. The event was celebrated with the unveiling of new signage on Fox Valley Road incorporating the logos and coats of arms of AHCL, ANU and Avondale University.



Multiple sclerosis research to benefit from ANU-SAH

collaboration – a symposium was held in March to launch the new Sydney MS Our Health in Our Hands (OHIOH) research clinic based at the San. This is the sister site to the MS OHIOH research project at the Australian National University (ANU) in Canberra and broadens the opportunity for the MS community to participate in this important. MS (OHIOH) brings together researchers, clinicians and people with lived experience of MS to develop new approaches to the personalised management of this condition and was the first research collaboration between ANU and AHCL. The research has been supported by San Foundation and generous donors.



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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 2022/23 as our Research Office team has grown to support our researchers. Implementation of the Australian Commission on Safety and Quality in Healthcare's 'National Clinical Trial Governance Framework' is a significant undertaking and will optimise organisational strategic planning to deliver clinical trial services and more efficient trial operations while strengthening the clinical and corporate governance arrangements. Our new Research website provides increasing numbers of guides and resources to assist researchers, while Quarterly Research Advisory Committee meetings ensure research at the San is strategically led and encourage interdisciplinary communication on research underway and planned.

Every car parking ticket issued contributes \$1.00 to the support of research at AHCL.

71

research publications associated with AHCL

62

patients enrolled in 52 San CTU clinical trials 44

projects approved by HREC and Research Governance Office

8

active ARI research projects

2022/23 initiatives 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
- Research databases and registries establishment of a unique SAH database for oncology (ICIMS) ensures our oncological researchers can provide the best, science-based and up-to-date treatment for our patients. The San contributes to 16 national clinical and research registries, supporting research efforts relevant to public health and safety
- 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 Grant up to \$20,000 offered for a research project leading to improvements in patient experiences, patient outcomes and / or health systems
- Research collaboration with tertiary education providers
- Avondale University and the Australian National University (ANU). Policies and processes are in place to foster collaboration and encourage research across multiple sites. Joint efforts between ANU and SAH to integrate research infrastructure, enhance communication about research opportunities and share knowledge see several collaborative projects underway or being planned.

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 WE WERE EXCITED TO BE ABLE TO RETURN TO MORE FACE-TO-FACE CONFERENCES AND WORKSHOPS, WHILE CONTINUING TO FOCUS ON ALSO PROVIDING QUALITY ONLINE EDUCATION PROGRAMS FOR STAFF. 2022/23 initiatives include:

- RACGP Accredited Education for GPs – regular medical updates for GPs delivered by AHCL specialists, mostly online with 2 face-to-face conferences this year
- San Education education for AHCL staff and community with face-to-face conferences able to return this year
- Clinical Education Centre onsite at Sydney Adventist Hospital training medical, nursing and allied health workers for the future
- San Structural Heart Centre of Excellence for Left Atrial Appendage meetings – AHCL specialists recognised globally as leaders in this field facilitated training for visiting cardiologists on three occasions this year

293

attendees in 7 RACGP formal education sessions for GPs (67 in person and 226 online)

469

attendees in 15 San Education programs and activities

110

attendees at 3 in-person conference (95 AHCL staff and 15 community)

200

e-learning packages available online to staff

383

attendees in 14 San Education workshops



Spiritual Care

AHCL CONTINUES TO PROVIDE OPPORTUNITIES FOR THE FULFILMENT OF SPIRITUAL NEEDS OF OUR STAFF, PATIENTS AND VISITORS IN OUR DAILY PROGRAM. 376

spiritual events held

34

volunteers recruited and trained

1,299



CPE students being trained



chaplain visits to patients

667

hours of staff support provided

396

occurrences of support for deaths, viewings and funerals

<u>203</u>

counselling interventions

2022/23 initiatives include:

- Spiritual Care services provided to patients
- Mission Integration Plan provides a framework to enhance Mission awareness within the organisation
- Vespers service on Friday evenings featuring prerecorded messages of prayer, reflection on biblical stories and worship in song, streamed to patient TVs
- Monthly 'First Friday' events meetings featuring local churches partnering with AHCL to share stories of healing and restoration, communal prayer and worship in song, with services streamed to patients through San TV
- Sabbath School and Church services Wahroonga Adventist Church programs live-streamed for patients
- Monday Mission Message newsletter shared with all employees, focusing on specific aspects of AHCL's Mission and Values

- Clinical Pastoral Education Training continues for a sixth year with 38 students, and places for the 2023-24 course are already filled. Previous graduates are all currently involved in chaplaincy within the South Pacific Division
- Spiritual Ambassadors program continues to grow with 57 ambassadors ministering within their workplace environment
- **Prayer requests** received and attended to for hospital patients, family, visitors, staff and community members
- **Spiritual Care Week** returned to an on-site event with the theme of 'Wholeness', featuring guest speaker Dr Beth Grant, Manager of Spiritual Care at Florida Hospitals, inspirational messages and gifts of gratitude for staff. Donations of non-perishable food items were encouraged to support ADRA Community Centre programs

- **Compassionate Care Calls** made to almost 4,500 previously admitted patients as a follow-up, an initiative that commenced during COVID
- 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
- **Prayer partners** a database of 887 prayer partners provide the San with much-needed prayer support for the challenges faced daily
- **Chaplains retreat** AHCL chaplains gathered at Youthworks Port Hacking Conference Centre to hear guest speakers Dr Sven Ostring and Dr Peter Roennfeldt present on the theme of "What's Next?"



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 LEARNT 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.

2022/23 initiatives include:

- Social media AHCL continues to be active on Facebook, Instagram, LinkedIn and YouTube, sharing health and wellbeing information to the broader community, and this year launched a Podcast series focused on Mentors in Medicine
- Health Education Forums
 held online for our community
 covering a range of health
 and wellness topics, including
 Prostate awareness, Cancer, and
 Advancing Whole-Person Health
- Birthing and parenting classes improving life skills of new mums and families, now available online through San Cradle education portal, as live zoom classes and returning as face to face classes throughout the year
- Interviews on Radio 2GB our talented doctors and staff sharing information about health and wellbeing with our community

- Publications San News covers health related topics and hospital news to our community through eNewsletters, San Doctor provides health related information to our medical community, and San AMO provides important AHCL updates and education for our accredited doctors
- **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 share a range of AV presentations on health & wellness related topics with staff and the community via the website, intranet and inhouse TV
- Website a wealth of health, wellness and support information is available on the brand new SAH website launched in April

- Fitness Passport for staff program available to AHCL staff and family members encouraging participation in fitness and healthy living activities
- Cancer Support Centre reopened the doors following COVID and saw a 132% growth in participation in the quality services provided this year. The counselling service alone grew by 195%. New support groups, therapy programs, counsellors and staff support programs bolstered our existing offerings, plus the ability to host forums and social events this year meant we supported oncology patients and their families on almost 3,500 occasions
- Oncology patient navigators

 our breast, prostate and gastrointestinal patient navigators provide an invaluable service for our patients and their families, from pre-admission support and care through inpatient education and follow up phone calls, contact with doctors and referrals to support services



837

23



1,911

attendees at cancer support services, events & programs



participants in 11 regular cancer support group sessions



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344

participants in 5 community health education events & forums



AV productions

32



◆ NEWS

243,	632
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members in the fitness

passport program

SAH website unique page views in 2 months from launch in May 2023

1,153

expectant parents registered for online Maternity education through San Cradle



San Foundation

SAN FOUNDATION ACTIVELY WORKS WITH GRATEFUL HOSPITAL PATIENTS, LOCAL COMMUNITY GROUPS AND BUSINESSES TO RAISE MUCH NEEDED FUNDS FOR SYDNEY ADVENTIST HOSPITAL; FUNDS THAT HAVE BEEN CRUCIAL THIS YEAR IN HELPING THE HOSPITAL MAINTAIN ITS REPUTATION FOR EXCELLENCE AND FULFILLING ITS MISSION OF CARING FOR THE COMMUNITY. San Foundation funding supports important services, technology and equipment, such as cancer patient navigators, vital surgical equipment and new technology to diagnose and treat patients more effectively.

Thanks to the generosity of supporters, in 2022/23 San Foundation provided almost \$4.8M in funding to Sydney Adventist Hospital for:

- New Robert & Jeanne Szeto PET-CT Centre
- Prostate Centre of Excellence
- Cancer support, research, facilities and patient navigator roles
- Stroke Coordinator role
- Research awards and grants
- Nurse education and scholarships
- Staff lunch and thankyou initiatives



Community Engagement

AHCL HAS UNDERTAKEN A RANGE OF EVENTS AND INITIATIVES TO ENHANCE ENGAGEMENT WITH OUR COMMUNITY – BOTH LOCAL AND OVERSEAS. AFTER TWO YEARS OF COVID-RELATED IMPACT ON ACTIVITIES IT WAS WONDERFUL TO SEE OUR MAJOR EVENTS RETURN ON-SITE THIS YEAR. 5,000+

participants in 3 major community events held both onsite and as an onsite / online combination

29,470

volunteer hours

274

San Volunteers

\$100,000

given in sponsorship grants

25

2022/23 initiatives include:

- **Teddy Bears Picnic** this much-loved event returned this year to the great delight of our community and all the staff and doctors involved, bought more than 500 mums with their bubs and families back to the Village Green
- San Volunteers AHCL has more than 270 passionate and dedicated community members who volunteer their time regularly throughout numerous departments
- AHCL has supported a range of local community fundraising and awareness initiatives wherever possible this year including the Cancer Council, Prostate Cancer Foundation Australia, Breast Cancer Network Australia, Pancreatic Cancer Research and Lifeline
- **The Dish** AHCL supports this interdenominational program providing meals and support to homeless and disadvantaged members of our local community
- SAH continues to provide 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

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- A variety of **public health information displays and awareness programs** were featured at Sydney Adventist Hospital including for stroke, antibiotic, wound, delirium and dementia awareness, for the education of patients, staff and visitors
- Annual San Homecoming event was held with both an inperson church audience and livestreamed online this year, with community members invited back to the San for museum tours, lunch and afternoon tea
- Open Heart International (OHI) involvement AHCL continues its partnership with and support of OHI with overseas trips returning in 2023
- San Carols by Candlelight we were thrilled to host our annual San Carols program on the Village Green once again this year and welcome our community back with our much-loved family activities, wonderful performances to entertain all ages, and a thrilling fireworks display to conclude the nights festivities



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