



Together, we're better

Group Strategy—Towards 2030



Acknowledgment of Country

Mater acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands and waters where we live and work. We respect their historical and continuing spiritual connections to country and community and pay our respects to their Elders past, present and emerging. As a network of hospitals and healthcare services, and with research, education and foundation subsidiaries, we commit ourselves to the ongoing journey of reconciliation.

Mater's reconciliation artwork—
The Heart to Heal, the Strength to Grow
—was created by David Williams of Gilimbaa.



Foreword

As Mater Group embarks on its 2025–2030 strategic journey, we do so with a deep sense of responsibility and purpose.

Our legacy, rooted in the healing ministry of Jesus Christ and inspired by the charism of the Sisters of Mercy, compels us to steward Mater with integrity, foresight, and courage.

The strategy outlined in this document reflects a governance-led approach to renewal—one that honours our Catholic identity and Mission while addressing the imperatives of financial sustainability, operational excellence, future readiness and growth.

We are operating in a dynamic healthcare environment shaped by demographic shifts, technological disruption, and evolving community expectations. To remain relevant and impactful, Mater must use its resources responsibly and wisely and focus on targeted growth areas to extend service excellence.

This strategy positions Mater to achieve its vision—by modernising our operating model, amplifying our impact across Queensland and beyond through growth and specialisation, and advancing our Mission.

Our shared beliefs are the foundation of our future:

 **We are a Catholic, for-purpose private healthcare operator**

 **We meet community health needs through the delivery of high-quality, compassionate care in both public and private sectors**

 **We integrate our research, education and foundation subsidiaries to achieve exceptional healthcare for patients and create outstanding experiences for our people.**

These principles guide every decision as we build a future where Mater leads with purpose, compassion, and excellence.

Our commitment is clear: to steward Mater with integrity and foresight, ensuring every decision reflects our Mission and strengthens our ability to serve.

Together, we are better.



Patrick Brady
Chair



Introduction

This strategy represents a pivotal moment for Mater.

It is a deliberate and disciplined response to the challenges and opportunities facing our Group, our people and the communities we serve.

At its heart is a reaffirmation of our Mission—to continue the work of the Sisters of Mercy by addressing unmet healthcare needs and acting as custodians of the trusted and respected Mater brand.

Mater has a unique opportunity to engage our people by providing a clear, compelling vision and equipping them with the tools and technologies they need to deliver exceptional care.

Prioritising investment in the development and recognition of our people will enrich our organisational culture and drive improved outcomes across the Mater network.

Strengthening group connectivity will unlock the full potential of our education, research and foundation subsidiaries, enabling greater collaboration and efficiency.

And by building a financially resilient core, we can reinvest in our hospitals, capabilities, and Mission-driven services—creating a platform for sustainable growth and impact.

This strategy takes opportunities head-on. It sets out a clear and galvanising vision for the entire group—one that responds to evolving community needs and expectations, invests in innovation, and empowers our workforce.



It outlines a roadmap to modernise our model, embed digital capability, and reset structures to enable decision-making closer to the point of care.



It commits to magnifying our impact through service expansion, research leadership and strategic partnerships.



It reaffirms our commitment to move our Mission forward by growing social enterprises and addressing health inequities in vulnerable communities.

Our ambition is bold and intentional: to shape a future where Mater is not only resilient, but defining—a trusted partner, a catalyst for innovation in care, and a recognised force for good across Queensland and beyond.

We aspire to be more influential, future-ready, and Mission-driven, setting new standards in how care is delivered and experienced.

This is how we will earn the right to grow and to lead for the next century and beyond.



Julia Strickland-Bellamy
Group Chief Executive

Our Group

Mater is a ministry of the Catholic Church, inspired by the enduring spirit and values of Mercy.

As a for-purpose private hospital and healthcare provider, Mater brings together a network of hospitals and health services with a world-leading research institute, a nationally recognised training organisation, and a philanthropic foundation.

United by a shared Mission to respond to unmet healthcare needs in the community, the Mater ministry is supported by its education, research and foundation subsidiaries that help enable the delivery of compassionate care, drive medical discovery, and shape a healthier future for all.



Mater Health comprises all our hospitals and healthcare services across Queensland. These services combine to help Mater offer comprehensive healthcare to meet identified community needs.



Mater Research is an internationally-recognised leader in medical research, which connects its findings from bench to bedside—translating medical research into clinical practice that delivers better outcomes for our patients and the wider community.



Mater Education is a nationally-accredited, hospital-based independent Registered Training Organisation—the only one of its kind in Queensland. It offers a range of courses for students, from trainees through to highly-experienced practising clinicians.



Recognised as one of Australia's largest and most impactful fundraising organisations, Mater Foundation raises funds by engaging people and businesses to partner with Mater, improving health through a wide range of fundraising and philanthropy opportunities.

Our Mission

We bring God's mercy to our communities through compassionate, transforming, healing care.

Since it was founded by the Sisters of Mercy in 1906, Mater has been guided by this clear and unwavering Mission.

Our Vision

Empowering people to live better lives through improved health and wellbeing.

Mater believes every individual has the right to access world-class healthcare services, and is committed to supporting good health spiritually, emotionally, socially and physically.

Our Values

- We honour and promote the dignity of human life and of all creation.
- We act with compassion and integrity.
- We strive for excellence.

Our identity



We are a Catholic, for-purpose private healthcare operator

- Our Mission articulates a need to bring God's mercy to our communities with a special imperative to address unmet healthcare needs
- We do not have an explicit profit motive, but we must generate sustainable returns to underpin the long-term viability of our services, enable ongoing investment in our assets and people and invest in Mission-driven services to address unmet community healthcare needs, where these can not be delivered commercially



We address our community's healthcare needs by delivering high-quality, compassionate care through strong public and private partnerships

- We treat all patients with equal compassion, co-designing unique models of care with the people we serve and delivering high-quality care and exceptional outcomes for all
- Our private hospitals offer access to new technologies
- In public markets, we deliver high-quality healthcare services available to all. However, we are not an extension of Government. We are a trusted private provider with a focus on community benefit, always ensuring we can accommodate the most vulnerable



We integrate research, education and foundation services to deliver exceptional healthcare for patients and exceptional experiences for our people.

- Support from Mater Foundation enables us to differentially invest in state-of-the-art services, technologies, research and care for the most vulnerable in our communities who fall through the cracks of traditional models
- We bring cutting-edge research to the bedside and provide access to clinical trials through our integration with Mater Research
- We train the highest quality workforce for our hospitals and support the broader workforce of the future through Mater Education

The mix of public and private services at a site is determined by the community's needs and the ability to deliver sustainable returns

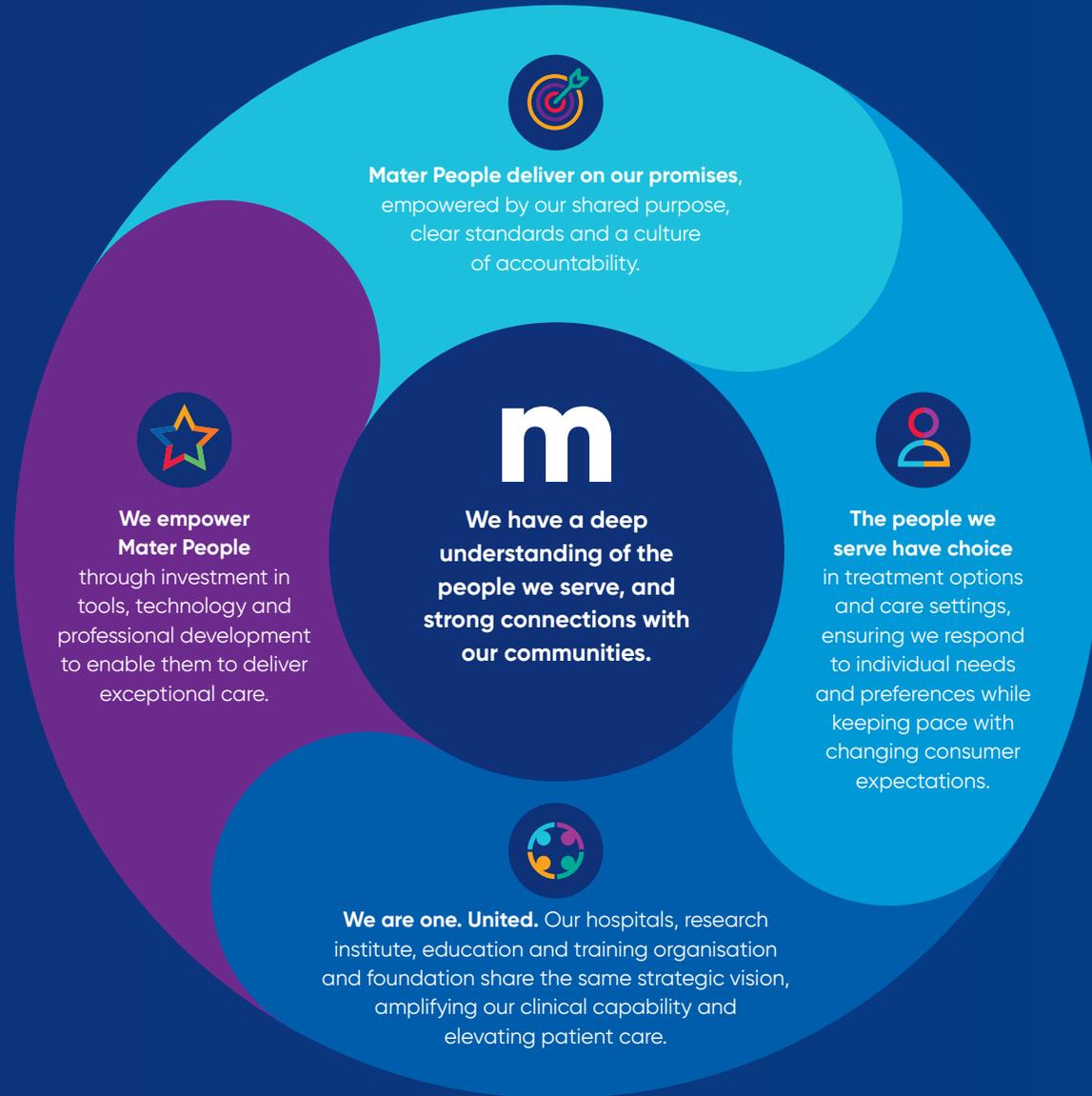


Our future ambition

Mater is charting a bold course for the future – one that positions us at the forefront of healthcare outcomes and patient experience.

This vision is anchored in growth across our specialist services, strengthened through agile, strategic partnerships in both public and private sectors.

It is supported by strong financial performance, enabling us to invest deeply in our people and hospitals. At its core, the future is about meeting—and exceeding—patient expectations across every touchpoint, from cutting edge research to patient care and Mission-driven services in our communities.



Our future agenda

- Be the market leader in healthcare outcomes and patient experience across the care we deliver in our hospitals, at people's homes and within the community.
- Expand our private healthcare services and invest in a hospital revitalisation plan.
- Address public health needs within our communities through new and creative partnerships with government and Queensland Health, intentionally focusing on growing our Mission initiatives.
- Invest in our market-leading maternity and neonatal services to maintain our market-leading position and to build a comprehensive womens' health service with leading research programs and innovative solutions across the lifespan and continuum of care.
- Develop innovative models of care aligned to what our patients want, funded by our private health insurance partners.
- Enhance the integration and alignment of Mater's clinical governance framework to reflect our commitment to delivering high-quality care consistently across all facilities, setting clear expectations, defining roles and responsibilities, monitoring performance, and fostering a culture of safety and continuous improvement.
- Provide access to world-leading treatments through technology, equipment and clinical trials, leveraging our best-in-class clinical service models, surgical services and cancer services.
- Achieve world-class recognition with our research agenda, enhancing our clinicians with their treatments and cures by the bedside.
- Differentially invest in infrastructure, technology, equipment and research with the support of Mater Foundation, building community connections and enabling expressions of gratitude.
- Become a healthcare career destination of choice across the public and private sectors—a place where staff know they are valued, developed and supported by innovative training and development programs.
- Scale our medical and clinical training, and our specialist network, across the organisation to position Mater as a leader in medical training and employment.
- Deliver strong financial performance to enable investment in our people, assets and technologies and to deliver on our promise to care for the most vulnerable in our communities.
- Lead innovation in training and strengthen the healthcare workforce for Mater and the broader healthcare system by creating direct education-to-employment pathways.



Our approach

1 One Mater, One Mission

We are moving from a collection of Ministries to a unified Mater Group, with a shared identity, purpose, and story. This unity will help us speak with one voice and deliver greater impact across our communities.

2 The need for change

Our environment is shifting—with rising expectations and increasing complexity. To meet these challenges, we must evolve together, unlocking the full potential of the Group and securing a sustainable future.

3 Strategic framework for impact

Our strategy is built on three pillars that will guide our transformation and ensure we deliver on our Mission in bold, enduring ways.

4 Clarity and consistency

Sharply defining our areas of specialisation and growth enables us to move ahead with clarity of purpose. Our Mission remains our 'why' with greater focus on delivering our social enterprises in new, innovative ways.



Our strategy – Together, we're better

Our strategy captures the essence of who we want to be: **We make world-class healthcare accessible to all.**

We respect our heritage and invest in our facilities, technology, people and sought-after partners. We are committed to solving the future healthcare needs of our communities.

move our Mission forward

Extending compassion where it's needed most.

- Grow our Mission-based social enterprise
- Seek out and address Mission-aligned service gaps in marginalised communities
- Identify new and innovative partnerships in local communities, and develop services that meet the needs of the most vulnerable
- Expand perinatal and young adult mental health programs to regional locations
- Advance equitable care and create pathways for research and education for First Nations, refugee and marginalised communities
- Work collaboratively with Mercy Partners ministries to enable joint Mission initiatives.

magnify our impact

Reaching more people and enhancing our brand by innovating and building stronger connections.

- Become a career destination employer
- Invest in our local communities to grow healthcare services through hospital and community service expansion mergers, and acquisitions
- Develop a digital strategy to set strong foundations that enable innovative models of care, and future-fit health services
- Continue to strengthen our leading maternity and neonatal services and broaden into women's health
- Develop the Mater integrated cancer service strategy
- Expand our Mater Research agenda in areas of specialisation
- Extend our philanthropic reach to enable continued reinvestment in healthcare, research and innovation.

modernise our model

Building the hospitals of tomorrow, today.

- Build sustainable hospital economics
- Reset our corporate support model to align more closely with frontline services
- Invest in and better leverage our assets
- Develop and deliver hospital revitalisation plans
- Create technology-enabled work and care environments that extend beyond our hospital walls.



Our timeline

We will set ourselves up for success by initially modernising our operating model and building service development plans that are data-informed and commercially viable. We will achieve this through a staged approach.

Our strategy has a five-year timeline, broken into three horizons to enable us to embed key initiatives and shared priorities across our subsidiaries to lay the foundations for growth before moving forward.

Detailed business plans underpin each horizon in our timeline.

Over the span of our timeline, we will also embed key enablers that underpin our strategy. By enhancing workplace culture, updating data and technology, creating innovative partnerships and connecting with our communities, Mater will create the sustainable change required to bring our strategy to life.

Our enablers include:

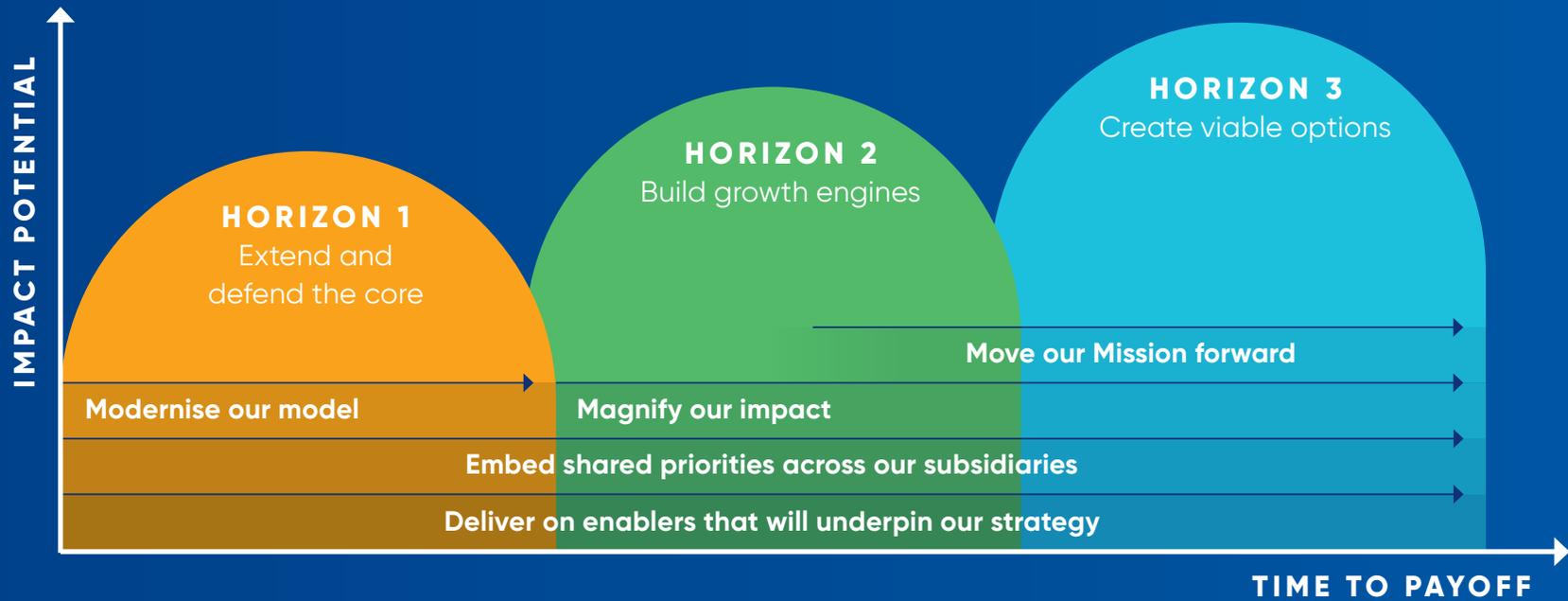
 **Sound stewardship and sustainable cash flows to reinvest** in our hospitals and people

 **Investment** to buy or build new hospitals, or expand our footprint when opportunities arise

 **Connected, empowered culture** where Mater People and Visiting Medical Officers are recognised as our most valuable asset

 **Data-informed decision making** and tech-enabled processes to drive efficiencies

 **Strong capabilities and accountability by Mater People**, delivering robust clinical governance outcomes and enabling the delivery of our strategic priorities



STRATEGIC IMPERATIVES

0 – 12 months

Fix the foundations
to achieve surplus needed for our investment to protect against ongoing disruption.

1 – 3 years

Get clear focus on our future
to create opportunities for expansion and growth through innovation, stewardship and strategic partnerships to enhance Mater’s impact and continue delivering on our Mission.

3 – 5 years

Identify opportunities
and investigate them with a measured approach so we don’t distract from the important initiatives of Horizons 1 and 2.

modernise our model

To secure Mater's future, we must modernise the way we operate.



Key Initiatives

Hospital economics that underpin sustainability and investment

- Partnerships with Government that leverage our private hospital advantages
- Focus on innovation, new models of care and our excellence in clinical outcomes with private health insurance partners
- Maximise operational efficiencies through best use of theatres, case mix balance and improving patient flow
- Develop efficient staffing models in line with industry benchmarks to sustain us for the future
- Develop a medical workforce plan that is underpinned by our medical training and research programs to attract the best doctors to our facilities

Realign support services to better meet the needs of hospitals and health services

- Empower local sites and introduce a customer service leadership mindset amongst support services
- Realign capabilities, structure and resources in line with the new operating model
- Identify cost reductions through stopping, simplifying, standardising or digitising work
- Reset our corporate model to align more closely with frontline services
- Align our clinical governance framework to provide consistent, clear and measurable safety and quality standards across all facilities
- Develop a contemporary connected doctor-patient journey to improve coordination, communication, and efficiency
- Partner with our Visiting Medical Officers to develop integrated care models that leverage technology and data, improving efficiency and patient outcomes while also ensuring alignment to Mater's future ambition

Extend and defend the core – fix the foundations

HORIZON 1
(0 – 12 MONTHS)

HORIZON 2
(1 – 3 YEARS)

HORIZON 3
(3 – 5 YEARS)

**Invest in and better leverage
our assets to meet stakeholder
expectations and maximise value**

- Invest in upgrading our hospitals to meet patient expectations and address critical infrastructure challenges
- Unlock value from our existing asset footprint by implementing agreed recommendations from the strategic asset review
- Use site service development plans to develop master plans to grow our services for all sites and deliver on our capital works plans efficiently



magnify our impact

Mater's ambition is to magnify its impact across Queensland and beyond.



Key Initiatives

Become a career destination employer with a leading employee value proposition (EVP). Our EVP is underpinned by a positive culture, leadership, flexibility, wellbeing, inclusion and recognition

- Scale and promote Mater's medical training model and research opportunities to develop a medical workforce pipeline
- Ensure a compelling EVP for focus cohorts, including younger staff and doctors
- Embed clinical research into our workforce
- Investigate the expansion of Mater Education's offering to support Mater's broader workforce strategy
- Ensure we are known for career growth and mobility with visible development pathways and leaders who coach and invest in their teams

Invest in local communities to grow healthcare services and the Mater brand through hospital and community service expansion, and Mater Foundation philanthropy

- Grow services in and out of hospital, scaling best-in-class services across Mater
- Invest in expanding hospital-in-the-home capability at all sites
- Continue to prioritise Mater Hospital Springfield
- Expand our footprint through selective mergers and acquisitions
- Explore partnership models for alternative care settings (urgent care clinics)
- Consider adding standalone or small groupings of profitable, strategic day, overnight hospitals or community-based health centres

Develop a digital strategy to set strong foundations and underpin innovative models of care, improving patient experience and efficiency

- Deliver a comprehensive digital strategy and investment plan
- Pursue an electronic medical record system that is fit-for-purpose for Mater
- Develop a full virtual care offering to support contemporary and innovative models of care
- Create an AI-embedded operating environment

HORIZON 1
(0 – 12 MONTHS)

Building growth engines – get clear on focus

HORIZON 2
(1 – 3 YEARS)

Create viable options – measured approaches to exploring

HORIZON 3
(3 – 5 YEARS)



Continue to strengthen our leading maternity and neonatal services and broaden women's health and other identified specialties to grow our impact

- Invest in innovative maternity and neonatal care services
- Identify opportunities to expand maternity and neonatal services and build on Mater Research's maternity and neonatal agenda to become a global leader in outcomes
- Develop a holistic women's health service across the continuum of care and lifespan
- Introduce an international benchmarking plan to improve clinical outcomes
- Seek other private specialty areas for investment and develop flagship services
- Leverage community support for Mater Foundation's Nine Telethon supporting Mater Little Miracles to drive investment in perinatal health
- Drive reform in areas of private maternity

Develop an integrated cancer service strategy, building on existing surgical cancer service expertise, partnerships and Mater Research

- Define Mater's cancer strategy and service model to include services, partnerships, research, investments and growth
- Leverage Mater Foundation's activities to drive philanthropic growth to invest in care and research
- Expand Mater Research's efforts to support the development of novel and emerging treatments
- Pursue growth opportunities to expand cancer services for public and private patients

Strengthen Mater Research's agenda in areas of specialisation and in translational clinical trials.

- Deliberately and intentionally invest across Mater Research's continuum to position Mater Research as world-leading in Mater's areas of growth and specialisation
- Embed clinical trials in all Mater hospitals and establish a dedicated clinical trial hub
- Strengthen capabilities to drive innovative and sustainable business, workforce and healthcare solutions
- Contribute to the national health agenda to address the burden of cognitive health decline and chronic disease
- Leverage Mater's clinical service capacity and infrastructure to develop a phase one clinical trial model that is scalable

Move our Mission forward

Our Mission remains the heartbeat of Mater.



Key Initiatives

Seek out and address Mission-aligned service gaps in marginalised communities to maintain our focus on addressing unmet healthcare needs

- Consider expanding our adolescent, perinatal and other mental health programs to the regions
- Leverage Mater Research to continue to innovate these mental health models of care
- Continue Mater's nation-leading services and advocacy for people from refugee and asylum-seeking backgrounds
- Leverage Mater's skills and expertise across multicultural health to expand into private migrant health services
- Draw on Mater's clinical and research strengths to expand and enhance our participation in Closing the Gap and healthcare equity for First Nations peoples
- Identify marginalised groups in Mater's areas of growth and specialisation, and develop evidence-based services and funding solutions for the most vulnerable in our communities
- Measure Mater's social enterprise contributions through targeted research that focuses on improving health outcomes for marginalised communities
- Seek out opportunities to expand our existing services in our specialty areas to marginalised groups
- Continue using the strength of our private services to generate margin—so we can extend compassionate, faith-driven care to those most in need
- Work with Mercy Community to seek out opportunities to better support older people in transition from hospital to aged care services
- Work collaboratively with Catholic education providers and schools in continuing to pursue joint Mission initiatives

HORIZON 1
(0 – 12 MONTHS)

Building growth engines – get clear on focus

HORIZON 2
(1 – 3 YEARS)

Create viable options – measured approaches to exploring

HORIZON 3
(3 – 5 YEARS)



WILCO
Widely
© 25-34cm



