Fast facts 2009/10

Each month at Peninsula Health, an average of:

- 204 babies were born
- 596 paediatric patients (aged 0-16 years) were treated in hospital
- 5,887 patients were treated in the Emergency Departments
- 1,824 people were admitted for hospital treatment
- 503 elective surgical procedures were performed
- 189 day surgical procedures were performed
- 81 cardiac cases were treated
- 81,300 prescriptions were dispensed
- 7,400 X-rays and medical imaging procedures were performed
- 175 mental health patients were treated
- 7,982 community mental health occasions of care were provided
- 12,856 community health occasions of care were provided
- 124 inpatient rehabilitation treatments were provided
- 102 patients were admitted to Peninsula Health Hospital in the Home, with an average of 900 home visits.

During the year a total of:

- 74,564 people presented to the Emergency Departments at Frankston and Rosebud Hospitals
- 70,116 patients were admitted at these hospitals
- 95,903 community contacts took place in mental health care
- 159,270 occasions of service were provided through community health programs.

Front cover: Stephen Howitt, one of our volunteers, leads a tai chi class. See page 50.
The past year has been an extremely busy one for Peninsula Health as we continue to meet the demands of the growing population in Frankston and the Mornington Peninsula.

During the year over 74,000 people presented to our Emergency Departments at Frankston and Rosebud Hospitals; 70,116 patients were admitted at these hospitals; 95,903 community contacts took place in mental health care; and we provided 159,270 occasions of service through our community health programs.

We have developed this Year in Review to complement the Annual Report, which for 2009/10 was produced to new criteria from the Department of Health. Financial statements, specific achievements, and challenges are more fully detailed in that report. Our Quality of Care Report and Research Report should also be read in conjunction with this Year in Review publication.

During 2009/10, Peninsula Health delivered above target activity in all areas, providing quality health care to our community whilst achieving a small operating surplus of $76,000. We will use this to fund programs and services in the coming years. We achieved this performance in the midst of a large capital development program outlined on pages 10-11.

As an early adopter of the Department of Health’s HealthSMART Patient & Client Services system iPatient Manager (iPM) and the Clinical Information system, we have benefited from major changes in our management processes. Two iPM upgrades were effected, with minimal disruption to data submission.

**Access**

Despite severe capacity constraints at Frankston Hospital, elective surgery targets for 2009/10 were met, with the exception of the Category 2 target. This is expected to improve once the additional theatre capacity is delivered.

In what was a challenging year for the Emergency Department (ED) at Frankston Hospital:
- Time-to-treatment was met in all categories
- The bypass target was met
- Ambulance off-stretcher time improved
- The 4-hour target improved
- The number of patients waiting in the ED more than 24 hours increased due to a rise of 6.9 per cent in attendance and owing to the closure of six ED observation beds and non-availability of the Mental Health Acute Management Area (AMA) for six months.

The Emergency Department at Rosebud Hospital performed exceptionally well.

**Community Health**

The community health service amalgamation that occurred on 1 July 2008 was externally evaluated in September 2009, with the evaluation report indicating a successful transition process that “had demonstrated a high level of commitment, consultation and collaboration, and agreement to a common vision”. Since then, we have developed a new service plan and have enacted the Care in your Community policy in partnership with eight other organisations. Following planning and a gap analysis, the consortium has been working on enhancing community care in diabetes, chronic obstructive airways disease (COPD), and anxiety and depression.

**Quality and safety**

Peninsula Health is fully accredited by the Australian Council on Healthcare Standards (ACHS) and has a strong clinical governance and risk management framework. Our Residential Aged Care facilities are fully accredited by the Aged Care Standards and Accreditation Agency (ACSSA).

In March 2010, in preparation for an ACHS survey in May 2011, we submitted a supported self assessment. In response, ACHS stated: “it is evident that there is a culture of continuous improvement demonstrated by the range of improvements and innovated initiatives”, and that our self assessment was “a very good report which identifies that across a number of areas Peninsula Health is operating at better practice”.

**Health promotion**

Peninsula Health is working successfully to strengthen the capacity of individuals, families and communities through effective prevention and health promotion.

In conjunction with other organisations, we developed a Smoking Prevention and Cessation strategy. Nineteen organisations have committed to the program and, at the time of going to press, Peninsula Health was on course to become Smoke Free on 1 September 2010.

The Drug and Alcohol service has again successfully delivered a number of innovative programs including Australia’s first older adult-specific drug and alcohol service.
Peninsula Health was one of four Victorian pilots in the Reducing Risky Drinking project which highlights the consequences of mixing alcohol and medications.

Engaging consumers

Improving health and wellbeing for disadvantaged people and communities is a major focus for Peninsula Health. We remain the only health service to have appointed an Executive Director with a Community Participation portfolio who reports directly to the Chief Executive.

As part of our commitment to engaging consumers in the planning, delivery and evaluation of our services, 12 Community Advisory Groups (CAGs) advise our Community Advisory Committee (see page 38 – 39). Two further CAGS – Gay, Lesbian, Bisexual, Transgender and Intersex (GLBTI); and Women’s, Children’s and Adolescent – have recently been established.

The Aboriginal and Torres Strait Islanders (ATSI) CAG has been particularly active in facilitating the first ATSI Health Day held at the Peninsula Campus of Monash University in April 2010. This particular CAG also supports the activities of our Peninsula Health Koori program.

Staff and volunteers

Throughout the year, staff and management at each site developed programs that provided comprehensive and expanded services within allocated resources. The excellence of many programs was recognised in the 2009 Victorian Public Healthcare Awards.

Peninsula Health is proud of its 4,625 skilled and committed staff and its 900 dedicated volunteers, all of whom promote the values of service, integrity, compassion, respect and excellence. The Frankston Pink Ladies, a volunteer group, was awarded the Minister’s Volunteering Award for Most Outstanding Team Achievement in 2010.

Board of Directors

The Peninsula Health Board of Directors has strong representation from the Peninsula community and experience and expertise in clinical governance, delivery of high quality healthcare services, public administration, organisational development, finance and law.

During the year Ms Diana Ward and Ms Dianne Wickham, two long serving Board Directors, completed their terms of appointment and two new Board Directors were appointed. Ms Ward, the Deputy Chairperson, served on the Board for 10 years and Ms Wickham for nine. Both served with distinction during a period of enormous growth and development for the health service. Their contributions are greatly valued.

Their replacements, Ms Alexandra (Sandy) Forbes and Mr Geoffrey Rankin, bring a new range of skills to the Board. Ms Forbes is a senior consultant in private practice with a wealth of experience in public policy, strategic policy and governance of public entities. Mr Rankin, who lives on the Peninsula, has extensive senior executive experience in both listed companies and the not for profit sector.

Ms Nancy Hogan, the new Deputy Chairperson, and Mr Michael Tiernan, were reappointed for another three year term. Mr Jim Kerrigan, Dr Winston McKean, Professor Paul Collier, and Mr Peter Brookhouse continue their current terms of appointment.

The future

We have carefully reviewed our performance and have identified the needs for the future. Our Strategic Plan 2009-2013 outlines strategies to meet the needs of the communities we serve.

The Board and staff at every level are grateful to the individuals and many local businesses and organisations who have donated generously to Peninsula Health. The Board also extends special thanks to the staff of Peninsula Health, our volunteers, and our auxiliary members. Their continuing support will enable Peninsula Health to meet future challenges.

Mr Barry Nicholls
Chairperson

Dr Sherene Devanesen
Chief Executive
**Our vision**
To provide integrated healthcare.

**Our mission**
In partnership, building a healthy community.
We strive to achieve this by:
- Providing quality, coordinated and personalised health services to the community
- Working with our community and service providers to promote health and healthy lifestyles
- Enhancing our services through continuous improvement, education and research.

**Our values**
**Service:** Caring for those in need; making a difference; being responsive; person-centred; listening.
**Integrity:** Open; honest; just and reasonable; ethical.
**Compassion:** Caring for our clients, patients, carers and families, and each other; showing empathy; being non-judgemental; accepting; taking time; showing humility.
**Respect:** Walking in the shoes of others; recognising individual needs; showing tolerance; treating others as equals; acknowledging worth.
**Excellence:** Giving our best; striving for the best results; putting in that little extra; aiming for better practice; being innovative; professional; providing quality services.

**Our services**
Peninsula Health is one of 15 metropolitan public health services in Victoria. It was formally reconstituted on 1 July 2008 to amalgamate the previous Peninsula Health (originally constituted as a public health service in 2000) and the former Peninsula Community Health Service. Peninsula Health comprises:
- Acute Care at Frankston Hospital and Rosebud Hospital
- Sub Acute Care, Rehabilitation, Palliative Care and Residential services in Mornington, Seaford, Frankston and Rosebud
- Mental Health services at Frankston, Hastings and Rosebud
- Community Health services based in Frankston, Rosebud, Mornington and Hastings.

The services provided by Peninsula Health include acute medical, paediatric, surgical and maternity care, critical care, mental health services, aged care, rehabilitation, palliative care, residential care, community health, health education and promotion, outpatient services, aged care and assessment, investigative and medical support services, allied health, and clinical training.

Peninsula Health employs 4,625 people and is supported by over 900 volunteers and auxiliary members.

**Population**
Peninsula Health serves around 300,000 residents in an 853 sq km area that includes the City of Frankston, the Mornington Peninsula Shire, and the southern part of the City of Kingston. In 2007, about 32 per cent of the population was under the age of 25 years and 26 per cent was over the age of 55. The highest growth is predicted for older people, with those over the age of 60 expected to make up 33 per cent of the population by 2031. The resident population of Peninsula Health’s catchment area is estimated to grow from 262,000 in 2006 to 336,000 by 2031. Peninsula Health also responds to the needs of more than 80,000 holidaymakers.

There are more than 1,500 Indigenous people living in the service area. Peninsula Health provides a range of services specifically for the Koori community.

**High health risks**
The top 10 health risk factors for the communities served by Peninsula Health are tobacco, high blood pressure, obesity, poor diet, physical inactivity, high cholesterol, alcohol, unsafe sex, illicit drugs, and work injuries.

The major causes of death and disability for this population are cancer, diabetes, stroke, asthma, heart disease, accidents, and emphysema.
Emergency Department presentations
In 2009/10, the number of patients presenting at Frankston Hospital Emergency Department (ED) increased by 3,406 or 6.9 per cent from 2008/09. Emergency presentations at Rosebud Hospital increased by 698 patients or 3.3 per cent.

Emergency patients admitted to a ward within 8 hours
Frankston Hospital ED did not meet the DH benchmark of 80 per cent in 2009/10 due to increased ED presentations and a major refit to improve patient flow. However, it achieved a 6 per cent improvement from 2008/09. Rosebud Hospital ED exceeded the benchmark.

Elective Surgery patients on waiting list as at 30 June
The number of patients waiting for Elective Surgery at Peninsula Health as at 30 June 2010 reduced for the fifth successive year.

Elective Surgery waiting time (in days) by category
Average waiting time for Category 1 (urgent) patients remains below the 30 days target. Average waiting time for Category 2 (semi-urgent) patients increased by 12 days. Average waiting time for Category 3 (non-urgent) patients decreased by 59 days. Improvements in waiting times will be achieved with increased surgical operating suite capacity in 2010/11.

Percentage time on hospital bypass
For 2009/10, the DH target for the percentage of operating time on hospital bypass was 3 per cent. Frankston Hospital ED had 172 episodes of hospital bypass, equivalent to 2 per cent of operating time, and a favourable result. Rosebud Hospital had 46 episodes, which is 0.6 per cent of operating time.
In brief

Peninsula Health’s financial performance in 2009/10 was good, with a small operating surplus (recorded before capital income and depreciation) of $76,000.

In 2009/10, in comparison to the previous financial year:

- Total assets rose by $18.22m to $347.69m
- Liabilities reduced by $0.14m to $80.54m
- Equity, being the difference between assets and liabilities, rose by $18.36m to $267.2m
- Total revenue increased to $365.3m from $339.3m.

Peninsula Health achieved the operational target as specified by the 2009/10 Statement of Priorities.

For full details of our financial performance, see our Annual Report 2009/10.

Looking ahead

Peninsula Health’s financial sustainability is critical to the ongoing provision of quality services that deliver efficient and effective care and treatment.

Five-year financial summary

<table>
<thead>
<tr>
<th></th>
<th>2006 $000s</th>
<th>2007 $000s</th>
<th>2008 $000s</th>
<th>2009 $000s</th>
<th>2010 $000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenue</td>
<td>267,702</td>
<td>284,173</td>
<td>307,040</td>
<td>339,347</td>
<td>365,415</td>
</tr>
<tr>
<td>Total expenses</td>
<td>266,147</td>
<td>282,196</td>
<td>306,898</td>
<td>339,226</td>
<td>365,339</td>
</tr>
<tr>
<td>Operating surplus/deficit</td>
<td>1,555</td>
<td>1,977</td>
<td>142</td>
<td>121</td>
<td>76</td>
</tr>
<tr>
<td>Retained surplus/(accumulated deficit)</td>
<td>(16,433)</td>
<td>(20,454)</td>
<td>(27,512)</td>
<td>(5,977)</td>
<td>11,267</td>
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<tr>
<td>Total assets</td>
<td>202,355</td>
<td>218,746</td>
<td>244,490</td>
<td>329,476</td>
<td>347,698</td>
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<tr>
<td>Total liabilities</td>
<td>57,333</td>
<td>64,725</td>
<td>67,940</td>
<td>80,684</td>
<td>80,544</td>
</tr>
<tr>
<td>Equity</td>
<td>144,822</td>
<td>154,021</td>
<td>176,550</td>
<td>248,792</td>
<td>267,154</td>
</tr>
<tr>
<td>Total equity</td>
<td>144,822</td>
<td>154,021</td>
<td>176,550</td>
<td>248,792</td>
<td>267,154</td>
</tr>
</tbody>
</table>

Note: Financial results prior to 2008/09 exclude the former Peninsula Community Health Service Inc.
Peninsula Health’s Strategic Plan 2009-2013 outlines our six key goals for achieving continuous success into the future.

### Create a better consumer experience
- Provide timely and appropriate healthcare
- Care for and develop our workforce
- Enhance quality
- Provide innovative and efficient services

### Initiative Progress

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Progress</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities will be welcoming, easy to get around, and designed to provide the best care</td>
<td>Provide accessible, consumer-friendly services in the areas of health prevention, health management and allied health to meet the needs of Hastings residents.</td>
<td>The new $15.9m Hastings Community Health Centre was completed and opened in September 2009 by the Minister for Health. See pages 11, 14 and 47.</td>
</tr>
<tr>
<td>Patients, their families and carers will be helped to access the care that they need</td>
<td>Improve access to treatment for users of amphetamine type stimulants.</td>
<td>A comprehensive campaign, Breaking the Ice, was developed and launched with funding from the Department of Health &amp; Ageing. See page 15. - Twenty four ‘scholarships’ were made available to staff to undertake placements at drug services locally and overseas. - Two awareness campaigns were developed and launched in our catchment area: Early on Ice, a poster campaign targeting the club scene; and Break the Ice, a DVD exploring issues around drug use in the gay, lesbian, bisexual, transgender and intersex (GLBTI) community.</td>
</tr>
<tr>
<td>Patients and their families will be helped with making decisions</td>
<td>Increase understanding and involvement in a person-centred approach to assessment and care of Rehabilitation and Geriatric and Evaluation (GEM) patients.</td>
<td>A Respecting Patients’ Choices program now provides a quality-assured system for discussing, recording and documenting a patient’s preferences for their future health care, in preparation for a time when they might not be able to contribute to decisions about their medical treatment. The guiding principle of the program is: “If your choices for future healthcare are known, they can be respected”.</td>
</tr>
<tr>
<td>New facilities will be built where they are needed</td>
<td>Continue a program of major capital works at Frankston Hospital.</td>
<td>• Frankston Hospital Stage 2 expansion continues. See page 10. • The Acute Management Ward for Mental Health was expanded and enhanced. The final stage, which features a new front entrance, is scheduled for completion in mid-September 2010. See page 11. • Construction is well advanced on an expanded Maternity Ward and Special Care Nursery.</td>
</tr>
<tr>
<td>Provide improved, integrated community health services for the Southern Peninsula.</td>
<td>• After fire destroyed the former Rosebud Community Health building, a new $3.1m facility has been developed and will open in September 2010. See page 11.</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Peninsula Health scorecard**

Peninsula Health Year in Review 2010
### Patient care will be coordinated with other services as needed
- Reduce postponements of elective surgery and create certainty for patients.
- In 2009 we introduced our Elective Surgery Access Policy, now known externally as 'The Peninsula Solution', and integrated the Waiting List Office Team into the Department of Surgery to encourage communication, engagement and integrated clinical decision-making. Hospital Initiated Postponements continue to reduce. In 2009/10, there were 29 per cent fewer than in 2005/06. See pages 10 and 21.

### Staff will be provided with excellent training and education
- Maximise opportunities for students from the Monash University Health Professional Schools to work collaboratively and to further their learning.
- The $1.8m Peninsula Clinical School building scheduled to open in August 2010 will significantly boost teaching and learning facilities at Frankston Hospital. The project is a partnership between Peninsula Health and Monash University.

### Our volunteers will be supported and developed
- Redesign volunteer orientation and mandatory training programs to make them more appropriate to volunteers’ needs and to recognise the importance of volunteering in Peninsula Health’s community participation program.
- A program of face to face sessions for volunteers has been developed with human resources and occupational health and safety staff. This replaces hard copy and e-learning delivery, which was not necessarily meeting volunteers’ needs. Workshops for volunteer coordinators and supervisors address key issues and explore improvements to our volunteer program.

### Programs will be run to assist people with long term illnesses to maintain their wellbeing
- Develop and implement a smoking prevention and cessation strategy within the local community.
- Work with the Frankston Mornington Peninsula Primary Care Partnership, local Councils, and other organisations and community groups has led to the development and signing of the Frankston & Mornington Peninsula Smoke Free Charter.
- A smoking prevention and cessation strategy has also been developed within Peninsula Health. On 1 September 2010, all Peninsula Health sites will become smoke free.

### Peninsula Health will make improvements by monitoring and reviewing its care
- Develop additional clinical and care planning pathways to ensure that the right people do the right things, in the right order, in the right place, and with the right outcomes.
- 23 additional pathways have been developed, with 96 pathways now in use at Peninsula Health. 16 of these new pathways were developed to address best practice needs for people presenting to the Emergency Department from the point of triage. All pathways are audited regularly to ensure that they are being well utilised and that patient care is appropriate.

### Information technology systems will be updated
- Develop the next generation of software for health services.
- Peninsula Health is one of two health services involved in the Department of Health’s HealthSMART Clinical System Release 2 initiative. This project is working toward implementation of a standardised electronic clinical information system (CIS) across the Victorian Public Health Sector. The new CIS will give our clinicians access to: fully automated medication management processes; nursing documentation as part of medication administration; and electronic ordering for laboratory and radiology procedures and investigations.

### Peninsula Health will stay within its budget while always looking at ways to improve its income
- Expand our income-generating services.
- Having won the State tender for public provision of a personal alarm and monitoring service, our MEPACS client base now exceeds 25,000. We are now developing a marketing strategy to attract more private clients.
- Ensure good financial management.
- Peninsula Health again returned a small operating surplus.
Community Health Services

Main sites

Frankston Community Health Service (Frankston Integrated Health Centre); Mornington Community Health Service; Hastings Community Health Service; Rosebud Community Health Service

Secondary sites

Frankston: SHARPS Needle Syringe & Harm Minimisation Program; Men’s Shed; Blossom House – Children’s Services; Dundas House – Complex Care

Rosebud: Community Dental; Information & Support Centre – Peninsula Drug and Alcohol Program (PenDAP); Eastbourne Road – Aged & Chronic Disease

Key services and facilities

• Health Promotion: Men’s Sheds; Community Kitchens; Ageing Well Expo; prevention of family violence; youth arts and social connectedness projects; promoting breastfeeding; smoking prevention and cessation

• Children’s Services: school readiness; healthy futures; Hanen It Takes Two To Talk program for parents of children with language delays; early years parenting; allied health services for children with developmental delay

• General and family counselling for individuals and families: group programs for anxiety management; positive ageing; dealing with teenage violence in the home

• Community Dental: for all age groups from preschool to older people (includes preventive and restorative treatment and oral health promotion for low income individuals and families)

• Family Violence programs: MENS – Men Exploring Non Violent Solutions; MARS – Men’s Active Referral Service for men referred by police where there has been police callout to a family violence incident

• Peninsula Drug & Alcohol Program (PenDAP): alcohol and other drugs treatment and prevention services including counselling, withdrawal, forensic, risky drinking and Older Wiser Lifestyles programs

• Primary Health: counselling; dietetics; women’s self confidence; service coordination; disease education and health education programs including cardiac rehabilitation program, diabetes education, chronic pain management course; youth support; school focused youth service; optometry; podiatry; physiotherapy; community dental; chronic disease self management; complex care; GPs in Community Health project; gamblers help

• Exercise programs for adults: including water exercises; tai chi; strength training; walking groups; and chair-based exercises

• Falls Prevention Program

• Planned activity group for older frail socially isolated adults

• Managing anxiety and panic attacks

• Healthy food shopping trips

FAST FACTS 2007/08 2008/09 2009/10

<table>
<thead>
<tr>
<th>Occasions of service</th>
<th>82,175</th>
<th>122,725</th>
<th>154,270</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of staff</td>
<td>199</td>
<td>285</td>
<td>307</td>
</tr>
<tr>
<td>Equivalent full time staff</td>
<td>129</td>
<td>186</td>
<td>215</td>
</tr>
</tbody>
</table>

For more information about the Community Health Service please see pages 12 – 15.

Frankston Hospital

Location

Hastings Road, Frankston

Key services and facilities

Emergency Department; Outpatients; Medical Imaging; Pathology; Coronary Care; Cardiac and Non-Cardiac Angiography; Cardiac Investigations; Intensive Care; Chemotherapy; Renal Dialysis; General and Specialty Medical; Acute Geriatric Services; Surgical Services; Hospital in the Home; Maternity and Paediatric Services including Special Care Nursery; Operating Theatres; Endoscopy

FAST FACTS 2007/08 2008/09 2009/10

<table>
<thead>
<tr>
<th>Number of beds*</th>
<th>383</th>
<th>381</th>
<th>390</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separations</td>
<td>49,046</td>
<td>48,939</td>
<td>54,068</td>
</tr>
<tr>
<td>Surgical procedures</td>
<td>11,226</td>
<td>10,001</td>
<td>13,566</td>
</tr>
<tr>
<td>Births</td>
<td>2,429</td>
<td>2,259</td>
<td>2,414</td>
</tr>
<tr>
<td>Emergency presentations</td>
<td>50,332</td>
<td>49,386</td>
<td>52,792</td>
</tr>
<tr>
<td>Number of staff</td>
<td>2,705</td>
<td>2,704</td>
<td>2,871</td>
</tr>
<tr>
<td>Equivalent full-time staff</td>
<td>1,614</td>
<td>1,613</td>
<td>1,779</td>
</tr>
</tbody>
</table>

* includes same day beds

For more information about the Frankston Hospital’s achievements and operational performance please see pages 4, 18, 26 – 27.
Rosebud Hospital

Location
1527 Point Nepean Road, Rosebud

Key services and facilities
Emergency Services; General Medicine; Surgery including Day-Case Surgery; Mother/Baby Services; Feeding and Sleep Difficulties Clinics; Mental Health Outpatients; Hospital in the Home; Renal Dialysis; Chemotherapy

FAST FACTS 2007/08 2008/09 2009/10
Number of beds 80 77 77
Separations 12,797 13,572 14,774
Surgical procedures 811 1,042 1,296
Emergency presentations 21,027 21,074 21,772
Number of staff 259 259 252
Equivalent full-time staff 173 174 169

For more information about the Rosebud Hospital achievements and operational performance please see pages 4, 18, and 27.

Mental Health Services

Location
Frankston, Rosebud and Hastings (catchment area includes Northern Bayside, Frankston, and the Mornington Peninsula including French Island)

Key services and facilities
Peninsula Health Mental Health Service (PHMHS) is available 24 hours a day, 7 days a week and includes triage; consultation and liaison; community assessment and treatment; community residential care; acute inpatient care. All services are provided by a range of multidisciplinary teams

FAST FACTS 2007/08 2008/09 2009/10
Number of beds 297 (60 Nursing Home, 30 Transition Care, 60 Geriatric Evaluation & Management, 90 Hostel Beds) 285 (60 Nursing Home, 37 Transition Care, 60 Geriatric Evaluation & Management, 80 Hostel Beds) 285 (60 Nursing Home, 37 Transition Care, 70 Geriatric Evaluation & Management, 38 Hostel Beds)
Community contacts 38,519 37,989 39,761
Total bed days 116,782 103,833 98,689
Number of staff 830 831 912
Equivalent full-time staff 621 622 691

For more information about PHMHS, please see pages 28 – 31.

MEPACS

Location
Mount Eliza (Customer Response Centre, servicing clients across Victoria)

Key services
Emergency Alarm Monitoring; Daily Call Service

FAST FACTS 2007/08 2008/09 2009/10
Number of clients 13,464 21,576 24,885
Medical emergency follow up in less than 2 minutes 97.66% 98.23% 98.77%

For more information about MEPACS, please see page 35.

Community and Continuing Care

Location
Frankston and the Mornington Peninsula

Key services and facilities
ACCESS (Consumer information and Provider referral service); Aged Care Assessment Service; Inpatient Geriatric Evaluation and Management; Residential Aged Care facilities including psychogeriatric care; Aids & Equipment Program; Personal Assistance Call Service; Residential Outreach Support Service (ROSS); Respite and Carer Support; Transition Care; Inpatient and Community Rehabilitation; Falls Prevention Service; Agestrong; Movement Disorders Clinic; Cognitive, Dementia and Memory Service (CDAMS); Continence Clinic

FAST FACTS 2007/08 2008/09 2009/10
Number of beds 297 (60 Nursing Home, 30 Transition Care, 60 Geriatric Evaluation & Management, 90 Hostel Beds) 285 (60 Nursing Home, 37 Transition Care, 60 Geriatric Evaluation & Management, 80 Hostel Beds) 285 (60 Nursing Home, 37 Transition Care, 70 Geriatric Evaluation & Management, 38 Hostel Beds)
Community contacts 38,519 37,989 39,761
Total bed days 116,782 103,833 98,689
Number of staff 830 831 912
Equivalent full-time staff 621 622 691

For more information about Community and Continuing Care Services, please see pages 32 – 35.
Capital works

Profile
A number of ongoing development projects will enable Peninsula Health to expand service in areas including maternity, emergency, surgical, mental health and community health.

Objectives
• Plan, manage and enhance physical infrastructure.

Operational performance

Building a better hospital
Major works on the $45m expansion to Frankston Hospital continued, with the completion of two new surgical theatres, and a purpose built theatre for endoscopy and day surgery in late 2009.

These new surgical areas feature state-of-the-art equipment, such as new operating theatre lights where the pure white light can be adjusted with great precision and mobile pendants which keep cables and hoses off the floor.

The remainder of the expansion project, which involves refurbishment of the original four theatres, a new centralised 33-bed and 7-chair recovery suite, an expanded 13-bed Intensive Care Unit, and relocation of Endoscopy, Day Surgery and Cardiac Angiography to the new areas, is scheduled for opening in late 2010.

During the year under review, Victorian Premier John Brumby with the Minister for Health, The Hon Daniel Andrews, visited the hospital to view progress and took the opportunity to thank the project team, hospital staff members and construction workers for their efforts in transforming the hospital.

New elective surgery facility
The new $3m Commonwealth funded 12-bed Elective Surgery Ward at Frankston Hospital was opened in February 2010. The ward has enabled increased access to ward beds for elective surgery patients and since it opened there have been no postponements due to a bed not being available.

Moreover, access to the Elective Surgery Ward has enabled expansion of the Day Surgery Unit to take patients who may need to stay overnight. Following the opening of this ward, 130 patients have had a planned overnight stay in the ward. These cases include patients waiting for urology prostate procedures, orthopaedic shoulder surgery, and gynaecology procedures.

Peninsula Health Clinical School
In February 2010 staff from Peninsula Health and Monash University celebrated progress of the $1.8m Peninsula Clinical School building on the Frankston Hospital Campus. At the time of going to press, construction of the facility was on target to be completed in August 2010, and the project is expected to boost teaching and learning facilities for medical and nursing students and staff needed for the region.

The new building, a two-storey extension to the Academic Centre, includes three tutorial rooms on the ground floor and a further two tutorial rooms, and two additional study areas on the first floor. Purpose-built to take advantage of natural light, it features partitions to enable the rooms to be expanded or separated depending on the educational requirements and maximise opportunities for students to work collaboratively on a range of projects.
Frankston Hospital maternity expansion

The $8m expansion of Frankston Hospital’s Maternity Ward is well underway. A new wing of the Women’s Health Unit is being built at Level 4 extending above the main entrance of the hospital.

The suspended slab, roof and internal framing have been erected and the new wing is on track for completion in late 2011. The Special Care Nursery, where unwell babies are cared for, will be temporarily relocated to this area while the new nursery is being built.

On completion in August 2011 there will be a total of 28 maternity beds and nine birthing suites and the new Special Care Nursery will accommodate up to 18 cots.

New Acute Management Area for Mental Health

The $1.6m transformation of Peninsula Health Mental Health Service’s Acute Management Area (AMA) located at Frankston Hospital 2 West was completed in June 2010.

The redeveloped area includes six beds, recreation areas and a nurses’ station. Furnishings and décor have been thoughtfully considered to create a warm, homely, lounge-like environment for patients. Another key element of the new AMA will be an attractive alfresco area and a new activities room.

Rosebud residents return home

Residents of Rosebud’s Jean Turner Community Nursing Home are enjoying the $1.4m refurbishment completed in early 2010. The freshly painted and modern-looking facility now includes two new bariatric rooms, all new flooring, new kitchens and laundry facilities, furnishings, flat screen televisions in communal recreation areas, additional hand basins, and improved lighting. The rejuvenated gardens include elevated flower beds to enable seated residents to continue their interests in gardening.

The Home’s 30 residents were temporarily relocated to Rosebud Community Rehabilitation Centre during the three-month build before returning to their new-look home.

Hastings Community Health

A new facility for Hastings Community Health was opened in September 2009 by the Minister for Health, The Hon Daniel Andrews MP.

Two thirds of the $15.8m building are devoted to Peninsula Health’s community health services, with the remaining space being used by the Mornington Peninsula Shire Council and a number of community organisations. The building incorporates a variety of energy and water saving features.

Rosebud Community Health

Construction of a new building for Rosebud Community Health Services is underway, and was due for completion in September 2010. This replaces the building damaged by fire in 2008. It will offer centrally located provision of direct care and group programs for residents of Rosebud and the southern end of the Peninsula.

Future directions

- Completion of Frankston Hospital Stage 2A expansion project by late 2010.
- Completion of expansion of Special Care Nursery and Maternity Ward.
- Work with governments at state and national levels to secure additional funding for expansion of sub-acute and rehabilitation services at our Mornington Centre.
Community Health

Walking to health and wellbeing
The walks, a collaboration between Peninsula Health, the local Peninsula General Practitioners Network and Centro Karingal, grew out of a Foothold on Safety project funded by the Department of Human Services and the Peninsula Health Ageing Well program as a way of encouraging older people to get moving with safe, regular physical activity. Three morning walks and an evening walk are held each week in the Centro Karingal Shopping Centre on the outskirts of Frankston. The Centre offers a safe, secure and supportive environment for the walks, and the even flooring makes an excellent walking track that people can tackle at their own pace and to their own abilities.

For Marjorie Broomhall, the Centro Karingal Health Walks have led to a part-time ‘career’ as a trained walk and exercise leader. With the ongoing support of Peninsula Health and our Community Health staff, Marjorie and fellow walk leader Bev McCorquodale inspire between 300 and 400 people each week to keep fit and healthy.

“For many older people, walking alone can be a very real barrier to staying active. Uneven pavements, fear of falls, inclement weather conditions and security concerns can prevent them from taking steps to improving their health and wellbeing, particularly after an illness or a fall,” says Marjorie. “It doesn’t matter how old or unfit you are, walking can also be helpful in preventing and managing chronic health conditions such as arthritis, osteoporosis, diabetes and heart disease.”

The walks, which always begin with a short warm-up, are open to people of all ages, from complete beginners to the more physically active. Retirees, young mothers with babies in pushers, residents of a nearby supported housing unit, people who have lost their partners – everyone who joins the walks agrees they are a great way of making new friends while building strength, balance and confidence.

Walking for health has never been so much fun!

Window shopping has taken on a new meaning for members of the Centro Karingal Health Walks, which celebrated 10 years of operation in April 2010.
Profile
Peninsula Health provides integrated community health services for people of all ages in four locations – Frankston, Mornington, Hastings and Rosebud.

These services aim to keep people active and healthy and include health promotion, disease prevention, early intervention, chronic disease management, allied health treatments, drug and alcohol services and a broad range of health education and exercise programs.

Objectives
- Provide a range of accessible primary health services that produce measurable benefits to meet community needs.
- Provide leadership in area-based planning and delivery of effective health promotion strategies and programs.

Operational performance
Going smoke free
From 1 September 2010, Peninsula Health will provide a healthier, cleaner and safer environment for patients, carers, visitors, staff and contractors with the launch of our Smoke Free initiative on all sites, buildings and cars belonging to the Health Service.

With the support of the Peninsula GP Network and in conjunction with Quit Victoria, Community Health is providing smoking cessation programs for anyone who wants to stop or manage their smoking.

We have also worked closely with local councils, other organisations and community groups to develop and implement a broader smoking prevention and cessation strategy at local level to combat the largest single preventable cause of death and disease in Australia.

Building capacity
Following the State Government’s decision to amalgamate Peninsula Health and the former Peninsula Community Health Service, a new legal entity (Peninsula Health Community Health) was formed in July 2008. Today, this structure supports three streams of care: Children and Family, Chronic Disease and Aged, and Complex Services. Core services and local specialised services are now provided from four main sites in Frankston, Mornington, Hastings and Rosebud by an integrated and highly skilled Community Health team.

A review of the impact of the amalgamation was carried out during 2009 by independent consultants, Lime Consultants. The review report highlighted a number of key factors that had contributed to the outstanding success of the amalgamation, including:

- Demonstrated commitment from ‘the top’
- Staff goodwill and collaboration
- High level of consultation and communication with staff
- Highly effective leadership team and effective management of operational issues
- Focus on service quality and growth
- Strong partnerships with key stakeholders.

Koori achievements recognised
Our Koori Health Program, Possum Dreaming: Agility, Versatility and Diversity, was highly commended by the Minister for Health at the 2009 Public Healthcare Awards for improving the health and wellbeing of Aboriginal people in Victoria. The program, which was developed through the Aboriginal and Torres Strait Islander (ATSI) Community Advisory Group, has led to improved use of Peninsula Health’s services and increased participation in our community health programs such as the Koori Kitchen, the Koori water program, and the Koori gentle exercise program.

Hastings Community Health
Our new Hastings Community Health facility, which opened to clients in September 2009, is leading the way as Peninsula Health’s first ‘tobacco free’ site. As Peninsula Health’s first integrated site in Hastings, it will offer QUIT Fresh Start programs as well as a wide range of other Community Health initiatives that include dental, mental health, physiotherapy, speech pathology, dietetics, diabetes education, podiatry and children’s, women’s and family services.
Ageing well

Each year, a growing number of local residents in Frankston and the Mornington Peninsula are visiting Peninsula Health’s Ageing Well Expo to learn how to maintain their mental and physical health and wellbeing in later life. Last year’s Ageing Well Expo, held in October 2009 in Mount Martha, attracted around 1,300 people.

Visitors enjoyed the welcoming, community atmosphere and took advantage of the many stalls and displays showcasing an array of health and lifestyle services and programs. These included health screening initiatives, independent living aids and equipment, gardening, cooking, clubs and groups, U3A, mobile library services, and much more.

Baymob Koori Health Day

Baymob Koori Health Day, a new initiative developed by the Koori Health team in partnership with the Brotherhood of St Laurence and Monash University, was held in April 2010 at the Monash University Peninsula Campus. The health day, which was designed to encourage self-management for personal health and wellbeing, showcased a range of health, wellbeing, community and sporting services that are available to the local ATSI population in Frankston and the Mornington Peninsula. It was attended by 160 people.

Breaking the ice

As part of Breaking the Ice, a state-wide campaign developed by Peninsula Health and funded by the Federal Department for Health and Ageing, an awareness-raising DVD was launched at the end of 2009 to encourage the gay and lesbian community to reflect on their own drug use.

The DVD, Break the Ice, was developed in partnership with Gay and Lesbian Health Victoria, Access Point, the Australian Drug Foundation, and the Victorian Aids Council. More than 10,000 copies of the DVD were distributed at the Midsumma Festival in Melbourne, through our drug and alcohol service PenDAP, and through local GPs.

The motivation for developing the DVD was to create a specific resource that addresses the issues associated with drug use experienced by the gay and lesbian community, where drug use is two to four times higher than in the general population. The DVD deals with a range of emotions and problems that users experience when taking drugs which can affect their health and relationships. It seeks to encourage users to seek treatment before they reach a crisis point.

Community Kitchens update

As part of our Commonwealth Government funding, Peninsula Health was invited to facilitate a statewide forum on Community Kitchens at VicHealth in April 2010. The fully subscribed forum focused on three key aspects:

- Sharing of learnings, key achievements and independent evaluation of Community Kitchens across Victoria
- Development of new Community Kitchens
- Future directions for the Community Kitchens initiative in Australia.

Community Kitchens continue to be one of Peninsula Health’s flagship health promotion initiatives, with 16 locally registered kitchens operating within our catchment area. The program attracted high profile media interest in 2009 with an interview on 774ABC Radio. There are currently 74 Community Kitchens nationally.

Future directions

- Continue to expand early intervention health promotion strategies and health self management programs.
- Implement Community Health service planning priorities in line with best models of service delivery for the Frankston and Mornington Peninsula areas.
- Provide direction and support for Peninsula Health to be an effective and accredited health promoting health service in line with international standards.
Peninsula Health is actively working to reduce medication errors with an education program to help international medical graduates improve their prescribing practice.
With a shortfall in the numbers of Australian-trained medical graduates over recent years, health services across the country are welcoming medical graduates who have received their medical training overseas. Currently, international medical graduates now make up around 30 per cent of the Australian medical workforce.

While graduates of Australian medical schools are exposed to national prescribing standards during their studies, doctors who receive their medical training overseas are not familiar with these requirements. Many have received their training in languages other than English and some need additional support early in their employment. Published literature shows that between 39 per cent and 49 per cent of medication errors occur during the prescribing process. However, formal training in this process is not widely available.

During 2009/10, the Pharmacy at Peninsula Health trialled an education program to help international medical graduates improve their prescribing practice by using an evidence-based teaching method called ‘academic detailing’.

One-to-one sessions of interactive, hands-on training focused on common errors that occur in medication ordering. Participants were able to raise the issues that they found most challenging, and these were addressed in an encouraging and informal environment.

“At the end of the program, we found significant improvements,” says Skip Lam, Director of Pharmacy at Peninsula Health.

“Prescribing accuracy improved, with the greatest improvement being achieved when the international doctors were able to use the safe prescribing techniques they had discussed at the training sessions. For example, there was a 92 per cent increase in documenting allergies when ordering medications.

“Results from this pilot prescribing program were encouraging,” Skip says. “With some additional funding that we have received, we hope to develop an online education package and expand the training to all junior doctors.”

Julie Metcalfe, one of the pharmacists who carried out the training, has presented the research at a Victorian Medical Postgraduate Foundation Seminar and at a DHS-sponsored seminar, A World of Expertise. The research has been submitted for publication.
**Acute Services**

**Profile**

Hospital acute services are provided from Frankston and Rosebud Hospitals. With the demand for acute services growing, Peninsula Health is implementing strategies to expand key medical services.

**Objectives**

- Provide quality health care services, based on evidence based practice.
- Expand hospital capacity, including maternity services and other essential services.
- Develop plans to meet emerging demands within available resources and infrastructure, focusing on service gaps and alternative models of care.

**Operational performance**

**Frankston Hospital**

Frankston Hospital is a 390-bed hospital, and is the major provider of acute secondary and tertiary hospital services in Frankston and on the Mornington Peninsula. In 2009/10, Frankston Hospital treated 55,031 inpatients, which is a marked increase from the previous financial year.

**Admissions**

<table>
<thead>
<tr>
<th></th>
<th>2005/06</th>
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<th>2007/08</th>
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<tr>
<td>Inpatients</td>
<td>48,190</td>
<td>48,120</td>
<td>49,046</td>
<td>48,939</td>
<td>55,031</td>
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</tbody>
</table>

**Rosebud Hospital**

Rosebud Hospital is a 77-bed hospital providing treatment and care for both admitted patients and outpatients. During the year, Rosebud Hospital treated 15,085 inpatients, an increase of 11 per cent from the previous financial year.

**Admissions**

<table>
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<tr>
<th></th>
<th>2005/06</th>
<th>2006/07</th>
<th>2007/08</th>
<th>2008/09</th>
<th>2009/10</th>
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</thead>
<tbody>
<tr>
<td>Inpatients</td>
<td>10,720</td>
<td>12,322</td>
<td>12,782</td>
<td>13,572</td>
<td>15,085</td>
</tr>
</tbody>
</table>

Services and programs were enhanced and expanded at both hospitals during the year.

**Colposcopy clinic**

Early detection of abnormal cells of the cervix followed by the necessary treatment is widely considered the most effective way to prevent the onset of cervical cancer.

In February 2010, we introduced a local colposcopy clinic in the Women’s Health Unit at Frankston Hospital for women who have had a positive or abnormal result from their pap smear. The clinic caters for patients who would previously have needed to be seen in a private hospital or outside the region.

With continuity of care from initial referral to the colposcopy and follow-up appointment, the clinic is a partnership between midwives, nurses and obstetricians. If the examination and any biopsy confirm an abnormality that needs treating, the patient is booked in as a day surgery case at the hospital. Surgical treatment is not performed at the clinic.
Maternity bookings online

The launch of an online booking service for maternity bookings at Frankston Hospital in May 2010 is the first of its kind in Victoria.

Families choosing to have their baby at Frankston Hospital are contacted by the Women’s Health Unit after they have submitted their initial booking form for a follow up appointment to start planning their pre-natal care plan.

As well as providing easy access to booking services for expectant parents the service introduces an easy to maintain information storage system and reduces reliance on the current phone booking line and the appointment response time.

Radiology on the move

A Visiting Radiology Service for frail patients at Peninsula Health’s Golf Links Road Rehabilitation Centre means improved convenience and comfort for our patients. Radiologists visit our Golf Links Road Rehabilitation Centre to conduct basic x-rays – such as chest, pelvis or limb x-rays. X-rays are a crucial part in care and discharge planning for rehabilitation patients, and help to monitor a patient’s recovery process.

Before the service was introduced in early 2010, rehabilitation patients needing basic x-rays were transported to Frankston Hospital. In the first six months of the new service, more than 100 patients were saved the journey.

Thanks to a $95,000 grant from the Department of Health, refurbishment work was completed to develop the x-ray room at the rehabilitation centre. The x-ray machine links to Peninsula Health’s Picture Archiving Communications System which enables x-rays to be available almost instantly to treating clinicians at any of our sites.

This can be very beneficial for patients as it means less time waiting for results and faster patient treatment response and discharge times.

Patients from the Palliative Care Unit and the Carinya Residential Aged Care Unit, both located at the same site, also access this service.

Enhancing the care needs of elderly acute care patients

Refurbishments within the Acute Care of the Elderly Unit/5GN were carried out to provide an older person-friendly environment appropriate to the care needs of these patients. Enhancements included refurbishment of the day lounge to provide a dedicated area for activities and patient/family use, refurbishment of storage areas to create clear space in the wards, and improved signage for the ward and patient rooms. Patient bathroom floors have also been recovered to ensure a safe non-slip environment.

Future directions

- Open new operating theatres, intensive care unit and coronary care angiography suite.
- Continue development of new midwifery and special care nursery expansion.
- Develop new models of care in accordance with Commonwealth Government health reform.
- Implement the Redesigning Hospital Care Program, an initiative which looks at enhancing the patient experience and improving staff workflow by removing unnecessary and repetitive steps in care processes. The first phase of the program has commenced in Frankston Hospital’s Emergency Department.
- Continue to develop intake and referral systems that will make it easy to get the right care at the right place and at the right time.
Improving access to surgery for our community

A growing number of people requiring surgery receive their care at Peninsula Health, with an increase from 4,936 people in 2007/08 to 6,037 in 2009/10. This is remarkable given that during the past 18 months our operating theatres have been a building site as we undertake a $45m expansion of our operating theatre complex.
As an integral part of Peninsula Health’s Surgery Access Improvement Program where we are redesigning our whole of surgery journey, the Waiting List Office team is constantly improving the way we handle operating theatre schedules, pre-admission processes and surgery booking systems. Led by Waiting List Manager Jenny Abernethy, the team is committed to ensuring that patients undergo their elective surgery procedure as scheduled – and to providing the personal touch that is the hallmark of a health service that really cares about people.

- One of the first steps was to introduce Clinical Liaison Nurses into the Waiting List Office Team. This expanded the team’s skill set, allowed improved clinical-based negotiation, and created improved timeliness to surgery.

- The team has physically relocated into the Department of Surgery. This simple yet innovative move has created a re-invigorated environment where all members of staff communicate well and work together to make clinical decisions for the benefit of people waiting for surgery.

- An effective communications database created by the Waiting List Office Team has helped to improve communications with patients, their GPs, and referring surgeons. Other health services are now adopting this initiative.

A typical example of improvements achieved by the Waiting List Team is in the flow of gynaecological patients. Following the introduction of a Clinical Liaison Nurse in Obstetrics and Gynaecology, over 90 per cent of patients scheduled for a gynaecological procedure now wait within their recommended time. In 2009/10, the number of patients overdue for surgery reduced from 66 to 15, and the total number of patients waiting reduced from 207 to 145. Similar improvements were achieved in Urology, Ear, Nose and Throat, General Surgery, and Emergency Surgery.

“The Waiting List Team works together to create certainty for our patients,” says Jenny. “We help people to undergo their surgical procedure as planned, in a streamlined and uninterrupted way, and as timely as possible. By working more closely with the clinicians than ever before, we are able to minimise postponements of surgery and ensure that patients are kept informed along the way.”

Front row: Josephine Bendtsen, Jenny Cuddihy, Lyn Strachan, Ann Norris
Middle row: Suzanne Lawler, Brenda Innes, Jenny Abernethy, Lesley Doyle, Jane Edgley
Back row: Angela Massey, Russell Briggs, Sam McLoughlin, Monique Orrell, Laraine Lacey
Profile

As the population on the Mornington Peninsula increases, so does demand for elective (planned) and emergency surgery. Our community is predicted to grow higher than the average population of people over 65. This population change will have the greatest demographic influence on Peninsula Health surgery demand in the short and medium term.

Major increases in demand are likely to come from elderly patients, particularly in procedures for orthopaedics, diagnostic gastrointestinal endoscopy, vascular surgery and colorectal surgery. We are continuously reviewing and expanding our range of surgical procedures to treat an ever-growing range of conditions.

Objectives

- Implement key strategies to reduce waiting times for elective surgery patients.
- Improve timelines for procedures and reduce length of stay.
- Improve emergency surgery access.
- Reduce the number of hospital initiated postponements.

Operational performance

Peninsula Health has a dedicated Surgical and Anaesthesia Service. Services are delivered at Frankston Hospital in the Main Theatre, Day Surgery Unit and Radiology Digital Subtraction Angiography Unit, and at Rosebud Hospital.

Specialist surgical services are provided in General Surgery, Orthopaedics, Plastics, Vascular, Paediatric Surgery, Gynaecology & Obstetrics, Cardiothoracic, Ear Nose & Throat (ENT)/FacioMaxillary, and Urology.

Specialist anaesthetic services include Acute Pain Management Services, General Anaesthesia, Paediatric Anaesthesia, Obstetric Anaesthesia and Pre-admission Clinics.

In 2009/10, 11,562 surgical procedures were performed. This included 7,334 procedures in elective surgery.

The number of hospital initiated postponements reduced from 827 in 2008/09 to 644 in 2009/10.

Departmental initiatives

Our focus this year has been on redesigning our model of care to create certainty for patients, to deliver more timely treatment to patients, and to reduce the number of hospital initiated postponements.

We have reduced the number of patients waiting past their desired time for surgery and improved access for emergency procedures by opening additional emergency theatre capacity on weekends.

The opening of our new 12-bed Elective Surgery Ward at Frankston Hospital was a key event for Surgical Services and between the opening of this new unit in February 2010 and the year end on 30 June 2010, we have not had to cancel any patient’s elective surgery for lack of access to a general inpatient bed.

The introduction of a 23-hour model of care in our Day Surgery Unit has allowed for more complex surgery procedures to be undertaken in this area.

Consumer involvement has played a major role in co-designing our new model of care.
Future directions

• The opening of our new operating theatres will take place in November 2010. We will open two additional surgical theatres and an expanded recovery and admissions area. This new facility will provide improvements in access and patient flow. We are expecting that this will help reduce waiting times for Category 2 and Category 3 patients waiting for elective surgery and improve access for emergency procedures.

• We will continue to ensure that consumer participation is at the forefront of our service redesign.

• The co-location of operating theatres and integration of services will be achieved in the 2010/11 year.

• A dedicated emergency operating theatre will become operational in 2010 to better meet emergency demand.

• An interventional operating theatre will also be designed to create an improved environment for performing vascular and interventional surgery.
Emergency and Intensive Care Services

Thank you to our Emergency Department
Barbara Luscombe knows Frankston Hospital well. Her two children were born in the Maternity ward that has now made way for the $45m expansion that will open later this year.

Several of her five grandchildren were also born at Frankston Hospital.

Recently, Barbara got to know Frankston Hospital’s Emergency Department better than she had ever thought she would.

Barbara, a former Pink Lady, experienced a health incident at home and was rushed by ambulance to the Emergency Department.

Following her treatment, recovery and return to her family, Barbara took a few moments to pen words of thanks to the nurses, doctors and health professionals who cared for her.

Her compliments, like the others that flow in each year, were shared with staff. In saying “Thanks” Barbara wrote:

“Kudos to staff in the Emergency Department at Frankston Hospital who took such good care of me when I was taken there by paramedics late one night. Even though they were extremely busy, I was treated with great respect and received a clear explanation of everything that I needed to know.

Everyone else present that night received the same caring service.

And to the radiology department on the same occasion – you were so efficient and professional.

I have great trust in your hospital.”

Barbara
Emergency and Intensive Care Services

Profile

Last year, a total of 74,564 people presented to the Emergency Departments at Frankston Hospital and Rosebud Hospital.

Both hospitals provide 24-hour emergency medical services to the local community, and the demand for their services continues to grow.

During 2009/10, our Frankston Emergency Department experienced a 6.9 per cent increase in presentations and saw nearly 3,500 more people than the year before. The growth at Rosebud was 3.3 per cent, or 698 patients.

This reflects the Peninsula’s ageing population, a rise in the number of people living with chronic health conditions, and new technologies and treatments for previously untreatable diseases and conditions.

Objectives

Peninsula Health’s Emergency Departments are committed to:

• Providing quality health care services, based on best practice
• Treating emergency patients within set timeframes
• Safely progressing clients/patients throughout all parts of the system, avoiding harm and minimising risk in care delivery.

Operational performance

Frankston Hospital Emergency Department

<table>
<thead>
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<th>Number of presentations</th>
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<tbody>
<tr>
<td>2005/06</td>
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<tr>
<td>49,330</td>
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Frankston Hospital’s Emergency Department is one of the busiest in Victoria. While it was experiencing record demand in 2009/10, staff were finding better ways to deliver high quality care to their patients. Through their efforts more people were seen more quickly.

The average length of stay in the Emergency Department was reduced by 1.4 per cent and the number of patients who left without being seen by a doctor fell by 8.7 per cent.

Despite increased demand the department spent less time on bypass and increased the number of patients seen within 4 hour and 8 hour time frames.

Last year an additional 4,167 patients (67 per cent) were seen within 4 hours (57 per cent in 08/09) and the 8 hour measure improved from 49 per cent in 08/09 to 55 per cent in 09/10.

These improvements were achieved while the department underwent refurbishments and expansions to streamline patient flow and improve facilities.

The most noticeable, and welcome, change was the creation of a dedicated children’s area that ensures our youngest patients, and often their brothers and sisters, do not sit amongst adult patients.

The number of treatment spaces in the procedure room increased from three to nine, and a new isolation room was opened so that patients with suspected infectious diseases can be isolated while receiving treatment.

An eight-bed Clinical Decision Making Unit (CDMU) adjacent to the Emergency Department now provides a ward environment away from the busy atmosphere of the Emergency Department. The CDMU is used for short term patients, non-admitted (fast track) patients and Emergency Department patients waiting for pathology and/or radiology results to enable a final diagnosis to be made.

Other improvements include:

• A fast track area for patients who can be treated and discharged home under 4 hours
• The introduction of an Emergency Department Radiology Patient Service Assistant to improve the patient flow interface between Radiology and Emergency
• Team-based care where triage nurses and clerical staff work side by side to reduce registration times so that pathology and radiology tests can be ordered and organised more efficiently
• A new paediatric model of care with an exchange of staff between the Emergency Department and the Child and Adolescent ward.
Emergency and Intensive Care Services

Rosebud Hospital Emergency Department

Number of presentations

<table>
<thead>
<tr>
<th>Year</th>
<th>2005/06</th>
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<th>2008/09</th>
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<tr>
<td></td>
<td>20,551</td>
<td>20,557</td>
<td>21,027</td>
<td>21,074</td>
<td>21,772</td>
</tr>
</tbody>
</table>

There were 21,772 presentations to the Rosebud Hospital Emergency Department in the 2009/10 financial year. This is an increase of 698 patients from the previous financial year.

The number of presentations increases considerably in peak holiday periods, particularly during the summer school holidays, Christmas and New Year and at Easter.

A Fast Track Clinic or General Practitioner (GP) type service is provided at peak times so that patients requiring less complex assessment and care are managed in a proactive and efficient way. This process has proved to be successful and feedback from consumers supports this service.

Frankston Emergency - Clinical Response Service

The Clinical Response Service (CRS) continued to reduce Emergency Department presentations by treating elderly people in their own homes or at their respective nursing homes.

The CRS incorporates the work of the Response Assessment Discharge (RAD) team, which provides multi-disciplinary triage and assessment when a patient presents to the Frankston Emergency Department.

It also incorporates the work of the Residential Outreach Support Service (ROSS) team, a dynamic multi-disciplinary service that aims to support residents in high and low level care facilities. The CRS is staffed by an inter-disciplinary team consisting of doctors, nurses and allied health staff. This service responds to referrals from local GPs, residential aged care facilities and Ambulance Victoria services.

The CRS aims to meet the clinical needs of patients in the community who would otherwise present and require care in the Emergency Department. The winter months, which are the time of highest risk for elderly people, are the busiest time of the year for Frankston Hospital’s Emergency Department. Over the past 12 months, a total of 216 referrals were received by CRS, 33 per cent of which were received by Ambulance Victoria and 50 per cent received from residential aged care facilities. Of the patients referred to CRS, 61 per cent (n=132) were seen and/or managed in their own homes, without needing to present to the Emergency Department.

The Clinical Response Service is funded under the Department of Health (DH) Winter Demand Strategy. The initial trial proved very successful and has resulted in ongoing funding from DH. Additional resources have allowed the RAD and ROSS teams to offer an extended weekend and after hours services to further enhance the scope of the service.

Future directions

- Continue to implement strategies to manage the increase in patient presentations during the winter months.
- Implement strategies to improve Emergency Department performance to meet both internal and Department of Health targets for the timely treatment of patients in the Emergency Department and their discharge or transfer to other wards and programs.
- Relocate the Intensive Care Unit to the new expanded 13-bed unit in the $45m Stage 2a expansion of Frankston Hospital.
Mental Health

Empowering people to work towards recovery
Research studies have found that only 10 per cent of people using mental health services around the world receive therapy based on the best available evidence\(^1\). This evidence fuelled Priscilla’s desire to build evidence-based practice into the model of care for people who use our Mental Health service.

Working with consultant psychiatrist Associate Professor Dr J Richard Newton, former Clinical Director at Peninsula Health, Priscilla helped to develop an innovative training program for mental health practitioners. The program uses Cognitive Behaviour Therapy (CBT) to help people understand, manage and change their thoughts and behaviours. Research shows that CBT can be very effective in treating a range of mental health issues, including depression, anxiety, and psychosis.

Now a joint project with Monash University, the CBT training program is firmly established as a postgraduate subject in the Monash School of Nursing & Midwifery and also attracts credit points for some medical and allied health disciplines.

Priscilla has had a pivotal role incorporating staff training in other evidence-based interventions, such as Assertive Community Treatment, which helps people to live independently in their community with ongoing assistance from a team of mental health practitioners and linkages to other community services such as housing and employment.

Working closely with our Mental Health clinicians, consumers and carers, Priscilla has also developed six Recovery Workbooks that contain practical CBT-based strategies that help people to work through issues which affect their recovery — such as coping with stress, addressing substance use, keeping physically healthy, managing medication, working on goals and self-management, and information for carers. The workbooks are used in partnership with consumers, and form part of the minimum standards of evidence-based care for our Mental Health service.

“Our goal is to empower people to self-manage their lives and take control of their own psychological recovery,” Priscilla says.

“Typically, someone with an acute mental health problem will receive support whenever they need it most. This may involve intensive short-term contact and Assertive Community Treatment from members of the multi-disciplinary team to ensure that medication and other evidence-based treatments are effectively reducing the symptoms. To promote recovery, the team uses the Recovery Workbooks and Cognitive Behaviour Therapy, and addresses issues such as substance use. It also provides family interventions, and ensures that support is available from a local general practitioner. As recovery occurs, longer term goals are developed with the consumer. These can include setting up ongoing links with an employment assistance program and referrals to external rehabilitation services. This approach is a departure from other more traditional models of care that centre on maintenance and monitoring.”

Priscilla’s commitment to incorporating the Recovery Workbooks into standard practice has spread to other parts of our Mental Health Service, including our Adult and Aged Inpatient units, and triage and emergency departments.

Mental Health

Profile

The Peninsula Health Mental Health Service (PHMHS) provides a range of mental health services within a defined catchment which includes the Northern Bayside area, Frankston, and the Mornington Peninsula including French Island. The PHMHS aims to provide an innovative, collaborative service that produces best practice outcomes for our clients.

Objectives

- Deliver treatment to consumers that produce measurable benefit.
- Continue to implement, evaluate and update the Mental Health Service Plan (2008-2018) to meet future needs.

Operational performance

Performance indicators

Peninsula Health’s Mental Health Service is benchmarked against all of the metropolitan mental health services by the Department of Health using five key performance indicators. Results for 2009/10 were:

- Our 28 day readmission rate was 11 per cent compared to the metropolitan mental health service result average of 14 per cent.
- 82 per cent of mental health patients were transferred from our Emergency Department to a mental health bed within 8 hours, against the state average of 68 per cent.
- 84 per cent of clients discharged received post discharge follow-up within seven days, against the state metropolitan average of 73 per cent.
- 62 per cent of clients requiring admission were seen in the seven days prior to the date of admission, against the state metropolitan average of 60 per cent.
- There were 2.3 seclusions per 1000 bed days against the state metropolitan average of 25.8.

Our Mental Health Service was acknowledged in the 2009 Victorian Public Healthcare Awards as the best performing Metropolitan Mental Health Service.

Mental Health Community Model of Care

The Minister’s Awards of the 2009 Victorian Public Healthcare Awards also recognised Peninsula Health’s Community Mental Health Service by highly commending it for “its courage to change the status quo and embark on significant change and innovation. The Awards also cited the service’s “...committed and enthusiastic individuals who shared a vision and passion to bring about improved outcomes for consumers and their carers through a number of key strategies, including a new integrated model of care and a core care bundle”.

The bundle, a consumer driven, evidence-based therapeutic package, was evaluated by consumers in March 2009. Of the 71 consumers surveyed 83 per cent found it helpful or extremely helpful. The bundle is now being evaluated by the Mental Health Research Unit following successful submission for a $50,000 Department of Health grant. The evaluation has been expanded to include carer, staff and consumer feedback and should be completed by September 2010.

Our Core Care Bundle has received international recognition, with staff from the Mental Health Service presenting at the 2010 International Forum on Quality and Safety in HealthCare, held in France.

Implementing best practice in Community Mental Health

Peninsula Health Community Mental Health Services (PHMHS) has enhanced its partnerships with other community services by co-locating a number of community services at the Community Mental Health sites in Frankston and Rosebud. This increases and promotes access to these services for mental health clients and their families.

Other benefits include a more streamlined referral process, improved client care, a greater shared understanding of client and family needs, and improved cost-effectiveness by allowing direct, time-efficient access to services and information for clinicians and consumers.

The services are co-located at Davey Street Clinic, Frankston and Bayview House, Rosebud and include employment assistance, financial counselling, housing support through Peninsula Youth and Family Services, and MIND (respite care).
Prevention and Recovery Care Program

Prevention and Recovery Care (PARC) Services are designed to provide services to people who may be experiencing symptoms of an emerging mental illness but do not require hospital admission, or for people in the early stages of recovery following an acute episode of illness requiring a hospital admission and who need a further short period of additional support and consolidation of treatment.

The PARC Program provides a collaborative operational model between the local Area Mental Health Service (AMHS) and Psychiatric Disability Rehabilitation Support Service (PDRSS) requiring a combination of clinical staff and PDRSS staff to deliver different service components and interventions.

Peninsula Health is currently developing two 10-bed PARC Services:

- The Adult PARC Service will cater for people aged 18 – 64 age and will be managed by Peninsula Health in conjunction with our PDRSS partner, Mental Illness Fellowship
- The Youth PARC Service will cater for young people aged 16 to 25 and will be managed by Peninsula Health in conjunction with our PDRSS partners, Mind Australia and Peninsula Support Services.

These new services will be located in the Frankston area.

Youth Early Intervention Teams: service reform and redevelopment

Over the next two years a new Youth Mental Health Team (12-25) will be established in the Peninsula Health Mental Health catchment area. The team will collaborate with existing investment in youth services provided by Southern Health’s Child & Adolescent Mental Health Service and our Adult Mental Health Services (including the Youth Early Psychosis team). Additional funding equivalent to seven full-time staff has been provided by the Department of Health to establish this team.

The team will incorporate two inter-related components of service provision, each with an early intervention orientation, and each informed by an integrated clinical and psychosocial recovery model.

Future directions

- Further develop the Mental Health Research Unit under the leadership of Dr Sean Jespersen, Clinical Director & Director of Research, Mental Health Services.
Aged Care

Albert’s big day out
For Gayle Buchanan, the clerical supervisor at Peninsula Health’s Jean Turner Community Nursing Home and Lotus Lodge, helping the homes to run smoothly is part and parcel of her everyday job.

But like so many of the dedicated staff who work in Peninsula Health’s aged care and rehabilitation services, Gayle is happy to go above and beyond the call of duty to bring added enjoyment to the older people in our care.

As a long-standing fan of Rugby League club Melbourne Storm, Gayle has missed only one home game in the 12 years she has been following the team. When she discovered that Albert Cullen, a newly-arrived 100-year old resident of the Jean Turner Home was also an avid fan of Melbourne Storm, Gayle had a brilliant idea. She would seek permission from Peninsula Health and from Albert’s family to take him up to Melbourne to see their team play.

With all arrangements made with the family and the rugby club, Gayle enlisted the help of site manager Monique Cook, who arranged for Duncan McKenzie, a nurse at Rosebud Hospital, to drive the minibus and to take care of Albert during the game. Gayle, with Albert’s granddaughter Caroline and great grandson Jason, was also on hand throughout the day to help out.

Highlight of the trip for Albert was meeting full back Billy Slater and other members of the team who presented him with a Melbourne Storm rugby shirt. It is now his favourite item of clothing.

“It was just wonderful to see Albert having such a great time,” Gayle says. “He has now declared it the best day of his life!”

Left: Gayle Buchanan with Albert Cullen.
Profile

Peninsula Health continuously strives to deliver quality aged care services for around 53,000 people aged 60 who live on the Peninsula – a number that continues to rise.

We offer a range of aged care services across inpatient, ambulatory and residential settings. These services are structured to optimise continuity of care and to ensure that the key needs of older people are addressed through evidence-based practice and a person-centred approach.

Objectives

• Actively work with other community providers so that older people experience an integrated and effective transition from our care settings to the broader community.

Operational performance

ACCSAA Accreditation

In 2009, Peninsula Health’s aged care services in Frankston, Seaford and Rosebud were all accredited by the Aged Care Standards Accreditation Agency for a further three years.

Rosebud Residential Aged Care Services

With the $1.4m refurbishment of the Jean Turner Community Nursing Home at Rosebud now complete, residents are enjoying the upgraded facilities.

Residents and Residential Aged Care Services staff showed off the renovations at an open day in May 2010. Kitchens and dining rooms, lounge rooms, laundries, storerooms, bathrooms, bedrooms and ensuites have all been fitted out with a fresh new look, bringing the facility up to date and creating a fresh new environment. A key feature is the new dementia-specific sensory garden that provides physical, recreational and cognitive benefits for residents.

Cognition Care Support Service

Elderly patients with memory or thinking difficulties can often feel overwhelmed and disoriented when they are admitted to hospital. This can lead to behaviour that places themselves or others at risk.

Peninsula Health’s nurse-led Cognition Care Support Team (CCST) is dedicated to increasing supervision and supportive care to cognitively impaired patients. The team comprises Division 2 nurses, Personal Care Assistants and Diversional Therapists.

Eighteen months after its introduction in 2008, the CCST was reviewed and an improved model established in February 2010. Under this model, patients are referred from four acute care wards at Peninsula Health where the population of confused older patients is greatest. Criteria for referral include being aged over 65, and requiring increased support for behaviours of concern such as wandering or high risk of falls due to cognitive impairment.

Between February and July 2010, 350 patients have been referred to the CCST for comprehensive behaviour assessment, care planning and monitoring, positive diversion and social engagement, supported nutrition and hydration, regular mobilisation, regular toileting, and the provision of support for the patient, staff and family. The team aims to minimise confusion to prevent the potential for decline.

The CCST has also established regular music afternoons and pet visitation to the acute general wards through their diversional therapy program. The team’s work has had an impact on the number of code grey responses, use of restraints, and the need for specials.

Surveys show that the service is highly valued by ward staff, patients and their families.

Falls prevention

In Victoria, falls are the leading causes of injury among older people. Each year, around one in three people over the age of 65 will experience a fall.

The Peninsula Health Falls Prevention Service provides training and support to inpatients in hospital, rehabilitation and residential facilities and to people in the community.
This year the Falls Prevention Service held its April Falls Week activities at Rosebud Hospital and Rosebud Rehabilitation Unit. The April Falls activities included poster displays, staff quizzes, a trade display and guest speakers on nutrition and falls, vision and falls and feet, footwear and falls.

The Falls Risk Assessment Tool (FRAT) developed by the Falls Prevention Service has been incorporated into the state-wide Victorian Health Incident Management System (VHIMS) incident reporting database and included in the New South Wales Prevention of Falls in Residential Care publication as the recommended falls risk assessment tool.

The Mornington Centre
The Mornington Centre is a 60-bed inpatient facility providing slow stream rehabilitation and aged care assessment for elderly patients. In 2009/10 we treated 877 people at the Mornington Centre, with an additional 203 aged care clients receiving their care at the Rosebud Rehabilitation Unit.

An initiative of Peninsula Health and the State Government, the Mornington Centre is part of our strategic plan to improve and enhance facilities for older people. Plans are in place to further develop the Centre with additional beds and services.

Mt Eliza Personal Assistance Call Service
As holders of the State Government’s Personal Alert Victoria contract, Peninsula Health provides the personal alarm and monitoring service – MEPACS – for Victoria’s most vulnerable, frail and older residents across the state.

MEPACS continues to give clients the confidence to live independently and retain their quality of life by providing the assurance of a personal monitoring and emergency response service.

In 2009/10 the number of clients registered with MEPACS increased from 21,576 to 24,885.

Ageing Well Expo
Lifelong learning, active living and positive ageing were key themes for the 2009 Ageing Well Expo, which took place in October during Seniors Week.

The Expo, an annual Peninsula Health event, attracted more than 1,300 people. It was organised in partnership with the Mornington Peninsula Shire, the National Seniors Association and State Trustees.

The highlight for visitors was guest speaker Rhonda Burchmore, Broadway star and one of Australia’s favourite entertainers, who captured them with her personal stories and an inspiring performance of ‘I am what I am’.

Future directions
- Continue planning for future stages of The Mornington Centre, including additional sub-acute beds and a community health facility. In August 2010, the State Government announced funding for the next stage.
- Continue to expand the transition care program to facilitate patient flow and optimise outcomes for patients transitioning from sub-acute care to home or residential facilities.
- Identify ongoing opportunities to meet clients’ needs in community settings and to reduce unnecessary hospital admissions.
- Continue to work with the broader community to identify and manage the future needs and challenges for older people.
Community participation

Advocating for people with disabilities
Maree Grover understands the realities of caring for someone with a disability. As a mother of five and grandmother of four, she juggles the demands of working as a case manager in the not for profit sector with the high support needs of Olivia, her 25 year old daughter, who lives with a severe disability.

A member of Peninsula Health’s Disability Consumer Advisory Group (CAG), Maree is a committed advocate for promoting the needs of people with disabilities and their carers.

“I joined the Disability CAG around a year ago because parenting a child with a disability and chronic health issues has provided me with valuable insights into the needs of families of children with disabilities and the personal demands made on carers,” says Maree.

“Because I had confidence, time and a professional background in the health sector, I felt that I could speak for others and help raise the profile of people with disabilities within Peninsula Health.

“What’s more, I wanted to give something back to Peninsula Health for the wonderful care my daughter had received from the paediatric staff when she was younger.

“But my daughter had also had several unhappy experiences in recent years at Frankston Hospital both in emergency and when they failed to admit her to a ward,” Maree says. “I knew from first-hand experience how stressful it can be to negotiate the health service while having to deal with the sometimes negative attitudes of very busy hospital staff.”

Maree believes that the Disability CAG has made real inroads into raising the profile of people with disabilities and their carers.

“When my daughter’s last visit to the emergency department earlier this year, it was wonderful to know that a volunteer would sit with her while I took a short break to have a cup of tea or just to clear my head,” she says. “And for the first time in years, I saw that Peninsula Health, through the Disability CAG, acknowledged the International Day of People with Disability with a display in the hospital foyer. Even small steps like this can prompt someone to stop, think, and acknowledge the difficulties that people with disabilities and their carers face every day of their lives.”

“One of the major responsibilities of the Disability CAG is to make recommendations to the Board, such as suggesting disability-related education and training initiatives for health service staff,” Maree says. “To me, that illustrates that Peninsula Health is serious about getting consumers involved in developing and improving its service delivery.”

Profile

Peninsula Health is committed to engaging consumers in the planning, delivery and evaluation of our services.

Our strong culture of community involvement and participation helps us to understand the needs and expectations of the local community. This helps us to improve service quality, particularly in relation to ease of access to services and the provision of timely and appropriate care.

Objectives

• Listen to the community voice and ensure community involvement in planning and delivery of care across all services.

• Build on existing partnerships and develop new partnerships that help to build a healthy community.

• Provide the best possible consumer experience and journey.
Community Advisory Committee

The Community Advisory Committee (CAC) is a Board Committee. The CAC provides advice on a range of issues, including local community views on our services, input into service delivery, and future directions for Peninsula Health. With 12 community members, the CAC brings the voice of the community into Peninsula Health and provides a forum for direct communication with the Board.

Community Advisory Groups

The CAC is supported by Community Advisory Groups (CAGs) which provide a conduit between the Peninsula Health community and the CAC, the Board and Peninsula Health. Individual CAGs meet regularly and focus on issues specific to their geographic areas as well as special needs population groups. Each CAG has community members and service providers as well as a CAC representative to provide a link back to the Board. In response to community need, two new CAGs have been established – the Gay, Lesbian, Bisexual, Transgender and Intersex CAG, and the Women’s, Children’s and Adolescent CAG.

Community Participation Governance Structure

Our new Community Participation Governance Structure now incorporates all of our 900 volunteers within the Community Participation framework.

The last Australian Council on Healthcare Standards (ACHS) survey recognised the support provided by our volunteers and an exceptional level of consumer input. Surveyors noted that Peninsula Health’s level of community participation “should be shared with ACHS in the review of the EQuIP 4 criteria, as there are many examples of consumer input which would benefit the broader ACHS membership who often struggle with involving consumers”.

Peninsula Health’s Community Participation Plan 2009-2012

The Peninsula Health Values Partnership Plan brings the idea of ‘partnership’ to life, and helps us to provide the best possible consumer experience and journey. It has been developed with input and advice from consumers, carers, the community, and Peninsula Health staff. The plan includes 50 projects that provide a ‘road map’ for staff and consumer engagement across the health service.
Peninsula Health Strategic Plan ‘Snapshot’

A consumer-friendly version of Peninsula Health’s Strategic Plan 2009-2013 has been developed with consumer input and with support and assistance from CAC and CAG members. The Strategic Plan ‘Snapshot’ has been made widely available.

Our volunteers

The outstanding contribution of Frankston Hospital’s ‘Pink Ladies’ was recognised with the Most Outstanding Team Achievement Award in the metropolitan category of the 2010 Minister for Health Awards for Volunteering.

Andy King, a volunteer with the Quality Department since 2008, a member of the Frankston/Northern Peninsula CAG and team leader for the new Volunteer Information Desk at Frankston Hospital, was among individual volunteers recognised at the award ceremony.

The Volunteer Concierge Service at Frankston Hospital was officially opened on 10 May 2010. From the Volunteer Information Help Desk, volunteers provide a friendly face and assist consumers and carers through Frankston Hospital. It also provides a central resource point for our network of volunteers.

Read more about our volunteers on pages 50 to 51.

Consumer engagement

Consumer involvement is an integral part of our service planning and development, with consumer representation on many committees including:

- Quality and Clinical Governance
- Primary Care and Population Health
- Consumer Information
- Communication and Customer Relations
- Community Participation
- Volunteer
- ResourceSmart
- Surgical Steering Committee
- Medication Safety
- Critical Incident Review
- Respecting Patient Choices
- Taste Panel
- Falls Steering Committee.

This level of consumer involvement demonstrates our commitment to working in partnership with the community.

Youth Community Advisory Group

The Youth Community Advisory Group has developed a Social Networking policy that will utilise Facebook to engage with young people in the community about Youth Health Service needs.

Disability Community Advisory Group

Peninsula Health’s Disability Community Advisory Group has been a forerunner in the development and completion of Peninsula Health’s Disability Action Plan framework. The Disability Action Plan will provide strategic direction for Peninsula Health to respond to the needs of people with a disability.

Monitoring outcomes

A suite of Community Participation Key Performance Indicators has been finalised in alignment with the Department of Health policy ‘Doing it with us not for us’. This sets the targets that we aim to achieve. Key performance indicators for volunteers and auxiliary members have been developed to ensure compliance with police checks, confidentiality agreements, privacy training and Peninsula Health’s occupational health and safety training requirements.

Future directions

- Build on our existing culture of community involvement and participation to strive for the best possible consumer experience and journey.
- Continue to develop, promote and support the ‘Our Volunteer’ program at Peninsula Health.
- Continue to grow and develop community participation including working with Latrobe University to realise our vision of a Community Participation Centre of Excellence.
- Continue to monitor progress and outcomes against the key performance indicators in the Community Participation Plan and other DHS indicators.
Quality

Profile
Peninsula Health ensures the provision of high quality services by constantly evaluating performance, and by identifying areas of excellence as well as areas where improvements can be made.

Objectives
• To provide safe clinical care of the highest standard for clients/patients throughout the care continuum.
• To reduce harm and minimise risk in care delivery.
• To enhance quality, safety and risk management processes throughout Peninsula Health.

Operational performance

ACHS accreditation
The independent national body for quality and safety in health care in Australia is the Australian Council on Healthcare Standards (ACHS). Peninsula Health is fully accredited by ACHS.

Accreditation consists of a four-year cycle of assessments against a set of comprehensive standards (ACHS EQuIP). Peninsula Health performs very well in accreditation surveys and in March 2010 completed the required self-assessment. We will undertake the Organisation Wide Survey in May 2011.

Aged Care Standards
The Aged Care Standards and Accreditation Agency (ACSAA) is the independent body responsible for managing the accreditation and ongoing supervision of Australian Government-funded residential aged care facilities (nursing homes and hostels). All residential aged care facilities must be accredited in order to receive funding from the Australian Government through residential care subsidies.

Peninsula Health’s residential aged care facilities undergo regular review and receive support visits from ACSAA during the year. These support visits monitor facilities on an ongoing basis against 44 outcomes to ensure that residents continue to receive a high standard of care and standards continue to be met. During 2009 the following services were accredited for another three years from the date of review:
• Michael Court Hostel (to May 2012)
• Carinya Residential Aged Care Unit (to June 2012)
• Rosebud Residential Aged Care Services (to August 2012).

Future directions
The next Organisation Wide Survey will be conducted in May 2011.
Profile

Peninsula Health is committed to undertaking innovative and collaborative research to improve the health outcomes of our community. Research embraces many areas of healthcare including the prevention and treatment of disease, the quality of care provided, and the evaluation of current treatments and therapies.

Objective

• To foster excellence in research and innovation.

Operational performance

Human Research Ethics Committee

The Peninsula Health Human Research Ethics Committee (HREC) meets monthly and ensures that research at Peninsula Health is carried out in accordance with the National Statement on Ethical Conduct in Human Research issued by the National Health and Medical Research Council in 2007.

During 2009/10, the HREC considered 42 research projects. A further 33 applications (negligible risk projects or quality activities) were assessed out of Committee.

Mathews Report

During the year, an extensive evaluation of Peninsula Health's research activities was completed. This independent review was undertaken by Professorial Fellow John Mathews from the University of Melbourne. The review aimed to propose options for further developing our research capability.

The review highlighted Peninsula Health's involvement in multi-centre clinical trials, and the strength of collaborative work with Monash University and other partnering agencies. Further details in relation to the report's recommendations can be found in our Research Report 2010.

Streamlined Ethical Review Process

The end of 2009 saw the introduction of the Streamlined Ethical Review Process (SERP) in Victoria which aims to provide a faster, more efficient process to conduct clinical trials at multiple sites in Victoria. Peninsula Health is participating in SERP as an accepting site.

SERP allows for ethical review to be conducted separately from research governance processes. Rigorous ethical review is conducted by one of six nominated reviewing HRECs, and research governance is completed by each health service participating in the process as an accepting site.

Celebrating Research 2009

Celebrating Research 2009 is an annual initiative that aims to celebrate the research achievements of Peninsula Health staff.

As part of this initiative Peninsula Health hosted its second public forum on research in November 2009. Nearly 100 people attended the forum to hear guest speakers present on the topic of stroke research. Guest speakers Dr Judith Frayne, Head of Stroke Services, The Alfred and Dr Ian Mosley, School of Nursing, Faculty of Medicine, Nursing and Health Sciences, Monash University delivered engaging presentations on new interventions in stroke management, the importance of early response to stroke, and the community's reaction to signs of stroke.

The evening also included presentations by Peninsula Health staff, including Associate Professor John Botha, Director of Intensive Care, Clinical Dean and Director of Research and Associate Professor Ernie Butler, Head of Neurology.

Future directions

• Continue to foster research and collaboration between medical, allied health and nursing staff, with the aim of producing high quality research that will inform ways of improving our quality of care. The predominant theme in the years ahead will be to encourage new researchers, while continuing to support the established researchers at Peninsula Health.

Full details of Peninsula Health's research activities in 2009/10 are provided in our Research Report 2010. Copies are available from Peninsula Health's Public Relations Department, PO Box 192, Mt Eliza Vic 3930. The Research Report is also available on our website at www.peninsulahealth.org.au
Profile

As a teaching hospital of Monash University and through affiliation with other educational institutions, Peninsula Health is an active and strong participant in undergraduate and postgraduate training for the health professions. Peninsula Health is a teaching hospital for the Monash University Faculty of Medicine, Nursing and Health Sciences and is also the major teaching facility for the Gippsland Medical School.

Objective

- Provide excellent education and training opportunities for undergraduates, new graduates, postgraduates, international medical graduates and those re-entering the health workforce.

Operational performance

Nurse education

Undergraduates

During 2009 Peninsula Health provided approximately 1,117 individual clinical placements for student nurses from higher education and TAFE Institutions. This equates to 12,856 clinical placement days that enabled Division 1 and Division 2 nursing students to participate in practical clinical experience across all areas of the health service. We also provided placements for 39 non-nursing students, including Navy medics and paramedics.

Graduates

Our graduate programs continue to attract newly qualified nurses and midwives to Peninsula Health, as reflected in the table below. These programs provide new practitioners with guidance and support to help consolidate their knowledge and skills.

<table>
<thead>
<tr>
<th>Graduate program</th>
<th>2009</th>
<th>2010</th>
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</thead>
<tbody>
<tr>
<td>General</td>
<td>52</td>
<td>55</td>
</tr>
<tr>
<td>Midwifery</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Mental Health</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

Postgraduates

Postgraduate courses in 2009 attracted 14 students who completed graduate diplomas/certificates in specialties such as Critical Care, Emergency, Midwifery and Mental Health. In 2010, we have 20 students undertaking postgraduate studies across these specialties, mostly through Monash University.

Continuing professional development

A two-day nursing orientation program is conducted for all new nursing staff, with 250 attending the program in 2009.

Peninsula Health also provides an extensive professional development program. Nursing staff attendances for the program totalled 8,701 during 2009.

Short courses and study days offering in-depth education on specialist topics were provided on over 50 occasions.

<table>
<thead>
<tr>
<th>Activity</th>
<th>2007</th>
<th>2008</th>
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<tr>
<td>Study days and courses</td>
<td>998</td>
<td>2,122</td>
<td>1,516</td>
</tr>
<tr>
<td>Staff development and in-services</td>
<td>7,785</td>
<td>7,740</td>
<td>5,919</td>
</tr>
</tbody>
</table>

Highlights

We have expanded our e-learning portal to cater for practitioners from health disciplines other than nursing, including medicine and allied health. The portal now has 1,385 registered users. 26 live courses and a further 50 under development.

A clinical support planner developed within sub-acute services during 2008 was expanded to include acute services in 2009. The planner allows educators and clinical support nurses to plan and record clinical support activities for graduate nurses and new nursing staff. The model was presented at the 2009 RCNA Annual Conference and highlighted in the February 2010 edition of the Australian Nursing Journal.

The role of simulation within clinical education continues to expand with the integration of new technology such as the PROMPT birthing simulator. The simulator is now an integral part of Midwifery Skills Drills training, allowing midwifery staff to experience and manage obstetric emergencies in the safety of a simulated environment.
Medical education

Peninsula Health’s Peninsula Clinical School provides education and training of undergraduates from two Monash University campuses – the postgraduate entry Gippsland Medical School and the undergraduate entry Monash Clayton campus.

During 2009/10, 216 medical students participated in a wide variety of educational activities through problem-based learning, clinical skills tutorials and clinical placements across each site and clinical unit within Peninsula Health. They gained experience in operating theatres, Radiology, Pathology, Emergency Medicine, Paediatrics, Women’s Health, Mental Health, Surgery, Medicine, Geriatrics, Palliative Care, Intensive Care and at Rosebud Hospital. Teaching also took place in some non-Peninsula Health sites including general practices, external site visits to BlueScope Steel, the Peninsula Campus for tutorials and examinations, community clinics, special development units, schools and consultants’ rooms.

The Peninsula Clinical School had students in Years A (20), B (36) and C (18) from Gippsland; and Years 4 (18) and 5 (potentially up to 27) from Monash Clayton campus. In 2011 we will have Year D students from Gippsland as well.

Over 50 of our professional staff are involved in student education and training, with additional instruction provided by regional specialists and general practitioners. We have forged a strong relationship with the Peninsula Campus and Peninsula General Practice Network. Six general practice clinics have all 36 of our Year 4/C students attending throughout the academic year.

Six interstate or international elective students completed four-week rotations at Peninsula Health.

Gippsland medical students

In 2009, 22 medical students from the Gippsland Medical School commenced training at Peninsula Health, and 72 commenced in 2010.

Frankston Hospital is the largest of the clinical sites linked to the graduate program at Monash University’s Churchill campus.

Allied Health undergraduate programs

Our Physiotherapy, Social Work And Occupational Therapy departments have existing formal arrangements with Monash University whereby students undertake clinical placements across a range of sites and services throughout their undergraduate degree. Other disciplines such as Nutrition and Dietetics have recently entered into these arrangements.

In 2009 over 3,100 days of supervised clinical placements were provided to 97 Monash students across allied health disciplines. Joint appointments and strong formal links between the organisations foster research opportunities and enhance the emphasis on implementation of evidence-based practice into clinical care. These strong relationships have helped to improve recruitment and retention of graduate staff across allied health departments, and continue to create new professional development opportunities for allied health staff. Increasingly, we are exploring inter-professional learning opportunities to broaden the undergraduate experience.

Clinical pastoral education

A Clinical Pastoral Education program has again been offered through the Chaplaincy/Pastoral Care Department. The 20-week course is an action-reflection process that educates students in the provision of effective pastoral care and enables them to develop further their pastoral identity.

This program may be undertaken towards a Bachelor of Theology.

Future directions

- The new $1.8m Peninsula Clinical School building, which will open in August 2010, will maximise opportunities for students from each of the Monash University Health Professional Schools to work collaboratively and to further their learning.

- Expand inter-professional learning opportunities to broaden student and clinician knowledge, and facilitate creative solutions to workforce challenges.

- The Continuing Education and Development Unit will continue looking for innovative ways to support workforce planning initiatives and to provide learning opportunities to support nurses in enhancing their scope of practice while assisting them to meet their professional development needs as per Australian Health Practitioner Regulation Agency requirements.
Profile

A motivated and skilled workforce is fundamental to providing excellent health care and is a strategic and operational priority for Peninsula Health.

We continue to implement a range of strategies to position the organisation as an employer of choice.

Objectives

- In consultation with staff, develop a comprehensive human resources (HR) strategy, incorporating education and training opportunities, improved staff support and facilities; and reward and recognition programs.
- Investigate and implement methods to further improve the ‘staff safety culture’ at Peninsula Health.
- Position Peninsula Health as an employer of choice.

Operational performance

Occupational Health & Safety and Injury Management

Peninsula Health has undertaken a significant review of Occupational Health & Safety (OHS) and Injury Management systems. An OHS, Injury Management and Return to Work Reference Group comprising senior operations and HR staff was established to support the review. The review report made 18 recommendations which will drive Peninsula Health’s OHS and Injury Management improvement strategy in 2010/11, including improved key performance indicators and governance review.

A total of 120 managers attended the new OHS and Injury Management for Managers one-day training course.

We also provided a five-day OHS representative and two OHS representative one-day refresher training courses, enabling 54 health and safety representatives to complete mandatory training.

Workplace Safety and Health & Wellbeing

During 2009/10, Peninsula Health introduced a Staff Health Checks program, with over 500 staff participating. A Workplace Profile Report is now helping to inform the development of future health and wellbeing initiatives and programs.

Planning for Peninsula Health’s Smoke Free initiative, which takes effect from 1 September 2010, has been supported by a Smoke Free Steering Committee, Issue Specific Working Groups, and Site Implementation Action Groups. A Smoke Free Workforce strategy has been established in partnership with the Care in Your Community team.

An executive review of the No Lift/Manual Handling training model has resulted in the following outcomes that will help to improve compliance:

- Investment in additional trainers
- Improvement in management accountability
- Enhanced data collection and reporting of non compliance
- Increased number of No Lift trainers
- Increase in compliance of 9 per cent (to 88 per cent) for General No Lift, 19 per cent (to 82 per cent) for No Lift Refresher and 38 per cent (to 72 per cent) for Annual Competency assessments.

To ensure consistency with other large health services and to standardise evacuation devices across Peninsula Health, we have implemented AlbacMat patient evacuation devices at Frankston Hospital.

During 2009/10 we carried out 50 emergency evacuation exercises with a 12 per cent increase (638 to 718) in the number of staff participants compared with the previous financial year.

There was a 57 per cent increase in the number of staff taking part in Emergency Control Organisation training, with 1,208 staff participating in 2009/10 compared with 766 staff in 2008/09.
Worker’s compensation

Claims breakdown

<table>
<thead>
<tr>
<th></th>
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<th>No of time lost claims</th>
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</thead>
<tbody>
<tr>
<td>2008/09</td>
<td>95</td>
<td>75</td>
<td>25</td>
</tr>
<tr>
<td>2009/10</td>
<td>120</td>
<td>93</td>
<td>47</td>
</tr>
</tbody>
</table>

• Claim numbers increased by 25 (approximately 27 per cent).

• Time lost claims increased by 18 (approximately 24 per cent).

• Claims incurring time lost of greater than 10 lost shifts increased from 25 to 47 (88 per cent).

Thanks to our Injury Management staff and active line managers, our Return to Work outcome is among the best in the health sector, despite a significant increase in the volume of WorkCover claims. Peninsula Health has lower average fully developed claims costs than similar health services and a positive record for supporting sustainable return to work of injured employees. We now have three qualified Return to Work co-ordinators, two more than the legislative requirement. A recent review by WorkSafe found that our return to work process and culture is strong. Our active management of Return to Work cases has enabled us to maintain the average cost per claim and has been the major reason for our 2010/11 WorkCover premium reducing by some $238,000.

Employee development courses

The HR team coordinated a range of internally and externally facilitated non-clinical skills training programs for 121 staff throughout 2009/10. These programs covered a range of issues including recruitment and selection, ‘courageous conversations’ and employee relations.

Peninsula Health’s Launch Pad program for newly appointed and promoted managers was attended by 48 managers who took advantage of the full-day workshop to get an overview of the key knowledge areas needed to perform their roles, together with an online Managers Toolkit and resources.

Our Corporate Orientation program was attended by 625 new employees.

HR Services and Administration

Our active program of multi-skilling staff across HR activities supports Peninsula Health’s business continuity and succession planning strategy. It also helps to build employee engagement and job satisfaction. In turn, this assists consistent operational management and service delivery during periods of peak workload or staff absence.

Workforce data 2010

<table>
<thead>
<tr>
<th>Labour category</th>
<th>FTE as at 30 June 2009</th>
<th>FTE as at 30 June 2010</th>
<th>FTE 2008/09 Yearly average</th>
<th>FTE 2009/10 Yearly average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing</td>
<td>1,337.91</td>
<td>1,438.20</td>
<td>1,297.28</td>
<td>1,401.05</td>
</tr>
<tr>
<td>Administration &amp; Clerical</td>
<td>410.41</td>
<td>477.00</td>
<td>394.28</td>
<td>459.46</td>
</tr>
<tr>
<td>Medical Support</td>
<td>220.48</td>
<td>253.00</td>
<td>213.60</td>
<td>238.27</td>
</tr>
<tr>
<td>Hotel &amp; Allied Services</td>
<td>307.22</td>
<td>360.90</td>
<td>308.07</td>
<td>366.04</td>
</tr>
<tr>
<td>Medical Officers</td>
<td>49.93</td>
<td>54.40</td>
<td>45.47</td>
<td>54.00</td>
</tr>
<tr>
<td>Hospital Medical Officers</td>
<td>223.29</td>
<td>252.60</td>
<td>216.33</td>
<td>237.31</td>
</tr>
<tr>
<td>Sessional Clinicians</td>
<td>70.48</td>
<td>36.90</td>
<td>68.24</td>
<td>38.35</td>
</tr>
<tr>
<td>Ancillary Staff (Allied Health)</td>
<td>315.59</td>
<td>304.70</td>
<td>306.31</td>
<td>302.34</td>
</tr>
<tr>
<td>Total</td>
<td>2,935.31</td>
<td>3,177.70</td>
<td>2,849.58</td>
<td>3,096.82</td>
</tr>
</tbody>
</table>

Future directions

• Develop and implement an HR strategy that includes a workforce plan, improved recruitment strategies, identification of talent, a recognition program, and a review of our performance development scheme.

• Further improve Peninsula Health’s OHS and Injury Management system.

• Continue to develop Peninsula Health’s Smoke Free initiative to improve staff and patient health and wellbeing.

• Achieve ACHS accreditation for HR, OHS and Emergency Management EQuIP criteria.
Environmental responsibility

Objectives

- Build a healthy community, in partnership with local health service providers.
- Identify, analyse, treat, evaluate and monitor environmental risks at all levels.
- Develop environmentally sustainable strategies across all service areas.

Sustainability

As the winner of the 2008 Victorian Public Healthcare award for providing a ‘Sustainable, Well Managed and Efficient Health Service’, Peninsula Health continues to implement environmentally-friendly strategies to reduce our carbon footprint while promoting sustainability.

Peninsula Health reports data about our environmental performance to the Commonwealth Department of Climate Change & Energy Efficiency.

In 2009, Peninsula Health committed to implementing the ResourceSmart Healthcare program, designed to help healthcare organisations implement effective environmental policies and sustainable, environmental management strategies.

As a result, we have developed an Environmental & Sustainability Policy, which is being progressively implemented. We have also established a ResourceSmart Committee to help drive our environmental initiatives.

Water consumption

Peninsula Health’s water use continues to reduce. By keeping our water consumption under close control, we achieved a small decrease of 2 kilolitres in our water consumption during 2009/10, despite extensive capital works and the opening of a new community health facility at Hastings. Since 2001/02, our water costs have increased by 46.6 per cent while consumption has decreased by over 21.3 per cent.

Energy initiatives

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Status</th>
<th>Energy savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Install Smart Lighting Controllers at Frankston Hospital including Pathology, Emergency Dept, Psychiatry, Kitchen and Ward areas</td>
<td>Completed</td>
<td>26.8%</td>
</tr>
<tr>
<td>Modify Mullers Unit design to increase efficiency</td>
<td>Completed Feb 2010</td>
<td>Heat exchange 7% more efficient</td>
</tr>
<tr>
<td>Reduced electricity consumption</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Install Auto Doors to create air lock into emergency department external entry</td>
<td>In progress</td>
<td>Will help reduce heat and cold air entering area</td>
</tr>
</tbody>
</table>

Gas consumption

Efficient utilisation of plant and replacement with more efficient high-tech alternatives has resulted in reduced gas consumption. The relocation of patients from the Mt Eliza Centre to the new energy-efficient Mornington Centre is significantly reducing our gas usage.

Green fleet

We have implemented a number of initiatives to help create a more environmentally friendly car fleet, including:

- Support of Greenfleet to help reduce the environmental impact of greenhouse gas emissions
- Purchase of a Smart Car 2009 for short trips for one to two passengers
- Use of a hybrid-powered truck for food service deliveries
- Purchase of a hybrid passenger vehicle, which is now being trialled.
Environmental responsibility

Capital works – energy and environmental objectives

A range of energy-saving and water-efficient features has been incorporated into our capital works program at Frankston Hospital and the Hastings Community Health Service facility. These features include:

Frankston Hospital Stage2 redevelopment

- Energy conservation
  - Passive solar design – double glass, shading devices, efficient façade
  - High energy heating, ventilating, and air conditioning system
  - Efficient lighting

- Water conservation
  - Efficient fixtures (AAA and AAAA rated)
  - No waste of potable water for airconditioning system
  - No mains water for irrigation (rainwater system)
  - Flushometer system upgrade with second tanks for supply by dialysis recycled water and rainwater harvest
  - Harvest dialysis reverse osmosis water currently discharged to sewer
  - Central Sterilising Services Department – three new sterilisers to be supplied with water from Flushometer system

- Renewable energy
  - Use of solar hot water for preheating domestic hot water systems.

Hastings Community Health Service

- Highly efficient sensor lighting (internal and external)
- Collection of rainwater for use in toilets and irrigation
- Low water use fixtures
- Biodiversity incorporated into landscaping works.

Waste management

A comprehensive audit was undertaken in September 2009 of all waste streams at Frankston Hospital. Audit results show that clinical waste has reduced by 2.3 per cent compared with the last audit in 2006. General waste has reduced by 9.8 per cent in weight, and recycled waste has increased by 13.7 per cent with the introduction of compostable waste.

As part of the government’s ResourceSmart initiative Peninsula Health has produced two case studies on a battery exchange program and compostable waste. Both studies have been recognised as best practice within the health sector and have been published on the Sustainable Victoria website.

Future directions

- We will continue to implement environmentally friendly strategies to reduce our carbon footprint while promoting sustainability.
External awards

2009 Victorian Public Healthcare Awards

In 2009, Peninsula Health received the top accolade for a Victorian health service – the Metropolitan Health Service of the Year award. The award recognises leadership and excellence in the provision of publicly funded healthcare for the Victorian community. This latest success came just two years after we took out the same honour in the 2007 Victorian Public Healthcare Awards.

The award was presented to Peninsula Health Chief Executive Dr Sherene Devanesen and Board Chair Barry Nicholls at a ceremony in October 2009 by The Hon John Brumby, Premier of Victoria and The Hon Daniel Andrews, Minister for Health.

Teams from Peninsula Health were also recognised with two high commendations. The Community Mental Health team was acknowledged for outstanding team achievement in mental healthcare. The Community Health team managing the Koori program Peninsula Health Possum Dreaming: Agility, Versatility and Diversity was recognised for their work in improving the health and wellbeing of Aboriginal people.

State Nursing and Midwifery Excellence Awards 2009

Nurse Unit Manager of 2West, Fiona Reed, took out the highest award in the Mental Health, Drug and Alcohol Nursing category at the State Nursing and Midwifery Excellence Awards 2009. This award recognises clinical excellence and innovation through initiatives and nursing actions that improve outcomes for patients with mental health and/or alcohol and drug problems.

Fiona was nominated for her outstanding leadership skills and advocacy for mental health, and for her drive and enthusiasm in implementing significant mental health projects including the Kya WEAVE initiative. This initiative aims to deliver women-sensitive practices in a supportive environment and is underpinned with comprehensive, evidence-based staff training. Fiona’s determination to apply dual diagnosis and recovery principles in mental health was also recognised.

Fiona was presented with her award by the Hon Lisa Neville, Minister for Mental Health.

Department of Health Research Fellowship Grants

Two Peninsula Health researchers have been recognised for their contribution to providing effective and innovative solutions in healthcare with the award of Department of Health Mental Health and Drugs Research Fellowship Grants.

Clinical Research Trial Coordinator Xenia Jung was awarded a $50,000 Fellowship Grant to undertake research to evaluate implementation of the Core Care Bundle. This is a therapeutic package developed by Peninsula Health Community Mental Health Service and designed to facilitate consumer-driven, evidence-based interventions. Xenia’s research will provide valuable information to advance the service we provide for clients with mental illness and their carers.

Stephen Bright, a psychologist with the Peninsula Drug and Alcohol Program, received a $50,000 grant to establish a national risk screening tool to assess the risk of alcohol-related harm in older adults. The self-assessment tool will provide an Australian version of a screening measure used in the USA, and will address factors such as use of medications and chronic disease to determine each individual’s level of risk. We hope that Stephen’s work will encourage healthcare providers to use the screening tool to identify older adults at risk of alcohol-related harm. Early intervention may significantly increase their wellbeing and quality of life.

Department of Human Services Scholarship

In 2009 physiotherapist Selina Ho was awarded a DHS scholarship for ‘Improving care for older people and people with complex needs’. Selina, who works at Peninsula Health’s Rosebud Community Rehabilitation Centre, specialises in therapy for vestibular (inner ear balance) disorders.

The scholarship provided Selina with the opportunity to attend training overseas in advanced practice in vestibular rehabilitation therapy.

Best registrar presentation award

Dr Naomi Atkins, respiratory registrar at Frankston Hospital, achieved success at the Victorian Branch of the Thoracic Society of Australia and New Zealand’s Annual Scientific Meeting in October 2009.
Naomi’s paper ‘An outcome study of Transthoracic Needle Biopsy at Frankston Hospital’ won the award for the best registrar research presentation.

**Excellence in Intensive Care Medicine**

Dr Ravi Tiruvoipati, from the Department of Intensive Care, was awarded the 2010 Felicity Hawker Medal for the most outstanding research project at the Annual Scientific Meeting of the College of Intensive Care Medicine of Australia and New Zealand.

The Medal went to Ravi for his project entitled ‘High-flow nasal oxygen vs high-flow face mask: A randomized crossover trial in extubated patients’. The Medal was established in 2004 to honour Dr Felicity Hawker, the College’s inaugural Dean of the Joint Faculty of Intensive Care Medicine.

**Koori Health**

Peninsula Health’s Koori Holiday Program has recently been named a regional winner in the Cultural Innovation Award Category of the 2010 Regional Indigenous Community Justice Awards.

This Award recognises how our Koori Unit is actively working in partnership with a number of community organisations to improve the Indigenous community’s access to healthcare services, and to enhance our involvement with the Indigenous community. Specifically, it celebrates the success of a number of Koori Holiday Program events. Members of the Indigenous community were involved in events that promoted the importance of getting active for good health and wellbeing, as well as the importance of breaking down cultural barriers.

Congratulations to Deon Davis, Team Leader of Koori Programs, and his team for the success of the Koori Holiday Program which is reaching out to members of our local Indigenous community, and for strengthening a number of partnerships.

**Excellence in Aged Care**

In December 2009, Zoe Caspar from Peninsula Health’s Rosebud Residential Aged Care Service (Jean Turner Community Nursing Home) received an Individual Award for Leadership and Achievement in the national Minister’s Awards for Excellence in Aged Care. Zoe won her award in the Residential Service Leadership category and was acknowledged for her work in developing an Oral Health Risk Assessment Tool which has been widely adopted nationally.

The awards, which were presented by the Minister for Ageing, the Hon Justine Elliot MP, recognise aged care staff and providers who provide exemplary care to older Australians.

**Annual Reporting Award**

Peninsula Health was awarded a Gold Award for its 2009 Annual Report by the Australasian Reporting Awards Association. This award for overall excellence acknowledges high levels of disclosure and open reporting from organisations to their communities and key stakeholders.

**Peninsula Health awards**

**Jeff Wassertheil Medal**

Dr Mohan Kamalanathan from Frankston Hospital’s Emergency Department was awarded the 2009 Jeff Wassertheil Medal for Excellence in Emergency Medicine.

Mohan, a Fellow of the Australian College of Emergency Medicine, has developed a training module for procedural sedation. He is one of the lead clinicians in the Simulation Centre which assists in educating doctors and nurses.

The medal commemorates Associate Professor Jeff Wassertheil who made a significant contribution to emergency medicine both within Australia and overseas. It is awarded each year to a clinical, nursing or allied health professional in emergency medicine who demonstrates excellence in areas such as leadership, teaching, research, mentoring, and community service.

**Intern of the Year**

Peninsula Health’s Intern of the Year 2009 was Dr Daniel Stanszus. Daniel has a special relationship with Frankston Hospital – it was his first choice for his internship, and the place where he was born. Daniel was recognised for his clinical skills, knowledge and support to patients and other staff.

Dr Jeffrey Cheah received the Colleagues Choice Award 2009, which was voted on by fellow interns. A record 37 first-year interns started with Peninsula Health in January 2010.
When Rosebud resident Stephen Howitt took up tai chi in 1989 to recover from painful shoulder and knee injuries, it was the start of a long connection with this increasingly popular Chinese mind-body exercise system.

Tai chi has been found to be effective in managing many chronic health conditions such as arthritis and heart disease, stress-related conditions, and recovery from injury.

The improved mobility and flexibility Stephen gained from tai chi inspired him to keep going – and around three years ago he agreed to volunteer his skills and time to Peninsula Health to help others benefit from the gentle, flowing movements of this ancient art.

Stephen is now a familiar face at the Rosebud Community Rehabilitation Service where he leads a weekly tai chi class. Under his gentle guidance, each member of the class is encouraged to keep active to the best of their abilities. For participants, the class combines the ideal mix of physical activity and sociability in a friendly, relaxed atmosphere.

Peninsula Health supports Stephen with ongoing, accredited training in tai chi.

At Peninsula Health we value our 900 volunteers and auxiliary members who generously give their time and energy to help build a healthier community.

Volunteers work directly with staff to support programs and activities that help improve the patient/consumer experience – with aged care residents, mental health consumers, community health consumers, and acute care patients in our Emergency Departments and wards.

Programs where our volunteers assist include group exercise and water aerobic activities, support groups for chronic disease conditions, pastoral care, lifestyle activities, Men’s Sheds and Community Kitchens. New volunteer initiatives include the Volunteer Help Desk at Frankston Hospital, functional maintenance support in acute care of the elderly, visiting musicians, and visiting pets.

To help raise funds our volunteers also provide a wonderful kiosk service, and many give valuable consumer input by participating in hospital committees, including the Community Advisory Committee and our network of Community
Advisory Groups. Our volunteers make an enormous difference to the quality and effectiveness of our Health Service.

In May 2010, the Board of Directors hosted the annual Volunteers Appreciation Day which was attended by more than 350 Peninsula Health volunteers. Twenty-four volunteers were presented with long service awards at the event.

**Outstanding teamwork recognised**

The long-standing contribution of Frankston Hospital’s Pink Ladies auxiliary was recognised by the State Government with the Most Outstanding Team Achievement Award in the metropolitan category of the 2010 Minister for Health Awards for Volunteering.

From their beginnings over 40 years ago when 15 women came together to “help lighten the workload of nurses and to brighten the lives of patients” at Frankston Hospital, the Pink Ladies have raised more than $5 million for the hospital. Most recently, their donations have helped to fund the purchase of equipment for the new Cardiac Angiography Suite to be opened shortly at Frankston Hospital.

Today, the team numbers over 100 volunteers who manage ward flowers, deliver newspapers and library books, and cover shifts in the busy kiosk.

On the same day as the Pink Ladies were honoured, Andy King, a volunteer with Peninsula Health’s Quality Department since 2008 and current team leader for our new Volunteer Information Desk, was also recognised with an individual award.

**Fundraising and donations**

In 2009/10, Peninsula Health received $1.9m in donations and bequests. These donations help to purchase medical equipment and fund programs. Each year, community donations add to the significant gifts made by our auxiliaries.


**Auxiliaries and volunteers in action**

*Serving multiple sites*

- Operation Small Change – fundraising barrels (launched 1978)
- Pastoral Care Volunteers (est 1994)
- Walking Group Volunteers
- Musical entertainers
- Pet visitation

**Frankston Hospital**

- KIDS Auxiliary (est 2003)
- Frankston Hospital Men’s Auxiliary (est 1992)
- Frankston Hospital Pink Ladies Auxiliary (est 1968)
- Mental Health Service Volunteers (est 2006)
- Patient Free Library Service (est 1995)
- Ward Volunteers (est 2006)
- Red Cross ACE program – Assistance and Care in Emergency (est 2006)
- Patient Survey Team (est 2008)
- Frankston Volunteer Help Desk
- Acute Care of the Elderly Functional Maintenance Program

**Rosebud Hospital**

- Rosebud Hospital Garden Group (est 1992)
- Rosebud Hospital Pink Lady Group (est 1988)
- Rosebud Hospital Kiosk Auxiliary (est 1991)
- Rosebud Auxiliary (est before 1950)
- West Rosebud/Tootgarook Auxiliary (est 1960)
- Sorrento/Portsea Auxiliary (est 1960)
- Rosebud Hospital Rehabilitation and Aged Care Opportunity Shop Group (est 1997)
- Red Cross ACE program – Assistance and Care in Emergency (est 2006)

**Community & Continuing Care**

- Frankston/ Mornington/ Rosebud and Hastings Community Health Volunteers (est 1990)
- Friends of Mornington Community Health (est 1987)
- Friends of Hastings Community Health (est 2003)
- Friends of Rosebud Community Health (est 1998)
- Frankston Community Rehabilitation Service Volunteers (est 1992)
- Rosebud Community Rehabilitation Service Volunteers (est 1982)
- Rosebud Rehabilitation Unit Volunteers (est 2004)
- Jean Turner Nursing Home Volunteers (est 1991)
- Lotus Lodge Hostel Volunteers (est 1987)
- Frankston Rehabilitation Volunteers (est 1992)
- Friends of Carinya Auxiliary (est 1992)
- Carinya Residential Unit Volunteers
- Michael Court Volunteers (est 1995)
- Golf Links Road Volunteers (est 2009)
- Mornington Centre Volunteers (est 2007)
- Mt Eliza Centre Volunteers (est 1961)
- Rosewood House Volunteers (est 1994)
- Palliative Care/Hospice Volunteers (est 2001)
Corporate services

Profile

Our Supply, Support Services and Facilities Management Departments are responsible for providing a range of services that enable Peninsula Health to deliver quality health services.

Objectives

- Implement proactive and cost-reducing business processes.
- Develop plans to meet emerging demands with available resources and infrastructure.

Operational performance

Supply

Supply chain reform

During 2009/10 our supply chain process reforms have continued, providing significant improvements throughout the organisation and savings of $1,351,700 for the year. Peninsula Health is seen as a benchmark for health agencies in the supply chain discipline.

Major tenders for the year have included radiology services, linen supply, MEPACS alarm installation, food services patient menu system, IT hardware, prosthetics and orthotics services, and transitional care.

Projects have included electronic bar code scanning in wards, cost avoidance initiatives, improved procurement processes and evaluations, introduction of new HPV contracts, reduction in equipment hire costs, and reduced food services costs.

Information technology

In 2009/10, the Computer Services Department commenced the purchase and installation of computer infrastructure to support the new clinical information system (Cerner) within the HealthSMART Program. In addition, the Computer Services Department continued to support ongoing Peninsula Health operational activities through upgrades of both software and hardware.

Support Services

Electronic Meals Ordering

In 2009/10, Support Services enhanced the means by which patients order their meals through the introduction of electronic at-the-bedside ordering.

Victorian Hospital Cleaning Standards

The external audit results for March 2010 resulted in an overall score of 92.2 per cent for Frankston Hospital, 97.2 per cent for Rosebud Hospital and 93.7 per cent for the Community & Continuing Care Service, which includes Residential Aged Care facilities. This exceeds the Department of Human Services (DHS) Agreed Quality Level target of 85 per cent.

Facilities management

Car parking

The Facilities Management Department was a significant contributor to the major capital works program including Frankston Stage 2a, the Maternity expansion project and refurbishment of the Mental Health adult inpatient ward. In parallel, the department delivered an ongoing maintenance program and minor capital works schemes to other Peninsula Health sites.

Car parking remains a challenge at Frankston Hospital and this is being addressed through development of a multi deck car park design and business case.

Future directions

- Implement the HealthSMART clinical information system (Cerner).
- Finalise the multi-deck car park business case for Frankston Hospital.
Board of Directors

Mr Barry Nicholls
MEd BEc(Hons) TPTC
FAICD FIPAA
Chairperson
Appointed 1 July 2008
Former Head of Economics Swinburne Institute of Technology, former CEO Treasury and Planning and Development Departments (Victoria), senior DHS Executive Ambulance Service, CEO/Chairman/Deputy Chairman/Director of numerous Victorian public authorities and some Commonwealth/State authorities, past President Economic Society of Australia (Vic), past President Rotary Club of Sorrento Inc.

Ms Diana Ward
MSocSc(Human Serv) BA(Soc & Anthrop)
DipArts(Prof Writ & Ed)
Deputy Chairperson
(to 30 June 2010)
Appointed 1 July 2008
Retired 30 June 2010
Licensed real estate agent, former Director Victorian Healthcare Association, former President Peninsula Hospice, former President Mornington Peninsula Hospital and Frankston Hospital, Chair Peninsula Health Audit Committee, Chair Peninsula Health Human Research Ethics Committee.

Ms Nancy Hogan
BA(Hons) Poli Sci GradDip Rehab Studies FACHSM (Hon Life Member)
Deputy Chairperson
(from 1 July 2010)
Appointed 1 July 2008
Executive Director Health and Aged Care Galante Business Solutions, former CEO of public not-for-profit organisations, public hospitals and aged care organisations, former President Aged and Community Care Australia and Australian College of Health Service Executives (ACSHE), former Board Director HESTA and Industry Funds Management Advisory Board, current Board Director Melbourne General Practice Network.

Mr James Kerrigan
OAM JP BHA(UNSW)
FACHSM (Hon Life Member)
Appointed 1 July 2008
Former co-ordinating Surveyor and Preceptor Australian Council on Healthcare Standards, former State President and Councillor ACHSE, former State President and Federal Councillor Australian Hospitals Association, former CEO PANCH, RVEEH and Mater Hospital Newcastle.
Mr Michael Tiernan
LLB
Appointed 1 July 2008
Consultant in legal
management and OHS,
rehabilitation and risk
management, legal
practice management
consultant, Member
Law Institute of Victoria,
nationally accredited
Specialist Mediator Law
Institute of Victoria,
Member Law Institute
of Victoria WorkCover
Committee and
Accident Compensation
Committee, Chair Law
Institute of Victoria
Practice Management
Committee.

Ms Dianne Wickham
BBus, CA, MIACD
Appointed 1 July 2008
Retired 30 June 2010
Partner Morey Wickham
Chartered Accountants
and Advisers.

Professor Paul Collier
BBus, NSWIT, MComm
Appointed 1 July 2008
Retired 30 June 2010
Partner Morey Wickham
Chartered Accountants
and Advisers.

Mr Peter Brookhouse
CertPersAdmin, BA (Spec
Ed) & (Soc) MBA (Health
Admin) MAIWCW
Appointed 28 April
2009
CEO Focus
Individualised Support
Services, Chair Peninsula
Health Disability
Community Advisory
Group, former CEO
Araluen Centre, past
President Board
of Management
Mornington
Peninsula Hospital,
former community
representative and
Chair Peninsula Health
Research and Ethics
Committee, former
Chair Peninsula Health
Clinical Ethic sub-
committee, current
Board Member
Peninsula General
Practice Network.

Ms Alexandra Forbes
BA, MSW, MBA
Appointed 1 July 2010
Senior consultant in
public policy, strategic
policy and governance
of public entities,
former Chair of the
Human Services
and Community
Development
Network, Director of the
Human Services
and Community
Development
Network, Chair of the
Human Services
and Community
Development
Network.

Board appointments
The following
Directors of the
Board were
appointed on the
retirement of
Ms Diana Ward
and Ms Dianne
Wickham.

Dr Winston
McKean
MBChB, FAFPHM, DPH,
DHA
Appointed 1 July 2008
Retired 30 June 2010
Consultant in legal
management and OHS,
rehabilitation and risk
management, legal
practice management
consultant, Member
Law Institute of Victoria,
nationally accredited
Specialist Mediator Law
Institute of Victoria,
Member Law Institute
of Victoria WorkCover
Committee and
Accident Compensation
Committee, Chair Law
Institute of Victoria
Practice Management
Committee.

Ms Dianne
Wickham
Retired 30 June 2010
Partner Morey Wickham
Chartered Accountants
and Advisers.

Professor Paul
Collier
Retired 30 June 2010
Partner Morey Wickham
Chartered Accountants
and Advisers.

Mr Peter
Brookhouse
Retired 30 June 2010
CEO Focus
Individualised Support
Services, Chair Peninsula
Health Disability
Community Advisory
Group, former CEO
Araluen Centre, past
President Board
of Management
Mornington
Peninsula Hospital,
former community
representative and
Chair Peninsula Health
Research and Ethics
Committee, former
Chair Peninsula Health
Clinical Ethic sub-
committee, current
Board Member
Peninsula General
Practice Network.
Board governance

The nine-member Board of Directors is appointed by the Governor in Council upon the recommendation of the Minister for Health. Directors are usually appointed for a term of three years with members eligible to apply for reappointment. The Minister for Health requires the Board to develop a Strategic Plan for the Health Service and to ensure accountable and efficient provision of health services.

Role of the Board

The Board of Directors is responsible for the governance and strategic direction of the Health Service and is committed to ensuring the services provided by Peninsula Health comply with the requirements of the Health Services Act 1988 and the mission, vision and goals of the service.

The Directors contribute to the governance of Peninsula Health collectively as a Board through attendance at Board meetings. Individual contribution occurs through participation in the various committees of the Board. Directors also give their time to attend significant Peninsula Health functions and events.

The Board held 11 meetings in the financial year 1 July 2009 to 30 June 2010. At these meetings, members of the Peninsula Health Executive regularly present reports on their areas of responsibility.

Board Committees as at 30 June 2010

Nine committees provide specialist advice and support to the Board. The committees also assist the Board and senior management to meet all statutory, regulatory and operational requirements for the Health Service.

Finance & Resources Committee

The Finance & Resources Committee reviews all financial matters, management information and internal control systems and considers and makes recommendations to the Board on major and minor works.

Members: Dianne Wickham (Chair), Paul Collier, Nancy Hogan, Jim Kerrigan OAM.

Audit & Risk Committee

The Audit & Risk Committee meets quarterly and at any other time as requested by the Peninsula Health Board, any Committee member, the internal auditor or the Auditor-General. The Committee liaises with the internal and external auditors, reviews and approves audit programs and evaluates the adequacy and effectiveness of the overall governance framework operating within Peninsula Health. The Committee receives reports via the compliance monitoring framework and monitors all risk management activities for Peninsula Health.

Members: Michael Tiernan (Chair), Paul Collier, Barry Nicholls, Dianne Wickham.

Quality & Clinical Governance Committee

The Quality & Clinical Governance Committee meets regularly to monitor outcomes and improve the quality and effectiveness of the health services provided by Peninsula Health. The Committee is also responsible for the clinical risk management activities of Peninsula Health, which are integrated with its quality systems.

Members: Jim Kerrigan OAM (Chair), Peter Brookhouse, Winston McKean, Barry Nicholls.

Medical Staff Association/Board Executive

The Board Executive considers matters of urgency brought forward through the Chief Executive from the Medical Staff Association (MSA). The Board Executive is empowered to make decisions on these matters and is required to report on any action so taken to the Board of Directors. Meetings are held as required, which includes a quarterly meeting between the Board Executive and the Chair of the Medical Staff Association, with the Deputy Chair Medical Staff Association, the Chief Executive and the Executive Director Medical Services, Peninsula Health, in attendance.

Members: Barry Nicholls (Chair), Winston McKean, Diana Ward.
Human Research Ethics Committee

The Human Research Ethics Committee assesses all protocols covering research involving patients and makes recommendations to the Board as to the approval of protocols for research to be carried out within Peninsula Health. It monitors and seeks feedback from researchers in relation to ongoing and completed projects and considers and reports to the Board on other ethical issues as referred to the Committee.

**Members:** Diana Ward (Chair), Peter Brookhouse.

Community Advisory Committee

The Community Advisory Committee provides advice on needs, demands, and service development from a community perspective whilst also harnessing community support for Peninsula Health and its services. It is supported by 14 Community Advisory Groups, including the Culturally and Linguistically Diverse (CALD) Community Advisory Group and the Aboriginal and Torres Strait Islanders Community Advisory Group.

**Members:** Winston McKean (Chair), Michael Tiernan, Diana Ward.

Primary Care & Population Health Committee

The Primary Care & Population Health Committee assists in creating effective linkages between the Health Service and other providers to co-ordinate the delivery of care in the community.

**Members:** Nancy Hogan (Chair), Michael Tiernan, Diana Ward.

Remuneration Committee

The Remuneration Committee meets as required to review performance and determine remuneration of executive management.

**Members:** Barry Nicholls (Chair), Diana Ward, Dianne Wickham.

Senior Medical & Dental Staff Appointments Committee

The Senior Medical & Dental Staff Appointments Committee makes recommendations to the Board of Directors in relation to the appointment of senior medical or dental staff.

Meeting attendances

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<th>Audit &amp; Risk</th>
<th>Quality &amp; Clinical Governance</th>
<th>MSA/Board Executive</th>
<th>Human Research &amp; Ethics Committee</th>
<th>Community Advisory Committee</th>
<th>Primary Care &amp; Population Health</th>
<th>Remuneration</th>
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<td>Barry Nicholls</td>
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<td>Peter Brookhouse</td>
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<td>Paul Collier</td>
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<td>Winston McKean</td>
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<td>Michael Tiernan</td>
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<td>Diana Ward</td>
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<td>Dianne Wickham</td>
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Corporate governance
Dr Sherene Devanesen
MBBS DipObs RACOG
FRACMA FCHSM FAIM
FKKCCM
Chief Executive
Appointed October 2000
Sherene has 12 years’ experience in clinical work followed by 27 years in health service management. She is a member of the DHS Board of Health Information Systems, a Board Director of Wesley Mission Victoria, a former President of the Royal Australasian College of Medical Administrators, and a Surveyor for the Australian Council on Healthcare Standards.
Sherene is the current Chairperson of the Victorian Quality Council and a current member of the Minister for Health’s Victoria’s Cancer Action Plan Implementation Committee.

Mr David Anderson
BCom MCom (Finance)
Executive Director
Finance, Rosebud Hospital, Investigations and Deputy Chief Executive
Appointed October 2002
David has experience in senior management roles in government including the Department of Water Resources, Community Services Victoria, and the Department of Human Services.
Before joining Peninsula Health he was Manager, Financial Analysis and Funding in the Department of Human Services.
David is a Fellow of the Australian Health Services Financial Management Association and a member of the Victorian Health Service Management Innovation Council.

Mr Brendon Gardner
BAppSc(HIM) MHA UNSW
AFCHSE
Executive Director
Frankston Hospital and Information Management
Appointed March 2010
Brendon joined Peninsula Health in 1997 as Network Manager Health Information Services. Since then he has held several management and operational positions within Peninsula Health, most recently as an Executive Director.
He has been a member of various DHS committees on Coding, Casemix and Performance Measurement.
More recently, he was a member of the Steering Committee responsible for selecting and implementing the Patient and Client Management Systems within the HealthSmart program.
Dr Susan Sdrinis
MBBS FRACMA MPH
MHSM
Executive Director Medical Services, Quality and Clinical Governance
Appointed May 2008
Susan has held senior management positions in health services and in government.
She is a Fellow of the Royal Australasian College of Medical Administrators and a surveyor for the Australian Council on Healthcare Standards.

Ms Jan Child
RN GradDip(Behavioural Sc) GradDipHlthAdmin
Executive Director Mental Health, Allied Health, Nursing, Community & Continuing Care, Community Participation
Appointed February 2007
Jan is a registered nurse with 25 years’ experience in both the public and private sectors and a strong background in community care and aged care.
Jan joined Peninsula Health in 2002 as Operations Director/Chief Nurse and was appointed to the executive team in 2007.
Jan is a member of several statewide professional, advisory and steering committees including the Participation Advisory Committee, and the Clinical Systems Steering Committee.

Ms Elaine Bennett
BA(Joint Hons) CPFA(UK) MBA AFCHSE
Acting Executive Director Planning, Infrastructure and Information Technology
Appointed March 2010
A qualified accountant, Elaine held senior management positions in finance at St Vincent’s Health and the former Women’s and Children’s Health before joining Peninsula Health. Elaine has held a number of senior management positions at Peninsula Health including Director of Clinical Governance, Quality and Customer Services, Acting Executive Director Mental Health and Operations Director Mental Health.
Before coming to Australia, Elaine was an Executive Director in the UK National Health Service for eight years with responsibility for Finance and Information Management.

Ms Michelle Holian
BSc(Hons) GradDipBus(Mgt) MBL
Executive Director Human Resources
Appointed April 2010
Michelle has 23 years’ experience in public sector human resources, including the NHS in Scotland, WorkSafe Victoria, the State Government’s Department of Human Services (DHS) and Department of Education, and most recently Western Health. She specialised in occupational health and safety and WorkCover management before taking up senior HR management roles focusing on workforce planning and organisational development.
Michelle is currently participating in the DHS Attractive Employer project.
Senior Staff

As at 30 June 2010

CHIEF EXECUTIVE
Dr S Deviassen MBBS DipOstb
RACOG FRACMA FCHSM FAIM
FHKCCM

EXECUTIVE DIRECTOR
FRANKSTON HOSPITAL
AND INFORMATION MANAGEMENT SYSTEMS
Mr B Gardner BAppSci(HM)
MHA UNSW AFCHSE

Operations Director
Emergency Department, Access & Demand
Management & Chief Nursing Officer
Ms S Jones RN RM BNsg MNsg
AdvCertMgt CertEmergNsg

EMERGENCY
Clinical Director Frankston Emergency Department
Dr L Goh MBBS(Melb) FACEM

Director of Education and Research Peninsula Health
Assoc Prof P Rosengarten MBBS FACEM

Director of Emergency Medicine Training
Dr M Smith MBBS(Monash)
BMedSci Hons(Monash) FACEM

Emergency Physicians / Clinicians
Dr V Amarsinghe
MBBS(Comolobo) FACEM
Dr K Bristow MBChB(Otago) FACEM
Dr B Chan MBBS(Melbourne) FACEM
Dr D Haji MBChB(Mosul) FACEM
Dr H Hewitt MBBS(Monash) FACEM
Dr A Rosengarten FACEM
Dr M Kamalanathan MBCh BAO FACEM
Dr I Chezezy MBBS(Nig) Grad Cert Health Professional Education(Monash) FACEM
Dr A TAY FACEM

General Practitioners
Dr M Jackson MBBS(Melb) FACEM
Dr A Pick MBBS FRACS

Nurse Unit Manager
Emergency Department
Ms K Heriot RN RM RNAC
Ms C Munteanu MD FRACS Ed

Operations Director
Frankston Major Projects & Quality
Ms S Hayles RNRM

Operations Director
Outpatients, Surgery, Anaesthesia & Intensive Care Services
Mr E Dunn BN GradCert HSM RN

NURSE UNIT MANAGERS
Operating Suite
Ms S Maxwell RN PeriOp GradDip
Outpatient & Pre Admission Services
Ms B Connolly RN BNsg

Central Sterile Supply Department
Mr B Button RN PeriOp Cert(RnHl) Inf Control Cert Mgt Cert(Mayfield)

Day Surgery Unit
Ms G Richards RN BNsg

Elective Surgery Access Manager
Ms J Emmanuel RN BNsg Dip Front Mgt

Endoscopy Unit
Ms A Vajtauer RN

Ward 4G
Ms J Stephens RN BNsg CCCert MCNA

Ward 4N
Ms G Walters RN Dip Hosp Nsg/ Ward Admin FCNA

Short Stay Unit
Ms J Emmanuel RN BNsg Dip Front Mgt

Radiology
Ms A Donnelly RN

SURGERY
Director of Surgery
Assoc Prof B Spychalski MBBS MD FRACS(Edin)

Medical Staff Ear Nose and Throat
Mr N Vailance MBBS FRACS(ENT) (Head of Unit)
Mr D Diamantaris MBBS FRACS
Mr J Redman MBBS FRACS LDS BDsc

Medical Staff General Surgery and Upper Gastrointestinal
Mr P Evans MBBS FRACS
Ms J Chitty MBBS FRACS
Mr A Skidmore MBBS FRACS

Medical Staff Colorectal
Mr S Skinner MBBS PhD FRACS
Senior Lecturer (Head of Unit)

Medical Staff Breast / Endocrine / Surgical Oncology
Mr J Serpell MBBS(Melb) MD FRACS FACS(Ed) (Head of Unit)
Mr B Brown MBBS FRACS
Mr R Ferguson MBBS FRACS
Ms M Walker MBBS FRACS

Medical Staff Ophthalmology
Mr H Baig MBBS FRACS(Edin) FRACS FRACO

Medical Staff Orthopaedic Surgery
Mr G Bourke MBBS FRACS (Head of Unit)
Mr P Brydon MBBS FRACS
Mr N Broughton MBChB(Hons) FRCS(Ed) FRCS(Eng) FRACS
Mr P Hamilton MBBS FRACS
Mr P McCombe MBBS FRACS
Mr J Rehfsich MBBS FRACS
Mr A Weber MBBS FRACS
Mr R Wuttke MBBS FRACS
Mr I Young Bsc MD CCFP FRACGP FRACS
Mr B Crik MBBS FRACS

Medical Staff Paediatric Surgery
Mr R Stundon MBChB(Edin) DA FRCS FRACS(Paed Surg)

Medical Staff Plastic / Maxillofacial Surgery
Prof P Terrill MBBS FRACS (Head of Unit)
Mr D Hunter-Smith MBBS(Hons) FRACS
Mr T Robbins MBBS FRACS FACS(Ed) FRCS
Mr D Ross MBBS FRACS(Plast)
Ms M Rostek MBBS FRACS
Mr D Thomas MBChB FRACS
Ms S Vudiniabola MBBS(Hons) Grad Dip Mds FRACDS(Oms)

Medical Staff Thoracic Surgery
Mr A Pick MBBS

Medical Staff Urology
Mr C Cham MBBS MD FRCS FRACS (Head of Unit)
Mr C Chang MBBS(Melb) FRACS(Uro)
Mr A Tan MBBS(Melb) FRACS
Mr A Jayathilake MBBS(Melb) FRACS(Uro)

Medical Staff Vascular Surgery
Mr G Somjien MS FRACS
Mr L Jones MBBS FRACS(Vasc)
Mr Y M Kuan MBBS FRACS(Vasc)
Mr E Torey MBBS(Hons) FRACS
Mr A Chau MBBS FRACS

ANAESTHETICS
Director of Anaesthesia
Dr T Copland MBBS FRARCS FANZCA

Deputy Director of Anaesthesia
Dr C Bowden MBBS FANZCA

Director of Anaesthetic Research & Training
Assoc Prof T Loughnan MBBS FRARCS FANZCA FRACS FANZCA

Medical Staff Anaesthesiologists
Dr R Backx Bsc(Hons) MBCh FRCA
Dr P Brown MBBS BSC(Hons) DA(UK) FANZCA
Dr J Campbell MBBS DipAnaes(UK) FRCA FANZCA
Dr M Chen MBBS FANZCA
Dr T Crofts MBBS FANZCA
Dr M DIACON MBBS FANZCA
Dr T Ding MBBS FANZCA
Dr R McIntyre MBBS FRCS(Edin) FRCS(Eng) FRACS
Dr D Hunter-Smith MBBS(Hons) DA(UK) FANZCA
Dr T Edgley MBBS FANZCA
Dr R McCombe MBBS FRACS
Dr P Hamilton MBBS FRACS
Dr A Green MBBS FANZCA
Dr E Gunasekera MBCHB FRCS(Edin)
Dr D Henry MBBS DA FFARCS FRACS
Dr H KOLAWOLE BMedSci MClInEd MBBS FANZCA MRACMA
Dr S Leon MBBS FANZCA
Dr S Marshall MBCHB OR MBCHB BAO
Dr J Marksen MBBS FANZCA
Dr G McKenzie MBBS FRARCS FANZCA
Dr A Perdengert MBBS FFARCS
Dr R Rubinstein MBBS DA FFARCS FANZCA FRACS FANZCA
Dr J Shimi MBBS(Syd) FRACGP
Dr J Sushames MBBS FANZCA
Dr T Trinh MBBS FANZCA
Dr A VULCAN MBBS FANZCA
Dr A Webb MBBS FANZCA
Dr J MAHOO MBBS FANZCA
Peninsula Health Year in Review 2010

Senior Staff

Operations Director Medicine & Intensive Care unit
Ms T Tobias RN

INTENSIVE CARE UNIT
Director Intensive Care Unit
Assoc Prof J Botha MBChB
MMed FCP(ESA) FRACP FCICM
DipNeph(London) Dip Echo(Melbourne)

Nurse Unit Manager Intensive Care Unit
Ms S Reaper MN Leadership, GradDip Advanced Clinical Nursing(Intensive Care)

Staff Intensivists
Dr H Gangopadhyay
MBBS(India) MD FFRACS(RE) FCICM DipEcho(Melbourne)
Dr K J Haji MBChB FACEM FCICM
Assoc Prof D Langton
MBBS(Hons) MRACMA FRACP FCCP FCICM
Assoc Prof I Carney BSc
MBBS(Hons) FRACP MPh&M TM Grad Dip Echo

Operations Director Principal Nurse Medicine & Intensive Care Unit
Ms T Tobias RN

NURSE UNIT MANAGERS
Ward SGS
Ms H Lack RN RM DipNEd BEd
Ward SGN
Mr J Ayllward BNSng DipCritCare Ntg
Ward SFS
Ms N Mussa RN
Ward SFN
Ms L Walsh RN

Haemodialysis
Ms H Hinrichsen RN BScN
Dip Psych Nsg GradCert CC
GradCert Renal

Ward SFS – Cardiology & Coronary Care Unit
Ms G Dixon RN CCU Cert

Cardiac Angiography
Mr R Templin RN GradCert

SENIOR MEDICAL STAFF
Medical Staff Cardiology
Director of Cardiology
Dr G Toogood MBBS FRACP
Dr P Camillo MB BCh FRACP
Dr A Arunothyaraj MBBS MRCP(UK) FRACP
Dr R Lew MBBS FRACP
Dr G Sztro MBBS FRACP
Dr R. Teperman MBBS(Hons) FRACP FCSANZ DDU
Dr B Wood MBBS FRACP
Dr M Butler MBBS FRACP (to 01/10)
Dr R Reed MBBS FRACP (from 02/10)
Dr L Lefkovits MBBS FRACP (from 06/10)
Dr M Freilich MBBS FRACP (from 01/10)

Medical Staff Endocrinology
Dr D Dutta MBBS PHD FRACP (Director)
Dr M Gordon MBBS FRACP
Dr K Matthiessen MBBS FRACP PhD
Dr S Morris MBChB(AUK) FRACP
Dr D Renouf MBBS FRACP

Medical Staff Infectious Diseases
Dr P Vinton MBBS(Hons) FRACP
Dr S Broughton MBChB MRCP(UK) FRCPath
Dr C Harangozo MBBS FRACP
Dr C Marshall MBBS FRACP

Medical Staff Gastroenterology
Dr D Badov MBBS FRACP
(Head of Unit)
Dr L Fisher MBBS FRACP
Dr R Herrmann MBBS FRACP
Dr A Thornton MBBS FRACP
Dr A Gunes MBBS FRACP

Medical Staff General Medicine
Director of General Medicine
Dr A Bassi MBBS MMed(Sth Africa) FRACP
Dr P Fiddes MBBS FRACP
Dr P Nayagam MBBS(Hons) MRCP(UK) FRACP
Dr B Pathik MBBS FRACP
MD(Melb)
Dr A Gunasekera MBBS DipObst
DipRACOG
Dr W Slater MB
BChWitwatersrand) FRACP
(from 09/09)

Medical Staff Renal
Dr G Perry MBBS FRACP
(Head of Unit)
Dr R Flanc MBBS FRACP

Medical Staff Pain
Management
Dr M Taverner MBBS FRCA
FANZCA FRANZCE DipPainMgt
(Head of Unit)

Medical Staff Rheumatology
Dr E Thevathasan MBBS(Hons) FRACP
(Head of Unit)
Dr J Aw MBBS FRACP

Medical Staff Neurology
Assoc Prof E Butler MBBS FRACP
(Head of Unit)
Dr S Rahgav MBBS MD
DM(Neuro) FRACP
Dr J Rupasinghe MBBS FRACP

Medical Staff Respiratory Medicine
Assoc Prof D Langton
MBBS(Hons) FRACP (Director)
Dr G Braun MBBS FRACP
Dr N Manolitsas MBBS(Hons) FRACP

WOMEN’S, CHILDREN’S AND ADOLESCENT HEALTH (WCAH)
Operations Director/Principal Nurse WCAH
Ms S White RN RM Grad Dip Clinical Nsg(Emergency) MNSg
MHA

NURSE UNIT MANAGERS
Child and Adolescent Unit
Ms H Hutchins RN

Maternity Inpatient Services
Ms M McElroy RN

Hillview Maternity (Rosebud and Frankston)
Ms L Whyte RN RM

Women’s Services
Ms D Attwood RN RM IBCLC

Special Care Nursery
Ms D MacFarlane RN RM
IWC Neonatal Paed Cert
BAppSci(NAdmn) MRCNA

Director of Women’s, Children’s & Adolescent Health
Assoc Prof A Trivedi MBBS(Hons)
DipObs FRANZCOG DDU

Medical Staff Obstetrics & Gynaecology
Mr G Baker MBBS FRANZCOG
FRCOG FRCS(Edin)
Mr A Griffiths MBBS MRACOG
FRANZCOG
Mr K How MBBS FRANZCOG
MRCOG
Assoc Prof T Jobling FRCOG
FRANZCOG CGO MD
Dr M Johnson MBBS
FRANZCOG FRCOG
Mr D Luiz MB BCh FCOROG (SA)
MRCOG FRANZCOG
Dr P Porter MBBS FRANZCOG
Mr R Vasant MBBS FRANZCOG
FRCOG(UK) (to 01/10)
Dr M Tsau MBChB(South Africa)

Clinical Director Paediatrics
Ms K Macmahon MBBS FRACP
(from 10/09)

Medical Staff Paediatrics
Frankston
Dr Y Anderson MD(Germany)
FRACP
Dr S Blair MBBS FRACP.MRCPCH
Dr H Kelso MBBS FRACP
Dr A O’Neill MBBS FRACP
Dr K McMahon MBBS FRACP
Dr P Francis MBBS FRACP
Dr C Hoekstra MBBS FRACP

PALLIATIVE CARE and ONCOLOGY
Nurse Unit Managers Oncology Day and Research Unit
Ms C O’Kane RN Dip Mgmt
Dip Proj Mgmt

 Palliative Care Unit
Golf Links Road
Ms S Blashki RN Div 1

Clinical Nurse Consultant Palliative Care Consultancy Team
Ms R Rees DipAppSciNsg
Bachelors Nursing Conversion
GradCertNsgPerOp
GradDipNsg PallCare MasterNsg
GradCert Health Prof Ed

Director of Cancer Services
Dr J Lickliter MBBS PHD FRACP

Medical Staff Radiotherapy, Oncology, Haematology, Familial Cancer Service
Dr Y Anthill BMed FRACP MD
Dr D Blakey MBBS FRANZCR
Dr J Catalan MBBS FRACP FRCPA
Dr V Ganju MBBS FRACP
Dr N Potasz MBBS FRACP
Dr J Ruben MB BCh FC Rad Onc
FRANZCR
Dr S Seewack MBBS FRACP
Dr J Thomson MBBS FRACP
Dr H Tran MBBS FRACP FRCPA

Director of Palliative Care Medicine
Dr B McDonald MBChB
MRCP(UK) FACPMP MSc
Medical Staff Palliative Care
Dr R Lewis BSc MBBS DRCOG
DCH FRACGP
**Senior Staff**

**EXECUTIVE DIRECTOR**  
**MENTAL HEALTH, ALLIED HEALTH, NURSING, COMMUNITY & CONTINUING CARE and COMMUNITY PARTICIPATION**  
Ms J Child RN  
GradDip(Behavioural Sc)  
GradDipHltAdmin  

**Chief Nurse Sub-acute Care, Principal Nurse/Site Manager Golf Links Road**  
Ms S Tesoriero RN Div 1 Ms Hlth Svce Mgmt  

**Principal Nurse Recruitment and Allocations**  
Ms K Murphy RN RM  
BAppSc(Ng Admin) Diploma  
AppSc(Community Health) Dip Health/Community Services  
Master Health Service Mgmt  

**Director Physiotherapy and Operations Director Sub-acute Inpatients**  
Ms J Roberts BSc  
BAppSc(Physiotherapy) PGdDip Musculoskeletal Physiotherapy  

**Site Manager/Principal Nurse Mornington Centre**  
Ms R Dibgy RN Div 1 BA Cert  
Diab Ed GradCert Gerontology  

**Site Manager/Principal Nurse Rosebud Rehab Unit**  
Mr J Arrebola Dip AppSc(Ng)  
BNsg GradDip Gerontology Ng  

**Nurse Unit Manager Golf Links Rd Rehabilitation Unit 1**  
Ms L Campbell RN  
Ms T Hufner RN  

**Nurse Unit Manager Golf Links Rd Rehabilitation Unit 2**  
Ms L Clark RN Div 1  

**Nurse Unit Manager Rosebud Rehabilitation Unit**  
Mr A Saliba RN BSc Health Sciences (to 02/10)  
Ms A Hughes RN (from 02/10)  

**Nurse Unit Manager Gunnamatta Ward**  
Ms C Sargood RN (Acting)  

**Nurse Unit Manager Sorrento Ward Mornington Centre**  
Ms E Campbell BB Nsg Post  
Grad Cert Gerontics  

**Operations Director Continuing Care and Director Occupational Therapy**  
Ms A Watts  
BAppSc(OccTherapy) GradCert(Health Industry Management)  

**Site Manager/Principal Nurse Rosebud Residential Aged Care Services (incorporating Jean Turner Nursing Home and Lotus Lodge Hostel)**  
Ms M Cook RN BAppSc Nsg  

**Manager Rosewood House**  
Ms B Williams RN  

**Nurse Manager Jean Turner Community Nursing Home**  
Ms K MacKenzie RN BNsg  

**Nurse Manager Lotus Lodge Hostel**  
Ms N Mew RN BNsg  

**Nurse Manager Carinya Residential Aged Care Unit**  
Ms C Graham RN Div 1 BNsg  

**Nurse Manager Michael Court Hostel**  
Mr I Garde RN  

**Director Social Work & Integrating Care**  
Mr P Colosimo BSW(Hons) Post Grad DipBusi  

**Director Occupational Therapy, HITY and Improving Care for Older People**  
Ms A Watts BAppSc(OccTpy)  

**Director Nutrition and Dietetics and Community Participation**  
Ms K Edis BSc(Hons) Grad Dip Dietetics  

**Professional Head Podiatry**  
Ms H Rauch BPod(Hons)  

**Director Clinical Systems and Speech Pathology**  
Ms L Jamieson BApp Sc(5p Path) MSpA  

**Chief Nurse Continuing Education & Development**  
Mrs M Habner RN RM  
BAppSc(AdvNsg)Ed MHA Cert IV W&TA MRCNA  

**PENINSULA HEALTH MENTAL HEALTH SERVICES**  
Clinical Director Mental Health Service  
Dr S Jespersen MBChB MMed Psych FC Psychiatra SA FRANZCP  
(from 09/09)  

**Acting Clinical Directors Mental Health Service**  
Dr D Singh MBChB FRANZCP  
Cert Old Aged Psych Dip Paeds (to 09/09)  

**Director Community Mental Health Service**  
Dr J Le Bas MBBS FRANZCP (to 01/10)  

**Director of Inpatient and Consultation Liaison Mental Health Service**  
Dr J Stone MBBS (Hons) MPM FRANZCP  

**Director Aged Person Mental Health Service**  
Dr D Singh MBChB FRANZCP  
Cert Old Aged Psych Dip Paeds  

**Senior Medical Staff Mental Health**  
Dr M Lee MBBS B Sc FRANZCP  
Dr C Etulain FRANZCP  
Dr R Kruk MD FRANZCP (to 02/09)  
Dr P Manawadu MD (Hons)  
PdDip(Psy) MDPsych (to 10/09)  
Dr P Mazumdar MBBS FRANZCP  
Dr D O’Loughlin MBBS  
DipRAOGO MPM FRANZCP  
Dr J Selman FRANZCP  
MRCpsych MBChB(Liv)  
Dr L Smith MBBS MPsyCH FRANZCP  
Dr L Cooray FRANZCP (to 08/09)  

**Operations Director Mental Health Service**  
Ms E Bennett BA(Hons)  
CPFA(UK) MBA AFCHSE (to 03/10)  

**Chief Nurse Officer Mental Health Service**  
Ms F Taylor RN BNsg Dip  
Project Management (to 03/10)  
Ms F Reed RN(CN)(RN Div 1) Masters of Nursing  
Endorsement MH (from 03/10) (Acting)  

**Community Liaison Early Intervention Acute and Recovery Service Program Manager**  
Mr A Merrett RN Div 3 ACMHN (to 03/10)  

**Community Mental Health Complex Care Services**  
Ms S Wise BA BPM Cert Gerontology  

**Director Community Health Complex Care Services**  
Mr S Wright MPH(Nursing and Policy) Grad Dip Alcohol and Drug Studies BA Science  
Cert IV Workplace Assessment and Training  

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Senior Staff
QUALITY and CLINICAL GOVERNANCE
Director Quality and Customer Services
Ms S Goonan BSW DipMgt AdvCertMgt

Medical Director Medicolegal and Patient Safety
Dr C Wellington MBBS FRACMA

RESEARCH
Executive Sponsor
Dr S Sdrinis MBBS FRACMA MPH MHSM

Research Manager
Ms Lee-Anne Clavarino BAppSci M QHC

EXECUTIVE DIRECTOR
ROSEBUD ACUTE CARE, FINANCE & INVESTIGATIVE SERVICES
Mr D Anderson BCom MCom (Finance)

Rosebud Hospital Operations Director & Chief Nursing Officer
Ms S Wolfe RN RM Grad Dip Clinical Nrg (Emergency) MNg MHA (to 07/09)
Ms A Watts BAppSci (OccTypy) (from 07/09 to 10/09)
Ms L Vause RN RM Cert Quality Grad Dip Business Master Business Management (from 10/09)

Quality and Clinical Services Manager
Ms J Quilligan RN Grad Cert (Health Ed), Grad Dip (Health Science) MNg

MEDICAL STAFF - ROSEBUD Site Medical Director
Dr R Ward MBBS (Hons) MIFSM

General Medicine Rosebud
Dr P Fiddes MBBS FRACP
Dr P Nayagam MBBS FRACP MRCP(UK) (to 10/09)
Dr R Ward MBBS (Hons) MIFSM
Dr A Gunesekera MBBS FRACGP Dip Obst DRACOG (from 11/09)

Renal Medicine
Dr G Perry MBBS FRACP

General Practice Rosebud
Dr C Amarasinghe BSc MBCHB DipObst
Dr M Coffey MBBS BSc(Hons)
Dr R Duff MBBS Dip RACOG
Dr S Fifield MBBS DRACOG
Dr D Flanagan MBBS DipObst RACOG
Dr M McLean MBBS DRACOG FRACGP DipRGP
Dr S Pilbrow MBBS PhD FRACGP

Clinical Director Emergency Medicine
Dr B Chan MBBS FACEM to 08/08
Dr A Whitehead FACEM Grad Dip Health Services Management (from 02/10)

General Surgery Rosebud
Assoc Prof B Spychal MBBS FRACS
Assoc Prof C Russell MBCChB MS FRACS GradDipBus MIRACMA (to 05/10)
Dr M E Torey MBBS(Hons) FRACS
Ms Chitty MBBS FRACS
Dr T Benneragama MBBS FRACS
Mr A Skidmore MBBS FRACS
Mr M Fisher BMBS FRACS

Vascular Surgery Rosebud
Mr W L Chue MBBS FRACS(Vasc)
Mr C Last MBBS (Hons) FRACS(Vasc)
Mr G Somjen MS FRACS (Ed) FRACS DDU
Mr Y M Kwan MBBS(Hons) FRACS(Vasc)
Mr Y Latham MBBS FRACS(Vasc)

Obstetrics & Gynaecology Rosebud
Assoc Prof A Trivedi MBBS(Hon) Dip Obs FRANZCOG DDU
Mr A Griffiths MBBS MRACOG FRANZCOG
Mr K How MBBS FRANZCOG MRACOG
Mr D Johnson MBBS FRANZCOG FRCOG
Mr P Vasant MBBS FRANZCOG FRCOG(UK) (to 07/10)
Dr M Tsuan MBCHB(South Africa)

Oncology
Dr Y Ganju MBBS FRACP

Orthopaedic Surgery Rosebud
Mr P Hamilton MBBS(Hons) FRACS(Orth)
Mr P McCombe MBBS FRACS
Mr A Weber MBBS FRACS
Mr B Crick MBBS FRACS(Ortho)

Paediatrics Rosebud
Dr A O'Neill MBBS FRACP

Palliative Care
Dr B McDonald MBChB FChPM MSc

Plastic Surgery Rosebud
Dr M Hunter-Smith MBBS(Hons) FRACS
Mr Mirakzemi BMedSci MBBS FRACS

Urology
Mr A Jayathilake MBBS(Melb) FRAC(S)(Urol)

EXECUTIVE DIRECTOR FINANCE
Mr D Anderson BCom MCom (Finance)

Director of Financial Services
Mr D O’Connor-Price BBus (Acc) CPA

Director Supply Chain
Mr R Law BBus(Acc) GradDip Acc & Fin CPA

MEPACS Manager
Ms A Goddard GradDip ProjMgt

INVESTIGATIVE SERVICES
Manager Investigative Services and Contracts
Dr B Thorbecke DipMed Radiog GDU

PATHOLOGY (Symbion Dorevitch)
Manager Pathology
Ms J Couper BSc(Hons) MBA

Director
Dr P Kostos MBBS FRCPA MIAC

Anatomical Pathology
Dr P Kostos MBBS FRCPA MIAC
Dr C McTigue MBBS FRCPA
Dr S Dayan MBBS FRCPA

Haematology
Dr J Catalano MBBS FRACP FRCPA
Dr J Metz MD Dsc(Med) FRCPPath FACP FRCPA
Dr H Tran, MBBS FRACP

Microbiology
Dr S Broughton MBChB MRCP(UK) FRCPPath
Dr C Perera MBBS PhD Dip Bact MD FRCPA
Dr G Wood BSc(Hons) MBBS FRACP FRCPA

Biochemistry
Dr A McNeil MBBS FRACP FRCPA PhD

PHARMACY
Director of Pharmacy
Mr S Lam BPharm FSHPA Accredited Consultant Pharmacist

ACTING EXECUTIVE DIRECTOR PLANNING, INFRASTRUCTURE & INFORMATION TECHNOLOGY
Ms E Bennett BA(Hons) CPA(UK) MBA AFCHSE

FACILITIES MANAGEMENT DEPARTMENT
Director of Facilities Management
Mr G De Campo BBus Grad Dip Mgt MB

SUPPORT SERVICES
Manager Support Services
Ms L Winterburn

INFORMATION TECHNOLOGY & TELECOMMUNICATIONS
Computer Services Manager
Mr E Aspinall HND Bus Studies MACS

EXECUTIVE DIRECTOR HUMAN RESOURCES
Ms M Holian BSc(Hons) GradDip Bus(Mgt) MBL

Director Human Resources
Mr P Murphy CertAppSci Cert IV (Assessment and Workplace Training)

LEGAL COUNSEL
Ms V Hammond LLB(Hons) LLM(Hons)

PUBLIC RELATIONS & MARKETING
Director Public Relations & Marketing
Mr J Jukes BA GradDipMktg

Senior Staff
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ACHS</td>
<td>Australian Council on Healthcare Standards</td>
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<tr>
<td>ACSAA</td>
<td>Aged Care Standards and Accreditation Agency</td>
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<tr>
<td>ACSQHC</td>
<td>Australian Commission on Safety and Quality in Health Care</td>
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<tr>
<td>ATSI</td>
<td>Aboriginal and Torres Strait Islanders</td>
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<tr>
<td>CAC</td>
<td>Community Advisory Committee</td>
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<tr>
<td>CAG</td>
<td>Community Advisory Group</td>
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<tr>
<td>CALD</td>
<td>Culturally and Linguistically Diverse</td>
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<tr>
<td>CBT</td>
<td>Cognitive Behaviour Therapy</td>
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<tr>
<td>CCST</td>
<td>Cognition Care Support Team</td>
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<tr>
<td>DH</td>
<td>Department of Health (Victoria)</td>
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<tr>
<td>DHS</td>
<td>Department of Human Services</td>
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<tr>
<td>ED</td>
<td>Emergency Department</td>
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<tr>
<td>EQuIP</td>
<td>Evaluation and Quality Improvement Program</td>
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<tr>
<td>FRAT</td>
<td>Falls Risk Assessment Tool</td>
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<tr>
<td>GLBTI</td>
<td>Gay, Lesbian, Bisexual, Transgender and Intersex</td>
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<tr>
<td>HR</td>
<td>Human Resources</td>
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<tr>
<td>HREC</td>
<td>Human Research Ethics Committee</td>
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<tr>
<td>Kya</td>
<td>WEAVE: Kya is an indigenous term for wise women and WEAVE explains the concepts relating to the wellbeing, empowerment, advocacy, value and enlightenment of women</td>
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<tr>
<td>MEPACS</td>
<td>Mount Eliza Personal Assistance Call Service</td>
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<tr>
<td>NAIDOC</td>
<td>National Aboriginal and Islander Day Observance Committee — NAIDOC Week, held in July each year, celebrates Aboriginal and Torres Strait Islander cultures and recognises the contributions of Indigenous Australians in various fields</td>
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<tr>
<td>OHS</td>
<td>Occupational Health &amp; Safety</td>
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<tr>
<td>PenDAP</td>
<td>Peninsula Drug and Alcohol Program</td>
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<tr>
<td>PHMHS</td>
<td>Peninsula Health Mental Health Service</td>
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<tr>
<td>PARC</td>
<td>Prevention and Recovery Care</td>
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<tr>
<td>SERP</td>
<td>Streamlined Ethical Review Process</td>
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<tr>
<td>SHARPS</td>
<td>Southern Hepatitis Aids Resource Prevention Service</td>
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<tr>
<td>VHIMS</td>
<td>Victorian Health Incident Management System</td>
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