Objective of this Report

This Report is produced to inform Peninsula Health’s communities, staff, partners and government of its performance for the financial year 1 July 2006 – 30 June 2007.

Peninsula Health’s vision is to provide coordinated health care and this leads to an integration of programs and patient services across a number of sites. Progress and achievements of some services are presented to demonstrate this integration.

The Annual Report should also be read in conjunction with the Quality of Care Report, which details Peninsula Health’s progress and achievements in many clinical areas and the Peninsula Health Research Report which details research undertaken by clinicians and other health professionals.

It is prepared in accordance with Victorian Government guidelines, the directions of the Minister for Finance and in line with Australasian Reporting Awards Incorporated Guidelines.

Peninsula Health is committed to benchmarking its performance against best practice.

The 2007 Annual Report will be presented to the public at Peninsula Health’s Annual General Meeting on 19 October 2007.

Our Vision

• To be recognised as a leader in promoting and providing quality, innovative, coordinated and personalised health services
• To be recognised as an employer of choice

We believe that our Vision will be achieved by:

• Promoting health, treating illness and providing long term care
• Working in partnership to coordinate health care
• Managing and meeting consumer expectations
• Providing teaching, training and education
• Managing resources efficiently and effectively

Our Values

Service, Integrity, Compassion, Respect, Excellence, Professionalism
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Front cover: Joyce Sweeting participated in Peninsula Health’s Agestrong program during the year. Agestrong is a strengthening and balance group program designed for older people. Joyce is pictured doing light weight exercises, with trainers Rebecca Rohlof and Lesley Rieveley.

Photography in the 2006/07 Annual Report features some of Peninsula Health’s award winners and highlights the Health Service’s key achievements.

In addition to this Annual Report, information on Peninsula Health and its activities can be found in the 2007 Quality of Care Report and the 2007 Research Report, which are published separately. The Annual Report, Financial Statements, Quality of Care Report and Research Report are available on Peninsula Health’s website – www.peninsulahealth.org.au
Peninsula Health continues to meet the demands of the growing population in Frankston and the Mornington Peninsula. During the year under review, Peninsula Health provided care and service on 365,000 occasions to people living within its community.

The growing demand for services was met through delivering a wide range of high quality, effective and efficient programs.

Staff across the Health Service developed innovative programs to meet increasing demand and a number of initiatives resulted in improved patient outcomes.

In September 2007, Peninsula Health received both the Premier’s Award as Outstanding Metropolitan Health Service of the Year and the Quality of Care Reporting Award at the Victorian Public Healthcare Awards presentation. The announcement came after this report had been finalised and full details will appear in the 2007/08 Annual Report.

Other highlights of the year include:

**The Mornington Centre, Promoting Health Independence**

Stage 1A of The Mornington Centre was completed and successfully opened in September 2007.

The $21.8 million development comprises 60 geriatric evaluation and management beds and provides treatment and care for elderly patients.

The Mornington Centre replaces facilities that formerly operated at the Mount Eliza Centre.

**Frankston Hospital Stage 2A Redevelopment**

In May 2007, the State Government announced $45 million in funding for the Stage 2A redevelopment of Frankston Hospital.

The expansion to Frankston Hospital will provide two new surgical theatres and refurbishment of the four existing theatres. It will provide a new centralised 33-bed and 7-chair recovery suite, and new areas for Endoscopy, Day Surgery theatres and Cardiac Angiography. The Central Sterile Supply Department will also be refurbished and expanded.

The project will also redevelop and expand the Pharmacy Department. The Health Information Services Department will be relocated to a new area.

The new operating theatres will be ready for use in November 2009 and when the total expansion is completed in 2010, Peninsula Health will have surgical and critical care facilities that compare with the best in Victoria.

It was a busy year for capital works projects across the Health Service.

The $3.4m redevelopment to the Frankston Hospital Radiology Department was completed in September 2006.

The Rosebud Hospital Renal Dialysis and the Chemotherapy Units were redeveloped to meet growing demand on the Mornington Peninsula.

Frankston Hospital and Rosebud Hospital Emergency Departments were refurbished to improve patient flow and provide child friendly areas.

**Peninsula Health Maternity Services**

Peninsula Health’s Maternity Services were restructured during the year to enhance the care and choices available to women on the Mornington Peninsula.

The Hillview Birthing Unit was successfully relocated from Rosebud Hospital to Frankston Hospital in April 2007. The decision to relocate the unit was the only way to preserve the Rosebud Hospital midwife led model of care.

In addition, an expansion to Frankston Hospital’s maternity facilities is planned for 2008. This will result in additional maternity and birthing facilities.

**Community Participation**

The Health Service works closely with community groups and other service providers to improve the integration and delivery of services.

There are two Community Advisory Committees, a Koori Advisory Group, a CALD Advisory Group and a SHARPS Advisory Group. Peninsula Health is indebted to the members of these committees for their support of the Health Service.

**Staff Achievements**

Throughout the year, staff and management at every site developed programs, systems and processes that provided comprehensive and expanded services within allocated resources. The excellence of many programs was recognised in the Victorian
Public Healthcare Awards. These are highlighted throughout this report.

Research Highlights

Research, and its outcomes, plays a vital role in the provision of optimum health care and enables Peninsula Health to extend its community of care beyond the Mornington Peninsula.

The role of research was further developed across the Health Service with the establishment of the Peninsula Health Research Program. The Research Program draws together a number of research functions that were previously administered separately.

Financial Overview

The year-end financial result is a positive result. Our financial performance was strong, with a small surplus (recorded before capital and depreciation) of $1.977m, which will be used to fund capital expenditure in the current financial year.

Peninsula Health achieved the operational target as specified in the 2006/07 Statement of Priorities agreed by the Minister for Health, Chairperson and the Board.

Accreditation

During the year under review, Peninsula Health’s residential care facilities maintained accreditation with the Aged Care Standards and Accreditation Agency.

Another major highlight of the year was the successful organisation wide accreditation survey conducted by the Australian Council on Healthcare Standards (ACHS). Accreditation was granted for a four year period. The Surveyors awarded a Moderate Achievement (MA) in 21 areas, an Extensive Achievement (EA) in 21 areas and the top rating of Outstanding Achievement (OA) for Peninsula Health’s Legal Compliance program.

The report is one of the best achieved by Peninsula Health in an Organisational Wide Survey.

Immediate Challenges

A total of 50,518 patients presented to the Frankston Hospital Emergency Department (an increase of 1,187 patients or 2.3% from 2005/06).

Although Peninsula Health achieved the majority of its targets, the percentage of Frankston Hospital Emergency patients admitted to a ward within 8 hours was 57% in 2006/07. This is below the Department of Human Services’ target of 80% and whole of organisation strategies are being implemented to improve performance in this area (page 25-26).

Peninsula Health is working with the Department of Human Services to develop a Southern Peninsula (Peninsula Health) Service Plan to meet health service needs on the Southern Peninsula over the next five to 10 years.

Peninsula Health is developing a Mental Health Service Plan that will identify anticipated needs over the next 10-15 years. It will propose an optimal mental health service system in terms of bed and community-based adult, child and adolescent and aged care mental health services required to meet the needs of the catchment area’s population (page 31).

The Board

On 1 July, Diana Ward (Deputy Chairperson), Liza Newby, Michael Tiernan and Dianne Wickham were reappointed for another three year term. The ongoing Board Directors are Barry Nicholls (Chairperson), Jim Kerrigan OAM, Associate Professor Ruth Salom and Jim Swinden. It is also important to recognise the service and contribution of Mr Peter LeRoy, who resigned from the Board during the year. One new Board Director, Ms Nancy Hogan, was appointed from 1 July, 2007 for a three year term.

Special thanks are extended to the staff of Peninsula Health, its volunteers and auxiliary members, donors, the Department of Human Services, and the Executive whose continuing support will enable Peninsula Health to meet future challenges.

Barry Nicholls
Chairperson

Dr Sherene Devanesen
Chief Executive

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Barry Nicholls
Chairperson

Dr Sherene Devanesen
Chief Executive
Peninsula Health is one of 15 metropolitan public health services. Peninsula Health was formally constituted as a public health service in 2000 and carries on the services of the former Peninsula Health Care Network, established in 1995.

Peninsula Health comprises: Frankston and Rosebud Acute Hospitals; Aged Care, Rehabilitation, Palliative Care and Residential services in Chelsea, Seaford, Frankston, Mount Eliza and Rosebud; Psychiatric services in Frankston and Rosebud; and a Community Health Service based in Frankston.

Peninsula Health offers acute medical, paediatric, surgical and maternity care, critical care, psychiatric 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, clinical training and research.

Population

Peninsula Health serves 300,000 people who live 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.

About 32% of the population is under the age of 25 and 26% is over the age of 55. This proportion of older people, the group requiring the most health services, is one of the highest and fastest growing in Victoria.

The estimated resident population of the Peninsula Health catchment area is expected to grow from 261,573 in 2006, to almost 313,000, in 2031.

Peninsula Health also responds to the needs of more than 80,000 holiday-makers during the summer months and several million people who visit the Mornington Peninsula every year.

The 2006 census shows there are over 1,500 Indigenous people living in the service area. Peninsula Health provides some services specifically for the Koori community.

High Health Risks

The top 10 health risk factors on the Mornington Peninsula 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, stroke, asthma, heart disease, accidents, emphysema and diabetes.

The rate of death and disability in the service area is slightly lower than the average for Victoria. Women in the service area population can expect to live to nearly 83 - men to nearly 77 years of age. Aboriginal life expectancy is between eight and 18 years lower than the Victorian average of 84.3 years for women and 79.6 years for men.

Addressing High Risk Factors

A comprehensive approach is taken to all risk factors and prevalent medical conditions. Recent strategies include:

• The Peninsula Complex Care Program (PCCP) is focussed on helping people prevent avoidable hospital admissions and emergency department presentations (see page 29-30).

• Stay Healthy is an Early Intervention in Chronic Disease Program provided by Frankston Community Health Service to support people with long term health conditions (see page 34).

• The Paediatric Diabetes Clinic commenced in December 2006. The Clinic aims to provide patients and their families with access to a multi-disciplinary team of health care professionals (see page 26).

• In September 2006, more than 1,000 people attended the first Ageing Well Expo with information on a number of different aspects including keeping active and ageing well with chronic health conditions (see page 36).

Peninsula Health – Overview

Peninsula Health operates 21 public health facilities across 10 sites. Services are provided through two public acute hospitals, an inpatient palliative care unit, hospital and community-based psychiatric services, inpatient and day service rehabilitation facilities, residential aged care units (nursing homes and hostels) and community health programs. Many services are also delivered by Peninsula Health staff visiting peoples’ homes.

The Health Service is active in both clinical education and medical research and is the largest employer on the Peninsula with 4,210 staff. Services are enhanced by the contributions of 820 volunteers.

Highlights for 2006/07

- Full accreditation for a four year period was granted by the Australian Council on Healthcare Standards (ACHS), see page 38.

- The excellence of many of Peninsula Health’s programs was also recognised in the Victorian Public Healthcare Awards. These teams and individuals are highlighted in this report.

- Peninsula Health was awarded the National Clinical Quality Award by ACHS for its pioneering work in using computer programs to help prescribe medications, see page 51.

- $45m in funding was announced by the State Government for the Stage 2A Redevelopment of Frankston Hospital, see page 19.

- Work was completed on Stage 1A of The Mornington Centre, Promoting Health Independence, a new Geriatric Evaluation and Management facility consisting of two 30 bed wards, see page 20.

- The Hillview Birthing Unit was successfully transferred from Rosebud Hospital to Frankston Hospital and maintains the Rosebud Midwifery Model of Care, see page 28.

- The Renal Dialysis and Chemo-therapy Unit at Rosebud Hospital was redeveloped, see page 29.

- Refurbishments in the Frankston Hospital and Rosebud Hospital Emergency Departments waiting rooms were completed, see page 25 and 28.

- A $3.4m redevelopment to the Frankston Hospital Radiology Department was completed, see page 26.

Year in Brief

<table>
<thead>
<tr>
<th>Financial ($000s)</th>
<th>2007</th>
<th>2006</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenue</td>
<td>284,173</td>
<td>267,702</td>
<td>6.15%</td>
</tr>
<tr>
<td>Total expenditure</td>
<td>282,196</td>
<td>266,147</td>
<td>6.03%</td>
</tr>
<tr>
<td>Operating surplus (before depreciation, capital and abnormal items)</td>
<td>1,977</td>
<td>1,555</td>
<td>27.14%</td>
</tr>
<tr>
<td>Total assets</td>
<td>218,746</td>
<td>202,155</td>
<td>8.21%</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>64,725</td>
<td>57,333</td>
<td>12.89%</td>
</tr>
<tr>
<td>Equity</td>
<td>154,021</td>
<td>144,822</td>
<td>6.35%</td>
</tr>
</tbody>
</table>

Staff

- Number of staff employed: 4,210 in 2007, 4,213 in 2006 (-0.07%)
- Equivalent full time (EFT): 1,297 in 2007, 2,583 in 2006 (-49.78%)

Performance Indicators

<table>
<thead>
<tr>
<th>Acute (Frankston and Rosebud Hospitals)</th>
<th>2007</th>
<th>2006</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatients treated (separations)</td>
<td>60,441</td>
<td>58,910</td>
<td>2.59%</td>
</tr>
<tr>
<td>Emergency presentations</td>
<td>71,075</td>
<td>69,881</td>
<td>1.71%</td>
</tr>
</tbody>
</table>

Psychiatric Services

- Occupied bed days: 14,373 in 2007, 14,701 in 2006 (-2.23%)
- Community contacts: 118,742 in 2007, 113,851 in 2006 (4.29%)

Community and Continuing Care Services

- Outpatient Services - occasions of service: 41,698 in 2007, 37,011 in 2006 (12.66%)

Community Health

- Outpatient Services - occasions of service: 69,769 in 2007, 56,880 in 2006 (22.66%)
2006/07 Performance at a Glance
Peninsula Health’s 2005 – 2008 Strategic Plan has six objectives. Outcomes against them are listed below.

Meeting Demand
(page 22)

Goals

Provide a quality of care to older people that is in keeping with evidence based practice.

Provide high quality, complementary services from Rosebud Hospital.

Work in partnership with other health providers to enhance the health and well being of the community.

Provide a flexible range of responses to the increasing level and complexity of demand.

Continue and enhance service and capital planning across acute, mental health, community health and aged care and rehabilitation.

Achievements

Stage 1A of The Mornington Centre, Promoting Health Independence, was completed.

‘Improving Care for Older People’ initiatives are now successfully embedded within the inpatient sub-acute environment.

Peninsula Health has implemented a ‘whole of service’ approach to falls prevention. Peninsula Health was selected by the Department of Human Services (DHS) as the lead metropolitan agency for the rollout of falls prevention programs across acute services.

The Transition Care Program commenced.

Two Division 2 nurses from Rosebud Residential Aged Care Services, Lisa Della Gatta and Zoe Caspar, won an award at the State Nursing Excellence Awards.

Rosebud Hospital’s Renal Dialysis and Chemotherapy Unit was redeveloped.

The Agestrong Program expanded out into the community, in partnership with local health care agencies and councils.

The Peninsula Health Psychiatric Service, with the Psychiatric Disability Rehabilitation & Support Services, have established The Alliance Project. The aim of the project is to work with local non-government organisations which are funded to provide rehabilitation and support services.

Redevelopment of Emergency Department waiting rooms at Frankston and Rosebud Hospitals was completed.

A 15 bed Medical Assessment and Planning Unit (MAPU) was established at Frankston Hospital.

A six bed Emergency Observation Ward (EOW) was refurbished. The Hillview Birthing Unit was relocated to Frankston Hospital.

A $3.4m redevelopment to the Frankston Hospital Radiology Department was completed.

Future Directions

Planning is underway for the future stages of The Mornington Centre. This will comprise another 30 geriatric evaluation and management beds, 30 complex care beds, 60 aged care mental health beds, a community rehabilitation centre and hydrotherapy pool and facilities for the Peninsula Community Health Service.

Services will expand to meet future need.

Work has commenced to develop a Southern Peninsula (Peninsula Health) Service Plan to meet health service needs on the Southern Peninsula over the next five to 10 years.

More programs will be introduced.

Work has commenced to the $45m Stage 2A redevelopment to Frankston Hospital (see page 19).

Expansion of Frankston Hospital Maternity Ward in 2008.
Building Partnerships

Goal
Foster development of mutually beneficial partnerships to build a healthier community.

Achievements
Peninsula Health held the first Ageing Well Expo.
Peninsula Health held the fourth “Men Behaving Positively” forum.
The Assistance and Care in Emergency (ACE) program has expanded from Frankston Hospital to commence at Rosebud Hospital.

Future Directions
Introduce more health forums and expos.
Smaller men’s health workshops will be held to follow up the Men’s Health Forum. These workshops will cover topics such as depression.

Enhancing Quality

Goal
Build on our strong culture of quality and innovation.

Achievements
Full accreditation for a 4 year period was granted by the Australian Council on Healthcare Standards (ACHS).
Successful ACSA accreditation granted for Carinya and Jean Turner Nursing Homes, Michael Court and Lotus Lodge Hostels.
Peninsula Health Psychiatric Services was restructured to improve the former use of CAT Services and Case Management Services with a more integrated service.
‘About Psychosis’ DVD was launched as an educational tool for carers and families of people who suffer from psychosis.
One of the Psychiatry Department’s senior nurses has been endorsed by the Nurses Board of Victoria as a Mental Health Nurse Practitioner, the first such appointment in Mental Health in Victoria.

The excellence of many of Peninsula Health’s programs was also recognised in the inaugural Victorian Healthcare Awards.
The Peninsula Health Research Program was further developed.

Future Directions
Continue to develop, review and if necessary amend, enhanced pathways based on experiences and evidence-based practice.
Foster and encourage innovative programs that enhance the quality of care provided.
Further implement Mental Health Nurse Practitioner’s practices at Peninsula Health.
2006/07 Performance at a Glance

Peninsula Health’s 2005 – 2008 Strategic Plan has six objectives. Outcomes against them are listed below.

Caring for and Supporting Our Workforce

Goal
Promote the attractiveness of Peninsula Health as an employer of choice, avoiding staff shortages in key areas.

Achievements
A program of support for junior International Medical Graduate (IMG) staff has been implemented.

An online eRecruitment system to automate and streamline the employee recruitment and selection process was introduced.

The very first Staff Climate Survey was conducted.

Future Directions
Implement the ‘Building Positive Attendance Victoria’ Program.

Peninsula Health will respond to feedback from the Staff Climate Survey.

Opportunities for departmental and inter-departmental communications, increased training opportunities and programs to enhance employee engagement will be introduced.

Managing Our Resources

Goals
Maintain financial viability by living within our means.

Plan, manage and enhance physical infrastructure.

Provide timely, accurate information to improve efficiency and patient/client outcomes.

Achievements
The full year financial operating surplus of $1.977m meets the target agreed by the Board of Directors and the Minister for Health in the Statement of Priorities.

The Health Service’s consumption of water and energy has been reduced and more waste material recycled.

$45m funding was announced by the State Government for the Stage 2A redevelopment of Frankston Hospital.

Peninsula Health undertook an external audit of its cleanliness during 2006 and the overall average result was 97%.

Peninsula Health was awarded the National Clinical Quality Award by the Australian Council on Healthcare Standards (ACHS) for its pioneering work in using computer programs to help prescribe medications.

Work progressed on introducing a new Patient and Client Management System (P&CMS).

Future Directions
Energy and water conservation programs extended and built into the expansion of Frankston Hospital.

Construction work to Frankston Hospital Stage 2A expansion to commence in 2008.

Expansion of the Maternity Unit at Frankston Hospital planned for 2008.

Implement and expand the new Patient & Client Management System to include all services.
Managing Risk
(page 50)

Goal
Identify, analyse, treat, evaluate and monitor key risks at all levels.

Achievements
A RiSCE (Risk Identification, Safety, Containment, Environment) Framework (including policy, procedures and a training package) was finalised and commenced implementation.

Audit of financial statements, including review of controls and IT processes for 2006/07 was signed off by Auditor-General during August 2007.


Future Directions
Ongoing sustainability of the RiSCE Program includes annual mandatory training for all relevant staff.

Electronic Prescribing Peninsula Health was awarded the ACHS National Clinical Quality Award. See Page 51
Pharmacy’s “Be Aware” Campaign Won in the Category of Excellence in Safety of Care at the 2006 Victorian Public Healthcare Awards. See Page 40
Core of Life Highly commended at the 2006 Victorian Public Healthcare Awards. See Page 28
Lisa Della Gatta and Zoe Caspar Two Division 2 nurses from Residential Aged Care Services won an award at the State Nursing Excellence Awards. See Page 24
ACHS Accreditation Full accreditation for a four year period was granted by ACHS. See Page 38
Key Performance Indicators

Emergency Department Presentations
Presentations to Hospital Emergency Departments grew by 2.4% at Frankston Hospital and remained steady at Rosebud Hospital.

Emergency Patients admitted to a ward within 8 hours
The prior year data is not comparable because it was on the basis of different statistical counting. Although the Department of Human Services target of 80% was not met, whole of organisation strategies are being developed and implemented to improve performance in this area.

Emergency Patients with a length of stay greater than 24 hours
There has been improvement in the number of patients staying in the Emergency Department for greater than 24 hours, with the 2006/07 result standing at 9 compared 56 the previous year.

Episodes of Hospital Bypass
Frankston Hospital had 141 episodes of hospital bypass.

Elective Surgery Patients on Waiting List as at June 30
There was a reduction in the number of patients waiting for elective surgery as at June 30.

Elective Surgery Waiting Times (in days) by Category
Average waiting times for elective surgery of Category 3 (non-urgent) and Category 2 patients decreased during the year. The average waiting time for Category 1 patients remained the same as 2005/06.
Hospital Inpatients Treated
The number of inpatients treated for the year remained steady at Frankston Hospital. The number of inpatients treated at Rosebud Hospital saw an increase of 1,802 (or 14.95%) on the previous year.

Assets/Liabilities
Total assets rose by $16.6m to $218.7m during 2006/07. Liabilities rose by $7.4m to $64.7m. Equity, being the difference between assets and liabilities rose by $9.2m to $154m in 2006/07.

Expenditure
Expenditure rose by $16.5m to $282.2m in 2006/07.

Operating Surplus before depreciation, capital and abnormal items
An operating surplus of $1.977m was achieved, reflecting that Peninsula Health covered its operating costs and was able to contribute towards funding capital expenditure.

Sources of Revenue 2007
Revenue from operations totalled $288.7m in 2006/07.
Board of Directors

Mr Barry Nicholls (Chairperson)
MEd BEc (Hons 1) TPTC
Appointed: 1 July 2003
Former Senior Victorian public servant, including roles within DHS and numerous public authorities;
Fellow, Australian Institute of Company Directors;
Fellow, Institute of Public Administration Australia (Vic);
Past President, Economic Society of Australia (Vic);
President, Rotary Club of Sorrento Inc.

Ms Diana Ward (Deputy Chairperson)
MSocSc (Pol & Hum Serv)
BA (Soc)&(Anthrop)
DipArts (Prof Writ & Ed)
Appointed: 1 July 2000
Licensed Estate Agent;
Director, Victorian Healthcare Association.

Mr James Kerrigan OAM
JP BHA (NSW) FÅCHSE (Honorary Life Member)
Appointed: 1 July 2002
Former co-ordinating Surveyor and Preceptor for Australian Council on Healthcare Standards;
Former State President and Councillor ACHSE;
Former State President and Federal Councillor Australian Hospitals Association;
Former CEO three major teaching hospitals, PANCH, RVEEH and Mater Hospital Newcastle.

Associate Professor Ruth Salom
MB BS MD BMedSci (Hons) FRCPA MIAC MBA
Appointed: 1 July 2005
Managing Pathologist, Victorian Cytology Service;
Associate Professor of Pathology, Monash and Melbourne Universities;
Former Faculty Board Member, Monash University;
Former Board Member, Royal College of Pathologists Australasia;
Former Member, Medical Services Advisory Committee.

Ms Nancy Hogan
BA (Hons) Poli Sci, Grad Dip Rehab Studies, MBA,
FACHSE, AAICD
Appointed: 1 July 2007
Executive Director, Health and Aged Care Services with Galante Business Solutions; Former Board Director, Hesta;
Former Board Director, Industry Funds Management Advisory Board.
Ms Liza Newby
LL.B (Hons) MA FAIM
Appointed: 1 July 2004
Consultant in health law and policy;
Member of the Victorian Quality Council;
Community Member of Victorian Mental Health Review Board;
Former Victorian Health Services Commissioner.

Mr Jim Swinden
MAdmin BEc FCHSE CPA
Appointed: 1 July 2006
Consultant in Health Services management;
Director of Australian Red Cross Blood Service;
Health management experience in a range of settings including specialist, teaching and rural hospitals as well as policy development and advocacy;
Former Victorian Branch President, ACHSE.

Mr Michael Tiernan
LL.B
Appointed: 1 July 2004
Consultant in Legal Management and OHS, Rehabilitation and Risk Management;
Member Law Institute of Victoria;
WorkCover Committee, Accident Compensation Committee.

Ms Dianne Wickham
BBus CA MIACD
Appointed: 1 July 2001
Partner, Morey Wickham Chartered Accountants and Advisers.

Mr Peter LeRoy (not pictured)
Appointed 1 July 2006
- resigned 11 January 2007
Assoc. Diploma Computing
Management Consultant and Advisory Board member with Potter Farrelly and Associates;
Member Australian Computer Society;
Former Director, Strategic Projects, with the Department of Premier & Cabinet’s Office of the Chief Information Officer (OCIO);
Former Chief Information Officer within various Federal and State justice agencies.
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 2006 to 30 June 2007. At these meetings, members of the Peninsula Health Executive regularly present reports on their areas of responsibility.

Retirements

Peninsula Health Board and Staff extend their sincere appreciation to former Board Director, Mr Peter LeRoy, who resigned from the Board (as at 11 January 2007), for his valuable contribution.

New Appointments

The appointment to the Board of Ms Nancy Hogan, was announced on 1 July 2007. Ms Hogan is the Executive Director Health and Aged Care Services with Galante Business Solutions. Ms Hogan has previously been the CEO of a number of public, not-for-profit and private hospitals and aged care organisations and a Board Director of Hesta and the Industry Funds Management Advisory Board.

Board Committees as at 30 June 2007

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)
- Jim Kerrigan OAM

Audit Committee

The Audit 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 compliance monitoring framework and monitors all risk management activities for Peninsula Health.

Members:
- Diana Ward (Chair)
- Barry Nicholls
- Dianne Wickham

Quality & Clinical Governance Committee

The Quality & Clinical Governance Committee meets as required to monitor outcomes and improve the quality and effectiveness of 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)
- Barry Nicholls
- Associate Professor Ruth Salom
- Michael Tiernan
Planning & Future Development Committee

The Planning & Future Development Committee plans for the future distribution and delivery of services and ensures future services are based on demonstrated community needs. It identifies existing services which require upgrading, extension, modification or deletion and makes recommendations to the Board on suggested methods of financing proposed future services.

Members:
- Michael Tiernan (Chair)
- Associate Professor Ruth Salom

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)
- 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:
- Liza Newby (Chair)
- Diana Ward

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 two Community Advisory Groups, including the Culturally and Linguistically Diverse (CALD) Community Advisory Group and the Koori Community Advisory Group.

Members:
- Jim Swinden (Chair)
- Liza Newby

Primary Care & Population Health Committee

The Primary Care & Population Health Committee assists in creating effective linkages between Metropolitan Health Services and Primary Care Partnerships.

Members:
- Peter LeRoy (Chair) (until 11/1/07)
- Jim Swinden (Chair) (from 1/3/07)
- Diana Ward (from 1/3/07)

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

Meeting Attendances

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* Committee member for only part of the year.
Executive Staff Profile

Dr Sherene Devanesen
Chief Executive
MB BS Dip Obst RACOG FRACMA FCHSE FAIM FHKCCM
Appointed: October 2000
Sherene has 11 years experience in clinical work followed by 26 years in Health Service management. She is a member of the DHS Board of Health Information Systems; a Member of the Victorian Quality Council; a Member of Monash University Faculty of Business and Economics, Peninsula Advisory Board; a Board Director of Wesley Mission Melbourne; a former President of the Royal Australasian College of Medical Administrators and an ACHS Surveyor.

Dr Peter Bradford
Executive Director Medical, Frankston Acute Care, and Quality; and Deputy Chief Executive
MB BS MPH FRACMA FCHSE
Appointed: January 2001
Peter has been with Peninsula Health for 8 years and has worked in senior health care management roles for 26 years in Victoria and the Northern Territory. Peter is also a Councillor of the Royal Australasian College of Medical Administrators, a Council Member of the Chisholm Institute of TAFE, an ACHS Coordinating Surveyor, and is the Chair of the Victorian State Advisory Committee for ACHS.

Dr Sara Watson
Executive Director Community & Continuing Care and Allied Health Services
MBChB FRACMA MHA (NSW) BSc (Hons)
Appointed: March 2006
Sara has held a number of senior executive and management positions in health care. Sara is a Fellow of the Australasian College of Medical Administrators, an Associate Fellow of the Australian College of Health Service Executives and an Honorary Senior Lecturer in the Department of Epidemiology and Preventive Medicine, Monash University.

Mr Chris England
Executive Director Human Resources and Rosebud Acute Care
AHA(UK) CMAHRI
Appointed: August 2005
Chris’s career in health administration includes leading the Human Resources functions at Bayside Health, Peninsula Health Care Network, The Royal Melbourne Hospital, The Austin Hospital and The Alfred Hospital.
Mr Brendon Gardner
Executive Director Planning, Psychiatry and Infrastructure
B App Sc (HIM) MHA UNSW AFCHSE
Appointed: May 2007
Brendon first joined Peninsula Health in 1997 as Network Manager, Health Information Services, and has held several project management, operational and Acting Executive positions within the Health Service. He has been a member of various DHS committees on Coding and Casemix, and more recently a member of the Steering Committee responsible for selecting and implementing the new Patient and Client Management Systems within the HealthSmart program.

Ms Jan Child
Executive Director Nursing, Frankston Emergency & Intensive Care and Community Participation
GradDip(Behavioural Sc) GradDipHlthAdmin
Appointed: February 2007
Jan is a Division 1 Registered Nurse with over 20 years experience in the public and private sectors. She has held professional and operational roles in a range of public health settings including Community Health and Primary Care and has been a member of Peninsula Health’s Operational and Nursing Executive for more than five years.

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

Ms Elaine Bennett
Acting Associate Executive Director of Psychiatry and Director Clinical Governance, Quality and Customer Services
BA Joint(Hons) CPFA (UK) MBA AFCHSE
Appointed: April 2007
Prior to coming to Australia Elaine was the Executive Director of Finance and Information for a Mental Health National Health Service Trust in the UK for eight years. Elaine has since held senior management positions in Finance at both St Vincent’s Health and Women’s and Children’s Health. Her appointment as Acting Associate Executive Director is in addition to her role as Director of Clinical Governance, Quality and Customer Services.
Organisational Structure

As at 30 June 2007

Deputy Chief Executive
Dr Peter Bradford

Chief Executive
Dr Sherene Devanesen

Executive Directors

Executive Director Medical, Frankston Acute Care & Quality
Dr Peter Bradford
- Medicine/ Cardiac Services
- Surgery/ Operating Services
- Women’s/ Children’s/ Adolescents
- Oncology and Palliative Care
- Critical Governance, Quality and Customer Services
- Investigative Services
- Pharmacy
- Medical Governance
- HMO Coordination/ Support
- Medical Education
- Patient Transport
- Frankston site coordination

Executive Director Community & Continuing Care and Allied Health
Dr Sara Watson
- Rehabilitation and Aged Care/ Sites
- Residential Care
- Allied Health
- Social Work and Integrating Care
- Outpatients
- Hospital in the Home
- Community Health Services
- Research and Ethics

Executive Director Human Resources and Rosebud Acute Care
Mr Chris England
- Human Resources
- Emergency Response Management
- OH&$ Rosebud Hospital

Executive Director Finance and Information
Mr David Anderson
- Finance
- Payroll
- Supply
- Personal Alarm Call Service
- Printing
- Information Management
- Information Technology

Executive Director Nursing, Frankston Emergency & Intensive Care and Community Participation
Ms Jan Child
- Frankston Emergency Services
- Frankston Intensive Care Unit
- Nursing Services/ Recruitment
- Nursing Education
- Community Participation
- Koori Liaison
- Pastoral Care
- Library Services
- Core of Life

Executive Director Planning, Psychiatry and Infrastructure
Mr Brendon Gardner
- Planning
- Capital Projects
- Psychiatry Services/ Sites
- Infrastructure
- Engineering
- Environmental Services
- Food Services
- Security

Acting Associate Executive Director of Psychiatry
Ms Elaine Bennett

Board

- Medical
  Dr Peter Bradford
- Nursing
  Ms Jan Child
- Allied Health
  Dr Sara Watson
- Legal
  Ms Vicky Hammond
- Public Relations
  Mr John Jukes
Initial work on the $45m expansion of Frankston Hospital has commenced.

The project will take three years to complete and is a significant milestone in the continuing development of health services on the Mornington Peninsula.

When this next phase in the expansion of Frankston Hospital is opened, Peninsula Health will have surgical and critical care facilities that compare with the best in Victoria.

The redevelopment will provide over 6,000 square metres of new and redeveloped areas at Frankston Hospital.

The expansion will include the development of two new surgical theatres and new endoscopy and day surgery facilities. The four existing theatres will also be refurbished. This will bring the total number of theatres at the hospital to eight.

The development of the two new surgical theatres will help to reduce the waiting list for Category 2 and 3 patients waiting for elective surgery.

The new operating theatres will be ready for use in November 2009. A new Cardiac Angiography Unit will be situated close to the new operating theatre complex and will have better access to the intensive care and theatre areas.

The redevelopment will also include a new 13 bed Intensive Care Unit.

The theatres and the Angiography Unit will be serviced by a new centralised 33-bed and 7-chair recovery suite. The Central Sterile Supply Department, which sterilises all the equipment used in the theatres, will also be refurbished and expanded.

The Pharmacy Department will be redeveloped and expanded, and the Health Information Services Department will be relocated to a new area.

New education facilities and staff accommodation will also be built, providing a better environment for staff.

The redevelopment will boost the hospital’s capacity to meet the demands of the growing population on the Peninsula by enhancing existing facilities and developing more services to cater for future health needs.
The new Mornington Centre, a centre of excellence for aged care, opened in September 2007.

Stage 1A of The Mornington Centre comprises 60 geriatric evaluation and management beds and provides treatment and care for elderly patients.

The Mornington Centre, located on the Nepean Highway, provides a new, dynamic person-centred model of care.

Special features of The Mornington Centre include:
- 20 double and 20 single rooms all with ensuites.
- Lifting apparatus in 12 of the patient rooms and ensuites to assist staff with the transfer of dependant patients from bed to chair or bed to bathroom.
- A number of consultation rooms on each floor for one-on-one or group therapy as required.
- Group rooms designed for multiple purposes including patient and staff activities.
- Secure landscaped mobility and sensory garden areas around the building, and a third garden for visitors.

The design of The Mornington Centre incorporates features which help to reduce risk of falls and minimise cognitive decline.

Inpatients from the Mt Eliza Centre were relocated to The Mornington Centre in September 2007.

The Mornington Centre will treat about 1,500 elderly patients every year. The average length of stay is expected to be 23 days.

Peninsula Health is working with the Department of Human Services on planning for the future stages of The Mornington Centre. This will comprise another 30 geriatric evaluation and management beds, 30 complex care beds, 60 aged care mental health beds, a community rehabilitation centre and hydrotherapy pool and facilities for the Peninsula Community Health Service.
The new Mornington Centre, a centre of excellence for aged care, opened in September 2007. Mornington Development Project Manager, Judi McKee, and Site Engineer, Guy Chipperfield, view plans as construction of the centre nears completion.
Improving Care for Older People

Older people are significant users of Peninsula Health services. When admitted to hospital they often present with multiple and complex needs. In 2006/07, people over 65 accounted for 47% of all admissions. In several non-subacute units, beds being occupied by older people ranged between 46-82%.

In 2005, the Department of Human Services (DHS) granted funding to Peninsula Health and 14 other metropolitan and rural Health Services, to ensure Health Services continue to respond to the often complex needs of older people into the future.

Significant progress has been made, within the sub-acute services, towards implementation of the principles underpinning Victoria’s ‘Improving Care for Older People’ projects. These include:

• The development of an Inpatient Falls Program.
• Further development of staff expertise in all major clinical risk areas, including falls prevention, cognition, skin integrity, continence, diabetes and medication.
• Agestrong - a strength and balance group program delivered in the sub-acute inpatient settings (including aged psychiatry) and in the community.
• Robust processes for consumer feedback.
• A Clinical Governance structure for Older people.
• Implementation of an Older Person Friendly environment audit tool resulting in a $137,000 grant by DHS for new chairs and beds designed to improve care for older people. A nurse call bell system was also updated to improve responsiveness to patient calls for assistance.

Falls Prevention Program

Peninsula Health’s organisation wide Falls Prevention Program is recognised nationally, and internationally, as best practice. The program has been integrated into routine work practice for all inpatient and residential care settings.

DHS has selected Peninsula Health to be the lead metropolitan agency for the roll out of a falls prevention program across acute services.
Dialysis Nurse, Jody Holmes, assists Renal Dialysis patient, Anthony Keep with his treatment. Since the redevelopment of the Renal Dialysis Unit at Rosebud Hospital, it has tripled its capacity, expanding from three chairs to nine. Now at its full capacity, it allows an extra 24 patients to receive this treatment three times each week.
Meeting Demand

The program was launched as a clinical portfolio model of care proactively addressing falls prevention. It assists in correctly managing medication, reducing hazards in the home or in hospital, and providing a safer living environment.

Agestrong

Agestrong is a strengthening and balance group program designed for older people, which is based on research evidence, has been developed by the Strength is for Life Network - a partnership of local agencies in the Frankston and Mornington Peninsula region.

In 2006/07, there were 610 participants in the Agestrong program, which was conducted at 10 venues across Frankston and the Mornington Peninsula, in partnership with local health care agencies and councils. Trained leaders provided sessions in safe, supportive environments at low cost. Carer and chair-based sessions were also provided.

The program is now offered in eight wards within in-patient and residential campuses across Peninsula Health. The Agestrong program provides direct health benefits and support for the transition to a healthier lifestyle upon leaving the hospital environment.

Mt Eliza Personal Assistance Call Service (MEPACS)

Peninsula Health, through the Mt Eliza Personal Assistance Call Service (MEPACS), provides personal alarms for over 13,000 people throughout the Eastern part of the state. These alarms enable users to contact MEPACS in a medical emergency and to live independently in their homes for longer.

During the year, MEPACS responded to 15,659 true medical emergencies, with 97.17% of the calls answered within two minutes.

Client satisfaction surveys indicate that over 96% of clients were very satisfied with their service at MEPACS and 100% were very satisfied with the response to a medical emergency.

The service, which is based at Mt Eliza, uses telephone systems, advanced software and back up facilities to maintain contact with clients.

Ambulatory Services

All ambulatory services, including home based components, have merged to form one service delivered at Chelsea, Frankston and Rosebud Community Rehabilitation Centres. This means that clients can access the service required close to or in their homes.

Residential Aged Care Services

In April 2007, Dr Craig Clarke joined Peninsula Health as Clinical Director, Aged Care Medicine.

Two Division 2 nurses from Rosebud Residential Aged Care Services, Lisa Della Gatta and Zoe Caspar, won an award at the State Nursing Excellence Awards held in October 2006.

The award in the category of ‘Improving the patient/client experience through innovative nursing practices’ recognised their work in improving the oral health care of residents. There were over 80 nominations and five were short listed for the award.

Transition Care Program

The Transition Care Program is a 12 week program, jointly funded by the Commonwealth and State Government. It provides care and restorative services for older people who have been in hospital. The program can be provided at the patient’s home or in a residential care service. The aim for those in the program is to improve their functional capabilities and their overall level of care.

The program commenced in December 2006. It currently has 20 residential places at a private residential care facility, Regis Shelton Manor in Frankston, and 10 home based places. Both are supported by Peninsula Health Allied Health staff.
Osteoporosis Service

Peninsula Health has funded an Osteoporosis Nurse to work with the Frankston Fracture Prevention Program. The role of the Osteoporosis Nurse is to help prevent future fractures in patients who have been treated for a fracture. The Nurse’s role includes:

- Organising screening tests.
- Ensuring follow up appointment with the Endocrinology team in outpatients.
- Maintenance of a database of Osteoporosis management outcomes.

Frankston Hospital

Frankston Hospital is the major provider of acute secondary and tertiary hospital services on the Mornington Peninsula.

In 2006/07, Frankston Hospital treated 48,120 inpatients, a decrease of 70 patients from 2005/06.

Each month at Peninsula Health, over 1,000 surgical procedures are performed and nearly half of these are elective surgery. The number of patients on the waiting list reduced from 2,609 in June 2006 to 2,322 as at June 30 2007.

Emergency Department

There were 50,518 presentations to the Frankston Hospital Emergency Department, an increase of 1,188 patients (2.4%) from the 2005/06 financial year.

The 6 bed Emergency Observation Ward (EOW) was refurbished in September 2006, and is used for patients who may require prolonged observation, but are likely to then return home. Future plans for the EOW will see the installation of monitors allowing the Emergency Department to observe patients requiring investigation for chest pain.

A 15 bed Medical Assessment and Planning Unit (MAPU) was established to facilitate a quicker flow of patients to medical wards and other programs, and is part of the Frankston Hospital Emergency Department.

The goal of MAPU is to move the estimated 30,000 patients it will see each year to an appropriate area or program within 48 hours. Patients are discharged home, transferred to an inpatient ward bed, sub-acute facility or to Hospital in the Home.

This initiative will assist in managing the flow of the 1,000 patients the Emergency Department sees each week, assist in avoiding by-pass situations and speed the patient’s journey to further acute and sub-acute care when it is required.

In October 2006, work on the Emergency Department waiting area was completed. The waiting area is enhanced through natural lighting, better triage and more privacy.

A dedicated paediatric waiting area in the Emergency Department was also created. This DHS funded initiative improved the experience for children who present to the Emergency Department. The paediatric waiting area was enhanced by the donation of a Starlight Fun Centre, which is a colourful, high-tech entertainment unit offering a diversion for children waiting to be seen by a doctor, helping to alleviate their anxiety.

In the year under review an organisation wide response to lengthening waiting times in the Emergency Department at Frankston Hospital was developed.

Some people spent too much time in the Emergency Department waiting to be treated, waiting for a bed in an appropriate ward or waiting to be referred to a program of care.

A consulting area for patients likely to be discharged quickly was established in the adjacent Medical Imaging Department and other areas.
Meeting Demand

The increased number of patients requiring cardiac monitoring for between 12 and 36 hours resulted in some prolonged stays in Emergency Department. Additional monitors were ordered to enable these patients to be transferred to the Emergency Observation Ward freeing up beds in the Emergency department for other patients.

Revised bed management, discharge management and patient flow processes have been introduced. These have maximised bed availability by ensuring prompt and appropriate discharge times; transferring identified patients from Frankston Hospital to Rosebud Hospital, and to both aged care and rehabilitation programs. This will result in more beds being available during peak time to allow efficient patient flows from the Emergency Department to other wards and programs.

Other strategies developed include the fast tracking of some patients, such as children to the children’s ward, for treatment and the fast tracking of patients likely to be discharged, to procedure rooms and discharge areas.

Successful implementation of these strategies will enable Frankston Hospital to meet both internal and DHS targets for the timely treatment of patients in the Emergency Department and their discharge or transfer to other wards and programs.

**Radiology Department**

The $3.4m redevelopment to the Frankston Hospital Radiology Department was completed in September 2006. This project improved the Radiology Department’s facilities to better cope with current and future demands for medical imaging.

Since the completion of this redevelopment, Radiology has seen the number of examinations increase to 72,220 from 68,005 in the last financial year. This represents a 6.2% growth in the number of examinations.

The redevelopment included:

- Placement of the CT scanner in a more accessible site, closer to Emergency and the other wards and departments.
- Development of an additional General X-ray room and an Interventional Ultrasound room.
- New and larger patient observation areas for short-term and long-term stay.
- A new waiting room and Reception area.
- Improved staff facilities and a Conference room.
- Infrastructure to support new image recording and storage systems (Picture Archiving and Communications Systems - PACS).
- Improved Specialist Radiologist reporting areas.

A new Interventional Angiography Suite was also developed to enable patients to have diagnostic angiography as well as vascular interventional procedures.

During the redevelopment, MIA Victoria - the provider of Radiologist support and MRI services to the Department – also replaced their MRI scanner with a state of art $2.5m MRI scanner capable of faster scan sequencing and whole body imaging.

MIA also replaced their Nuclear Medicine Gamma Camera with a new dual-head Gamma Camera, at a cost of $500,000. This will achieve faster and more detailed image acquisition and lead to improved diagnosis. The Gamma Camera was installed in June 2007.

**Paediatric Diabetes Clinic**

The Paediatric Diabetes Clinic has commenced on a weekly basis for paediatric patients, and their families, who have been referred by their general practitioner.

The Clinic commenced in December 2006 and, by June 2007, it had provided 144 occasions of service. The Clinic provides patients and their families with access to a multi-disciplinary team of health care professionals. These include a paediatrician, diabetes educator, dietitian and a psychologist. The Clinic saves families time and money in individually accessing each of these health care professionals.
In March 2007, the Hillview Birthing Unit relocated to Frankston Hospital to provide a safer clinical environment for expecting mothers. Hillview Birthing Unit, Nurse Unit Manager, Loretta Whyte is pictured above with new mum Arlene Yeoh and baby Brandon. Brandon is one of 55 babies born in 2006/07, at Hillview Frankston since the relocation.
Flexible Cystoscopy Service
In November 2006, Peninsula Health commenced the Flexible Cystoscopy service. Flexible cystoscopy allows a doctor to examine a patient’s bladder using a thin, flexible, tube-like telescope called a cystoscope and assists in diagnosis of bladder conditions.

The cystoscopy procedure was previously performed with a rigid cystoscope under general anaesthesia. Now it is a much shorter procedure performed with a flexible cystoscope under local anaesthesia, increasing patient comfort and safety. The enhanced service is less invasive and reduces the impact on lifestyle for the patient.

Peninsula Health Maternity Services
In 2006/07, there were 2,584 births at Frankston and Rosebud Hospitals.

Peninsula Health has restructured birthing services to offer the Rosebud low risk ‘Hillview’ Midwife Led Model of Care and both the Frankston Hospital Midwife and Medical Models of Care, which includes higher risk cases, at Frankston Hospital.

In April 2007, the Hillview Birthing Unit was relocated to Frankston Hospital.

The decision to relocate the Hillview Birthing Unit was made following reviews made by Professor Euan Wallace, Professor of Obstetrics, Monash University, and Dr Campbell Miller. Both recommended the preservation of the Rosebud Midwifery Model of Care at Frankston Hospital.

Rosebud Hospital continued to offer prenatal and postnatal services, including booking clinics, midwives clinic, postnatal care, home visiting service, Mother Baby Unit and Sleep clinics.

The relocation of the Hillview Birthing Unit provides the opportunity for women to choose the model of care they prefer with ready access to medical expertise if it is required.

An expansion to Frankston Hospital’s maternity facilities is planned for 2008 and will result in additional maternity and birthing facilities.

Core of Life
Core of Life has expanded nationally. This unique, ‘hands on’ life education program presents male and female adolescents with information on pregnancy, giving birth and parenting a newborn. In 2006/07, the program was delivered to 15,000 youth at approximately 240 secondary schools and 50 community settings. By the end of 2007, the program will have reached over 38,000 young people across Australia.

The program was presented to hundreds of Indigenous young people in rural and remote areas. Core of Life worked in partnership with several Aboriginal and Torres Strait Islander health organisations to develop modified resources for Australia’s Indigenous community. Several Indigenous communities were encouraged to contribute images, artwork and language to further develop the program’s educational resources.

In recognition of the successful work of Core of Life, the program was highly commended in the Excellence in Prevention and Early Intervention Category of the 2006 Victorian Public Healthcare Awards.

Rosebud Hospital
In 2006/07, Rosebud Hospital treated 12,322 inpatients, an increase of 1,602 patients from 2005/06.

At Rosebud Hospital, several new services were introduced and others were expanded and enhanced.

Emergency Department
The Emergency Department’s Triage Area has been expanded to provide increased privacy for patients, as well as a larger family-friendly waiting environment.

A dedicated triage nurse role was also introduced at the Rosebud Emergency Department.
Rosebud Day Treatment Centre
The Rosebud Hospital Renal Dialysis and Chemotherapy Unit was redeveloped to meet growing demand on the Mornington Peninsula. The $700,000 expansion was supported by a $250,000 grant from the Southern Peninsula Community Fund and other community donations.

The Renal Dialysis Unit has tripled its capacity, expanding from three chairs to nine. Now at its full capacity, it allows an extra 24 patients to receive treatment three times each week.

An internet booking service for dialysis patients holidaying on the Peninsula, has been introduced.

The booking service uses a calendar, which can be accessed from the Peninsula Health website. Patients who holiday on the Mornington Peninsula can easily book in temporary dialysis treatment at Rosebud Hospital.

Rosebud Hospital’s four-chair Chemotherapy service for cancer patients was moved to a new area adjacent to the Renal Dialysis Unit. The combined areas are now known as the Rosebud Day Treatment Centre.

The graph above shows the growth in Chemotherapy treatment in 2006/07, at Rosebud.

Chemotherapy Treatments – Rosebud 2006/07

Operating Theatres
Rosebud Hospital’s operating theatre sessions were reviewed, and operating sessions were consolidated into all day sessions Monday to Thursday, rather than half day sessions. The changes were made to improve efficiency and optimise use of resources.

Central Sterilising Supply Department
Rosebud Hospital’s Central Sterilising Supply Department (CSSD) acquired a state-of-the-art Atherton Steriliser, valued at $90,000. This equipment has improved efficiencies within the department, which provides sterilising services for the Southern Peninsula Health sites.

Patient Transport
Rosebud Hospital has been able to significantly improve patient access to offsite health care facilities by purchasing its own dedicated minibus, thanks to a generous donation of $50,000 from the Rosebud Hospital Kiosk Auxiliary. The vehicle has been specially adapted to take up to two wheel chair patients.

Complex Care Program
The Peninsula Complex Care Program (PCCP) helps prevent avoidable hospital admissions and emergency department presentations by providing care coordination services in the community.

The Program provides care coordination across five streams - diabetes, cardiology, respiratory, drug and alcohol and a generic stream, which includes paediatrics. People who have attended the Emergency Department at either Frankston or Rosebud six or more times within a 12 month period will be referred to Complex Care for follow up.
Meeting Demand

With the addition of a Dietitian, Pharmacist and GP Liaison Officer, the Rosebud Complex Care Team now provides a multi-disciplinary approach to client care.

A total of 1,053 clients received services in 2006-07, an increase of 242 compared to the previous year.

The graph shows 1,104 fewer ED presentations, 748 fewer inpatient admissions and 2,769 fewer bed days amongst this group of clients comparing the 12 months prior to involvement with PCCP and a year after receiving the service.

The Complex Care program received $102,000 in funding from DHS in February 2007 to enable program staff to participate in a pilot of the “InterRAI Home Care Assessment Form” - a comprehensive electronic in-home assessment. Nineteen program staff have completed training and a project worker was appointed to support the project. The program creates a consistent comprehensive assessment which can be used and understood by a wide range of clinicians.

Community Health

Community Health Services at Peninsula Health promote wellness and encourage people to share in the responsibility for their own health and wellbeing.

In 2006/07, Community Health Services provided 69,769 occasions of service at the Frankston Integrated Health Centre and at other Peninsula locations.

Introduction of Single Session Therapy

Waiting lists for individual and family counselling have reduced significantly.

The Counselling team has designed and implemented new group programs in response to trends in one-on-one consultations and client feedback. These allow access to support, information and treatment for common problems such as anxiety, depression, grief, separation and ageing.

The combination of Single Session Work and the Group Programs gives clients different mediums in which to work through their issues effectively.

In 2006/07, the number of clients referred to group programs has increased from 55 to 140.

Food.Kids.Play

Food.Kids.Play (formerly Food.Com. Play) is a family based intervention for childhood obesity, which is a collaboration between Frankston Hospital Paediatric staff and Community Health staff.
Food.Kids.Play is a six-week family group program which aims to improve health outcomes of families with pre-pubescent children, who have weight and self esteem issues. It encourages the whole family to make changes in nutrition, physical activity and lifestyle in order to maximise the family’s health.

In 2006/07, 30 children from 21 families completed the program. The results have been positive with parent surveys indicating that their children’s self esteem has improved. Overall, children participating in the program have reduced their hours of TV viewing by 29% and have increased their hours of physical activity by 31%.


Psychiatric Services

In 2006/07, Peninsula Health Psychiatric Service (PHPS) had 118,742 community contacts, an increase of 4,891 (or 4.3%) from 2005/06. It had14,373 occupied bed days, which is a decrease of 328 bed days from 2005/06. The number of separations remauned steady at 1,056.

PHPS continue to work on improving all aspects of psychiatric service delivery to Frankston and the Mornington Peninsula, and have developed an improved model of care.

Psychiatric Services introduced four multi-disciplinary community-based adult teams that work closely with local general practitioners and other healthcare providers as well as collaboratively working with clients and their families or other carers.

The new model replaces the former use of CAT Services and Case Management Services with a more integrated service.

PHPS has reviewed and developed services to help ensure that patients who present with a psychiatric problem do not have to wait in the Emergency Department at Frankston or Rosebud Hospitals for any longer than is necessary.

The number of patients placed in a low-stimulus environment decreased in 2006/07. The current monthly rate of seclusion is 7.6% of all admissions, compared with 16.44% last year. The ACHS benchmark of seclusion is 20%.

Other developments over the last year include the acquisition of a lease on a building next to the community mental health service in Davey St. This enabled PHPS to expand services in an improved environment.

Mental Health Service Plan

Peninsula Health is developing a Mental Health Service Plan that will identify anticipated needs over the next 10-15 years. It will propose an optimal mental health service system in terms of bed and community-based adult, child and adolescent and aged care mental health services required to meet the needs of the catchment area’s population.

The Service Plan will identify a model which will incorporate the service components of emergency, community, residential and acute inpatient and new service models such as prevention and recovery care (PARC), as well as psychiatric disability, rehabilitation and support services (PDRSS) provided by the non government sector. In addition, relationships with drug and alcohol services, primary mental health teams, general practitioners, housing, hospitals, private mental health services, consultation liaison and support services, and academic institutions will also be considered.

The Service Plan will take into consideration Department of Human Services’ policy directions, planning undertaken to date by Peninsula Health and Southern Mental Health Services, as well as recommendations of the proposed Southern Peninsula (Peninsula Health) Service Plan.

Intern Positions

DHS has funded two additional Intern positions for Peninsula Health to meet extra patient demand. These positions include rotations in departments including Psychiatry, Surgery, Rosebud Hospital’s General Medicine and Emergency Department.
Building Partnerships

Goal

- Foster development of mutually beneficial partnerships to build a healthier community.

Peninsula Health works closely with community groups and other service providers to improve the integration and delivery of services.

Community Advisory Committee

The Community Advisory Committee (CAC), and its subcommittees, meet regularly and provide feedback, perspective, ideas and information to the Board and Staff. Advisory committees and groups are made up of community members whose interests and activities give them access to public opinion. In selecting members for the committees, Peninsula Health also tries to ensure that these members represent the groups in the community.

The development of the Community Participation Plan was undertaken in conjunction with CAC members and has resulted in a strong framework for building community participation across the Health Service.

CAC member, Marilyn Rowe, was sponsored by the Victorian Quality Council (VQC) to attend the Australasian Conference of Safety and Quality in Healthcare held in Melbourne in August 2006.

Peninsula Health supported the ‘Participate in Health’ Conference held in February 2007. CAC Member, Gus DeGroot led the group discussing Medication Safety Issues.

Culturally and Linguistically Diverse Groups

Peninsula Health tries to involve consumers in all aspects of its program and service development from service planning through to evaluation. Particular attention is paid to culturally and linguistically diverse groups.

Goal

- Foster development of mutually beneficial partnerships to build a healthier community.

Peninsula Health works closely with community groups and other service providers to improve the integration and delivery of services.

A Culturally and Linguistically Diverse (CALD) Community Advisory Group was established. The group’s inaugural meeting in November 2006 was well attended by members of the CALD community and CALD Service providers.

The CALD Community Advisory Group has endorsed Peninsula Health’s CALD Plan. Peninsula Health’s CALD Plan focuses on activities such as training of Peninsula Health staff to appropriate use of language services, undertaking community engagement activities with local migrant resource centres and ethnic community groups, implementing the Victorian ‘interpreter symbol’ across all sites and establishing a Cultural Diversity Committee to oversee these initiatives.

The CALD Community Advisory Group has representatives from local Greek, Russian, Dutch and Italian community organisations.

Throughout 2006/07, an average of 60 interpreter bookings were made each month. The main languages requested were Greek, Italian, Auslan (sign language for hearing impaired), Mandarin, Croatian, Dari, Cantonese and Arabic.

Koori

The Koori Community Advisory Group has increased its membership from four to 10 members.

Peninsula Health staff continue to participate in a range of workshops conducted by the Victorian
Frankston Hospital’s Ward 5GN Volunteer Brian Whitlow, explains rights and responsibilities to patient Wilma Kneebone, as part of Peninsula Health’s Rights and Responsibilities Program.
Aboriginal Community Controlled Health Organisation. Training includes program evaluation, work roles, Aboriginal health promotion and Indigenous cultural respect training.

Peninsula Health presented at the DHS ‘Participation and Health’ conference held in February 2007. A presentation was made about the formation, successes and learnings of the Koori Community Advisory Group.

The Aboriginal Health Promotion and Chronic Care Program (AHPACC)

There are over 1,500 Indigenous people living on the Mornington Peninsula.

Two staff have joined the Aboriginal Health Promotion and Chronic Care Program to ensure that community health services are culturally responsive to the chronic health needs of the local Indigenous population. The geographic catchment for this project will be the local government areas of Frankston City and Mornington Peninsula Shire.

The top five Ambulatory Care Sensitive Conditions for the Frankston/Mornington Peninsula area are diabetes complications, chronic obstructive pulmonary disease, dehydration and gastroenteritis, angina and dental conditions. All of these occur in Indigenous people, at rates higher than the general community and Victorian average. The chronic disease priorities for AHPACC will be diabetes, dental conditions, mental health and drug/alcohol use. Target populations will be those people already exhibiting symptoms and problems as well as those at risk of these conditions.

A Community Access worker has been appointed to work with local Indigenous people to support and encourage the use of mainstream health services. A health promotion worker has also been appointed to identify long term risk factors and chronic illness amongst the local Aboriginal community and ensure that Peninsula Health services are culturally sensitive and appropriate.

Stay Healthy

Stay Healthy is an early intervention in chronic disease program provided by Frankston Community Health Service to support people with long term health conditions.

The program also provides additional support to General Practitioners (GPs) caring for people with chronic conditions.

The service will particularly benefit people newly diagnosed with diabetes, cardio vascular disease or chronic respiratory disease (COPD) - for example asthma or emphysema.

In 2006/07, 321 people received allied health and nursing services. This number excludes clients who attended group sessions. The full care planning role commenced at the beginning of February 2007.

The program encourages people to self manage their long term illness and offers education, one to one consultation and the opportunity to attend group programs. Clients are followed up at six and 12 monthly intervals to support and encourage long term management.

Community Health Partnerships

Local Councils

The two Councils on the Peninsula continue to work with Peninsula Health on a range of projects.

Peninsula Health’s Frankston Community Health Service is working with Frankston City Council to deliver Pre-School Oral Health services to the community.

Oral health promotion and education are provided to children and their parents in comfortable settings. These can also be incorporated with individual screening to check oral health/condition of teeth where parent/guardian consent is given.

In 2006/07, 26 Pre-Schools were visited with a total of 47 Screening Sessions conducted where 925 pre-school children were screened. From the screening process, 530 of these children received direct treatment.

Frankston Community Health Service completed the 2PIC project in partnership with the Mornington Peninsula Shire Council. As part of the project, two short films (three minutes) “Adrift” and...
“Everywhere You Go” were written and produced by young people from the Southern and Westernport regions of the Peninsula. The films about young people, friendship and alcohol were launched in November 2006 at Rosebud Cinema where 280 people attended the premiere. The project gave young people the chance to become involved in the film making process.

The 2PIC film project was presented at the World Health Promotion Conference in Vancouver, Canada in June 2007.

Community Kitchens Project
Frankston Community Health Service currently conducts 13 Community Kitchens. The concept of Community Kitchens has taken off across Victoria with 28 established kitchens and more in the planning phase.

Community Health has developed a resource kit which includes a manual, promotional DVD/video and a budgeting pocket book

A Community Kitchens website was also established and launched in April 2006 and has had 3,100 unique visitors with 6,000 visits.

Community Kitchens was shortlisted for a Primary Health Award in the category of Research and Evaluation.

The Frankston Community Kitchens Project is funded for three years as part of the Stronger Families and Communities – Local Answers Grants, and supported by the Brotherhood of St. Laurence, Mahogany Neighbourhood House and the Group for Emotional and Mental Support (GEMS).

Peninsula Community Health Service
Community Health Services on the Peninsula are delivered by two organisations - Peninsula Health’s Frankston Community Health Service and Peninsula Community Health Service (PCHS). The two Community Health Services continue to work together to deliver programs on the Peninsula including ‘Open UP’, which is a joint health promotion project aimed at improving the oral health of drug users, particularly focusing on the condition known as Xerostomia, or “Dry Mouth”.

Posters, a cartoon brochure and 1,000 health packs containing toothpaste, toothbrush, sugar free chewing gum and drink bottle were produced with significant support of corporate donors. At least 1,000 Frankston and Mornington Peninsula based drug users and pharmacotherapy clients received ‘Open UP’ packs and 120 health workers, drug and alcohol workers, GPs and Pharmacists were trained to promote harm reduction strategies to the target group.

The Australian Drug Foundation is now distributing the ‘Open UP’ poster and brochure nationally.

The ‘Open UP’ project was presented at several conferences including the Australasian Amphetamine Conference in Sydney in September 2006, the Victorian Alcohol and Drug Association Conference in Melbourne in February 2007, and the World Health Promotion Conference in Vancouver, Canada in June 2007.

The ‘Open UP’ project was short listed for an award at the Victorian Primary Health Care Award in the category of Innovation and Excellence in Health Promotion in May 2007.

SHARPS
The Southern HIV/HEP Resource and Prevention Service (SHARPS) distributed 387,933 syringes and had 389,812 returned in the year. The return rate for needle and syringes was 100.4%.

The role of a project nurse was introduced at SHARPS in February 2006 in recognition of the number of preventable infections and injuries occurring amongst this client population. Initially a 12 month appointment, the success of the project in preventing illness and reducing unnecessary hospital presentations has led to role becoming permanent. In 2006/07, the project nurse provided 462 occasions of service.

For the fourth year, SHARPS held a ceremony in Frankston to mark the National Overdose Awareness Day. The day offers an opportunity to increase awareness about overdose issues and the dangers of injecting drugs.
Drug and alcohol training forums were developed and delivered to improve and increase the capacity of generalist workforces and volunteers within Frankston and the Mornington Peninsula region to engage and support drug-using clients.

**Working with Schools**

**National Archery in Schools Program Australia**
More than 700 students benefited from the pilot project of the National Archery in the Schools Program Australia (NASPA).

The Frankston School Focused Youth Service (FSFYS, a Frankston Community Health Service Program) provided funding of $31,650 to enable 10 local Primary Schools to participate in the pilot project.

The NASPA program teaches the practical and theoretical skills of archery, enables students to develop critical life skills, and benefits students who are not particularly athletic. Victoria Police and Parks Victoria supported the pilot project.

**Linking and Learning Festival 2006**
In June 2006, 217 welfare and education sector workers attended the first ever Linking and Learning Festival.

The festival, organised by the Frankston School Focused Youth Service (FSFYS), a Frankston Community Health Service Program, was designed to enhance links between schools and locally based agencies and to increase awareness of community based services supporting children and their families.

There were exhibits by 42 community support groups and performances by a number of local schools throughout the day.

Due to the success of the day, the Linking and Learning Festival has become a bi-annual event.

**Community Forums & Exhibitions**

**Ageing Well Expo**
In September 2006, more than 1,000 people attended the first Ageing Well Expo. The Expo was held in partnership with Mornington Peninsula Shire Council, Frankston Community Health Service, Brotherhood of St Laurence, Over 50s Association, Peninsula Community Health Service and the Mornington Peninsula Division General Practice.

The Expo, held in Mornington, gave older people a chance to explore ways in which they can lead a healthy and active life. There were 42 stalls with information on a number of different aspects of ageing well including keeping active, looking after your health, keeping involved, staying safe, ageing well with chronic health conditions, and keeping informed.

The Expo was opened by the Minister for Aged Care Gavin Jennings.

Another Ageing Well Expo was planned for September 2007.

**Men Behaving Positively Health Forum**
In June 2007, more than 800 people attended the fourth “Men Behaving Positively” public health forum.

The forum focused on men’s health issues with an emphasis on positive mental health and well-being, work life balance and family relationships.

The “Men Behaving Positively” program expanded to include a “Breakfast in the Vineyard”, which was attended by 100 people and a series of four weekend workshops which will be held later in 2007.

The forum was again supported by a wide range of community organisations including the Rotary clubs of Frankston and Long Island and both Frankston City and Mornington Shire Councils.

**Volunteers & Auxiliaries**

Volunteers and auxiliaries are an integral part of Peninsula Health, enhancing care through the many activities they perform. In 2006/07, there were 820 volunteers who support Peninsula Health.
The Assistance and Care in Emergency (ACE) program expanded from Frankston Hospital, commencing at Rosebud Hospital in December 2006. The ACE program involves nine volunteers rotating through two shifts, three days a week.

The introduction of the ACE volunteers coincided with the completion of the Rosebud Emergency Department Waiting Room redevelopment.

In October 2006, The Pink Ladies Group Team Leaders supported the Patient’s Rights and Responsibilities Program. A trial was implemented and reviewed prior to November 2006. There was positive feedback from all involved, including patients, staff and Pink Ladies.

The Psychiatric Service has a Volunteer Group, consisting of consumers and carers, which involves approximately 7 volunteers. These volunteers work in the community and can be called on to help where needed. Others convene support groups or work with carers’ groups.

Community Health volunteers have attended courses offered by the Employment Learning and Development Unit and 22 volunteers have completed a six-session drug and alcohol course.

For more information about the essential role of Volunteers and Auxiliaries, refer to page 52.

**Psychiatric Partnerships**

The PHPS (Peninsula Health Psychiatric Services) and Psychiatric Disability Rehabilitation & Support Services have established the Alliance Project. The aim of the project is to work with local non-government organisations which are funded to provide rehabilitation and support services, as well as assistance with accommodation.

PHPS is a member of the Southern Consortium and began managing an Integrated and Recovery Care Service Project. The project will provide support and accommodation to a small number of individuals with multiple complex needs, many of whom are currently residing in secure facilities.

**Department of Human Services**

Peninsula Health receives strong support from the Department of Human Services (DHS).

The Department funds core acute, sub-acute and aged care services, while also funding innovative services based on submissions.

Funding has also enabled the health service to enhance the capital fabric of many areas and services including Emergency Departments in both Frankston and Rosebud Hospitals, Rosebud Hospital Chemotherapy Department and Dialysis Unit, Frankston Hospital Medical Imaging Department, The Mornington Centre and the planned $45m expansion to Frankston Hospital.

**Monash University**

Links with Monash University continued during the year with the establishment of an Allied Health Physiotherapy Clinical School. Discussions continue with Monash University regarding the School of Occupational Therapy, and early discussions have commenced with Monash University regarding a dietetics/nutrition clinical school.

Other linkages with the School of Health Sciences and Community Health were established with a particular focus on health promotion and training.
The independent national body for quality and safety in healthcare in Australia is the Australian Council on Healthcare Standards (ACHS). It conducted an Organisation Wide Survey for Peninsula Health in November 2006. The report and rating of the Health Service was the best ever received. The next full Organisation Wide Survey is scheduled for November 2010.

Peninsula Health was assessed against 43 criteria, including 19 mandatory criteria. In the 19 mandatory criteria, the Surveyors awarded a Moderate Achievement (MA) in seven areas, an Extensive Achievement (EA) in 11 areas and the top rating of Outstanding Achievement (OA) for the Health Service’s Legal Compliance program.

Each of the mandatory criteria receives one of the following ratings:

- **LA** = little achievement; awareness and knowledge of fundamental requirements; systems for basic requirements are in place.
- **SA** = some achievement; systems have been developed and are implemented.
- **MA** = moderate achievement; performance data is collected; systems are evaluated; improvements are made.
- **EA** = extensive achievement; internal and external benchmarking occurs through comparisons of systems and results; systems are improved.
- **OA** = outstanding achievement; an industry leader in systems and outcomes.

The diagram at left outlines how the Health Service rated against each of the 19 mandatory criteria.

The results of the Survey reflect the Health Service’s commitment to providing safe high quality health care.
The ‘Be Aware’ campaign was launched to improve the treatment of patients with warfarin over-anticoagulation who were actively bleeding or potentially at risk of bleeding. Peninsula Health received a Victorian Healthcare Award in the category of Excellence in Safety of Care for the campaign. Dr Barry Chan, Emergency Physician in the Emergency Department at Frankston Hospital, discusses the guidelines with Dr Winnie Nogti.
Residential Care

The Aged Care Standards and Accreditation Agency (ACSA) is the body responsible for managing the accreditation and ongoing supervision of Australian Government funded aged care homes.

All four of Peninsula Health’s Residential Aged Care facilities maintained full ACSA accreditation. Positive feedback was also received from unannounced support visits, which aim to monitor facilities on an ongoing basis to ensure residents continue to receive a high level of care and that all standards continue to be met.

Jean Turner Nursing Home and Lotus Lodge Hostel received unannounced support visits from ACSA and in February 2007 were found compliant in all areas.

In November 2006, there was an unannounced support contact visit to Michael Court Hostel. Feedback from the visit, which scrutinised incident reporting in depth, was very positive and noted that no further contact visits were necessary within a 12 month period.

Interdisciplinary Care Practices

Interdisciplinary care practices have been further developed across the sub-acute wards. Rather than an individual clinician working with the patient in isolation from others, all members of the care team now assess the patient. This means that patients receive better coordinated and more focused care.

Clinical Development Unit

Portfolio holders are in place for major risk areas on each sub-acute ward. Clinical Nurse Consultants/expert clinicians have been appointed for each portfolio area. The model is being extended to community residential facilities through ROSS (Residential Outreach Support Service) falls prevention training. Peninsula Health continues to integrate portfolio roles through the Clinical Development Unit.

Pharmacy

The major complication of warfarin, a “blood thinner”, is the risk of major bleeding. The ‘Be Aware’ campaign was launched at the end of 2004 to improve the treatment of patients with warfarin over-anticoagulation who were actively bleeding or potentially at risk of bleeding. The improvement achieved was significant and more importantly sustainable as demonstrated by a monthly compliance rate of 83 – 88% from September 2005 to June 2006.

In June 2006, the Pharmacy Department launched the ‘Warfarin Dose - Get It Just Right’ campaign to introduce a complete set of guidelines on the prescribing of warfarin.

The campaign resulted in the percentage of patients with the correct blood levels increasing from 30% in June 2006 to 72% in March 2005.

A DVD was also produced to be used as an aid to ensure timely, consistent and accurate medication information is provided to warfarin patients. In an audit, patients who watched the DVD and received pharmacist counselling were more likely to communicate effectively with their doctor, helping to ensure that patients receive more accurate dose levels of warfarin than those who received pharmacist counselling only.

The “Be Aware” campaign won an award for Excellence in Safety of Care at the Victorian Public Healthcare Awards hosted by the Premier in October 2006.

Clinical Skills Centre

The Clinical Skills Centre, a dedicated education facility for clinical staff, was officially opened in April 2007. It is equipped with the latest technology including ‘SimMAN’, an advanced training simulator. SimMAN is one of several simulated patient devices in the Clinical Skills Centre.

Clinical staff from Allied Health, Nursing and Medicine can now be educated as a clinical team rather than as individuals within their disciplines. SimMAN is an effective educational tool, in that it provides highly realistic patient simulation training experiences, and this promotes teamwork, leadership and communication skills.

The Clinical Skills Centre is available for training to Peninsula Health staff, local General Practitioners and Private Hospitals.
Funding provided by DHS, the Danks Trust and Peninsula Health enabled the refurbishment and equipping of the Clinical Skills Centre, which is located at the Mount Eliza Centre.

Psychiatry

Peninsula Health Psychiatric Service (PHPS) has implemented a number of successful training initiatives. These include the implementation of the Risk Identification, Safety, Containment, Environment (RiSCE) training package. They include the development of a Cognitive Behaviour Therapy training program, which has now been accredited as the first advanced training course in Cognitive Behaviour Therapy by the Royal Australian & New Zealand College of Psychiatrists.

PHPS’s commitment to develop Peninsula Health as a preferred hospital for psychiatric training continues. Dr Lucinda Smith, one of the Department’s Registrars, has now completed all of her basic and advanced training in psychiatry within Peninsula Health, the first doctor to do so. Dr Smith is one of the first psychiatrists in Australia or New Zealand to be certificated as a specialist in adult psychiatry.

One of the Psychiatry Department’s senior nurses, Cayte Hoppner, has been endorsed by the Nurses Board of Victoria as a Mental Health Nurse Practitioner the first such appointment in Mental Health in Victoria.

PHPS has also worked closely with community carers and consumer representatives to develop a DVD called “About Psychosis”. This is the first such DVD in Australia which provides information for carers and patients on the subject of schizophrenia and related illnesses. The DVD was launched at the Bi-national Congress of the Royal Australian and New Zealand College of Psychiatrists and will be presented at the Mental Health Services Conference later in the year.

Southern Melbourne Integrated Cancer Service

SMICS is a joint initiative between Peninsula Health, Bayside Health and Southern Health, which has been established to facilitate the implementation of the Cancer Services Framework for Victoria. SMICS is developing partnerships with consumers/carers, private hospitals, community and primary care services to deliver seamless, multidisciplinary care that improves the patient journey and outcomes for people affected by cancer in the southern Melbourne metropolitan region.

Peninsula Health continues to contribute to the work of SMICS through Peninsula Health representatives’ involvement on all local collaborating tumour stream groups, management and executive committees. Peninsula Health is also actively involved in several quality improvement projects and projects relating to engagement of consumers and general practitioners in cancer service reform.

Victorian Public Healthcare Awards

One team from Peninsula Health received an award at the Victorian Public Healthcare Awards function hosted by the Premier in October 2006.

- Pharmacy’s ‘Be Aware’ campaign won in the category of Excellence in Safety of Care, see page 40.

Two Peninsula Health programs were highly commended and team members also received awards.

- The Core of Life program was highly commended in Excellence in Prevention and Early Intervention category of the Awards, see page 28.
- Food.Kids.Play, (formerly Food. Com.Play) a family based intervention for childhood obesity, was highly commended in the Excellence in Continuity of Care category of the Awards, see page 33-31.

Primary Health Care Awards

Three of Peninsula Health’s Community Health Programs were shortlisted in the 2007 Awards for Innovation and Excellence in Primary Health Care:

- Food.Kids.Play was shortlisted in the category Innovation and Excellence in Service Delivery, see page 31.
- Community Kitchens – Stage 2 was shortlisted in the category Innovation and Excellence in Research and Evaluation, see page 35.
Enhancing Quality

• Open Up was shortlisted in the category Innovation and Excellence in Service Delivery, see page 35.

Nursing Awards

The Victorian Nurse Excellence Awards recognise and acknowledge outstanding achievements by nurses within the public health system. These awards also recognise contributions of nurses to their patients/clients through innovative nursing practice.

Lisa Della Gatta and Zoe Caspar, Division 2 nurses at Rosebud Residential Aged Care were announced the winners of the category ‘Improving the patient/client experience through innovative nursing practices’ (see page 24).

Helen Hutchins, the Nurse Manager of the Paediatric Unit, was recognised in the category of ‘Outstanding clinical nursing leadership’. Helen was nominated for her commitment to children and the community. Helen has led the introduction of models of care for children that result in nurse initiated management and discharge in an environment of learning and trust.

Judith Hoult, Division 3 Nurse in Ward 2 West, was recognised in the category of ‘Making a Difference to the working lives of nurses’. Judith implemented and sought sponsorship for a trial ‘Staff Well Being Program’, which gave psychiatric nursing staff the chance to enjoy some much needed time-out in the form of massage, aromatherapy and Reiki therapy.

Tracy Smith, one of the Program Managers from Core of Life, was recognised at the 2007 HESTA Australian Nursing Awards, a national awards program recognising Australia’s most remarkable nurses.

Tracy was the Victorian finalist in the category of Nurse of the Year.

These outstanding achievements by Peninsula Health confirm Peninsula Health’s commitment to excellence and professionalism in providing quality health services to our community.

Compliments and Concerns

Peninsula Health recognises the value of complaints as an important source of feedback from consumers in the planning, delivery and evaluation of services.

This year, the Health Service received 522 complaints, which is a slight decrease from 529 received in 2005/06.

A new strategy to seek feedback from patients was implemented during the year. Feedback cards like those used in motels are now available for all patients across the Rehabilitation, Aged and Palliative Care Services and Rosebud Hospital.

This provides opportunity for staff to be acknowledged for providing high quality care but also to identify areas for improvement.

Full details of Peninsula Health’s quality activities in 2006/07 are provided in the Peninsula Health Quality of Care Report 2007. Copies are available from Peninsula Health (Public Relations Unit, PO Box 52, Frankston 3199, or telephone 9784 7821) or from the website – www.peninsulahealth.org.au.
Enhancing Quality - Research

Goal

- Establish and maintain a strong and dynamic research function for clinical, strategic and social research.

Research, and its outcomes, plays a vital role in the provision of optimum health care and enables Peninsula Health to extend its community of care beyond the Mornington Peninsula. Through articles in professional journals, presentations to national and international conferences and contributions to texts, Peninsula Health’s researchers are contributing to and enhancing the existing body of knowledge in many areas of medicine, nursing and allied health.

In 2006/07, the Peninsula Health Research Program was established. It draws together a number of research functions and the portfolio will be overseen by Dr Sara Watson, Executive Director Community and Continuing Care and Allied Health.

The Peninsula Health Human Research and Ethics Committee meets monthly to consider research trials, studies and projects presented by medical, nursing and allied health professionals and to consider any ethical issues that arise.

During the 2006/07 year, the Human Research and Ethics Committee considered 54 projects relating to research at Peninsula Health.

The Research Development Committee welcomed Associate Professor Chris Gilfillan to the position of Chair, following Professor Jonathan Serpell’s appointment as Professor and Director of General Surgery at The Alfred.

The Research Development Fund, administered by the Research Development Committee, awards a limited number of small grants up to $5,000 to support and encourage home-grown research at Peninsula Health.

Eight small grants for Medical Research were funded. The combined total of grant monies awarded for these eight research projects was more than $33,000.

This takes the total number of research projects awarded funding since 2005, by the Peninsula Health Research Development Committee, to 11.

Research Week, an annual initiative of the Research Development Committee, was again held in November 2006.

The Registrar Research Prize was won by Dr Bradley Skinner, an Anaesthetic Registrar, for his project “The Addition of a Ketamine Infusion to Tramadol for Postoperative Analgesia. A Double-Blind, Placebo Controlled Randomised Trial After Abdominal Surgery”.

The Allied Health and Nursing Research Symposium demonstrated the strong research culture amongst Allied Health and Nursing staff with 16 participants contending the Allied Health and Nursing Research Prizes.

Ms Lisa Schneider won the Allied Health Research Prize for the presentation of her project “Nutrition/Post-Colorectal Surgery”.

Ms Fiona Butler won the Nursing Research Prize for the presentation of her project “Skin Tear Management at Peninsula Health”.

Professor David de Kretser, AO, Governor of Victoria, was the Orator at the 2006 Research Dinner and Jeremy Anderson Oration. Professor de Kretser spoke on Men’s Health: Challenges for the 21st Century.

The dinner commemorates Professor Jeremy Anderson who was an esteemed academic, doctor, researcher and advocate for high quality, evidence-based medicine. He was appointed to the Board of Directors of the newly formed Peninsula Health Care Network in 1995 and served on the Board for seven years. Professor Anderson passed away in February 2005.

Full details of Peninsula Health’s research activities in 2006/07 are provided in the Peninsula Health Research Report 2007. Copies are available from Peninsula Health (Public Relations Unit, PO Box 52, Frankston 3199, or telephone 9784 7821) or from the website – www.peninsulahealth.org.au
Caring for and Supporting our Workforce

Goal

- Promote the attractiveness of Peninsula Health as an employer of choice, avoiding staff shortages in key areas.

![Image of table showing Labour Categories in EFT]

### Labour Categories in EFT

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<td>146.8</td>
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<td>1258</td>
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<tr>
<td><strong>Part Time</strong></td>
<td>1321.62</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td>2662.56</td>
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</table>

Medical Education

Undergraduate education is provided for medical students through Peninsula Health’s affiliation with Monash University. During 2006/07, 217 medical students participated in medical rotations that included emergency medicine, psychiatric medicine, paediatrics, obstetrics and gynaecology, surgery, medicine, and intensive care. Peninsula Health trained 13 year three students, 94 year four students, who completed paediatric, obstetric and gynaecology rotations, and 89 students in year five (final) year of undergraduate study. There were also 10 elective overseas medical students completing a 4 week rotation at Peninsula Health during 2006/07.

Post graduate medical training is provided through Peninsula Health for its 173 interns, residents and registrars. This year Peninsula Health recruited 28 interns.

A program of support for junior international medical graduate (IMG) staff has been implemented. The program includes English language assistance, communication training (offered on a one-to-one basis), small group clinical skills training, regular weekly medical education sessions, six ‘on call’ clinical mentors located throughout the Peninsula, regular weekly Australian Medical Council exam preparation sessions and culturally sensitive simulation training. All these programs are tailored specifically to the needs of the graduates.

This program has resulted in a high pass rate in the Australian Medical Council exams, favourable end of rotation appraisals of IMG House Medical Officers and positive feedback by IMGs of their work experience at Peninsula Health.

Nurse Education

Peninsula Health had approximately 1,850 nurses employed in its services. An overseas recruitment drive saw 46 nurses from overseas commence employment with Peninsula Health.

In 2006/07, 16 Division 1 nurses regained their registration or were registered in Victoria for the first time, as a result of completing one of three Supervised Practice Programs conducted by the Nurse Education Department.

During 2006/07 approximately 650 individual Clinical Placements for student nurses, from five Universities and TAFE Colleges, enabled both Division One and Two nursing students to participate in clinical experience at Peninsula Health.

In 2006, 34 first year graduate nurses completed the Graduate Nurse Program. Of these, 32 were
successful in gaining positions at Peninsula Health. In 2007, 35 new graduates commenced the Graduate Year Program, 31 in general acute and 4 in Psychiatric Services.

In 2006, 19 students completed post graduate diplomas/certificates in their area of specialty including critical care (7), mental health (7), emergency nursing (1), midwifery (1), and perioperative nursing (3).

A total of 413 staff development sessions were conducted throughout Peninsula Health, recording a total of 4,459 nursing staff attendances. Additional education was also provided in speciality areas on a regular basis.

Short courses and study days, offering in-depth training on specialist topics, were provided on 99 occasions and 1,357 nursing attendances were recorded.

Employee Learning and Development

Peninsula Health staff are able to access a large number of in-service courses led by Human Resources trainers and specialists from within the Health Service. More than 1,300 staff members participated in over 150 sessions conducted during 2006 on topics ranging from Time Management Skills to Business Report Writing to Performance Review Processes.

Three Management Development Programs were conducted for a total of 40 Associate Nurse Unit Managers across sites in 2006.

eRecruitment

In October 2006, Peninsula Health introduced an online eRecruitment system which has helped to automate and streamline the employee recruitment and selection process.

From its implementation in October 2006 to June 2007, 374 successful placements were made across all disciplines.

Peninsula Health’s website is popular with job seekers and 70% of visitors sought information on employment.

Building Positive Attendance Victoria

Peninsula Health has commenced implementation of the ‘Building Positive Attendance Program’. This is a state-wide initiative supported by the Victorian Health Service Management Innovation Council. It was implemented in response to the traditionally high level of unplanned leave evident within the Australian healthcare industry, relative to other industry sectors. In the 2005/06 financial year, Peninsula Health’s unplanned absence rate (excluding WorkCover) was 4.6% and it is estimated that this cost the Health Service more than $7 million (including the direct cost of paid leave as well as the cost of replacement staff).

‘Building Positive Attendance’ supports workers and their managers in the creation of a positive work environment which encourages the effective management and appropriate utilisation of both planned and unplanned leave.

During the year, more than 60 line-managers received training in the program.

Equal Employment Opportunity

Peninsula Health is committed to ensuring that staff are selected on merit, i.e. the best person for the position based on the “inherent requirements of the position”. To meet this objective staff who are involved in the interview and selection process are offered a training program to gain the necessary skills and knowledge on the selection and interview process.

Occupational Health & Safety

Peninsula Health has comprehensive occupational health and safety (OH&S) systems in place.

The OH&S Unit introduced an eLearning module to assist staff at Peninsula Health with their annual refresher fire training. An online report is now available advising managers as to which staff have completed training and which are overdue.

During the year:
- 2,860 employees participated in General Fire Training (face-to-face training system and online eLearning modules).
- 69 Emergency Control Training sessions were conducted and 713 employees participated.
Caring for and Supporting our Workforce

- 45 Mock Emergency Exercises were held and 651 employees participated.
- 3 Hazardous Substances and Dangerous Goods Training sessions were conducted and 42 employees participated.

OH&S performance against all 15 DHS Safety Management System elements was reviewed in order to evaluate the effectiveness of the system and to identify opportunities for improvement.

**WorkCover**

The appointment of a full time WorkCover Manager has enhanced the support available to both managers and employees and facilitated improved return to work from injury or illness into a safe working environment as soon as possible.

Whilst overall claim numbers reduced by 9% compared to the previous year there were 22% more claims which became ‘standard lost time’ injuries.

Peninsula Health is implementing a major initiative to improve safety across the organisation. In 2007/08, a number of educational activities will be implemented for managers and staff including a “mock court” experience for Managers to promote awareness of their responsibilities under the OH&S Act 2004 in a novel, interesting manner.

**Youth Employment Scheme (YES) Traineeships**

Peninsula Health continues to benefit from the contributions of enthusiastic and willing workers through a Youth Employment Scheme (YES) program that offers young people job and training opportunities.

Peninsula Health has offered entry level positions in administration and allied health assistance to young adults who then have the opportunity to acquire special skills, experience and qualifications.

The Department of Human Services and the Commonwealth Department of Education, Science and Training have subsidised training positions at Peninsula Health annually since 2001.

A total of 60 trainees have successfully completed the program, earning nationally-recognised Level Three Certificates in either Business Administration or Allied Health.

**Service Recognition Awards**

In 2007, a Service Recognition Ceremony was held to recognise the achievements of long-serving staff members. Over 90 staff members were recognised for their achievement of 10, 15, 20, 25, 30 and 35 years of employment.

**Employee Support**

Peninsula Health staff and their immediate families continue to benefit from the Employee Assistance program. It provides independent, confidential and professional assistance to individuals who are experiencing personal or work-related difficulties. The program is funded by Peninsula Health at no cost to the individual employee.

In the 2006/07, a total of 124 employees and family members accessed the service. During this period, over 250 hours of counselling support were provided to employees.

**Staff Climate Survey**

Peninsula Health conducted its first Staff Organisational Climate Survey during the year. Staff were able to provide feedback on a wide range of issues associated with their work and working environment.

Nearly 1,000 staff completed the Survey and the feedback has provided a wealth of information on perceptions of working life at Peninsula Health. Staff responded very positively to the vast majority of issues, with particularly complimentary comments on the quality and safety of care Peninsula Health provides, the strong ‘client focus’ across the Health Service and the overall work environment.

Suggestions for improvement mainly centred around communication processes and the pressures associated with heavy workloads. As a result, Peninsula Health will implement a range of strategies. These include creating more opportunities for departmental and inter-departmental communications, increasing training opportunities and implementing new schemes to enhance employee engagement.
Managing our Resources

Goals

- Maintain financial viability by living within our means.
- Plan, manage and enhance physical infrastructure.
- Provide timely, accurate information to improve efficiency and patient/client outcomes.

Full Year Financial Performance 2006/07

The full year financial operating surplus of $1.977m is a pleasing result and meets the target agreed by the Board of Directors and the Minister for Health as outlined in the Statement of Priorities.

The achievement is due to careful management of expenditure budgets by all staff, clinical efficiency and a growth in revenue from new activities.

The surplus assists the purchase of equipment and other capital items across the organisation.

Mt Eliza Centre

Peninsula Health is looking at options to consolidate the Mount Eliza Centre site. The Mount Eliza Centre dates from the 1930s and ceased to have inpatients when the wards moved to The Mornington Centre in September 2007.

As part of the $45m project to redevelop Frankston Hospital, several areas of the Hospital will be demolished. Approximately 100 staff members will be relocated from Frankston Hospital to the Mt Eliza Centre until the redevelopment project is complete.

FMIS/Oracle

FMIS/Oracle is the organisation’s Finance and Supply Management Information System. Peninsula Health was the second agency to introduce the FMIS/Oracle implementation in July 2005.

The system is fully functional and work is progressing on outstanding issues including the interface with Stocca (pharmacy system), and the ability to produce outstanding reporting.

Patient and Client Management System

Peninsula Health is implementing a new computer based patient management system, i Patient Manager (iPM), as part of “HealthSMART”, which is the State Government’s whole-of-health information and community technology (ICT) strategy.

A computer-based Patient and Client Management Systems (P&CMS) is used to support all functions associated with the administration and management of patients and clients.

During the year, work was completed on pre-implementation stages for the new system. These included interface development, data migration and user acceptance testing.

It is estimated full implementation of the P&CMS product across Peninsula Health will take two years, with approximately 3,000 users requiring training.

Picture Archiving and Communications System (PACS)

Peninsula Health is one of nine Victorian Public Health Agencies implementing PACS.

DHS has committed to funding approximately $1.25m for the implementation of PACS at Peninsula Health. It will be introduced in the Radiology Department in early 2008.

PACS is a system which will enable digital communication, archiving, processing and viewing of images and image-related information, and will replace the traditional film-based systems.

Cleaning audits

Cleaning audits assess Peninsula Health’s cleaning against the Victorian Hospital Cleaning Standards outcome benchmark of 85%.

Peninsula Health undertook an external audit of its cleanliness during 2006. The overall average result was 97%. This has increased from the previous overall average of 93.6%, which is an excellent result and well above the benchmark expected by DHS.
Managing our Resources - Environment

Programs have been introduced to reduce the Health Service’s consumption of water and energy and to recycle and reuse waste materials, as part of a comprehensive environmental management plan.

Water Management

A number of water saving initiatives have been progressively implemented and saved approximately 9,000 kiloliters (kL) for the 2006/07 financial year. This is roughly equivalent to three Olympic size swimming pools.

It is expected that Peninsula Health will save 20,000 kL in the 2007/08 financial year.

The Frankston Hospital Water Management Plan

Frankston Hospital’s average water consumption is 70,680 kL per annum, and represents 57% of the total consumption of 124,600 kL for the whole Health Service.

Several initiatives to conserve water have been implemented at Frankston Hospital, including:

• Preventative maintenance was undertaken to reduce leakage or overflow.
• Recycled water is used in Peninsula Health’s car wash facility reducing water consumption by 104 kL per annum.
• Water flow restriction devices have been installed in seven wards, delivering water savings estimated at 11,400 kL per annum.

• A project to reduce dialysis backwash water loss through switching redesign will save an estimated 2700 kL of water per annum.

Energy Management

Improved energy efficiency has been achieved through the installation of ‘Smart Lighting Logic’ controllers. In its initial trial in Pathology, there was a 27% reduction in energy usage. This saving is enough to power 21 homes for a year (based on each home using an average of 6000 kW each per year).

Other initiatives directed towards improved energy efficiency include:

• The use of gas-powered chillers for air conditioning units and steam-based heating powered by gas boilers results in energy efficiencies and reduced greenhouse gas emissions.
• Ice, generated via use of off peak electricity, is produced via a heat exchange process to generate cooling capacity during higher tariff periods.
• Energy saving fluorescent light bulbs have been used to replace less efficient incandescent bulbs in some residential facilities.

Capital Developments

Energy and water efficient fixtures will be used for all new installations, capital and minor works at Peninsula Health.

The design of the Mornington site includes designated waste management areas of an appropriate size for the collection of general waste, clinical waste and commingle recycling. This improves compliance with waste segregation and facilitates recycling opportunities.

Initiatives designed into Frankston Stage 2 include:

• The use of water-efficient plumbing in ensuites and toilets.
• The installation of water tanks for use in flushing toilets.
• The use of double-glazed windows, predominantly on the west side of the building. This reduces the amount of heat entering the building and therefore the amount of energy required for cooling.
• The installation of a solar pre-heat hot water service; and
• The use of high-energy, heat reflective material for the new building facade.

Waste Minimisation and Recycling

A detailed external waste audit concluded that Peninsula Health demonstrates improved waste segregation. Frankston Hospital generates 4.75 kg of total waste per occupied bed day (OBD), which is at the lower end of the range (2.58 kg to 10.98 kg per OBD) when benchmarked with other Health Services.
A number of water saving initiatives were progressively implemented in 2006/07 and saved approximately 9,000 kilolitres per annum, roughly equivalent to three Olympic size swimming pools.

Eugene Nogueira, Senior Engineer, and Lynne Winterburn, Manager Support Services, discuss reconnecting Y2K water tanks, like this one located at the Golf Links Road site – one of the environmental initiatives which will be implemented in 2007/08.
Peninsula Health has a coordinated, service-wide approach to risk management.

Peninsula Health considers that it can improve consumer outcomes through a coordinated approach to the identification, analyses and management of factors impacting on risk. Its key policy is based on Australian Standards and provides a framework for Risk Management which explicitly recognises the diverse nature of risks, which a health service needs to improve. This includes Clinical Governance, Corporate Governance, Financial Risk, Building and Infrastructure, Reputation, Disaster Planning, Occupational Health and Safety and Security.

Board of Directors and senior staff are responsible for implementing procedures and managing relevant risks in their areas of responsibility.

A review and update of the Peninsula Health Risk Register was held in May 2007. Peninsula Health’s Management Practices were reviewed, and fair well when benchmarked against other public Health Services, by the Auditor-General and Victorian Managed Insurance Authority (VMIA) in November 2006.

**Goal**

- Identify, analyse, treat, evaluate and monitor key risks at all levels.

**RiSCE**

The RiSCE (Risk Identification, Safety, Containment, Environment) Program is a comprehensive training program designed to improve the management of occupational violence and aggression within the Health Service. It provides staff with the appropriate knowledge, attitudes and skills deemed vital to mitigate risk.

The RiSCE Program conducted 16 two day training sessions in psychiatry and a total of 258 staff attended. Of the attendees who were evaluated, 67% of staff considered the training workshop very useful for learning skills to help reduce the risk of occupational violence and aggression.

The program continues to be implemented across Peninsula Health.

**Respond Brown Plan**

Changes have occurred to the way Peninsula Health responds to an external emergency incident of mass proportions (for example, a major chemical leak at a local factory). Known as the Respond Brown Plan, these changes reflect the new DHS recommended organisational framework, known as the Incident Control System (ICS). This means that the number of coordinators implementing the Respond Brown plan has increased from one (formerly known as an Emergency Controller) to four, which includes a Hospital Incident Commander (HIC), Planning Manager, Operations Manager and Logistics Manager.

Several information sessions have been held to explain how this new structure applies to Peninsula Health’s Respond Brown Plan. Peninsula Health staff have undertaken training to ensure that they are prepared in the case of an external emergency and to undertake the procedures required to carry out an efficient response.

**Medication Safety Program**

Peninsula Health provides information about the safe use of medications through public health forums, guidance from pharmacists when patients are discharged from hospital, seminars for health providers and assistance at home with medication queries.

Within Peninsula Health facilities, a comprehensive program of medication safety impacts on all clinical functions and programs. At the start of 2006, the Medication Safety Program was further extended by being introduced within the rehabilitation, aged care and palliative care units.
The program has implemented a process to standardise drug supply across all of the wards. Drug storage areas and medication trolleys were standardised with the same appearance.

A compulsory training program was established for nursing staff. By simulating real-life situations and learning about additional safety checks, all nurses were trained and assessed on the safest way to give medication so that the risk of an error can be reduced.

**e-Prescribing**

Peninsula Health was awarded the National Clinical Quality Award by the Australian Council on Healthcare Standards (ACHS) for its pioneering work in using computer programs to help prescribe discharge medications.

The project allows doctors to prepare prescriptions using a computer program that not only lists details of any drug in Frankston Hospital’s formulary, but also aids in reducing potential errors.

Electronic discharge prescribing is used throughout Peninsula Health, and an inpatient electronic prescribing (e-prescribing) system is now in use throughout Peninsula Health’s acute and rehabilitation services with 88% of doctors using e-prescribing regularly.

In March 2003, 1,948 prescriptions were generated electronically and in June 2007 that number reached 12,001 prescriptions.

**Security**

Auditors completed an internal security assessment and identified several opportunities to further improve security of patients, staff and visitors. As a result of recommendations made by the audit, improved security measures were implemented including enhancing the protection window at the pharmacy store, increasing staff availability during Code Grey alerts (response to incidents of unarmed violence) and implementing a permanent security presence at Frankston Hospital Emergency Department.

**Fire Safety Standards**

Peninsula Health continues to maintain full compliance with relevant Fire Safety Standards. A Fire Safety Audit was completed by external consultants in 2006. All work that resulted from the audit was completed and signed off in November 2006. Regular testing of Peninsula Health Fire systems are conducted by fire service contractors and Facilities Management staff.

**Food Safety Standards**

All Peninsula Health sites were subject to external audits and all appropriate staff have undergone annual refresher Food Safety Training.

As result of the audit, a new Dining Room at the Mt Eliza Centre will open in 2008. All other sites have passed the Food Safety Audits for the last four years and have again received re-registration. A high compliance rate was noted across all campuses.

**Audit Processes**

An audit of financial statements, including review of controls and IT processes for 2006/07, was signed off by the Auditor-General during August 2007 with no qualifications. Financial statements for 2006/07 include impacts of the International Financial Reporting Standards as required.
Volunteers

There were 820 volunteer and auxiliary members supporting Peninsula Health at 1 July 2007. They readily gave their time to support patients and staff and to raise funds. Their tireless efforts made an enormous difference to both the quality and effectiveness of the Health Service.

Their enthusiasm and dedication is reflected in their support to patients and staff, residents in aged care and rehabilitation facilities and in their assistance to families and visitors. They provide hand and foot massages to chemotherapy patients, assist in activities for rehabilitation and aged care residents and support patients in families in the Psychiatric and Emergency Department. They operated a patient library service and kiosks and support a range of community health services.

The Board hosted a Volunteer Appreciation Luncheon, which was attended by 470 people, at the Mornington Racecourse in May 2007.

Auxiliaries and Volunteer Groups

Serving multiple sites –
• Operation Small Change – fundraising barrels
• Pastoral Care Volunteers.

Frankston Hospital
• K.I.D.S Auxiliary
• Frankston Hospital Men’s Auxiliary
• Frankston Hospital Pink Ladies Auxiliary

• Psychiatry Service Volunteers
• Carrum Auxiliary
• Patient Free Library Service
• Ward SGN Volunteers
• Red Cross ACE program – Assistance and Care in Emergency.

Rosebud Hospital
• Rosebud Hospital Garden Group
• Rosebud Hospital Pink Lady Group
• Rosebud Hospital Kiosk Auxiliary
• Rosebud Auxiliary
• West Rosebud/Tootgarook Auxiliary
• Rye Auxiliary
• Blairgowrie Auxiliary
• Sorrento/Portsea Auxiliary
• Rosebud Hospital Rehabilitation and Aged Care Opportunity Shop Group
• Red Cross ACE program – Assistance and Care in Emergency.

Community & Continuing Care
• Frankston Community Health Volunteers
• Chelsea Community Rehabilitation Service Volunteers
• Frankston Community Rehabilitation Service Volunteers
• Rosebud Community Rehabilitation Service Volunteers
• Rosebud Rehabilitation Unit Volunteers
• Jean Turner Nursing Home Volunteers
• Lotus Lodge Hostel Volunteers
• Frankston Rehabilitation Volunteers
• Friends of Carinya Auxiliary
• Michael Court Volunteers
• Mt Eliza Centre Volunteers
• Rosewood House Volunteers
• Carinya Volunteers
• Palliative Care Volunteers.

Fundraising and Donations

Throughout the year many community organisations supplement the work of the Auxiliaries, donating medical equipment and helping to fund programs.

These community donations add to the significant gifts that Peninsula Health’s Auxiliaries contribute every year. In 2006/07, donations from Auxiliary groups enabled Peninsula Health to purchase -
• A specialised patient transport bus for Rosebud Hospital.
• A bariatric operating table for patients with morbid obesity.
• Reclining chairs for family members staying with loved ones in Palliative Care.
• Monitors for Maternity Services and emergency ventilation equipment for critically ill children.
• Many items of equipment for the Intensive Care Unit.
### Frankston Community Health Service

**Main Site:** Frankston Integrated Health Centre, Hastings Road. Services across Frankston and the Mornington Peninsula

**Key Services and Facilities:**
Health promotion (Men’s Shed, Community Kitchens) Children’s Services (School Readiness, Healthy Futures), Primary Health (Counselling, Dietetics, Service Coordination), disease education and health education programs including Cardiac Rehabilitation Program, diabetes education, Youth Support, School Focussed Youth Service, Peninsula Drug and Alcohol Program, Pharmacotherapy, Optometry, Community Dental, Complex Care self management, Complex Care, GPs in Community Health project, Gamblers Help.

**Fast Facts:**

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<tr>
<th>Type</th>
<th>Number</th>
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<tbody>
<tr>
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<td>Number of staff</td>
<td>170</td>
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<td>EFT</td>
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**Major Achievements / Highlights:**

- Funds were received in conjunction with Peninsula Community Health Service to develop GP services for disadvantaged and complex clients in the Frankston and Hastings area.
- Hospital Admissions Risk Program (HARP) funds were used to provide a primary health nurse into the SHARPS Needle Syringe Exchange to address health needs of injecting drug users and their families.
- The Aboriginal Health Promotion and Chronic Care program expanded.
- An after hours hydrotherapy program was established for clients with working carers/partners, to provide better access to clients unable to attend day time sessions.
- Additional funding of $125,000 was received for the Children’s Services Program, which is designed to assist children with mild to moderate developmental delays.
- In 2006, Food.Kids.Play, a family based intervention for childhood obesity, was highly commended in the Victorian Public HealthCare Awards in the category of Excellence in Continuity of Care.
- A “2PIC” film project was developed in conjunction with Mornington Peninsula Shire Council.

### 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 and surgical services, Hospital in the Home, Maternity and Paediatric Services, including a Special Care Nursery, Operating Theatres, and Endoscopy.

**Fast Facts:**

<table>
<thead>
<tr>
<th>Type</th>
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<tbody>
<tr>
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<td>Births</td>
<td>2,383</td>
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<td>Emergency Presentations</td>
<td>50,518</td>
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**Major Achievements / Highlights:**

- In September 2006, the $3.4 million redevelopment to the Frankston Hospital Radiology Department was completed. The four-stage project has improved the Radiology Department’s facilities to better cope with demand for imaging services. See page 26.
- In October 2006, works to the Frankston Hospital Emergency Department were completed. This included a six bed observation ward, waiting area and paediatric waiting area.
• Flexible cystoscopy services for urology patients commenced in November 2006.
• The Paediatric Diabetes Clinic commenced in December 2006.
• In April 2007, the Hillview Birthing Unit was relocated to Frankston Hospital. A $3 million expansion to Frankston Hospital’s maternity facilities is planned for 2008 and this will result in additional maternity and birthing facilities. See page 28.
• In May 2007, Frankston Hospital received $45 million in funding to expand its surgical and intensive care facilities. See page 19.
• Associate Professor appointments were made in Anaesthetics and Women’s, Children’s and Adolescent Health.

Rosebud Hospital

Location: 1527 Point Nepean Road, Rosebud

Key Services and Facilities: Emergency services, surgery, Mother/baby program, feeding and sleeping difficulties clinics, psychiatric outpatients, Hospital in the Home (HITH), renal dialysis and chemotherapy.

Fast Facts:
- Number of beds: 79
- Number of staff: 343
- EFT: 198.27
- Emergency Presentations: 20,557
- Separations: 12,322
- Surgical Procedures: 962
- Births: 201

Major Achievements / Highlights:
• Redevelopment of Emergency Department waiting room was completed.
• The Red Cross ACE Volunteer program commenced at Rosebud in November 2006.
• A dedicated triage nurse role was introduced at Rosebud Emergency Department.
• Redevelopment of Rosebud Hospital Day Treatment Centre was completed.
• A Clinical Nurse Educator was appointed to work on site at Rosebud Hospital.
• The Rosebud Hospital Transit Service commenced – operating 5 days providing non acute patient transport, facilitating patient flow.
• CSSD was enhanced with installation of new $90,000 Sterilizer.

Peninsula Health Psychiatric Services

Location: Across Frankston and the Mornington Peninsula

Key Services and Facilities: Services are provided in two continuums of care, Adult and Aged, across six sites and include assessment, acute treatment and care in community and inpatient settings, crisis intervention, case management and residential rehabilitation and care. All services are provided by a range of multidisciplinary teams.

Fast Facts:
- Number of beds: 64
  (29 Adult, 15 Aged, 20 Community Care unit beds)
- Number of staff: 290
- EFT: 223.79
- Community Contacts: 118,742
- Occupied Bed Days: 14,373
- Separations: 1,056

Major Achievements / Highlights:
• Services were restructured to replace the former use of CAT Services and Case Management Services with a more integrated service involving four multi-disciplinary community-based adult teams.
• The Adult Inpatient Unit continued to look at alternative ways to reduce the rate of seclusion. The seclusion rate has reduced from an average of 10.5% in 2004/05 to 7% in 2006/07.
• A DVD entitled ‘About Psychosis’ was launched as an educational tool for carers and families of people who suffer from psychosis.
• Cayte Hoppner was appointed Victoria’s first Nurse Practitioner for Mental Health.
• Dr Lucinda Smith completed all basic and advanced training in psychiatry within Peninsula Health. She is one of the first psychiatrists in Australia or New Zealand to be certified as a specialist in adult psychiatry.
• In June 2007, over 800 people attended the fourth “Men Behaving Positively” forum, which was held at the Frankston Arts Centre.

Community & Continuing Care Services

Location: Across Frankston and Mornington Peninsula

Key Services and Facilities:
ACCESS referral service, Aged Care Assessment Service, Geriatric Evaluation and Management, Residential Aged Care facilities, home modification, Personal Assistance Call Service, Residential Outreach Support Service (ROSSI), respite and carer support, interim care, inpatient palliative care services, palliative care consultancy service, inpatient and community rehabilitation, falls prevention service, Ageistrong, Movement Disorder’s Clinic.

Fast Facts:

<table>
<thead>
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<th>Number of beds:</th>
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<td>(60 Nursing Home, 30 Transition Care, 90 Rehabilitation, 15 Palliative Care, 60 Geriatric Evaluation &amp; Management 62 Hostel beds)</td>
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<tr>
<td>Number of staff:</td>
<td>920</td>
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<td>EFT</td>
<td>613.83</td>
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<td>Outpatient occasions of service:</td>
<td>41,698</td>
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<td>Separations:</td>
<td>3,797</td>
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</table>

Major Achievements / Highlights:
• The Falls Prevention Program was selected by DHS as the lead metropolitan agency for the rollout of falls prevention programs across acute services.
• The Transition Care Program commenced in December 2006.
• Carinya and Jean Turner Nursing homes and Michael Court and Lotus Lodge Hostels earned ACSA Accreditation.
• Lisa Della Gatta and Zoe Casper, Division 2 nurses from Rosebud Residential Aged Care services received awards at the 2006 State Nursing Excellence Awards in the category ‘Improving the patient/client experience through innovative nursing practices’ for their work in improving oral health care of residents.
• More than 1,000 people attended the Ageing Well Expo.
The structure listed below reflects senior staff membership at 30 June 2007.

**CHIEF EXECUTIVE**
Dr S Devanesen MB BS Dip Obst RACOG FRACMA FCHSE FAIM FHKCCM

**EXECUTIVE DIRECTOR MEDICAL, FRANKSTON**
ACUTE CARE, and QUALITY, and DEPUTY CHIEF EXECUTIVE
Dr P Bradford MB BS MPH FRACMA FCHSE

**FRANKSTON HOSPITAL**
Chief Nursing Officer
Frankston Hospital
Ms S-Jones RN RM BNSg Cert AdvCertMgmt Cert AdvEmerg

Operations Director Major Projects
Mr C McCarthy RN Crit Care

**MEDICINE, CANCER AND Palliative CARE SERVICES**
Operations Director and Principal Nurse
Medical Specialties and Medical Inpatients
Ms B Williamson RN BNsg CCU RN

NURSE UNIT MANAGERS
Cardiac Angiography
Mr R Templin RN GradCert Oncology Unit
Ms L Taylor-Lovett BA Adv Cert Chemotherapy Admin
Radiology Nursing
Ms A Donnelly RN

Haemodialysis
Ms H Hinrichsen RN BNSg Dip Nsg/Haemodialysis

Psych Nsg Grad Cert CC Grad Cert Renal

Ward 5FN
Ms L Walsh RN

Ward 5GS
Ms H Lack RN RM Dip N Ed BEd

**MEDICINE**
Director of Medicine
Associate Professor D Langton MB BS(Hons) FCCP FRACP FFICM

Director of Endocrinology and Director Academic General Medicine
Associate Professor C Gillifan MB BS (Mebi) PhD FRACP

Director of Clinical Practice Improvement
Dr G Braun MB BS FRACP

**Medical Staff Cardiology**
Dr P Carrillo MB Bch FRACP (Director)
Dr A Arunothayaraj MB BS MRCP (UK) FRACP
Dr R Lev MB BS FRACP
Dr G Szto MBBS FRACP
Dr T Pererman MB BS (Hons) FRACP FCSANZ DDU
Dr G Tooogood MB BS FRACP
Dr B Wood MB BS FRACP

**Medical Staff Endocrinology**
Associate Professor C Gillifan MB BS (Mebi) PhD FRACP (Director)
Dr D Dutta MB BS PhD FRACP
Dr S Morris MB Ch (AUK) FRACP Medical Staff Infectious Diseases
Dr P Vinton MB BS (Hons) FRACP (Head of Unit)
Dr M Ananda-Rajah MB BS FRACP

**Medical Staff Gastroenterology**
Dr D Badov MB BS FRACP

**Medical Staff General Medicine**
Dr P Fiddes MB BS FRACP (Head of Unit)
Dr R Chen MB BS FRACP MD
Dr R Herrmann MB BS FRACP
Dr T Pererman MB BS FRACP

**Medical Staff Renal**
Dr A Thornton MB BS FRACP

**Medical Staff Special General Medicine**
Dr S Morris MB BS FRACP (Head of Unit)

**Medical Staff Pain Management**
Dr A Prendergast MB BS FFAARCS FANZCA

**Medical Staff Rheumatology**
Dr E Thevathasan MB BS(Hons) FRACP

**Medical Staff General Practice Medicine Frankston**
Dr A Gunesekeara MB BS Dip Obst DipRACOG (Head of Unit)
Dr Z Barr MB BS FRACP

**Medical Staff General Practice Medicine Frankston**
Dr A Gunesekeara MB BS Dip Obst DipRACOG (Head of Unit)
Dr Z Barr MB BS FRACP

**Medical Staff Neurology**
Associate Professor E Butler MB BS FRACP (Head of Unit)
Dr S Raghav MB BS MD DM (Neuro) FRACP

**Medical Staff Respiratory Medicine**
Associate Professor D Langton MB BS(Hons) FRACP (Head of Unit)
Dr G Braun MB BS FRACP

**Medical Staff Radiology**
Mr R Aylward BNsg, Dip Crit Care

**Surgical Unit 5**
Ms J Emmanuel RN BNsg Dip Front Mgt

**SURGERY**
Director of Surgery
Associate Professor C Russell MB ChB MS FRACS Grad DipBus MRACMA

Medical Staff Ear Nose and Throat
Mr N Vallance MB BS FRACS (ENT) (Head of Unit)
Mr D Diamantaris MB BS FRACS
Mr W Hurst MB BS FRCS(Edin) FRCS(Eng) FRACS
Mr J Redman MB BS FRACS

**Medical Staff General Surgery and Upper GI**
Associate Professor C Russell MB ChB MS FRACS Grad Dip Bus Mr C McCarthy RN Crit Care

**Medical Staff Gastro Intestinal**
Mr S Skinner MB BS PhD FRACS Senior Lecturer (Head of Unit)
Mr P Gray MB BS (Mebi) MRCP(Edin) FRCS(Eng) FRACS

**Medical Staff Obstetrics and Gynaecology**
Mr J Aylward Mr D Carty MB BS FRACS (Chairman)

**Medical Staff Orthopaedic Surgery**
Mr P Brydon MB BS FRACS (Orth) (Chairman)
Mr G Bourke MB BS FRACS (Orth)
Mr N Broughton MB ChB (Hons)

**Medical Staff Paediatric Surgery**
Mr R Wuttke MB BS FRACS

**Medical Staff Phlebology**
Mr J Mair PhD FRACS FRFSP(Ret) FRCS(Eng) FRCS(Edin) FRCS(E) FRFSP

**Medical Staff Plastic & Reconstructive Surgery**
Mr P Griffiths MB BS FRACS FRACS(Eng)

**Medical Staff Plastic Surgery**
Mr P Griffiths MB BS FRACS FRACS(Eng)

**Medical Staff Plastic and Reconstructive Surgery**
Mr P Griffiths MB BS FRACS FRACS(Eng)

**Medical Staff Vascular Surgery**
Mr P Griffiths MB BS FRACS FRACS(Eng)

**Medical Staff Vascular Surgery**
Mr P Griffiths MB BS FRACS FRACS(Eng)
Medical Staff Plastic / Maxillofacial Surgery
Dr P Trell MB BS FRACS (Head of Unit)
Mr D Hunter-Smith MB BS(Hons) FRACS
Mr T Robbins MB BS FRACS FRCSEd(Ed) FRCS
Mr D Ross MB BS FRACS (Plast)
Dr M Rostek MB BS FRACS
Medical Staff Thoracic Surgery
Mr P Cole MB BS FRACS FRCS(Ed) (Card/Thor) FACC FCP(StS) (Head of Unit)
Medical Staff Urology
Mr C Cham MB BS MD FRCS FRACS (Head of Unit)
Mr C Chang MB BS (Melb) FRACS (Urol)
Mr A Tan MB BS(Fml) FRACS
Medical Staff Vascular Surgery
Mr G Somjen MS FRACS FRCSI(Ed) DDU (Head of Unit)
Mr C Last MB BS(Hons) FRACS (Vasc)
Mr Wai-Leng Chue MBBS FRACS (Vasc)

ANAESTHETICS
Director of Anaesthesia
Dr J Copland MB BS FFARACS FANZCA
Deputy Director of Anaesthesia
Dr C Bowden MB BS FANZCA
Director of Anaesthetic Research & Training
Associate Professor T Loughnan MB BS FRANZCAM FANZCA
Medical Staff - Anaesthetics
Dr P Brown MB BS BSc(Hons) DA(UK) FANZCA
Dr J Campbell MB BS FFAIC(Dent)
Director of Anesthetic Medicine
Mr C StJ MB MS (Monash) MClinEd

MEDICAL PROFESSIONAL, INVESTIGATIVE AND PHARMACY SERVICES

MEDICAL STAFF COUNCIL
Chairman, Medical Staff Council
Dr J Copland MB BS FFARACS FANZCA
Deputy Chairman, Medical Staff Council
Mr R Studdon MB ChB(Edin) DA FRCS FRACS(Paed Surg)
Honorary Treasurer
Dr J Copland MB BS FFARACS FANZCA

NURSE UNIT MANAGERS
Women's Services
Ms D Atwood RN RM IBCLC
Child and Adolescent Unit
Ms H Hutchins RN
Maternity Inpatient Services
Ms S Sewell (Acting) RN RM
Birthing Centre
Ms B Spence RN

WOMEN'S, CHILDREN'S AND ADOLESCENT HEALTH (WCHA)
Operations Director/Principal Nurse Women's Children's & Adolescent Health
Ms S Jones RN RM BNSg Cert AdvCertiMgt Cert Adv Emerg

Director of Women's, Children's & Adolescent Health
Associate Professor A Trivedi MBBS (Hons) Dip Obg FRANZCOG DDU

Medical Staff Obstetrics & Gynaecology
Mr G Baker MB BS FRANZCOG FRCOG FRCSEd (Edin)
Mr A Griffiths MB MS MRACOG FRANZCOG
Mr R Guiguis MB BS FRCOG FRANZCOG
Mr K How MB BS FRANZCOG MRCOG
Mr T Jobling FRCOG FRANZCOG CGO MD
Mr D Johnson MB BS FRANZCOG FRCOG
Mr D Luiz MB Chc FCOG (ISA) MRCOG FRANZCOG
Dr P Porter MB BS FRANZCOG Mr R Vasant MB BS FRACOG FRCS (UK)

Clinical Head Paediatrics
Dr P Francis MB BS FRACP

Medical Staff Paediatrics
Frankston
Dr Y Anderson MD (Germany) FRACP
Dr S Blair MB BS FRACP MRCPCH
Dr H Kelso MB BS FRACP
Dr E Lowther MB ChB DCH FRACP
Dr A O'Neill MB BS FRACP

Director, Aged Care Medicine
Dr C Clarke MBBS (Melb) FRACP

Director, Radiology
Dr C O'Donnell MBBS FRANZCR MMed

Director, Surgery
Associate Professor C Russell MB BS FRACS GradDipBus MRACMA

Clinical Director Rosebud Hospital
Dr R Ward (Acting) MB BS (Hons) MIIFSM

Director, Emergency Medicine
Associate Professor J Waterthedd C SU MB MS (Monash) MCLiNEd (USNW) FACEM MRACMA MACLM Cert IV Train&Assess

Clinical Director Psychiatry
Associate Professor R Newton FRANZCP MRCPsych MB ChB (Edin)

Medical Director Patient Safety and Medicolegal
Dr C Wellington MB BS FRACMA

HMO SUPPORT UNIT
Manager HMO Support Unit & Business and Resourcing Support to Clinical Directors
Mr P Naughton Dip App Sc Grad Dip App Sc Sen Sys Mgmt Dip Naut St Grad Mgmt Cor AIMM AFAHSE JP

HMO EDUCATION
Director Clinical Training/ Supervisor Intern Training
Dr J Copland MB BS FFAIC(Dent)

MEDICAL SERVICES
Manager Medical Clinical Educator
Dr P Bradford MB BS MPH FANZCA

INVESTIGATIVE SERVICES
Manager Clinical Training/ Supervisor Intern Training
Mr B Thorbecke Dip Med Radiog Cert IV Train&Assess

PATHOLOGY
Manager
Ms J Couper BSc (Hons) MBA

MIIFSM
Senior Staff

Haematology
Dr J Catalano MBBS FRACP
Dr M Levin MBBS FRACP FRCPA
Dr J Metz MD DSci(Med) FRCPA
FACP FRCPA
Microbiology
Dr S Broughton MBChB
MRCP(UK) FRCPA
Dr C Perera MBBS PhD Dp Bact
MD FRCPA
Dr C Reed MBBS MRCPat FRCPA
Dr G Wood BSc(Hons) MBBS
FRACP FRCPA
Biochemistry
Dr A McNeil MBBS FRACP
FRCPA PhD
MEDICAL IMAGING SERVICES
Director of Radiology
Dr C O’Donnell MBBS FRANZCR
MMed
Radiologists
Dr T Anderson MBBS FRANZCR
Dr M Bartlett MBBS FRANZCR
Dr A Dulimov MBBS FRACR
DRACR
Dr A McKenzie MBBS FRANZCR
Dr J Waugh MB Ch FRANZCR
RCRL
PHARMACY
Director of Pharmacy
Mr S Lam BPharm FHPA
Accredited Consultant Pharmacist
CLINICAL GOVERNANCE,
QUALITY AND CUSTOMER SERVICES
Director Clinical Governance,
Quality and Customer Services
Ms E Bennett BA (Hons) CPFA
(MBA) MHA UNSW AFCHSE
Med
Mr L Chapman BNsg
RN
Carinya Residential
Aged Care Unit
Ms C Graham RN Div 1
Golf Links Rd Rehabilitation
Unit 1
Ms L Chapman BNsg
Golf Links Rd Rehabilitation
Unit 2
Ms L Clark RN Div 1
Ward 4 Mount Eliza Centre
Ms A Goodrich DipNsg Grad Dip
Gerontology
Ward 5 Mount Eliza Centre
Ms R Gersdahl RN
Jean Turner Community
Nursing Home
Ms K Mackenzie RN BNsg
Lotus Lodge Hostel
Dr J Alexander (Acting) RN Div 1
Michael Court Hostel
Ms W Hellier RN RM Gr Cert
Psych Nsg Gr Dip Geron MN
Residential Rehabilitation Unit
Mr A Saliba (Acting) RN BSc
Health Sciences
Community Rehabilitation
Centres
Mr J Arrebola DipAppSci(Nsg)
BNsg
Outpatients Department
Ms B Connolly RN BNsg

EXECUTIVE DIRECTOR
COMMUNITY & CONTINUING
CARE and ALLIED HEALTH SERVICES
Dr S Watson MBChB FRACMA
MHA (NSW) Bsc (Hons)
Operations Director Sub-acute
Care, Principal Nurse CCC &
Chief Nursing Officer and Site
Manager Mt Eliza
Ms J Jukes RN BNsg MBus
(HR Mgmt)
Operations Director
Continuing Care
Ms L Jamieson BAppSci(SpPath)
MSPA(A) Grad Dip PAOS (Oxford)
Director Social Work &
Integrating Care
Ms S Connolly BSW DipMgt
AdvCertiMgt
Director of Physiotherapy and
Sub-acute Ambulatory Care
Ms J Roberts (Acting) BPhysio
(Hons) MPH ACHFSE MAPA
MCSP (UK)
Director of Occupational
Therapy
Ms A Closter BAppSci (Occ
Therapy)
Director of Speech Pathology
Ms J Collins BSpPath CPSP
Director Nutrition and
Dietetics
Ms H Nikolaos MPhC ACHFSE APD
Clinical Director Aged Care
Medicine
Dr C Clarke MBBS (Melb) FRACP
Director of Rehabilitation
Medicine
Dr S Mudsahular AMC FARM(RACP)
MRACMA
MEDICAL STAFF - CCC
Professor Aged Care Medicine
Professor J Ibrahim MBBS Grad
Cert HE PhD MRACMA FAPPMH
FRACP
Geriatrics
Dr Ah-Choy Chan MBBS FRACP
Dr S Denton MB BS DGM
DipPalMed
Dr S Kumar MB BS FRACGP D G
M GradDipHlthAdmin DipPalMed
Physicians in Rehabilitation
Medicine
Dr A Leach MB BS(BS)
FRACGP FARM
Dr J Rubenis MB BS DGM
FRACGP(RACP)
Dr R Thavarajah MB BS FRACP
SITE & SERVICE MANAGERS
Chief Nursing Officer and Site
Manager Golf Links Road site
Mr J Arrebola (Acting) Dip
AppSci(Nsg) BNsg GradDip
Gerontology Nsg
Chief Nursing Officer/Site
Manager Rosebud Residential
Aged Care Services
(incorporating Jean Turner
Nursing Home and Lotus
Lodge Hostel)
Mr D Baulch (Acting) RN Div 1
BNsg
Chief Nursing Officer
& Site Manager
Rosebud Rehabilitation
Services and CCC Budget
Project Manager
Ms K Murphy RN RM B App
Sci (Nsg Admin) Dip App Sci
(Community Health) Master
Health Service Mgt Dip Health and
Community Services
Psychiatry
Dr S Chambers MB ChFRANZCP
Dr C Etulain FRANZCP
Dr R Kruk MD FRANZCP
Dr P Manawadu MD(Hons)
PGDIP(Pay) MDPsych
Associate Professor P Mazumdar
MBBS FRANZCP
Dr D O’Loughlin MB BS
DipRACOG MPM FRANZCP
Dr J Selman FRANZCP
MPG Psych MB ChLli
Dr L Smith MBBS MPSYCH
FRANZCP
Dr J Stone MB BS (Hons) MPM
Dr M Tsanglis MB BS MPSYCH
FRANZCP
Dr P Tolson MB BS FRANZCP
Program Manager Adult
Acute Assessment &
Treatment Program
Dr S Kateni Macfarlane MB BS
(Acting) RN MHA FRANZCP
Program Manager Adult
Acute Services Program
Ms A Hamden RN BN RN
Grad Dip Gerontics MANZCMHN
Program Manager Adult
Community Psychiatric
Services Program
Mr K Joseph RPN
Nurse Unit Manager
Community Care Unit (CCU)
Mr A Merrett RN Div 3
Nurse Unit Manager Aged
Psychiatry Inpatient Unit
(1WA)
Mr R Bakey RN Div 1 & 3
Nurse Unit Manager Adult
Psychiatry Inpatient Unit (2W)
Mr S John RN RPN PGDip Adv
Clin Nursing (Mental Health)
Quality Manager
Ms R Cantley-Smith RN RPN
MANZCMHN
INFRASTRUCTURE SERVICES
FACILITIES MANAGEMENT
DEPARTMENT
Director of Engineering
Services
Mr G De Campo BBUs Grad Dip
Mgt MB
Carinya Residential
Aged Care Unit
Ms C Graham RN Div 1
Golf Links Rd Rehabilitation
Unit 1
Ms L Chapman BNsg
Golf Links Rd Rehabilitation
Unit 2
Ms L Clark RN Div 1
Ward 4 Mount Eliza Centre
Ms A Goodrich DipNsg Grad Dip
Gerontology
Ward 5 Mount Eliza Centre
Ms R Gersdahl RN
Jean Turner Community
Nursing Home
Ms K Mackenzie RN BNsg
Lotus Lodge Hostel
Dr J Alexander (Acting) RN Div 1
Michael Court Hostel
Ms W Hellier RN RM Gr Cert
Psych Nsg Gr Dip Geron MN
Residential Rehabilitation Unit
Mr A Saliba (Acting) RN BSc
Health Sciences
Community Rehabilitation
Centres
Mr J Arrebola DipAppSci(Nsg)
BNsg
Outpatients Department
Ms B Connolly RN BNsg

EXECUTIVE DIRECTOR
PLANNING, PSYCHIATRY
& INFRASTRUCTURE
Mr B Gardner B App Sc (HIM)
MHA UNSW AFCHSE
Acting Associate Executive
Director Psychiatry
Ms E Bennett BA (Hons)
CPFA (UK) MHA AFCHSE
PSYCHIATRIC SERVICES
Clinical Director
 Associate Professor R Newton
FRANZCP MRCPsych MB
ChB(Edin)
Director of Community
&Aged Psychiatry
Dr S Macfarlane MB BS (Hons)
MMP FRANZCP
Director of Adult Hospital
Based Services
Dr B Keeble-Devlin
(ACTING) RN RPN BAppSci
DipAppSciPsychNurse Med
MANZCMHN FRBC
Chief Nursing Officer
Ms B Keeble-Devlin RN RPN
BAppSci DipAppSciPsychNurse
Med MANZCMHN FRBC
Senior Medical Staff
Psychiatry
Director Psychiatry
Ms B Keeble-Devlin RN RPN
BAppSci DipAppSciPsychNurse
Med MANZCMHN FRBC

EXECUTIVE DIRECTOR
HUMAN RESOURCES and ROSEBUD ACUTE CARE
Mr C England AHA(AU) CMAHR
Rosebud Hospital Operations
Director, Site Manager & Chief Nursing Officer
Ms S White RN RM Grad Dip
Clinical Nsg (Emergency) MNurs

MEDICAL STAFF - ROSEBUD
Clinical Director
Dr R Ward (Acting) MB BS
(Hons) MFISM
General Medicine Rosebud
Dr S Morris MB BS FRACP
Dr P Nayagam MB BS FRACP
MRCP(UK)
Renal Medicine
Dr G Perry MB BS FRACP
General Practice Rosebud
Dr C Amarasinghe BSc MBCHB
DipObst
Dr M Coffey MB BS BSc(Hons)
Dr R Dufty MB BS Dip RACOG
Dr S Fifield MB BS DRAOCG
Dr D Flanagan MB BS DipObst
Dr L Goh MB BS (Melb) FACEM
Mr P McCombe MB BS FRACS
FRACS(Orth)
Mr P Hamilton MB BS FRACP
Orthopaedic Surgery Rosebud
Mr P Hamilton MBBS(Hons)
FRACS(Orth)
Mr P McCombe MB BS FRACS
Paediatrics Rosebud
Dr E Lowther MB ChB DCH FRACP
Dr A O'Neill MBBS FRACP
 Palliative Care
Dr B McDonald MB ChB FChPM
MSc
Plastic Surgery Rosebud
Mr D Hunter-Smith MBBS (Hons)
FRACS
NURSE UNIT MANAGERS
Emergency Department
Mr G Matthews BSc DipApSc
(Nsg) BN MNU ICU Certificate
Operating Suite
Mrs S Lombert BSc(Nsg) Cert Peri
Op Dip Mgt
Southern Wing
Ms S Netherwood RN RM
AdvCertMgt
Walker Wing
Ms L Goodwin RN BNsg(Post reg)
Grad Cert Diabetes Education
Chemotherapy/Renal Dialysis
Ms C O’Kane RN
EXECUTIVE DIRECTOR
FINANCE and INFORMATION
Mr D Anderson BCom MCom
(Finance)
Director of Financial Services
Mr D O’Connor-Price BBus(Acc)
CPA
Manager Computer Services
Mr E Aspinall HND Bus Studies
Manager
FRACS DDU
Obstetrics & Gynaecology
Rosebud
Mr A Griffiths MB BS MRACOG
FRANZCOG
Mr K How MB BS FRACOG
MRACMA
Mr E Torey MBBS(Hons) FRACS
Mr C Last MBBS
(Hons)FRAC(Vasc)
Vascular Surgery Rosebud
Mr Wai-Leng Chue MBBS
FRACS(Vasc)
Mr C Last MBBS
(Hons)FRAC(vasc)
Mr G Somjen MS FRACS (Ed)
FRACS DDU

Psychiatry Chief Nursing Officer
Ms B Keelie-Devlin RN RPNS App
SciDipAppSciPsychNurse Master
Ed St MANZCMHN FRCPA
Rehabilitation, Aged & Palliative Care Services
Principal Nursing Officer
CC & Chief Nursing Officer
Jacksons Road
Ms J Jukes RN BNsg MBus (HR
Mgmt)
Chief Nursing Officer Golf
Links Road
Mr R Digby RN Div1 BA Cert Diab
Ed Grad Cert Gerontology
Chief Nursing Officer / Site Manager
Rosebud Residential Aged Care Services
(incorporating Jean Turner
Nursing Home and Lotus
Lodge Hostel)
Ms M Cook RN BAppSc Nsg
Mr D Baulch (Acting) RN (BNur)
Chief Nursing Officer Rosebud
Community Rehabilitation Centre & Rosebud
Rehabilitation Unit
Ms K Murphy RN RM BAppSc
(Nsg Admin) Diploma AppSc
(Community Health) Dip Health/
Community Services Master
Health Service Mgmt
Nurse Unit Manager Medical Assessment & Planning Unit
Ms A Lindsay RN (Div 1) BNsg
MNSg Crit Care Cert AdvCertMgt
Dip Frontline Mgt
Manager Nursing Recruitment & Allocations
Ms K Story RN BNsg Grad Cert
ICU Grad Cert Health Services
Mgmt
Senior Manager, Nurse
Education & Development
Mrs R Habner RN RM
BAppSciAdvNsgEd MHA Cert IV
WT&A MRCNAA/FCHSE
EMERGENCY
Director of Emergency Medicine
Associate Professor J Wassertheil
C StJ MB MS (Monash) MClinEd
(USNW) FACEM MRACMA
MACLM Cert IV Train&Assess
Clinical Director Franklin
Emergency Department
Dr L Goh MB BS (Melb) FACEM
Director of Emergency Medicine
Dr M Smith MB MS (Monash)
BMedSci Hons (Monash) FACEM
Emergency Physicians / Clinicians
Dr V Amarasinghe MB BS
(Colombo) FACEM
Dr T Baker MB BS Hons (Monash)
BMedSci Hons (Monash) FACEM
Dr K Bristow MB ChB (Otago)
FACEM
Dr B Chan MB BS (Melbourne)
FACEM
Dr D Haji MB ChB (Mosul) FACEM
Emergency Paediatrician
Dr P Francis MB BS FRACP
General Practitioners
Mr M Jackson MB BS (Melb)
BMedSci (Melb) DipObst RACOG
FRACP
Dr G Macaulay MB BS (Melb)
DipObst RDCG ACCAM
Dr R Ward MB BS Hons (Melb)
FISM
Nurse Unit Manager
Emergency Department
Mr A Brown RN RSCN (Lon)
Critical Cert ICU BA (Hons)
Project Officer
Ms N Parker GradDipAppNur BA
MA Grad Dip CritCareEN Grad
Cert Health ProfEd GradCert
Health Prom
Nurse Unit Manager
Medical Assessment and Planning Unit
Ms C Stevens (Acting) BN
INTENSIVE CARE
Director Intensive Care Unit
Dr J Botha MB ChB MMed
FCPSAI FRACP FJFICM Dip
Neph(London) Dip Echo
(Melbourne)
Deputy Director Intensive Care Unit
Mr J Carney B Sc MB BS(Hons)
FRACP MP&TM FJFICM Dip
Echo (Melbourne)
Nurse Unit Manager
Intensive Care Unit
Mr P Taylor RN Dip HE (UK)
Cert ICU Cert HDU CertMgt
Staff Intensivists
Dr S Arora MD FRACP FJFICM
Dip Echo (Melbourne)
Dr H Ganapathidhyay MB BS
(India) MD FFARCS(IRE) FJFICM

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

PUBLIC RELATIONS & MARKETING
Director Public Relations & Marketing
Mr J Jukes BA Grad Dip Mktg
The Annual Report of Peninsula Health is prepared in accordance with all Victorian legislation. This index has been prepared to facilitate identification of compliance with statutory disclosure requirements.

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