



Epworth
HealthCare

collaboration
education
investment
patient care
facilities
technology

Epworth HealthCare
Annual Report
2012

**Excellence
Everywhere
Everyday**



Epworth HealthCare integrates clinical practice with education and research.

It's how we drive innovation, nurture excellence and pursue growth.

Many advances but only one goal: to improve patients' lives.

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OUR PURPOSE

Excellence

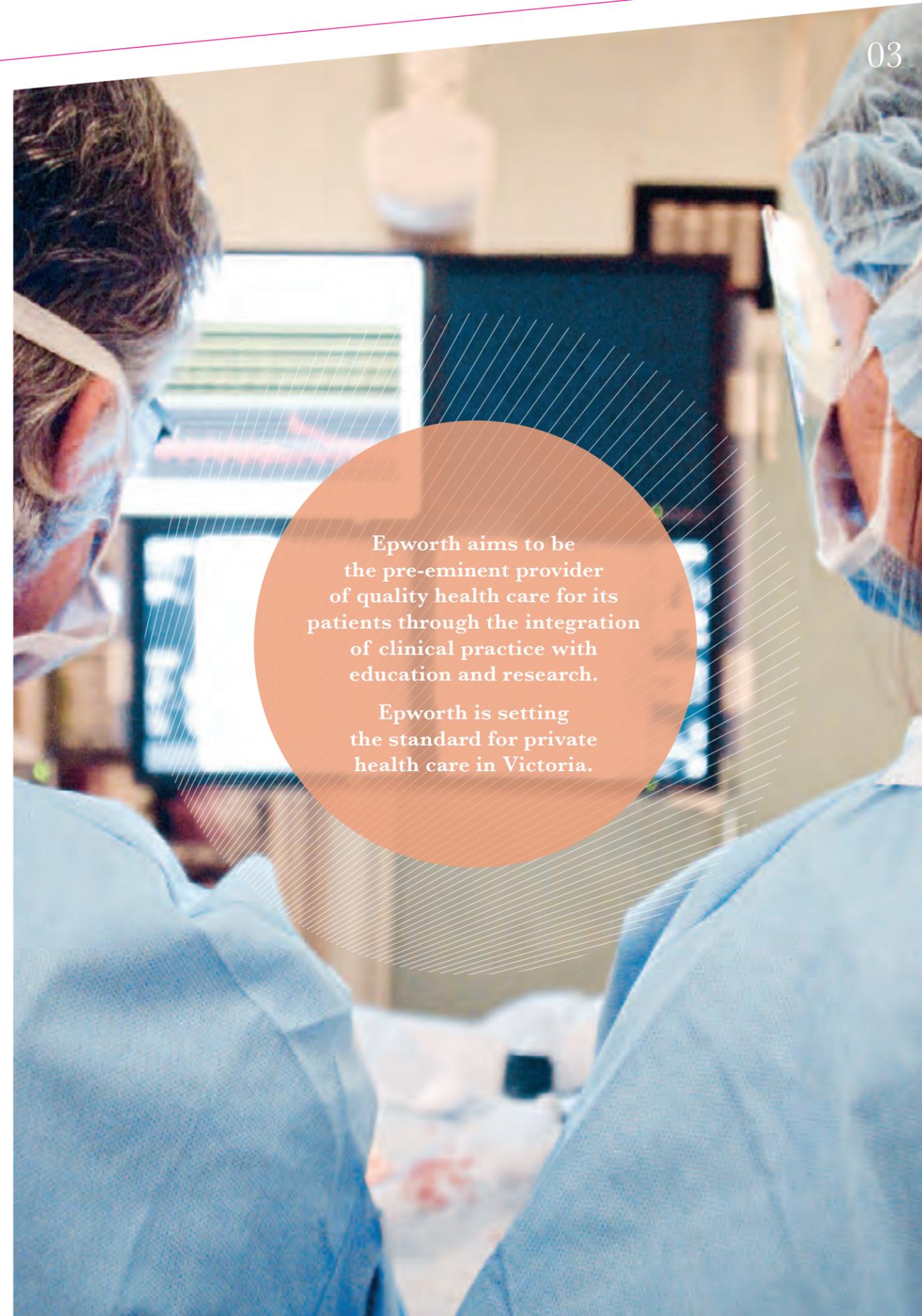
Epworth HealthCare is Victoria's largest not-for-profit private health care group, renowned for excellence in patient diagnosis, treatment, care and rehabilitation.

Everywhere

We operate seven hospitals in the Melbourne metropolitan area – Epworth Richmond, Epworth Eastern, Epworth Freemasons, Epworth Cliveden, and Epworth Rehabilitation at Richmond, Brighton and Camberwell. We are working to extend our reach into regional Victoria, developing a new teaching hospital, Epworth Geelong, in partnership with Deakin University. We also operate a range of specialty clinics including the Women's and Men's Health Clinics, the Breast Clinic, Epworth HealthCheck and Epworth's Specialist Centres. Epworth Pathology has collection centres at every Epworth site.

Everyday

From the birth of a child, to cardiac care, rehabilitation, a hip replacement, robotic surgery, comprehensive cancer treatment or any of our 40 specialties, we provide the specialists, facilities, staff and support to care for patients 24 hours a day, seven days a week. Epworth Richmond's Emergency Department operates around the clock with emergency physicians, critical care nurses and on-call specialists.



Epworth aims to be the pre-eminent provider of quality health care for its patients through the integration of clinical practice with education and research.

Epworth is setting the standard for private health care in Victoria.



TO IMPROVE PATIENTS' LIVES,
EPWORTH FOCUSES ON:

Delivering outstanding patient
care and clinical services

Enabling our staff and doctors
to be the best and give their best

Driving innovation through
education and research

Pursuing growth in reach
and services.



The one goal that drives everything we do is to improve patients' lives. Epworth is committed to investing in a healthier future for us all.

PRESIDENT'S REPORT

It was with great pleasure and honour that I assumed the role of President of the Board of Management from Dr Philip Williams at the 2011 Annual General Meeting. Philip – who will retire from the Board at its November 2012 meeting – has been an instrumental and inspiring leader over the last four years, steering Epworth through significant stages of stabilisation and growth. I would like to thank Philip for his wise counsel and strong guidance to the Board.

Tony Browne will also retire from the Board in November 2012. Tony with his background as a very successful commercial lawyer has provided sound advice, guidance and support to the Board over many years and his contribution will be missed.

On the retirement of Yolanda Klempfner AO and Reverend Professor Norman Young in 2011 after many years of dedicated service, the Board has been very fortunate to welcome Reverend Professor Christiaan Mostert and Robert Macmillan as directors. Both bring considerable experience to the Board and will assist in ensuring the continued success of Epworth HealthCare.

The Board is responsible for determining the strategy and direction of Epworth and ensuring the group commits to this strategy as efficiently as possible. This report focuses on the many ways in which Epworth is growing – from our improvements to patient care and clinical services, to supporting our staff and doctors, building the teaching hospital model, and advancing health care through clinical research.

The one goal that drives everything we do is to improve patients' lives. Epworth is committed to investing in a healthier future for us all.

To improve patient treatment and care, we are undertaking significant redevelopment projects at Richmond and Camberwell. We are also looking to expand our services, working with Deakin University to develop a teaching hospital in Geelong. Through these projects, we will deliver state-of-the-art facilities, increased specialisation and enhanced amenities to promote the collaboration between teaching, research and clinical care. These are exciting and visionary projects.

Knowing that we are already a big part of Victoria's health landscape and growing, means we have to face the challenge of maintaining our excellence, everywhere, everyday across all our services as we expand. It is important that we are well equipped to deal with, and respond to, the challenges we face, particularly during this important stage of growth.

The Strategic Plan for 2013–2017 has been developed to set the direction and framework for the next five years. The plan clearly sets out our objectives so that patients, doctors, staff, visitors, donors, and other stakeholders can understand what we are striving to achieve.

There are three key areas of focus that underpin our strategic plan – delivering excellence in patient and clinical care; enabling our staff and doctors to be their best and give their best and driving innovation through education and research.

To achieve our strategic intent, we have implemented a range of initiatives, including Epworth Excellence. The Epworth Excellence program is a group-wide initiative to provide exceptional care and service, achieve excellent outcomes for patients, and ensure Epworth is a great place to work for staff, volunteers and doctors. Additionally, we have embarked on continuous improvement programs, detailed patient and doctor feedback and employee engagement analysis to measure our performance against our goals.

It has been an exciting year for Epworth and we are now strongly positioned for the future. I would like to thank all Board members for their support over this year of significant achievement. I would also like to thank Group Chief Executive Alan Kinkade for his outstanding leadership and commitment, and the staff at Epworth who continuously strive to improve patients' lives.

Ms Janet Latchford
President



Throughout 2011/12 Epworth HealthCare has continued to be an innovator in Australia's health system, embracing the latest in evidence-based medicine to pioneer the very best treatments and services for our patients.

GROUP CHIEF EXECUTIVE'S REPORT

At Epworth HealthCare we are committed to providing consistent, high quality care to improve the lives of our patients through access to leading research and evidence-based best practice.

Our staff, doctors, service partners, generous benefactors and volunteers have been outstanding in their commitment to delivering excellence, everywhere, everyday. Their dedication has helped us in our continuing ambition to advance patient treatment, clinical education and research at Epworth. There have been many outstanding achievements in 2011/12.

In March 2012, seventeen Epworth Richmond patients were the first to have a new device implanted to treat type 2 diabetes and we became the first hospital in Australia to trial this new device.

Further advancements have been made in the areas of renal denervation as a treatment for patients with resistant hypertension, and with the innovative CoreValve system as a replacement heart valve which enables patients to avoid the risks associated with major surgery.

At the beginning of 2012, Epworth Freemasons specialist endocrine surgeon Dr Julie Miller introduced a new procedure to Victoria called posterior retroperitoneoscopic adrenalectomy (PRA). Epworth Freemasons has led the way with this technique and is currently the only Victorian private hospital where PRA is available.

The 7th World Congress for NeuroRehabilitation (WCNR), held in Melbourne over four days in May 2012, was a tremendous success. More than 1,800 people attended from 54 countries to hear from leading international experts who discussed the latest in clinical advances and research in neurorehabilitation. Professor John Olver, the Epworth Victor Smorgon Chair of Rehabilitation Medicine, was instrumental in bringing the conference to Melbourne.

In March 2012 we successfully developed our own radiotherapy service with the establishment of Epworth Radiation Oncology. This service commenced at Epworth Freemasons and has since taken on the operation of the Tattersall's Cancer

Centre at Epworth Richmond. Epworth Radiation Oncology offers our patients a broader range of radiotherapy treatment through new linear accelerators, which are the first of their type in the private sector in Victoria.

We continue to foster a culture that values high quality, clinically-relevant research that translates into better outcomes for our patients. Epworth aims to provide all patients with the opportunity to participate in an appropriate research program. We have proudly invested more than \$6 million in funding this year towards research and education, as we work towards our goal of offering all patients access to the latest medical research.

A new education and simulation centre at Epworth Eastern is enabling staff and students to enhance their clinical skills and knowledge in a safe and supportive environment. This state-of-art centre, which includes simulation capacity, enables students and staff to replicate real-life scenarios in realistic settings. A second education and simulation centre is under construction at Epworth Richmond and

is due for completion in February 2013. This centre will provide significant simulation capabilities along with lecture and tutorial space to support Epworth's teaching initiatives.

During the year Epworth was recognised as a leader in the health care setting. Epworth Eastern received the world renowned Studer Group's first International Healthcare Organisation of the Month award and Epworth Rehabilitation Brighton was awarded the Australian Private Hospitals' Association/Baxter Award in Quality and Excellence 2011.

For ten consecutive years, Epworth has proudly been endorsed by the Commonwealth Government as an equal opportunity employer of women. Epworth is the only health care provider to have been awarded an Employer of Choice for Women since the first citation in 2000/01.

Providing great opportunities for all of our staff and their continuing development is an essential part of Epworth's workplace culture. We appreciate the importance of investing in our leaders for future growth. As part of our commitment to supporting our current and future leaders, we run a series of Twilight Leadership seminars which provide the opportunity to learn from prominent business figures. In 2012, we were very fortunate to host Gail Kelly, CEO of Westpac.

The major redevelopment projects at Epworth Richmond and Epworth

Rehabilitation Camberwell have progressed considerably.

The first two stages of the Richmond redevelopment – the Bridge Road Tower and Bridge Road Extension have been completed. The Tower provides five levels of consulting space and the Extension provides a new entrance and three floors of clinical space. Level 4 of this space is currently being developed as a new Day Medical and Renal Dialysis Unit which will open in February 2013.

The building works are progressing well at Camberwell to deliver high quality and expanded facilities for our rehabilitation patients. The redevelopment will also enable us to introduce mental health services. The new building will be commissioned in August 2013. We thank our patients, visitors and staff for their ongoing support as we improve our facilities.

The planning application for Epworth Geelong – a new teaching hospital in partnership with Deakin University – was formally approved in January 2012. Epworth Geelong will combine the best of new private health facilities with Deakin's training and research activities. It is anticipated that construction will commence in 2013.

During the year we engaged our staff, doctors and Board to review the 2007–2012 Strategic Plan and define Epworth's strategic vision for 2013–2017 which will

move Epworth into new horizons in health care delivery and discovery. It was an invaluable process and the outcome provides a strong framework for the coming five years.

I am proud of our achievements in 2011/12 and our passion to deliver excellence in care for our patients. I would like to thank our staff, doctors and Executive team for their support, dedication and outstanding leadership. I would like to also acknowledge and thank those Executive members who left in 2011/12 after many great years of service to Epworth – Peter Dohrmann, Chris England and Maureen Willson.

My thanks also go to the Board of Management, led by Phillip Williams and from November 2011, Janet Latchford, for their guidance, support and wise counsel.

I look forward to the next 12 months, confident that together we will continue to provide excellence and leadership in health care delivery.

Mr Alan R Kinkade
Group Chief Executive



YEAR AT A GLANCE

TOTAL BED DAYS 2011/12		383,436
2010/11		382,648
2009/10		369,759
2008/09		364,970

TOTAL PATIENT ADMISSIONS 2011/12		115,097
2010/11		114,911
2009/10		112,769
2008/09		107,504

OVERNIGHT OCCUPANCY 2011/12		88.9%
2010/11		88.5%
2009/10		87.3%
2008/09		87.7%

ICU BED DAYS 2011/12		72,558
2010/11		72,362
2009/10		70,573
2008/09		66,126

YEAR AT A GLANCE

EMERGENCY DEPARTMENT ATTENDANCES 2011/12

28,137

2010/11	28,393
2009/10	27,047
2008/09	26,454

INTENSIVE CARE AND CORONARY CARE BED DAYS 2011/12

16,241

2010/11	15,762
2009/10	15,263
2008/09	14,648

BIRTHS 2011/12

3,425

2010/11	3,502
2009/10	3,749
2008/09	3,590

SAME DAY SURGERY ATTENDANCES 2011/12

31,937

2010/11	33,635
2009/10	32,204
2008/09	28,342

YEAR AT A GLANCE

KEY SERVICES BY CLINICAL INSTITUTE

2011/12 Epworth Richmond	
CLINICAL INSTITUTE	EPISODE COUNT
Musculoskeletal	11,462
General Surgery / Gastroenterology	7,435
Internal Medicine	6,766
Surgical Subspecialties	6,073
Cardiac Sciences	5,160
Cancer Services	4,657
Neurosciences	3,078
Obstetrics & Gynaecology	1,148
All Others	418
All Episodes	46,197

2011/12 Epworth Eastern	
CLINICAL INSTITUTE	EPISODE COUNT
General Surgery / Gastroenterology	8,466
Cancer Services	6,440
Surgical Subspecialties	5,231
Musculoskeletal	4,083
Internal Medicine	2,790
Cardiac Sciences	1,170
Obstetrics & Gynaecology	652
All Others	247
All Episodes	29,079

2011/12 Epworth Freemasons	
CLINICAL INSTITUTE	EPISODE COUNT
Obstetrics & Gynaecology	8,567
Cancer Services	6,172
Surgical Subspecialties	6,050
General Surgery / Gastroenterology	3,770
Internal Medicine	3,420
Musculoskeletal	2,253
All Others	384
All Episodes	30,616

2011/12 Epworth Cliveden	
CLINICAL INSTITUTE	EPISODE COUNT
Musculoskeletal	817
Surgical Subspecialties	705
Obstetrics & Gynaecology	600
Internal Medicine	101
Critical Care	87
General Surgery / Gastroenterology	52
Neurosciences	52
All Others	0
All Episodes	20,976

YEAR AT A GLANCE

KEY REHABILITATION PROGRAMS BY EPWORTH REHABILITATION CAMPUS

2011/12 Epworth Rehabilitation Brighton	
REHABILITATION PROGRAM	BED DAYS
Reconditioning & Restorative	7,711
Orthopaedic	8,014
Cardiac	1,204
Neurological	1,353
Stroke	1,497
Pain Management	721
Musculoskeletal	476
All Episodes	21,059

2011/12 Epworth Rehabilitation Camberwell	
REHABILITATION PROGRAM	BED DAYS
Sleep Studies	1,473
Reconditioning & Restorative	6,727
Orthopaedic	9,019
Cardiac	1,443
Brain Injury	3,299
Neurological	1,035
Pain Management	436
All Episodes	24,931

2011/12 Epworth Rehabilitation Richmond	
REHABILITATION PROGRAM	BED DAYS
Orthopaedic	19,264
Brain Injury	5,916
Neurological	2,145
Pain Management	384
Stroke	694
Musculoskeletal	31
Other	56
All Episodes	28,490

2011/12 Transitional Living Centre	
REHABILITATION PROGRAM	BED DAYS
Transitional Living Centre	1,926
All Episodes	1,926



Epworth is an innovator in Australia's health system, embracing the latest in evidence-based medicine to pioneer treatments and services for our patients. We invest all surplus funds back into our staff, developing our facilities and purchasing the latest technology to keep us at the forefront of medical treatment.

ADVANCING PATIENT CARE AND CLINICAL SERVICES

New clinical services and practices

Epworth increases its lead role with cardiac innovation

In the past year, 28 patients have received treatment for severe symptomatic aortic stenosis using the innovative CoreValve System at Epworth Richmond's catheter laboratory, as part of a trial led by Dr Tony Walton. Since the first case took place in March 2010, a total of 53 people have taken part in the trial.

Epworth has increased its lead role among Australia's private hospitals in performing this cardiac procedure, which is designed to enable replacement of a diseased aortic valve without open-heart surgery or surgical removal of the native valve.

Novel adrenalectomy procedure

In March 2012 Epworth Freemasons introduced a new procedure known as posterior retroperitoneoscopic adrenalectomy (PRA), which is a minimally invasive removal of the adrenal gland.

It results in less post-operative pain and a faster recovery time than traditional laparoscopic adrenalectomy.

Epworth Freemasons specialist endocrine surgeon Dr Julie Miller is currently the only surgeon on the east coast of Australia trained to perform the procedure.

Dr Miller has seen great results with her first twelve patients, all of whom were safely discharged the day after surgery which is a significantly improved outcome for the patient.

Rapid response for patients with retinal detachment

New equipment for retinal detachment, diabetic retinopathy and other causes of vision loss is being trialled at Epworth Freemasons for a six-month period.

Leading Epworth Freemasons Ophthalmologist Dr Saf Bassilli will have access to this new equipment which enables a prompt response time for retinal detachment. Epworth Freemasons can also accept emergency cases where

space is available. Vitrectomy has been shown to greatly improve visual acuity in patients.

Epworth first for diabetes patients

Eleven patients at Epworth Richmond became the first people in Australia to receive a new device that has successfully treated type 2 diabetes in Europe and South America – helping patients there to lower blood sugar levels and achieve a weight loss of more than 20 per cent.

This treatment includes the implantation of the EndoBarrier® Gastrointestinal Liner – a thin, flexible, tube-shaped Teflon liner that forms a physical barrier between food and a portion of the wall of the intestine.

The surgical procedures were performed at Epworth in March 2012 by Dr Harry Frydenberg, following successful overseas clinical trials in more than 500 patients. These trials showed lower HbA1c levels, weight loss and other improved metabolic functions including cholesterol, blood sugar and triglycerides.

New lung cancer service

In mid 2012 Epworth Eastern welcomed a new oncology service, the Eastern Thoracic Oncology Service – known as EThOS. EThOS is a collaborative endeavour of the team at Epworth Eastern with leading local specialists to facilitate and expedite the multidisciplinary management of patients with proven or suspected lung cancer.

EThOS offers rapid and appropriate referral of both insured and non-insured patients with a new diagnosis or a suspected diagnosis of lung cancer. The aim of EThOS is to provide a centralised service integrating Respiratory Physicians, Thoracic Surgeons, Medical and Radiation Oncologists using state-of-the-art investigatory tools in lung cancer management including total body PET scanning and EBUS (endobronchial ultrasound).

Baby care video tutorials

Epworth Freemasons understands new parents have a lot to remember and learn when caring for their newborn. It can be a very stressful time and many parents can be left feeling a little unsure of what to do, without having the right information at hand.

To assist new parents with some of these basic techniques, a range of educational video tutorials have been produced, featuring Epworth Freemasons' highly qualified maternity staff.

The videos, which include how to swaddle a baby, how to change a baby's nappy and how to bath a baby, can be accessed through the Maternity section of the Epworth website or via YouTube. Very positive feedback has been received.

Palliative care discharge summary

In November 2011, Epworth Richmond and Epworth Freemasons identified gaps in the discharge summary template for patients transferring to community palliative care services.

A new discharge summary template, based on the one used at Epworth Eastern, was developed and implemented in January 2012 to improve the discharge process. Since its introduction, excellent feedback has been received from community palliative care providers as the whole process is far more informative and efficient.

Expo highlights breast cancer awareness

A Breast Cancer Awareness Expo was held at Epworth Richmond in October 2011 to highlight the range of support services available through Epworth for women undergoing breast cancer treatment, as well as for their family and friends. The Warwick Foundation, Australia's first and only charitable foundation supporting young adults aged 18–40 on their cancer journey, was present at the conference as were

representatives from Think Pink and Breast Cancer Network Australia.

The event was attended by more than 100 people and is an example of Epworth joining forces with other charitable organisations to raise awareness of and provide assistance for patients with breast cancer.

Unique service offered to rehabilitation patients

Epworth Rehabilitation's Return to Cycling Education Program commenced more than 14 years ago and since then, more than 100 Epworth rehabilitation patients have successfully returned to recreational cycling as a result of participating in the program.

Originally devised to cater for the needs of traumatic brain injury patients, the program now also provides a service to orthopaedic trauma and amputee patients. This year has been the busiest with high numbers of participants commencing the program. Under the expert guidance of Epworth Exercise Physiologist, Adrian Sexton, the program has grown substantially and has become a unique part of the Epworth Rehabilitation service.

The Return to Cycling Education Program aims to assess an individual's ability to return to cycling following traumatic injury.

Epworth HealthCheck

Epworth HealthCheck is one of the most comprehensive health assessment programs of its type available. During 2011/12 more than 500 patients had an appointment. Of these patients, five previously unidentified cancers were found and four significant cardiac issues were identified. In addition, 220 had an early detection of a previously unknown condition, and 83 patients were admitted to Epworth hospitals.

This outstanding result continues to highlight the importance of the program and the overall positive impact that it has on patient lives through being proactive.

Liverpool Care Pathway at Epworth

The Liverpool Care Pathway (LCP) gives thorough direction for the best care of a person with a terminal condition. It is based on extensive research and evidence from medical and nursing practice and was devised at the Marie Curie Palliative Care Institute in Liverpool, UK.

In 2012, the LCP was chosen as the most caring and compassionate way to assist Epworth patients nearing the end of life.

Staff from Epworth Richmond worked with representatives from the Liverpool Hospital to tailor the program to suit the Australian setting. Once this was complete, the program was extended across Epworth through a detailed education package put together to assist staff on how to use the pathway to ensure best patient outcomes.

The program has seen an improvement to the end-of-life care by Epworth nursing staff as well as support from Epworth doctors.

Workshop programs improve patient care

The Occupational Therapy department ran a workshop program for inpatient and outpatients at both Epworth Rehabilitation Richmond and Epworth Rehabilitation Camberwell. Both programs aim to improve the physical and cognitive issues patients experience post-injury by using functional tasks to assist with their rehabilitation progress.

The case mix and volume of patients differs between the Camberwell and Richmond sites, and as such, the workshops have been adapted to meet the best needs of the patients. By reducing the number of patients in each workshop, Epworth Rehabilitation is able to offer more individualised programs which have resulted in better outcomes for the patient.

New cardiac procedure

In May 2012 the first drug-eluting balloon was used in a percutaneous cardiac intervention (PCI) procedure – angioplasty – at Epworth Eastern's catheter laboratory.

The patient being treated had had a reoccurring abnormal narrowing of the vessel, medically referred to as a stenosis. This would normally require either a repeat stent procedure which would entail overlapping layers of stent metal or open heart coronary bypass graft surgery. Dr Chris Lim decided that repeat PCI using drug-eluting balloon technology was preferable to both as it would give a result as good as a repeat stent, while avoiding an additional layer of stent metal and its accompanying complications.

The drug-eluting balloon was delivered past the restenosed stent and inflated to high pressure. The blocked stent was successfully re-opened, and delivery of the anti-restenosis drug at the site of the blockage will prevent future re-narrowing from plaque regrowth.

Taking patient monitoring to the next level

Epworth Freemasons secured a new, state-of-the-art monitoring system – known as Infinity Omega – in late 2011.

The Infinity Omega is an advanced patient monitoring solution that integrates patient data from diverse sources including vital signs, lab data and patient data management systems so that clinicians can view X-rays, scans and MRIs on the one screen. This puts the information a clinician needs at their fingertips, aiding decision making, saving time spent looking for information and helping to reduce the potential for medical error.

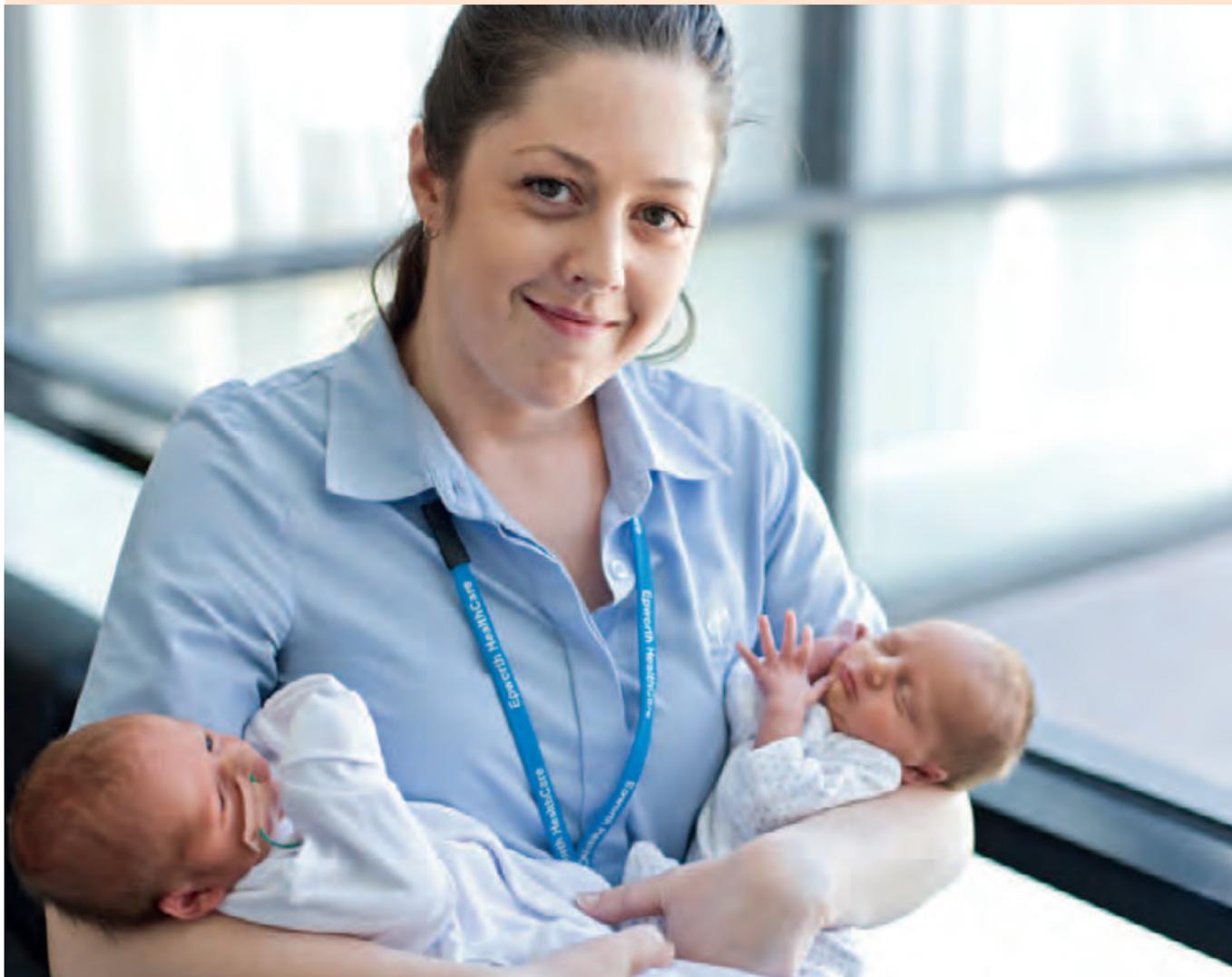
Epworth Radiation Oncology

Epworth Radiation Oncology is a radiotherapy treatment facility that commenced services at Epworth Freemasons and Epworth Richmond in 2012.

Since its commencement, Epworth Radiation Oncology has purchased two new Varian Linear Accelerators helping position Epworth as the premier service provider for private radiation oncology services in Victoria. The service, equipped with cutting edge technology, is able to offer Image Guided Radiation Therapy, which is the use of frequent imaging during a course of radiation therapy to improve the precision and accuracy of the delivery of treatment.

The service has been a great success in the short time it has been operational, seeing more than 340 patient courses at Epworth Freemasons and more than 150 patient courses at Epworth Richmond.





Patient satisfaction

Enhancing the patient experience through improved processes

In 2012 Epworth Freemasons reviewed its surgical bookings processes, encompassing everything from the patient booking through to the patient's arrival in theatre.

The review identified a number of areas for improvement, including:

- A central point of contact for doctors' practices and patients
- Preparation of patient documentation well in advance of the admission date
- Streamlining the clerical admission process by eliminating unnecessary administrative steps
- Undertaking clinical pre-admission reviews of all patients, to identify potential health or clinical issues prior to admission that may cause cancellations.

The key improvement is the establishment of a new Patient Service Centre which centralises the booking process and enhances the clinician and patient experience.

Epworth Excellence initiatives

Epworth strives to continuously improve its performance through Epworth Excellence. This cultural change initiative has been underway for three years and sets the standard for improved customer service, employment practices and leadership and development.

In 2011/12 a number of initiatives were introduced to address the key priority areas within the Epworth Excellence framework including Customer Service, Leadership Development, Employee Engagement, and Values and Behaviours.

The Epworth Excellence initiative brings to life values and behaviours to ensure exceptional care is provided and Epworth continues to be a great place to work. As at June 2012, 98 per cent of staff and doctors have signed up to their values and behaviours, demonstrating their commitment to delivering exceptional service and patient care.

To enhance patient communication, every Epworth patient has their own whiteboard clearly visible from their bed. The boards are updated daily and include the name of their nurse, doctor, day of the week and approximate discharge date and time. They also include reminders about strategies to assist their care.

The whiteboards have become one of the key elements of demonstrable patient-centred care. By involving the patient and focusing their attention on their care, it has also become a valuable risk reduction tool.

Patient satisfaction surveys

A commitment and focus on patient care through the Epworth Excellence program has delivered further improvements in performance and patient satisfaction levels.

Patient satisfaction surveys are now continuously completed. Every month a report is received identifying scores under the following areas; admission, room, meals, nursing care, tests and therapy, visitors and family, doctor care, discharge and personal issues, for assessment. This allows for targeted improvements to ensure patient satisfaction is maintained and improved. A quarterly report is also produced that provides benchmarks on where Epworth sits relative to other hospitals.

Improved admission process into the Community Integration Team

Epworth Rehabilitation's Community Integration Team (CIT) has developed a comprehensive admission process that addresses a number of key areas. Patients undertaking a CIT program are now better equipped to develop individual therapy goals, in partnership with their therapist. By obtaining relevant medical, social and environmental patient information, the CIT therapists are then able to facilitate a relevant treatment plan that clearly aligns with the patient's goals.

As a result of this improved admission process, patient satisfaction has increased as patients are more able to reach their goals – including adjustment issues and coping skills, sport and leisure options, communication and social skills.

New equipment

Donors fund state-of-the-art equipment

The Epworth Medical Foundation uses donations in three key areas: to fund new medical research, to support patient care services, and to purchase new clinical equipment.

Some of the equipment purchased for Epworth in 2011/12, funded through the generosity of donors, included:

- Epworth's new anaesthetic machine that dispenses the gases necessary to induce sleep and prevent pain to patients during surgical procedures. The anaesthetist is able to make moment-by-moment adjustments to the drugs and fluids that a patient needs during an operation.
- A new life saving ultrasound, the B&K Ultrasound that is at the cutting edge of prostate cancer diagnosis. The B&K takes biopsies through disinfected skin in the groin, rather than through the contaminated skin of the rectal wall, drastically reducing the risk of life-threatening infection. It has already helped save lives, confirming nine cases of prostate cancer from 23 biopsies, of which two cases were serious enough to merit full surgical removal.
- The Philips V60 which provides a non-invasive source of ventilation. It removes the need for artificial airways (tubes) inserted into patients throats, a process done only when patients are anaesthetised. It can be used for patients with acute pneumonia, fluid on the lungs, acute respiratory failure, asthma and many other conditions. The non-invasive treatment prevents infection and improves patient recovery times so they can return home sooner.
- Portable ultrasounds that allow for faster and more accurate diagnosis, reducing the time to theatre. These ultrasounds help with the insertion of central venous catheters, where intravenous access is difficult, and can be used when assessing shock or detecting fluid in a patients' abdominal cavity.
- The Tonopen, a lightweight and portable instrument that is used to provide fast and accurate detection of glaucoma and blunt eye injuries in children and adults coming through emergency.
- The Endo Bronchial Ultrasound (EBUS), used to accurately diagnose lung cancer, infections and diseases in the chest in real time during minimally invasive surgery. It gives access to difficult to reach areas inside the chest and abdomen, allows accurate biopsies to be taken and analysed while in theatre which means less pain and faster recovery for the patient.
- Blanket warmers to help keep a patient's body temperature from dropping post-operatively for Epworth operating theatres. The use of warm blankets after surgery has been proven to reduce infection rates and results in faster recovery.
- Cardiovascular exercise equipment to help patients regain their strength. Patients in Epworth's Heartsmart cardiac rehabilitation program use exercise to recover from cardiac surgery or a traumatic heart event, such as a heart attack.
- Epworth Medical Foundation dedicated funds raised from its 2011 Christmas Appeal to the maternity unit for a new foetal monitoring system, which allows doctors to access patient information remotely and midwives to view vital information from anywhere in the ward. This provides greater flexibility, comfort, clinical efficiency and accurate reporting. This wireless and waterproof system also allows mothers in labour to move freely, while being closely monitored anywhere in the ward.



Epworth milestones

Celebrating 30 years of collaborative cardiac care

In September 2011 Epworth marked thirty years since performing its first coronary artery bypass operation.

Over that time, cardiologists, cardiothoracic surgeons and intensivists have worked together on more than 20,000 cardiothoracic operations and more than 15,000 coronary angioplasty procedures.

To mark the 30-year milestone, a Symposium chaired by A/Prof Ron Dick, was held on 10 September 2011 for the Cardiac Clinical Institute. In attendance were two international guest speakers, Mr Joe Sabik from the Cleveland Clinic and Dr Saibal Kar from Cedars-Sinai in Los Angeles. Their presentations highlighted modern cardiovascular management, and celebrated how far Epworth has come in the management of cardiovascular disease over the last 30 years.

Epworth patient received inaugural police medal

A former patient of Epworth Richmond Inspector Gerry Rudkins became the first Victorian to receive the National Police Service Medal, honouring more than 30 years of ethical and diligent service as a sworn Police Officer in February 2012.

The medal recognises the role that sworn officers have in protecting the community and acknowledges a long and excellent service. It was testament to the high esteem in which Gerry was held, that he was the first Victorian Police Officer to be nominated.

Chief Commissioner Ken Lay and Deputy Commissioner Kieran Walshe came to a small family gathering at Epworth Richmond where Gerry was receiving treatment for secondary cancer. Sadly, Gerry lost his battle with cancer not long after receiving the award. He will be fondly remembered by both Victoria Police and Epworth Richmond.

Epworth Freemasons Maternity turns 20

In October 2011 Epworth Freemasons celebrated 20 years of providing Victorian mothers with excellent private maternity services. Having welcomed more than 57,000 babies into the world during that time, it is Melbourne's largest private maternity hospital.

When it opened as Freemasons Hospital on 1 October 1991, there were 38 beds. Since then, the service has been upgraded to include an additional 17 beds, together with another six beds at the nearby luxury Park Hyatt Hotel.

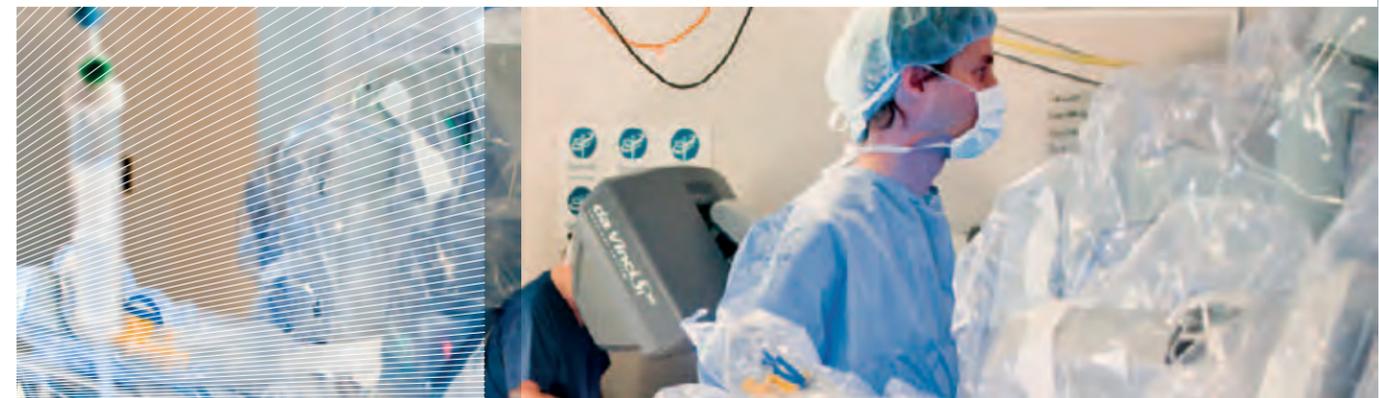
The Maternity Unit has gone from four to nine delivery suites and from eight to ten special care nursery cots, from old foetal

monitors to 'super-touch screen' monitors, and from manual to electronic blood pressure machines.

Some of the other changes observed by staff who are still working in the Maternity area include:

- The tradition of fathers staying overnight with mum and new baby to assist with parenting duties and establish feeding
- The introduction of 24-hour anaesthetic cover
- The introduction of the Park Hyatt option (following uncomplicated deliveries) with continued care from the mother's obstetrician
- The introduction of the Day Breastfeeding Centre and Day Assessment Area for assistance with breastfeeding
- A rise in the average age of first-time mothers – to 34
- The introduction of students – in midwifery, paramedics, medical students and obstetric trainees.

Epworth Freemasons is committed to responding to the needs of mothers by remaining focused on providing the best in women's health services for Victoria mothers and everything their babies need while in Epworth's care. Staff, doctors, and former patients enjoyed a formal celebration at Dallas Brooks Centre to acknowledge the milestone.



“I felt like the Epworth staff were our team. Nothing seemed too much trouble for Alex.”

Chantal Valis

Alex and Chantal had a joyous wedding in February this year. A few months later when Alex experienced painful headaches, sore eyes, severe chills and pain, he was told he had influenza. Chantal nursed him until his legs gave way, then called his brother to help carry Alex into Epworth. She remembers feeling frightened after Emergency staff gently suggested they call Alex's parents, because he might need to be intubated if the numbness in his legs spread to his lungs.

After arriving in the ED at 9am, things moved quickly. Admitting staff suspected it could be either Guillain-Barré Syndrome or Transverse Myelitis and ordered blood tests, an MRI and a lumbar puncture.

“With my blood pressure at 205/125 and a heart rate of 120, I was worried”, explains Alex, “but I was grateful to hear the neurologist, Professor Richard Gerraty taking the time to describe the effects of spinal cord inflammation to Chantal, so she could feel confident I was in safe hands.

“Over the next 4 weeks, my symptoms varied widely – numb legs, a cold body, burning sensations in my hand and a pulmonary embolism in my lung. Looking back though, I remember Epworth staff remaining calm so that we would panic less – and that was not just in Emergency, but in ICU, the Cardiac ward and on 4LP”.

Chantal decided early on that it wouldn't help Alex if he saw her upset, so she resolved to be practical and positive – sleeping in his room, restricting his visitors and working on his muscles.

“I felt like the Epworth staff were our team. Nothing seemed too much trouble for Alex. They turned him every three hours, massaged his legs and encouraged me to keep his muscles flexible. Alex's friend in Perth told me to challenge Alex's mind and make him focus on what it felt like to use those muscles to run and swim. Our wedding dance was the Michael Buble version of Fever, so we concentrated on that great day,” Chantal said.

Alex believes he will become stronger with his good diet and continued rehab and Pilates sessions. “But without Chantal, my family, friends and the fantastic people at Epworth, I know I would not have made it.”





Epworth is an exciting and growing organisation with a strong commitment to staff development and training within a multidisciplinary environment. Our staff work across a wide range of medical, nursing, allied health, hospitality, management and administration roles. We also support our visiting doctors by ensuring we have the best facilities and processes for patients.

SUPPORTING STAFF AND DOCTORS

Investing in our staff

Employer of choice for women, 11 years straight

In April 2012, Epworth was awarded Employer of Choice for Women status from the Federal Government's Equal Opportunity for Women in the Workplace Agency (EOWA) – making it 11 years in a row of achieving this recognition.

This year, Epworth was also among 19 organisations in the health and social assistance sector who were noted for their efforts to eliminate the gender pay gap and provide equal opportunities for all employees.

Epworth is the only hospital group in Victoria to receive the EOWA citation since it was introduced in 2001, recognising programs that create a fair workplace and achieve genuine results for working women since that time.

Epworth is proud that it attracts and retains women employees at all levels of responsibility, including at Executive and Board level and remains committed to achieving pay equity and ensuring that

women are not under-represented in senior management positions.

The policies and practices that Epworth has implemented to support women across the organisation have benefited the business. Best practices include providing mentoring and career development, flexible rosters to accommodate staff members with family responsibilities and part-time work or paid maternity leave.

Employee engagement continues to improve

In 2010, Best Practice Australia (BPA) conducted an organisation-wide Employee Engagement Survey, with results indicating a significant improvement in levels of staff engagement across Epworth.

In November 2011, eleven departments across Epworth Freemasons, Epworth Eastern and the corporate division participated in a BPA Employee Engagement Progress Survey. This shortened version of the full survey provided a snapshot of the areas in which Epworth has improved and the areas that still require some work.

The focus of this progress survey was on Employee Engagement, Employee Expectations, Values and Behaviours in the Workplace and Management Skills.

Key findings included:

- 75 per cent of the departments surveyed have made significant improvements since the November 2010 survey, with employee engagement improving by an average of 20 per cent
- 3 departments moved into a culture of 'Consolidation'
- 1 department moved into a culture of 'Ambition'
- 1 department moved into a culture of 'Success'.

Importantly this progress survey has provided managers with valuable information on the impact that initiatives put in place over the past 12 months have made, as well as highlighting areas for improvement.

The full BPA Employee Engagement Survey is scheduled for November 2012.

Celebrating success

Epworth Rehabilitation receives national award

Epworth Rehabilitation Brighton was the winner of the prestigious 2011 Australian Private Hospital Association (APHA)/Baxter Ambulatory Care Award for the Multidisciplinary Falls Prevention Intervention Program.

The team at Epworth Rehabilitation Brighton developed and sustained a program for ambulatory patients to significantly decrease the number of falls. It involved all members of the multidisciplinary team accurately identifying, on admission, those patients at risk of a fall.

Outcomes of the program have been significant for Epworth Rehabilitation. Over the period of the trial, patient falls were reduced by more than 50 per cent, and this reduction has been sustained over a period of eight months. Patient falls overnight were reduced by 90 per cent, and falls in bathrooms and toilets were reduced by 60 per cent.

Recognising outstanding achievements

A recognition ceremony was held at Epworth Richmond in September 2011 for postgraduate nursing students who studied during 2009 and 2010.

A total of 32 graduates in various speciality areas celebrated their achievement with their families and friends.

The specialities included were critical care, orthopaedics, perioperative and neuroscience. The postgraduate courses were achieved in collaboration with Deakin University and Australian Catholic University.

Each year awards for clinical excellence are presented to high achievers and this year the Victorian Heart Centre Clinical Excellence Award for Critical Care Postgraduate study was presented by Associate Professor Ron Dick and Michael Graan to Sophie Dick (2009 student) and Alanna Keating (2010 student). The Eileen Houston Clinical Excellence Award (Emergency Nursing) was presented by Jane Lynch and Enzo Privitera to Jessica Lee (2010 student).

Celebrating our leaders

The SAC's Leadership Awards celebrate leaders who demonstrate outstanding leadership capabilities, inspire people to follow the example and guidance of the leader and positively contribute to the efficiency and effectiveness of the organisation. In its second year participating in the awards Epworth HealthCare was proud to nominate four candidates in the Not for Profit sector – Executive Director

Epworth Eastern Vincent Borg, Executive Director Rehabilitation Bronwyn Mace, Group Manager Business Operations Lisa Smith and Care Integration Manager Madge Holcombe. Lisa Smith and Vincent Borg were both shortlisted candidates in their categories.

First group-wide Christmas party

The first group-wide staff Christmas Party was held in December 2011. With close to 2,000 staff in attendance there was plenty of energy, excitement and fun to fill the entrance of the impressive Melbourne Museum. The entertainment, food, the spectacular venue and company made the Christmas party a great success.

Australian first for female robotic surgeon

Epworth Gynaecologist Dr Catarina Ang made history in March 2012 when she became the first female surgeon in Australia to perform surgery using the da Vinci robot. More than 40 Epworth surgeons – all male – have used this advanced surgical technology for cardiac, urological, gynaecological, and colorectal surgeries since the robot was introduced to Australia by Epworth in 2003. Dr Ang works at Epworth Freemasons and has a specialised interest in gynaecology, laparoscopic surgery and infertility issues.

New appointments

New medical advisory chairman elected

After nine years as Chairman of Epworth's Group Medical Advisory Council (MAC), Associate Professor Ron Dick stepped down from the role at the October 2011 meeting of the MAC. He has been an accessible, experienced and sensible leader who has guided the MAC through major change and growth.

The incoming Chairman of the Medical Advisory Council is Mr Alan Crosthwaite who has been chairman of the Epworth Eastern Medical Advisory Committee since its inception. Alan will bring a surgical perspective and a very balanced and mature approach to the role. Alan is a urologist whose practice is based at Epworth Eastern. As part of this position, Alan is also appointed to the Board of Management.

Director of Robotic Surgery appointed

Urologist Mr Daniel Moon was appointed to the inaugural role of Director of Robotic Surgery in April 2012. He will play a leading role in the expansion of robotic surgery at Epworth, and will ensure comprehensive integration of robotics with its clinical governance systems and academic strategy.

Leadership development

Investing in our people

The leadership development suite takes a holistic approach to developing its leaders to ensure that Epworth is able to achieve positive change and outcomes.

In 2011/12 the Organisational Development team worked towards a new set of leadership and learning and development initiatives to:

- Ensure that staff at Epworth have the right skills, abilities and desired behaviours required to perform in their role. This is fundamental to supporting the provision of excellence in patient safety and care, and overall optimal organisational performance
- Provide development opportunities for people so that it attracts and retains the best people as an Employer of Choice and as a learning organisation
- Ensure that staff have the skills, abilities and leadership for now and into the future.

A number of important initiatives have been developed to help support these goals.

Online learning

A new program, Learning Seat, will provide Epworth employees with a customised, web-based learning centre to access one of Australia's largest collections of online courses, training tools and e-learning resources, including a suite of occupational health and safety (OH&S), compliance and soft skill course ware.

Courses will be rolled out in accordance with organisational needs, immediately addressing OH&S priorities and gradually introducing others over the next 12 months.

New orientation

A new orientation program will be introduced in October 2012. It will provide new employees with an engaging start to Epworth. The program has been designed with four key elements, which include online introductory information, an Epworth passport, mandatory assessments and corporate orientation.

In early 2012 an extensive evaluation of the existing program and research of programs at other organisations was conducted to inform the planning. It will provide new staff with comprehensive information on Epworth, its values and goals.



New program for emerging and operational leaders

Epworth is piloting a new leadership program with 60 participants that is accredited to a Diploma in Business through Swinburne University. The curriculum is designed to ensure that emerging and operational leaders develop the behaviours and competencies for leadership that will set them up for success.

Review of the performance development plan

A small team has been formed to work on reviewing and improving the performance development plan (PDP) process. A PDP helps people form clear goals that link to the strategic and operational plans as well as an individual development plan.

Epworth is committed to ensuring it offers the most exciting career destination for clinical staff, support staff and corporate services staff, and these initiatives underpin this strategy.

Twilight Leadership sessions

The Twilight Leadership Series, which successfully began in 2010, is targeted at strategic as well as nominated operational leaders across all Epworth divisions and sites.

Partnering with a guest speaker, the series is designed to provide a networking opportunity for senior leaders to share challenges and discuss ideas while also taking part in a presentation about leadership in a broad range of fields.

The fifth in a series of Twilight Leadership Development forums was held in March 2012, with Gail Kelly, Chief Executive Officer and Managing Director of the Westpac Group, guest speaker at the forum. With an extensive record of achievement in financial services, Gail shared her own career and leadership journey, which has seen her progress to being Australia's first female CEO of a major banking corporation.

Developing online learning modules

Following receipt of a Commonwealth grant for undergraduate education of nursing students, the Human Resources department launched the new e-learning system, EpLearn, to provide training to all nursing staff in compliance and education, in an environment that is accessible any time of the day. A range of mandatory competencies are being delivered by Eplearn, and a library of soft skill courses can also be accessed through the online system.

Working with doctors

Significant improvements in doctor satisfaction

Epworth conducts an annual Doctor Satisfaction Survey through researchers Press Ganey. Overall, this year has seen a significant improvement in Epworth's percentile ranking, from 57 per cent to 86 per cent.

Epworth Cliveden had a sensational result with a ranking of 99 per cent. Epworth Rehabilitation Richmond also had an excellent ranking of 97 per cent. Almost all the other facilities showed good improvement, with Epworth Rehabilitation Camberwell having the biggest improvement overall.

Epworth will now be analysing the detailed information and developing a plan of action for further improvement. Once further analysis is completed, priorities for action will be shared with doctors.





Our volunteers and auxiliary groups

Epworth is extremely grateful for the support of its wonderful auxiliaries and volunteer groups. Epworth's auxiliary and volunteering program provides opportunities for people to get involved, have fun, forge new friendships and make a positive difference to patients at Epworth.

Volunteers

In 2011/12, more than 200 volunteers gave their time to help Epworth patients and staff. Epworth's volunteers play a vital role in providing information and a friendly face for patients, families and visitors. They are valued members of the Epworth community, with each volunteer having their own story and reasons for volunteering. They all have one thing in common – their selfless commitment to helping others.

To acknowledge the great work of its volunteers, Epworth proudly celebrates National Volunteer Week, which is the largest celebration of volunteers and volunteerism in Australia. It provides an opportunity to highlight the role of volunteers and to thank those who give their precious time to others.

Auxiliary groups

Epworth's auxiliaries include Friends of Epworth, Cancer Unit Auxiliary and Heartbeat, and members of each group volunteer their time to raise funds to support our patients. The Auxiliary Groups make a vital contribution to Epworth, and the Epworth Medical Foundation holds a recognition lunch each year to thank them for the special contributions they make.

Friends of Epworth

Members of the Friends of Epworth work together to raise funds that support the needs of Epworth's patients. The Epworth Medical Foundation Race Day raised a record \$65,000 in 2012 towards much-needed equipment across the group.

In mid 2012, the first fundraising event in partnership with the Friends of Epworth and the Cancer Unit Auxiliary was held. Titled 'You can leave your hat on', the event was deemed a great success, with funds raised towards an ice machine for oncology patients as well as to support cancer survivor groups at Epworth Richmond.

Cancer Unit Auxiliary

Members of the Cancer Unit Auxiliary volunteer their time and skills to raise money for the Oncology Unit at Epworth by organising events, such as regular fundraising luncheons and forums, which often feature prominent public figures.

In June 2012, the Cancer Unit Auxiliary celebrated its 10-year anniversary. Sixty people enjoyed a breakfast with guest speaker Elizabeth Cross, Curator from the National Gallery of Victoria and vocalist Robyn Mills.

President Mary Cole established the auxiliary ten years ago after a family member suffered cancer and was treated at Epworth Richmond, as it was her way of giving something back, and to thank the staff and doctors who have helped care for cancer patients over the years.

Heartbeat

Heartbeat is an association of former Epworth cardiac patients and their friends and family members who, in appreciation for being given a second chance at life, wish to do something positive for the support and assistance of other cardiac patients.

Together, they host fundraising activities to purchase equipment for Epworth's cardiac ward. Thanks to the support of Heartbeat, this ward benefits from the most sophisticated equipment possible. In 2011/12, the group has purchased new defibrillators for the cardiac ward, and is currently raising funds for a patient point-of-care system.



At Epworth
Rehabilitation, David
learned to coordinate his
balance and to walk,
talk and care for himself
all over again.

One year after his accident, David Jones, 28, is rapt to be back working as a carpenter on a huge building site in Prahran, even though his stamina levels are far from what they used to be.

“My boss, Stan Harvey, is great to have kept a place for me – letting me come back three half-days a week – he doesn’t try to push me beyond my endurance levels.”

On a stormy afternoon in September 2011, David was hit by a train while crossing the tracks at North Williamstown. He doesn’t remember being trapped under the train for an hour before being flown to the Alfred. He only remembers thunder and torrential rain on his way home from work and then waking a month later with a shoulder injury, fractured skull and an acquired brain injury.

Over the next three months at Epworth Rehabilitation and at the Transitional Living Centre (TLC) he learned to coordinate his balance, walk, talk and care for himself all over again. He also had to discover how to manage emotions and expectations before returning home to his girlfriend Ash, and adjusting to a different life together.

David counts himself as fortunate in so many ways: for the fantastic care and ongoing support he received at Epworth and the TLC; that his physical injuries weren’t worse; that his boss Stan is so kind and encouraging; and that all his treatment is covered by Transport Accident Commission (TAC). However, he sees the irony when others tell him he is lucky.

“Being hit by a train is not lucky, but I am blessed with having the support of my wonderful girlfriend, my mum and dad and family and friends. While I am disappointed there are things I probably can never do again, like playing footy, the emotional pain for me is when I see how the accident has affected the people who love me. That’s the really hard part,” David said.





Epworth is dedicated to improving the lives of our patients through access to leading research and evidence-based best practice. Our programs are helping educate the next generation of medical, nursing and allied health professionals, and our affiliation with Cleveland Clinic provides unparalleled opportunities to Australian Registrars and Fellows. Epworth provides funding of more than \$6 million each year towards research and education.

INNOVATING THROUGH EDUCATION AND RESEARCH

Nursing education and training

New simulation centre

Epworth Eastern opened its new Education Centre located in the Elgar Hill Medical Suites in June 2012. The three-bed simulation space includes an area for an operating table and a scrub sink, a control viewing office area and two tutorial rooms with interactive videoconferencing capabilities.

The purpose-built simulation centre simulates, imitates, creates or replicates the real clinical environment. The design of the area is both versatile and multifunctional, allowing for small group discussions; facilitated discussions; large group presentations; clinical skills sessions; and immersive team scenarios that use high fidelity manikins.

The Epworth Eastern Education Centre is an Australian Government Initiative made possible by funding through Health Workforce Australia (HWA). The new Centre is one of several successful

initiatives, in partnership with Victoria's Universities that supports the expansion of clinical education at Epworth.

Collaborative education program continues to grow

Through the Collaborative Clinical Education Epworth-Deakin (CCEED) program, Deakin University undergraduate nursing students undertake tutorials, laboratory experience and clinical placements at Epworth, enabling students to build relationships with hospital staff and be part of the Epworth team.

The CCEED model provides additional professional development for the clinical staff at Epworth through preceptorship training. Epworth nurses provide teaching, support and preceptorship for students. The model is one of few where undergraduate clinical collaboration has evolved with the private hospital sector.

In 2011/12 the CCEED program grew to a record number of 30 students taking part in the program, significantly increasing from the trial group of 10 students when the program first commenced in 2005.

Nursing Grand Round

As part of its ongoing commitment to clinical excellence, Epworth Richmond held its first Nursing Grand Round on Clinical Handover in April 2012. Successful implementation of clinical handover provides a real-time exchange of information that increases patient safety, improves quality of care, increases accountability and strengthens teamwork.

Epworth Rehabilitation Richmond Director Clinical Services Garry Fehring hosted the event with more than 80 people in attendance. It was also video-conferenced live to Epworth Eastern and Epworth Freemasons staff. Other key speakers included Bernice Redley who spoke about the National Standards for Clinical Handover.

Kim Tan, Acting Nurse Unit Manager on ward 3LP, gave an account of implementing nursing bedside handover from a ward perspective. Elizabeth Kennedy from Corporate Counsel spoke on the topic of privacy issues of bedside handover which generated lively discussion amongst guests.

Paediatric patient seminar

Epworth Richmond's Emergency Department (ED) hosted a full day Paediatric Seminar in November 2011, which saw 46 nursing staff in attendance. Well-renowned paediatric Clinical Nurse Educator Gerry Silk was a guest speaker on the day. His presentation used case studies to illustrate how to care for the deteriorating child.

An informative presentation was also given by Clinical Nurse Educator Emma Ozga on the anatomy and physiology of the infant and child. Clinical Nurse Educator Caroline Capell provided an important insight into common emergency respiratory problems in infants and children.

An interactive afternoon session saw participants rotate through four workstations which involved simulated scenarios using a range of part-task trainers and manikins of various sizes. Facilitators for the session included Emergency Department Nurse Educators Enzo Privitera, Caroline Capell and Emma Ozga, Emergency Physician Dr Christina Fong and Director of Clinical Education and Simulation Centres Tess Vawser. The seminar was a great success with outstanding feedback received from those who attended.

Medical education

Doctors in Training

Epworth has more than 40 junior medical staff undertaking training roles as interns, HMOs, registrars and Fellows. These Doctors in Training are either employed directly or on rotation from affiliated public hospitals, including Austin Health, Southern Health, Eastern Health, and The Womens' Hospital. College accreditation has been received for a wide range of training roles, and Commonwealth Specialist Training Program funding supports training roles in General Surgery, Rehabilitation Medicine, Orthopaedic Surgery, Obstetrics, Gynaecology and Medical Administration. In addition to funding the posts, Commonwealth support was received for infrastructure to support registrar training, for IT hardware and software to support the education programs.

Epworth hosted an accreditation team from the Royal Australasian College of Surgeons in May 2012 to undertake the quinquennial (five yearly) review of the Orthopaedic Registrar training position. The position has been re-accredited for the maximum five years, and extremely positive comments were made by the reviewing team regarding the success of this role.

Leading the way for surgical training

In a first for surgical training in Australia, Epworth joined forces with the Peter MacCallum Cancer Centre in June 2012 to deliver a mini-fellowship training program in robotic-assisted surgery for the treatment of prostate cancer patients.

The course harnesses multiple new technologies, allowing surgeons to gain advanced surgical skills prior to adopting the technology in their own hospitals. The course was aimed at experienced urological surgeons who are planning to offer robotic surgery to prostate cancer patients and who require advanced training to safely use this advanced equipment.

This course comprised rigorous training exercises in theatres at both Peter Mac and Epworth, consisting of video and lecture based learning, 'dry lab' training (practice surgery on constructed models), advanced computer simulator training, and viewing of live surgical cases.

The course takes advantage of the dual-console capability at Epworth Richmond, the only such system available in Australia. It allows two surgeons to operate the robot simultaneously, facilitating teaching and collaboration during a procedure.

Surgeons are able to exchange control of the instrument arms and endoscope and employ the built-in intercom for communicating with each other while seated at opposite consoles.

Until now, surgeons wishing to train in robotic surgery needed to undertake the four-day intensive course overseas. By gaining accreditation in Australia, more surgeons will be able to offer patients the choice of minimally-invasive procedures in a wide range of surgical specialties.

Private practice workshop

A successful workshop for young specialists entering private practice was held in early 2012 with more than thirty young doctors and many Epworth Clinical Institute leaders and executives in attendance.

Dr Eden Raleigh, Orthopaedic Surgeon, and Dr Samantha Hargreaves, Obstetrician, gave outstanding presentations on their first couple of years in practice. Round table discussions followed with table hosts leading the discussion on a myriad of topics.

Supporting our undergraduate medical students

Undergraduate medical students have the opportunity to undertake Clinical Electives at Epworth as part of their medical training. The medical education program is supervised by the Director of Medical Education, Professor Geoffrey Metz, a clinical sub-dean at the University of Melbourne. Epworth has medical student rotations from the University of Melbourne and Monash University.

There are clinical elective placements in a variety of specialties across Epworth sites. Clinical Electives at Epworth allow students to explore a chosen medical or surgical discipline, in a setting different from that of their primary training. Clinical Electives are supervised by specialists in a range of disciplines. Students may have the opportunity to attend ward rounds, tutorials, lectures, operations, and to interview and examine patients.

The number of students seeking nursing, medicine and allied health placements at Epworth is increasing each year. In 2011/12 more than 1,200 students from 14 universities and colleges completed their placements at Epworth.

Advanced training positions

Epworth created two new College Accredited Advanced Training Positions in Cardiothoracic Surgery and Paediatric Allergy and Immunology.

The Cardiothoracic Advanced Registrar Training position has recently gained accreditation with the Royal Australasian College of Surgeons and functions under the supervision of Mr Peter Skillington. This training position has been occupied since January 2012 by Registrar, Dr Michael Seitz, who has been accepted into the Cardiothoracic SET Training program in 2012/2013. The Cardiothoracic Advanced Training Position will continue in 2013 supported by Epworth.

The Paediatric Allergy and Immunology Advanced Training Position will be based at Epworth Richmond under the supervision of Dr Joanne Smart. This new training position will operate in partnership with The Royal Children's Hospital and is in the process of being accredited for Paediatric training.

Both positions have been filled with Accredited Trainees for 2013.



Ongoing success for surgical training program

The 2012 Royal Australasian College of Surgeons Annual Scientific Congress was held in Kuala Lumpur from 6–10 May 2012. The theme of the meeting was 'The Making of a Surgeon'. Throughout the congress all aspects of surgical practice were explored.

Research undertaken by the Epworth Breast Service illustrated how altering the standard step-by-step procedure that takes women facing a mastectomy from diagnosis to surgery to reconstruction, can improve the process.

The research was presented by surgical registrar Dr Rhiannon Koirala, who worked closely with Specialist Breast and Oncoplastic Surgeon Miss Jane O'Brien during a rotation at Epworth Richmond as part of her surgical training.

This is a significant achievement for a junior surgical trainee and an indication of the ongoing success of the surgical training program at Epworth.

International perspectives

World NeuroRehabilitation conference

Leading international experts gathered in Melbourne for the 7th World Congress for NeuroRehabilitation (WCNR) held at the Melbourne Convention Centre in Docklands over four days in May 2012.

Epworth Rehabilitation's Professor John Olver was the Chairman of the Conference. It provided the opportunity for Australian health care professionals to learn about the latest global advances in patient treatment across a broad spectrum of illness and injury.

The WCNR represents a crucial step in bringing together the foremost experts to discuss the latest clinical advances and research in neuro rehabilitation. More than 1,700 delegates could attend any of the 600 lectures, symposia and workshops on the full spectrum of neuro-rehabilitation topics, including advances in clinical practice and research across neurology, molecular and integrative physiology and rehabilitation in the aged care setting.

Leading the discussions and presentations were various national and international speakers including Professor Bruce Dobkin (USA), Dr Tessa Hart (USA), Professor Jurg Kesselring (Switzerland), Dr Klemens Fheodoroff (Austria) and Dr Maurizio Corbetta (USA).

Professor Dobkin, who was sponsored by Epworth, is known for his research into neural repair, gait learning, functional neuro-imaging and sensors for monitoring interventions and outcome measures.

eHealth and Cleveland Clinic affiliation

Epworth launched its strategic eHealth initiative at a Symposium held at RMIT University in November 2011.

Epworth recognises that eHealth will rapidly transform the delivery of health services and systems, and in early 2011 appointed Professor Nilmini Wickramasinghe – in partnership with RMIT University – to the position, Epworth Chair in Health Informatics.

Epworth's strategic alliance with the Cleveland Clinic, medical education and training, and opportunities for further Epworth-Cleveland Clinic collaboration were discussed at the Symposium.

In 2009, Epworth and the Cleveland Clinic entered into an innovative international training and research agreement, the Cleveland Clinic's first formal affiliation with an Australian hospital.

Through the reciprocal training arrangement, Epworth has sent three registrars to train in the US as fellows of the prestigious Cleveland Clinic Institutes of cardiology, colorectal surgery and spinal surgery.

The agreement provides opportunities for both organisations in the areas of education, research, clinical trials and benchmarking of our services.

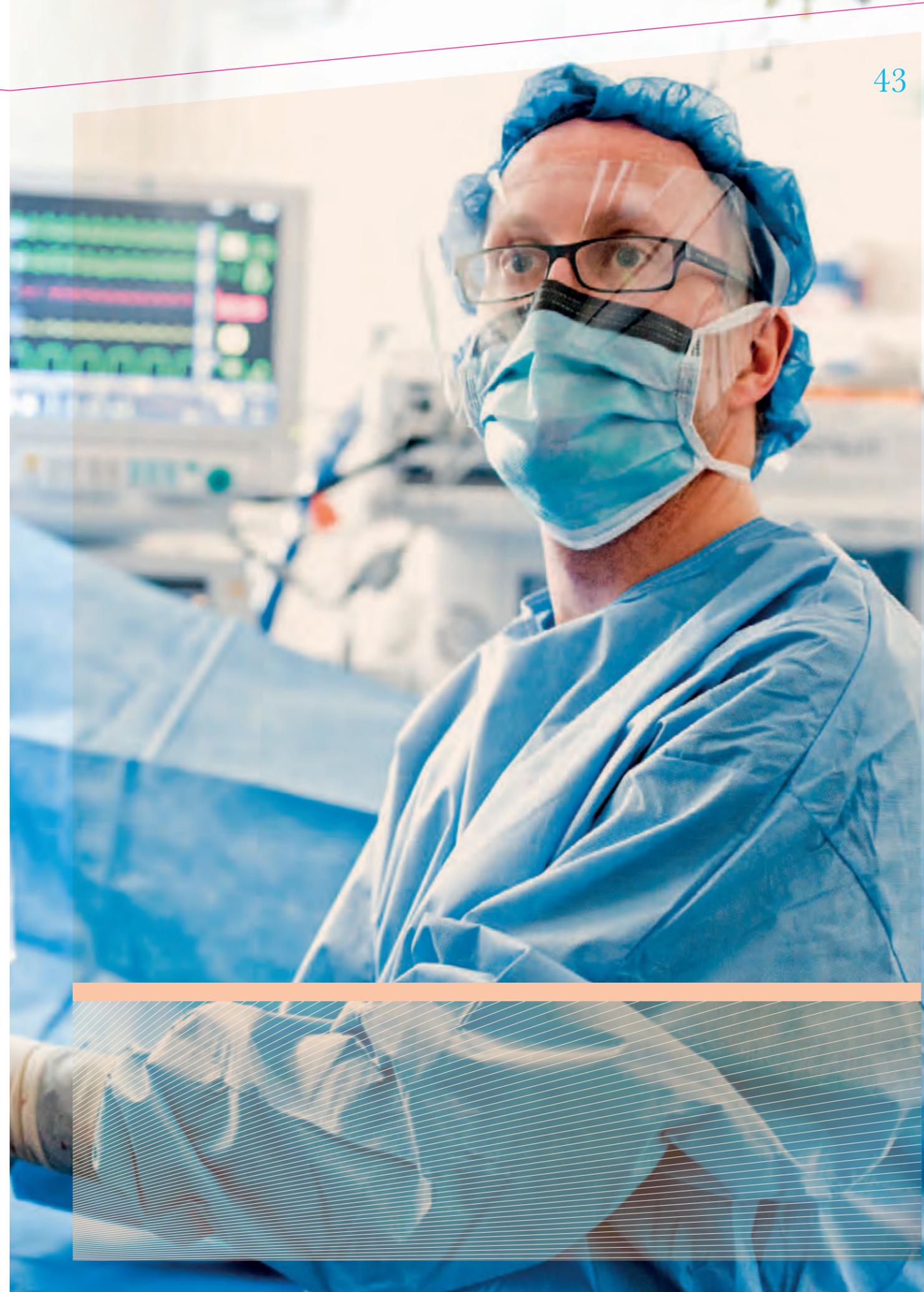
International expert on robotic gynaecological surgery

As part of its ongoing commitment to Women's Health, Epworth Freemasons was instrumental in sponsoring and hosting the internationally recognised expert on gynaecological robot surgery from the United States, Dr Arnold Advincula in September 2011.

Dr Advincula is the Medical Director of the Benign Gynaecologic Robotic Surgery Program for the Florida Hospital system. He joined Dr McCarus as Co-Director of the Minimally Invasive Surgery Program and Fellowship at Florida Hospital Celebration Health.

The completion of the theatre and the installation of the robot at Epworth Freemasons in 2011 provided the perfect opportunity for two of Epworth's top gynaecologists, Associate Professor Tom Jobling and Associate Professor Peter Maher to be mentored by Professor Advincula during his three-day stay in Melbourne.

Epworth Freemasons has seen strong utilisation of the new theatre and the gradual build up of robotic work from urologists and gynaecologists as the training and accreditation processes have evolved.



Epworth Eastern hosts international visitors

In November 2011, Epworth Eastern hosted a visiting delegation of Nursing Informatics specialists from Hong Kong's Hospital Authority, representing 47 hospitals, who were keenly interested in Epworth's clinical IT innovations.

The site visit included a tour of the hospital, demonstration of the bedside 'infotainment' system and electronic prescribing software, and a discussion on the future directions of Nursing/Clinical Informatics at Epworth.

The delegation was particularly interested in the concept of Nurse Rounding, bedside capture of digital clinical and nursing care information and use of the data-to-drive improvements in process and clinical care.

Malaysian university partnership

For many years Epworth Rehabilitation Richmond has had an association with the Masters program in Rehabilitation at the University of Malaya in Kuala Lumpur.

Epworth has been involved in their examination process and sent a team of therapists to give a week-long seminar in traumatic brain injury at the University Hospital in Kuala Lumpur.

Over the past three years, Registrars in training for their Masters of Rehabilitation have had placements in the traumatic brain injury unit at Epworth Rehabilitation Richmond.

Two rehabilitation doctors, Dr Wan Najwa and Dr Yusma Asni, participated in a five-week program covering traumatic brain injury, chronic pain management and management of multi-trauma orthopaedic patients at Epworth.

General Practitioner liaison

Educating General Practitioners

In 2011/12 the Epworth GP Liaison Unit coordinated an extensive continuing professional development (CPD) education program for General Practitioners (GPs). More than 105 meetings were held, including divisional meetings, onsite clinic meetings, CPR, podcasting and the annual GP Conference. The program is fully accredited by The Royal Australian College of General Practitioners (RACGP).

Further programs were held on site at Ashwood Medical Group, Surrey Hills Medical Centre, Modern Medical Balwyn, Point Cook Superclinic, SIA Medical Centre Essendon, Harding Street Medical Centre Coburg, Ivanhoe Medical Centre, Midtown Medical Melbourne, Medical One QV, Burwood Healthcare and Manningham Medical Centre. Epworth specialists presented at each of these sessions on topics identified by the GPs.

Epworth hosted its fifth annual GP Conference in August 2011. The conference is the largest CPD meeting hosted by Epworth. It was a great success with a record 105 GPs from across Australia and New Zealand in attendance and close to 40 specialists from all Epworth sites presenting at the conference.

The conference provided an excellent opportunity for Epworth to engage with GPs and communicate the services and specialists available at Epworth. Sessions included case studies in haematology, diagnosing cancer, geriatric medicine, women's health, orthopaedics, psychiatric disorders, emergency medicine, CPR, and cardiology.

Scholarships

Peter Dohrmann Scholarship Fund

When Dr Peter Dohrmann first stepped through Epworth's doors in 1986 few could have imagined the lasting legacy he would leave throughout Epworth.

As a young neurosurgeon Peter took inspiration from his patients, investing time and personal attention to their care. He soon came to be known as a leader and respected member of staff and in 2002 this, alongside Peter's immense professionalism and medical competence, led to his appointment as Epworth's first Executive Medical Director.

In June of this year, after ten years in the position Peter decided to move on to other opportunities.

In recognition of his dedication, colleagues and friends throughout the Epworth community contributed funds, which were matched dollar-for-dollar by the Epworth Board, to establish the Peter Dohrmann Scholarship Fund. It will provide an annual payment toward the education of an up-and-coming medical professional in an area of clinical interest to Peter.

2011 scholarship winners

The Epworth Scholarships acknowledge the contribution of individual staff members. Each recipient receives up to \$10,000 towards an academic or professional course or conference, or project that related to their work.

The scholarships highlight Epworth's commitment to providing staff with opportunities for professional learning, and leadership and development.

Epworth acknowledges and thanks the commitment and support of the generous sponsors whose donations make the scholarship program a reality.

Congratulations to the 2011 recipients listed below:

Name	Position	Division	Sponsor	Research / Study
Giselle Ciavarella	Clinical Nurse Specialist / Breast Care Nurse	Epworth Freemasons	Abbott Vascular	Research in the psychosocial care of the patient admitted to hospital for breast cancer surgery
Tarryn Coomaraswamy	Physiotherapist	Epworth Rehabilitation Camberwell	St Jude Medical	Project to investigate introducing an early warning system to detect a patient's clinical deterioration earlier
Pauline Fogarty	Nurse Unit Manager Anaesthetics / PACU	Epworth Richmond	Covidien	To establish a Massive Transfusion Policy for Epworth
Mark Molloy	Clinical Coder	Heath Contracts	Tony and Virginia Browne	Masters of Health Information Management
Gayathri Raman	Associate Nurse Unit Manager	Epworth Eastern	Advantage Salary Packaging	Masters of Health Professional Education
Lisa Rodgers	Nurse Unit Manager	Epworth Richmond	Baxter Healthcare	Masters of Health Science: Health Administration



Clinical Institutes

A Clinical Institute framework was adopted at Epworth in 2008/09. Each Clinical Institute brings together all the practitioners across Epworth hospitals relating to a specific disease or organ system, for education, process improvement, research, audit, and training of medical students.

As part of its commitment to education, each Clinical Institute holds an annual symposium where national and international speakers provide up-to-date knowledge on best practice and emerging trends. Seven symposiums were held in 2011/12. The symposiums present opportunities to showcase Epworth specialists, quality of care and also offer educational opportunities to all relevant clinicians. Symposiums may vary from a broad range of topics related to that Institute, or focus on a specific theme for that event.

Every eight weeks the Teaching Hospital Steering Committee meets to discuss the strategic and operational medical educational agenda. Clinical Institute Chairs and Academic Chairs attend along with Executive representatives to discuss current developments and future requirements.

Appointment of Cancer Services Clinical Institute Chair

Epworth has completed the implementation of its Clinical Institute structure with the appointment of the Cancer Services Clinical Institute Chair in February 2012, Dr Stephen Vaughan.

Dr Vaughan is a senior medical oncologist with experience in both the public and private sector. He is keen to pursue new initiatives to encourage more clinicians to participate in oncology and related research, ensuring private patients have equal access to important new treatment developments.

Clinical Institute	Chair
Cancer Services Clinical Institute	Dr Stephen Vaughan
Cardiac Clinical Institute	A/Prof Ron Dick
Critical Care Clinical Institute	A/Prof Nerina Harley
Diagnostic Clinical Institute	Prof Ken Thomson
Gastroenterology / General Surgery Clinical Institute	A/Prof Neil Collier
Internal Medicine Clinical Institute	A/Prof Ian Fraser
Musculoskeletal Clinical Institute	Prof Richard de Steiger
Neurosciences Clinical Institute	A/Prof Graeme Brazenor
Obstetrics & Gynaecology Clinical Institute	A/Prof Rob Rome
Rehabilitation Medicine Clinical Institute	Prof John Olver
Surgical Specialities Clinical Institute	A/Prof Mark Frydenberg

Epworth has also appointed Urologist Mr Daniel Moon as Director of Robotic Surgery in April 2012. He has an exciting vision for the growth and development of robotic surgery at Epworth. Mr Moon will play a leading role in the expansion of robotic surgery at Epworth and will ensure comprehensive integration of robotics with Epworth’s clinical governance systems and with its academic strategy.



Education

A regular program of educational activities for medical staff has developed with regular lectures, tutorials and journal club meetings in Cardiology, Orthopaedics, Obstetrics & Gynaecology, General Surgery, Emergency Medicine, Intensive Care, and General Medicine.

There were 39 Grand Round presentations coordinated by Professor Richard Gerraty. Videoconferencing the program between Epworth Richmond, Epworth Freemasons and Epworth Eastern commenced in June 2012.

Epworth has continued with the successful Psychopharmacology Masterclass series which have been fully subscribed by clinical staff. The most recent event was conducted in the Epworth Richmond Auditorium in May 2012, and attracted more than 75 participants.

For the fourth successive year Epworth Richmond was an exam site for the RACP Part 1 Clinical Exams. Supported by Medical Services, Associate Professor Ian Fraser coordinated patients, external examiners, clinical and administrative staff to deliver high quality exams for College candidates. In addition, the majority of General Medical Registrars who rotated through Epworth Richmond, Epworth Freemasons and Epworth Eastern have achieved success in their written and clinical exams, reflecting the high level of supervision and support offered by our physicians.

In conjunction with the International Association for Trauma Surgery and Intensive Care, Epworth offered the internationally-accredited Definitive Surgical Trauma Care and Definitive Perioperative Nursing Trauma Care courses in November 2011.

These courses represent a partnership between senior leading surgeons and Epworth, and include practical skill-based sessions alongside lectures and workshops.

Clinical Institute symposiums

The Obstetrics & Gynaecology Clinical Institute hosted a very successful Symposium in October 2011 with approximately 150 participants. The keynote address was given by Dr Tommaso Falcono from the Cleveland Clinic. Feedback was overwhelmingly positive, and has contributed to the planning for future Institute events.

In September 2011, the Cardiac Services Clinical Institute inaugural symposium was held 'Celebrating 30 years of collaborative cardiac care at Epworth'. More than 120 attendees heard keynote addresses from:

- Dr Saibal Kar, Director of Interventional Cardiac Research & Program Director of the Interventional Cardiology Fellowship at Cedars-Sinai Medical Centre, and also Associate Professor at the David Geffen School of Medicine at UCLA, California
- Dr Joseph Sabik, Chairman of Thoracic and Cardiovascular Surgery and Director of the Cardiothoracic Residency Training Program in the Sydell and Arnold Miller Heart & Vascular Institute, and Department Chair of the Cleveland Clinic Department of Thoracic and Cardiovascular Surgery.

The Gastroenterology / General Surgery Clinical Institute held the 'Barretts & Reflux' Symposium in March 2012. Keynote addresses were by Professor David Watson, Head of the Flinders University Department of Surgery & Oesophago-Gastric Surgery Unit at Flinders Medical Centre, and Associate Professor Ian

Norton, Director of Endoscopy at Royal North Shore Hospital and Clinical Associate Professor of the University of Sydney.

In May 2012 the Internal Medicine Clinical Institute held its inaugural Perioperative Medicine Symposium.

More than 100 people attended this varied and interesting program, and there has been strong demand for the program to be repeated annually.

The Pain Symposium in June 2012 was jointly presented and organised by the Critical Care, Neurosciences and Rehabilitation Clinical Institutes. This collaborative event addressed both acute and chronic pain management, new advances and technologies, models of pain services, psychiatric management of pain and future developments. The keynote address was from Dr Loran Mounir Soliman, Director Acute Pain Management, Director Regional Anaesthesia Fellowship & Section Head: Orthopedic Anaesthesia Cleveland Clinic. This successful event demonstrated the inter-Institute collegiate working relationships that exist across Epworth.

In November 2011 Epworth co-organised (with RMIT University) a half-day symposium on Health Informatics, celebrating the appointment of Professor Nilmini Wickramasinghe to the Epworth Chair in Health Information Management – RMIT University. Dr Jonathan Schaffer from Cleveland Clinic presented at the symposium, and also spent a week at Epworth sharing his expertise in Health Information Management. Dr Schaffer and Professor Wickramasinghe have collaborated on major projects for many years and this relationship forms another close tie with the Cleveland Clinic for Epworth.

Academic Chairs

Epworth's most recent Academic Chair commenced in July 2011. Each Academic Chair produces an Annual Report on their activities, available online at epworth.org.au.

Prof John Olver	Epworth Victor Smorgon Chair of Rehabilitation Medicine – Monash University
Prof Richard de Steiger	Epworth Victor Smorgon Chair of Surgery – The University of Melbourne
Prof Richard Gerraty	Epworth Victor Smorgon Chair of Medicine – Monash University
Prof Mari Botti	Epworth Chair of Nursing – Deakin University
Prof Jennie Ponsford	Epworth Chair of Psychology – Monash University
Prof Nilmini Wickramasinghe	Epworth Chair in Health Information Management – RMIT University

Research

Epworth has a vision of becoming a nationally and internationally recognised research institute within an academic health service. The Epworth Research Institute is part of Epworth's commitment to providing all patients with the opportunity to participate in an appropriate research program.

Research at Epworth is strongly linking with clinical care. Over the past 18 months the Institute has led a major change in attitude towards research in the private health sector, and a significant increase in research activity.

The Epworth Board of Management supports the research program by matching all donor contributions dollar-for-dollar. The \$10 million research corpus target is well on the way to being met, with more than \$4 million committed to date. The Epworth Medical Foundation raised close to \$1 million in 2011/12 to support research activities at Epworth.

Key appointments over the course of the year include biostatistician, Sean McGuigan, to help researchers with data capture and management, study design, statistical analysis and interpretation.

Sean has implemented an easy-to-manage data entry/database package called EpiData for Epworth researchers, and is providing tutorials and assistance in statistics and issues to consider in medical research design.

Another important appointment is the first Research Business Development Manager, Xenia Sango. Xenia's role is to engage with potential research partners, including major pharmaceutical and contract research organisations, to ensure Epworth accesses the best commercial and collaborative studies available.

Human Research Ethics Committee

During 2011/12 the Human Research Ethics Committee (HREC) – led by Reverend Professor Norman Young until his retirement, and then more recently by Reverend Professor Christiaan Mostert – continued its overview and support of research at Epworth. The committee has developed a productive and responsive relationship with Epworth researchers, providing advice, assistance and encouragement.

Four main principles underpin the National Statement of Ethical Conduct in Human Research:

- Respect
- Research merit and integrity
- Justice
- Beneficence.

While the committee ensures the ethical probity and methodological integrity of the project submitted, its role is not primarily that of policing. Its main concern is to support and resource researchers to promote reflective practice in an ever-changing environment in research, and respond to continuing developments within the health care, biomedical research and biotechnology industry environments.

With the continued focus and advancement of teaching and research across all of the Epworth campuses, the HREC processes have continued to mature, enabling broader strategic and ethical issues to be dealt with ethically and responsibly, and ensuring those with diminished or no autonomy are empowered and protected.

HREC Committee Attendance

2011/2012	Eligible to Attend	Attended
Rev Prof Norman Young (Chair) (to Nov 2011)	5	5 (retired)
Rev Prof Christiaan Mostert (from Dec 2011)	11	9
Mr Alan Kinkade	11	10
Prof Mari Botti	11	8
Prof John Olver	11	9
Prof Jennie Ponsford	11	5
Prof Jane Fisher	11	9
Dr Jim Breheny	11	8
Mr Philip Roff	11	9
Dr Megan Robertson	11	8
Mrs Yolanda Klempfner AO	5	4 (retired)
Ms Harriet Ziegler	11	8
Ms Mary-Jane Crabtree	11	9
Mr Roland Williams	11	9
Prof Peter Brooks AM	11	3 (new)

Clinical Trials and Research Centre

The Clinical Trials and Research Centre (CTRC) team is the hub of research at Epworth, and comprises the Executive Director Research, Research and Business Manager, six clinical research coordinators, a biostatistician and a research and administration assistant.

The CTRC staff coordinate and manage all phases of the research lifecycle, including design, ethics applications, budgeting, contract negotiation and preparation, governance, study resourcing, study funding, patient recruitment and consenting, study visits, data collection, archiving and study evaluation.

Epworth's CTRC clinical research coordinators manage 24 clinical device and pharmaceutical trials that encompass cardiology, oncology, neurology, dermatology, critical care and rheumatology. Over the past 12 months, the team has provided significant support to new and existing researchers and clinicians, assessed 15 new sponsored trials – with approximately 30 per cent progressing to acceptance and implementation, and undertaken three antimicrobial audit cycles across three Epworth sites.

Research governance is a critical element of research, and to ensure research staff remain at the forefront of research knowledge and skills, the CTRC staff undertake extensive research study-specific and more generic governance education and training such as good clinical practice and safe transport of infectious substances. Research policies and operating procedures have been written and disseminated so that Epworth staff are aware of the research governance structures that support research activities across the seven clinical sites.

The CTRC staff also implement Epworth Research Institute activities such as Research Week, research breakfasts and the ERI annual research funding round.

Another key initiative during the period has been the commencement of an assessment and evaluation process of clinical trials management systems, so that studies can be managed more effectively and efficiently through a secure, centralised, multifunctional software system. It is hoped that a new system will be selected and implemented during the first quarter of 2013.

2012 research funding award recipients

Congratulations to the following recipients of Epworth Research Institute funding grants for 2012.

Large Grants

Professor Julian Feller \$50,000

'Factors influencing long term outcome of anterior cruciate ligament reconstruction.'

Ms Alicia Dymowski \$49,949

'To investigate the efficacy of longer term use of MP combined with individualised APT-3 training in a seven week drug trial.'

Professor Rodney Sinclair \$20,000

'New targets for basal cell carcinoma.'

Small Grants

Ms Clare Lumley \$9,920

'Redesign of the nursing care delivery system: Developing an implementation framework.'

Ms Bianca Fedele \$6,251

'Investigating the nature of the circadian sleep wake cycle and sleep architecture in patients in post-traumatic amnesia following traumatic brain injury: A pilot study.'

Dr Nathan Johns \$4,900

'Rehabilitation following total knee replacement to improve cardiovascular fitness, function and quality of life in the elderly: A pilot study.'

Ms Bridget Hill \$2,860

'Psychometric evaluation of the Brachial Assessment Tool (BRAT) a new self report upper limb outcome measure.'

Epworth also thanks the key sponsors of Research Week and the work of the Epworth Medical Foundation and its donors in supporting the ongoing research endeavours at Epworth.

Furthering significant research

The fifth Exercise & Sports Science Australia (ESSA) Conference, 'Research to Practice 2012', was held in Queensland in April 2012. Epworth Rehabilitation Exercise Physiologist Tash Weragoda presented her abstract submission at the conference.

During her postgraduate year at university in 2009, Tash assisted Epworth Rehabilitation Physiotherapist Dr Gavin Williams with his research that examined the relationship between mobility and cardiovascular fitness in individuals following traumatic brain injury. Tash used some of this data to prepare her findings and abstract submission.

Through her research over 18 months, Tash discovered that a person's mobility is not related to their level of cardiovascular fitness.

The ESSA Conference is designed to link the theory of exercise, sport and nutrition sciences with practice in the field and attracts a large number of practitioners who benefit directly from the latest technical information, current research, new products and equipment.

RACV scholarships for road trauma research

The RACV's annual road trauma scholarship aims to prevent road trauma and improve the quality of care in the area of road trauma. It has been awarded annually since 1983 in memory of the late Sir Edmund Herring, a former Governor of Victoria and RACV patron. Epworth Rehabilitation Richmond Orthopaedic Team Leader, Physiotherapist Bridget Hill, is the latest recipient of the prestigious award.

Bridget's scholarship application addresses the RACV's aim to improve the quality of care delivered to victims of road trauma, specifically individuals with brachial plexus injury (BPI) and other upper limb peripheral nerve injuries (PNI).

With part of her scholarship funding, Bridget will visit 10 specialist BPI and PNI centres in the USA and Europe to review current best practice on the assessment and treatment of BPI and PNI. Bridget and her team will then use the research findings to assist in the development of a specialist centre here in Melbourne that will be based on current best practice. In addition, Bridget hopes to form ongoing research links with the centres.

More information on the Epworth Research Institute and research activities, including all research projects and publication activity, is available in the 2012 Research Report, both online and in hard copy. For details go to epworth.org.au.



“After the operation,
I realised how much pain
I had been in – for a
whole 23 years!”

Lorraine Meldrum

Lorraine Meldrum says that the only part of her body not injured in a car accident in 1989, was her right arm. The residual ache in her broken ankle, even after nine surgical procedures, left her taking daily medication to dull the pain, and she believed simply that she had to put up with it.

Lorraine’s sister, a nurse, was convinced that Orthopaedic Surgeon Geoff Tymms might be the man to approach about changing this.

Mr Tymms thought it a significant challenge to remove the screws and metal that had settled in Lorraine’s foot and then rebuild the ankle, but was encouraged by new technology and the results of overseas surgery he learned about in France. He proposed a tenth operation to Lorraine, this time a complete ankle replacement.

During this surgery the previously fused joints of Lorraine’s ankle were carefully resected and the prosthesis, made of titanium and chrome cobalt, was inserted into the foot. The two components to the prosthesis are prepared so that they slowly adhere to the shin and foot bones. A piece of biocompatible plastic sits in between the two metal parts.

“After the operation I was relieved and ecstatic when Mr Tymms popped by my room with a grin on his face. The usual two-hour procedure had actually taken four, but he said he was very happy with the result. Six weeks later I was standing on it, with the support of a ‘boot’. After that, I realised how much pain I had been in – for a whole 23 years – because the pain was almost gone. People have since commented on how different I look, now that I am not suffering anymore,” Lorraine said.

“Since having the surgery at Epworth Eastern in March, I haven’t looked back. I have obediently followed Mr Tymms’ instructions, and hopefully will be back walking for pleasure by Christmas!”





Epworth is developing our existing facilities and expanding our reach into new geographical areas to keep us at the forefront of medical treatment in Australia. Major redevelopments at Epworth Richmond and Epworth Rehabilitation Camberwell are well underway. Planning approval for the new teaching hospital at Epworth Geelong was received in 2012.

PURSUING GROWTH

In-sourcing services

In-house radiation therapy at Epworth

Epworth assumed direct responsibility for the management and operation of Radiation Therapy services at Epworth Freemasons and Epworth Richmond in 2011/12. The new service, called Epworth Radiation Oncology, commenced services in early 2012 and supports Epworth's strategy to deliver a comprehensive cancer service of the highest calibre.

This new arrangement followed a decision of the Epworth Board in September 2011 to re-equip both centres with new state-of-the-art linear accelerators and patient management systems. This multi-million dollar investment gives Epworth the first private sector stereotactic treatment unit in Victoria, expanding the option of radiotherapy to a broader range of people with more complex cancers.

The decision to review the future arrangement for delivery of radiotherapy service was part of an overall strategy

developed nearly two years ago for services provided by third party providers. The new arrangement brings both centres under single management, ensuring fully integrated services and broader career opportunities for staff.

Epworth owns and operates both centres, while providing ongoing access for Radiation Oncologists to treat their patients.

Introducing Epworth Pathology

Epworth and Melbourne Pathology were both proud to announce the launch of Epworth Pathology, which commenced operation in September 2011.

Epworth Pathology is the culmination of the long-standing relationship between Epworth and Melbourne Pathology, and represents the coming together of two like-minded organisations that are committed to providing quality health care to the Victorian community. Epworth Pathology is the business name that will be used for pathology services delivered by Melbourne Pathology at Epworth sites.

Dialysis Unit changes at Epworth Richmond

The management of the dialysis unit at Epworth Richmond was transferred from Baxter Healthcare to Epworth in February 2012. This development has provided exciting opportunities for Epworth to advance service provision and continue the excellent care of patients undergoing renal dialysis for kidney failure in the private sector.

In addition to the changeover of management, the dialysis unit has received upgraded renal dialysis units. These new machines are equipped with modern functions, control and data capabilities. The overall reliability and functionality of the machines has vastly improved, and they are much quieter, improving the overall patient experience.



New developments

Epworth Geelong teaching hospital

In January 2012 Victorian Minister for Planning the Hon Matthew Guy formally approved the planning application to establish Epworth Geelong – a joint Teaching Hospital at Waurin Ponds developed by Epworth in partnership with Deakin University.

Following consultation with local residents and strong support from Councillors of the City of Greater Geelong, the new 394-bed private hospital will be built on rezoned land that was part of the Marcus Oldham College site.

The partnership between Epworth Geelong and Deakin University will deliver new health services to Geelong and provide clinically-based teaching for medical, nursing and allied health students at undergraduate and postgraduate levels, that regional Victoria will be set to benefit from. Deakin is one of Australia's largest universities, with over 35,000 students.

Once operational, the hospital is expected to provide around 660 full time jobs. The construction phase of the project is expected to generate around 4,000 direct and indirect jobs.

The project team has reached the end of schematic design, with the consultants currently finalising their reports and a cost plan. Input has been provided into the design by Epworth staff and Deakin staff with regards to the education and training spaces.

Stage 1 will involve 202 inpatient beds, nine operating theatres, a catheter laboratory, a 20-bed emergency department, and an intensive care unit. Services and specialties in the initial phase will include chemotherapy, renal dialysis, maternity, cardiology, orthopaedics, general surgery, general medicine, respiratory medicine and rehabilitation.

The Epworth Geelong Establishment Group has held meetings in 2012 to discuss the project. The group comprises of more than thirty Geelong doctors who have expressed interest in the planning of the hospital with a view to establishing practices when the hospital is commissioned. Council is expected to formally consider the land rezoning in late 2012.

Epworth Rehabilitation Camberwell

Epworth Rehabilitation Camberwell is undergoing a major redevelopment to create a wellness precinct including rehabilitation and psychiatry for inpatients,

outpatients, day patients and community outreach programs. The \$40 million redevelopment will provide an additional 68 hospital beds, resulting in a total of 148 beds for both psychiatry and rehabilitation.

The hospital continues to operate throughout construction, and is managed to ensure minimal disruption to patients, doctors and visitors.

Construction commenced onsite in October 2011, and demolition, piling and excavation works have been completed. The builder and onsite staff have been working effectively together to keep the current facility operational as construction of the new facility enters the second phase.

The redevelopment also includes an education and research centre. The federal government provided funds towards facilities that include capacity for students to observe therapy and treatment of patients, as well as consulting rooms and tele-education equipment.

It is anticipated that works will be completed and the redeveloped hospital will be fully operational in September 2013.

Epworth Richmond

The redevelopment of Epworth Richmond is well underway, and several important milestones were achieved in 2011/12. This major transformation, which began in 2010, will see the hospital become the largest private hospital in Australia.

Major works on levels 5 and 6 of the Bridge Road Tower were completed in late 2011 and levels 7, 8 and 9 in early 2012. These levels have provided a significant number of consulting suites, with level 5 occupied by OrthoSport Victoria and level 6 with Cardiac Consulting Suites. Levels 7, 8 and 9 have been built for on-sale and tenancy opportunities. Works also included a concrete slab infill to levels 2, 3 and 4 which will allow for the Erin Street and Bridge Road buildings to be joined in the future staged works.

As part of the transformation to the existing Bridge Road Tower, works in late 2011 took place on levels 2, 3 and 4 to extend them out to the boundary line, with handover of the empty shells taking place in May 2012.

Tenders were called for in May 2012 for two major projects including Day Oncology, Renal Dialysis and Prototype Rooms on Level 4 of the Bridge Road Tower, and the Education and Simulation Precinct on Level 5 of the Leigh Place building. Builders were appointed in June for these works.

Once completed, Epworth Richmond will provide an additional 18 Day Oncology chairs and a further nine Renal Dialysis chairs. Both areas are scheduled for completion in December 2012 and to be operational in early 2013.

The Simulation Centre, which is due to be completed and operational in 2013, will include eight tutorial rooms, a clinical skills laboratory, fully-equipped simulated operating theatre, a multipurpose four-bed area and a single bedroom with en suite. This will be supported by tutorial and debriefing rooms, anatomical models and manikins, and an open library space.

Two prototype rooms are also being developed so that users – nurses, patients, staff and visitors – can provide feedback on the functionality of the room. The outcomes of this feedback will help determine the layout of future patient rooms within the redevelopment.

Planning and design for theatre works on Level 3 took place in early 2012, after approval was received from the Epworth Board. The staged works will see the development of five theatres, new change facilities, a transit lounge, expanded day surgery waiting area, two new endoscopy rooms, recovery area with eleven dedicated patient bays and a 20-bed stage-two recovery area.

Refurbishments and upgrades

Transitional Living Centre refurbishment

Recent donor-funded upgrades to the kitchen at the Transitional Living Centre (TLC) have given the facility a new lease on life. Patient feedback on the new kitchen has been very positive. It helps patients get motivated to cook again, further preparing them for a return to normal routines.

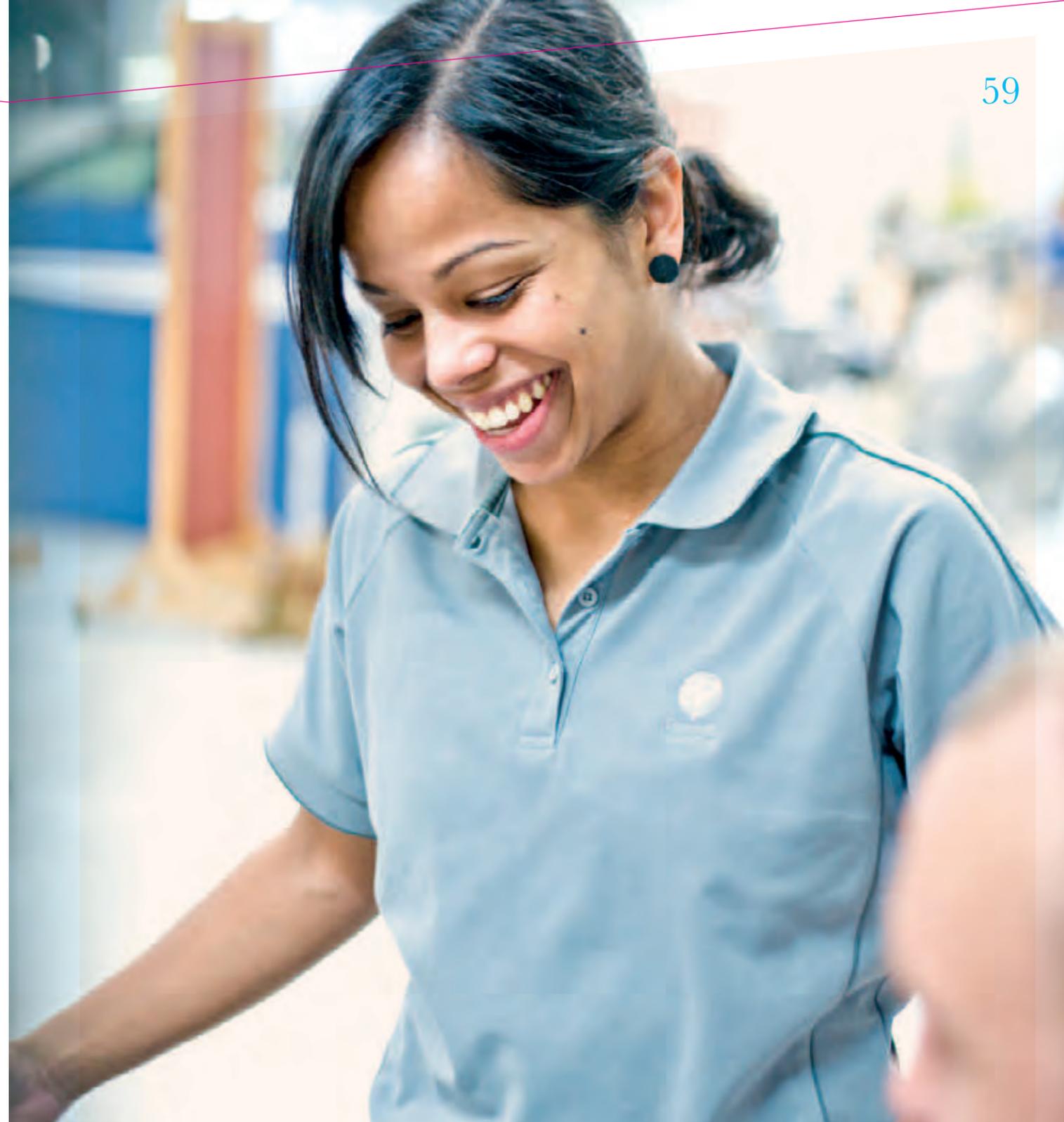
New courtyard for oncology patients

The courtyard at the Oncology Ward at Epworth Richmond has been revamped thanks to the generosity of Epworth's supporters. The new oncology family area includes a garden, family kitchen and dining area and children's play area with toys, DVDs and video games. Patients and their families can spend time away from the clinical environment of the ward while enjoying simple pleasures such as cooking and sharing a meal together.

The psychological and emotional benefits of creating such an environment are vital when it comes to caring for Epworth patients.

Upgrades to Epworth Freemasons Sleep Clinic

In 2011 Epworth Freemasons added extra beds and refurbished its existing sleep clinic, dramatically reducing patient wait times. Patient feedback has been very positive and the new and comfortable surroundings enjoyed by patients.



“We remain very grateful to Epworth for this generous accommodation support.”

Patricia Jones

Patricia Jones has never minded a challenge. Over many decades, she resettled her young family at various posts across Victoria to support her husband's career as a bank manager, after they met at the Commercial Bank of Australia (now Westpac) more than 50 years ago.

Today, Ray stands strongly beside Patricia for their next challenge. They are attending Epworth Freemasons Radiation Oncology for six weeks of daily treatment. Afterwards they stroll in the Treasury Gardens before going 'home' to their apartment at Tribeca in East Melbourne.

Thanks to specific donations to the Epworth Medical Foundation (EMF) for accommodation grants, a number of regional cancer patients can receive radiation treatment without delay at Epworth Freemasons in Melbourne. Accommodation costs at Tribeca are supported by EMF's new grants program and a Department of Health rebate.

"I've had regular check-ups since my mother died from breast cancer when I turned 50. When my last BreastScreen revealed a 6 millimetre nodule, I had the surgery in Shepparton and was advised to follow that with six weeks of radiation treatment.

"The closest centre for that is Bendigo Health, but after being considered for Epworth's program, I was very happy to begin the treatment earlier and stay in the heart of Melbourne.

"Being pensioners, we are not in a position to pay for an extended, expensive stay in a hotel or apartment, so we remain grateful to Epworth for this generous accommodation support. It means I could deal with the next step in dealing with the cancer, six weeks after the lump was removed. I believe that this treatment, along with the daily drug therapy, gives me the best chance of keeping those cancer cells at bay," Patricia says.

With three grown-up children spread across the globe, Patricia envisages a long life ahead enjoying the wide-open space of Shepparton where she and Ray were married and are now retired.



BOARD OF MANAGEMENT



Mrs Janet Latchford
(President from Nov 2011;
Deputy President to
Nov 2011)

Prof Peter Brooks AM

Mr Anthony A Browne

Mr Alan H Crosthwaite
(from Nov 2011)

A/Prof Ronald Dick
(to Nov 2011)



Mr Rod Fitzroy
(Deputy President
from July 2012)

Mr Peter Hay

Mr Alan R Kinkade

Mrs Yolanda Klempfner AO
(to Nov 2011)

Ms Judy Leitch



Mr Robert Macmillan
(from Nov 2011)

**Rev Prof Christiaan
Mostert**
(from Nov 2011)

Dr Philip Williams
(President to Nov 2011;
Deputy President
from Nov 2011 to July 2012)

Rev Prof Norman Young
(to Nov 2011)

GROUP EXECUTIVE



Mr Alan R Kinkade
Group Chief Executive

Mr Damian Armour
Executive Director
Epworth Freemasons

Mr Vincent Borg
Executive Director
Epworth Eastern

Mr Allan Boston
Executive Director
Special Projects

Mr Scott Bulger
Executive Director
Epworth Medical Foundation
(from Jan 2012)



Ms Liz Camilleri
Executive Director
Finance

Dr Peter J Dohrmann
Executive Medical Director
(to June 2012)

Mr Chris England
Executive Director
Human Resources
(to April 2012)

Ms Maree Feery
Executive Director
Human Resources
(from April 2012)

Ms Eileen Hannagan
Executive Director
Epworth Richmond



Ms Elizabeth Kennedy
Corporate Counsel

Mrs Bronwyn Mace
Executive Director
Rehabilitation

Ms Louise O'Connor
Executive Director
Clinical Services
(from June 2012)

Mr James Piplios
Executive Director
Procurement and Facilities

Dr Megan Robertson
Executive Director
Research



**Ms Deborah
Stephenson**
Executive Director
Health Contracts

Ms Susan Wardle
Executive Director
Marketing and Business
Development



The Epworth Board and Executive are responsible for the oversight, governance and operations of Australia's leading private hospital group. This includes setting the strategic direction, implementing change and efficiencies, and ensuring rigorous adherence to quality, audit and accreditation processes.

EPWORTH HEALTHCARE

Epworth Board and Executive

Board of Management

Epworth is led by a Board of Management whose operations are defined by the *Epworth Foundation Act 1980 (Vic)*. The Board meets monthly to direct and advise on the high-level operations of Epworth.

The Board has several committees as a means of supporting the good governance of Epworth. The committees are Finance, Patient Care, Human Research Ethics, Remuneration, Audit and Compliance, and Major Property Development and Procurement.

At the November 2011 Annual General Meeting (AGM), Dr Philip Williams handed the Presidency to Mrs Janet Latchford. Janet is Epworth's first female President. The last four years under Philip's outstanding leadership have been years of stabilisation and growth. He has provided wise counsel and strong guidance to all members of the Board.

Janet has been a member of the Board of Management since 2005 and served as Deputy President from 2007. She is a member of the Patient Care, Finance, Board Audit and Compliance, and Remuneration Committees. Janet's extensive experience at a senior executive level across a range of industries and international businesses will see her capably lead Epworth to ensure it has the systems, structures and strategies in place to meet its objectives. She will continue to support the excellent management team and to challenge them – as is the duty of all members of the Board.

Epworth's two longest-serving Board members – Yolanda Klempfer AO and Reverend Professor Norman Young – did not seek re-election and announced their retirement from the Board at the November 2011 AGM. Epworth welcomes Mr Rob Macmillan, Rev Prof Christiaan Mostert and Mr Alan Crosthwaite who joined the Board in November 2011.

After nine years as Chairman of Epworth's Medical Advisory Council (MAC), Associate Professor Ron Dick stepped down from the role at the October MAC meeting. The incoming Chairman of the Group MAC is Urologist Mr Alan Crosthwaite, who has been Chairman of the Epworth Eastern MAC since its inception. This role also entails appointment as a member of the Board of Management.

Epworth Executive

The Epworth Executive represents each operating and corporate division. The executives guide and direct the operations of the organisation to ensure its strategic goals are met and to help the organisation grow. Over the last financial year the Executive has focused on the major redevelopment projects, employee engagement, improving patient care, developing a teaching hospital model and the Clinical Institute framework, and continuing to build the Epworth Excellence initiative.

In 2011/12 the Executive team welcomed the appointment of two new members, Executive Director Epworth Medical Foundation Scott Bulger and Executive Director Human Resources Maree Feery.

Scott Bulger commenced in January 2012. He has held senior leadership positions in Australia and around the world with organisations that provide service and assistance to those in need. Most recently, Scott worked with the South Australian Health and Medical Research Institute.

Maree Feery took up her position in April 2012. Maree has been the Human Resources Manager at Epworth Richmond since January 2011, having previously been the National Human Resources Manager for Healthscope. In her 12 months at Epworth Richmond, Maree contributed to the work of the Epworth Richmond Executive team, developing the HR service for that division.

Louise O'Connor has been appointed to the newly created role of Executive Director Clinical Services. Louise has been acting in the role of Executive Director Quality, Productivity and Risk Management since February 2012, from her previous role as Director of Clinical Services at Epworth Eastern.

This exciting new executive nursing and clinical leadership role will provide strong vision and professional nursing leadership across Epworth with a focus on all aspects of Epworth Excellence and includes leading the Quality, Productivity and Risk Management teams.

Operational improvements

Health contracts

Epworth has continued to maintain strong relationships with all health funds, the Department of Veterans' Affairs, the Transport Accident Commission and WorkSafe. This enables Epworth to ensure the hospital out-of-pocket costs for patients are restricted to the costs they have elected to incur with the purchase of their health fund policy.

Clinical coding is integral to the robustness of Epworth's financial results, and the Health Information Services team continues to achieve its targets. Epworth has a very strong training program for new staff employed within this team to ensure the high coding standards, demonstrated by external audits, are maintained.

With the national shortage of Health Information Managers and Clinical Coders this is a key element to attracting staff.

Our centralised Patient Revenue Team ensures consistent billing and collection of outstanding payments from funds and patients.

Financial management

Strong leadership from management teams across Epworth once again led to a further improvement in financial results through 2011/12. Under the guidance of the Board and the Finance Committee, the full year financial result was an improvement of 30 per cent from 2010/11 and exceeded the 2011/12 budget, with all operating divisions seeing improved surpluses from 2010/11. Continued strength in operational and financial performance against targets enabled the organisation to achieve its strategic objectives.

Increased patient activity, coupled with continued focus on cost management, enabled Epworth to fund \$15 million in new equipment and IT systems which included a new Enterprise Resource Planning (ERP) system incorporating financial, supply chain and facilities management functionality during 2011/12.

Board of Management Attendance

2011/12	Eligible to attend	Attended
Dr Philip Williams (President to Nov 2011, Deputy President to June 2012)	12	12
Ms Janet Latchford (President from Nov 2011)	12	12
Prof Peter Brooks AM	12	10
Mr Anthony Browne	12	11
Mr Alan Crosthwaite (from Nov 2011)	8	8
A/Prof Ronald Dick (retired Nov 2011)	5	5
Mr Rod Fitzroy (Deputy President from June 2012)	12	10
Mr Peter Hay	12	8
Mr Alan R Kinkade	12	11
Ms Yolanda Klempfner AO (retired Nov 2011)	5	5
Ms Judy Leitch	12	10
Mr Robert McMillan (from Nov 2011)	8	8
Rev Prof Christiaan Mostert (from Nov 2011)	8	6
Rev Prof Norman Young (retired Nov 2011)	5	5

In addition \$33 million was spent on redevelopment programs, predominantly at the Richmond and Camberwell campuses.

The debt reduction program remains on schedule and a new debt facility was negotiated which will make it possible for Epworth to continue with major infrastructure investments including the redevelopment of the Richmond and Camberwell campuses.

Epworth is continuing to focus on managing key revenue and cost drivers to deliver a consistently solid financial performance.

New Epworth website

A new Epworth website was launched in mid 2012. The new website has a dynamic visual design, rich in both content and interactivity. Importantly, it enables Epworth to accommodate the future expansion of its services, helping to further position it as a preeminent provider of health care in Victoria.

Some of the features of the new website include an online admissions form, intuitive doctor search functionality, online booking for maternity tours, video display and search, an event calendar which can be filtered by event type, robust content

search, a news rollup, research projects listing, quick links and an online donation form.

Inteleviewer electronic Imaging

Richmond Diagnostic Imaging (RDI) has worked with the Epworth Richmond Medical Advisory Committee on a project to replace 'hard copy' film with electronic imaging throughout the hospital. This project is progressing and will bring benefits in terms of storage and the environment.

The distribution of images electronically requires an audit tool to ensure patient privacy. This is in addition to privacy and confidentiality policies for all hospital staff and doctors. The audit tool enables RDI to manage access to images by username and computer.

Electronic images are accompanied by electronic reports, improving the efficiency of delivery. In most cases, images will be available to review immediately after the exam is completed.

Library online resources

Over 2011/12 Epworth has developed portals for direct desktop access to a wide range of online resources. The Library department installed ten

computers at the end of 2011, with both login and auto login access, giving users round-the-clock access to the Medical Library resources including journals and databases.

Electronic claim and lodgement

ECLIPSE, the Electronic Claim Lodgement and Information Processing Service Environment managed and funded by Medicare Australia, allows claims to be lodged electronically between doctors, hospitals, Medicare Australia, Department of Veteran Affairs and private funds via a secure internet connection.

The rollout of ECLIPSE has replaced existing manual processes and introduced an online approach to patient verification, eligibility checking, Veterans' Affairs verification, and online claim submissions. It has improved data integrity and allows for real-time validations. The capability to manage exceptions in a timely manner including discrepancies or account mismatches is another key outcome of ECLIPSE.

The implementation of phase two of the ECLIPSE project is scheduled for June 2013.





Enterprise Resource Planning

Phase 1 implementation of the TechnologyOne Enterprise Resource Planning (ERP) solution occurred in December 2011, introducing Epworth to a single integrated system for all finance, supply and biomedical engineering processes.

Throughout November and December, more than 350 end users received initial training in online purchase requisitions as well as invoice coding, approval and workflow management.

Phase 2 of the ERP project saw the staggered implementation of the Facilities Management module across the organisation, including the ability to log Epworth Work Requests via the intranet.

The Lease Contracts module has also been implemented to manage Epworth tenants, and the Customer Relationship Management (CRM) module for Marketing & Business Development enables Epworth to record and manage activities against key contacts.

January was dedicated to management training in Reports and Enquiries. This reporting tool now gives Cost Centre Managers the ability to drill into monthly reports to the lowest level of transactional information and view all respective workflow history.

Quality, audit and accreditation

Audit review meetings

During 2011/2012 Medical Services and the Quality Directorate have worked together to embed audit review meetings into the Clinical Institute structures. Regular monthly or quarterly audit review meetings are held across many Clinical Institutes, including Cardiology, Critical Care, Obstetrics & Gynaecology, Gastroenterology/General Surgery, and Neurosciences. Clinical Institute Chairs meet monthly with clinical audit staff to discuss ongoing audit and quality projects.

The Emergency specialist on-call roster protocol was developed in conjunction with VMOs and the Medical Advisory Committees to define the roles and responsibilities associated with specialists on-call at Epworth.

Clinical audit committee

The clinical audit committee is responsible for overseeing audit activities and to ensure sharing of practices and outcomes at Epworth. Audit results have shown that Epworth performs in line with industry benchmarks.

In 2011/12 the key areas of focus include:

- The collection and submission of clinical indicators to relevant accreditation bodies to assist in the evaluation of care provision

- Monthly reports to the Patient Care Committee and Clinical Institute heads through the Clinical Audit Committee
- A clinical audit of venous thromboembolism occurrences for obstetric and gynaecology patients has been undertaken to review 12 months of patient data
- Ongoing clinical audit of the clinical reasons for day surgery patients having unplanned overnight admissions. This audit is to identify specific criteria that may require patients to be booked for overnight admission not day surgery
- Pre-admission screening of patients to allow for potential aetiological or clinical risks to be identified and appropriate pre-emptive communication made to the relevant care units e.g. intensive care or critical care. Case reviews completed following patient incidents has led to a review of admission criteria for patients with obstructive sleep apnoea and third trimester pregnant patients to non-maternity hospitals
- Patient incidents are reported through the RiskMan incident management system. Monthly reports are analysed for trends and reported to Patient Care Committee. Moderate and major incidents are investigated through serious case reviews with recommendations also reported to Patient Care Committee.

Clinical risk management

The clinical risk management program is the key to the delivery of safe, quality patient care at Epworth.

Epworth recognises the importance of managing falls within both the acute and rehabilitation environment. Protocols have been written with the introduction of a new falls risk assessment form and the implementation of a group-wide falls working party to ensure consistency of practice across all Epworth sites.

An education package incorporating the importance of risk assessment and the effects of patient falls is available to all staff. It was developed to assist staff with completing the new and improved falls risk assessment form, as well as implementing appropriate preventative strategies.

Recent enhancements to the RiskMan incident reporting system have made reporting of falls easier for staff and enabled more intuitive reporting and trend analysis to occur. This ensures timely identification of trends, and where necessary, mitigation of risk.

Organisation-wide accreditation

Epworth will undergo organisation-wide accreditation in October 2012. The Quality team has been working on completing the requirements to be submitted to the Australian Council on Healthcare Standards (ACHS) prior to the twelve surveyors coming on site. Epworth is required to meet the forty-seven criteria set by ACHS under the three functions, demonstrating how the organisation works together as a group with consistent practices and processes. Copies of the Electronic Assessment Tool have been provided to the group and divisional executive teams to review and ensure that what has been written accurately reflects how Epworth meets each of the criteria. It also showcases the fantastic achievements of staff in managing the safety and the quality of care patients are always provided.

Regular bulletins will be sent out from the Quality Department as preparation for the survey intensifies.

Further information on Epworth's quality programs, safety initiatives and risk management is available online at epworth.org.au

Working in the community

Raising awareness and promoting health

Epworth has a strong tradition of care, and this extends to the community work to support those in need. Epworth supports many health-related causes each year, particularly those that are closely aligned with patient specialty areas.

In 2011/12 Epworth continued to remain an active and committed participant in important health promotion events such as Prostate Cancer Awareness Week, Brain Injury Awareness Week, Breast Cancer Awareness, and Around the Bay in a Day. In supporting these events, Epworth recognises the vital ongoing support these programs provide to many patients throughout their recovery journey or those in need. Epworth is also actively involved in celebrating International Midwives Day, International Nurses Day, Private Hospitals Week and National Volunteers Week.

Surgery for those in need

Epworth partners with international charities and national service organisations by providing facilities free of charge for specialist procedures that would otherwise be unavailable in the patients' countries of origin. In 2011/12, four pro bono operations were performed at Epworth hospitals.

In mid 2012 a young Albanian teenager received a surgical procedure at Epworth Richmond. Ardit Pepa had an aortic valve replaced after health charity Children First Foundation brought him to Australia to be treated by Epworth surgeon Andrew Cochrane, who volunteered his time.

The surgery was a great success and left Ardit looking taller because he can now stand straighter without suffering any heart strain. It is the second time that he has been brought out to Australia, after he received heart surgery in 2003 at the Royal Children's Hospital. At the time it was predicted that he would need to return for a follow-up operation, which proved to be the case.

Ardit was extremely grateful to all those who helped him including Children's First Foundation, Epworth Richmond, Associate Professor Andrew Cochrane, Edwards Lifesciences (who donated the heart valve) and Emirates Airlines for free airfares. When he returns to his native Albania, Ardit plans to study medicine.

In September 2011, Maria was operated on at Epworth Richmond by Oral and Maxiofacial Surgeon A/Prof Andrew Heggie. He first operated on Albanian-born Maria approximately six years ago after she was brought to Australia by the Children First Foundation, following a farming accident when she was a very young girl that had affected her teeth, jaw and facial growth. As a result of this incident, Maria required a series of operations. With her confidence improving and her English becoming stronger, she is now training to become a hairdresser and has a visa to work in regional Australia.

Principal for a day

Epworth Richmond supports the Australian Council for Education Research 'Principal for a Day' program. The program provides an increased understanding and awareness between schools, businesses and the wider community with first hand and current experiences of schools and enables school principals to develop ongoing relationships with successful leaders in business or the broader community.

The program enables business and community leaders to gain a better understanding of the complex and diverse challenges and issues facing schools today. Through the program, both the community leaders and the school principals have the opportunity to compare management and leadership perspectives, understand the

generic nature of leadership skills and engage with different groups. In mid 2012 Epworth Richmond Chief Operations Manager Nicole Waldron took part in the program, spending the day at Collingwood College sharing ideas, looking at the synergies between the school and the hospital and identifying potential opportunities for continuing Epworth's support of the program.

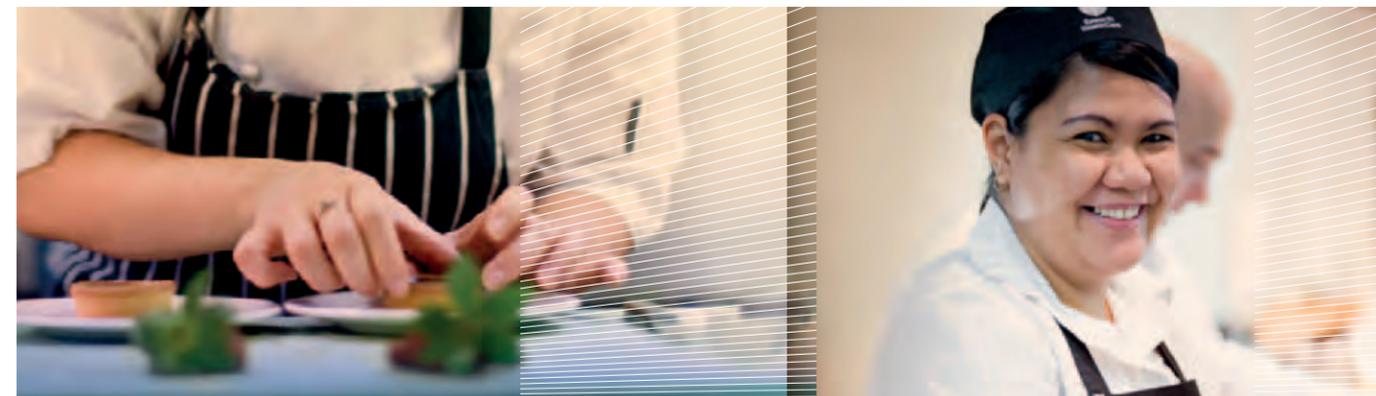
International crisis support

Epworth also looks at how to support hospitals and health services in developing countries, through the donation of equipment, furniture and medical supplies. When disasters strike locally or abroad, Epworth works to provide assistance through donations of supplies or financial support.

Supporting the local community

Epworth supports FareShare, which provides healthy, nutritious meals to Victoria's hungry and homeless people in need, by donating surplus food from Epworth Richmond and Epworth Eastern. FareShare's mission is to give away one million meals a year, and Epworth is proud to be a contributor to this great cause.

Epworth also encourages and supports staff in their community involvement. The workplace giving program allows staff to donate to one of five charities, including Epworth Medical Foundation, beyondblue, Make a Wish Foundation, Lort Smith Animal Hospital and Médecins Sans Frontières.



At an individual hospital level, Epworth works with its local communities to lend a hand and support local programs. Epworth Freemasons hosts a bi-monthly endometriosis support group, which is open to all Victorian women with endometriosis, to exchange ideas, coping strategies and current treatment information.

Epworth Freemasons staff also raise funds each year for the Cancer Council Victoria to run patient support groups for women with breast cancer.

Epworth Eastern staff donated to Harrison Community Services which assists families and young people in crisis. Epworth Eastern has previously won the Australian Private Hospital Association/Baxter Award for Community Involvement in recognition of their strong ties to the local community. It has also been inducted into the Whitehorse Business Group's Hall of Fame for its community involvement.

All Epworth hospitals supported Wesley Mission's Food for Families 2011 Christmas campaign. Staff members donated non-perishable food items, toiletries, toys and gifts to help families and individuals at this time of need.

Epworth staff also participate in many fundraising initiatives such as Run Melbourne, where they are raising funds

for the Epworth Medical Foundation, endometriosis and breast cancer. In 2012, staff raised more than \$4,000 at this event.

Engaging with the community

Epworth Eastern continues to play an active role by engaging in the local community. Staff at Epworth Eastern remain committed to volunteering their time to the Salvation Army by helping to preparing meals on a quarterly basis to those in need.

Over the last two years, Epworth Eastern has proudly sponsored the Burwood East Development School, donating \$1,000 enabling them to purchase much needed equipment for their students. Burwood East Development School fosters independence and enables students to engage in a fulfilling and productive life by providing a supportive, caring and collaborative teaching and learning environment.

Epworth recognises the importance of improving patient care around the world to disadvantaged groups by collecting excess stock and donating it to Kossamak Public Hospital and Sihanouk Centre of Hope, both of which are in Cambodia.

Paul's Collect-A-Cap

Epworth Richmond assists their local community by donating milk bottle caps to Richmond Crèche and Kindergarten, with

10 cents donated for every milk bottle cap. Chef Nicole Dorgan came up with the idea to help Richmond Crèche and Kindergarten, a not-for-profit community run centre, after researching the Paul's Collect-A-Cap website.

Clearly labeled containers have been placed throughout the hospital kitchen for staff to fill with caps that would have otherwise been discarded. Nicole then collects the caps once a fortnight and delivers them to the centre twice a year.

The money raised from the Paul's Collect-A-Cap program is going directly towards landscaping the kindergarten's outdoor space. An impressive amount has been raised, which does not yet include the recent donation of four huge bagfuls of caps, so the amount raised will increase further.

Assisting those in need

Epworth Richmond's kitchen makes approximately 600 serves of soup each day. Catering for an unknown demand and fluctuating patient admissions and discharges sometimes equates to an excess amount of soup. Any excess soup is donated to SecondBite, a volunteer run not-for-profit food rescue organisation that redistributes food to community groups around Australia.

Any soup that Epworth contributes is safely stored within the Food Act guidelines and collected for distribution three times a week.

Epworth is committed to making a difference to underprivileged community groups by identifying sources of nutritious surplus fresh food and produce that would otherwise go to waste and facilitating its safe and timely distribution to those people in need.

ABI patients ski at Falls Creek

Disabled Wintersport Australia (DWA) is a not-for-profit organisation that provides opportunities for people to enjoy winter sports and the alpine environment.

Epworth Rehabilitation Occupational Therapist Claire Swanton volunteered with the DWA on a ski weekend at Falls Creek in July 2012. Six patients from Epworth Rehabilitation's ABI Unit also took part and thanks to Claire's assistance, they were able to enjoy a weekend away of skiing and snowboarding.

Without the continued support of individuals and organisations including Epworth Rehabilitation, DWA would not be able to provide the specialised equipment and support needed for individuals to enjoy their experience.

Epworth Medical Foundation community initiatives

The ABI Cup

Epworth, TAC and Melbourne Victory joined forces for the sixth year in a row to promote a road safety message in a popular curtain raiser match at AAMI Park, prior to the A-League game between Melbourne Victory and the Central Coast Mariners.

Victoria Police and Epworth compete in this annual community soccer match to help raise awareness of acquired brain injury (ABI) and the ongoing effects of road trauma. Monies raised go towards the purchase of critical technology and equipment for patients in Epworth Rehabilitation's ABI Unit.

Help for rural and regional cancer patients

Patients living in country Victoria often need to travel long distances or arrange to stay in the nearest city centre to complete a six-week course in radiation therapy, as part of their recommended cancer treatment.

During the reporting year, thanks to generous anonymous donations, the Epworth Medical Foundation (EMF)

established a program dedicated to providing a number of accommodation support grants to patients who receive their treatment at Epworth Freemasons.

EMF negotiated with Tribeca Apartments in East Melbourne to provide patients a Monday–Thursday night reduced rate, which is covered by EMF and the government.

Armeo Spring equipment for rehabilitation patients

Thanks to a generous donation from a patient, Epworth has become the only hospital in Victoria to purchase an ARMEO@SPRING – innovative equipment to help patients with restricted hand or arm movement.

The ARMEO@SPRING supports functional therapy for patients who have experienced stroke, traumatic brain injury (TBI) or other neurological disorders.

The donation came through the Epworth Medical Foundation, after the patient had researched the best equipment available for movement therapy and decided that many Epworth patients could benefit from it.





Epworth relies on the generosity of our community to purchase medical equipment, fund scholarships and develop research programs.

EPWORTH MEDICAL FOUNDATION

The Epworth Medical Foundation is grateful to the following individuals, companies and trusts that have supported our work throughout the year. In addition to those listed below are several donors who have asked to remain anonymous.

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