



# EPWORTH HEALTHCARE

ANNUAL REVIEW 2020-21



Epworth





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Epworth HealthCare acknowledges the peoples of the Kulin Nations, the Traditional Custodians of the land upon which we work and care for our patients. We honour the unique and continued spiritual connection that Australian Aboriginal and Torres Strait Islander peoples have to land, waters and culture.



Epworth HealthCare is Victoria's largest not-for-profit private hospital group, renowned for excellence in diagnosis, treatment, care and rehabilitation. Since its inception in 1920, Epworth has been an innovator, embracing the latest in evidence-based medicine to pioneer treatments and provide exceptional care for our patients, who remain at the centre of all we do.

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This report is available online at [epworth.org.au](https://epworth.org.au)

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— ABOUT US

## Our vision

Caring for people. Innovating for a healthy community.

## Our purpose

Every patient matters. We strive to improve health outcomes and experience through compassion, collaboration, learning and innovation.

## Our values

Respect

Excellence

Community

Compassion

Integrity

Accountability





## — FROM OUR PRESIDENT

*In my final year as President, I am proud of the way Epworth has continued to support staff, doctors and the community during another year of lockdowns and restrictions. Together, in difficult times, we have kept our focus on improving the care we give to our community.*



Maryjane Crabtree

## Virtual connection with patients

Caring for patients and their families during a pandemic has required us to change the way we do many things. Technology has been key in ensuring we remain connected with our patients and continue to guide their recovery at home.

Telehealth has been used successfully in thousands of medical and mental health consultations, allowing doctors to safely provide care remotely during restrictions. We also use telehealth to help connect our patients with their families and loved ones, many of whom are unable to visit due to visitor restrictions. With the use of Zoom and Epworth iPads, our long-term patients and those in greatest need have been able to remain connected with their families.

## Patient care and philanthropy

Providing a haven for the families of patients has been a highlight. In March, renovations were completed on a unit near Epworth Richmond (in the same block as our first family unit) to provide accommodation to families of our patients from remote areas or interstate. Zagame Automotive House offers space for up to four people and was funded by our generous donors.

Our donors were also responsible for the success of the Epworth Kindness Movement (EKM). This initiative, developed for Epworth staff and doctors during lockdowns, included competitions designed to engage and support our people and complimentary food and coffee days. Our 100 Days of Comfort EKM campaign, held in the long winter lockdown of 2020, also included well-known guest chefs who conducted exclusive virtual cooking masterclasses for staff, doctors, family and friends. These distractions boosted morale and lifted the mood of many across Epworth.





## Diversity and inclusion

Our first Reconciliation Action Plan (Reflect RAP) at Epworth started in December 2020, with a focus on strengthening and building the clinical and cultural safety of our Aboriginal and Torres Strait Islander patients and staff.

The Reflect RAP marks the beginning of an important step in the contribution of Epworth to reconciliation. It also aims to help close the gap in health outcomes across our diverse community. Action is planned in employment, education, cultural awareness, safety and community partnership.

## Thank you

As I come to the end of my term as President, I thank the many people who have made this a rewarding position during my nine years on the Epworth Board, in particular the recent years as President. There have been many challenges, especially in the past 18 months, but my overwhelming emotion is of great pride in this wonderful hospital group and in all the devoted people, Board, Group Executive, staff, doctors, our generous donors and our wonderful volunteers.

In the future, the healthcare sector will play an essential role in supporting our broader community through the challenges that come with opening up. I am confident that, while it will be hard, all members of the Epworth community will perform their roles with great competence, grace and good heart, supporting each other and our patients along the way.

**Ms Maryjane Crabtree**



**Thank you to the entire Board who guided us through another challenging year.**  
This photo was prior to lockdown, when masks and social distancing were not required.



## *Moving forward: many positives among the challenges*



Dr Lachlan Henderson

This year, while the pandemic continued to impact all in the Epworth community, it is with pride that I reflect on our considerable achievements. It has been a year of great uncertainty for our staff and Visiting Medical Officers, with work and caring for our patients happening at the same time as a myriad of other challenges outside the walls of our hospitals and facilities. The resilience of everyone has been tested this year and I marvel at what we have been able to achieve.

It has also been a year to look forward to what lies beyond the pandemic, as we have refreshed the strategic priorities for the group. The new Epworth 2025 Strategic Plan, to be released later this year, will focus on patient experience and outcomes, targeted growth in clinical services and becoming more digitally connected across Epworth sites. Importantly, we will ensure an even bigger focus on Epworth being a great place to work and develop your career.

### **COVID-19 response**

Responding to the pandemic was again at the forefront during this last year, with our staff and doctors readily adapting to changing restrictions in line with government guidelines. This required an ongoing, concentrated focus on infection control and pandemic processes to support a safe environment for our staff, VMOs and patients.



## Operational activity

Epworth Emergency Department presentations continue to grow year on year and critical care remains a key service, particularly during the pandemic.

In the last 12 months, Epworth provided care to thousands of Victorians, including:

- more than **199,000** patient admissions, a **4.2%** increase on last year
- more than **43,800** Emergency Department presentations, a **7.2%** increase on last year
- over **122,300** surgical procedures, a **4.8%** increase
- more than **68,200** same day procedures, an **11.1%** increase on last year and slightly above the 2018-19 result (the last non-COVID comparator period)
- **9,220** ICU bed days, a significant **24.9%** increase on last year.





## Centres of excellence and redevelopment work

The expert care we provide across Epworth sites grew substantially this year, with the opening of several new, important facilities:



### La Trobe Financial Cardiac Catheterisation Unit

The completion of our new Cardiac Catheterisation Unit at Epworth Richmond in September 2020 has enabled Epworth to better service the growing demand for cardiac services in Victoria. The redeveloped unit, comprising three state-of-the-art labs, was made possible by La Trobe Financial and EMF. These labs have been integrated with a new Cardiac Diagnostic Services Unit to improve efficiency and patient care. Each lab is equipped with the latest equipment and technologies, including new x-ray machines, CT scanning, ultrasound and cardiac imaging technology.



### Jreissati Family Pancreatic Centre at Epworth

With the support of our generous donors, the Jreissati Family Pancreatic Centre at Epworth was launched in February 2021. The vision of this centre is to provide centralised care for patients to see a specialist within three days of their suspected diagnosis. This allows deployment of the necessary tools and education general practitioners (GPs) need, to help identify pancreatic cancer earlier to enable optimal patient outcomes. The centre has a research unit with an ambitious agenda – to pioneer new diagnosis and treatment options for people with pancreatic disease and ultimately better outcomes.



### The Epworth Centre for Immunotherapies and Snowdome Laboratories

Launched in March 2021, this dedicated facility gives our blood cancer patients access to ground-breaking clinical trials and innovative treatments and technology. Within this centre, a cellular therapies service is being established for CAR-T cell therapy for cancer patients. Funded by donors to the EMF and the Snowdome Foundation, the aim is to use innovative therapies to save more lives. Another fantastic initiative.



### Epworth Eastern redevelopment

The staged opening of the 14-storey East Wing Tower will deliver an expanded theatre complex with five additional theatres including a new hybrid theatre. The redevelopment includes additional patient beds, expanded Intensive Care Unit and a dedicated Endoscopy Suite. It is also providing expanded orthopaedic and oncology services, with a dedicated Wellness Centre and gymnasium for oncology patients, plus additional doctor consulting suites. Completion is expected by early 2022.



## Looking forward

Thank you to members of the Epworth Board for your leadership and support of our organisation. Epworth Board President, Maryjane Crabtree completes her term in November 2021 and I would like to acknowledge her contribution to Epworth over the last decade on the Board. Her term has coincided with a busy period for Epworth dealing with the pandemic and she has provided excellent leadership during this time.

Thanks also to the Group Executive and Hospital Executive teams for your ongoing hard work this year. We welcomed two new Executive Directors – Bridgid Connors, ED People & Culture, and Kate Gillan, our new Chief Nursing Officer. It has been an interesting time to join an organisation and both bring new skills and experience to their portfolios.

Finally, I would like to thank all Epworth staff, VMOs and our incredible volunteers for your continued support in caring for our patients this year. We are all looking forward to better times ahead!

**Dr Lachlan Henderson**  
Group Chief Executive





# OUR STRATEGIC PLAN

The aim of the Epworth HealthCare Strategic Plan 2018–2022 is to ensure patients remain at the centre of all we do. Four key pillars underpin the strategy: Connected Care, Empowered People, Innovative Practice, and Sustainability.





Across these four pillars,  
our key achievements include:

## Connected Care

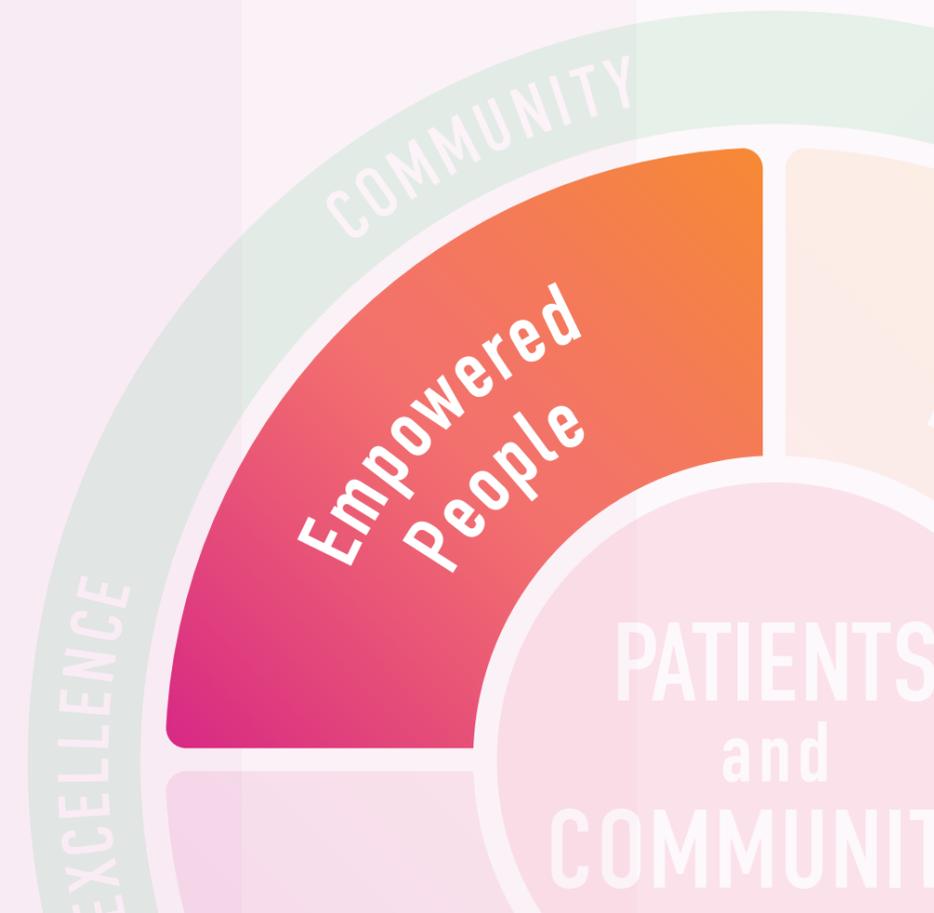
- New Partnering with Consumers strategy, supporting consumers to be active participants in their care and the Consumer Advisor Register created.
- First Victorian private hospital emergency department (ED) to introduce a nurse practitioner role, reducing wait times for patients to receive care.
- First Reconciliation Action Plan developed for Epworth.





## Empowered People

- Future Women's Forums and Epworth Summit VMOs Leadership Program.
- New health and wellbeing strategy for all employees.
- Flexible working arrangements.
- Further education and scholarship opportunities for staff.

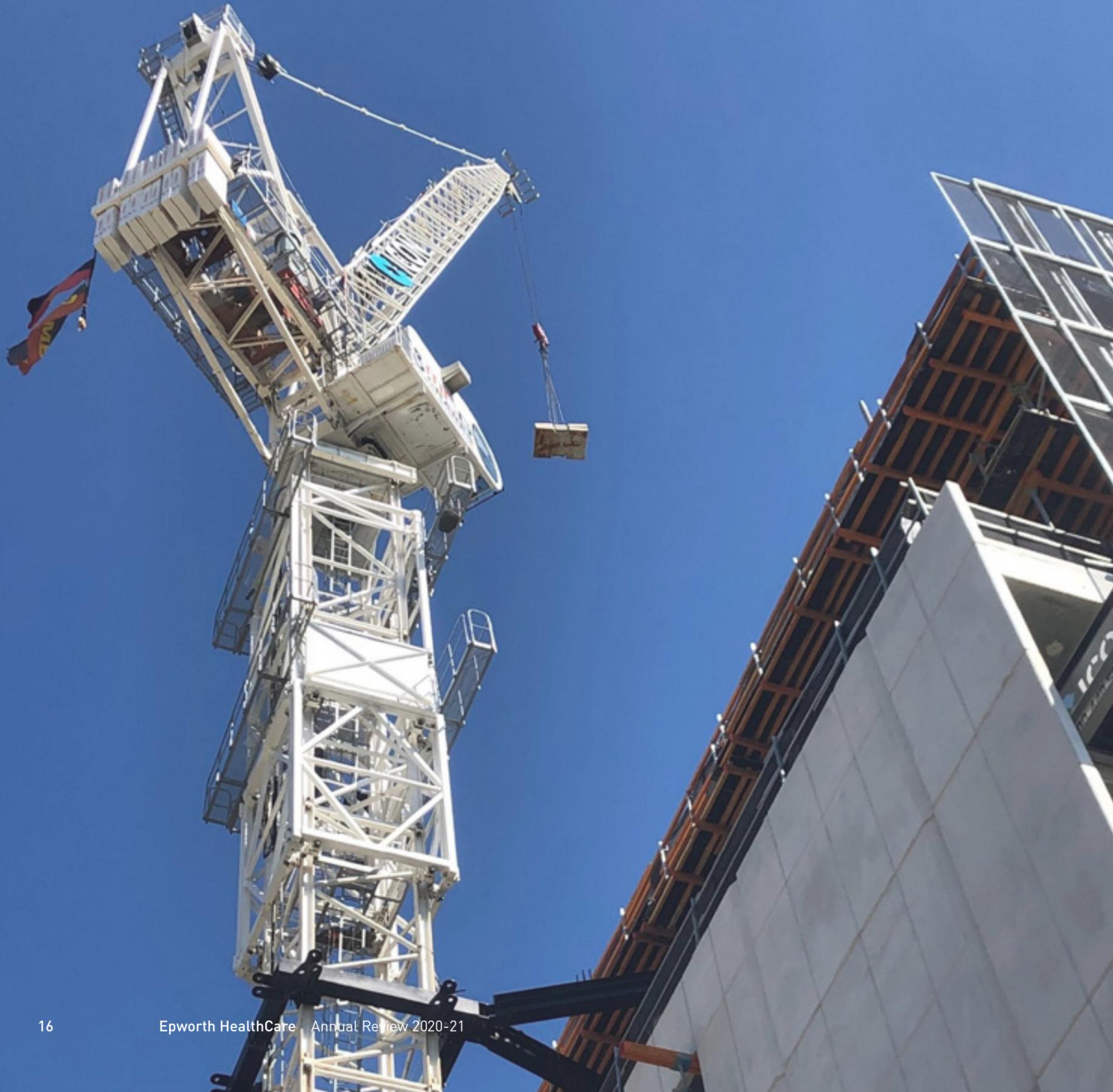




## Innovative Practice

- Piloting a 3D computer mobility program (MyStay) for faster recovery from joint replacements.
- Securing highest global level of food safety compliance, ISO22200.
- Improving digital engagement with the community through developing our website and increasing social media reach to 19.5 million people in 2019-20.





## Sustainability

- New Environmental Policy established, including electricity, gas consumption and emissions, waste production and paper consumption targets.
- New facilities through redevelopments at Epworth Eastern and Epworth Freemasons.
- Dialysis water-saving project and aluminium-recycling program expanded and food waste program trialled.





## — OUR STRATEGIC PLAN

With the organisation's current strategic plan nearing completion, work began this year on Epworth 2025, which outlines our strategic direction for the next three years.

As part of Epworth 2025, our staff, VMOs and patients were encouraged to help inform the future direction of Epworth, to build on our goals of delivering excellence in care and innovating for a healthy community.

Our staff and stakeholders will give feedback on the draft plan before it is finalised and launched in November 2021.

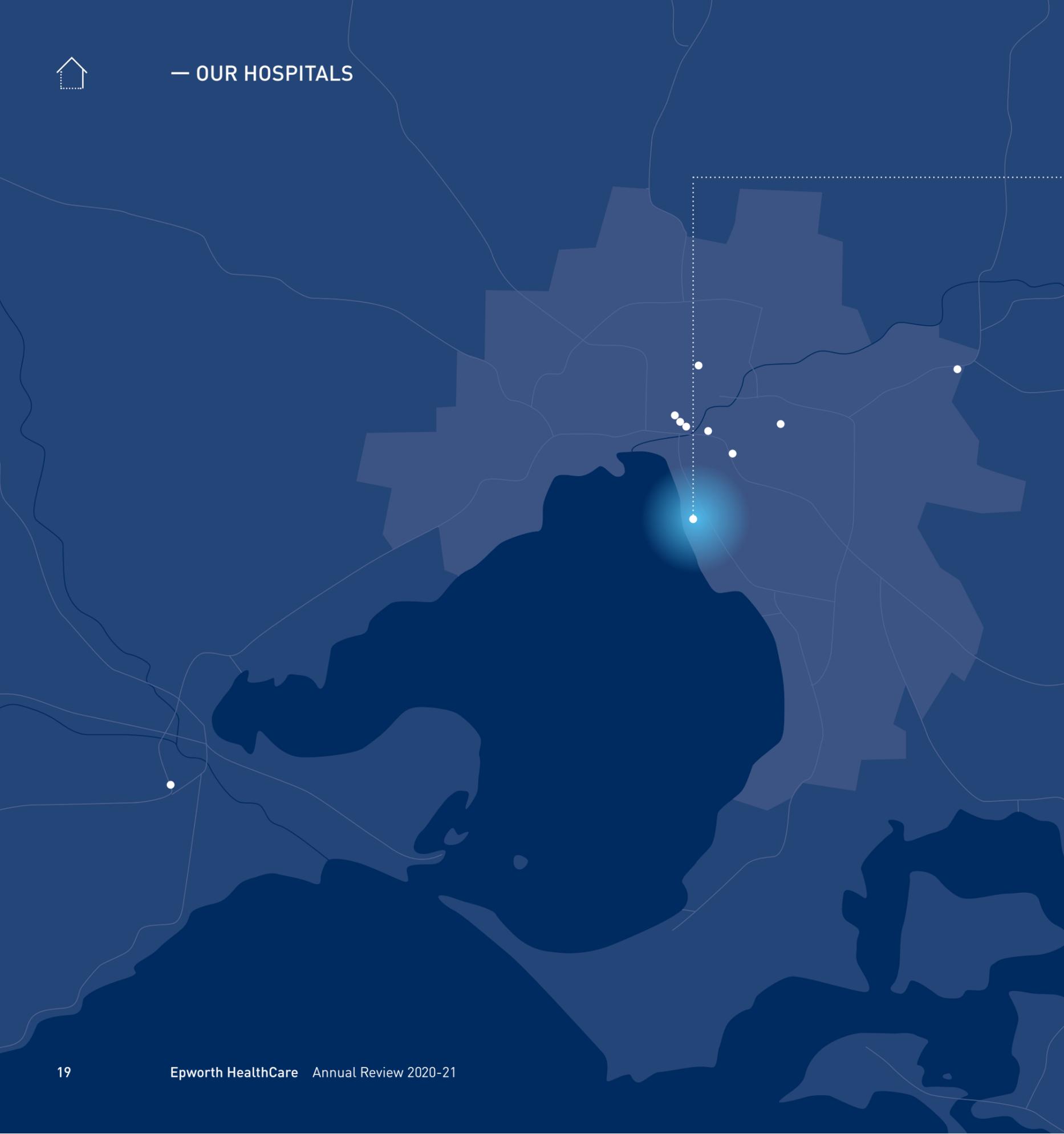




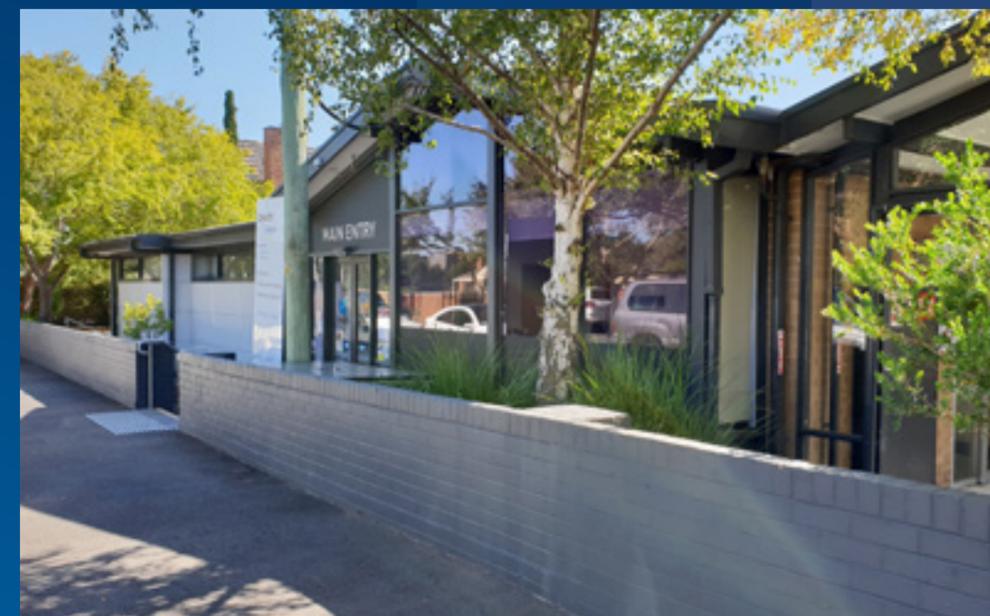
# OUR HOSPITALS

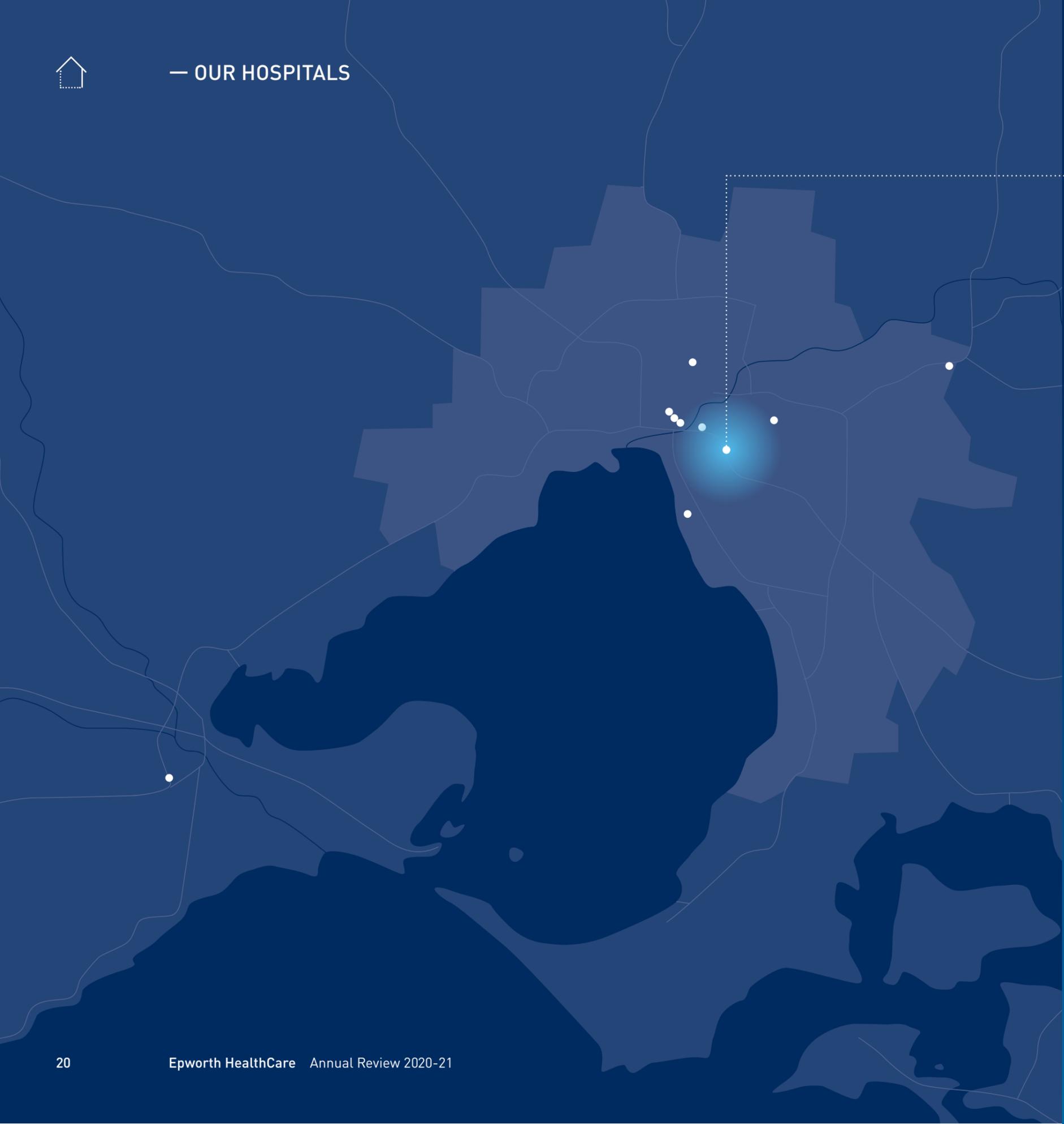
Every patient matters. We strive to provide our patients with the very best experience, led by compassionate care at our hospitals throughout metropolitan Melbourne and Geelong.





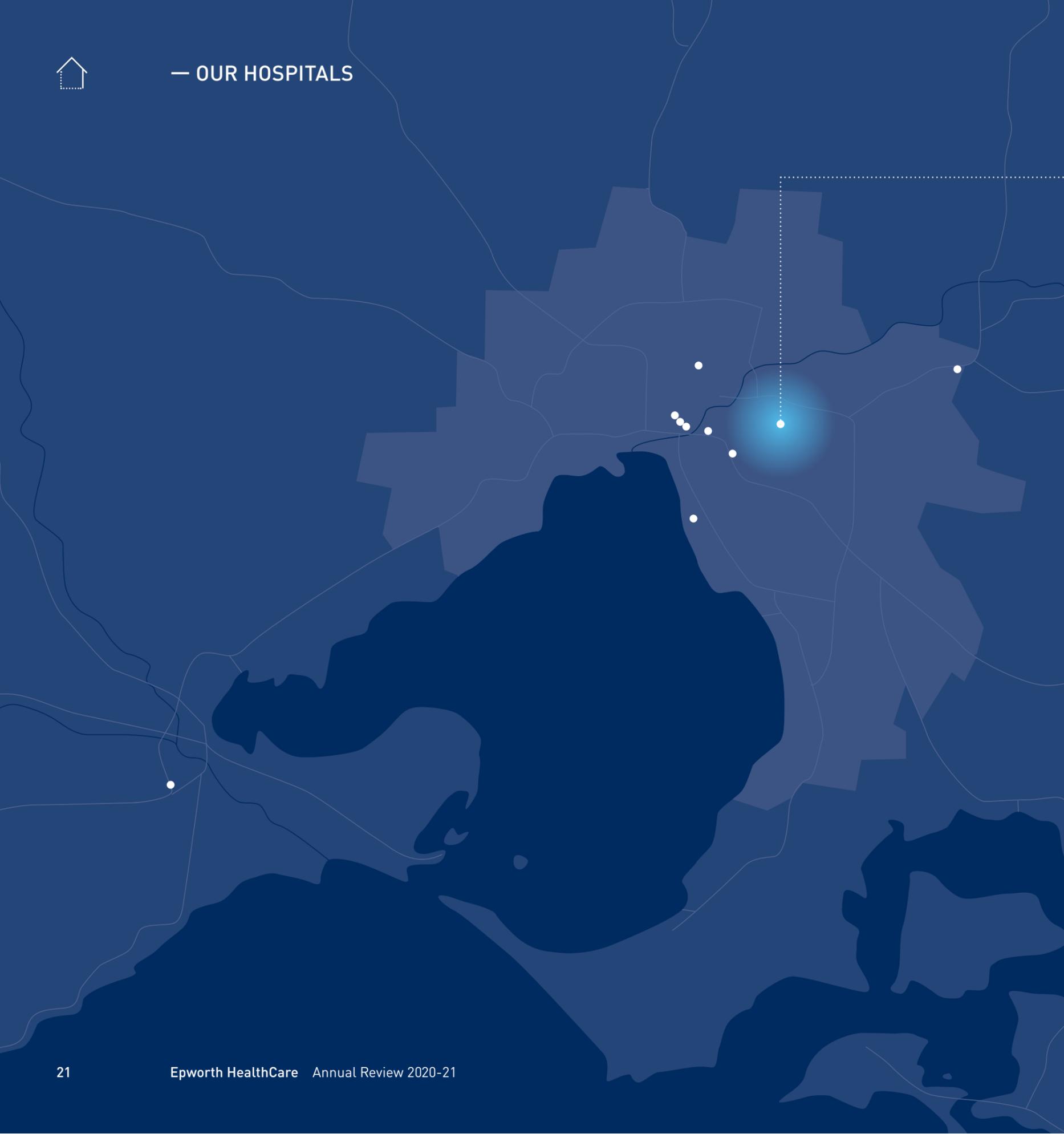
**Epworth Brighton** is a rehabilitation hospital helping people rebuild their strength, restore confidence and reclaim their independence. Epworth Brighton provides rehabilitation for a range of needs including orthopaedic surgery and musculoskeletal injuries, ageing, pulmonary conditions, falls and balance concerns, and neurological conditions such as stroke, Multiple Sclerosis (MS) and Parkinson's disease.





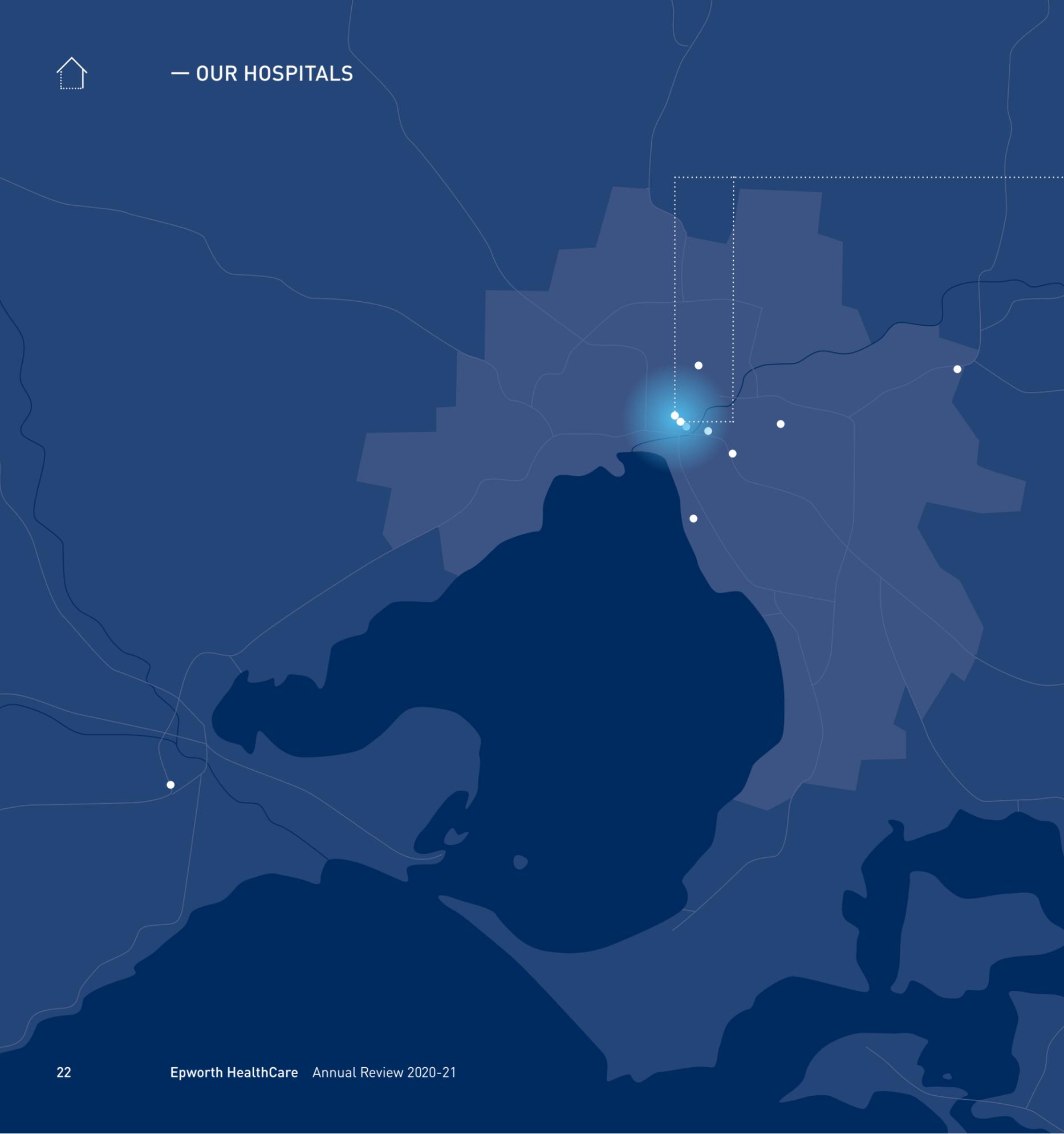
**Epworth Camberwell** provides rehabilitation and mental health services and has a specialist sleep studies unit. The rehabilitation service provides inpatient and outpatient therapy for a variety of conditions including orthopaedics, chronic diseases such as heart failure and cancer, chronic pain, and neurological conditions including Parkinson's disease and stroke. The mental health service, Epworth Clinic, provides inpatient and outpatient programs to support mental health needs, including a dedicated aged psychiatry service.





**Epworth Eastern**, a 223-bed hospital in Box Hill, in Melbourne's eastern suburbs, is being redeveloped to provide a comprehensive, state-of-the-art theatre complex including hybrid theatre and additional patient beds. Epworth Eastern provides specialty cardiology and cardiothoracic services and has a da Vinci robotic system within its theatres. Specialties include orthopaedic care, with expertise in knee, hip and upper and lower limbs, comprehensive oncology services and an 18-chair renal dialysis unit. Vascular, urology, and plastic and reconstructive surgery services are also available.



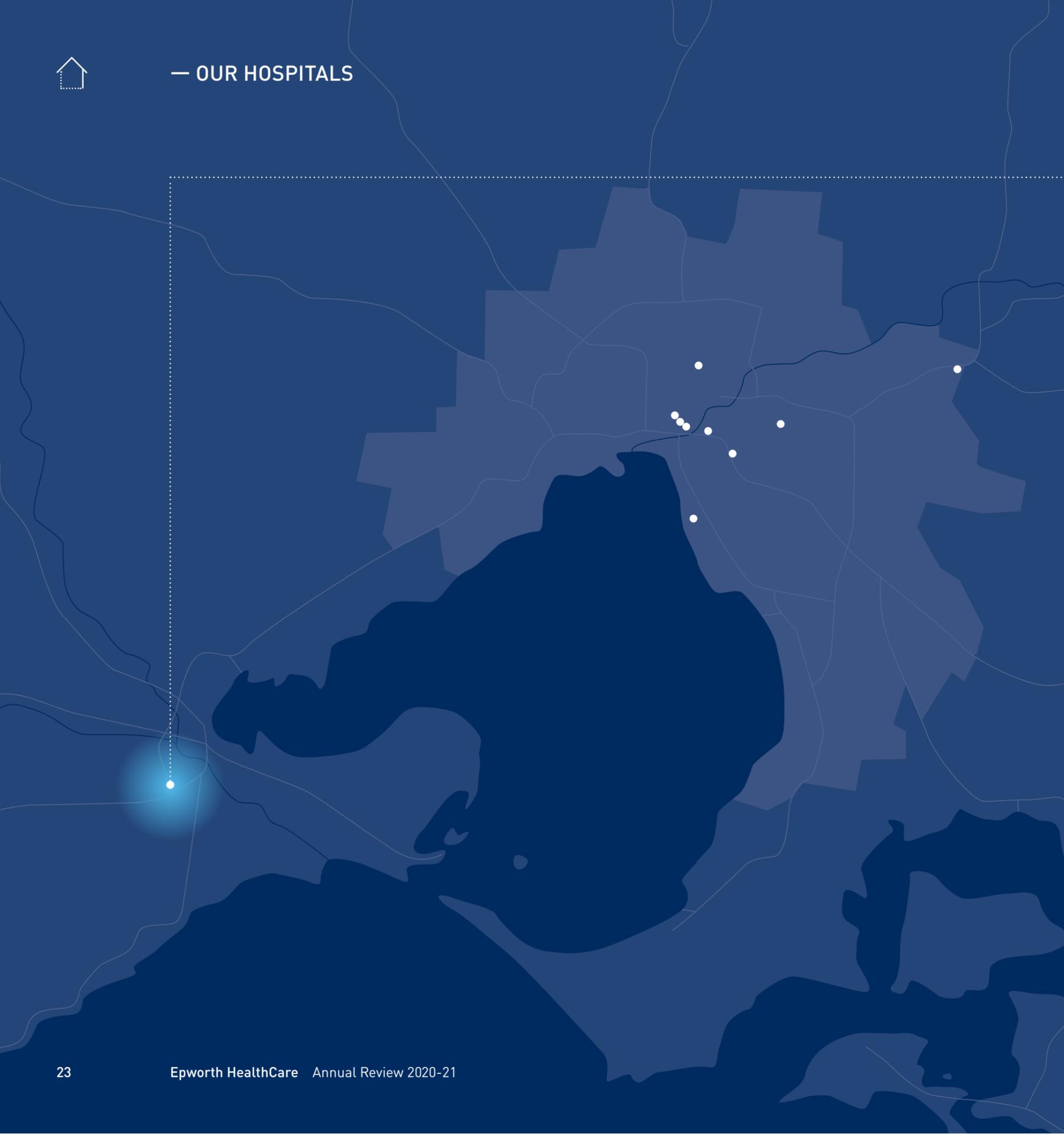


**Epworth Freemasons** operates across two sites in East Melbourne (Albert Street and Victoria Parade) and comprises 236 overnight beds. With a \$100 million redevelopment completed in 2019, Epworth Freemasons boasts a 20-chair Day Oncology Unit, advanced education and simulation centre, 18 operating theatres and an eight-bed intensive care unit (ICU). The renovated maternity unit has 34 postnatal suites, nine delivery suites and a 10-bed special care nursery. With radiotherapy and imaging services onsite, including PET-CT scanning, Epworth Freemasons delivers comprehensive cancer care and a range of surgical services, including robotic assisted surgery. It also has a dedicated Breast Clinic, Urodynamics service and Victoria's first private Colposcopy Clinic.



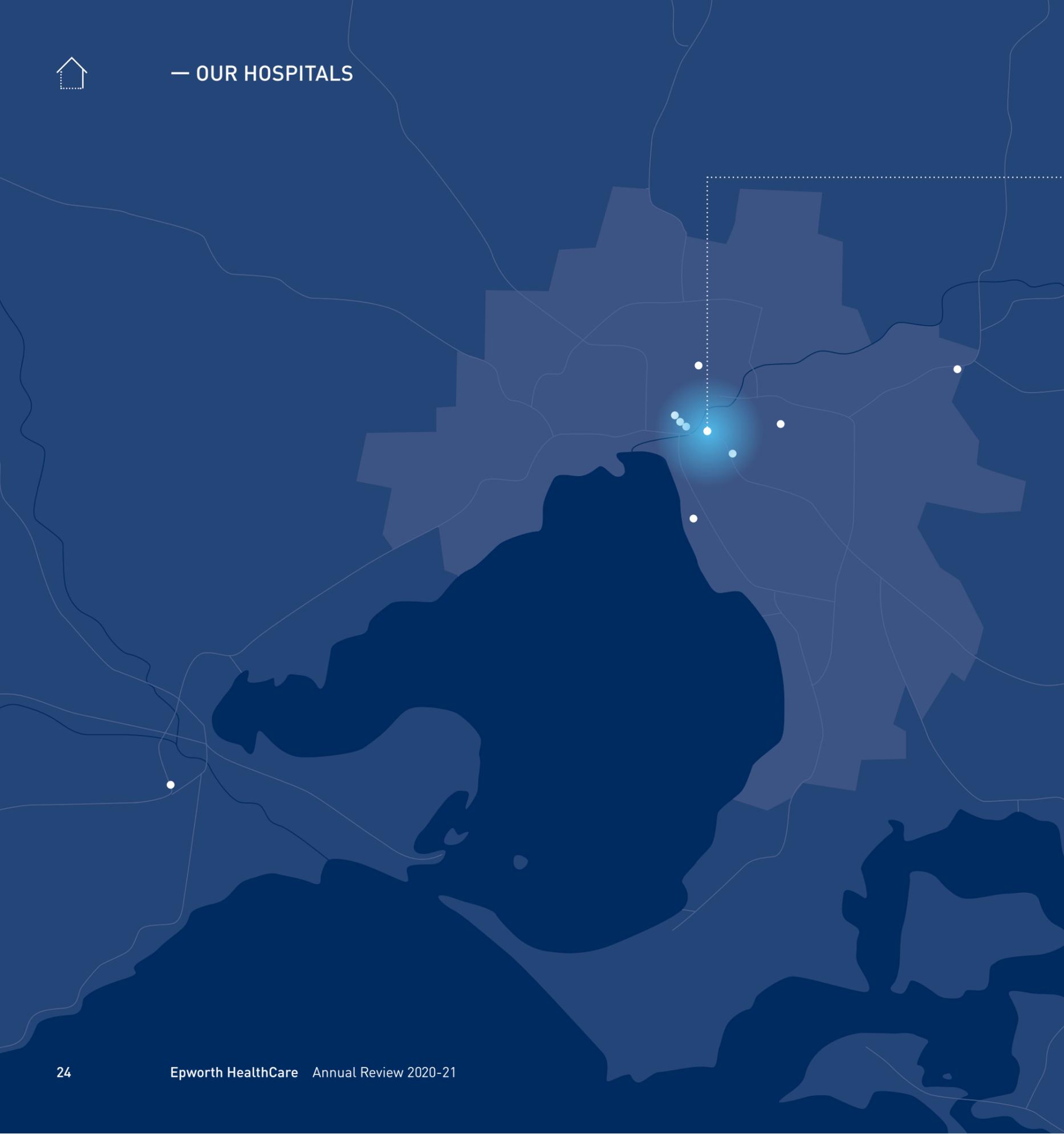


— OUR HOSPITALS



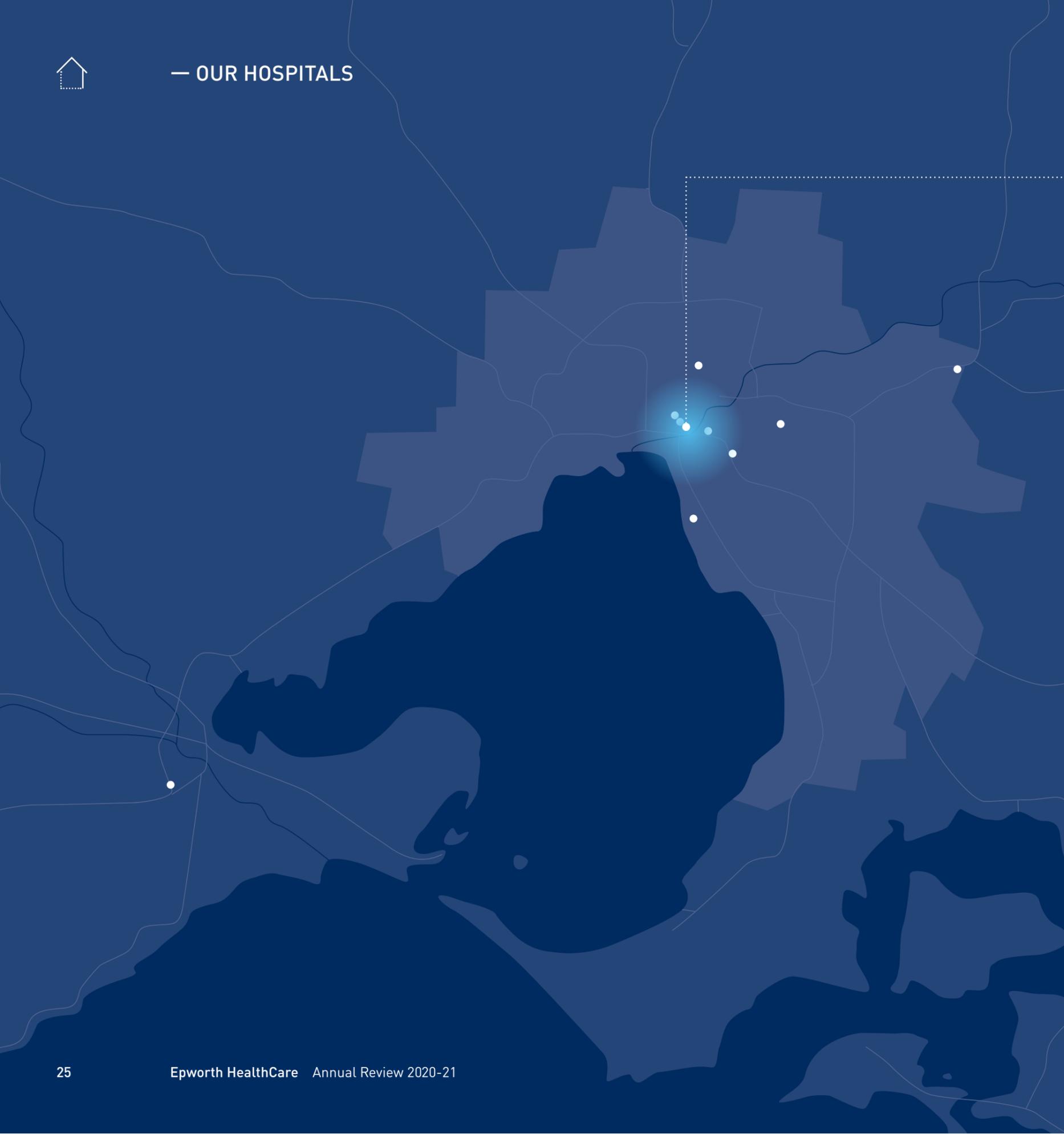
**Epworth Geelong** is a 171-bed acute hospital featuring an ED, 12-bed ICU, eight-bed coronary care unit, eight operating theatres, two endoscopy rooms, catheter laboratory, day oncology unit, renal dialysis unit, birthing suites and special care nursery. Specialties include cardiology, oncology, neurology, neurosurgery, gastroenterology, colorectal surgery, orthopaedics, urology, vascular surgery, obstetrics and gynaecology (O&G), and rehabilitation.





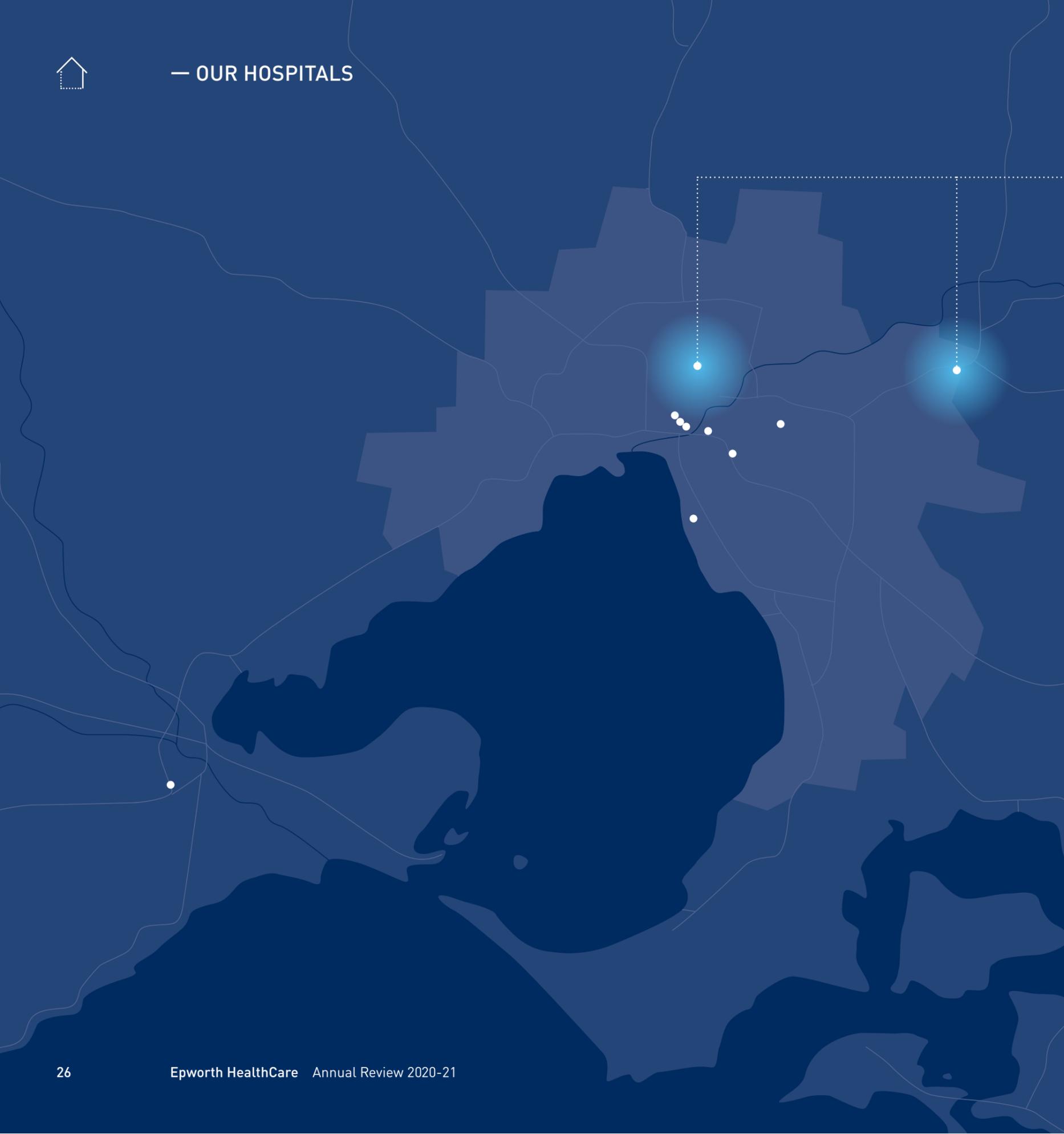
**Epworth Hawthorn** is a boutique surgical centre specialising in orthopaedics, plastic surgery, urology, oral faciomaxillary, general surgery, vascular, gynaecology and assisted reproductive services with Monash IVF. Epworth Hawthorn also houses our renowned multi-trauma orthopaedic rehabilitation service, supporting people who have sustained traumatic orthopaedic injury, minor brain injuries, amputation, complex wounds and burns following an accident or injury.





**Epworth Richmond** is an acute 700-bed hospital with emergency care, a 26-bed ICU and a 62-bed cardiac unit. Specialties include cardiac care, neurosciences, orthopaedics, cancer, ear, nose and throat (ENT), general medicine and surgery. Paediatrics emergency and ward care is available to children and adolescents. The hospital also offers rehabilitation services, specialising in orthopaedic and neurological conditions with a focus on acquired and traumatic brain injuries.





### Specialist centres

- **Epworth Specialist Centre Lilydale** provides a range of medical, radiology, surgical and allied health services, before and after surgery.
- **Epworth Transitional Living Centre (TLC)** is in Thornbury and provides accommodation for people with brain injuries to help them integrate into the community by supporting them to relearn everyday living skills in a real-life setting.



# PATIENT EXPERIENCE

At Epworth, every patient matters and we are committed to providing the best possible patient experience.





## — PATIENT EXPERIENCE

Epworth began using the Australian Hospital Patient Experience Questions Set (AHPEQS) this year.

A total of **3,622** patients completed the survey between 1 April 2021 and 30 June 2021.

Key results:

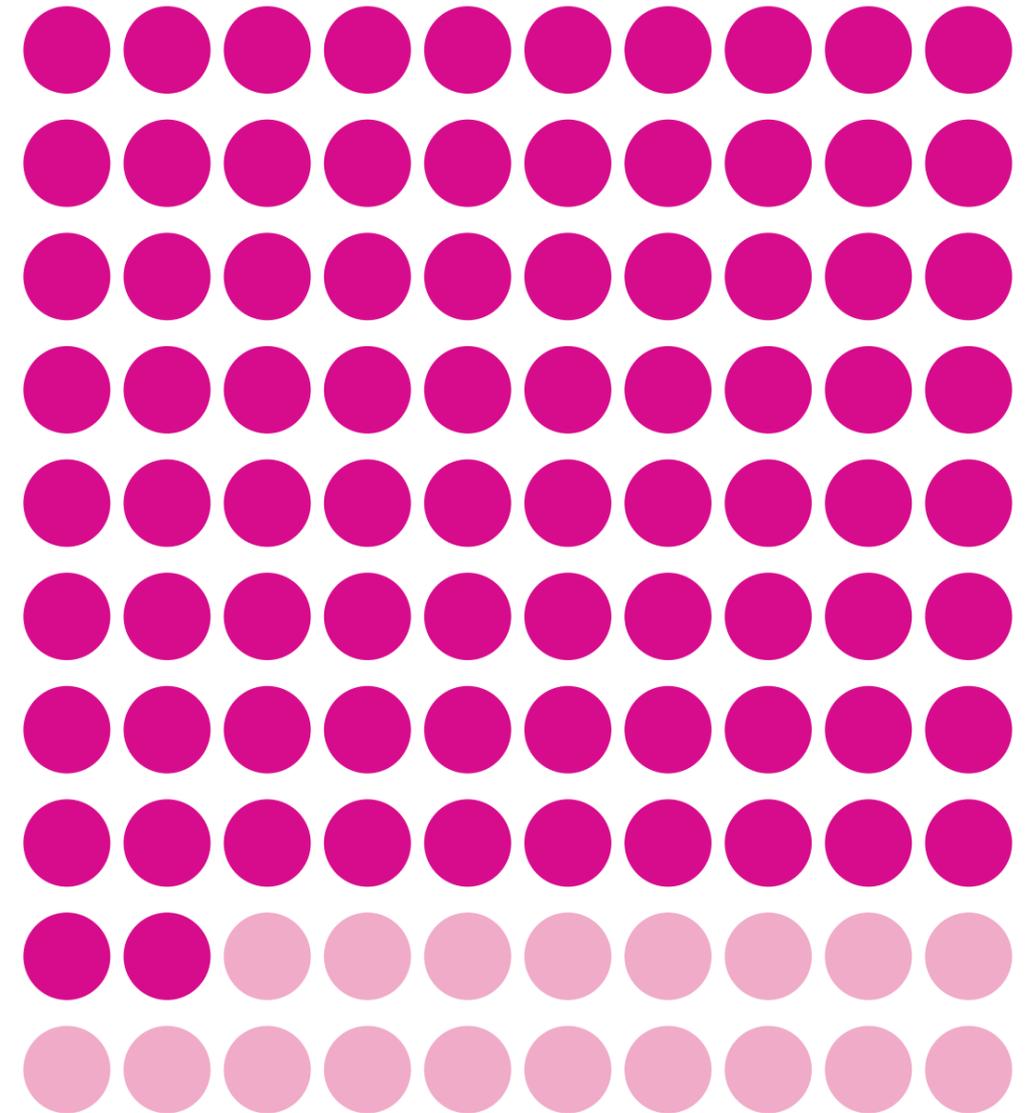
- **82%** agreed overall, the quality of treatment and care they received was favourable
- **78 net promoter score** a strong response, indicating a patient would recommend Epworth to family and friends.

### Consumer partnerships

Epworth is committed to partnering with our consumers and community to provide a service that meets their needs and health goals. During the past year, we have recruited community members who have experience with our services to partner with Epworth as consumer advisors. We have 36 advisors in formal roles, including those helping develop our new strategic plan, Reconciliation Action Plan and contribute to governance committees.

# 82%

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**78** 

**net promoter score**  
a strong response,  
indicating a patient  
would recommend  
Epworth to family  
and friends.





## Epworth highlights 2020-21



**199,074**

Patient admissions



**43,846**

Emergency presentations



**122,308**

Procedures undertaken



**9,220**

ICU bed days



**4,155**

Children treated



**3,301**

Births



**7,020**

Employees



**231**

Volunteers



# YEAR AT A GLANCE

The COVID-19 pandemic had a dramatic effect on Epworth hospitals in 2020. We began to recover this year, despite lockdowns affecting admission rates.





— YEAR AT A GLANCE

## Emergency Department care

*(across Epworth Richmond and Epworth Geelong)*



↑ **7.2%**

increase in emergency presentations compared to last year.

TOTAL EMERGENCY PRESENTATIONS

**39,708**  
2018-19

**40,892**  
2019-20

**43,846**  
2020-21



# Patient admissions across all Epworth hospitals



↑ **4.2%**

increase in patients admitted in the last year.

TOTAL PATIENT ADMISSIONS

**201,846**  
2018-19

**191,042**  
2019-20

**199,074**  
2020-21



## Surgical procedures undertaken



↑ **4.8%**

increase in procedures undertaken in the last year.

TOTAL PROCEDURES UNDERTAKEN

**128,720**  
2018-19

**116,691**  
2019-20

**122,308**  
2020-21



## Same-day procedures



↑ **11.1%**

increase of same day procedures in the last year.

TOTAL SAME DAY PROCEDURES

**68,053**  
2018-19

**61,404**  
2019-20

**68,215**  
2020-21



## Critical care



↑ **24.9%**

increase in ICU bed days  
in the last year.

TOTAL ICU BED DAYS

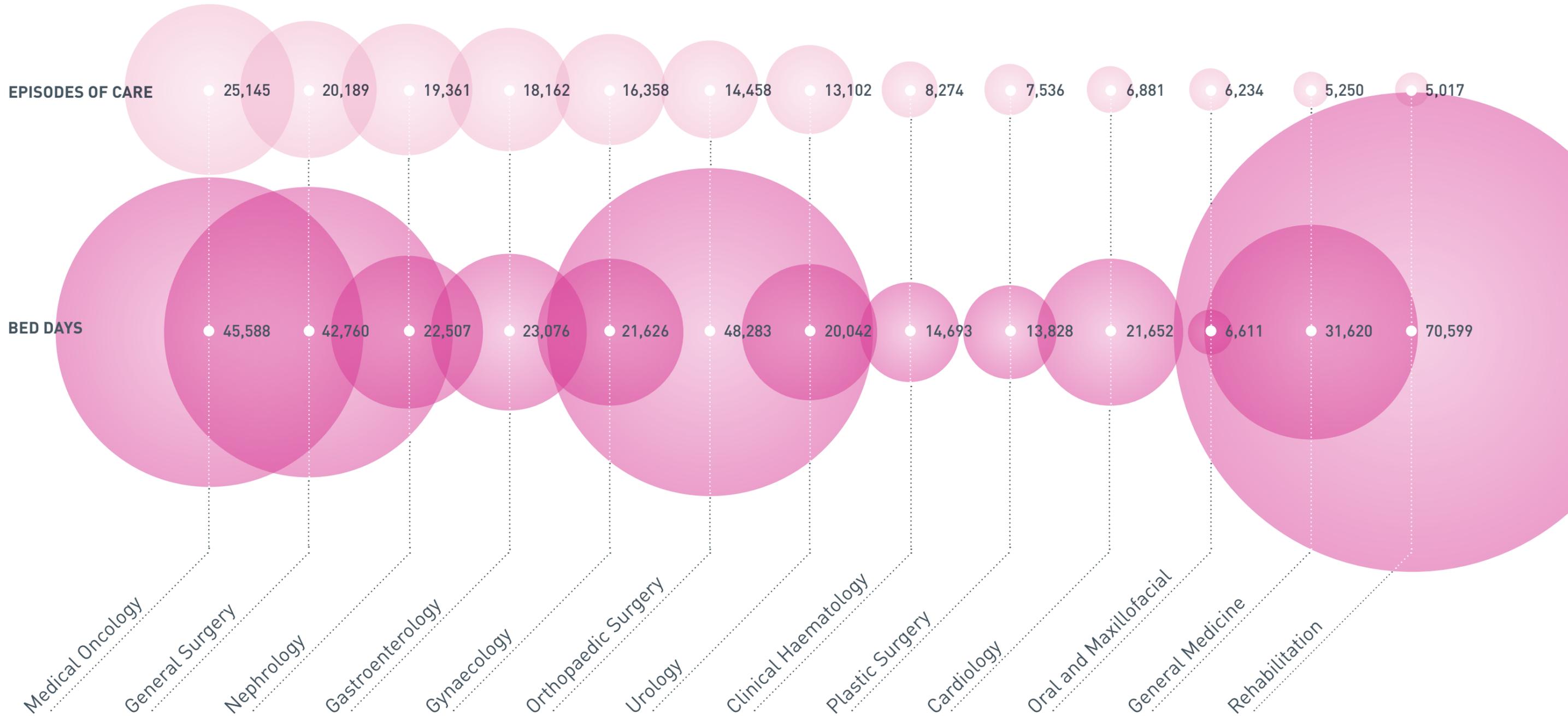
**9,848**  
2018-19

**7,384**  
2019-20

**9,220**  
2020-21



## Our top specialties in 2020-21 across all sites





## Our people



**7,020**

total employees



**3,994**

nurses and midwives



**696**

allied health employees



**333**

directly employed doctors



**2,700+**

VMOs

Nurses and midwives:

**56.9%**

of our workforce



## Our volunteers



**69**

Epworth  
Richmond



**34**

Epworth  
Geelong



**32**

Epworth  
Eastern



**15**

Epworth  
Freemasons



**9**

Epworth  
Rehabilitation



**36**

Auxiliary  
volunteers



**36**

Consumer  
Advisors

**231**

total volunteers



## Research

Research, through clinical, observational and laboratory studies, is a key part of work at Epworth to ensure we continue to innovate, improve care and achieve the best patient outcomes.

At 30 June 2021, Epworth had in progress:



**292**

total research studies



**208**

investigator-initiated studies



**50**

commercially-sponsored studies



**34**

collaborative group studies



Our most active areas of research are cancer care and treatments, with **76** studies in progress. This includes 32 commercially-sponsored studies open for recruitment.



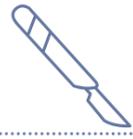
## Research

Epworth Clinical Institutes studies focused on a range of areas, including:



**50**

rehabilitation,  
mental health  
and chronic pain



**28**

general  
surgery and  
gastroenterology



**27**

critical care



**19**

internal  
medicine



**16**

uro-renal and  
vascular



**14**

musculoskeletal



**12**

cardiac sciences



**13**

women's and  
children's health



# OUR BOARD AND LEADERSHIP TEAM

Epworth takes pride in empowering, developing and investing in its people. Our leaders work closely with their teams to ensure everything we do comes back to patient care and experience.





## Our Board

Epworth Foundation is a body corporate established under the Epworth Foundation Act 1980 (Vic) that principally operates under the registered business name Epworth HealthCare. Our Board of Management consists of 10 members:



**Ms Maryjane Crabtree (President)**

*BA, LLB, FAICD*

Appointed to Epworth Board of Management in 2012, Ms Crabtree has been President since November 2017. A retired lawyer and executive partner, she specialised in occupational health and safety, product and environmental liability, class actions and risk management before retiring to focus on non-executive director and committee positions. Ms Crabtree is also on the Boards of Racing Analytical Services Laboratory and Rugby Victoria, is a member of Chief Executive Women and sits on the Ethics Committee of the Australian Institute of Health and Welfare.



**Dr Alex Cockram, Deputy President**

*MBBS, MMed (Psych), FRANZCP, GAICD*

Dr Cockram recently completed her appointment as a Commissioner to the Royal Commission into Victoria's Mental Health System, having previously undertaken key roles as a strategic advisor to government and industry on areas including mental health, alcohol and drug services, and service system reform. Dr Cockram is also on the Boards of Central Adelaide Local Health Network and Silver Chain Group and was formerly Chief Executive of Western Health.



## — OUR BOARD AND LEADERSHIP TEAM



### **Professor Paul Douglas**

*BE, MEngSc, FAICD, Professorial Fellow Melb Uni, Harvard OPM24*

Professor Douglas has had an extensive career in business and consulting engineering with 15 years as CEO of Sinclair Knight Merz. He has spent more than 30 years with this employee-owned business that has become a global leader in consulting engineering. Prof Douglas was appointed to the University of Melbourne School of Engineering to connect with industry and introduce leadership and management into engineering programs.



### **Dr Michael Georgeff**

*BSc, BE, PhD (London University), DIC*

Dr Georgeff has extensive experience in digital health care and artificial intelligence. He is Executive Chairman of Sicura Health Pty Ltd, Fellow of the American Association for Artificial Intelligence, Fellow of the Australian Computer Society and member of Australasian Institute of Digital Health. He is also a Club Melbourne ambassador and sits on the Executive Committee, International Joint Conference on Artificial Intelligence. He was Founder and former CEO of Precedence Health Care Pty Ltd, and Professor, Faculty of Medicine, Nursing and Health Sciences at Monash University.



### **Associate Professor Nerina Harley**

*AM MBBS, MD, FRACP, FJFIM, FCICM, PGDipEcho, AFRACMA*

Associate Professor Harley is the Chair of the Group Medical Advisory Council (GMAC) and the Specialist Accreditation Committee at Epworth. She is a Director of Intensive Care Council and Epworth ICUs at Epworth Freemasons and Epworth Geelong. A/Prof Harley works with the Department of Health as a member of the Patient Measurement and Reporting Committee and the Expert Working Group; Critical Care Clinical Network, Safer Care Victoria and internationally as a consultant with the World Health Organisation (WHO).



### **Dr Lachlan Henderson**

*MBBS, FRACGP, MHSM, GAICD, Cert Sports Med*

Dr Henderson is the Group Chief Executive of Epworth HealthCare and a medical practitioner who has 30 years' experience in the healthcare industry. He joined Epworth in January 2017 and was previously CEO at St John of God (SJoG) Subiaco Hospital. Dr Henderson is President of the Australian Private Hospitals Association (APHA) and a Board Member of Cricket Australia.



## — OUR BOARD AND LEADERSHIP TEAM



### **Dr Peter Lowthian**

*MB BS (Hons), FRACP, FAFRM, FRCP, FRACMA*

Dr Lowthian is Censor in Chief of the Royal Australasian College of Medical Administrators and a Board Member of the Australasian Cardiac Surgery Research Institution Ltd. Dr Lowthian has extensive experience in clinical governance and patient safety, medical leadership and engagement, organisational leadership and culture, research governance and medical education. He previously served as Group Director Medical Services and Clinical Governance at Cabrini Health.



### **Ms Janet Matton AM**

*BBus, GAICD*

Ms Matton has extensive experience in the IT industry and business management. She spent 34 years with IBM, including as vice president of operations, and 12 years holding key roles in Southeast Asia, the United States, Japan, China and Europe. Named the 2010 Victorian Telstra Business Woman of the Year, Ms Matton is also Chair of the Australian Centre of the Moving Image (ACMI) and the Eastern Community Legal Centre. She is on the Board of pitt&sherry (engineers) and previously Better Care Victoria. She is a member of Chief Executive Women.



### **Ms Wendy Thorpe**

*BA, BBus, Grad Dip Applied Finance & Investment, GAICD, FFin, Harvard AMP172*

Ms Thorpe is Chair of Online Education Services, a Non-Executive Director of Tower Ltd, Ausgrid, People's Choice Credit Union and Very Special Kids and is a member of Chief Executive Women. She previously served as a Director of AMP Bank and as a member of Council at Swinburne University. Ms Thorpe had an extensive executive career leading technology and operations within large, listed financial services companies including AXA (CIO and COO), ANZ (General Manager, Institutional Technology) and AMP (Group Executive, Operations).



### **Reverend Sue Withers**

*DipTeach, BTh, GradDipPsych*

An ordained minister of the Uniting Church of Australia, Rev. Withers is Secretary of the Ministry Placements Committee within the Synod of Victoria and Tasmania. She is also co-Director of the unit responsible for overseeing relationships between Uniting Church-associated hospitals, schools and agencies (Uniting). Rev. Withers is a past Moderator (2003-2006) and has had management roles associated with the Synod (Victoria and Tasmania) of the Uniting Church of Australia. She was Senior Chaplain at Methodist Ladies College from 1997-2003 following a career in secondary teaching.



## Our Executives

Epworth HealthCare is led by a Group Executive team of eight, who bring a wealth of experience and expertise to our private hospital group.



**Dr Lachlan Henderson**

*Group Chief Executive Epworth HealthCare*

A medical practitioner, Lachlan has 30 years' experience in the health industry and joined Epworth in January 2017. Lachlan's focus is on patient care, doctor and staff satisfaction and business outcomes in a changing healthcare landscape.



**Mr Scott Bulger**

*Executive Director, Epworth Medical Foundation and Brand*

With extensive senior leadership experience in development, advancement, marketing and media across the private and not-for-profit (NFP) sectors, Scott joined Epworth in 2012. Prior to Epworth, Scott was Pro-Vice Chancellor, Development and External Relations, at Bond University.



**Ms Bridgid Connors**

*Executive Director, People and Culture*

Bridgid joined Epworth in March 2021. She brings extensive experience in leading large teams and broader corporate services teams in complex regulatory environments. Prior to Epworth, Bridgid was Chief Human Resources Officer at Monash University.



**Mr Cameron Fuller**

*Executive Director Finance / Chief Financial Officer*

Cameron has more than 30 years' experience in banking and finance. Before joining Epworth, he spent four years with National Australia Bank as Executive General Manager, Growth Sectors and Specialised Banking. He was previously General Manager of NAB Health.



## — OUR BOARD AND LEADERSHIP TEAM



**Adjunct Professor Kate Gillan**  
*Executive Director, Clinical Services  
and Chief Nursing Officer*

Kate has extensive experience in healthcare leadership in public, private and NFP sectors across all specialities – acute, aged care, community and primary care. Prior to joining Epworth in May 2021, Kate was Chief Nursing and Midwifery Officer at Barwon Health and is an Adjunct Professor at Deakin School of Nursing.



**Mr Danny Gravell**  
*Chief Information Officer*

Danny started at Epworth in April 2020 after more than 25 years in leadership roles spanning technology, product management, marketing, eCommerce and organisation-wide transformation, most recently at business supplies company WINC.



**Associate Professor Dr Luis Prado**  
*Chief Medical Officer and Executive  
Director Academic and Medical Services*

Luis has more than 30 years' experience specialising in medical administration and general practice, with senior roles in the public and private healthcare sectors. His expertise is in clinical governance, ensuring that Epworth is a highly reliable organisation with focus on patient safety. Luis joined Epworth in 2016.



**Mrs Nicole Waldron**  
*Chief Operating Officer – Hospitals*

With an extensive background in healthcare management across the public and private sectors, Nicole joined Epworth in February 2011. She was appointed Executive Director Epworth Richmond in March 2014, as Executive Director, Epworth Freemasons and Epworth Richmond in May 2018 and Chief Operating Officer–Hospitals in November 2019.

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**Epworth Camberwell**

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Camberwell VIC 3124  
Phone 03 9809 2444

**Epworth Eastern**

1 Arnold Street  
Box Hill VIC 3128  
Phone 03 8807 7100

**Epworth Freemasons**

109 Albert Street  
East Melbourne VIC 3002  
Phone 03 9483 3833

320 Victoria Parade  
East Melbourne VIC 3002

Phone 03 9418 8188

**Epworth Geelong**

1 Epworth Place  
Waurin Ponds VIC 3216  
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**Epworth Hawthorn**

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**Epworth Richmond**

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**Epworth Medical Imaging**

Epworth Freemasons (Albert St)  
Epworth Freemasons Medical Centre  
Epworth Geelong  
Epworth Richmond  
Phone 1800 699 729

**Epworth Pathology**

Epworth Camberwell  
Phone 0455 887 672  
Epworth Eastern  
Phone 03 9890 0889  
Epworth Freemasons  
Phone 03 9419 0074  
Epworth Geelong  
Phone 03 5271 7833  
Epworth Richmond  
Phone 03 9429 2222

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**Epworth**