Building a world-class health service is Epworth HealthCare’s goal—through excellence, everywhere, everyday. We have two major redevelopment projects underway and are planning for a new teaching hospital in Geelong. We are investing in staff, technology, teaching, research and our community—the building blocks to help realise our goal.
This 2010/11 Epworth HealthCare Annual Report shows the many ways in which Epworth is building for the future. We are constantly striving to improve—for our patients, staff, and doctors. In a field like health care, where methods of treatment and the expectations of our patients are changing so rapidly, we must embrace the constancy of change.

The Board of Epworth is well aware of the need to renew itself as part of its contribution to bring fresh ideas to the governance of the group. Our two longest-serving Board members—Yolanda Klompfer AO and Reverend Professor Norman Young—are not seeking re-election this year, and their shoes will be difficult to fill. Yolanda joined the Board in 1999, and she has been a vigorous member of both our Audit and Compliance Committee and our Human Research Ethics Committee (HREC). She brings her legal training to many of the issues before the Board and its committees, and expresses strongly-held views on issues concerning the professional development of our staff, the ethics of medical practice and the treatment of minority groups. The strong commitment to social justice that she has shown in her many public roles has frequently been evident in her contributions in the boardroom.

Norman has been a member of the Board since 1986. He is an eminent academic theologian and teacher. During my time on the Board, Norman has chaired our Human Research Ethics Committee. Each proposal for research at Epworth comes to the Board along with a recommendation from the HREC. Norman presents each research proposal to the Board in the plain language that his committee requires. His commitment to social justice that he has shown in his many public roles has frequently been evident in his contributions in the boardroom.

Part of the transition of the Board includes handing over the presidency of the Board to the capable hands of Janet Latchford. It has been a great privilege to have presided over the Board for these past four years. Janet has been an excellent Deputy, and I am sure that she will make a fine President. She will continue to support our excellent management team and to challenge them when she sees they need to be—as is the duty of all members of the Board.

Under the outstanding leadership of our Group Chief Executive, Alan Kinkade, the last four years have been years of stabilisation and then growth. We are now engaged in the process of building our human and physical resources, our systems and our structures to meet the challenges of the future. The changes over the last four years have been exciting. But the best is yet to come as we build an outstanding health service.

Dr Philip Williams
President

During 2010/11 Epworth HealthCare has continued to build on its success to ensure we achieve consistently high levels of patient care. Delivering Excellence, Everywhere, Everyday has seen our performance strengthen each year, enhancing our reputation as a hospital of choice for our patients, doctors and staff.

Epworth celebrated a number of groundbreaking medical advancements in 2010/11 to enhance patient treatment and improve patient outcomes, including:
- becoming the first Australian private hospital to perform a catheter-based sympathetic renal denervation procedure at Epworth Richmond in January 2011
- commissioning a robot at Epworth Freemasons in June 2011 to bring Epworth’s total to four robots across the group and making us the only hospital group in Australia to have a dual console robot—located at Epworth Richmond—expressly designed to facilitate training and to collaborate on complex procedures
- a team from Epworth Richmond being awarded first prize in the Australian Private Hospitals Association (APHA) Valuing Private Hospital Staff Awards for Team Excellence, which is marvellous recognition of the crucial role staff play when bringing dedication and passion to work each day.

A commitment and focus on patient care through our Epworth Excellence program has delivered further improvements in performance and patient satisfaction levels—which we continue to build on across the group.

The second organisation-wide employee engagement survey was conducted in November 2010 in partnership with Best Practice Australia (BPA). The findings were incredibly positive, with the level of employee engagement lifting by a massive 10 per cent since the 2009 survey. It is an incredible turnaround and lifts Epworth from a culture of ‘consolidation’ to a culture of ‘ambition’ on the BPA scale. What is particularly pleasing is that every division recorded an improvement on their previous results, some with extraordinary gains.

Perhaps the most impressive finding is that 67 per cent of staff consider Epworth a ‘truly great place to work’. This is an outstanding indication of the dedication and commitment of our employees and positioning the organisation extremely well as it builds for the future.

Epworth is committed to providing world class, state-of-the-art facilities that are of the quality required by our patients, our staff and our doctors.

The redevelopment of Epworth Richmond will ultimately see us become Australia’s largest private hospital providing timely access, increased specialisation and enhanced amenities. It will see improved acute and rehabilitation patient accommodation, and new purpose-built research and education facilities. We are building towards our vision of becoming Australia’s foremost private health care organisation that integrates clinical care with research and education.
The redevelopment of Epworth Rehabilitation Camberwell is well underway, and is due to be finished in 2013. The work includes additional rehabilitation beds and a new psychiatry service offering both inpatient and outpatient facilities.

Epworth is committed to building for its future in many different ways. As part of our growth strategy we have pursued initiatives which will deliver new and improved models of health care. International practice has shown that academic teaching hospitals can deliver improved patient outcomes where patient care is linked with clinical education and research. Epworth has worked with university partners to identify opportunities to link health care delivery with academic health sciences’ teaching and research.

In 2010/11 Epworth announced a partnership with Deakin University to offer a comprehensive acute and rehabilitation hospital adjacent to the Deakin University Waurn Ponds campus. Epworth Geelong will combine the best of private health facilities, integrated with Deakin’s education and research activities. It will not only provide new hospital services to the people of Geelong and Western Victoria, but will provide clinically-based teaching opportunities for Deakin students at undergraduate and postgraduate levels.

In 2010/11 Epworth delivered highly successful education programs for undergraduate and postgraduate medical, nursing and allied health students, supported by senior specialist clinicians and clinical educators from across the group. The number of students seeking clinical placements at Epworth is increasing each year. This year saw 128 medical students complete their placements at Epworth. Our affiliation with the Cleveland Clinic in the United States allows us to provide unparalleled opportunities for our current and future clinicians.

Since 2003, when Epworth pioneered the new minimally invasive surgical technology in Australasia, Epworth surgeons have performed more than 3,570 cases of robotic surgery. There are 34 Epworth surgeons trained to operate Epworth’s four robots, which are based at Epworth Richmond, Epworth Eastern and Epworth Freemasons. Epworth has the most advanced robotic program in the Southern Hemisphere. The robotic technique is a sought-after option for patients due to less blood loss, less pain, faster recovery and the reduced risk of infection.

Building strong community partnerships is an important expression of our values and behaviours. They underpin every aspect of our work. Staff are asked to sign their commitment to upholding Epworth’s values and behaviours. The sign-up rate for 2010/11 is now at 92 per cent—an increase of 28 per cent since 30 June 2010. This rapid improvement highlights just how important they are to staff. Epworth wants to be known as an organisation that truly lives by its values and behaviours.

I would like to thank the executive team for their outstanding leadership, especially during this time of growth, and appreciate their continued support. I am very proud of all our staff and pleased with what we have been able to achieve together, much of which would not be possible without the support of our service providers, generous benefactors and volunteers.

I would also like to thank the Board of Management, led by Dr Philp Williams, for its wise counsel and strong guidance.

I am soon to complete my tenure as Chair of the Medical Advisory Council, following nine years in the position.

It has been an excellent and fulfilling experience, filled with great change and increased responsibilities of the Council due to the increasing size of Epworth.

Initially I was appointed Chair of the Epworth Medical Advisory Council which at the time only included the Richmond campus. With the building of Epworth Eastern and the addition of Epworth Freemasons, Epworth Cliveden, Epworth Rehabilitation Brighton and Epworth Rehabilitation Camberwell, Epworth has become a major medical health care group. This evolution has led to the establishment of a Group Medical Advisory Council, with recommendations fed into it from each of the site Medical Advisory Committees.

There will continue to be growth in the Group Medical Advisory Council at Epworth with the building of Epworth Geelong. This will have an impact on the group with the increased number of medical practitioners and services at Epworth.

The medical practitioner plays a pivotal role in the delivery of health care at Epworth, providing high quality expert specialist medical care to serve the patient. Ensuring the quality of those services is a key component of our Medical Advisory Council activities. The views of our specialists are heard through the Medical Advisory Council.

We have increased our professional responsibility at Epworth by taking on teaching roles with The University of Melbourne, Monash University, Deakin University and other universities. This has been achieved through an increased time commitment of many of our colleagues in helping to coordinate the delivery of excellent supervision and teaching for our medical students and students in other health disciplines.

Our research profile is continually building, and that needs to be considered through the Medical Advisory Council. We now have Dr Megan Robertson as the Executive Director of Research to help coordinate and manage the research team and our research program.

In my nine years I have had great assistance in my role from Executive Medical Director Dr Peter Dohrmann, Group Chief Executive Alan Kinkade and the staff from Medical Services. The greatest support I have had, however, is from my medical colleagues who have generously given their time to help shape the future of Epworth.

I am pleased to report on the activities of the Medical Advisory Committees and the Group Medical Advisory Council for 2010/11.
Board of Management

Dr Philip Williams
President

Mrs Janet Latchford
Deputy President

Professor Peter Brooks AM

Mr Anthony A Browne

Associate Professor Ronald J Dick

Mr Rod Fitzroy

Mr Peter Hay

Mr Alan R Kinkade

Mrs Yolanda Klempfner AO

Ms Judy Leitch

Reverend Professor Norman J Young

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

Ms Liz Camilleri
Executive Director
Finance

Mr Peter J Dohrmann
Executive Medical Director
Epworth Richmond

Ms Eileen Hannagan
Executive Director
Epworth Eastern

Dr Peter J Dohrmann
Executive Medical Director
Epworth Rehabilitation

Mr Chris England
Executive Director
Human Resources

Ms Liz Camilleri
Executive Director
Procurement and Facilities

Ms Elizabeth Kennedy
Executive Director
Epworth Medical Foundation

Ms Bronwyn Mace
Executive Director
Marketing and Business Development

Mr Stephen May
Executive Director
Quality, Productivity Improvement and Risk

Dr Megan Robertson
Executive Director
Research

Ms Deb Stephenson
Executive Director
Health Contracts

Ms Susan Wardle
Executive Director
Health Contracts

Ms Maureen Willson
Executive Director
Quality, Productivity Improvement and Risk
### Year at a glance

#### Total bed days

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Bed Days</th>
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</thead>
<tbody>
<tr>
<td>2006/07</td>
<td>310,864</td>
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<tr>
<td>2007/08</td>
<td>349,567</td>
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<tr>
<td>2008/09</td>
<td>364,970</td>
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<tr>
<td>2009/10</td>
<td>369,759</td>
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<tr>
<td>2010/11</td>
<td><strong>382,648</strong></td>
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#### Overnight occupancy

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<tr>
<th>Year</th>
<th>Overnight Occupancy</th>
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<tbody>
<tr>
<td>2006/07</td>
<td>76.8%</td>
</tr>
<tr>
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<td>85.2%</td>
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<tr>
<td>2008/09</td>
<td>87.7%</td>
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<tr>
<td>2009/10</td>
<td>87.3%</td>
</tr>
<tr>
<td>2010/11</td>
<td><strong>88.5%</strong></td>
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#### Total admissions

<table>
<thead>
<tr>
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<th>Total Admissions</th>
</tr>
</thead>
<tbody>
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<td>91,624</td>
</tr>
<tr>
<td>2007/08</td>
<td>107,504</td>
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<tr>
<td>2008/09</td>
<td>100,489</td>
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<tr>
<td>2009/10</td>
<td>112,769</td>
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<tr>
<td>2010/11</td>
<td><strong>114,911</strong></td>
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#### Operations performed

<table>
<thead>
<tr>
<th>Year</th>
<th>Operations Performed</th>
</tr>
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<tbody>
<tr>
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<td>56,031</td>
</tr>
<tr>
<td>2007/08</td>
<td>60,421</td>
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<tr>
<td>2008/09</td>
<td>66,126</td>
</tr>
<tr>
<td>2009/10</td>
<td>70,573</td>
</tr>
<tr>
<td>2010/11</td>
<td><strong>72,362</strong></td>
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### Year at a glance

<table>
<thead>
<tr>
<th>Year</th>
<th>Emergency attendances</th>
<th>Births</th>
<th>Critical care bed days</th>
<th>Same-day surgical procedures</th>
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<tbody>
<tr>
<td>2006/07</td>
<td>25,864</td>
<td>3,099</td>
<td>25,864</td>
<td>28,556</td>
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<tr>
<td>2007/08</td>
<td>27,501</td>
<td>3,350</td>
<td>27,501</td>
<td>31,332</td>
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<tr>
<td>2008/09</td>
<td>26,454</td>
<td>3,590</td>
<td>26,454</td>
<td>35,253</td>
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<td>2009/10</td>
<td>27,047</td>
<td>3,749</td>
<td>27,047</td>
<td>35,630</td>
</tr>
<tr>
<td>2010/11</td>
<td><strong>28,393</strong></td>
<td><strong>3,502</strong></td>
<td><strong>15,952</strong></td>
<td><strong>36,158</strong></td>
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</table>
Epworth Eastern

Epworth Eastern has continued to grow, with inpatient occupancy now at 85.2 per cent and overall occupancy (inclusive of day cases) at 93.4 per cent for 2010/11. Patient satisfaction indicators have also increased dramatically over the last six years.

The improvement in patient satisfaction is largely due to a commitment to Epworth Excellence, whereby all staff implement critical processes to enhance the patient experience. These processes are augmented by systems in patient rooms, where patients participate in their recovery through online education, access to online pathology and radiology results and the recording of nurse hourly rounding in consultation with their doctor, and access to online education, where patients participate in their recovery through online education, access to online pathology and radiology results and the recording of nurse hourly rounding discussions.

Epworth Eastern has strategies aimed at ensuring a consistent approach across all aspects of the hospital, including support and ancillary services such as hospitality and administrative functions. This commitment to excellence has also proven to be fulfilling for staff, which is evidenced by very high employee engagement scores.

One of the challenges facing all hospitals is attracting and retaining nursing staff in a very competitive environment. In the past 12 months Epworth Eastern has been able to provide 30 nursing graduate (registered and enrolled nurses) positions. Where a permanent position has not been available casual employment has been offered.

The hospital has also provided the opportunity to combine postgraduate study and employment through the postgraduate critical care and peri-operative nursing courses, with small intakes of 4–6 nurses into each course. In the last year Epworth Eastern has retained 85 per cent of those who have completed their postgraduate studies.

Epworth Eastern continues to be an active community partner, which includes providing food for disadvantaged members of the community through the FareShare program. Staff at Epworth Eastern donate to Harrison Community Services which assists families and young people in crisis. They also volunteer their time to prepare and serve meals for the Salvation Army in Box Hill every six weeks.

The year culminated in Epworth Eastern being acknowledged in the Whitehorse Business Group awards for Excellence as the large business award winner and the best overall.

Epworth Freemasons

During the past year Epworth Freemasons celebrated a major milestone with the commissioning of its sixth operating theatre in the Clarendon Street campus, along with the introduction of the da Vinci robot to support minimally-invasive surgical procedures.

The first robotic procedure was conducted at Epworth Freemasons on 25 May 2011 with Associate Professor Laurence Harewood leading the surgical team. The commissioning of the da Vinci robot was a great success and a tribute to all staff involved.

With Epworth already well established in relation to robotic urological procedures, Epworth Freemasons aims to be a national leader in the provision of robotic gynaecological procedures.

Epworth Freemasons hosted a visit from Dr Arnold Advincula, Medical Director of the Benign Gynaecologic Robotic Surgery Program for the Florida Hospital system, and a world expert in minimally-invasive gynaecological procedures. Dr Advincula provided a number of lectures to Epworth consultants and supported Associate Professor Tom Jobling and Associate Professor Peter Maher in the completion of their first minimally-invasive gynaecological procedures at Epworth Freemasons.

The hospital has also provided the opportunity to combine postgraduate study and employment through the postgraduate critical care and peri-operative nursing courses, with small intakes of 4–6 nurses into each course. In the last year Epworth Eastern has retained 85 per cent of those who have completed their postgraduate studies.

Epworth Freemasons established a new endometriosis support group, the first meeting of this support group, convened by nurse Wendy Dawson, provided the attendees with an opportunity to hear from Mr Jim Tsaltas, an expert in the treatment of the condition.

Breast cancer has been treated at the hospital for many years, and in the past year Epworth Freemasons established a new endometriosis support group, Breast Friends, aimed at supporting patients who have been treated at the hospital for breast cancer. This past year Epworth Freemasons established a new endometriosis support group.

The first meeting of this support group, convened by nurse Wendy Dawson, provided the attendees with an opportunity to hear from Mr Jim Tsaltas, an expert in the treatment of the condition.

It continues to be a highly sought-after hospital for maternity patients in Victoria. Epworth Freemasons has had a long-standing community support program called Breast Friends aimed at supporting patients who have been treated at the hospital for breast cancer. This past year Epworth Freemasons established a new endometriosis support group.

During the past year Epworth Freemasons celebrated a major milestone with the commissioning of its sixth operating theatre in the Clarendon Street campus, along with the introduction of the da Vinci robot to support minimally-invasive surgical procedures.

Epworth Cliveden

Epworth Cliveden specialises in cosmetic, plastic and reconstructive surgery, gynaecology and maxillofacial surgery. Located in East Melbourne, the hospital is a 28-bed facility with two operating theatres.

In 2010/11, ten new surgeons were accredited to operate at the hospital, and there was an increase in the take-up of on-site consulting rooms.

In May 2011, Epworth Cliveden maintained quality certification ISO 15189:2008. The hospital also recorded record doctor satisfaction levels—on the 99th percentile. It was also the first year that Epworth Cliveden was included in the patient satisfaction survey as part of the Epworth group.
Epworth Rehabilitation

Occupancy at Epworth Rehabilitation has continued to grow year on year, with inpatient occupancy now at 95 per cent and outpatient attendances at 126,000—an 8 per cent growth on the previous year.

Epworth Rehabilitation is one of the largest private sector rehabilitation services in Victoria, with rehabilitation hospitals and services located in Richmond, Brighton, Camberwell, and Thornbury.

The RACV’s annual road trauma scholarships aim to prevent road trauma and improve the quality of care in the area of road trauma. Many Epworth Rehabilitation staff have been previous scholarship recipients, including senior occupational therapists Pam Ross and Claire Swanton, and physiotherapist Liz Moore. All three presented their findings to the RACV Board of Executives in April 2011. Each has made a wonderful contribution to furthering very important research into road safety and trauma prevention.

During 2010/11, the community integration team has been supporting more than ten students to resume or maintain their participation in secondary, university and TAFE courses. The $35 million redevelopment of Epworth Rehabilitation Camberwell has commenced, after plans were approved in March 2011 by the City of Boroondara. At completion in 2013, Epworth Rehabilitation Camberwell will comprise a total of 146 beds for rehabilitation and psychiatry patients. The significant works will deliver 68 new private patient rooms as well as new consulting suites, therapy rooms, purpose-built educational facilities, ancillary retail and support services. Moving into the psychiatry services area will establish Epworth Rehabilitation Camberwell as a "wellness precinct" for both mental health and rehabilitation patients.

In June 2011 Epworth Richmond purchased a new da Vinci robot with the latest high-definition visualisation technology as well as a second console for training purposes. This will expand the number of specialties using this technology.

Epworth Richmond has continued to grow, with overnight admissions increasing by 5 per cent, and average overnight occupancy increasing by 2 per cent to 92.3 per cent in 2010/11. This year saw 50 new medical specialists join Epworth Richmond, which helped achieve growth in all key specialties including Orthopaedics, Cardiology, Cardiac Surgery, Neurosurgery, General Surgery and Urology. Epworth Richmond also replaced two of its catheterisation laboratories in January 2010 with state-of-the-art GE equipment. The new equipment has enabled Epworth Richmond to participate in the trial of new and innovative procedures such as core valve replacement. In July 2010. The redevelopment is progressing well and the hospital has successfully continued to maintain operations with minimal disruption to patients, doctors, visitors and staff.

The Emergency Department (ED) treated a record number of patients in 2010/11, with 28,393 patient attendances, a 5 per cent growth from the previous year.

A Stroke Unit was introduced at Epworth Richmond in April 2011. Work continues regarding bed management to ensure that all patients with a primary diagnosis of stroke get access to neuroscience beds within the first 24 hours of admission.

The first stage of the Epworth Richmond redevelopment commenced in July 2010. The redevelopment is progressing well and the hospital has successfully continued to maintain operations with minimal disruption to patients, doctors, visitors and staff.

Epworth Richmond is dedicated to the implementation of the Epworth Excellence program. Customer service and patient care initiatives were introduced to improve patient satisfaction and outcomes, with good results continuing as they are rolled out across the hospital.

The Emergency Medical Activation Committee from Epworth Richmond were the winners of the Australian Private Hospitals Association (APHA) Award for Excellence and Innovation for the implementation of a rapid response team in the Emergency Department—a first in the private hospital system in Australia.

Staff satisfaction continued to improve—a welcome result given increased patient numbers, the redevelopment and the introduction of new services and initiatives.

At completion in 2013, Epworth Rehabilitation Camberwell will comprise a total of 146 beds for rehabilitation and psychiatry patients. The significant works will deliver 68 new private patient rooms as well as new consulting suites, therapy rooms, purpose-built educational facilities, ancillary retail and support services. Moving into the psychiatry services area will establish Epworth Rehabilitation Camberwell as a ‘‘wellness precinct’’ for both mental health and rehabilitation patients.

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Epworth Rehabilitation has developed multidisciplinary spasticity clinics at Epworth Rehabilitation Richmond and Epworth Rehabilitation Camberwell. At the clinics, patients are assessed by a rehabilitation physician, a physiotherapist and an occupational therapist.

The clinic at Epworth Rehabilitation Richmond has increased from once a month to twice a week over the last twelve months due to the increased demand and clinical need. Both clinics use the latest technology to evaluate and treat abnormal muscle tone. The database for recording spasticity clinic assessments and outcomes has been developed and approved by the ethics committee, and is now operational.

Each year across Australia, 325 new cases of moderate or severe injuries requiring extensive rehabilitation occur within the 15–24 year old age group. Epworth Rehabilitation has been developing programs aimed at addressing students’ needs for education re-entry and ongoing participation at school.

Epworth Richmond

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Building better patient care

Allison Efthimiou thinks she is lucky. She found her inner strength early in a frightening ordeal with Guillain–Barré syndrome—a form of peripheral neuropathy where the body’s immune system attacks the nervous system.

Last October, the 37-year-old mother of three visited a GP in the city near her work, because she felt unwell and had sharp pains in her legs. Advised to go directly to the Epworth Richmond emergency department, she was soon admitted to the Neurology ward but her condition deteriorated. Over the next few days, the muscle weakness and excruciating nerve pain ascended towards her chest and threatened her breathing, so she was admitted to the intensive care unit.

By now needing a tracheotomy and with no assurance as to when the paralysis would reverse, she was advised to see her children while she was in ICU.

For more than three weeks after that, I couldn’t speak or move and my heart rate reached 160 at times. The kindness I received and the concern shown to my husband, my parents and my little ones was excellent. Although I watched my family’s emotional devastation as I lay there, I experienced a spiritual calm. I knew I would get better, but I couldn’t tell anyone or show facial emotion. I had an important vision that I would recover the strength I needed to mother my children again. And much later when I was wheeled out to the sunny courtyard garden, again I sensed a reassuring healing in the vibrant green colour and the water there.

In rehab, I had to learn to talk, eat, walk, and look after myself all over again. This was hard work but I was surrounded by such a great team of staff and patients working together, that we all celebrated each other’s improvements.

Since being ill, I have had to come to terms with a different me. I still have nerve pain and fatigue. When my neurosurgeon explained that some of my facial muscles would probably remain paralysed forever, I accepted it knowing that I have my children and my life to live.
Building better patient care

Meeting and anticipating the needs of our patients—through the Epworth Excellence program and other group-wide initiatives—helps improve patient care.

Achieving better patient outcomes through Epworth Excellence

Epworth Excellence is a group-wide cultural change 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.

In 2010/11 Epworth has continued to strive towards ‘Excellence, Everywhere, Everyday’. This has been supported by an investment in staff through leadership training, introduction of rounding with patients, understanding the level of staff engagement and how to support staff needs, and surveying doctors to understand how to improve their experience at Epworth.

The Studer Group works with health care organisations to help achieve, sustain, and accelerate exceptional clinical and operational outcomes. In October 2010, 13 staff attended the Studer conference and visited US hospitals where the Studer methodology has been successfully implemented.

At the conference, Epworth presented its journey ‘Driving Change through the Evidence-based Leadership Approach Down Under’. Epworth was the first international provider invited to present at the conference. More than 400 delegates at the conference heard Epworth’s story, and the presentation was received with great enthusiasm.

Epworth Eastern built on its experience in the application of hourly patient rounding and has achieved 79th percentile ranking when compared to other private hospitals of a similar size.

All divisions are providing a high level of quality care that is increasingly being recognised by their patients, which is indicated in the satisfaction ratings at each site.

New support group for women with endometriosis

A support group for women with endometriosis has been formed at Epworth Freemasons, which is the first of its kind in Victoria.

The Endometriosis Support Group aims to respond to a need for support expressed by patients of the Women’s Health Unit. While endometriosis affects 1 in 10 Australian women, up until now there was no support group in Victoria.

Endometriosis is a condition where tissue similar to the endometrium (that lines the inside of the uterus) also grows outside the uterus. These growths or ‘patches’ occur most often in the pelvis and lower abdomen, commonly on and below the ovaries.

Endometriosis is a condition where tissue similar to the endometrium (that lines the inside of the uterus) also grows outside the uterus. These growths or ‘patches’ occur most often in the pelvis and lower abdomen, commonly on and below the ovaries.

The support group meets bi-monthly to provide a positive environment for women to exchange ideas, coping strategies and current treatment information.

Expert health professionals are also available, and the group is open to all women, not just those treated at Epworth Freemasons.

Individual excellence in clinical practice

Epworth Freemasons Oncology Nurse Marisa Stevens was one of three finalists in the Individual Excellence in a Clinical Role Category of the 2010 Australian Private Hospitals Awards, recognising staff in a clinical role who have excelled in the provision of clinical treatment and demonstrated excellence in patient care.

Marisa developed a nurse liaison role that improved the path for oncology patients, after a patient survey identified areas of patient care that could be enhanced. The program focuses on patient education and coordination, with one staff member personally coordinating a patient’s journey from admission through to discharge and follow-up care.

Dedicated meal times at Epworth Richmond

Epworth Richmond introduced an initiative in June 2011 called ‘Dedicated Meal Times’ to emphasise the value that meal times have on recovery by preventing unnecessary interruptions.

To avoid interruptions, all non-essential activities—including nursing procedures, therapy sessions by allied health staff, blood tests, and X-rays—now only occur before or after meal times, not during.
Building better patient care

Infection control program

In July 2010 the infection control program was given a boost with the appointment of dedicated infection control consultants in each division. In addition, an infection control consultant specifically dedicated to hand hygiene was appointed in early 2011. A further infection control consultant dedicated to peri-operative services was appointed in May 2011.

The intent of the ICU liaison nurse is to introduce new positions to help manage the transition of patients from ICU to the ward and support treating patients of increasing acuity and complexity in the ward environment. This role acts as bridge between the skills and resources of the ICU and ward environment, supporting continuity of care, patient flow and ward staff to proactively managing high acuity patients.

The role of the cardiac pre-admission nurse has proven pivotal in preparing patients and shaping their expectations for surgery and coordinating ongoing care upon leaving hospital.

Sacred Space at Epworth Eastern

At Epworth Eastern, the long-awaited addition of a beautiful art glass window to the Sacred Space has continued to build a space where people of all faiths can find spiritual refreshment.

The window was donated by Mr Frank Gilbert, to celebrate the life of his wife, Marjorie, who was a patient at Epworth Eastern before her death. It was created by prominent local glass artist Les Baxter, in consultation with the Epworth Eastern pastoral care team and Mr Gilbert. Board member, Reverend Professor Norman Young, dedicated the window at an event in May 2011.

Representatives of all the major religions previewed the design and declared it appropriate for use in the hospital. The design suggests a path winding toward the horizon—although everyone interprets the window elements in their own way.

Epworth Pastoral Care services support patients

Pastoral care at Epworth helps patients, family members and staff to build hope during times of illness or trauma. Pastoral care includes visiting patients and family members, arranging rituals and services of worship, and providing support to staff. In the last year, pastoral care practitioners and chaplains had more than 17,000 pastoral contacts across the group.

Through attentive listening and skilful conversation, the pastoral carers sought to help people build their own resources of hope, strength and courage to deal with the challenges of hospitalisation, illness, death and grief. Some 400 people attended memorial services organised by each of the pastoral care departments in remembrance of those who died in the hospitals during the year. Many people receive great comfort and renewed strength from attending one of these services.

A focus in 2010/11 at Epworth Richmond was building hope through the deployment of pastoral care students in the newly invigorated Epworth Community Centre of Clinical Pastoral Education.

The Pastoral Care teams at Epworth Eastern and Epworth Freemasons have continued to expand spiritual and emotional support to patients, families and staff.

Epworth HealthCheck

For more than twenty years Epworth HealthCheck has been providing an executive health assessment and screening program. Designed for those who believe themselves to be healthy and well, Epworth HealthCheck gives peace of mind by providing a proactive way for individuals to assess their well-being. With a focus on identifying key lifestyle risk factors and early signs of disease, Epworth HealthCheck plays an important role in detecting medical issues.

During 2010/11 more than 450 patients attended the program. In addition to individual patients, 71 organisations chose to sponsor 360 of their employees through Epworth HealthCheck. During the year, 103 patients had an early detection of a previously unknown condition, and an additional 74 patients were admitted to Epworth Richmond where 14 people with potentially life-threatening health problems were treated.

Epworth Specialist Centres

Recognising a lack of private services offered in parts of greater Melbourne that are experiencing population growth, Epworth has developed Specialist Centres to provide improved access to Epworth doctors and medical services at Berwick, Lilydale and the CBD. Designed to offer patients a range of services close to home and work, these centres provide a different focus at each site including pathology, dermatology, radiology, skin cancer screening, an allergy clinic and cardiac diagnostics. The Specialist Centres have provided in excess of 25,000 patient appointments in 2010/11.

Epworth Rehabilitation— a patient’s story

Epworth Rehabilitation patient Jonathon Koening is now in his 11th year of treatment after having been hit by a car at the age of ten. Epworth Rehabilitation Richmond physiotherapist Dr Gavin Williams has played an instrumental part in Jonathon’s recovery and has even been described as ‘a superhero’.

At the time of his accident, Jonathon was not expected to survive. However, his own determination and the relentless support of family and friends, coupled with the expert care he has received at Epworth has seen Jonathon defy the odds.

Before coming to Epworth Rehabilitation, Jonathon was told that the best he could expect would be to walk only a few steps. But, after receiving ongoing treatment for the past 11 years with Gavin, Jonathon has learnt to speak again, can stand and walk unassisted, and is now running.

The acquired brain injury (ABI) unit at Epworth Rehabilitation is Australia’s largest, and focuses on long-term treatment, no matter how long after an accident has taken place.

Volunteers at Epworth

Through its strong community partnerships, Epworth has been able to establish a volunteer group of more than 150 volunteers. Volunteering at Epworth is all about becoming part of a team. Volunteers help patients and visitors feel more comfortable and relaxed during their hospital visit. They assist staff on the wards, in day surgery, emergency department, the library and many other areas. Volunteers also assist in the running of the gift shop, maintaining some of the gardens, supporting the cardiac rehabilitation HeartSmart program, and regularly help out with administrative tasks for a number of different departments.

At Epworth Rehabilitation, volunteers work closely with staff helping patients who have a lengthy stay to find it more enjoyable and interesting by visiting wards, as well as helping the occupational therapists with patient needs.

During 2010/11 volunteers have played a fundamental role in assisting and directing visitors to the hospital as redevelopment works at Epworth Richmond have progressed. The Wayfinder Walker Volunteers escort visitors directly to medical suites and wards.

Every volunteer is recognised and appreciated for the work they carry out and Epworth actively participates every year in National Volunteer Week.
Building better patient care

Multidisciplinary falls program

A program involving participation from all staff at Epworth Rehabilitation Brighton was implemented in November 2010 for an eight month period and later recognised for a national award. The team introduced the Multidisciplinary Falls Prevention Program, which resulted in a sustained decrease in the number of falls by more than 50 per cent, as well as increased confidence and return to mobility for their patients.

During rehabilitation, patients are actively encouraged to be independent and mobile. Staff were concerned that risks associated with going to the bathroom or moving around rooms and corridors still existed for some patients, whose strength and balance may have been altered by recent surgery or illness.

Falls data and 300 research articles were analysed by the working party established to design a program specific to rehabilitation patients. The program was named CARE—representing Communication, Assessment, Response, Recovery and Education—the major components for its success. A new assessment tool that accurately identifies patients at risk on admission, half-hourly checks and responding in less than two minutes to a nurse call were significant aspects of the program. It was named as winner of the prestigious 2011 APHA/Baxter Ambulatory Care Award at the APHA’s National Congress later in 2011.

Return to school after TBI

Across Australia, 325 new cases of moderate or severe injuries requiring extensive rehabilitation occur each year within the 15-24 year old age group. With increasing social pressure within society for students to remain in the educational system for longer, there is an increasing likelihood that these students need to return to the educational system following their injury. Epworth Rehabilitation has been developing their programs aimed at addressing students’ needs for school re-entry and ongoing participation at school.

The journey for students returning to school crosses many disciplinary boundaries. In the early stages of inpatient rehabilitation, the medical and therapy team provide comprehensive assessment and treatment focused on the student’s individual needs. This may include physical goals such as mobility to manage within the school environment, or developing fine motor skills for keyboarding, also working on cognitive (thinking) changes such as building concentration to follow classroom work, developing strategies to assist with new learning in preparation for exams or planning and organisation skills to keep track of school work requirements.

Initially, the approach to school re-entry was seen as a time-limited, hospital-to-school transition in which the rehabilitation team handed over to the school and then withdrew. However, it has become clear that to ensure school participation is successful, rehabilitation supports need to be provided in a more holistic manner, which includes ongoing collaboration between the student, their family, the educational setting and rehabilitation workers.

In recognition of this need, Epworth’s community integration therapists are able to provide flexible, long term supports which are adapted to the individual needs of the student. Therapy services may include school visits to plan a graded return to school, providing education to teachers about brain injury and the student’s needs, arranging specialised supports such as tutoring or integration aides, individual therapy to assist with development of study strategies. They also require regular school support group meetings to monitor and plan ongoing participation, supporting adjustment to the student’s changed educational or vocational goals, assisting in finding alternative pathways or programs when mainstream study cannot be accommodated.

During 2011, the community integration team has been supporting more than ten students to resume or maintain their participation in secondary, university and TAFE courses.
Arriving at Epworth Eastern four years ago, manager Leanne Rowlands embraced the challenge of building a peri-operative team to deliver the best in patient care in a young hospital. Recruiting up to 180 people, she kept in mind their need for an attractive environment, good training opportunities and a commitment to Epworth’s culture.

She believes that dignity and respect are the main tenets of a great workplace.

We spend a lot of time thinking about how it feels to be a patient coming into theatre, and then develop every process from a customer service point of view. We consider what our staff need around them to improve the experience for patients. Our theatres are new and bright and ordered because I feel strongly that keeping the environment inviting is as important for staff as it is for patients. I think it inspires confidence.

We provide a strong reward and recognition program here. There is a wonderful community spirit and people are always putting their hands up to volunteer to help at the Salvo’s food kitchen.

I believe our staff retention rate is high because we work hard to provide what staff want, and our management teams know they are important role models. Epworth Eastern is a happy place to work as documented in the BPA staff surveys. An overwhelming majority of our staff said they really like working here!

Leanne was among six Epworth leaders who were nominated for SACS Awards in 2011 and was a finalist. The awards recognise outstanding initiatives in government and not-for-profit sectors that contribute to efficiency and effectiveness while improving the workplace for your colleagues. While thrilled to be nominated, she says all the staff deserved to win because a team is only as good as their leader and vice versa.
Building a strong team

People are the key to being a world-class health care provider. We are building a strong team that takes initiative and is supported and trained to meet this aim.

A truly great place to work

In 2009, Epworth formed a strategic partnership with Best Practice Australia (BPA) in order to understand and measure employee engagement across the organisation. BPA’s core area of expertise is in workforce diagnostics, analysing organisational culture and employee engagement. This approach has allowed Epworth to benchmark itself in all categories—private, public, Victoria, not-for-profit and for profit.

In November 2010, Epworth partnered with BPA to conduct its second employee engagement survey. The questions used to measure the levels of employee engagement which underpin the BPA model focus on:

- the level of optimism in the organisation
- trust in management (executive and middle management)
- trust and respect throughout the organisation
- the sense of success and achievement in the organisation.

Overall the level of ‘employee engagement’ amongst staff has risen by 10 per cent since the first survey in 2009, to reach 52 per cent in November 2010. The level of disengaged employees has also had a significant shift, decreasing by 6 per cent. The majority of attributes (61 out of 63) measured by the survey have significantly improved since the 2009 survey, with none falling in ranking.

Some of the greatest gains were:

- improving management skills and reducing the level of ‘manager disconnect’
- employees believing Epworth is a ‘truly great place to work’ (increased by 15 per cent)
- the values being lived at the department/ward level (increased by 11.9 per cent)
- improvements in service delivery to patients and clients (increased by 20 per cent)
- providing service that is ‘right the first time’ (increased by 11.7 per cent)
- encouraging employees to take whatever measures they think necessary in order to truly satisfy their customers’ needs (increased by 16.6 per cent).

In 2009, Epworth measured at the ‘consolidation’ phase, however, eighteen months later, Epworth has moved up the scale to a culture of ‘ambition’. Staff working in this type of environment approach situations with an ‘anything is possible’ attitude.

BPA described this shift in culture from consolidation to ambition as one of the most remarkable examples of cultural change they have seen in a large organisation over such a short period of time. Every division recorded an improvement on their previous results, some with extraordinary gains.

Significant improvements in doctor satisfaction

Epworth received the summary results for the Doctor Satisfaction Survey which was conducted for Epworth by Press Ganey in April 2011. Overall, there has been a significant improvement in Epworth’s percentile ranking from 57 per cent to 86 per cent. This is an excellent outcome.

Epworth Cliveden had a sensational result with a ranking of 99 per cent, and 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 improvement. Once analysis is completed, priorities for further action will be shared with Epworth doctors.

Monthly newsletter to doctors

Epworth has introduced an e-bulletin which is distributed to more than 2,000 doctors at the beginning of each month. Topics range from education and research opportunities, clinical governance issues, clinical updates, and wider medical community news and events.
Building a strong team

Keeping staff safe

Epworth has formed a Slip, Trip and Fall Working Party, chaired by Vincent Borg, Executive Director of Epworth Eastern. The purpose is to oversee the development and implementation of slip, trip and fall risk management systems, and to reduce the number and frequency of incidents that occur.

Epworth has a number of effective tools in place to help prevent slips, trips and falls. These include hazard identification, displaying signs when floors have been cleaned or a spill occurs, maintaining good housekeeping, wearing appropriate footwear, putting items and equipment back in their appropriate place after use and using communication to alert team members of potential hazards.

All Epworth staff play a vital role to ensure a safe work environment is maintained.

Employer of choice for women

Epworth is strongly committed to creating a fair workplace. In particular, a number of policies and practices have been put in place to support women across the organisation. The approach includes providing mentoring and career development opportunities, flexible rosters to accommodate staff members with family responsibilities, part-time work and paid maternity leave.

In March 2011, the Federal Government’s Equal Opportunity for Women in the Workplace Agency acknowledged which organisations around Australia qualified as ‘Employers of Choice for Women’. Epworth was recognised, for the tenth year in a row, as an Employer of Choice for Women.

Consistent recognition with this prestigious citation demonstrates Epworth’s commitment to creating a fair workplace and to achieving genuine outcomes for working women. The policies and practices that Epworth has implemented to support women across the organisation have also benefited the business.

Supporting staff to return to work

Epworth Freemasons has recently gained re-accreditation from the Nurses Board to run Return to Practice and Initial Registration for Overseas Nurses (IRON) courses for registered nurses (Division 1), enrolled nurses (Division 2) and midwives until 2015.

The Return to Practice and IRON courses are specifically designed to fulfill the registration requirements of the Nurses Board for those who have previously been registered in Australia but have not had sufficient nursing practice in the previous five years, or are from overseas wishing to obtain initial registrations in Australia.

The Epworth Freemasons education department commenced its first course since this re-accreditation on 23 August 2010, with three Epworth midwives undertaking the IRON course. It ran over three months with participants undergoing a combination of theory sessions and supervised clinical practice.

Epworth Freemasons is one of only six institutions in Victoria to run these midwifery courses, and is an example of Epworth’s commitment to encouraging and supporting midwives and nurses back into the workforce.

Values and behaviours

Epworth’s values and behaviours underpin every aspect of work to deliver excellent care and service for patients, staff and doctors. The values are highlighted on a series of posters displayed at each of the Epworth sites signifying the importance of these values and the commitment of the organisation to reflect them in every aspect of operations.

Epworth also has a statement which outlines how staff can adhere to these values and behaviours in the workplace. The staff sign-up rate for 2010/11 is now at 92 per cent, an increase of 28 per cent since 30 June 2010. This rapid improvement highlights the importance of values and behaviours to staff. They have also formed an important component of the induction process for new staff as well as the probation review and annual performance development plan (PDP) review.

Divisional workforce planning

Epworth’s workforce planning is a continuous process of matching workforce requirements to organisational objectives and ensuring suitable access to talent and future business success.

The workforce planning process within Epworth ensures that future workforce:

– has the flexibility to sustain, support and strengthen Epworth’s workforce into the future
– demonstrates a commitment to excellence
– demonstrates a commitment to gender equity at all levels of the organisation
– ensures an appropriate workforce mix in relation to gender and age
– ensures an appropriate mix of clinical and support services staff.

Divisional workforce plans have been established following an in-depth analysis of external and internal supply and demand factors. Demand and gap analysis continues for each division which will determine the overall Epworth workforce plan. It is anticipated that this will then guide and inform the Occupational Specific Planning Review required for the nursing, allied health and medical workforces in particular.

Staff recognition

Epworth recognises the importance of providing positive feedback to staff for a job well done. A range of programs and events staff recognition are in place across the organisation. Regular award schemes are run at each division, through which staff members who have made an outstanding contribution are duly acknowledged.

CEO dinners are held at each of the sites on a quarterly basis and play an important part in providing an opportunity to formally thank staff for their efforts, with those invited to attend receiving a certificate of appreciation. Additionally, service award ceremonies were held throughout 2010/11 to recognise long service milestones.

Reduction in employee turnover

As part of the development of key performance indicators, Epworth is now regularly measuring and reviewing employee turnover. Employee turnover is a ratio comparison of the number of employees a company must replace to the average number of total employees. Reducing employee turnover is an efficient and cost effective way to operate.

Epworth’s turnover for 2010/11 is 10.3 per cent, against an industry average of 14 per cent. This demonstrates Epworth’s commitment to not just attracting but retaining its staff. This rate rises with staff who have had less than 2 years’ service, which is an area Epworth has addressed. Human resources has introduced new entry and exit surveys to capture the opinions of new staff (after three months) and exiting staff.

As well as reducing turnover, Epworth wants to grow its talent as much as possible. This involves making provisions for the development, replacement and strategic application of key people over time, and requires the identification of the values, behaviours and strategic plans. Epworth has taken a proactive approach to its succession management that ensures continuing leadership by cultivating employees from within the organisation through planned development activities, such as the leadership essentials course.

The talent and succession management strategy was approved by the executive and is now being implemented throughout the organisation.
Clinical systems support

The clinical systems IT support team has been enhanced to include nursing, business analysis, administrative and patient billing professionals with systems’ expertise. They work with the technical professionals to provide more comprehensive support and a more clinical and business focused approach to the clinical system selection, testing, implementation and upgrade management.

Health information management

RMIT Professor Nilmini Wickramasinghe from the College of Business has been appointed to the new position of Chair, Health Information Management at Epworth.

Professor Wickramasinghe has more than 15 years of research experience in the area of health care informatics, and will take up her new role at Epworth in July 2011.

Health care informatics is primarily focused on facilitating superior health care delivery by looking at resources, devices and methods to optimise the acquisition, storage, retrieval and security of information in health and biomedicine.

Professor Wickramasinghe’s appointment brings the number of professorial Chairs sponsored by Epworth to six.

The Epworth teaching hospital model involves the appointment of several tiers of clinical leaders who will assist in the promotion, development and growth of academic medicine at Epworth.

Epworth-Cleveland Clinic Fellow, Dr Siven Seevarayagam, has been appointed to assist in positioning Epworth in the forefront of eHealth and clinical informatics.

Performance review

Epworth implemented a group-wide performance development plan (PDP) process in April 2008 to consistently measure and support performance and development of all employees.

In 2010, Epworth commenced a formal review of the structure and content of the PDP process to ensure it continued to meet the needs of all stakeholders, reflected and reinforced Epworth’s values and behaviours, as well as aligning with best practice approaches to performance development.

Feedback gathered from the review led to a number of significant results, including:

- the development of a suite of PDP forms enabling a more effective approach for review and development of staff in different areas
- the inclusion of Epworth’s values and behaviours
- an automatic reminder being sent from the human resource information system alerting managers to pending performance reviews.

The performance development culture at Epworth is going from strength to strength with such initiatives driving key business results.

Epworth Freemasons Maternity Quilt

No fewer than 100 squares were designed, drawn, sewn and decorated in a labour of love for the newest artwork in the maternity unit. Maternity Services Manager Robyn Ackland began the new quilt project—Epworth Freemasons’ third—in the lead-up to the 2011 maternity unit’s twentieth anniversary. Contributions came from pathology, radiology and nurse teams as well as individual doctors, midwives, practice managers, pastoral care staff, kitchen staff and former patients.

When the Maternity Unit opened in 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 five-star Park Hyatt Hotel. It has gone from four to nine delivery suites and now includes ten neonatal special care nursery cots, ‘super-touch screen’ monitors, and nine new resuscitation units purchased during the 2010/11 financial year.

Keeping staff informed

In May 2011 Epworth introduced an electronic newsletter distributed to all staff on a fortnightly basis. Communicating with staff on a regular basis is just one part of Epworth’s commitment to excellence. It is particularly important as the services and facilities continue to grow. The newsletter keeps staff up-to-date with current announcements, highlights and achievements from across the group.

In addition to the group-wide newsletter, each division distributes its own newsletter that has a message from the relevant Executive Director each month.

Building a strong team
When Epworth pioneered robotically-assisted surgery in Australasia in 2003, our surgeons underwent training in America. These days, with the acquisition of Australia’s only dual console robot, Epworth surgeons train right here in Melbourne. The latest robot is also expressly designed for collaborative complex procedures as well as step-by-step training.

There are currently 34 Epworth surgeons using the four robots, which are based at Epworth Freemasons, Epworth Eastern and Epworth Richmond.

Surgical robots employ 3D camera lenses and four flexible arms to help the surgeon reach into tiny restricted areas in the body without the need for wider open incisions. These days, women are choosing this type of revolutionary surgery to remove gynaecological cancers, because the reduced risk of infection and faster recovery mean they can return to normal activities within weeks. Associate Professor Thomas Jobling, Epworth Freemasons obstetrician and gynaecologist

In my view, the robot is a brilliant, highly-sophisticated instrument. The newer machines enable image-guided surgery via intra-operative ultrasound. An image is transmitted to the console, to guide precise movements—such as the removal of tumours within a kidney that may previously have needed to be removed completely. I have been able to use the robot for many procedures, including reconstructive kidney and ureteric surgery, partial nephrectomy, and total bladder removal. As well as controlling movement millimetre by millimetre, they are an ergonomic blessing for surgeons who would normally be bent over an operating table for hours. I believe this is only the beginning. Mr Daniel Moon, Epworth Richmond urologist

This is minimally-invasive surgery at its best because it reduces medical risks for people who are sick, while meeting the challenges associated with removal of their cancers. Pain is rarely a major problem, and the need for blood transfusions during or following the surgery is almost negligible. Mr Alan Crosthwaite, Epworth Eastern colorectal surgeon
Epworth Richmond is the first private hospital in Australia and New Zealand to perform catheter-based sympathetic renal denervation procedures. Renal denervation is a treatment for patients with resistant hypertension who are on three or more antihypertensive drugs, including a diuretic, and whose systolic blood pressure remains 160mm Hg and above.

Interventional cardiologist Dr Tony Walton performed four of these procedures in the catheter laboratory on 24 January 2011. The procedure involves introducing a special catheter through the femoral artery and into the renal artery, and applying radio frequency energy to the hyperactive renal sympathetic nerves that are present around the renal artery. The procedure usually takes about 30–45 minutes and requires about four to six applications of radio frequency energy to allow for maximum nerve disruption.

The treatment has shown a significant and persistent decrease in blood pressure in resistant hypertension, and can lead to a reduction in stroke, myocardial infarction, coronary heart disease and renal disease. The renal denervation procedure is set to have a big future for patients at Epworth.

Epworth Eastern has recently purchased an Intravascular Ultrasound (IVUS) machine to enhance the diagnostic results for patients having coronary angiograms. An IVUS is a medical imaging methodology using a specially designed catheter with a miniaturised ultrasound probe attached to the distal end of the catheter. The proximal end of the catheter is attached to computerised ultrasound equipment. Cardiologists see the IVUS as a tool to provide them with a better picture of a patient’s lesions in the coronary arteries. IVUS is particularly useful for patients with multiple lesions or where the lesions extend to the bifurcations between coronary vessels making them more difficult to stent.

The traditional angiogram gives a great deal of information on the stent but lacks some of the 3D visualisation and flow data that the cardiologist gains from the use of the IVUS.

Epworth Freemasons recently purchased a PRISMAflex Haemofilter device during the 2010/11 year. The funds for this equipment were kindly donated by the Hams Family Trust, who donated the new machine to the ICU in memory of their daughter who had required haemofiltration during her treatment for cancer.

The machine filters the kidneys to avoid complications of water and salt overload, electrolyte and acid-base derangements and accumulation of toxic waste products. Six new GE Aespire Anaesthetic machines were purchased and installed in April 2011 in theatres across both Epworth Freemasons sites.

Epworth has continued its tradition of leading the field in robotic surgery, with the most recent acquisition of a da Vinci Si Robotic surgical system at Epworth Freemasons in June 2011. Since 2003, when Epworth pioneered the new minimally-invasive surgical technology in Australasia, Epworth surgeons have performed more than 3,570 cases of robotic surgery using its four da Vinci robotic systems.

There are currently 34 Epworth surgeons trained to operate these robots at Epworth Freemasons, Epworth Eastern and Epworth Richmond. The robotic technique is now a sought-after option for patients undergoing these types of major surgeries due to less blood loss, less pain, faster recovery and the reduced risk of infection.

The Epworth robots have been used for prostate, cardiac and gynaecological surgery, and have resulted in reduced risk of infection and faster recovery for patients. In the US, the robots are used in increasing types of surgeries such as eye and ear, nose and throat (ENT) procedures, and Epworth is looking to expand into these fields as surgeons become skilled in these areas.

Surgical robots help surgeons with precision, control and visualisation. They use sophisticated instruments to scale movements millimetre by millimetre, and the 3D camera gives a highly detailed view for the surgeon.
Building through technology and innovation

Spasticity centre for patients

Epworth Rehabilitation has developed multidisciplinary spasticity clinics at Epworth Rehabilitation Richmond and Epworth Rehabilitation Camberwell. At the clinics, patients are assessed by a rehabilitation physician, a physiotherapist and an occupational therapist. Issues related to abnormal muscle tone from brain or spinal cord disorders such as stroke, multiple sclerosis, transverse myelitis, cerebral palsy and brain and spinal cord injuries are treated at the clinic. Patients with spasticity often have pain, limited movement and muscle contractions. Fortunately, many of these conditions are treatable.

Director of Pain Services Dr Steve DeGraaf heads up the clinic at Epworth Rehabilitation Camberwell, and Medical Director Epworth Rehabilitation and Victor Smorgon Epworth Chair of Rehabilitation Medicine Professor John Olver heads up the clinic at Epworth Rehabilitation Richmond.

The clinic at Epworth Rehabilitation Richmond has gone from once a month to once a week over the last twelve months.

Both clinics use the latest technology to evaluate and treat abnormal muscle tone. The database for recording spasticity clinic assessments and outcomes has been developed and approved by the ethics committee, and is now up and running.

A multidisciplinary team from Epworth Rehabilitation Richmond facilitated an in-service workshop on spasticity for rehabilitation physicians and therapists at the Royal Perth Hospital Shenton Park Campus.

Emergency department leads the way

Epworth Richmond was the first Australian private hospital to introduce a Medical Emergency Team—known as the Admitting Consultant Emergency (ACE) System—which rapidly responds to patient emergencies.

The early warning system ensures that patients whose health is deteriorating can be identified and cared for before a Code Blue (indicating a patient requires immediate medical attention) is required. Trialled over six months and supported by an education program for nurses and medical specialists, the program continues to report significant decreases in the number of cardiac arrests.

The team consisted of Intensivists Dr Laven Padayachee and Dr Peter Ozemski, Intensive Care Director Dr Benno Itie, Director of Emergency Dr Ron Sultana and Quality Manager Jillian Clarke.

The team collected first prize in the Australian Private Hospitals Association (APHA) inaugural Valuing Private Hospital Staff Awards for Team Excellence.

The awards, which are sponsored by health industry superannuation fund HESTA for Private Hospitals Week, are recognition of the crucial role that staff play when bringing their dedication and passion to work.

Botulinum toxin—commonly referred to as Botox—is used to treat patients with spasticity. Muscles affected by spasticity have increased stiffness and tightness which can lead to pain and difficulties with daily activities. Botox works by temporarily blocking the connections between nerves and muscles, resulting in a temporary paralysis of the spastic muscle.

A number of doctors who treat patients with Botox injections at Epworth Rehabilitation attended a one-day course in the use of ultrasound guided injection techniques for Botox. A second course, which was a hands-on refresher course in upper and lower limb anatomy for injections, was held at the University of Melbourne and hosted by Neurologist and Epworth Rehabilitation Physician Associate Professor Barry Rawicki. It was well attended by Epworth staff.

A research project is currently underway looking at using transcranial magnetic stimulation equipment to measure change in cerebral activity post Botox injection. Associate Professor Barry Rawicki and Professor John Olver are involved in papers published which outlined an Australian-based consensus statement on the use of Botox for lower and upper limb spasticity.

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Smart cards in wards

Epworth is rolling out a new smart card system that allows clinicians rapid access to patient information and notes from previous visits, eliminating the need to log in and out of computers throughout each ward on a patient-to-patient basis. This ward-based technology retains key clinical information via rapid logon, including the notes from the last session, and transports that information around the ward as the clinician moves to different computers.

The system was successfully trialled on Epworth Richmond cardiac ward 4EL and is now progressively extending to all wards across Epworth Richmond, Epworth Freemasons and Epworth Rehabilitation.

As part of this technology roll-out, Epworth has also introduced new computers throughout wards. These smaller computers are designed to run one system. The project brings together all internal and external data under the one system.

Information technology innovation

Epworth has implemented specialist data storage to increase the capacity of the computer system. With the exponential growth in data—including 3D and 4D moving images—the new storage area network provides rapid and secure access to all patient records.

Transfer of data between and across Epworth has also been improved through the use of integration engine technology. An online backup, replication and archiving system has also replaced the previous offline tape backup technology.

Video conferencing has enabled a more efficient way for staff to engage with their colleagues at other Epworth sites.

Stage two of this project will incorporate the ability to communicate with third party groups via video conferencing.

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Enterprise resource planning

An Epworth enterprise resource planning (ERP) project aims to integrate all internal and external data under the one system. The project brings together the finance, supply chain, works and assets, and customer relationship management modules of the TechnologyOne software.

The ‘Go-Live’ date for phase one—which involves finance, supply, prosthesis and bio-medical processes, as well as the start of online purchase requisitions for the group—is set for December 2011.

Phase two will include facilities management as well as the integration of various grants, contact and event management processes across business development and marketing and the Epworth Medical Foundation (EMF).
Building through technology and innovation

Digital medical record

A new digitally scanned patient medical record BOSSnet has been implemented at Epworth Eastern, allowing secure electronic access to the patient’s medical records both within and outside Epworth. It is a precursor to extending digitally scanned records across the Epworth group and incorporates all the medical and nursing notes, clinical observation charts, medication charts, pathology and radiology reports.

BOSSnet has significantly reduced the turnaround time for access to the scanned record, improved Health Information Services process efficiency and provided a real time access to the part patient record.

It not only offers the functionality of a digitalised medical record but value-add features such as online access to diagnostic results and electronic forms are possible. Amongst other capabilities, it can also support electronic medication management and electronic referrals. BOSSnet provides the platform for clinical staff to provide comprehensive care for patients based on best access to information.

Keeping patients connected

A message manager system has been introduced across the group to allow timely and efficient patient reminders of upcoming appointments via SMS to their mobile phones.

The in-patient management system (iPM) has recently had an upgrade to allow improved compliance with Victorian Department of Health statutory reporting in the areas of casemix and inpatient admissions.

More than 200 nursing and administrative staff from across Epworth attended onsite refresher courses and training in the use of iPM to ensure better data quality and completeness, including in theatres, emergency and across wards.

The Victoria Parade campus at Epworth Freemasons has introduced free internet access for its patients, allowing new mothers to bring in and use their own portable devices such as mobile phones, laptops and iPads, and to stay connected to their families by accessing information and entertainment of their choice.

More than 85 per cent of patients have used the free internet service at some time during their admission to Epworth Freemasons, according to a recent survey.

Library developments

This year the Epworth Medical Library has continued to grow alongside other technology developments across Epworth. A survey at the end of 2010 revealed staff greatly valued the information skills and electronic collections offered by the library, yet many were unaware of the full range of services offered.

In response the library department has increased its activity and visibility through site visits, presentations on database skills and research support, compilation of Epworth authors, and library updates covering new books, journals and databases.

A new role of Electronic Services Librarian provides online subject guides to help direct users to topical information. The collections available have been reviewed to ensure the library is able to continue to offer current, relevant information for staff.

During 2010/11 the library department has continued to develop its services and collections ensuring staff have expert information available to allow them to deliver the best in patient care.
Building community partnerships

Speech pathologist Hayley Dell’Oro helps patients with acquired brain injury (ABI) get back essential communication skills—a job she loves. This field is competitive among ‘speechies’, she says, so she feels lucky to be part of Epworth Rehabilitation.

When I found out that most hospitals in South East Asia didn’t have Allied Health services at all, I volunteered through Australian Vietnam Volunteers Resource Group to go to Ho Chi Minh City. The group consisted of 40 health care professionals from Australia—mostly doctors and nurses—who donated their services for two weeks in February to eight major hospitals in Vietnam.

My application for unpaid leave was granted and I was thrilled, but when my supervisor told me that Executive Director Bronwyn Mace had offered financial assistance as well, I was very moved. Not only does it take a special organisation to volunteer support to an overseas ABI community, but I felt this gesture recognised my future contribution to Epworth as valuable.

In contrast to hospitals in Australia, Vietnamese hospitals are huge. I worked mainly at Cho Ray Hospital, which is the largest head injury and neurology hospital in South Vietnam. They have 1,700 beds but more than 3,000 inpatients, so most are top and tailing in the same beds. Families provide all the patient personal care, so the hospital is generally very crowded.

As the only adult speech therapist in the group, I saw around 42 patients and provided clinical education to the first group of Vietnamese speech pathology students ever. They were four months into their Masters of Speech Pathology and I have stayed in touch since.

I also presented at a Gerontology Seminar on ‘Dysphagia in the Aged Population’. Overall, it was a marvellous opportunity to consolidate my clinical education skills, which I am continuing back here to fit in with Epworth’s teaching hospital model.
In May 2011, Epworth Richmond teamed up with cardiac surgeon Associate Professor Andrew Cochrane and the Children First Foundation so that 20 year old Elvin Kumuli could have the open-heart surgery that was not available in her native Papua New Guinea. With Associate Professor Cochrane providing his surgical skills pro bono, and an anonymous donation to the Foundation helping with other costs, Epworth donated hospital and theatre costs to give Elvin this life-changing surgery.

Elvin had been diagnosed with Fallot’s Tetralogy, leaving her short of breath after moving even small distances. Less than a week after the surgery, Elvin’s recovery was positive, she could eat comfortably and was able to walk around the ward.

Elvin’s surgery was the first of four pro bono operations to be undertaken over the next 12 months at Epworth. This builds on the strong tradition of care at Epworth, partnering with Australian charitable and service organisations.

Epworth values the communities in which it operates and serves, and is committed to supporting people and organisations within these communities. Epworth encourages and supports staff to contribute to their community and engage with causes close to their hearts.

Supporting the community

Epworth’s work helps to improve the lives of people in need and support our local communities. Epworth staff and volunteers are able to contribute to a number of community activities including:

- being involved in Prostate Cancer Awareness Week, Brain Injury Awareness Week, International Midwives Day, International Nurses Day and Ride to Work Day
- participating in Around the Bay in a Day to support the Smith Family’s Learning for Life education program
- celebrating their contribution to Australian health care during Private Hospitals Week
- acknowledging the important role of volunteers during National Volunteers Week through a number of events.

Epworth also looks to how it can make a contribution through the day-to-day activities of its hospitals. A commitment to donate surplus food has helped FareShare in their mission to fight hunger. Epworth donates food so FareShare can give healthy, nutritious meals to Victoria’s hungry and homeless people in need.

At Christmas Epworth supports Wesley Mission’s Food for Families campaign. Staff members donate non-perishable food items, toiletries, toys and gifts to help families and individuals at this time of need.

The Workplace Giving Program further supports their charitable endeavours, providing staff with the opportunity to donate to a charity of choice through payroll deduction.

Five charities have been chosen by staff to support through payroll deduction. These include: Epworth Medical Foundation, beyondblue, Make a Wish Foundation, Lort Smith Animal Hospital and Médecins Sans Frontières.

Epworth Eastern staff donate to Harrison Community Services to assist families and young people in crisis, and on a six-weekly basis, individual staff volunteer to shop, prepare and cook the dinners that are served by the Salvation Army to the local community. Epworth Freemasons staff raise funds each year from the Cancer Council Victoria.

Donation to Indian children’s home and Timor Leste

Furniture and equipment—including patient beds, hospital chairs, trolleys, mattresses and desks—salvaged prior to the demolition of the Normanby North building in October 2010 at Epworth Richmond were donated to the Light of Love Children’s Home in India. The donation also went towards the planned clinic for the home.

Epworth Rehabilitation also worked with Balwyn's Rotary Club to help improve the learning opportunities for young people of Timor Leste. Several re-usable whiteboards, filing cabinets and plinths were also salvaged from the demolition and stored temporarily by Rotary. The furniture, along with chairs, desks, exercise mats and other equipment donated by dozens of local corporate citizens, was bound for classrooms in Timor Leste.
Building community partnerships

Assisting patients rebuild their lives

For the past 21 years, Epworth’s Transitional Living Centre (TLC) has provided a unique rehabilitation program aimed at assisting patients to rebuild their lives after suffering a severe brain injury. Activities including cooking, grocery shopping, walking to the park and catching a tram are all part of the rehabilitation and relearning process. More than 380 patients living with an ABI have been treated since the centre was established.

But the rehabilitation does not stop there as the team assist the patient to learn to be involved and included in their community. The TLC helps the patient and their family rebuild a new life.

In 2011 the staff were presented with an original painting by indigenous artist Lois Munungar, and another by an up-and-coming indigenous artist Kane O’Donnell. Both painted these wonderful works of art whilst residing at the TLC.

ABI patients ski at Falls Creek

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

Two Epworth Rehabilitation employees, Social Worker Casey Brownlie and Occupational Therapist Clare Swanton volunteered with DWA in August 2010 to offer four places on a ski camp to former inpatients from the Epworth Rehabilitation acquired brain injury (ABI) units. Prior to the camp, Casey spoke with each participant and identified their goals and objectives for the camp.

Participants, carers and guides headed to Falls Creek and were fitted for ski clothing, equipment and skis or snowboards. For some, it was the first time they had ever seen snow. Others were excited to be hitting the slopes again after their accident.

Everyone involved had a fantastic weekend. Without the continued support of individuals and organisations including Epworth Rehabilitation, DWA would not be able to provide the specialised equipment and support for members to enjoy their experience.

Salvation Army brings Christmas spirit to Freemasons

The Salvation Army Melbourne Veterans’ Band brought Christmas cheer to the patients, visitors and staff at Epworth Freemasons by performing carols in the courtyard on 7 December 2010.

This has been a long-held tradition for the band spanning fifteen years. Led by Executive Officer Major Howard Davies and Band Master Noel Jones, the tradition is rewarding for both the band and patients as they shared good will at Epworth Freemasons.

Queensland and Victorian flood victims

In the lead-up to Christmas 2010, the annual Christmas decorations competition was held at Epworth Richmond. The winning team donated their prize money to help the Victorian flood victims. Epworth matched the winnings dollar for dollar, taking the total donation to $2,000.

A workplace giving program to support flood victims was also established for staff at Epworth. Epworth matched staff donations dollar for dollar up to a maximum of $10,000, with the total sum directed to the Queensland Premier’s Flood Relief Appeal via the Red Cross.

A prayer space was established in the Chapel at Epworth Richmond in light of the unfolding tragedy.

Help for Indonesian disaster victims

Epworth and the Marsh Foundation joined forces to deliver practical assistance to thousands of Indonesians affected by the eruption of the Mount Merapi volcano and a tsunami caused by an earthquake off the coast of Sumatra, Indonesia in late October 2010.

As a result of both natural disasters, it is estimated that there were more than 500 deaths and hundreds of thousands displaced. Issues of poor sanitation and clean drinking water were paramount.

Epworth’s donation of 30,000 surgical masks was transported to Indonesia. The medical community of Sragen, via The Marsh Foundation, ensured the masks reached the rescue effort teams as quickly as possible.

The Marsh Foundation is an internationally-recognised charity that was established by Richmond GP Dr David Marsh and his wife Clair after the Bali bombings in 2002. The Foundation helps strengthen friendly ties that will lead to improving the health of impoverished children in the region.
As he introduces the anatomically-correct manikin to a small group of nurses, Clinical Nurse Educator Tom Hallahan explains that ‘Terry’ is programmed for task training in the new simulation room at Epworth Richmond.

Student nurses start with procedures such as taking his blood pressure or giving him an injection, then progress towards inserting a cannula, naso-gastric tube or catheters.

Our CCEED* students love the opportunity to practise their skills and techniques without the pressure of a real patient. If they feel nervous, we reiterate that it is safe and no damage can be done.

It’s here that they can show the courteous and warm side of nursing too—introducing themselves, looking at the patient, thinking about his or her vulnerability. When a nurse says ‘how are you’ to the manikin as she’s approaching the bed, we all have a chance to see how naturally this should happen. I was delighted one day when I heard a nurse say sorry and pat Terry’s arm before beginning an intubation.

At the moment Terry is in his room but he can visit any ward or patient area, so training can happen in situ. Interventions on the manikins can be programmed to real-life medical emergencies, and eventually we’ll offer allied health and medical scenarios for team training across Epworth.

Full body manikins can be set to present their complicated symptoms verbally. Terry could be a patient having a cardiac arrest and needing life saving interventions such as CPR, tracheotomy or defibrillation. The cameras and microphones mean we can provide live feedback and the students agree that watching themselves in practice is a great teaching aide.

A grant from the Commonwealth Department of Health and Ageing enabled the Richmond simulation room to be built.

* The CCEED program stands for Collaborative Clinical Education: Epworth Deakin. It is a unique partnership between Epworth and Deakin University where nursing students come to Epworth Richmond for all clinical placements during their three-year course.
Epworth is committed to making a substantial contribution to the next generation of health care professionals, through undergraduate and postgraduate training and the ongoing professional development of our staff.

Epworth rotation popular

Epworth has long been involved in the education of undergraduate medical students and the postgraduate training of registrars. The medical education program is supervised by the Epworth Director of Medical Education, Professor Geoffrey Metz, a clinical sub-dean at The University of Melbourne. Professor Metz works closely with key stakeholders at Melbourne and Monash Universities.

Developing and educating medical students and registrars has become more important than ever, as Epworth develops its teaching hospital model.

The past year has seen considerable growth in the medical undergraduate student numbers across Epworth Richmond and Epworth Freemasons. Students from both Melbourne and Monash Universities undertake 6–8 week rotations in General Medicine, General Surgery, Emergency Medicine, ICU and other specialties with structured educational programs.

Recent feedback from Monash University students has been exceptionally favourable, with many of the medical students considering their Epworth rotation to be one of the best. The students were exposed to a range of tutorials each week including cardiology, general medicine, neurosurgery, gastroenterology and radiology. All except radiology were bedside tutorials or clinically based.

New learning management system

In April 2010 Epworth was awarded a Commonwealth Government grant to increase the clinical training capacity for undergraduate nursing students. To provide for this, a learning management system (LMS)—now known as EpLearn—has been fully funded to deliver online training to nursing undergraduates.

The primary function of the LMS is the online management, delivery and reporting of education activity. The eLearning project is a key component of Epworth’s broader strategic vision for providing excellence in education and training, and aims to provide:

- online courses for clinical and non-clinical education
- 24/7 content accessibility across all Epworth sites
- a combination of learning methods—such as online and face-to-face learning and coaching.

A range of courses has been made available to staff including clinical supervision, orientation and drug administration for undergraduates, and risk management for operational leaders.

Allied health education

In March 2011 Epworth Eastern physiotherapy hosted a cross-campus education session for physiotherapists from all Epworth Rehabilitation sites. Approximately 60 physiotherapists and students attended.

Paul Haas, a local private physiotherapist, presented on hip and groin pain and advances in knowledge of this area. The anatomy of the hip, differential diagnosis, assessment of the hip and rehabilitation protocols were all outlined in detail. X-rays and a video showing an intra-operative arthroscopy were also presented.

These sessions were established to enhance cross-campus relationships between the different Epworth Rehabilitation sites, as well as providing continued education for Epworth physiotherapists.

Epworth Freemasons scholarship winners

Epworth Freemasons won a $5,000 scholarship award by Sanofi Aventis for their Venous Thromboembolism (VTE) quality improvement project in 2010.

Nurse unit manager, Medical Unit Jacqui Sinnott and Clinical Nurse Facilitator Natalie Brijacca developed a quality improvement program for the prevention of VTE for medical patients. This was implemented in Epworth Freemasons medical ward with the enthusiastic help from the Ground East Ward team, and Associate Professor Jeremy Hammond.
Leadership development suite

The leadership development suite takes a holistic approach to developing leaders to ensure that Epworth is able to achieve positive change and outcomes. In 2010/11 the organisational development team continued to provide relevant and innovative learning opportunities to increase the competence, confidence and empowerment of its leaders.

Epworth recognises the important investment in leaders for its future growth.

The suite is underpinned by the Epworth Leadership Competency Framework, providing workshops and on-the-job learning, as well as ongoing performance feedback.

This initiative is called a suite rather than a program as it provides different learning opportunities tailored to the needs of each leader and involves a raft of interconnecting key drivers to Epworth achieving positive change and outcomes.

RACV scholarships for road trauma research

The RACV’s annual road trauma scholarship program aims to prevent road trauma and improve the quality of care in the area of road trauma. The scholarship has been awarded annually since 1983 in memory of the late Sir Edmund Herring, a former Governor of Victoria and RACV patron.

Many staff have been scholarship recipients, including senior occupational therapists Pam Ross and Claire Swanton (2009) and physiotherapist Liz Moore (2008). All three presented their findings to the RACV Board of Executives on 20 April 2011.

Pam’s scholarship helped her devote time to investigating the predictors for readiness to drive after traumatic brain injury, and to develop guidelines for doctors and clinicians to use in determining who should be referred for an occupational therapy driver assessment.

Claire’s scholarship enabled her to train in Sensory Modality Assessment and Rehabilitation Technique (SMART) at the Royal Hospital for Neuro-Disability (RHND) in London. This is an assessment and treatment tool for patients with very severe head injuries that render them in a minimally conscious state.

The aim of Liz’s research project was to determine the best methods to restore gait through training and re-educating muscle movement. The findings of her research have recently been published in a prestigious rehabilitation journal and will be presented at multiple conferences worldwide.

Critical care conference

Michele McGrath, cardiac educator and Alanna Keating, critical care registered nurse, both presented at the Australian Critical Care Nursing conference in March 2011.

Michele’s presentation looked at the critical care programs which Epworth has implemented in order to increase local numbers of certified critical care staff. She emphasised the importance of catering for Epworth Richmond’s redevelopment and expansion over the coming years.

Michele also discussed the Grade 2 development program which Epworth runs. The aim of this program is to target nurses in their graduate year who are interested in critical care and to include them in the Grade 2 program. By the time they are certified critical care staff they have had nearly 3 years’ experience in critical care. Michele received an award for best presenter.

Epworth also conducts a postgraduate critical care course with affiliated universities and a 16-week introductory critical care course.

Cath lab hosts international visitors

The catheter laboratory (cath lab) at Epworth Richmond hosted two senior nurses from the Queen Mary Hospital, Hong Kong in January 2011.

Lo Yu Ching, the nursing officer in main theatre and senior nurse in vascular surgery, Maggie Tsang, were given the task of helping to set up a hybrid vascular laboratory for their own operating theatres at the Queen Mary Hospital. During their visit to Australia, the nurses learnt about Epworth processes developed in establishing a cath lab—particularly focusing on staffing, training and inventory management. They also spent time observing endoluminal stent grafting and the various angioplasty and stenting procedures performed in the cath lab.

Both Yu Ching and Maggie were especially impressed with the team spirit and culture in the cath lab, and took home a copy of the team charter.

This is the second training visit by nurses from the Queen Mary Hospital, Hong Kong in 2011.

2010 Epworth scholarship winners

Epworth acknowledges the contribution of individual staff members through the Epworth scholarship program. Each recipient receives up to $10,000 towards an academic or professional course or conference, or a project in their field.

The awards are an important part of furthering Epworth’s commitment to staff and providing more opportunities for professional learning and leadership development.

Epworth acknowledges and thanks the sponsors for their tremendous support of this initiative. The 2010 recipients were:

<table>
<thead>
<tr>
<th>Name</th>
<th>Division</th>
<th>Role</th>
<th>Sponsor</th>
<th>Scholarship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carmen Hayden</td>
<td>Epworth</td>
<td>Nurse Unit Manager</td>
<td>Advantage Salary Package</td>
<td>Masters of Health Science (Health Admin)</td>
</tr>
<tr>
<td>Donna Leaver</td>
<td>Epworth Richmond</td>
<td>Oncology Clinical Nurse Educator</td>
<td>Baxter Healthcare</td>
<td>Masters of Health Science (Clinical Education)</td>
</tr>
<tr>
<td>Michael Graan</td>
<td>Epworth Richmond</td>
<td>Clinical Nurse Educator</td>
<td>Abbott Vascular</td>
<td>Research project – investigation into quality of handover practices (thesis in Masters of Nursing)</td>
</tr>
<tr>
<td>Jenny Jones</td>
<td>Epworth Richmond</td>
<td>GP Liaison Education</td>
<td>Coviden</td>
<td>Masters in Business Administration</td>
</tr>
<tr>
<td>Jeremy Buckmaster</td>
<td>Epworth Rehabilitation</td>
<td>Senior Occupational Therapist/ABI Social Worker</td>
<td>Mr Tony &amp; Mrs Virginia Browne</td>
<td>Development of pilot road trauma education program</td>
</tr>
<tr>
<td>Megan Hamilton</td>
<td>Epworth Rehabilitation</td>
<td>ABI Physiotherapist</td>
<td>Baxter Healthcare</td>
<td>Research project – improving community mobility among traumatic brain injury (TBI) patients</td>
</tr>
<tr>
<td>Margret Mealings</td>
<td>Epworth Rehabilitation</td>
<td>Team Leader, Speech Pathologist</td>
<td>Advantage Salary Package</td>
<td>Research project – returning ABI patients to secondary and tertiary study</td>
</tr>
<tr>
<td>Julie Preston</td>
<td>Epworth Eastern</td>
<td>Clinical Teacher – Associate Nurse Unit Manager</td>
<td>Abbott Vascular</td>
<td>Research project – improving diagnostic accuracy of fast heart rhythms</td>
</tr>
<tr>
<td>Andrew Levak</td>
<td>Epworth Eastern</td>
<td>Registered Nurse</td>
<td>Mr Tim Acton</td>
<td>Postgraduate Diploma in Nursing (Cancer and Palliative Care)</td>
</tr>
<tr>
<td>Laura Wilson</td>
<td>Epworth Freemasons</td>
<td>Registered Nurse</td>
<td>Coviden</td>
<td>Diploma in Nursing Practice</td>
</tr>
<tr>
<td>Jane White</td>
<td>Epworth Freemasons</td>
<td>Registered Nurse</td>
<td>St Jude Medical</td>
<td>Graduate Certificate in Nursing (Intensive Care)</td>
</tr>
</tbody>
</table>
Building on teaching and education

Cleveland Clinic fellows

Epworth, in conjunction with the Victor Smorgon Epworth Education & Research Institute, has commenced a Fellowship program for medical students who are at or near the end of their Australasian specialist training programs. The Fellowships consist of one year based at Epworth and one year at the Cleveland Clinic in the United States. As part of the Fellowship program, candidates undertake a Masters degree by research at either Monash University or the University of Melbourne.

On completion of the Fellowship, participants are required to provide a report on their experience. Dr Christina Foley and Dr Eugene Ong participated in the program in 2010.

Simulation laboratory replicates clinical environment

A grant from the Commonwealth Department of Health and Ageing for increased clinical training capacity enabled the new simulation laboratory, known as the SimLab, to be built.

The purpose-built simulation room at Epworth Richmond offers an area that simulates, imitates, creates, or replicates the real clinical environment.

Undergraduate nurses, doctors and hospital staff use the area for training to practice clinical skills or work as a team to respond to conditions in a safe, supportive environment on a simulation manikin.

Equipped with advanced audio and visual technology, coverage of simulation scenarios allows for the team to debrief with discussion.

Safety leadership program

The occupational health and safety department has developed a safety and risk leadership program and have now completed their third intake. It gives managers the technical and leadership skills to ensure the health, safety and wellbeing of their staff. Feedback on the program has been very positive and the department is seeing a tangible difference in the actions of leaders as a result.

One of the risk management projects completed as part of this program, named ‘Get your goggles on’ was nominated for a WorkSafe Award in the category of ‘Best solution to a workplace health and safety issue’ and will be used by WorkSafe in their promotional material. The safety initiative introduced by Epworth Richmond nurse unit manager Meredith Elliott focuses on reducing staff eye-splash injuries during close clinical care. It includes providing goggles for clinical staff, awareness-raising, signage, staff presentations and education.

After implementation of the project, no further eye-splash injuries were reported and Meredith’s education presentations and posters, featuring staff from her ward, are now being rolled out to all wards at Epworth Richmond.

By featuring staff in the promotional posters and encouraging staff who have experienced an eye-splash to talk to other staff in presentations, Epworth has ownership of the issue and developed an accountable safety culture around eye-protection.

Supporting the education of General Practitioners

During 2010/11 the Epworth GP Liaison Unit coordinated an extensive continuing professional development (CPD) education program for General Practitioners (GPs). More than 84 meetings were held across the Epworth group.

Further programs were held onsite 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. The program is fully accredited by The Royal Australian College of General Practitioners (RACGP).

Epworth hosted its fourth annual GP Conference in August 2010. The conference is the largest CPD meeting hosted by Epworth. It was a great success with more than 85 GPs from across Victoria attending and a total of 37 specialists from across Epworth sites presenting at the conference.

The conference provided an excellent opportunity for Epworth to engage with GPs. Sessions included Screening & Detection of Cancer, Common Problems in General Practice, Women’s Health, Cardiology Case Discussions, Men’s Health, Caring for the Elderly Patient, Orthopaedics, CPR (Accredited) and Emergency Medicine.

Preceptorship support coordinators

A new role of preceptorship support coordinator was introduced across each of the divisions in June 2011 to increase the level of support to supervisors of undergraduate students and graduate nurses.

It is an initiative which will ultimately provide support to facilitators, educators, and nurse unit managers. An online EpLearn course ‘Clinical Supervision I & II’ has also been developed to provide both an online component, and enrolment for face-to-face sessions.

The new preceptorship support coordinators are:

- Epworth Richmond: Nikki Kaye and Suzanne Noye
- Epworth Rehabilitation: Suzanne Noye
- Epworth Freemasons: Anna Gundry
- Epworth Eastern: Melita Reis

Intern post at Epworth Eastern

In 2011 Epworth welcomed its first intern position at Epworth Eastern. The position, in General Surgery, works closely with the general surgical registrar and general surgical consultants. Five interns will undertake terms on rotation from Eastern Health. This intern rotation has been successfully accredited by the Postgraduate Medical Council of Victoria. A new intern position will commence in 2012 at Epworth Eastern in General Medicine.

General surgery training at Epworth

In conjunction with the International Association for Trauma Surgery and Intensive Care (IATSTC), Epworth offered the internationally-accredited Definitive Surgical Trauma Care (DSTC) and Definitive Peri-operative Nursing Trauma Care (DPTNC) courses in November 2010. Twenty three surgeons and advanced surgical trainees attended.

The courses represent a partnership between senior leading surgeons and Epworth, and include practical skill-based sessions alongside lectures and workshops. The DSTC Committee of the College of Surgeons works closely with the IATSTC in developing these courses and providing them in Australia and around the world.

For the third successive year Epworth Richmond was an exam site for the Royal Australian College of Physicians (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, General Medical Registrars who rotated through Epworth Richmond, Epworth Freemasons and Epworth Eastern have achieved 100 per cent success in their written and clinical exams, reflecting the high level of supervision and support offered by Epworth physicians.

Grant for specialist training program

In November 2010 Epworth received $105,000 from the Commonwealth Government to develop various eHealth training aids for Epworth accredited registrar posts funded through the Commonwealth Specialist Training Program. The funds supported clinical learning through integrating surgical theatre operations with the capacity to view directly in tutorial rooms, enhancing e-learning via audience-responder systems, upgrading eHealth hardware, and remote learning.

Commencement of RACMA trainee

In 2011 Epworth welcomed its first RACMA registrar, to undertake training across medical administration areas including clinical governance, strategic development, budget forecasting, and business initiatives. The post, which is fully accredited by the Royal Australasian College of Medical Administrators, is funded through a Commonwealth Specialist Training Program at Epworth, which contributes $300,000 to funding this post to 2013.

Undergraduate training

Epworth maintained highly successful education programs for both undergraduate and postgraduate medical, nursing and allied health students, supported by senior specialist clinicians and clinical educators from across the group. The number of students seeking nursing, medicine and allied health placements at Epworth is increasing each year. In 2010/11 more than 1,200 students from universities, colleges and across eleven disciplines completed their placements at Epworth.
Clinical Institutes

The 2010/11 year has seen further consolidation of the Clinical Institutes, the principal building blocks of the teaching and research strategy. It is hoped that doctors will play an instrumental role in the decision to create eleven institutes, which provide an organisation-based, multidisciplinary basis for awarding the higher degrees of teaching and research.

In the last year, the ninth and tenth institutes were established, covering Diagnostic Services and Specialty Surgery respectively. Appointments to the final Institute of Cancer Services will be complete before the end of 2011.

Each institute is active in the key areas of undergraduate teaching, postgraduate training, clinical audit, professional development and the fostering of collegiate activities.

Each institute has an opportunity to host an annual scientific meeting, and the past year has seen a series of highly successful conferences which were well attended, and which have brought national and international speakers and attendees.

Undergraduate teaching is increasing, particularly for medical students but also in all of the health professions. Victorian universities have all expanded their complement of undergraduates, and teaching and training opportunities for students from a wide range of disciplines at Epworth are highly sought. Government funding aimed at ensuring that all students receive good clinical grounding has assisted Epworth in delivering a significant increase in the teaching contribution.

As these Clinical Institutes have developed, Epworth now employs nearly fifty doctors-in-training, many of whom rotate to Epworth hospitals from training programs in the public sector. Many of these future specialists are engaged as subspecialty fellows, while others are registrars in mid-training. We have one intern at Epworth, with the likelihood of more to follow in coming years.

Clinical Institute leaders have led an increasing focus on clinical outcomes through the Clinical Audit Committee. This committee enables our doctors to work in close collaboration with the quality team in ensuring that accurate, sophisticated and meaningful clinical data is continuously supplied to the institutes. This in turn ensures that the bar is being set higher as we increase accountability of the health care team in delivering the safest and best possible outcomes.

The professional chairs in Medicine, Surgery and Rehabilitation Medicine are also active in the affairs of the Clinical Institutes. Medical Grand Rounds, instituted by Professor Richard Gerraty, now take place every week and are well attended by doctors and hospital staff alike.

Major symposia have been hosted by a number of Clinical Institutes. The Musculoskeletal Clinical Institute held a fully subscribed meeting devoted to the conjuction of sports medicine, rheumatology and orthopaedics, with more than 100 practitioners from around Australia in attendance.

The Critical Care Clinical Institute held a major meeting on traumaology (snakes and spiders) with the highlights being both the venue at the top of the Eureka Tower and the visit of Professor David Worrall, a world famous toxicologist from Oxford University.

The General Surgery Clinical Institute held a meeting on the latest developments in the management of breast cancer, while the Cardiac and Gastroenterology Clinical Institutes host its first major meeting with invited speakers from the Cleveland Clinic and interstate.

The 30th anniversary of the first open heart surgery in any Australian private hospital was the theme which marked the Cardiac Sciences Clinical Institute’s symposium. This meeting also included international speakers from the Cleveland Clinic and marked the contribution of a number of distinguished Epworth cardiac physicians and surgeons.

Other major events included a specialist workshop on robotic surgery, a symposium on health informatics and the eHealth agenda, and the annual dinner for medical staff where over 50 doctors listened to a presentation on the overlap between aviation and medical simulation.

Dr Peter J Dohrmann
Executive Medical Director

Registrar and fellows teaching

Epworth now has more than 40 junior medical staff undertaking training roles as interns, HMOs, registrars and Fellows. These Doctors in Training (DITs) are either employed directly or on rotation from affiliated public hospitals, including Austin Health, Southern Health, Eastern Health, and The Women’s 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.

Weekly Grand Rounds commenced at Epworth Richmond in October 2010 and have continued to be delivered across a wide range of clinical, education and research topics. The program is coordinated by Professor Richard Gerraty, Victor Smorgon Chair of Medicine.

Every second month Epworth’s Teaching Hospital Steering Committee meets to conduct a workshop with more than 50 participants examining the latest developments and future requirements.

Clinical Institute appointments

Epworth has appointed a further three Clinical Institute Chairmen to develop the research and academic hospital infrastructure. The following appointments are now in place, with the final Cancer Services Clinical Institute appointment expected in late 2011.

Internal Medicine Clinical Institute
A/Prof Ian Fraser
Cardiac Sciences Clinical Institute
A/Prof Ron Dick
Critical Care Clinical Institute
A/Prof Nerina Harley
Diagnostic Services Clinical Institute
Prof Ken Thomson
Gastroenterology & General Surgery Clinical Institute
A/Prof Neil Collier
Obstetrics & Gynaecology Clinical Institute
A/Prof Rob Rome
Musculoskeletal Clinical Institute
Prof Richard de Steiger
Neuroscience Clinical Institute
A/Prof Graeme Brazenor
Rehabilitation & Psychiatry Clinical Institute
Prof John Olver
Specialty Surgery Clinical Institute
A/Prof Mark Frydenberg

Clinical Institute events

The Rehabilitation Clinical Institute has continued with the successful Psychopharmacology Masterclass series which have been fully subscribed by clinical staff. It is intended for those who wish to refresh psychopharmacology skills or to develop further expertise in therapeutics. The classes are an open-style forum which allow colleagues to discuss topical issues by sharing their own ideas and interests.

In June 2011 medical services conducted a workshop with more than 50 participants examining the governance of robotic surgery at Epworth, including examining credentialing requirements, professional relationships and future plans. Subsequent to this Epworth advertised for a Director of Robotic Surgery, to be appointed in late 2011.

Dr Jonathan Schaffer Managing Director of Cleveland Clinic in the Information Technology Division of Cleveland Clinic was the guest of honour at a major dinner in November 2010. Dr Schaffer continues to work with Epworth to strengthen the alliance between Epworth and Cleveland Clinic and to advise on the development of teaching and education strategic development.
Clinical Institutes

Symposia forge closer links

Each Clinical Institute undertakes an annual program of meetings and educational opportunities. A major event for each Clinical Institute is the annual symposium, structured to showcase new research and clinical developments to a wider professional audience. Key speakers have been welcomed from the Cleveland Clinic and other high profile medical organisations. The audience for each symposium may differ, but chiefly consists of medical specialists, general practitioners, clinical nurses and allied health specialists, and doctors-in-training.

The Musculoskeletal Clinical Institute held its inaugural symposium on 25 and 26 June 2011. The Inaugural Musculoskeletal Clinical Institute Symposium—Sport and Arthritis: Prevention and Treatment—was held at Epworth Richmond’s auditorium, with the conference dinner held in the Jim Stynes Room at the MCG before the Hawthorn v Essendon match.

The sports orthopaedics theme drew 130 registrants including surgeons, sports medicine physicians, physiotherapists, general practitioners and nurses. The event was a tremendous success with positive feedback received from those who attended and was a credit to Epworth and the Musculoskeletal Clinical Institute.

A very successful inaugural symposium was hosted in March by the Critical Care Clinical Institute, which incorporates intensive care, emergency medicine and anaesthesia. The theme was toxinology, and took place on Level 89 of the Eureka Tower. The symposium featured a number of national and international experts and, in addition to keynote lectures, a superb interactive session was hosted by Dr Bill Nimo, Epworth Deputy Director of Emergency Medicine, who also did a great job as the conference host and organiser.

Special mention must be made of the principal invited guest, Professor David Warrell from Oxford University, a world expert in toxinology. He also gave an unforgettable after dinner address at the conference dinner, taking those in attendance on a tour of Egyptian history culminating in a forensic analysis of Cleopatra and her death.

The General Surgery Breast Symposium was held on 18 February 2011 and discussed the diagnosis, treatment and care of patients with breast disease. The next General Surgery/Gastroenterology Clinical Institute Symposium is planned for 2012.

Facilitating collegiate working

As part of Epworth’s development into a world-leading teaching and research hospital, the medical services division is continuing to foster closer collegiate relationships within the Visiting Medical Officer (VMO) community. One of the strategies that supports this is the specialty group meetings and dinners. An inaugural dinner was held for the Internal Medicine Clinical Institute, with psychiatrists, Cardiac Sciences Clinical Institute, General Surgery and Gastroenterology Clinical Institute and Neurosciences Clinical Institute also holding specialty specific events.

Monthly subcommittee meetings are held in the Cardiac Sciences and Critical Care Clinical Institutes, with other Institutes currently planning this meeting structure.

Audit & review

Throughout 2010/11 medical services and the quality team 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 Cardiac Services, Obstetrics & Gynaecology, General Surgery, and Neurosciences. Clinical Institute Chairs meet monthly with clinical audit staff to discuss ongoing audit and quality projects.
Epworth Freemasons obstetricians Dr Len Kliman and Dr Stephen Cole hope their research project will eventually help mothers and babies all over the world.

By monitoring and testing 50 patients who present with severe vitamin D deficiency in early pregnancy, they hope to discover whether the recommended treatment for this deficiency is enough to reduce the risk of serious health conditions.

Principal Investigator, Dr Cole reports that to date, the current recommended vitamin D treatment is not based on pregnancy-specific guidelines, nor is there any published data on the efficacy of such treatments.

While we know that vitamin D deficiencies in foetal and infant life can lead to abnormal bone development and seizures due to low calcium levels, there is emerging evidence of other risks. For the mothers those include gestational diabetes and pre-eclampsia, and for the children, low calcium and parathyroid levels as well as conditions such as diabetes and schizophrenia.

Our trial will analyse extra blood samples from mothers as well as umbilical cord blood, and hopefully will help measure whether current recommended dosages do in fact prevent these serious risks to mothers and their babies.

Dr Kliman, Deputy Chairman of the Obstetrics and Gynaecology Clinical Institute, believes that this simple blood test study could lead the way to safer pregnancies for mothers and a better start for newborns.

Vitamin D deficiency is now recognised internationally as a major public health concern. I have delivered more than 12,000 babies and know that in every mother’s heart, a healthy life ahead for her new little baby is everything.

In early 2011, the doctors received approval from Epworth’s Human Research and Ethics Committee (HREC) to begin their 18 month research project. They also received a grant from the Epworth Research Institute to help meet costs.
Building advances in research

During 2010/11 the Human Research Ethics Committee (HREC), led by Reverend Professor Norman Young, 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, and
- beneficence.

HREC processes continue to be developed as Epworth advances teaching and research across all of its campuses.

Epworth Research Institute

The Epworth Research Institute (ERI) was formed in 2009 to coordinate, support and promote research across all Epworth campuses, and enable clinicians and patients to participate in world-class research, with access to new and innovative treatment options.

At the forefront of this research activity are six Epworth Professors:
- Professor John Olver
  Rehabilitation Medicine
- Professor Richard Gerraty
  Medicine
- Professor Richard de Steiger
  Surgery
- Professor Mari Botti
  Nursing
- Professor Jennie Ponsford
  Psychology
- Professor Nilmini Wickramasinghe
  Health Information Management
  (as of July 2011).

Through these professorial appointments, Epworth has strong links with Monash, Melbourne, Deakin and RMIT universities. This enables Epworth to participate in collaborative research with other groups as well as explore its own research areas.

This year, the Epworth Research Institute has produced its first report of its activities, which will be available in print and online in December 2011.

We are building our research program using the substantial knowledge base at Epworth to ensure close collaboration between research and clinical practice.

Human Research Ethics Committee attendance

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<thead>
<tr>
<th>2010/2011</th>
<th>Eligible/Attended</th>
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<tbody>
<tr>
<td>Reverend Professor Norman J Young (Chairman)</td>
<td>10/10</td>
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<tr>
<td>Mr Alan R Kinkade</td>
<td>10/7</td>
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<tr>
<td>Professor Mari Botti</td>
<td>10/9</td>
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<tr>
<td>Professor John Olver</td>
<td>10/9</td>
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<tr>
<td>Professor Jennie Ponsford</td>
<td>10/5</td>
</tr>
<tr>
<td>Professor Jane Fisher</td>
<td>10/10</td>
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<tr>
<td>Dr Jim Breheny</td>
<td>10/9</td>
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<tr>
<td>Mr Philip Roff</td>
<td>10/9</td>
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<tr>
<td>Dr Megan Robertson</td>
<td>10/9</td>
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<tr>
<td>Mrs Yolanda Klemptner AO</td>
<td>10/8</td>
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<tr>
<td>Ms Harriet Ziegler</td>
<td>10/9</td>
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<tr>
<td>Ms Mary-Jane Crabtree</td>
<td>10/6</td>
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<tr>
<td>Mr Roland Williams</td>
<td>10/9</td>
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We are building our research program using the substantial knowledge base at Epworth to ensure close collaboration between research and clinical practice.
Building advances in research

The inaugural Epworth Research Week was held from 6–10 June 2011 and showcased many of the innovative and exciting research projects undertaken by Epworth researchers and collaborators.

A large research poster display filled the auditorium and corridors for the week, presenting viewers with a snapshot of the diversity and depth of the work being conducted.

Professor Richard Gerraty and a review panel awarded prizes for the best poster in both the novice and experienced researcher category, as judged by the review panel. The winner of the novice researcher poster was awarded to Mr Gerston Spitz for his poster entitled ‘Altered Brain Connectivity following TBI: A Strength training following traumatic brain injury’. Dr Gavin Williams was awarded the experienced researcher prize for his poster entitled ‘Reduced Ankle Power Generation at Push-off Leads to Slow Gait following TBI’.

The week also included:

– ‘New Researchers’ Workshop’, covering the essential elements for planning a research study
– nine research student and Fellow presentations
– a Cardiac Sciences breakfast meeting presentation
– a Grand Round with guest speakers from the Alfred Hospital, Professor Jamie Cooper and Associate Professor Cristina Morganti-Kossmann
– research breakfast meeting, and
– key benefactor’s cardiology and dermatology research update.

The Epworth Research Institute (ERI) dinner completed the week’s activities where the inaugural ERI research awards were announced.

Clinical Trials and Research Centre

To help facilitate research at Epworth, the Clinical Trials and Research Centre (CTRC) has been designed as a focal point for researchers to register trials and seek support. All of the commercial clinical trials and several investigator-led trials are managed by research coordinators located within the Centre.

The role of the CTRC is to:

– coordinate Human Research Ethics Committee (HREC) applications
– assist in the design, implementation and evaluation of research studies
– identify new commercial and investigator-led studies
– promote research outcomes and developments
– seek opportunities for new research partners and programs
– prepare research funding proposals
– provide research education forums, events and publications.

Research coordinators

The CTRC research coordinators work closely with research investigators, sponsors and the HREC, to manage all aspects of a clinical trial.

Current research projects

- A randomised, double-blind, placebo-controlled, parallel-group, multi-centre study to evaluate the efficacy, safety, and tolerability of Canagliflozin compared with placebo in the treatment of older subjects with Type 2 Diabetes mellitus inadequately controlled on glucose lowering therapy – Sponsor Study No: 28431754-DIA-3010
  Principal Investigator: Dr Walter Plehwe
  Associate Researcher: A/Prof Ian Fraser

- A randomised, double-blind, placebo-controlled study assessing the effect of recombinant human growth hormone (r-HGH) on live birth rates in women who are poor responders undergoing an IVF/ICSI cycle
  Principal Investigator: Dr Lyndon Hale

Research project

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<tr>
<th>Principal Investigator</th>
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<tr>
<td>Lucrin® exercise trial</td>
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<tr>
<td>Prof Tony Costello</td>
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<tr>
<td>Associate Researcher</td>
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<td>A/Prof Declan Murphy</td>
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<tr>
<td>An examination of the risk factors, phenomenology and aetiology of psychosis following traumatic brain injury</td>
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<tr>
<td>Student Researcher</td>
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<td>Ms Rachel Batty</td>
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<tr>
<td>Supervisor</td>
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<td>A/Prof Susan Rossell</td>
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<tr>
<td>Procalcitonin guided antibiotic rational decision making in ICU (ProGUARD-ICU)</td>
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<tr>
<td>Principal Investigator</td>
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<td>Dr Benno Ilie</td>
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<td>Dr Con Giannelli</td>
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<tr>
<td>Evaluation of strength training exercises for retraining gait following brain injury</td>
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<tr>
<td>Principal Investigator</td>
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<td>Dr Gavin Williams</td>
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<tr>
<td>AVERT – A phase III, multi-centre, randomised controlled trial of very early rehabilitation after stroke</td>
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<tr>
<td>Principal Investigator</td>
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<td>Ms Michelle Shannon</td>
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<tr>
<td>A randomised, double-blind, placebo-controlled, multi-centre phase III study of Denosumab as adjuvant treatment for women with early-stage breast cancer at high risk of recurrence (D-CARE)</td>
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<tr>
<td>Principal Investigator</td>
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<td>Dr Ross Jennens</td>
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<tr>
<td>Does physical ability influence the activity levels of people with traumatic brain injury when they are discharged home from hospital?</td>
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<tr>
<td>Principal Investigator</td>
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<td>Dr Gavin Williams</td>
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<tr>
<td>Epworth HealthCare WHO High 5s Assurance Medication Accuracy in Care Project</td>
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<tr>
<td>Principal Investigator</td>
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<td>Dr Megan Robertson</td>
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<tr>
<td>The efficacy of a referral and physical activity program for survivors of prostate cancer</td>
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<tr>
<td>Principal Investigator</td>
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<td>Dr Patricia Livingston</td>
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<tr>
<td>ADVISA DR MRI™ pacing system clinical trial</td>
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<tr>
<td>Principal Investigator</td>
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<td>Dr Neil Struthmore</td>
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<tr>
<td>Accurate diagnosis in acute vertigo</td>
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<tr>
<td>Principal Investigator</td>
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<tr>
<td>Prof Richard Gerraty</td>
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### Building advances in research

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<tr>
<th>Research project</th>
<th>Principal Investigator</th>
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<tr>
<td>Group, multinational trial, to assess the prevention of thrombotic events with Ticagrelor compared to placebo on a background of Acetyl Salicylic Acid (ASA) therapy in patients with history of myocardial infarction - Sponsor Protocol: D5132C00001</td>
<td>Principal Researcher A/Prof Ron Dick</td>
</tr>
<tr>
<td>A randomised, double-blind, placebo-controlled study of the safety and efficacy of Farletuzumab in combination with Carboplatin and Paclitaxel or Docetaxel followed by Pemetrexed in chemotherapy-naive subjects with stage IV adenocarcinoma of the lung with wild type EGFR</td>
<td>Principal Researcher Dr Ross Jennens</td>
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<tr>
<td>Immunological changes during pregnancy and the impact on hepatitis B infection</td>
<td>Principal Researcher Dr Michelle Giles</td>
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<tr>
<td>A randomised prospective study of participants engaging in a Victorian altruistic surrogacy program</td>
<td>Principal Researcher Dr Sara Phillips</td>
</tr>
<tr>
<td>A randomised, phase II study of Carboplatin and Bevacizumab in recurrent glioblastoma multiforme (CABARET study)</td>
<td>Principal Researcher Dr Ross Jennens</td>
</tr>
<tr>
<td>Grampians cancer patient referral collaboration project (GCPRCP)</td>
<td>Principal Researcher Dr Stephen Vaughan</td>
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<tr>
<td>Development and validation of a health literacy measurement instrument for caregivers of people with cancer</td>
<td>Principal Researcher Ms Eva Yuen</td>
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<tr>
<td>Pilot of a population-based prostate cancer clinical registry</td>
<td>Principal Researcher A/Prof Declan Murphy</td>
</tr>
<tr>
<td>A phase III, randomised, double-blind, placebo-controlled study of Tasquinimod in men with metastatic castrate-resistant prostate cancer</td>
<td>Principal Researcher Prof Tony Costello</td>
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<tr>
<td>Monash University sleep health study</td>
<td>Principal Researcher Dr Garun Hamilton</td>
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<tr>
<td>Cervical artery dissection in stroke study (CADISS)</td>
<td>Principal Investigator Prof Richard Gerraty</td>
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<tr>
<td>Stroke imaging prevention &amp; treatment (START) extending the time for thrombolysis in emergency neurological deficits (EXTEND)</td>
<td>Principal Investigator Prof Richard Gerraty</td>
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<tr>
<td>A multi-centre, randomised, double-blind, placebo-controlled Phase IIb study to compare the efficacy and safety of two dosing regimens of intravenous infusions of CytoFab™ (AZD9773) in adult patients with severe sepsis and/or septic shock - Sponsor Protocol: D0620C00003</td>
<td>Principal Investigator Dr Megan Robertson</td>
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<tr>
<td>Pilot study to evaluation of a road trauma education program</td>
<td>Principal Investigator Mr Jeremy Buckmaster</td>
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<tr>
<td>Efficacy of melatonin for sleep disturbance following traumatic brain injury</td>
<td>Principal Investigator Prof Jennie Ponsford</td>
</tr>
<tr>
<td>The ITHP Study: evaluating inter-hospital transfers in pregnancy</td>
<td>Principal Investigator Dr Emily Huning Dr Nicholas Simpson</td>
</tr>
<tr>
<td>The 6-PACK program to decrease falls in hospital</td>
<td>Principal Investigator Dr Anna Barker</td>
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Building on good governance

Around the clock commitment to high quality care is at the heart of clinical practice in Epworth’s dynamic Emergency Department (ED). Its director, Dr Ron Sultana, and the hundred plus Emergency staff at Richmond undertake continual assessment and comparison against important benchmarks for both public and private Emergency Departments across Australia.

Behind the scenes, our team monitors processes and procedures on a daily basis to improve quality of care for our patients. For example, we analyse our waiting times, our ‘door-to-balloon’ times for patients suffering a heart attack and our ‘door-to-needle’ times for our stroke patients.

To improve patient outcomes resulting from critical events experienced in hospital, the Emergency team contributes to the Admitting Consultant Emergency (ACE) and code blue weekly meeting, the mortality review committee and Epworth Richmond medical emergency advisory committee. Our critical care subcommittee employs local knowledge along with recommendations from national bodies such as the Australasian College for Emergency Medicine, the Australian and New Zealand Intensive Care Society and the Australian and New Zealand College of Anaesthetists.

To quality check the Emergency Department’s clinical service, senior medical staff perform a daily review of the diagnostic results data for each patient, in case we are able to identify potential underlying health issues beyond the patient’s initial presenting problem.

In ED, we often see people who are in pain, uncertain and vulnerable. Our job is to provide answers to their medical problems with expertise, compassion and integrity. By placing a greater emphasis on clinical governance, we improve the consistency of our care.
Building on good governance

Epworth is building on its governance program through rigorous clinical and risk audit processes, and maintaining a sound operational and financial performance.

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 following committees have been established as a means of supporting the good governance of Epworth.

- finance
- patient care
- human research ethics
- remuneration
- audit and compliance
- major property development and procurement.

Led by Dr Philip Williams, the Board has focused on ensuring the group has the systems, structures and strategy to meet its objectives.

Epworth Executive

The Epworth Executive team represents each operating and corporate division. The Executive guides and directs the operations of the organisation to ensure its strategic goals are met and to help the organisation grow. A number of focus areas were identified over the last financial year including the major redevelopment projects, employee engagement, improving patient care, further development of the teaching hospital model and the Clinical Institute framework, business development and continuing to build the Epworth Excellence initiative.

In 2010/11 Epworth appointed Mr Allan Boston to the role of Executive Director, Special Projects. In his role, Allan is responsible for guiding a number of special projects operating across the group. He has more than 18 years’ senior management experience in the private hospital sector across Victoria, Queensland and Tasmania.

Board of Management attendance

<table>
<thead>
<tr>
<th>2010/2011</th>
<th>Eligible/Attended</th>
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<tr>
<td>Dr Philip Williams (President)</td>
<td>14/13</td>
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<tr>
<td>Professor Peter Brooks AM</td>
<td>14/12</td>
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<tr>
<td>Mr Anthony A Browne</td>
<td>14/12</td>
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<tr>
<td>Associate Professor Ronald J Dick</td>
<td>14/13</td>
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<tr>
<td>Mr Rod Fitzroy</td>
<td>14/14</td>
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<tr>
<td>Mr Peter Hay</td>
<td>14/13</td>
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<tr>
<td>Mr Alan R Kinkade</td>
<td>14/13</td>
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<tr>
<td>Mrs Yolanda Klempfner AO</td>
<td>14/11</td>
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<tr>
<td>Mrs Janet Latchford (Deputy President)</td>
<td>14/12</td>
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<tr>
<td>Ms Judy Leitch</td>
<td>14/14</td>
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<tr>
<td>Reverend Professor Norman J Young</td>
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and IT systems purchases and funded $20 million in new equipment focus on cost management, Epworth year on year, coupled with continued growth strategy.

With patient admissions up 1.9 per cent year on year, coupled with continued focus on cost management, Epworth funded $20 million in new equipment and IT systems purchases and $34 million on redevelopment programs.

The debt reduction program remains on schedule, which will make it possible for Epworth to continue with major infrastructure investments including the redevelopment of Epworth Richmond.

Epworth is continuing to focus on managing its key revenue and cost drivers to deliver a consistently solid financial performance. This will ensure that it is able to continue to redevelop and modernise the infrastructure at existing sites and facilitate the growth strategy.

Financial management

Financial management

Strong leadership from management teams across Epworth led to a further improvement in financial results through 2010/11. Under the guidance of the Board of Management and the Finance Committee, the full year financial result was an improvement of 15 per cent from 2009/10 and in line with the 2010/11 budget, with all operating divisions seeing improved surpluses from 2009/10. Continued strength in operational and financial performance against targets enabled Epworth to achieve its strategic objectives.

With patient admissions up 1.9 per cent year on year, coupled with continued focus on cost management, Epworth funded $20 million in new equipment and IT systems purchases and $34 million on redevelopment programs.

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Financial management

Building on good governance

Patient Care Council achievements

The Patient Care Council is the standing committee of the Board of Management with principal responsibility for ensuring that Epworth’s strategic objectives are met through effective clinical governance. The key strategic priority areas for the Council are setting the standard in patient service and care, and excellence in core clinical services.

Key achievements overseen by the Council in 2010/11 include the implementation of systems to ensure prompt and effective response to clinical deterioration and increased skills in management of clinical incidents resulting in a strengthened ability to deliver patient safety.

Health contracts

Developing strong relationships with all health funds, the Department of Veterans’ Affairs, the Transport Accident Commission and WorkSafe ensures Epworth patients only pay the costs they have elected through the purchase of their health fund policy.

Throughout 2010/11, the health information services team has continued to achieve its targets and strong financial results. The team’s coding is subject to external audit to ensure a high coding standard is maintained.

The centralised patient revenue team ensures consistent billing and collection of any outstanding payments from funds and patients. A system upgrade is planned which will enable electronic billing to ensure timely billing and receipt of payments.

Risk management and internal audit

The risk management processes first developed in 2009/10 have continued to provide assurance to the Board of Management on Epworth’s ability to mitigate or minimise risks. The risk register has been extended to include all clinical risks and relevant action plans. Work continues in relation to refreshing the business continuity plan and disaster recovery plan in light of the redevelopments occurring across Epworth.

A three-year internal audit program was awarded to Ernst & Young at the start of the 2010/11 financial year. Audits have been undertaken and recommendations implemented in relation to a range of financial aspects of the business. The Board Audit and Compliance Committee provides strong oversight to the internal audit program and the risk register data.

The development of a comprehensive online training program in risk management was a key activity in 2010/11. Prior to developing this program, a group-wide survey on staff knowledge of risk management was undertaken. The survey results provided guidance in relation to the risk management training program and areas for increasing managers’ strength in knowledge of their role and responsibilities in risk management.

Establishment of clinical audit committee

A clinical audit committee has been established to oversee audit activities and ensure sharing of practices and outcomes at Epworth. The committee brings together key clinical leaders. Audit results show that clinical practice at Epworth is in line with industry benchmarks.

In 2010/11 key areas of focus were:

- to implement a robust routine clinical audit in the Neuroscience Clinical Institute that flags patient outcomes of concern for more detailed review by a multi-specialty group
- the implementation of the Australasian Society of Cardiac Surgeons’ National Cardiac Surgery program at Epworth Richmond and Epworth Eastern
- the inaugural audit of interventional cardiology at Epworth Eastern, and
- participation in the Royal Australasian College of Surgeons’ Victorian Audit of Surgical Mortality.

By establishing standardised and automated reporting and analysis, Epworth can monitor consistency and efficiency of patient outcomes, including reasons for readmission and return to theatre.

Group supply process improvement

The group supply department and the clinical products team source and evaluate a range of medical consumables and non-medical equipment ranging from stationary through to food, furniture and capital expenditure. Utilising the resources of the supply team ensures consistency of products and equipment across the group, reduces capital and consumable spend from departmental budgets, and ensures each department has the best products available to assist with clinical care and to improve patient outcomes.

In 2010/11 the department secured agreements with 16 of the top 20 Epworth suppliers to achieve substantial savings across the organisation. A recent tender for sterile packs—used widely in theatres, the highest volume single product purchase—will see savings of more than 30 per cent.

Group supply encourages input from clinical experts to ensure all products ordered meet the needs of both staff and importantly, patients. Group supply also holds a monthly clinical product evaluation committee meeting at each site. These meetings bring together a variety of clinicians and products from all areas.

Clinical risk management

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

Epworth participated in the Australian Commission on Quality and Safety national survey which related to the quality standard for “Recognising and Responding to the Deteriorating Patient”. The purpose of the survey was to obtain information about the recognition and response systems in place in Australian public and private hospitals.

The information collected will help the Commission provide resources that are matched to the systems, processes and needs of hospitals.

An extensive staff education program on the use of the RiskMan Incident reporting system has seen more than 700 staff across the group learn how to effectively use the system. Training in investigation of serious adverse outcomes commenced in mid 2011.

Clinical risk management

The survey results provided guidance in relation to the risk management training program and areas for increasing managers’ strength in knowledge of their role and responsibilities in risk management.

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Building on good governance

**Periodic review achievements**

Epworth undertook Periodic Review, Phase 4 of the Australian Council on Healthcare Standards’ (ACHS) EQuIP4 Quality Program in August 2010. The surveyors’ focus during the Periodic Review was Epworth’s performance against the 14 mandatory EQuIP4 standards, and to evaluate the response to a small number of recommendations that were received following the 2008 organisation-wide survey.

The results saw Epworth gain three Excellence Achievements from the Council’s surveyors. The surveyors noted in their report that at Epworth: ‘There was a highly responsive Board, experienced and knowledgeable executive team and committed unit-based leadership able to demonstrate clinical service provision focused on high quality, safe patient care. There was an evident sense of purpose led by the Chief Executive and team and responsive clinical leadership for the need to engage in managing the diverse and complex patient care environment.’

Epworth submitted its Self Assessment to ACHS in May 2011. This document detailed progress against five recommendations received following the periodic review, and for the first time was required to include the ten key organisation risks as listed in the risk register. Feedback noted that Epworth was ‘an organisation committed to excellence and innovation in health service delivery and care’.

The Australian Commission on Safety and Quality in Health Care introduced the National Safety and Quality Health Service Standards in mid 2011. This minimum requirement for safety dimensions initially applies to services that provide ‘high risk’ to patients. Assessment against the National Standards is mandatory from January 2013.

The Epworth executive and the Patient Care Council have committed to the national standards, and the strategic quality plan has been amended to support their implementation. Epworth will be reviewed against the national standards when the organisation undergoes an organisation-wide survey in 2012.

Epworth Cliveden has maintained its certification under the ISO 9001:2008 Quality management systems. It successfully completed a surveillance audit in May 2011.

**Quality award for Epworth Eastern**

In October 2008 Epworth Eastern embarked on a program of excellence called ‘Epworth Excellence—Accountability, Outcomes, Passion—we can make a difference’.

The aim of the program is to drive cultural change across all aspects of the health care environment to ensure positive patient outcomes and patient safety. Ensuring that all staff work the same way to address patients’ needs enables patients to be a part of their own healing journey. Epworth Eastern has focused on patient falls, pressure ulcer prevention, pain management, medication management and patient satisfaction.

The program was submitted to the Australian Council for Healthcare Standards’ Quality Improvement Awards in November 2010, and was highly commended in the Clinical Excellence and Patient Safety category. A summary of the submission is available on the ACHS website.
Building world-class hospitals

When I first came to Epworth nearly five years ago, I was attracted to its proud history and strong commitment to excellence. For more than nine decades, the name Epworth has been synonymous with quality and the very best in patient care.

In all areas, we have sought to improve the patient experience. We’ve worked hard to consolidate hospital services, to support our consultant specialists and to improve hospital efficiencies, while increasing staff training and building on our wonderful culture of service at the same time.

Developing the teaching hospital model is a high priority for the Board and part of our vision for Epworth in the 21st Century. With the support of the Victor Smorgon family, over the last two years we’ve been able to appoint four professors and support more Epworth-Cleveland Clinic Fellowships. We now train more than 1,200 students yearly, in partnership with 14 universities and colleges.

While we have great doctors, nurses and staff, we need to ensure they have the right tools to optimise their performance. One of our challenges has been an ageing infrastructure, particularly at Epworth Richmond, where some services are still based in ageing facilities.

Across Epworth, we have assessed, renovated and expanded wherever possible to increase single, en-suite inpatient rooms that are preferred by today’s patients. At Epworth Rehabilitation Camberwell, construction has begun to expand the hospital by adding 68 new single rooms and introducing a mental health service.

At Richmond, we are 18 months into a major redevelopment that will change the face of health care in Victoria. This project has an eight-year timeline, but I anticipate a superb contemporary Epworth in the heart of Melbourne, in time to celebrate our centenary in 2020.
Building world-class hospitals

Epworth Richmond redevelopment

Epworth Richmond is undergoing a major transformation that will see it become the largest private hospital in Australia.

This redevelopment proposes an important expansion and upgrade of facilities to deliver significant community benefits through expanded and improved hospital and medical services, including:

- building on Epworth Richmond’s role as a centre of excellence and a specialist facility in acute medical, surgical, cancer and rehabilitation services, providing services to the local and broader community
- specialist operating suites, wards and units to accommodate state-of-the-art medical equipment
- expansion of hospital, emergency and medical services in close proximity to the public, social and retail transport infrastructure
- improvement of patient care and infection control through provision of 430 new single, en-suite inpatient rooms and modern facilities
- improved training facilities for medical and nursing staff
- reconfiguration of hospital operations to co-locate important functions, improving hospital efficiency and patient care, and
- consolidation of hospital services and supporting consultant specialists to provide a better patient experience and improve efficiencies for specialist consultants.

Works on this multi-stage development commenced during the 2010/11 year. The first stage of the project includes an expansion of the Bridge Road Tower to nine levels, which will increase the hospital’s presence on Bridge Road. The first part of the Bridge Road development includes an additional four operating theatres, expanded day chemotherapy suites, a renal dialysis centre and dedicated education space to the lower levels.

In October 2010 the Normanby North building was demolished to allow works to the Erin Street frontage to commence in late 2011.

As part of the works, a tower crane has been on site since August 2010. Hoardings were erected around the hospital’s Bridge Road entrance for the duration of the work and signage has been installed in all the main public access ways on levels 1 and 2 to showcase the extent of the redevelopment.

Baulderstone is undertaking the stage 1 development, and is on track to hand over level 5 of the Bridge Road Tower in October 2011, and the higher levels by the end of 2012. Works to the car park were completed in February 2011.

The Epworth Richmond redevelopment will deliver an extra 270 beds, more private rooms, an extra 17 operating theatres, an expanded emergency department and intensive care beds, an additional 24 day chemotherapy chairs, and purpose-built teaching and research facilities.

Epworth Rehabilitation Camberwell redevelopment

In March 2011, plans for a $35 million redevelopment of Epworth Rehabilitation Camberwell were approved by the City of Boroondara.

Preliminary works at Epworth Rehabilitation Camberwell were completed in May 2011, as a precursor to a major redevelopment project that will deliver an additional 68 hospital beds for both psychiatry and rehabilitation patients. The significant works will deliver 68 new private patient rooms as well as new consulting suites, therapy rooms, ancillary retail and support services. Moving into the psychiatry services area will establish Epworth Rehabilitation Camberwell as a ‘wellness precinct’ for both mental health and rehabilitation patients.

Works will also include upgrades to kitchen and dining facilities, new consulting suites, therapy rooms, car parking and support services.

Project managers Aurecon and architects Silver Thomas Hanley will oversee progress of the works by builders Construction Engineering, a company that has already successfully undertaken multi-million dollar health projects in Victoria.

The main works contractor started onsite in July 2011, with site establishment and demolition of existing buildings following shortly after.

The redevelopment is due to be completed in 2013.

Epworth is investing in our infrastructure—redeveloping and building hospitals designed around patient services, equipped to meet the needs of today and anticipating the needs of tomorrow.
Building world-class hospitals

Education grant towards Camberwell expansion

Over the reporting year, the Federal Department of Health and Ageing awarded Epworth an Innovative Teaching and Training Grant of $1,201,000.

The grant was provided towards construction of education and research facilities at Epworth Rehabilitation Camberwell.

Preparation and site works began during the year to provide an education and research centre with specific capacity to observe actual therapy and treatment of patient cases. The space will include consulting and therapy rooms, as well as facilities for tele-education by specialist staff.

New hospital for Geelong

Epworth is developing a new teaching hospital and medical precinct, including teaching, research, and training facilities, adjacent to Deakin University Waurn Ponds campus in the Greater Geelong area.

The new teaching hospital, Epworth Geelong, will comprise more than 300 beds and cater for the residents in the Greater Geelong and Barwon regions, and the Western Victoria rural and regional populations. It will provide access to the latest clinical techniques and hi-tech equipment.

Epworth purchased an 8.8 hectare parcel of land on the Marcus Oldham College for the new hospital, adjacent to Deakin University’s Waurn Ponds Campus. The site offers excellent access to the medical faculty on the University and a strong pedestrian link is to be created between the new facility and the Deakin REACH building currently under construction. The partnership between Epworth Geelong and Deakin University will deliver new clinical services to Geelong and provide clinically-based teaching for medical, nursing and allied health students at undergraduate and postgraduate levels.

Deakin is one of the largest Australian universities with over 35,000 students. The Faculty of Health, Medicine, Nursing and Behavioural Sciences is recognised internationally for its contribution to the health field in teaching, training, research and service.

Stage 1 of the development proposes 202 inpatient beds, nine operating theatres, one catheter laboratory, 20 emergency department beds and a 12-bed intensive care unit. Upon completion, this stage will provide services for a broad range of specialties including chemotherapy, renal dialysis, maternity, cardiology, orthopaedics, general surgery, general medicine, respiratory medicine and rehabilitation. It will also include provision of therapy space for inpatient and outpatient rehabilitation services and a hydrotherapy pool. Stage 1 will also accommodate pathology and diagnostic imaging. Medical consulting suites will be incorporated within each area of clinical excellence.

Currently, Stage 2 proposes a further 132 inpatient beds, five operating theatres and one catheter laboratory. This stage will also include the further development of a comprehensive cancer services precinct and additional car parks to align with the increased bed numbers.

New operating theatre at Clarendon Street

Construction on a new operating theatre at Epworth Freemasons Clarendon Street site was completed in June 2011. The new operating theatre includes a Si HD Series da Vinci robot. The robot will be used for advanced urology and gynaecology procedures—two of Epworth Freemasons key surgical specialties. This is Epworth Freemasons first surgical robot, and brings the number of surgical robots within the Epworth group to four. Epworth Freemasons now has six operating theatres.

Over the past three years, works at Epworth Freemasons have included a major refurbishment of the front entrance, upgrades to all of the wards, a new café and the Courtyard of Peace and Harmony.

Epworth Freemasons new GP Clinic

Epworth Freemasons opened a new GP Clinic on Albert Street in East Melbourne in March 2011. Located alongside the Women’s, Men’s and Breast Clinic, the new GP Clinic allows local residents and city workers to take advantage of the comprehensive primary care offered at Epworth Freemasons.

Epworth doctors at the new General Practice provide quality, comprehensive primary care, covering all aspects of health concerns and needs, and coordinating referrals to the expert specialists available.
Epworth has a long history with the Biddick family. Dearly loved family members spent their last weeks being cared for in the cardiac and cancer units, leaving a lasting impression on Ken and Cathi about the tradition of care.

For decades now, Ken and Cathi have supported many fundraising efforts to purchase new equipment at Epworth. They regularly book several tables at Epworth’s annual gala ball and bring along loyal staff to join in the fun. Cathi says they were very impressed by the work of the Epworth Medical Foundation (EMF) and happily agreed when invited to join the fundraising team in 2003. As a valued member of the Special Events Committee, she is now involved on a monthly basis through meetings and fundraising events.

As our business, Conquest Sports, grew and enjoyed more financial success, we committed to giving back more by contributing to Epworth Richmond’s Capital Campaign to benefit the wider community. We are happy that it’s for a worthwhile cause and of course there is personal satisfaction in seeing such a major building project get underway. That we have some choice in the direction of our sponsorship is also important.

Because we have both lost family members, we asked that part of our philanthropy include palliative care in the redevelopment project. When patients are not going to get better they need the stability of private, comfortable surroundings. Families also need peace of mind during this delicate time, and to be present as often as they would like.

We care greatly about Epworth and its reputation. And while it was great sorrow that initially brought us to be involved with Epworth, we feel privileged to have a part in building its future for our children and grandchildren.

When we walk through those doors in Erin Street, we are aware of an affinity with the Epworth tradition of care. We trust in the services provided here and I think we feel that it’s our hospital.
Building our fundraising support

The tradition of giving at Epworth was founded 91 years ago, and continues to be built upon through the Epworth Medical Foundation. This year’s focus was on capital raising and research.

Fundraising initiatives

Supporters of the Epworth Medical Foundation (EMF) are central to Epworth’s plans for the future. Individuals, companies, trusts, foundations and volunteers contributed more than $6 million towards infrastructure, equipment, research and education during the 2010/11 year. This represented an increase of over 15 per cent on the previous year.

The Foundation is governed by a Board of Trustees. Trustees include:

- Mr Lindsay Cuming AM (Chair)
- Mr Rod Fitzroy
- Mr Brian Hamley AM
- Mr Keith Irvine
- Mr Alan R Kinkade
- Mr Anthony Nicholas
- Mr Michael Robinson AO
- Mr David Rosback AM
- Dr Philip Williams

EMF income by activity

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<tr>
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Investing in excellence

A total of $8.8 million was pledged towards the Epworth Richmond redevelopment with a $50 million target by 2014. Benefactors are offered naming rights in the new facilities in recognition of their generosity towards the project.

Generous contributions have been made towards the new Erin Street foyer ($2 million), Day Oncology Ward ($1 million), Palliative Care Ward ($250,000), Auditorium ($1 million), Lecture Theatre ($500,000), several operating theatres ($250,000) and private rooms ($10,000). EMF looks forward to keeping all donors informed on the progress of the major redevelopment and inviting them to take part in celebrations marking significant milestones along the way.

Direct marketing

Direct marketing programs included a campaign for equipment for each of the clinical divisions and a general research appeal. More than $1 million was received through direct marketing, representing an increase of 12.5 per cent on the previous year. A total of 9,390 donations were received, 2,700 of these were welcomed as new donors to the program. Funds raised from these appeals were used to purchase two ultrasound machines, an anaesthetic machine, several critical care monitors and a new patient transport bus.
Building our fundraising support

Bequests

A total of $680,000 was received from bequests from 11 estates during the year. EMP currently honours over 125 beneficiaries who have generously chosen to include the Epworth Medical Foundation as a beneficiary in their Will.

Trusts and foundations

Over $662,000 was received from trusts, foundations and private ancillary funds during the year, an increase of almost 57 per cent on the previous year. Funds raised were used to purchase advanced medical equipment and fund specific research projects across Epworth.

Notable gifts from trusts included:

- Derks Trust—$100,000 for the refurbishment of the Epworth Richmond Oncology Ward
- Yugilbar Foundation—$344,000 towards the new Day Oncology Unit

Volunteers

The Epworth Medical Foundation is ably supported by several auxiliaries and scores of volunteers who generously give their time to raise funds for the organisation. Epworth Heartbeat raised a total of $106,000 through raffles and merchandise sales, the Friends of Epworth raised $65,000 through special events, and the Cancer Unit Auxiliary raised $3,000.

Gala ball rocks the Docklands

More than 1,000 people helped Epworth raise a record amount for future teaching and research at the Epworth Rocks Gala Ball.

Chair of the Special Events Committee, Ms Robin Bedford OAM, hosted the event at the Peninsula Room at Docklands on 9 October 2010.

Guests generously supported Epworth’s vision, raising over $1.2 million for research.

This tremendous contribution towards the Epworth Research Institute will help patients with conditions which are on the rise, such as cancer, cardiovascular disease and stroke.

At the Gala Ball, Medtronic kicked off the capital appeal by donating $1 million towards a new lecture theatre and auditorium.

Epworth’s Group Chief Executive Alan Kinkade encouraged guests to dig deep to raise funds to support the recently-launched Epworth Research Institute.

Proceeds from the night included $39,000 in the raffle, $105,000 from the auctions, and $400,000 in ticket sales and sponsorships. In addition Mr Kinkade encouraged individual donations towards specific research.

There was an overwhelming support from the floor with 13 people each donating $10,000.

A fundraising breakfast was held the day before the game featuring a panel of speakers, A-League coaches and captains discussed their important match ahead as well as support for the Epworth ABI Unit. There were 280 guests at the breakfast, which was supported by five sponsors.

Road trauma victim and soccer fanatic Josh De Silva shared his personal experience about having to put his international soccer career on hold because of his own head injury. As a 20-year-old, Josh is representative of a large proportion of young males involved with road trauma incidents.

The aim of the breakfast and the ABI Cup is to increase awareness of the risk of life and injury on the roads as well as raise critical funds for the rehabilitation service provided by Epworth’s ABI unit.

Epworth Charity Golf Challenge

This year’s Corporate Golf Challenge was held at the Yarra Yarra Golf Club on 23 May 2011 and was sponsored by Princes Laundry. A record turnout of 30 teams braved inclement weather and competed in the 18-hole Ambrose event which was followed by a celebratory dinner in the club house.

Everyone enjoyed the Challenge, which was later topped off with a laugh with Wilbur Wilde and John Blackman hosting the dinner.

Hole sponsors Health Super, Jells Craig, Gallagher Bassett, MIA Victoria and Parmalat joined team sponsors Medibank, Westpac, Rundell, Grand, PCI, Deloitte, Medtronic, Healthcare Imaging Services and Melbourne Pathology together with Epworth divisional teams to compete for the perpetual trophy. Chairman of the Golf Committee, Warwick Brown, thanked the sponsors for helping to raise more than $50,000 for Epworth.

Friends of Epworth Race Day

The Friends of Epworth Race Day was held at Moonee Valley Racing Club on 2 April 2011, Golden Slipper Day.

More than 300 sponsors, staff and friends enjoyed a three-course lunch in the Champions Room hosted by the President of the Committee Jenny Henderson and Group Chief Executive Alan Kinkade. Master of Ceremonies and President of the Committee Jenny Henderson and Group Chief Executive Alan Kinkade. Master of Ceremonies and President of the Committee Jenny Henderson and Group Chief Executive Alan Kinkade.

The event attracted 300 people including event sponsor Advantage Salary Packaging and table sponsors Cook Medical, Device Technologies, Health Super, HESTA, Holding Redlich, Honeywell, Monahan & Rowell, NAB, Siemens, Silver Thomas Hanley, Slade Pharmacy and Stryker.

This year’s event raised $40,000 for women’s health at Epworth.

Women in Healthcare lunch

Channel Seven’s Jacquie Quist was the Master of Ceremonies at the fourth Women in Healthcare luncheon held at the waterside at Federation Square on 5 May 2011. The topic for this year’s lunch was Ovarian Cancer—the silent disease.

Gynaecological oncologist Dr Jane McNeilage told how 1,200 Australian women are diagnosed with ovarian cancer each year—three per day. As the disease has no obvious symptoms, identifying it at an early stage is problematic. Jane was joined by one of her patients Danielle Charak OAM who shared her personal experience with the disease.

Oncologist Dr Geraldine Goss explained that although the risk of contracting ovarian cancer is low—just 1.4 per cent of the population—almost three-quarters of those identified had already reached an advanced stage. She also explained that while ovarian cancer is substantially reduced with ovary removal, chances of developing other problems such as heart disease or hip fractures are significantly increased.

Oncology nurse liaison coordinator Marisa Stevens concluded the presentation with an account of her work assisting patients to deal with the avalanche of emotions associated with treatment of the disease and the myriad of appointments to be coordinated.

Hosted by Ms Janet Latchford, Deputy President Epworth Board of Management, the event attracted 300 people including event sponsor Advantage Salary Packaging and table sponsors Cook Medical, Device Technologies, Health Super, HESTA, Holding Redlich, Honeywell, Monahan & Rowell, NAB, Siemens, Silver Thomas Hanley, Slade Pharmacy and Stryker.

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EMF launches first appeal for Epworth Research Institute

On 14 February 2011 the Epworth Medical Foundation lodged its first direct mail appeal for the recently formed Epworth Research Institute (ERI).

Since October 2010 EMF has already raised $1,002 million towards the $10 million it aims to raise by 2016 to secure Epworth’s research now and in the future.

The funds raised will help the ERI coordinate, support and promote research across all Epworth campuses and enable clinicians and patients to participate in world-class research, with access to new and innovative treatment options.

Epworth’s commitment to research supports the current transition to a major academic teaching hospital. It expands service to the community, and adds to Epworth’s reputation for excellence in clinical care by actively advancing treatment options available to patients of today and tomorrow.

Paving a future at Epworth Freemasons

EMF relaunched the paving project in the Courtyard of Peace and Harmony at Epworth Freemasons in 2010/11. First initiated eight years ago as a fundraiser for the Freemasons Hospital, members of the Freemasons community were invited to purchase a granite paver inscribed with their name and membership details.

More than 700 pavers have been laid in a chequer board pattern in the courtyard. Funds raised from the project will be used to purchase new equipment.

Building our fundraising support

Bequests

Bequests were received from the following Estates:

- Glenice M Abbott
- Richard R Barnard
- Dulcie Bayes
- Margaret Bensou
- Cecile P Connor
- Betty E Davies
- John S Harrison
- Jack McLellan
- Norman F Rooney
- Irene M Smith

Trusts and Foundations

Generous contributions were received from the following private, corporate and community trusts and foundations:

- Abercrombie Family Foundation
- Allan Elkington Memorial Trust
- Barbara Luree Parker Foundation
- Calvert-Jones Foundation
- Cassidy Bequest Endowment
- Community Enterprise Foundation
- Edward Broadhurst Estate
- Estate of Ernest L Brown
- Estate of Kevin S Cowell
- Evelyn M Waterworth
- Frank & Doris Hodgson Trust
- Fred P Archer Charitable Foundation
- Goding Foundation
- Grass Foundation Trust
- Harbig Charitable Foundation
- Hazel Hams Trust
- Hazel Peat Perpetual Charitable Trust
- H & L Hecht Trust

Donations

Epworth is grateful for the support of the following:

Bronze Donor

- $50,000 and above
  - Dr A Leong

Major Donor

- $25,000–$49,999
  - Mr WA J Boerkamp & Mrs J M Boerkamp (In memory)

Guardian

- $10,000–$24,999
  - Mrs H Bliss
  - Mr & Mrs ID & MG Johnston
  - Mrs D Merrett
  - Mrs L Miller AM BE
  - Mr & Mrs A & M Venuto
  - Mr D Wolf

Contributor

- $5,000–$9,999
  - Mr & Mrs J & H Baillie
  - Mrs R Beaconfield (In memory)
  - Ms S Boucher
  - De Winter Family
  - Mr & Mrs L & M Heale
  - Mr J Hope
  - Mr P Jopling QC
  - Mr & Mrs N & J Krull
  - Mr & Mrs G & J Lay
  - Mr G Maguire
  - Mr B Myer AC
  - Mr & Mrs J & S Parker
  - Mr S Phipps
  - Dr J Reddish OAM & Mrs J Reddish
  - Mr B Roohizadegan
  - Mr M Smith
  - Mr C Stampoultzis

Supporter

- $2,000–$4,999
  - Mr D Alder
  - Miss P Alston
  - Mr E Armstrong
  - Mr & Mrs L & R Arthur
  - Mr J Ashton (In memory)

Corporations

- Abbott Australasia Pty Ltd
- Advantage Salary Packaging
- AON Risk Services
- Bates Smart
- Baulderstone
- Baxter Healthcare Property Trust
- Bidvest Australia
- C R Kennedy
- Clayton Utz
- Communications Australia
- Covdien
- Deloitte Touche Tohmatsu
- Device Technologies Australia
- Draeger Medical Australia Pty Ltd
- Health Super
- Healthcare Imaging Services
- Holding Redlich
- HPS Pharmacies
- ING Real Estate Healthcare Fund
- Jells Craig (Clifton Hill) Pty Ltd
- Johnstaff Projects Pty Ltd
- Lehr Consultants International
- Linhealthcare
- Maquet Australia Pty Ltd
- MIA Victoria
- Olympus Australia
- Philips Healthcare
- Princes Laundry Services
- Quest Richmond
- Radiation Oncology Victoria
- Schneider-Electric
- Silver Thomas Hanley
- Spotless Group
- St Jude Medical Australia
- Table 8 Corporate
- TechnologyOne Limited
- Telstra
- Vital Healthcare Property Trust
- Westpac Institutional Bank

Trustees

- Henry A Hamilton Charitable Trust
- Ian Rollo Currie Foundation
- Joe White Bequest
- John & Therza Daley Charitable Foundation
- Landman Foundation
- L R Cazaly Trust
- Pratt Family Foundation
- Rae & Peter Gunn Family Foundation
- Reginald Maresen Charitable Foundation
- Robert C Bulley Charitable Foundation
- Trust Company Limited
- William & Georgena Bradshaw Foundation
- Yulgibar Foundation

Associations

The following gave their time freely to provide support and raise funds:

- Cancer Unit Auxiliary
- Friends of Epworth
- Heartbeat Epworth

Donations

- Advantage Salary Packaging
- Abbott Australasia Pty Ltd
- AON Risk Services
- Bates Smart
- Baulderstone
- Baxter Healthcare Property Trust
- Bidvest Australia
- C R Kennedy
- Clayton Utz
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## Building our fundraising support

<table>
<thead>
<tr>
<th>Role</th>
<th>Contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Epworth Richmond Capital Appeal</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Corporations</strong></td>
<td>Medtronic Australasia, Slade Pharmacy</td>
</tr>
<tr>
<td><strong>Trusts</strong></td>
<td>Danks Trust, H &amp; K Johnston Family Foundation, Scanlan Foundation, Zig Inge Foundation, James &amp; Linda Wang Foundation, Yulgibar Foundation</td>
</tr>
<tr>
<td><strong>Silver Leader</strong></td>
<td>$100,000-$999,999, Mr &amp; Mrs K &amp; C Biddick</td>
</tr>
<tr>
<td><strong>Bronze Leader</strong></td>
<td>$50,000 - $99,999, Mr &amp; Mrs J &amp; E Edmonds, Mr &amp; Mrs P S Lee, Mr &amp; Mrs R &amp; M MacDonald, Mr D Mande AM, OBE (dec.)</td>
</tr>
<tr>
<td><strong>Guardian</strong></td>
<td>$10,000-$24,999, Mr J R Gilbert, Mr G E Healey, Contributor $5,000 - $9,999, Mr &amp; Mrs G Dumbrell, Mr &amp; Mrs P C Cross, Prof G Metz AM</td>
</tr>
<tr>
<td><strong>Epworth Research Institute</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Associate Members</strong></td>
<td>Bonacci Group Pty Ltd, Medownick Laser Clinic</td>
</tr>
<tr>
<td><strong>Corporations</strong></td>
<td>ConMed Linvatec Australia, Johnstaff Projects, Lifehealthcare, Medtronic Australasia, Slade Pharmacy</td>
</tr>
<tr>
<td><strong>Trusts</strong></td>
<td>Heymanson Family Foundation</td>
</tr>
<tr>
<td><strong>Guardian</strong></td>
<td>$10,000-$24,999, Mr &amp; Mrs A &amp; V Browne, Prof &amp; Mrs P &amp; L Danne, Prof R de Steiger, Dr P &amp; Mrs C Dohmann, Dr &amp; Mrs B &amp; J Ilie, Mr D Kefford AO &amp; Mrs B Kefford, Dr &amp; Mrs VS &amp; JC Mar, Mr &amp; Mrs D &amp; A McDonald, Dr M Robertson, Dr J Shand</td>
</tr>
<tr>
<td><strong>Donor</strong></td>
<td>$1,000-$1,999, Mr Vincent Borg, Mrs L Miller AM BE, Mr H Morgan AC, Mr &amp; Mrs R &amp; H Neilson, Mrs M Ross, Mr J Rutherford, Mr J Savage, Ms S Silberberg, Mr J Smallman, Mr &amp; Mrs M &amp; R Tabak, Mr &amp; Mrs J &amp; M Warnock</td>
</tr>
<tr>
<td><strong>Contributor</strong></td>
<td>$5,000 - $9,999, A/Prof Ron Dick, Mr G Shalit &amp; Ms M Faine, Mr &amp; Mrs N &amp; J Krutli</td>
</tr>
<tr>
<td><strong>Supporter</strong></td>
<td>$2,000-$4,999, Mr K Bailey, Prof R Gerraty, Mr &amp; Mrs C Gill (IN MEM), Mr &amp; Mrs KL &amp; JM Irvine, Mrs S L Muir, Prof K &amp; Mrs B Thomson, Mr &amp; Mrs AW &amp; AH Young</td>
</tr>
</tbody>
</table>

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Epworth Richmond Capital Appeal

Corporations
- Medtronic Australasia
- Slade Pharmacy

Trusts
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Guardian
- $10,000-$24,999, Mr J R Gilbert, Mr G E Healey, Contributor $5,000 - $9,999, Mr & Mrs G Dumbrell, Mr & Mrs P C Cross, Prof G Metz AM
Epworth HealthCare
89 Bridge Road
Richmond Vic 3121
Phone 03 9426 6666
Fax 03 9427 0353

Epworth Cliveden
29 Simpson Street
East Melbourne Vic 3002
Phone 03 9419 7122
Fax 03 9419 0347

Epworth Eastern
1 Arnold Street
Box Hill Vic 3128
Phone 03 8807 7100
Fax 03 8807 7800

Epworth Freemasons
166 Clarendon Street
East Melbourne Vic 3002
Phone 03 9483 3833
Fax 03 9419 6018
320 Victoria Parade
East Melbourne Vic 3002
Phone 03 9418 8333
Fax 03 9418 8108

Epworth Rehabilitation
85 Wilson Street
Brighton Vic 3186
Phone 03 9591 9200
Fax 03 9593 1276
888 Toorak Road
Camberwell Vic 3124
Phone 03 9809 2444
Fax 03 9889 6756
89 Bridge Road
Richmond Vic 3121
Phone 03 9426 6666
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Epworth Richmond
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