



Healthscope

# *the* Pulse

Private Health Magazine Edition #3 2015



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RETIRED AFTER SIX SOLID YEARS OF DEDICATED SERVICE

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In this issue of *thePulse*



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# STAR Awards 2015

The Healthscope STAR Awards recognise, celebrate and reward the exceptional STAR performers across our business that demonstrate extraordinary dedication and commitment to our STAR values of Service Excellence, Teamwork & Integrity, Aspiration and Responsibility. Congratulations to the following individual and team winners, runners up and staff that received an honourable mention.

## *Service Excellence*

### **First Prize Winners**

**Diane Davis** - Head Nurse,  
St Andrews Medical Group, WA

**Introduction of  
Cardiac Surgical Services** -  
Newcastle Private Hospital, NSW

### **Second Prize Winners**

**Anne Graham** - Clinical Nurse  
Consultant/Nurse Unit Manager,  
John Fawkner Private Hospital, VIC

**Concierge Team** - Knox  
Private Hospital, VIC

### **Honourable Mention**

**Jedda Tomkins** - Occupational  
Therapist, Northpark  
Private Hospital, VIC

**Microbiology Team** -  
Auckland Labtests, NZ

### *Teamwork & Integrity*

### **First Prize Winners**

**Emma Piggott** - Registered Nurse,  
Allamanda Private Hospital, QLD

**IT3000 Implementation  
Team** - CSCL Christchurch  
& SCL Dunedin, NZ

### **Second Prize Winners**

**Robyn Winters** - Section Leader  
Core Lab/Quality Lab Manager,  
Gribbles Veterinary Christchurch, NZ

**NSW/ACT Practice Managers**  
- NSW/ACT Medical Centres

### **Honourable Mention**

**Shane Valentine** - Booking &  
Admissions Centre Manager, Prince  
of Wales Private Hospital, NSW

### *Aspiration*

### **First Prize Winners**

**Ross McAliece** - Stores  
Manager, Mount Hospital, WA

**Intranet Development Team**  
- Canterbury SCL, NZ

### **Second Prize Winners**

**Timothy Whicker** - Front Office  
Manager, The Sydney Clinic, NSW

**Quality & Consumer Consultants** -  
John Fawkner Private Hospital, VIC

### *Responsibility*

### **First Prize Winners**

**Deane Presdee** - Maintenance  
Manager, Lady Davidson  
Private Hospital, NSW

**Flinders Green Team** - Flinders  
Private Hospital, SA

### **Second Prize Winners**

**Glenda Howard** - WHS/RTW  
Coordinator/Maintenance,  
Hobart Private Hospital, TAS

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## Message from MD

In this edition of The Pulse we introduce La Trobe Private Hospital, Healthscope's forty-fifth hospital which opened in June. The 34 patient-bed facility will provide treatment for medical patients and work in collaboration with Northpark Private Hospital and the North Eastern Rehabilitation Centre.

The development of Gold Coast Private Hospital is progressing well and is months away from opening its doors, with many Gold Coast parents-to-be eagerly having placed their names on the waiting list for maternity services.

Newcastle Private Hospital is set to commence a three-phased expansion project that will help ease the demand placed on health services within the Greater Newcastle area. Construction is set to commence in early 2016.

In August 2015, 19 middle managers successfully graduated from the six month Leadership Foundations Program program which teaches leadership principles.

The program has been specifically developed to build the talent of high potential middle managers to ensure our future leaders are capable, confident, innovative and able to meet current and future business needs.

Mount Hospital in Perth recently received accreditation to employ junior medical staff in their Critical Care Unit that will rotate from the tertiary sector.

The accreditation program aims to establish and monitor standards for pre-vocational medical positions, with the emphasis on the first two years of post-graduate studies.



Robert Cooke

As part of our *Pay for Quality* initiative with Bupa, an employee recognition program was created to acknowledge Healthscope staff that go above and beyond to deliver the highest standard of patient care.

Our much deserved winner and runner up were both acknowledged for their dedication and professional, caring nature for patients. Well done.

## Why women need to boost their super

Women haven't always enjoyed the same super rights as men. In fact, until the 1970s, some women were even excluded from super when they got married.

While super rights for women have thankfully improved, many continue to miss out on valuable super benefits.

On average, women are still paid less than their male counterparts. Plus, the amount of super women generate during their working lives is often impacted by career breaks to care for family and a greater tendency to work part time.

Coupled with the late introduction of compulsory super in 1992, these factors have left many working women at a disadvantage when it comes to their super savings.

That's why it's so important for women to take a proactive approach to managing their super.

By keeping track of your account balance, choosing investment options that meet your needs, and contributing a little extra, you can keep your super on track for the retirement you want.

**At HESTA, we're here to help our members every step of the way.**

In fact, most of our 800,000 members are women, so our Superannuation Advisers, Member Education Managers and Financial Planners understand the challenges women face in building their super.

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## Brisbane Private to become a neurosurgical centre of excellence



The Brisbane Neurosurgical Centre team

Neurosurgeons at Brisbane Private Hospital will work together to provide an over-arching service that covers the full breadth of neurosurgery, making referrals easier for GPs and resulting in better access for patients.

Doctors Scott Campbell, David Johnson, Richard Laherty, Peter Lucas and Jeff Webster will work cohesively under the banner of The Brisbane Neurosurgical Centre to better meet the needs of patients.

The scope of the group will cover all aspects of neurosurgery including cranial, spinal, peripheral nerve and pain surgery.

The team will also provide an on-call service offering 24 hour advice and care for patients in need of urgent neurosurgical attention.

Dr Lucas said the surgeons would continue to operate their individual practices but would cooperate as a team to care for patients with neurosurgical conditions.

*“We are independent practitioners working in a collegiate and cooperative manner to provide a world-class neurosurgery service at Brisbane Private Hospital,” he said.*

“The intention is to work collaboratively so that between the five of us, regardless of our sub-specialties, we can deal with any neurosurgical problem, either individually or collectively.

“In addition, with five individuals, even in the absence of an emergency department at the hospital, we will have a roster ensuring a neurosurgeon is available at all times for any urgent neurosurgical matters or for people who need to be seen at short notice.

“In many ways, it is what a public neurosurgical service should be, without the constraints of the public sector.”

Dr Lucas said the surgeons had complementary and overlapping skill sets and the intention was to work collaboratively so that valid second opinions could be obtained easily, taking away the difficulty in referring for GPs.

“Forming a neurosurgical hub under the one banner means patients can be referred to any of the five neurosurgeons involved at Brisbane Private, and be triaged and reviewed by the considered expert within the group,” he said.

“In the majority of cases, the referred doctor will remain the primary caregiver, with opinions and advice sought from a neurosurgical colleague.”

“On occasion the patient will be transferred to another surgeon, depending on expertise and what is best for the patient.”

“Essentially, we are making it easier for GPs to refer while adding further layers to the care of the patient.”

Dr Lucas said working in this manner could be expected to engender broader collaborations from physical therapists and complementary medical specialities including pain physicians, neurologists and oncologists.

He said Brisbane Private Hospital was the ideal location to run the service because it was centrally located and well-equipped to handle neurosurgical patients.

“Brisbane Private has some of the best neurosurgical facilities in Brisbane including a state-of-the-art stereotactic, spiral CT (BodyTom), integrated operative localisation, a strongly led ICU that can easily deal with neurosurgical pathology, and a dedicated neurosurgery ward,” he said.

*“We have expert neurosurgical nurses both in theatre and on the ward, and a skill set across the five neurosurgeons that can cover the full breadth of neurosurgical practice.”*

Dr Lucas said the team would cover all aspects of cranial, simple and complex spinal surgery, peripheral nerve surgery and pain surgery.

“Across the group we can offer an impressive range of surgical procedures indicated for all aspects of surgical neurological pathology,” he said.

“We also work collaboratively with Brisbane Private Hospital-based and external pain physicians to help patients who may not be candidates for surgical procedures otherwise, but whose pain can still be improved through pain surgery.”

Dr Lucas said The Brisbane Neurosurgical Centre would provide cohesion and collaboration for best practice.

“We are putting the commercial benefit of group practice aside to better service our patients,” he said.

“We want to create a neurosurgical ‘centre of excellence’ and Brisbane Private Hospital is the perfect location to achieve that.

“We expect this approach will have immeasurable benefits to patients and will set a new standard in neurosurgical care.”



1 in 5 Australians will suffer from mental illness this year. It's time to start talking about mental health - the elephant in the room. Healthscope is proud to acknowledge and support Mental Health Week. To raise awareness we ask staff: "How do you look after your Mental Health? - What makes you happy?"



## Gold Coast Private to set new standard in maternity care

Healthscope's new \$230 million Gold Coast Private Hospital is just months away from opening its doors to patients.



Maternity Nurse Unit  
Manager, Karen Langford

Construction is almost complete on the Gold Coast Private, which will become the new facility for Allamanda Private when it relocates in March, 2016.

The hospital will be co-located with the Gold Coast University Hospital in Southport, forming a major component of the Health and Knowledge Precinct.

It will open with 284 beds ultimately expanding to 400 patient beds inline with demands, 13 operating theatres and new services including maternity which general manager David Harper said would herald a new style and standard in maternity care for the city.

David said the facility would be world-class and many excited parents-to-be had already put their name down to be some of the first to give birth at the new hospital.

“Our new maternity ward’s gestation period has been much longer than the standard nine months, but its arrival is being greeted with the same level of anticipation and excitement that all expectant parents experience,” he said.

*“It has certainly been a labour of love in its planning and construction phase and now the excitement is building as we edge closer to introducing the Gold Coast to its new, state-of-the-art maternity ward.”*

Gold Coast Private Maternity will feature 25 private antenatal and postnatal rooms with ensuites, recliners and either a double bed or sofa bed for support persons wishing to stay overnight.

It will have five birth suites fitted with state-of-the-art technology, including K2 foetal monitoring systems, and a variety of resources for childbirth including a bath for pain relief in labour, birth balls, mats and stools.

The facility will have a special care nursery with nine cots that can care for premature babies 32 weeks over with 24 hour access for mothers and a team of highly specialised nursing staff and paediatric support.

Mothers will have access to an ‘on-demand’ menu. There is also a lounge area, kitchenette and a dedicated area for baby bathing and education.

Gold Coast Private Maternity nurse unit manager Karen Langford said the new suites would provide the ultimate in medical care where comfort, safety and service were paramount.

She said Gold Coast Private Maternity would focus on delivering a unique journey for each mother and family in a safe and nurturing environment.

“We want to give women options throughout the birth and care of their babies and allow them to make important decisions for themselves,” she said.

“We will offer a range of services, including lactation consultants, to provide mothers with all the options and work with them to find a plan that works for the family unit.

“As a lactation consultant myself, I know that the more information and support you can give, the more comfortable a mother will feel about the choices she makes for herself and her baby.

“It is about taking care of each woman as an individual, not a number, and working out how we can best meet their needs.”

Karen said Gold Coast Private Maternity will foster an environment where expectant mothers could build a relationship with carers prior to giving birth.

*“Continuity of care is important,” she said.*

“Research shows mothers who have the same primary caregiver through pregnancy, birth and into motherhood are more satisfied and have better outcomes.”

“Our obstetricians will be part of the antenatal period, birth and postnatal follow ups, rather than only appearing during birth or at crisis points.”

“In addition, mothers will meet and work with our midwives early on in their pregnancy who will be available to discuss concerns, refer to services, host education classes, help with anxiety issues and facilitate visits to the ward.”

Karen said Gold Coast Private Maternity would take a holistic approach to childbirth and parenting and offer a variety of options for learning.

*“We will host flexible and convenient antenatal classes with a maximum of 10 couples per class,” she said.*

“There will also be opportunities to learn from preconception to birth and beyond with classes in mindfulness, breastfeeding, first aid for parents and yoga.”

David said the Gold Coast Private was equipped to take care of expectant mothers and their families throughout their entire pregnancy.

“While every mother hopes she will never need it, having the peace of mind that your baby and your family can be cared for in the event of unforeseen circumstances is essential,” he said.

“Families will have access to highly skilled practitioners and services including ICU, emergency, cardiology, paediatrics and special care nursery, all under the one roof.”

“Patients will feel at ease knowing they are in a safe environment with so many world-class services at their fingertips.”

The Gold Coast Private will include 11 integrated operating theatres, 12 ICU beds, a hybrid theatre and cardiac catheterisation laboratory with expansion space to increase to 21 operating theatres.

It will also have paediatrics, maternity and a special care nursery as well as oncology, rehabilitation and a 24 hour emergency care centre.

Healthscope has predicted the hospital will have in excess of 28,000 admissions in its first year, and is expected to perform more than 15,000 operations.

Allamanda Private Hospital will move its staff and services to the Gold Coast Private Hospital when it opens in 2016, ceasing all operations and closing its existing facility in Spendelove Street, Southport.



Gold Coast Private Hospital construction in progress



## Mount Hospital receives accreditation approval for junior doctor program

Mount Hospital in Perth, Western Australia, has been awarded accreditation by the Postgraduate Medical Council of WA (PMCWA) to employ junior medical staff in the Critical Care Unit (CCU), rotating from the tertiary sector.

The accreditation program aims to establish and monitor standards for pre-vocational medical positions with the emphasis on the first two postgraduate years.

The approval for the CCU reflects the high standard of general clinical training provided to junior doctors and the significant experience, education, supervision, assessment, evaluation and support that is provided them to enable them to meet the objectives of their training program.

Having only established the training program early in 2015, this substantial achievement is a reflection of the on-going dedication of Professor David Playford, Nurse Unit Manager, Jean Bunt and the entire team on the CCU.

Commenting on the achievement, Mount Hospital's General Manager, Jade Phelan, said "We know that we are committed to the continuous progression of our staff and the evolution of the junior doctor training program and this latest accreditation recognises the success of that program."



Professor David Playford and team

"The accreditors gave us very positive feedback, not only were they pleased with the CCU registrar rotations we offer, but they described our CCU teaching, supervision and training as a superior standard, and the highest they had seen in any private hospital in the state. They had no significant recommendations on enhancing the program further," said Professor Playford.

"Every time we recruit a new junior doctor to the team, we don't just assess their knowledge and skills at this point in time. We also evaluate their desire for learning and their passion for ongoing improvement. We want every doctor to be as equally committed to the future" he said.



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Pictured: Warren, living well with pacemaker therapy since 2013

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# Newcastle Private Hospital set to commence development



Architect impression of Newcastle Private Hospital

Over the next three years Newcastle Private Hospital will undergo a major development and expansion project to ensure the hospital remains a centre of excellence in acute medical and surgical patient care.

In a three phased process, the development project will deliver doctor consulting rooms, 30 additional single patient rooms, three additional theatres including and angiography suite, 12 additional critical care beds, 225 additional car parking spaces as well as an upgrade to the Croudace Theatre complex.

General Manager of Newcastle Private Hospital, Michael Mitchell, explains that the development is an exciting time for the hospital and shows a strong commitment to providing quality healthcare for patients in the Newcastle and surrounding areas.

“The demand for health services in the greater Newcastle area is steadily increasing. The development will ensure that we can provide our patients with state of the art healthcare well into the future,” said Michael.

The phased development will allow for the subsequent addition of the new theatres and patient-beds to be undertaken without delay.

“A key focus was that we did not cause great disruption to the service of the hospitals whilst undertaking the development,” explains Michael.

Work is currently in progress on the construction drawings in readiness for the tender process.

*“We will begin shortly with a full geo-technical analysis of the land. Once that is completed the land preparation (remediation) will commence,” explains Michael.*

The first release of 1,000 square meters of consulting rooms will focus on both current and new physicians and surgeons who have, and will continue to support, the current development of Newcastle Private Hospital.

Construction of phase one is set to commence in early 2016.

## 2015 Healthscope leadership conference

On 17-18 September, over 190 Healthscope delegates attended the leadership conference in Canberra.

With a focus on achievement, the delegates heard from a number of internal and external speakers, including Healthscope Managing Director Robert Cooke, The Hon Sussan Ley MP and VC medal recipient Ben Roberts-Smith, each providing their own insight and inspiration on what it takes to achieve.



In the spirit of teamwork the delegates undertook the Great Race Challenge.

Taking in the sites of Canberra, the teams worked together to achieve all tasks with the overall objective to achieve victory status.

The red carpet gala dinner was a glamorous experience with Indiana Jones, Superman, The Pink Ladies and a Storm Trooper gracing the red carpet, along

with Healthscope leaders decked out in their most glamorous gowns, tuxedos and other well thought out costumes.

The two day conference was a success and allowed the Healthscope leadership team to realign with the company's strategic direction for the year ahead, refresh, and take advantage of networking opportunities.



## Welcome La Trobe Private Hospital

In June, the forty-fifth Healthscope hospital, La Trobe Private Hospital opened in the inner-northern suburb of Bundoora in Victoria.

Located at La Trobe University's Bundoora campus, the 34 patient-bed facility will provide treatment for medical patients, whilst also working in collaboration with Northpark Private Hospital and North Eastern Rehabilitation Centre.

Allison Carr, General Manager of La Trobe Private Hospital explains that the hospital offers a range of medical services through the inpatient unit as well as providing patients with access to a range of diagnostic healthcare services and specialist consulting suites on-site.

La Trobe Private Hospital, previously owned and operated by another operator, closed in 2014 much to the disappointment of local residents who wanted a local healthcare facility.

"Since opening in July we have received great patient feedback, split between compliments on our friendly, caring team and the fact that local residents are happy the hospital has reopened as they like the choice to be close to home," explains Allison.

With a multidisciplinary approach to patient care, the La Trobe Private Hospital team work with their patients and families to develop a comprehensive care plan for pre and post their hospital stay.

"One of the key benefits of being a local hospital is our great supportive allied health network that is based in the northern suburbs, ensuring that our patients have the level of care required, locally, once they have been discharged," said Allison.



Welcome to La Trobe Private Hospital

Providing learning opportunities is another key focus for La Trobe Private. As part of their relationship with the University, La Trobe nursing and allied health students will be able to undertake clinical placements at the hospital.

"We look forward to working together with the students to provide key, on the job learning opportunities. It is a great opportunity for La Trobe Private Hospital to be involved in future health services planning for the northern suburbs," says Allison.

## 2015 Leadership Foundations Program

**H**ealthscope's Leadership Foundations program has been specifically developed to build the talent of high potential middle managers to ensure our future leaders are capable, confident, innovative and able to meet current and future business needs.

The Leadership Foundations Program provides middle managers with an excellent internal peer and national network, as well as equipping them with skills for future success.

Fiona French, Executive Programs Manager explains that middle managers are carefully selected for this program and are often recognised as technical experts in their specific clinical fields.

"These managers, however, have not necessarily received formal training in the necessary leadership skills for success at Healthscope," explains Fiona.

The success of the Leadership Foundations Program is based on

a true partnership with Healthscope senior leaders, as well as the content middle managers receive.

"Hospital General Managers serve as mentors for the six months of this program, providing opportunities for their middle managers to develop and grow. Delegates are required to undertake a specific project as part of this program, to stretch their knowledge and allow them to demonstrate some of the skills they have learned," said Fiona.

In August 2015, 19 middle managers successfully graduated from the six month program which teaches leadership principles as well as specific Healthscope information delivered by national Healthscope executives.

The 2015 delegates presented their projects on 18 August, to an Executive panel, consisting of State Managers. Healthscope's Chairman, Paula Dwyer and Managing Director, Robert Cooke also attended some of the presentations.

Each year the presentation standard of this cohort improves – reflecting the work that is put in by the participants, as well as their respective General Manager mentors. This group achieved an average assessment score of 83%, demonstrating the strong standard of project presentations.



Matthew Knight (left) and members of Knox Private Hospital physiotherapy team

The top four projects of 2015 are set out below:

**Matthew Knight**, Knox Private Hospital Allied Health Manager, reviewed the physiotherapy service offered to patients who have hip or knee joint replacements, ensuring the Knox service was in line with best practice and contributing effectively to organisational goals.

Patient length of stay data and physiotherapy regimes were investigated and benchmarked across the Healthscope acute hospital group.

The project identified the importance of setting clear expectations, maximising the efficiency of the current physiotherapy service, mobilising patients from the day of surgery and increasing patient contact with physiotherapists.

As a result of the survey it was identified that capex knowledge (including the process), carried greatly across surgical hospitals.

According to Matthew, "The Program was a great opportunity for me to develop my leadership skills and learn more about Healthscope."

**Sharni Lewis**, the Organisational Development Manager at John Fawkner Private Hospital, took the opportunity to review medical/ surgical consumable usage in its operating theatres.



Sharni Lewis

Through this project, key drivers behind supply cost increases were identified and led to consideration of whether measures could be implemented to reduce the costs without compromise to patient care and service quality.

Following national benchmarking and extensive consultation with doctors and staff, it was identified that John Fawkner Private Hospital had the opportunity to move to more cost effective preferred suppliers for a range of specific items including vascular loops, blake drains, pencil tips and anaesthetic filters.

This project not only realised significant savings for the hospital, but also highlighted potential savings for other Healthscope hospitals and the importance of reviewing data and questioning why practices are occurring.

Sharni said that "The program was both personally and professionally rewarding, it was such a great experience and I am grateful for the opportunity to have been part of it."

**Angela Grein**, Perioperative Manager at Prince of Wales Private Hospital (POWPH) recognised an opportunity to provide Healthscope Theatre Managers with improved information about how to make the best informed capital expenditure (capex) purchases for the business.

Angela surveyed Healthscope Theatre Managers to firstly understand what the knowledge levels were. As a result of the survey, it was identified that capex knowledge including of the process, varied greatly across surgical hospital sites.

This finding led to the review and upgrade of POWPH and group capital expenditure related policies to ensure a standard approach across the group, and the development of a capex resource package for middle managers related to process, evaluation and generation to ensure all components have been considered and the item(s) have been properly evaluated.



Angela Green (fifth from left) and members of the Prince of Wales Private Hospital theatre team



Kay Hotker

The program gave me insight and a sense of belonging to an organisation that cares about where their people are going,” said Angela.

Angela will present her findings at the 2016 Healthscope Theatre Managers Conference.

**Kay Hotker**, Cardiothoracic Ward Nurse Unit Manager at Knox Private Hospital, reviewed the way in which Healthscope casual staff, as opposed to third party nursing agency staff, are utilised to fill workforce vacancies. Kay worked to refine and enhance the web based program used at Knox to manage casual nursing requirements.

After thorough consultation with Knox Unit Managers and group payroll officers, she was able to ensure the skill mix and grade requirements of casual staff are included as a standard part of the staffing request in the web based program. This involved working with part time and casual staff to ensure their profiles contained relevant information. As a result of this project, Kay was able to demonstrate that the nurse bank is now utilised much more efficiently, and her work is able to be replicated across the Healthscope group.

The Leadership Foundations program has been running at Healthscope since 2012, and the promotion rate of leaders who have completed this program is approximately 30%.

The most recent promotions in September and October 2015 include Jane Thornley, who has been appointed as the Acting Director of Nursing at Nepean Private Hospital in NSW, and Saman Borzjani, who will move from Tasmania to Victoria to commence his new role as the Director of Nursing at Northpark Private Hospital. Both Jane and Saman completed the Supporting Leaders program in December 2013.

Promotion is not the only measure of success of the Leadership Foundations program. We know that our middle managers, as a result of this program, are contributing to the positive culture at Healthscope – making a significant difference to patient care and actively developing their own staff in their current roles.

Nominations for the 2016 intake will be called for in November 2015.

## The ‘lucky’ first at Geelong Private Hospital

**H**aving recently completed the development of the six-bed, level two accredited Intensive Care Unit in July, the only thing left on the to-do list for the Geelong Private Hospital team was to put the unit to good use, caring for their first patient.

Mr Richard Kerr, from Geelong, was the “lucky first” as he puts it.

“I came into Geelong Private Hospital for my surgery on 16 July and I was nursed in the ICU for four nights, I didn’t realise I was the first patient to be cared for there, but I am lucky that it opened just for me,” said Mr Kerr.

Dr Paul McGinn, Director of Intensive Care at Geelong Private, said that the opening of the ICU was a celebrated occasion at Geelong Private Hospital.

“The opening of the ICU signifies the focus that Geelong Private Hospital has on providing our patients with comprehensive care and the ability for the ICU to complement the existing clinical services of the hospital,” said Dr McGinn.

Mr Kerr echoed Dr McGinn’s sentiment, recognising that he was fortunate to have the ICU facility available post his operation.

“Whilst a stay in the ICU was not expected, the new unit was superb and the team was excellent. I was certainly fortunate to be able to be cared for in the ICU during my stay at Geelong Private Hospital,” said Mr Kerr.

The \$3 million development includes three large ICU rooms with isolation capabilities, three ICU bays as well as three ensuites and one bathroom.



Melanie Bourke, Richard Kerr and Dr Paul McGinn

“The focus of the ICU is to provide continuity of patient care whilst delivering the best patient-centred outcomes,” said Dr McGinn.

Dr McGinn explained that since Mr Kerr’s stay a number of patients have been admitted to the ICU and provided favourable feedback about the new unit.

“Our patients have provided wonderful feedback, the shining light being our wonderful ICU team,” said Dr McGinn.

# Celebrating quality: Bupa Patient Choice Awards



Kate Stafford from National Capital Private Hospital.

As a part of the joint Healthscope and Bupa *Pay for Quality* initiative, an employee recognition program was created to recognise Healthscope staff who go above and beyond to deliver the highest standard of patient care.

Over the past 12 months 10 hospitals from Healthscope and ACHA have been participating in the Bupa Patient Choice Awards.

Each month, based on patient nominations, a staff member has been selected as the recipient of a \$250 gift card from each of the 10 hospitals.

Five finalists were chosen from the many deserving monthly winners for the yearly awards.

Congratulations to the five finalists:

- Tony Rosendale from Hobart Private Hospital
- Karyn Caldow from Memorial Private Hospital
- Lisa Jeffrey from Ringwood Private Hospital
- Stephen Carr from Campbelltown Private Hospital
- Kate Stafford from National Capital Private Hospital

*“To all finalists and monthly award winners, congratulations and thank you for your continued dedication and hard work”*



Lisa Jeffrey from Ringwood Private Hospital

Stakes were high with the overall winner receiving a gift card to the value of \$2,500 and the runner up receiving a gift card to the value of \$1,500.

The winner of the 2015 Bupa patient choice awards was Kate Stafford from National Capital Private Hospital.

Kate received eight individual nominations in the month that she was awarded with the Bupa Patient Choice Award.

Patients recognised Kate for her professional and caring nature, nothing being too much trouble, wonderful, very caring and gentle, beautiful and great communication skills.

Liz Porritt, General Manager at National Capital Private Hospital was on hand at the Healthscope conference and accepted this award on Kate's behalf from Dwayne Crombie Managing Director, Private Health Insurance, Bupa Australia and Robert Cooke Managing Director Healthscope.

The runner up of the 2015 Bupa patient choice awards was Lisa Jeffrey from Ringwood Private Hospital.

Lisa received several nominations that included comments such as:

“She is extremely modest, she won't speak ill of others errors, she just fixes it with a smile, she puts herself out to ensure that I was as comfortable as possible with 2am hot milos to help sleep and extra warm blankets and she is very much a team player.”

Lisa's award was presented by Dwayne Crombie, Managing Director, Private Health Insurance, Bupa Australia and Robert Cooke, Managing Director of Healthscope and accepted on her behalf at the Healthscope conference by Megan Mills, General Manager of Ringwood Private Hospital.

Congratulations to Kate and Lisa both very deserving winners.

To all finalists and monthly award winners, congratulations and thank you for your continued dedication and hard work.

As a continuation of the *Pay for Quality* initiatives between Healthscope and Bupa, it has been decided that this staff reward initiative will not only be continued for another year but will be extended to add in 10 additional hospitals moving forward.

# National Capital Private Hospital evacuated

On Wednesday 26 August 2015, National Capital Private Hospital received damage to the north side of the building following an explosion caused by a gas leak.

Emergency services were quick to the scene to take control of the explosion.

Five construction workers received injuries resulting in a transfer to a Sydney hospital for specialist burns treatments, sadly one patient received fatal injuries.

All utilities were shut down and the power was unable to be reconnected. A backup generator also failed leaving National Capital

Private without heating or power. All surgery was cancelled and those patients who were able, were discharged and sent home.

The difficult decision had to be made by National Capital Private's Director of Nursing, Leanne MacKinnon, as Hospital Controller to evacuate the building. The ACT ambulance service assisted with the transport and the ACT police declared the explosion site a crime scene.

A planned evacuation took place over several hours with patients transferred to nearby hospitals.

*Thankfully this was an exercise.*

National Capital Private Hospital participated in Exercise Kathos on 26 August 2015 at the Canberra Conference Centre, which was designed to test the ACT Health Emergency Burns Plan, specifically the codes yellow, brown and orange.

The aim of the exercise was to validate the ACT health system's plans for managing a multi-causality burns emergency with concurrent hospital evacuation, including inter-agency communication and decision-making, and cross border coordination and cooperation.

Other health agencies involved included The Canberra Hospital and Health Services, Calvary Hospital Bruce, ACT Ambulance Service, ACT Health Emergency Management Unit, ACT Fire and Rescue, AFP-ACT Policing, NSW Health and the Office of the Chief Health Officer.

Leanne explains that the exercise involved the Emergo Train System (ETS) which is an interactive, educational simulation system developed at the Centre for Teaching and Research in Disaster Medicine and Traumatology at the University of Linköping, Sweden.

"Magnetic symbols represent patients, staff and resources on a white board to train and test the preparedness for and response to major incidents and disasters. ETS is used to test and evaluate interagency cooperation, incident command systems, hospital and support agency preparedness and surge capacity," said Leanne.

The explosion exercise scenario required clinical managers to take charge of the scenario with the use of their white boards that contained the details of patients and staff based on a real life day, several months previous.

Managers involved included the theatre, critical care, surgical, medical, front reception, maintenance manager along with the director of nursing and general manager.

The exercise involved the complete evacuation of the hospital through the coordinated movements with the adjacent hospitals and emergency support groups.

Debriefing of the exercise occurred on the day along with a full report that will be sent to all agencies for further review and evaluation.

Leanne said that the National Capital Private team agreed that it was a great way to test those critical thinking skills and learn how to manage in difficult situations.

"The exercise management team stated that the National Capital Private Hospital communicated and worked well as a team. With the current expansion nearly complete, this exercise was a good reminder and reassurance that these events do occur but National Capital Private Hospital is prepared," said Leanne.



Evacuation planning in progress

# Welcome to Knox Private Hospital: The introduction of concierges

The development of Knox Private Hospital is on track, ahead of schedule and set to open the first week of December 2015.

As one of the largest hospitals in Victoria, Knox Private Hospital has hundreds of patients and visitors attend the hospital each day creating heavy foot traffic throughout the hospital's main reception area.

Recognising that the ongoing construction would potentially cause issues for patients and visitors trying to navigate the hospital, the Knox Private Hospital executive responded to the issue with a clever solution.

Complementing the already busy front reception team, the concierge's focus is to meet, greet, direct and accompany patients, visitors and doctors to their destination.

Justin Greenwell, General Manager of Knox Private Hospital, explains that since the introduction of the concierge team, there has been nothing but positive feedback.

“Our visitors, patients and doctors have all commented on the great experience they have had with the concierges. Being led to where they need to go without fuss and “good conversation” has been a consistent point of feedback.”

For patients, upon entering Knox Private, they are greeted by a concierge and depending on where they need to go are either escorted to the pre-admission area, or taken directly to their specialist consulting suites.

“Our concierges take into account that many of our patients can feel uncertain and uneasy on their entry into the hospital. Providing that initial sense of calm and control is incredibly beneficial for our patients,” explains Justin.

Justin explains that it has now become a common occurrence to see patients and visitors who have had a long stay at Knox Private Hospital to track a concierge team member down to thank them for their service.

The team work during the busiest hours of the hospital and can personally attend to over 100 patients each on a busy day.

Graeme Williams from the concierge team said that being part of the team is busy but incredibly rewarding.

“We recognise that our team plays an important customer service role within the hospital. We all enjoy assisting the patients and visitors, we essentially get to facilitate their Knox Private journey,” said Graeme.



Concierge, Graeme Williams



Providing patient assistance



Concierge team



# Primary care: the coalface of wound management in Australia

Primary care is at the coalface of wound management in Australia with General Practitioners being involved in the treatment of approximately 86% of patients with a leg ulcer and Community Nurses spending up to 50%\* of their time treating the same condition.

A group of senior healthcare professionals in Bundall, Queensland, recognised that by enhancing wound management and prevention at the primary care level, not only has the potential to improve patients suffering from wounds issues, but will also substantially reduce the cost of wound management in Australia.

In 2012 The Wound Busters Chronic Clinic (WBCWC) was developed as pilot project by Dr Stephen Yelland, Cheryl Frank R.N and Bundall Medical Centre.

Recognising the need for such a clinic through their years of patient wound care, the team's thoughts were cemented with the release of the 2009 Carramar Report (commissioned by the Primary Health Network), that reviewed a broad range of issues in the provision of wound management in the Gold Coast region.

Cheryl Frank, a director of the WBCWC, explains that there are significant challenges in the implementation of evidence-based wound management in primary care, particularly in the areas of education skills and access to expert advice.

The goals of the WBCWC clinic are to establish a secondary level of wound management utilising evidence-based medicine and advanced therapies such as ultrasonic wound irrigation.

As well as providing access to patients based on a referral system from primary care providers, in particular GPs, It also provides education and practical skills to medical students, GP Registrars, GPs and Practice Nurses.

Cheryl explains that the WBCWC focused on existing MBS Item Numbers to establish financial sustainability.

"The program was expanded in 2013 to include General Practice Nurse education programs including didactic lectures and mentoring at the WBCWC for the nursing registrants.

"In total, three programs were conducted in conjunction with the Gold Coast Medicare Local and evaluated by the Wound Co-operative Research Centre based at the QUT in Brisbane," explains Cheryl.

In March 2015 the first Wound Busters G.P. Advanced Learning Module was held in conjunction with the Primary Health Network.

"WBCWC has used this learning module at invited presentations to the Australian College of Rural and Remote Medicine Conferences in 2013, 2014 and again later this year," said Cheryl.

In 2014, the WBCWC model and education program was awarded a runner up prize in the National Lead Clinicians Group "Awards for Excellence in Innovative Implementation of Clinical Practice" for the Wound Education Project for Nurses.

The directors of the Wound Busters Chronic Wound Clinic are now seeking expressions of interest from Healthscope medical centres to implement primary tier chronic wound clinics in their practices.



Treating a patient



WBCWC team



Wound care in action



Receiving an award for excellence

\*Finlayson K, Edwards H, Gibb M, Parker C, Daniels L (2012) "Identifying health services pathways promoting evidence based management of patients with VLU". Proceedings of the 4th Congress of World Union Healing Societies, 2-6 Sept 2012, Page 168, Yokohama.

# Introducing Windsor Road Clinic at The Hills Private Hospital

The Hills Private Hospital has been a landmark on Windsor Road, a major arterial route through the Hills District of North Western Sydney for over 40 years.

After serving the local community as an acute hospital, The Hills Private Hospital was re-established in 2009 as a rehabilitation and mental health facility, offering 92 rehabilitation beds and 19 mental health beds.

Recently, The Hills Private Hospital embarked on a re-naming project for the mental health unit and are proud to announce that the unit will now be known as the Windsor Road Clinic at The Hills Private Hospital.

The new name and brand identity better reflects the location of the unit and the hospital's strong association with the local community.

Windsor Road Clinic at The Hills Private Hospital enables hope with an approach to maintain and manage mental well-being.

Windsor Road Clinic at The Hills Private Hospital offers multi-level treatment programs designed to cater for various stages of patient care through inpatient and day programs.

These specialised private psychiatric treatment services are tailored to meet the needs of the individual with an emphasis on the principles of Cognitive Behavioural Therapy (CBT) and Acceptance Commitment Therapy (ACT).

Treatments are drawn from best practice approaches, using established evidence based programs that have demonstrated both clinical efficacy and satisfaction amongst consumers.

Though the name has changed, the mission and values remain the same. Windsor Road Clinic at The Hills Private Hospital will continue to strive to be "Recognised as leaders of excellence in the delivery of quality care in the community".



Windsor Road Clinic at The Hills Private Hospital

# Students on site at Northern Beaches Hospital

Construction and engineering students from The Forest High School recently attended an interactive class at the site of the new Northern Beaches Hospital, to get a first hand look at just what is involved in managing a new construction site.

The students, whose school is situated right next to the Northern Beaches Hospital, were given a tour of the site and an insight into the many varied careers in construction.

In what was the first of many vocational opportunities created by the hospital, Project Director, Deborah Latta described the thinking behind involving local students.

*“It’s really important to inspire young people by creating dialogue about the many career paths available to them – from construction to design, project management to working as a health professional – and Northern Beaches Hospital provides that opportunity,” explained Deborah.*

Head Teacher, Teaching and Learning, Joel Wood complimented the relationship between Healthscope and the school.

“Feedback from students and parents has been overwhelmingly positive. The students are particularly excited about returning to observe key stages of the construction as it progresses.

“The Forest High School is very proud of the beneficial partnership we have with Healthscope and we are looking forward to presenting a range of real and authentic learning experiences to our students as a result of these collaborations now and into the future,” said Joel.



Students on site at Northern Beaches Hospital



Learning about construction

## Celebrating blood and blood products awareness at Norwest Private Hospital



Deborah Fogarty and Lyndell Eckert



Display area

The importance of how blood and blood products are handled and managed was celebrated at Norwest Private Hospital in August and was marked by a day of educational and fund raising activities on 26 August to help raise awareness about this life saving product.



*“Our aim was to make our team aware of best practice when using this common and essential product to ensure that it is managed appropriately,” said Lyndell Eckert, Quality & Risk Manager at Norwest Private Hospital.*

Many activities were conducted during the month to showcase the significance of managing blood correctly. These included completion by staff of Blood Administration Competency and Blood Safe courses via online eLearning as well as encouraging staff to improve their knowledge with a Blood Safe Quick Quiz.

Promotional resources were displayed throughout the hospital to raise awareness of blood safety including information about the ‘30 minute rule’ for return of blood to pathology if blood cannot be used immediately and ‘Stop the Waste’ to highlight that blood donations are precious and need to be managed accordingly.

A morning tea was held in the foyer of Norwest Private with activities for staff, patients and the public based on the theme of ‘Sharing some red stuff’.

Staff wearing red shirts encouraged people to become blood donors, helped raise awareness and provided education about better management of blood and blood products.

There was great generosity and support from staff and the public, and through the display, stalls and donations, a significant sum was raised for the Australian Red Cross.



Lyndell and the team

## Brisbane surgeon helps advance spine care worldwide



Associate Professor Williams

A volunteer team of international spine surgeons are working to advance spine care worldwide by sharing knowledge in a bid to improve patients' lives.

Brisbane Private Hospital orthopaedic surgeon Richard Williams is the only contributing specialist from Australia in the AOSpine study group of 20 orthopaedic and neurosurgery surgeons from across the world, who meet twice a year to discuss cases of rare spinal tumours.

The aim is to generate knowledge by way of clinical studies, research projects and the publishing of evidence-based recommendations into the treatment of rare tumours for the benefit of other surgeons.

Recently back from a meeting in Miami, Assoc Prof Williams has been tasked with recruiting surgeons from Asia to contribute.

"At the moment the group is dominated by European, Canadian and American surgeons, with myself as the only contributing specialist outside those areas," he said.

*"I am well positioned to encourage surgeons from Asia to contribute their cases and am approaching surgeons, particularly from China, in the hope they will join our group."*

"Asia has a large case load of rare conditions so to include them would give a big boost to our total number of case studies.

"The more patients we can study, the more accurate our recommendations will be as we will see even the rarest of tumours more frequently and be able to make more meaningful conclusions about how to treat them and improve the chances of survival."



Reviewing an x-ray

Locally, Assoc Prof Williams runs a regular multidisciplinary tumour clinic in Brisbane that includes pathologists, radiologists, radiation oncologists, medical oncologists, orthopaedic and neurosurgeons.

*“The purpose of this clinic is to discuss local cases and form a consensus opinion on diagnosis and treatment,” he said.*

In addition to his private practice, Brisbine, Assoc Prof Williams continues his work in the public sector at the Princess Alexandra Hospital where he is the director of the spinal surgery service, treating patients with all problems of the spine including spinal cord injuries, fractures and tumours.

Assoc Prof Williams said during his work at the Princess Alexandra he was exposed to rare conditions which required him to perform operations that very few surgeons would see on a regular basis, if at all.

“The experience gained from performing these rare operations is invaluable, both as a surgeon, and as a teacher and I am heavily involved with the training of international fellows, junior orthopaedic and spine doctors and medical students at the University of Queensland,” he said.

With his expertise in spinal trauma, Assoc Prof Williams also treats many sporting teams, including the Brisbane Broncos, and developed the famous neck brace worn by Queensland rugby league great, Brent Tate.

He is also involved with the team at the Gregory Terrace Rehabilitation Centre which is a service dedicated to the nonsurgical management and rehabilitation of spinal conditions.

Assoc Prof Williams is on the medical advisory panel for Queensland Work Cover and provides medico-legal reports for spinal conditions.

At Brispine, Assoc Prof Williams has a focus on common spinal conditions and disorders of the spine including pinched nerves, spinal canal narrowing in lower back and neck, disc problems, pain associated with degeneration of the back and neck, pain in the lower back, tumours of the spinal column, infections involving the spine, trauma to the spinal column and developmental problems including scoliosis.



## Retired after six solid years of dedicated service

Over the past six years, Labtests Auckland has performed over 80 million pathology tests via their 10 Siemens chemistry automation system analysers. That's eight million tests conducted by each analyser.

Given their years of good service, it's time for the analysers to be updated with newer models, a process that will be conducted gradually over a two month process to ensure that the laboratory remains fully operational.

General Manager of Labtests, Mike Norriss, explains that in a carefully co-ordinated programme, each new analyser is assembled, calibrated and each test validated before swapping out the old unit with the new.

“Fortunately, the laboratory was designed in such a way that this could occur without having to crane in equipment or cut any concrete but rather simply roll the analysers into place after unloading from the truck,” said Mike.

Labtests holds the contract to provide community pathology service to the three District Health Boards of Auckland, (population of 1.5 million), until 2020 and the new analysers will ensure a reliable service to then and beyond.



Analysers in action



# Know someone in primary health care who deserves an award?



Recognise a physiotherapist, dentist, GP, pharmacist, therapist or other primary health care professional for their outstanding contribution, by nominating them in one of three categories:

- ★ Young Leader
- ★ Team Excellence
- ★ Individual Distinction

**\$30,000** in prizes to be won!\*

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