the Pulse Healthscope The Private Health Magazine / Summer 2012

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Southern Community Laboratories opens new medical laboratory in Christchurch



(L-R) The Hon. Jo Goodhew; Bruce Matheson, Canterbury DHB; Dr Peter Gootjes; David Meates, Canterbury DHB; Anoop Singh; Robert Cooke; Trevor English, Canterbury Health Laboratories; Carolyn Gullery, Canterbury DHB

outhern Community Laboratories (SCL) has opened a new, state-of-the-art medical laboratory in Christchurch.

SCL operates 14 pathology laboratories in New Zealand, employing 750 people.

SCL Christchurch lost its main laboratory in the February 2011 earthquake, and has had to move four times since.

The new \$10 million medical laboratory, located near Christchurch Airport, has been built for long term safety and stability.

The laboratory was officially opened on 19th November 2012 by Associate Minister of Health, the Hon. Jo Goodhew.

Addressing the gathering, Associate Minister Goodhew spoke about the significant achievement in rebuilding Christchurch and acknowledged the incredible effort of SCL staff under trying conditions.

Healthscope Managing Director and Executive Chairman, Robert Cooke, and Chief Operating Officer – Pathology, Anoop Singh travelled from Melbourne to attend the event. Mr Cooke said the new laboratory represented much more than a business investment.

"This is about incredible stories of hardship and people pulling together to deliver uninterrupted services in difficult circumstances," said Mr Cooke.

The event was also attended by the Canterbury District Health Board Chairman Bruce Matheson, and its Chief Executive Officer, David Meates.

SCL Chief Executive Dr Peter Gootjes said he is very proud that the team was able to maintain quality laboratory services despite ongoing difficulties after the earthquake.

"We kept moving and finding the building that we were in wasn't safe," said Dr Gootjes.

Employees were forced to work across several different buildings, complicating things further.

Dr Gootjes said the team had to find new ways of doing things to cope with the disruption.



Canterbury District Health Board CEO David Meates speaks with Robert Cooke



(L-R) The Hon. Jo Goodhew, Anoop Singh, Dr Peter Gootjes



(L-R) Dr Peter Fitzgerald, SCL Chief Medical Officer; Dr Norman Fitzgerald, former owner of SCL; Mrs Barbara Fitzgerald; Dr Peter Gootjes



"We patched together a service that effectively worked pretty well," said Dr Gootjes.

new SCL Christchurch laboratory

"But it hasn't been without a lot of hard work and cooperation right across the sector under very trying circumstances," he said.

In 2011, SCL was awarded the Canterbury District Health Board (CDHB) community pathology services contract on an exclusive basis, and has partnered with CDHB owned Canterbury Health Laboratories (CHL) to provide integrated laboratory services.

Dr Gooties said the joint effort to get the new laboratory completed was assisted by the strong relationship between SCL. CHL and CDHB.

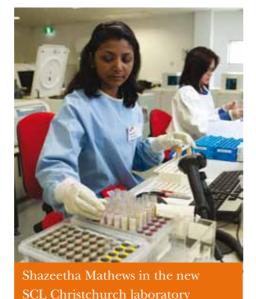
"The alliance we have with the CDHB is unique. It is both visionary and innovative, which has allowed us to make a huge commitment to Christchurch and New Zealand," he said.

Following the CDHB's decision to have only one community laboratory provider, SCL has geared up to handle double test volumes.

"We have a secure vision for the future with the SCL Group holding longterm contracts to provide pathology services to not only Canterbury. but also the Southern. South Canterbury, Nelson Marlborough, Hawkes Bay and Lakes District Health Boards," said Dr Gootjes.

The new Christchurch laboratory will be home to around 150 employees including pathologists and scientific, technical and support services staff.

"It's fantastic from a service efficiency point of view, and for our staff, to finally all be in one place in a new state-of-the-art facility." said Dr Gooties.



The laboratory will process approximately 2700 samples a day.

"The new building was delayed by a couple of months because of extra strengthening work," he said.

"But that means we now have a building not only planned specifically for the efficient delivery of laboratory services, but one that staff and patients can feel comfortable about being in," he said.

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Creating a strong future for Healthscope

s 2012 comes to a close. it is a good time to reflect on the achievements of the past year and look to our goals for the future.

At Healthscope, providing patients with high quality healthcare underpins all of our goals and everything that we do.

Defining quality in healthcare is an ongoing and continual process.

Our hospitals, medical centres and pathology undergo regular and rigorous independent assessment of their performance in relation to the applicable quality standards.

As part of our hospital accreditation process by the Australian Council on Healthcare Standards, the Healthscope corporate office is also measured against national quality standards

I am pleased to report that during corporate accreditation in November, the dedication of staff supporting our hospitals was

recognised with six Extensive Achievement ratings and one Outstanding Achievement rating.

Our focus on quality extends beyond systems and procedures to our continual investment in our people and facilities.

Healthscope now provides numerous professional development opportunities for staff.

In November, with the support of their managers, 18 staff successfully graduated with a Diploma of Management from Swinburne University.

Read more about the Management Fundamentals Program in this edition of The Pulse.

The Supporting Leaders Program is another example of our commitment to encouraging internal growth and development.

At our November Board meeting, a record number of



capital improvement projects across the company and country were approved.

These include redevelopment projects (STCA) at Norwest Private Hospital, Campbelltown Private Hospital, Mount Hospital, Hobart Private Hospital, Knox Private Hospital and Brisbane Private Hospital.

I believe that our focus on quality service provision and dedication to staff results in outstanding outcomes for our business units.

This was recently illustrated by the opening of our new state-of-the-art medical laboratory in New Zealand.

After major earthquakes in February 2011, Southern Community Laboratories (SCL) lost its main Christchurch laboratory and endured four temporary relocations before the new laboratory was completed.

The efforts of staff, who continued to provide pathology services in the most difficult circumstances, are truly inspiring.

I invite you to read more in this edition of The Pulse.

During the Christmas season, it is important to remember people in need.

At a corporate level, Healthscope has chosen to support underprivileged Australian families by donating \$10,000 to The Smith Family.

We have encouraged our business units to do the same. Staff and management can also help with donations of books, toys or funds.

I would like to take this opportunity to thank all members of staff and doctors for their hard work throughout the year, and to wish you and your family a happy and prosperous New Year.

Robert Cooke Managing Director

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The Pulse is a seasonal Healthscope publication which is distributed free to key Healthscope staff, management and Board members. Additionally, it is read by doctors, health industry decision-makers, politicians in the health portfolio, journalists and public subscribers.

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Life changing surgery for double amputee Jamie at Norwest Private Hospital

amputee from London, travelled to Norwest Private Hospital for a life changing operation.

After losing both legs in a car accident, 34 year old Jamie has been in a wheel chair since 2003.

Jamie underwent osseointegration, a two stage operation, performed by Orthopaedic Surgeon Dr Munjed Al Muderis at Norwest Private Hospital.

Osseointegration is the surgical implant of an endoprosthesis directly into the patient's bone, providing an anchor point for prosthetics.

It allows the attachment of bionic prosthesis, providing the patient with full freedom of movement.

The first stage of Jamie's procedure took place on 21st September 2012.

It was the first osseointegration ever performed at Norwest Private Hospital.

The second operation on 3rd November was seen live via video link by an audience of national and international delegates at the Osseointegration Conference in Sydney.

With both stages complete, Jamie now has the ability to directly attach prosthetic legs in a matter of seconds.

Jamie was fitted with titanium Genium prosthetic legs and transferred to The Hills Private Hospital for rehabilitation.

"Patients with an above-the-knee amputation often experience poor socket fit, which becomes more problematic with minor weight changes, sweating and skin problems," said Dr Al Muderis.

"These patients may be able to wear socket joints for short periods of time, or in some cases, not at all," he said.

As a result of these problems. some amputee patients rely on the use of crutches or a wheelchair.



"Osseointegration is basically technology that integrates the implant to the bone," said Dr Al Muderis.

"There is an obvious value in the provision of prosthesis which are not socket-supported," he said.

"Watching Jamie undergo such a life changing experience and knowing Norwest Private Hospital played a part is very rewarding for all of our staff"

"Patients regain their sense of position through the bone, so they can feel the ground and identify the difference between carpet, tiles, brick or sand," he said

"Biomedically it's more sound than socket prosthesis, and patients improve their gait dramatically," said Dr Al Muderis.

Deborah Fogarty, General Manager, Norwest Private Hospital has closely followed Jamie's progress since September.

"I am delighted that Norwest is associated with this leading edge technology," said Deborah.

"Watching Jamie undergo such a life changing experience and knowing Norwest Private Hospital played a part is very rewarding for all of our staff." she said.

Since Jamie's operation. Dr Al Muderis has performed a futher six stage 1 osseointegration procedures at Norwest Private Hospital for patients from across Australia.

Dr Al Muderis expects to treat international patients in 2013 as the procedure gains worldwide exposure.

For Jamie, there are plans for a holiday in Byron Bay after his rehabilitation is complete, before returning home to England for Christmas.

For further information: osseointegrationaustralia.com.au



Norwest Private Hospital Orthopaedic Surgeon Dr Munjed Al Muderis

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Brisbane Private Hospital sets the benchmark in surgical imaging

risbane Private Hospital became the first hospital in the southern hemisphere to introduce the latest tomography technology in November.

BodyTom™ allows patient to be scanned in real time. providing doctors with a 3D image immediately.

The portable CT scanner allows patients to be scanned in the operating theatre before, during or after an operation.

Since unveiling BodyTom™, Brisbane Private Hospital surgeons have performed several spinal operations using the new technology.

Spinal Surgeon, Dr Paul Licina said the accuracy of the BodyTom™ images resulted in more precise surgery.

"The key to successful spinal surgery is accuracy," said Dr Licina.

"The spine is a complex structure and we need a map of the bones and nerves," he said.

"Computerised navigation has been developed to help us, but what we need is a good map of the spine," he said.

"At present, most navigation systems use preoperative scans, or intraoperative x-rays, giving us the equivalent of a basic map showing arterial roads in poor quality," he said.

"The BodyTom™ provides accurate scans at the start of the operation as well as during the procedure," he said.

"With BodyTom™ we are able to capture a real picture of the patient that is clear and detailed, therefore greatly aiding navigation," he said.

Dr Licina said better navigation means more precise procedures, smaller wounds and quicker operating times, all contributing to greater outcomes for the patient.

"BodyTom™ has great potential to vastly improve the outcome of spinal surgery and is an exciting piece of technology that can only mean good things for the patients and doctors of Brisbane Private Hospital," he said.

Brisbane Private Hospital General Manager, Mairi McNeill said BodyTom™ is an important piece of technology.

"The BodyTom™ is at the forefront of imaging technology and has already lifted the standard of care in the USA," Mairi said.

"At Brisbane Private Hospital. we have invested a lot of time and money to offer this state-of-the-art technology to our patients," she said.



Surgeons at Brisbane Private Hospital

"We have been working in partnership with Life Healthcare to bring the BodyTom™ to our hospital because we see how beneficial it is for both doctors and patients," she said.

"It has taken a lot of time and hard work to get it here but the results are incredible and our doctors and patients will benefit immensely," she said.

BodyTom™ is now available to all spinal surgeons and patients at Brisbane Private Hospital.



Spinal Surgeon, Dr Paul Licina

RACGP awards Dr Beres Wenck high accolade

he Royal Australian College of General Practitioners (RACGP) has recognised the outstanding commitment to Australian general practice made by Dr Beres Wenck.

General Practitioner Dr Wenck has been with the Milton Clinic in Brisbane since 1978. Healthscope took over the Milton Clinic in 2010.

Dr Wenck was given the RACGP's most prestigious honour, the Rose-Hunt Award in October.

The Rose-Hunt Award commemorates the founding members of the Royal College of General Practitioners. Dr Fraser Rose and Lord Hunt of Fawley.

It is awarded to an individual who has rendered outstanding service in the promotion of the aims and objectives of the RACGP.

RACGP President Professor Claire Jackson presented

the award at the College's 2012 Academic Session.

Professor Claire Jackson congratulated Dr Wenck, acknowledging her commitment and outstanding service to the College, the profession, and to the communities she has served for 30 years.

"Dr Wenck has been a passionate advocate for the College and for general practice throughout the duration of her esteemed medical career and a most deserving winner of this award," Professor Jackson said.

"Specialising in counselling, aged care and paediatrics, Dr Wenck has been heavily involved in not only the provision of exceptional patient care. but partner in a busy medical practice, director on a number of primary healthcare boards, fulfilled a number of ministerial

appointments with distinction, and diligently embraced a number of roles within our College.

"Dr Wenck has provided long and outstanding service to the RACGP, offering her time and expertise to a range of College activities in her various College roles since 1997.

"Dr Wenck is currently RACGP Chair, National Standing Committee for General Practice Advocacy and Support, and has been in this role since 2003. She has also been a popular and inspiring speaker at many RACGP conferences.

"In her quest to achieve accessible healthcare for all, Dr Wenck has championed the need for reform and improvements to healthcare delivery in Australia, lending her talents to roles including President of Brisbane North Division of General Practice, Chair of TEAMCare Health and

"Dr Wenck has been a passionate advocate for the College and for general practice throughout the duration of her esteemed medical career and a most deserving winner of this award "

President of the Australian Medical Association Queensland.

"As an active member of boards of directors, medical associations and committees. Dr Wenck has demonstrated true vision and inspiring leadership.

"In presenting Dr Beres Wenck with the Rose-Hunt Award, I would like to applaud Dr Wenck's unrelenting commitment demonstrated towards the College and the

general practice profession," Professor Jackson concluded.

Dr Wenck said she was extremely honoured to be the recipient of this most prestigious award and hopes to continue in her work to improve health systems and quality in patient care.

"It is a privilege to be part of a College so committed to improving the health and wellbeing of all people in Australia and it strikes at the very heart of what drove me to enter into the

profession in the first place. I am humbled to receive the Rose-Hunt Award for 2012," Dr Wenck said.

"Heathsope is proud to have a GP with Dr Wenck's credentials as a member of the team," said Josh Brown, Queensland State Manager Healthscope Medical Centres.

For more information about the 2012 RACGP Award categories, visit www.racgp.org.au/awards.

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General Practitioner Rod MacIver shares lasting relationship with local family

he unique relationship between Dr Rod MacIver and a family he treats was recently featured in the Canberra Times.

Dr MacIver, a General Practitioner who consults at Heathscope's North Canberra Family Practice, cares for four generations of the Ryan family.

The relationship goes back more than 30 years since Shirley Ryan, now aged 81, became Dr MacIver's patient in 1978.

Shirley Ryan's son Stephen, 58, his son Kai Ryan, 35, and Kai's children Charlotte, Amelia, Jillian, and Sebastian are also patients.

Kai's wife Jeanette, also a patient, told the Canberra Times the family had always been impressed with the quality of his care.

"He's just very good at his job," said Jeanette.

Dr MacIver has been practicing in Canberra since arriving in 1976 for a two-year working holiday.

He came from his native Scotland via Sydney, settling in Canberra after a brief stint in Hobart.

When Dr MacIver joined the North Canberra Family Practice in 2009, the Ryan family followed from his previous practice.

Mrs Ryan told the Canberra Times that she considers Dr MacIver a friend.

"When you get along with someone, you feel comfortable with them and feel like they are really listening when you're telling them your tales of woe," Mrs Ryan said.

Dr MacIver said caring for families makes his job more enjoyable.

"I guess it goes to the essence of being a general practitioner, this continuity of care. You really do care for patients from newborns to those at the end of their life. It's very rewarding "

"I guess it goes to the essence of being a general practitioner, this continuity of care. You really do care for patients from newborns to those at the end of their life. It's very rewarding," he told the Canberra Times.

"Obviously a diagnosis is important but I think the holistic approach to patient care is so important," said Dr MacIver.

"I guess over the years people put their trust in you. I've always believed you treat people as you would like to be treated," he said.

Dr MacIver still enjoys general practice and plans to continue working.

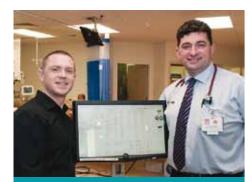
"People keep asking me if I'm going to retire. It must be the grey hair. But I have no plans to retire, it's too enjoyable," Dr MacIver said.

ACHA Hospitals increase safety and efficiency with Project EDEN

ew electronic data management systems developed by ACHA have increased efficiency and safety at hospitals in South Australia.

ACHA is a group of three acute, private, not-for-profit hospitals - Ashford Hospital, Flinders Private Hospital and The Memorial Hospital, which are managed by Healthscope.

ACHA hospitals work with different patient administration programs to Healthscope



Joe Ward and Dr Enrico Quaini with MEDICA in the Ashford Hospital Emergency Department hospitals, and over the years, have developed systems to extend information and functionality.

The MEDICA (Medical & Emergency Department Integrated Computer Access) System was created and developed as part of a wider ACHA project called EDEN (Electronic Data Exchange Network).

The original goals of Project EDEN were to improve discharge times and information flow, and reduce report printing, starting at Ashford Hospital.

"Opportunities were identified to improve work flow and processes in a number of areas," said EDEN Project Manager and IT Information Manager, Joe Ward.

"We established multidisciplinary EDEN working parties at each ACHA hospital in 2011 for collaborative problem solving and electronic system design," said Joe. The working parties, led by Joe and ACHA/SA Hospitals Casemix Development Coordinator Dawn Inglis, created clinical and operational EDEN systems including MEDICA.

The MEDICA system was designed for the Ashford Hospital emergency department where it was first trialled.

"MEDICA started from a brainstorming conversation with Ashford Hospital Emergency Department Director, Dr Enrico (Ric) Quaini," said Joe.

"We discussed Ric's objective of having a single system with patient information, pathology results, radiology reports, medical alerts, with a touch screen for speedy access in a busy clinical environment," he said.

"Then we looked at how we could make it a reality," he said.

Over the next six months the system was built, tailored for emergency department doctors.

Dr Quaini and Joe saw potential for MEDICA in other hospital departments, and brought the idea to the Project EDEN working party.

"We trialled the system at The Memorial Hospital, moving one MEDICA system around to different wards and inviting clinical staff to come back to us with suggestions for how it could better suit them," said Joe.

The Memorial Hospital was the first to implement MEDICA in all wards. Feedback from doctors has been positive.

"This is an excellent service which undoubtedly will benefit patient care and safety, not to mention save me time," said Dr Mark Finnis, Intensive Care Specialist at The Memorial Hospital.

MEDICA is currently being rolled out to the rest of Ashford Hospital and Flinders Private Hospital.

Initially designed for use by doctors only, MEDICA continues to evolve to meet the needs of all staff including nurses and discharge planners.

Other Project EDEN initiated systems include DrPLUS providing 24 hour access for doctors to patient information via mobile devices, EDEN Beds for bed management, EDEN Kitchens for meal management and patient allergy alerts.

Another initiative, EDEN Theatres, has replaced printed theatre lists with large touch screens in operating theatres, CSSD, recovery and day wards.

The resulting cost reductions and time saved was a key motivation for establishing Project EDEN Joe said.

"Thousands of pages of theatre reports printed daily are out of date straight away," said Joe.

"Procedures and doctor notes are added or changed, then you need to print another theatre list. In the past these changes were communicated with countless phone calls and manually written down," he said.

"EDEN Theatres has reduced the phone interruptions staff were getting through the day. Interacting with the large touch screens only takes a few seconds so staff now have more time now to care for patients," he said.

Staff and doctors across all ACHA hospitals have quickly adapted to working with MEDICA, EDEN Theatres and the other custom electronic systems created through the project.

Joe attributes this to the enthusiasm of ACHA for continuous improvement, and the willingness of staff to participate in IT development.

"Operational staff are involved from the start in the design of these systems so they can ensure the end result will support and enhance their workflow," said Joe.

"They are the experts, together we are able to determine how technology can work best to assist them," he said.

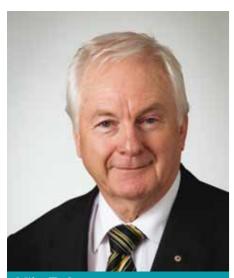
The EDEN systems will be integrated with WebPAS as part of ACHA's migration to the Healthscope patient administration system in 2013.

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Continuation of successful partnership

ealthscope has extended its agreement to manage the Adelaide Community Healthcare Alliance Incorporated (ACHA) group of hospitals in South Australia for a further ten years to April 2023.

ACHA is an association of three major not-for-profit private hospitals in Adelaide - Ashford



Mike Terlet

Hospital, Flinders Private Hospital and The Memorial Hospital.

With a total of 504 beds, ACHA is the largest single private hospital group in South Australia.

Healthscope first entered into a long-term agreement to manage the hospital operations of ACHA in April 2003.

Ashford Hospital is the state's largest private hospital with 239 beds and a private emergency service.

Flinders Private Hospital is the newest private hospital, co-located with the public



Alan Lane

Flinders Medical Centre, with 150 beds. The Memorial Hospital is centrally located with 115 beds.

ACHA works with the Healthscope owned Griffith Rehabilitation Hospital and Parkwynd Private Hospital in South Australia.

Healthscope and ACHA enjoy a beneficial and rewarding relationship, with the performance of the ACHA hospitals improving markedly under Healthscope management.

"The turnaround under Healthscope has been remarkable" said Alan Lane, SA Hospitals State Manager.

ACHA employs 2,000 staff and has its own independent Board of Directors.

"ACHA looks forward to a continued healthy relationship with Healthscope over the next ten years", said Mike Terlet AO, Chairman ACHA Health.



Australian first procedure at Knox Private Hospital

nox Private Hospital surgeon Michael Cheng performed Australia's first endoscopic thyroidectomy on 30th August 2012.

In addition to performing the Australian first, Mr Cheng has been involved in over 20 cases of endoscopic thyroidectomy overseas.

He said the procedure has numerous benefits for patients.

"Open surgery for the treatment of thyroid disease usually leaves a prominent scar on the neck," explained Mr Cheng.

He said that the endoscopic thyroidectomy requires three tiny incisions, resulting in no scarring in the neck.

"Three small ports up to one centimetre in size are inserted via the armpit and chest wall," said Mr Cheng. "Instruments are then inserted just beneath the skin to facilitate surgery.

"Through good cameras, the laryngeal nerve can be better visualised than the traditional open technique," he said.

The Australian first surgery took just over two hours.

"The patient made an excellent recovery, and was discharged from Knox Private Hospital the following day," said Mr Cheng.

"This procedure is especially suitable for younger patients who may have a higher incidence of scarring after surgery," he said.

Mr Cheng said the procedure also appeared to be safer than the traditional open approach.

"A large overseas institution involving more than 3000 patients found the incidence of voice nerve injury and bleeding following endoscopic thyroidectomy to be less than conventional surgery," said Mr Cheng.

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"The main alternative to endoscopic thyroidectomy is robotic surgery, popular in South Korea, which takes a similar approach," he said.

"However, robotic surgery takes longer, results in a longer scar (five centimetres), and is also significantly more expensive," he said. **24** NEWS THE PULSE / SUMMER 2012 **25**

Mount Hospital celebrates Enrolled Nurse graduation

ount Hospital has celebrated the successful completion of its inaugural Advanced Diploma in Nursing program.

Eight students graduated with an Advanced Diploma of Nursing specialising in perioperative care in November.

The Advanced Diploma of Nursing program was offered to Enrolled Nurses at Mount Hospital in partnership with the Challenger Institute of Technology. Mount Hospital Director of Nursing Karen McMenamin explained it was the first time the education program had been offered.

"The establishment of the Advanced Diploma in Nursing enables us to structure a career pathway for our Enrolled Nurses that will help them to fulfil career aspirations and dreams." said Karen.

"This new program provides a fantastic opportunity for our nurses to up skill, further their knowledge in an unfamiliar area of the hospital and enhance their overall work experience," she said.

"It is also an opportunity for Mount Hospital to increase the number of Enrolled Nurses progressing through our graduate program," she said.

Karen said Mount Hospital plans to work with the Challenger Institute of Technology again in 2013 to develop a range of education programs designed to advance nursing competencies.



Newcastle Private Hospital helps mums and babies in developing countries

"Every 90 seconds, a woman dies of complications related to pregnancy and childbirth"

ewcastle Private Hospital staff generously donated their time and money to support mothers and babies in developing countries through The Birthing Kit Foundation (Australia).



Newcastle Private Hospital Director of Nursing Barbara Durrant packs the birthing kits

The Birthing Kit Foundation (Australia) is dedicated to improving conditions for women who give birth at home with little or no assistance due to isolation, cultural choice or poor transport.

An estimated 385,000 women die annually during childbirth.

The Birthing Kit Foundation (Australia) provides clean birthing kits and education in clean birthing practices, so that mothers will have the resources to reduce preventable infections.

Newcastle Private Hospital Director of Nursing Barbara Durrant said funds raised by management, staff and friends purchased 1200 kits.

"Our generous members of staff have truly embraced this worthy cause," said Barbara.

"We are proud to announce that we are able to send 1200 birthing kits overseas," she said. Funds were raised with a Trivia Night, payroll deductions and money tins placed around the hospital. Healthscope management also contributed \$1.000 to the cause.

Staff and friends then volunteered to pack the kits.

The Birthing Kit Foundation (Australia) is a not-for-profit non-government organisation.

For more information visit www.birthingkitfoundation.org.au



Staff Robyn Johnson and Malcolm Rogers-McDonald organised a fundraising trivia night for the birthing kits (pictured with Barbara Durrant)



The happy graduates

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Healthscope Management Fundamentals Program

"Control your own destiny or someone else will" - Jack Welch

ighteen managers from across Healthscope graduated from the Management Fundamentals Program with a Diploma of Management in November.

The Management Fundamentals
Program assists promising
Healthscope middle managers to

develop managerial competency and confidence, and to prepare for future senior roles.

"It also provides the opportunity to meet and network with colleagues from other states and business units," said Fiona French, Healthscope Executive Programs Manager.

SWIN

Management Fundamentals Program graduates with Robert Cooke (far left), Greg Harper (far right) and Fiona French (inside right).

The academic program was specifically tailored for Healthscope in partnership with Swinburne University.

Program participants completed eight modules, gaining insight into the healthcare system and enhancing managerial technical skills in team effectiveness, managing people and projects, planning, finance, quality and risk management.

In addition to the academic component, members of the Healthscope executive presented at each module, providing practical advice for turning theory into practice as well as their own insights into key business challenges.

Participants were given the opportunity to put their learning into action by completing a workplace project relevant to their department or site.

"These projects ranged from the introduction of new technology, proactive management of supplies and a variety of people centred projects including those addressing aspects of recruitment and induction," said Fiona.

On completion of the program, participants graduated with a nationally recognised Diploma of Management qualification from Swinburne University.

Healthscope Managing
Director Robert Cooke spoke
at the graduation ceremony,
recognising the time and effort
invested by participants in the
course and congratulating them
on successful completion.

"Healthscope is proud of the efforts of the participants in the program and we look forward to the contribution that they will make in the future," said Robert Cooke.

Greg Harper, General Manager, Swinburne Industry Solutions also commended graduates, and the standard of their individual projects.

Fiona said Healthscope will offer further leadership programs across different levels of the organisation in 2013 to continue to build the skills of staff.

Congratulations to graduates of the Healthscope Management Fundamentals Program

Leah Magliano	NUM, Hobart Private Hospital	Shana McCormack	Allied Health Manager, The Victoria Clinic
Roslyn Holley	NUM, National Capital Private Hospital	Louise Sebafundi	NUM, Knox Private Hospital
Celeste Hearn	NUM, Allamanda Private Hospital	Cookie Vargas	NUM, Victorian Rehabilitation Centre
Julie Cohen	NUM, Sydney Southwest Private Hospital	Michelle Nederlof	Cath Lab NUM, The Mount Private Hospital
Jo Hurst	NUM, Campbelltown Private Hospital	Joanne Bryan	Theatre Manager, Newcastle Private Hospital
Traciey Roberts	NUM, The Hills Private Hospital	Diane Jones	NUM, Sunnybank Private Hospital
Sandra Glenday	Quality Manager, SA Pathology	Marie Lo	Sales & Marketing manager , NSW Pathology
Tammie Joseph	NUM, Ashford Hospital	Mallena Wheeler	After Hours Coordinator, Brisbane Private Hospital
Mary Fomin	Accounts Payable Manager, Corporate		



Anatomical Pathology and Laboratory Skills Workshop

ealthscope Pathology was the major sponsor and contributor to the inaugural anatomical pathology and laboratory skills workshop.

Junior anatomical pathology trainees travelled to regional Victoria from all over Australia and New Zealand to attend the workshop from 18th to 21st October.

Anatomical pathologist and Victorian coordinator of anatomical pathology training, Dr Simon Nazaretian developed and coordinated the workshop with Chief Pathologist, Professor Anthony Landgren.

Attendees learned examination preparation, gained exposure to specialist pathology fields and developed laboratory skills.

Numerous Healthscope scientists and pathologists played a significant role in delivery of the workshop.

Scientist Sarah Morabito lectured on and demonstrated tissue embedding and microtomy, and helped to organise the laboratory skills component of the workshop.

Senior scientist Karin Bradshaw provided a lecture and demonstration on cytology, fine needle

aspiration and tissue staining.

A group of experienced Victorian pathologists also contributed, including Associate Professor Michael Gonzales who lectured on brain tumours.

Healthscope Pathology provided consumable laboratory items and equipment for the workshop.

Held at the Mercure Hotel and Convention Centre in Ballarat, the workshop was deemed a great success, with attendees suggesting it become an annual event.

Accreditation achievement for National Capital Private Hospital

ational Capital Private Hospital rated highly in accreditation in August.

Healthscope hospitals undergo accreditation every two to four years, conducted by the Australian Council on Healthcare Standards (ACHS).

The ACHS provides independent external peer assessment of healthcare organisations' performance in relation to the accreditation standards.

Accreditation ensures hospitals are safe and provide consistently high quality care with minimal risk.

During a periodic review of 15 mandatory criteria, ACHS surveyors awarded National Capital Private Hospital eleven **Exceptional Achievements and** four Outstanding Achievements.

The hospital received no recommendations for improvement.

"The ACHS surveyors said they had never before awarded this level of achievement." said National Capital Private Hospital Quality & Risk Manager, Linda Leeson.

Outstanding Achievements (OA) were awarded to National Capital Private Hospital for clinical, support and corporate standards.

Linda said the high ratings acknowledged the hospital's continuous quality improvement system, and commitment to improving outcomes of care and service delivery.

"The result also highlights that the safety management systems in place at National Capital Private Hospital ensures the wellbeing of patients, staff and doctors," said Linda.

National Capital Private Hospital was also surveyed against National Standards during the periodic review.

"We achieved a MET and MET with Merit rating for six out of ten standards, with an overall 97 per cent rating," said Linda.

General Manager of National Capital Private Hospital Elizabeth Porritt said it was good to receive recognition for the hard work "Team Nat Cap" undertakes.

"Perhaps the best comment we received was the surveyors' commendation about the atmosphere here, and the obvious desire amongst all staff in every department to provide the best care possible to our patients," said Liz.

"We have set our own bar very high so we won't be sitting back - the hard work continues." she said.

The Sydney Clinic supports mental health needs of Jewish community

ealthscope hospitals marked Mental Health Week and RU OK? Day with a variety of activities to promote serious community issues - mental illness and suicide prevention.

Mental illness refers to disorders that affect the way a person thinks, feels and acts, including depression, bipolar disorder,



Rabbi Mendel Kastel

schizophrenia, anxiety and personality disorders.

An estimated 1 in 5 Australians are affected by mental illness in some way. People with a mental illness face a statistically higher risk of suicide than the general population.

Healthscope is the largest operator of private inpatient mental health facilities in Australia.

Fourteen Healthscope hospitals care for people from around Australia and overseas who need treatment for mental illness. drug and alcohol abuse.

One of these, The Sydney Clinic, is a private psychiatric hospital in the eastern suburbs of Sydney.

The Sydney Clinic provides inpatient and day treatment programs for a range of conditions including depression, anxiety, substance withdrawal and management.

In partnership with The Jewish House, The Sydney Clinic also provides tailored support and assistance to Jewish members of the community.

CEO of The Jewish House. Rabbi Mendel Kastel has been working in the community for over 20 years and has a special interest in social welfare.

Under the guidance of Rabbi Mendel. The Jewish House provides support services to the local community including crisis accommodation, meals. job seeking assistance and a 24-hour crisis telephone line.

Rabbi Mendel also visits The Sydney Clinic regularly to support Jewish patients.

"The Sydney Clinic provides inpatient and day treatment programs for a range of conditions including depression, anxiety, substance withdrawal and management "

General Manager of The Sydney Clinic. Elma Fourie said the visits from Rabbi Mendel help to ensure Jewish patients do not feel isolated during hospital admission.

"At The Sydney Clinic, RU OK Day extends beyond 13th September and into Jewish New Year (Rosh Hashanah), which started on the eve of 16th September," said Elma.

Other important Jewish festivals including the Day of Atonement (Yom Kippur) and Festival of Tabernacles (Sukkot) are also observed each year.

As much as possible The Sydney Clinic staff assist patients to follow the traditions associated with each festival.

"During some of the 'no work festivals' there might be the need to help patients with electricity, for example by switching lights on and off," said Elma.

Patients can request a kosher diet during their admission. The Sydney Clinic catering team also support specific food traditions during festivals.

"For example on the eve of Rosh Hashanah traditionally Jewish patients eat apples and honey for a sweet year ahead," said Elma.

"Candles are traditionally lit on the eve of the festival but for safety reasons, battery operated candles are offered to Jewish patients," she said.

For other festival traditions. such as sounding the shofar (ram's horn), Rabbi Mendel is available to provide assistance.

For information about suicide prevention, contact Lifeline on 13 11 14.

New cancer treatment at Prince of Wales Private Hospital

new cancer treatment involving hyperthermia is being offered to patients at Prince of Wales Private Hospital.

Diagnostic and Interventional Radiologist Dr Luke Baker, and Radiation Oncologist Professor Michael Jackson, teamed up to offer the treatment to patients.

"The form of hyperthermia we are using is called Oncothermia. This particular method has not been used before in Australia," explained Dr Baker.

"Oncothermia is based on the classical method of hyperthermia, one of the oldest cancer treatment methods." he said.

"Unlike conventional hyperthermia however Oncothermia does more than simply warm deep layers of tissue. It also combines such warming with a modulated electric field, with a carrier frequency of 13.56 MHz that is generated by two active electrodes." he said.

"While traditional hyperthermia functions solely via thermodynamic parameters, such as temperature, Oncothermia functions by controlling absorbed energy doses, via an approach similar to that used in radiation therapy," he said.

"Oncothermia moves beyond conventional heat therapies by using controlled, selective energy transfer. Oncothermia transports energy directly to malignant cells, via a selecting electric field," he said.

"It selectively destroys malignant cells by applying the required specific energy dose," he said.

"Oncothermia, a unique improvement on conventional oncological hyperthermia, represents the next generation of hyperthermia therapy," he said.

Oncothermia has been used in Europe and Asia, particularly Korea, since it was first developed in 1989, and is increasingly used around the world.

"We use it in conjunction with standard chemotherapy and radiotherapy," said Dr Baker.

Oncothermia is administered through multiple treatments, each lasting 50 minutes.

"Oncothermia, a unique improvement on conventional oncological hyperthermia, represents the next generation of hyperthermia therapy "

Dr Baker explained that the process of introducing Oncothermia to Australia was instigated by Mrs Jenny Barlow.

"Six years ago Jenny's husband died from prostate cancer," said Dr Baker.

"Jenny was convinced that if he had been able to avail himself of this treatment. he may have survived," he said.

Determined to raise funds and awareness, Jenny contacted Professor Michael Jackson, who had a long standing interest in hyperthermia treatment for cancer.

"We got together as a team to investigate further and decide whether it was something we could and should do," Dr Baker said.

The group travelled to Korea to research the technique and see first-hand how well it worked. They were sufficiently impressed.

Professor Jackson and Dr Baker then travelled to Europe for formal training on utilisation of the required equipment and protocols.

"We started treatment with our first patient at Prince of Wales Private Hospital on 19th November," said Dr Baker.

Dr Baker said the Oncothermia Clinic offers a combined clinical and research service; all patients who undergo the treatment are required to participate.

"Our hope and expectation is that we will collect data, audit our work and publish on a regular basis. We are very keen to make sure this is a well-studied, well organised process," said Dr Baker.

"We're going to study the extent of the effectiveness of the treatment in different tumours." he said.

For information and referrals, contact Dr Luke Baker, **Oncothermia Clinic:**

Email

info@oncothermiaclinic.com.au or www.oncothermiaclinic.com.au

New technology for Healthscope hospitals

he introduction of new technology and applications at Healthscope hospitals is making life easier for patients, staff and doctors.

Chief Information Officer Paul Williams said projects were underway to set Healthscope up for the future, including the installation of wireless networks at all hospitals.

"Soon patients in all Healthscope hospitals will be able to sit in bed with their iPad and check email at their convenience via the Healthscope Wi-Fi," said Paul.

To access the Healthscope Wi-Fi network, patients simply need to accept the basic terms and conditions.

"There are no passwords but there will be some restrictions they won't be able to download movies for example," said Paul.

There will also be a dedicated wireless network for staff and doctors.

The Wi-Fi installation was piloted at Knox Private Hospital and will be rolled out to the other hospitals in stages.

"By December 2012, half our beds will be covered. A further nine hospitals will be set up by March 2013, covering 70 per cent of our beds," said Paul.

Remaining hospitals will be able to offer free Wi-Fi by the end of 2013.

"It's a multi-million dollar exercise. a significant portion of which is spent upgrading our network infrastructure with new cabling and replacing old switches. Some of the equipment we are replacing is up to nine years old," he said.

Paul said having wireless capability will set Healthscope hospitals up for a range of future possibilities, some of which remain to be seen.



"When they laid copper wires years ago for the phone system, they never expected it would be used for the internet," said Paul.

"It's the same with our wireless network, we probably don't know yet what sort of applications it will be used for in future," he said.

"More and more of the applications we roll out in future. staff will want to access on their iPad or iPhone. This technology will make that possible," he said.

One new application developed for Healthscope hospitals combines an age old practice with modern technology.

"Hospitals provide a discharge summary to every patient, and a copy is sent to the patient's General Practitioner (GP)," said Paul.

"The IT department is working with the hospitals to automate that practice within the WebPAS application," he said.

"The first phase of the project is to electronically produce the discharge summary which we can print and send straight to the GP," he said.

"The discharge summary will be sent by fax to start with and then eventually it will be transferred electronically direct to the doctor's desktop," he said.

Lisa Talbot from the IT department is working closely with hospitals to manage the project.

"Knox Private Hospital was the pilot site, and it took about a year to get the process and technology right," said Paul.

"A large component of the project is process change; capturing the data and entering it into the system, then producing the summary within 24 hours of discharge," he said.

Paul said plans were underway to roll the new system out to all hospitals.

In addition to Knox Private Hospital, the system has been implemented at Ringwood

Private Hospital, Northpark Private Hospital, John Fawkner Private Hospital, Mount Hospital, Peninsula Private Hospital, Allamanda Private Hospital, Sunnybank Private Hospital, Norwest Private Hospital and The Melbourne Clinic to date.

Other hospitals are being scheduled for roll out in coming months.

Another technology designed to combine old and new practices is the K2MS Guardian™ foetal monitoring system which electronically captures vital information during childbirth.

Norwest Private Hospital conducted a 12 month trial of K2MS Guardian™.

The system was adapted for the Sydney based hospital to monitor not only the foetal heart rate but also the mother's progress during labour.

Norwest Private Hospital Birthing Suite Nurse Unit Manager Ann Perrone spoke to The Pulse about K2MS Guardian™ during the pilot.

Ann said one of the biggest advantages of the system is that obstetricians can log in remotely to view notes relating to their patient.

"One of the primary goals of implementing the system was to communicate clinically relevant information to clinicians outside the birth unit," said Ann.

"During the patient's labour, the obstetrician is able to check the progress before arriving at the hospital and ring us with instructions for managing that patient. In that sense it's really brilliant," she said.

K2MS Guardian™ is now being rolled out to all Healthscope hospitals with obstetric services.

"By December the hospitals will have one K2MS portal in the birthing suites to gain experience," said Paul.

"Early next calendar year we will roll it out to remaining birthing suites and by the end of June we will have a unit in each birthing suite," he said.

Healthscope Pathology's Dot Braithwaite is free-wheeling

By Peter Prime, Healthscope Pathology South Australia

or over 12 years, spritely Dorothy Braithwaite has manned the phones as a despatcher for Healthscope Pathology in Wayville, South Australia.

Dorothy is known for working calmly, efficiently and with that key ingredient in spades - a large dose of humour.

But it seems Dorothy (betterknown as Dot) has left her mark in another field of excellence - the highly-competitive, rough and tumble world of BMX racing.

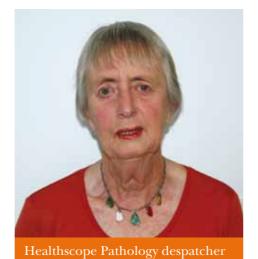
Free-wheeling Dot, who worked as a pathology courier for 25 years, was recently recognised for 30 years of dedicated voluntary service to the sport she loves with a passion.

Dot was presented with the national Jayco 2012 Australian Cycling of the Year Award, ASC Volunteer of the Year - BMX Australia.

Dot's involvement with her local Cove BMX Club started in 1982 when her then 14-yearold son, Andrew, got into the sport after spotting a "huge pile of dirt" on the nearby oval.

When the track was completed and the club formed. Dot's passion began.

As club registrar for 30 years and secretary for 27 seasons, Dot's many tasks include organising meetings and setting the racing calendar.



But Dot made it very clear she has no desire to put the brakes on her pedal-power pastime just yet.

and BMX Bandit, Dot Braithwaite

"The award came as a lovely surprise," said Dot said.

"It's been a wonderful 30 years and I have no plans to give it away. But I might just back off a little and let the younger ones become involved "

"It's been a wonderful 30 years and I have no plans to give it away. But I might just back off a little and let the younger ones become involved." she said.

Dot's late husband David, their three children and grandchildren have all been members of the Cove BMX Club.

"I just love BMX," said Dot.

"My family have been involved and it's been such a big part of my life," she said.

"Like my work at Healthscope, I have no thoughts of retiring just yet. Anyway, what else am I going to do?"

During her 25 year career as a courier. Dot loved life on the road. until tendonitis in her ankle forced her to the confines of the office.

"I was finding it difficult to drive but an opportunity came up in the office to become a despatcher and I took it. It's all been extremely rewarding," said Dot.

Healthscope Pathology SA Courier Manager, Joe Ferlazzo, said Dot is a much-loved. integral member of the team.

"She has a very important role in the office which she fulfils with dedication and commitment.

"We're all delighted with Dot's national award. Volunteers play such an important role in society today and Dot has served BMX well," said Joe.

Star Spot

Healthscope Legal Team

312 St Kilda Road, Melbourne



(L-R) Emma Clark, Giulia Harris, Lorraine Kwek, Anne Howard, Dearbhla Sammon (back), Narelle Keen, Ingrid Player

What is the Legal Team responsible for?

We manage commercial legal risk and corporate transactions for the entire Healthscope group, including hospitals, medical centres. Australian and international pathology. We also manage the Corporate Secretariat which supports the board and oversees group corporate governance.

How long has the Legal Team existed?

The Healthscope Legal Team has been at head office since 2006.

What do you like most about it?

Every day is different. We work with lots of people across all areas of the business.

What kind of services does the Legal Team provide?

We advise managers on legal risks related to all types of commercial arrangements including a wide range of contracts, leases, property transactions, tenders and joint venture agreements.

When problems arise, we also assist with commercial dispute resolution. Other services include regulatory compliance advice, managing the group's intellectual property portfolio and corporate support for hospital licensing.

How many people work there and what do they do?

The Legal Team includes Ingrid Player - General Counsel & Company Secretary; Narelle Keen - Senior Property Lawyer; Emma Clark - Legal Counsel; Anne Howard - Graduate Lawyer; Dearbhla Sammon - Paralegal.

Other lawyers also work at head office. Lorraine Kwek in Corporate HR provides support for employment law related issues. whilst Giulia Harris looks after medico legal clinical issues.

Check out our the Legal page on the Healthscope intranet (hINT) for more information about what we do and our contact details.

What's the one request you hear the most at work?

"Can you run your eye over this? It will only take a minute."

What's your coffee and where do you get it?

Most members of the team drink skinny latte from Arkibar next door to head office. Emma drinks tea!

What are your hours of operation?

Like all of us at head office. we work the hours needed to provide support to the business.

By Ingrid Player on behalf of the Healthscope Legal Team 40 SNAPSHOTS

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Healthscope Snapshots...

ady Davidson Private
Hospital participated in the
Dragons Abreast Festival
at Sydney's Darling Harbour, a
charity event for breast cancer.

The team of 20 included physiotherapists, occupational therapists and other members of the hospital's allied health team.

After only one training session, the team placed 7th in the hospital teams division.

Lady Davidson Private Hospital raised \$5,836 contributing to a total of \$172,505 raised for breast cancer at the event.



The Lady Davidson Private Hospital team at the Dragons Abreast Festival in Sydney

orthpark Private
Hospital participated
in the Cancer Council
Relay for Life in September.

A group of 35 staff and their families slept out overnight and walked for a collective 18 hours, raising over \$5000 for cancer research.

"With most of us being touched by cancer in one way or another it was our way to give back, support and remember those who have been through the journey," said Michelle Lemin, Consulting Suites Manager at Northpark Private Hospital.



(L-R) Hayley Atkinson, Michelle Lemin, Gaylyn Cairns, Leah Larosa, Paige Atkinson

epean Private Hospital physiotherapist Andrea Oracki was crowned the International Triathlon Union world champion in her age group after winning the title in Auckland.

Andrea, 27, has competed in triathlon events since the age of 12.

She won the world championship title by nine seconds with a time of 2:16:43 in tough, windy conditions. The race included a one kilometre swim, 40 kilometre bike ride and 10 kilometre run.



Andrea Oracki from Nepean Private Hospital competes in the triathlon

ohn Fawkner Private Hospital employee Peter Cook recently gave his 525th blood donation.

Peter, a domestic services assistant, has worked at John Fawkner Private Hospital for over 22 years.

Since first giving blood in 1974, Peter now donates every fortnight, alternating between blood and platelet donations.

He plans to continue donating blood for as long as possible.



John Fawkner Private Hospital domestic services assistant, Peter Cook

he Healthscope Pathology Victoria Social Club held its 18th annual staff dinner dance in October.

The black tie event at Moonee Valley Racecourse was attended by Healthscope Pathology staff from Clayton, John Fawkner Private Hospital and Northpark Private Hospital.



Suzanne Pitson (Frankston Laboratory), Edith Selymesi, Caroline Armitage (Histology Laboratory, Clayton)

New Parks and the Control of the Con

ealthscope Independence Services staff and clients

attended an event to promote the National Disability

Insurance Scheme (NDIS) in Melbourne in October.

Wordsworth House Supervisor Graeme Valentine and Attendant

Carer Al Arner brought two clients, Matt and Tom, to meet

Federal Member for Hotham, Simon Crean MP at the launch.

Simon Crean MP (centre), with Wordsworth House resident Tom (behind), Graeme Valentine (behind Tom), fellow resident Matt and Al Arner (far left).



Irene Caruso, Edith Selymesi (standing), Sue Byrne from the Clayton Call Centre

Healthscope wins award for new website

ealthscope's new website has been recognised in the Web Marketing Association (WMA) WebAwards.

Now in its 16th year, the WMA WebAwards is the longest running annual website award competition.

The competition is dedicated to naming the best websites across 96 industries, setting the standard of excellence for all website development.

The Healthscope website won the Healthcare Provider Standard of Excellence award in the competition.

Award winners were judged on design, innovation, content, technology, interactivity, copywriting, and ease of use.

Judges include members of the media, advertising executives, top website design professionals, content providers and webmasters.

In each of the seven criteria. websites were given points on a scale of 0 to 10.

Healthscope averaged 8.5 out of 10 points across the criteria, indicating that the website meets and exceeds industry standards.

"Each year, website development continues to evolve, constantly making the internet a very competitive place to do business." said William Rice, President of the Web Marketing Association.

"As companies and other organisations engage audiences online, websites have evolved into a critical business tool. Each year the WebAwards receives amazing entries from around the world that show impressive creativity and functionality," said Mr Rice.

"Winning a WebAward is a great way to demonstrate the effectiveness of your web development efforts. We congratulate all of our winners for developing websites that deliver for their audiences," he said.

The new Healthscope website was launched in April 2012.

The website was built to provide an individual site and domain name for each unit of the Healthscope business.

A total of 115 individual websites now form the Healthscope online network. The websites will continue to be improved with additional functionality expected in the coming year.

www.healthscope.com.au





PreventionXpress - An Overview

PreventionXpress (pXs) works with corporate and government employers to improve the health and wellbeing of their employees.

Established in 2002, pXs was one of the first companies in Australia to pioneer rapid, convenient and confidential preventative health screening in workplaces.

Each health screen takes about 10 minutes with professional feed back and advice provided immediately based on an individual's results.

Importantly, workers learn more about their risk of preventable diseases such as heart disease and type 2 diabetes. The screens highlight factors affecting personal health such as alcohol, tobacco, effective sleep patterns and fatigue.

pXs uses the latest digital and wireless technology to deliver interactive screening, iPads, kiosks or desk top computers interface with our secure website allowing screening in any workplace setting nationally.

pXs screens for the following health issues:

- Cardiovascular disease
- Tobacco related harm
- Alcohol related harm
- Diabetes Type 2
- Sleepiness and fatigue
- Obstructive sleep apnoea
- Preventative prostate health check prompt
- Mental health
- Obesity

Benefits for workers:

- Learn more about your health
- · Awareness of your risk of preventable disease such as cardiovascular disease and type 2 diabetes
- Positive ways to reduce risk factors and maintain good health



Benefits to employers:

- Improved productivity and staff morale
- Reduced absenteeism and staff turn over
- Reduction in workplace injuries
- Improved work culture and corporate image

Find out more information at www.preventionxpress.com

p: (03) 9419 9348

e: info@preventionxpress.com







2012 winners, left to right: Brenden Stapleton, Jenny Anderson and Nicholas Ralph

NOMINATE NOW! Nominations close 28 February 2008

Know someone in nursing who deserves an award?

Recognise their outstanding leadership and innovation by nominating them in one of three categories:

- ★ Nurse of the Year
- **★** Team Innovation
- Outstanding Graduate









hestaawards.com.au