



CONNECTING
LEARNING
CARING



CONTENTS

- 2 • About us
- 4 • President's report
- 6 • Group Chief Executive's report
- 8 • Year at a glance
- 12 • Delivering excellence in patient care and clinical services
- 23 • Enabling staff and doctors to be their best and give their best
- 30 • Driving innovation through education and research
- 45 • Growing reach in services and care
- 52 • Robust governance and risk management
- 59 • Caring for our community
- 63 • Epworth Medical Foundation

EXCELLENCE IN PATIENT CARE DRIVES EVERYTHING WE DO. BUT WE DON'T DO IT ALONE. WE CONNECT WITH EDUCATION AND RESEARCH FACILITIES, OUR PATIENTS, OUR PEOPLE AND THE WIDER COMMUNITY IN MANY WAYS.

Epworth is forging a new way forward for private healthcare in Australia, working with doctors and health partners to drive innovation and improve patients' lives.

ABOUT US

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

Excellence

Epworth HealthCare is Victoria's largest not-for-profit private healthcare group, renowned for excellence in diagnosis, treatment, care and rehabilitation. Epworth is an innovator in Australia's health system, embracing the latest in evidence-based medicine to pioneer treatments and services for our patients. We invest all surplus funds back into training our staff, developing our facilities and purchasing the latest technology to keep us at the forefront of medical treatment.

Everywhere

We have eight hospitals in the Melbourne metropolitan area, including Epworth Richmond, Epworth Eastern, Epworth Freemasons, Epworth Brighton, Epworth Camberwell, Epworth Cliveden and Epworth Hawthorn. We also operate a range of specialty clinics including the Women's and Men's Health Clinics, the Breast Clinic, Epworth HealthCheck and Epworth's Specialist Centres. Epworth Pathology has collection centres at every Epworth site. We are looking at further opportunities to meet community need through pursuing growth in services and reach.

Everyday

From the birth of a baby, to cardiac care, rehabilitation, a hip replacement, robotic surgery, comprehensive cancer treatment or any of our 40 specialties, we have the specialists, facilities, staff and support to care for our patients 24 hours a day, seven days a week. Epworth Richmond's Emergency Department operates around the clock with on-call specialists, state-of-the-art radiology, pathology and specialty units.

Epworth is dedicated to improving the lives of our patients through access to leading research and evidence-based best practice. We are also educating the next generation of health professionals through our medical, nursing and allied health education and training programs. We partner with key universities and higher education organisations across Victoria, to offer engaging undergraduate, graduate and postgraduate programs. Our affiliation with Cleveland Clinic in the United States provides unparalleled opportunities in clinical work, research and education to Australian Registrars and Fellows.

For more than 90 years patients and doctors alike have chosen Epworth. Today Epworth is setting the standard for private healthcare in Victoria for the next 90 years and beyond.



PRESIDENT'S REPORT

I thank the staff and doctors who have so warmly embraced the new strategic direction, and who provide the patient care and clinical services that help us achieve our goals.



At Epworth HealthCare, we are focused on providing outstanding patient care. This means ensuring all patients receive a standard of care that is of a consistent high quality. We have invested in the Epworth Excellence program over the last few years to help achieve this. With the significant involvement of staff and doctors, we have continued to improve our healthcare delivery and patient satisfaction, and I thank everyone for working together towards this aim.

Epworth is showing how research and education connect with clinical practice to provide high quality patient care within the private health sector. Support for our leading clinical education program was made available through grants from Health Workforce Australia, an Australian Government initiative. These state-of-the-art clinical education and simulation centres at Epworth Eastern and Epworth Richmond put us at the forefront of clinical education and simulation in Australia. We thank the Government for its support of this important work.

The research program at Epworth continues to grow, and offers patients access to new treatments and procedures that, until recently, have only been available in the public sector.

This year we have continued to develop our services and improve our facilities. The acquisition of Epworth Hawthorn has allowed us to further expand our rehabilitation services and the completion of the redevelopment at Epworth Camberwell has seen Epworth move into the mental health arena.

The redevelopment program at Epworth Richmond continues, and we were delighted to see the new Corrie Heath Day Oncology Unit and Day Medical

Unit open this year. I cannot emphasise enough the importance of Epworth's redevelopment plans to the future of our health service as a pre-eminent provider of quality healthcare.

The Strategic Plan for 2013–2017 was finalised and communicated to all staff, doctors, patients, donors and other stakeholders to clearly show where Epworth is heading and how we will get there. The four key strategic priority areas are delivering excellence in patient care and clinical services, enabling our staff and doctors to be their best and give their best, driving innovation through education and research, and growing reach in services and care. In 2013 Epworth has been engaging with its stakeholders to ensure everyone understands and is committed to the strategy.

Epworth is very fortunate to have a highly focused Board of Management. The Board's role is to oversee the strategic direction, and ensure rigorous governance processes and practices are adhered to. The Board has five subcommittees that play a vital role in ensuring good governance and securing Epworth's future.

The Epworth Board of Management welcomed two new members this year. Ms Maryjane Crabtree and Professor Paul Douglas joined the Board in late 2012. Maryjane is a partner at Allens, and Paul is a former CEO of Sinclair Knight Merz. They both bring considerable experience to their roles, and we welcome them wholeheartedly. At the November Annual General Meeting, we farewelled two long-standing Board members, Dr Philip Williams and Mr Tony Browne. Both Philip and Tony provided sound advice, guidance and support during their time on the Board.

Epworth continues to be well supported by donors who understand the importance

of providing the best treatment options for patients. I thank them for their support as they help us purchase the equipment and build the infrastructure to stay at the forefront of healthcare in Australia. I would also like to thank my fellow Board members for their support this year, and acknowledge the outstanding work of Group Chief Executive Alan Kinkade and his team for their leadership of this growing organisation. I thank the staff and doctors who have so warmly embraced the new strategic direction, and who provide the patient care and clinical services that help us achieve our goals.



Mrs Janet Latchford
PRESIDENT

GROUP CHIEF EXECUTIVE'S REPORT

This year we received national and international recognition for quality of service and innovation in patient care.

Our staff, doctors and service providers have made outstanding contributions to our success in delivering excellence, everywhere, everyday.

We are appreciative of the fabulous support from our volunteers to staff, patients and carers, making everyone's experience at Epworth even better. Our benefactors have been instrumental in supporting the provision of equipment and improved facilities for our patients. Over one third of our operational capital expenditure is financed by our generous donors.

In October, Epworth underwent accreditation by the Australian Council of Healthcare Services. The surveyors were impressed with our people's passion and the numerous initiatives across Epworth. Epworth achieved an Exceptional Rating on 11 criteria, a significant achievement and testament to the dedication of our staff and doctors.

This year we received national and international recognition for quality of service and innovation in patient care, including:

- Epworth Eastern was awarded the Crystal Flame Award for Excellence from Studer, a first for a hospital outside of North America

- Epworth Brighton received the 2012 PHAQ Innovative Practice Award for its work on falls prevention
- Professor Jennie Ponsford received the Robert L Moody Prize for Distinguished Initiatives in Brain Injury Research and Rehabilitation from the University of Texas
- Professor Ken Thomson was awarded the Gold Medal from the Society of Interventional Radiologists, the first Australian to receive this high honour
- Professor Nilmini Wickramasinghe, with her research partners, shared the Gates Foundation Grant to improve tuberculosis management in Kenya.

Epworth continues to invest in our people. During the year a new state-of-the-art Clinical Education and Simulation Centre was opened at Epworth Richmond, which we believe is one of the best in the country, along with a new Education Centre at Epworth Eastern. We are also constructing an education precinct at Camberwell for training staff and doctors specialising in mental health and rehabilitation.

Our Organisational Development unit has launched leadership development initiatives to support current and emerging leaders to successfully perform their roles now and into the future.

We have complemented this by expanding our scholarship program to provide an opportunity for staff to undertake further study.

We awarded the inaugural Peter Dohrmann Medal in recognition of Peter's services to Epworth. I congratulate Dr Dhan Thiruchelvam as the 2013 winner, and I believe patients will have much to gain from his training into endoscopic techniques for gastrointestinal surgery.

At Epworth, patient safety has always been integral in delivering excellent care. However, like many other health organisations, we have not placed the same importance on safety for our staff. While we significantly improved our performance on work safety during the year, we are still working on our goal to achieve industry best practice.

Epworth is expanding its role as a teaching hospital. In 2012/13, 2,620 undergraduate students completed their placements through our relationships with 14 universities.

In research we offer patients access to clinical trials that are not usually available in the private setting.



New procedures such as renal denervation, which is helping reduce chronic blood pressure, are now offered at Epworth. This year also saw the trial of a world-first technique, along with trials of new cancer drugs.

The Federal Government extended its funding of the Australian Prostate Cancer Research Centre at Epworth for a further four years. Prostate cancer is the second most common cause of cancer deaths in Australia, and the important work undertaken at Epworth will help improve outcomes for men with prostate cancer.

We continue to build our research corpus, and have increased the number of grants available to help fund research projects. I thank donors for their ongoing support.

During the year we invested in technology to improve access for patients and staff to information about Epworth and its services. In August, we launched a new website with a more dynamic design and functionality. Epworth also launched Bubllove which was the first pregnancy app designed by a maternity hospital.

In December, we acquired our newest hospital, Epworth Hawthorn and transformed it in a couple of months to enable it to provide rehabilitation, acute surgical and IVF services.

In February, thanks to a tremendous benefactor, we opened the Corrie Heath Day Oncology Unit and Day Medical Unit. This state-of-the-art unit provides 46 chair beds for oncology, haematology and dialysis care.

Epworth was the first private hospital in Australia to install the world's most advanced radiotherapy treatment – the Novalis Tx which is recognised globally as a better way to treat some cancers with more precise and less invasive treatment.

The Epworth Richmond redevelopment continues to progress well, with new theatres in the Bridge Road precinct and the commencement of Pod 4 in Erin Street. This will see the development of a new ED, ICU, CCU, 6 theatres and 111 inpatient beds over the next three years.

The Epworth Camberwell redevelopment continues to progress, with the first of our new wards becoming operational through the year and our new mental health service to become operational shortly.

Design for Epworth Geelong has progressed well, with a \$12 million Federal Government grant and \$2.85 million Victorian Government Regional Development grant received towards the first stage of the 262-bed teaching hospital at Waurn Ponds adjacent to Deakin University.

In September last year, Jenny Bentley a much-loved member of the Epworth team lost her battle with cancer. To acknowledge Jenny's significant contribution to Epworth, we awarded the inaugural Jenny Bentley \$10,000 nursing scholarship, kindly donated by Device Technologies.

I would like to thank the Board for their ongoing support, advice and leadership. I also welcome our new Board members, and thank the retiring members for their long-standing commitment to Epworth. I would also like to thank my Executive team, and welcome Professor John Catford as Executive Director, Medical Services.

The continued execution of our strategic plan will see further improvements across Epworth. I look forward with great confidence to another successful year of achievement.



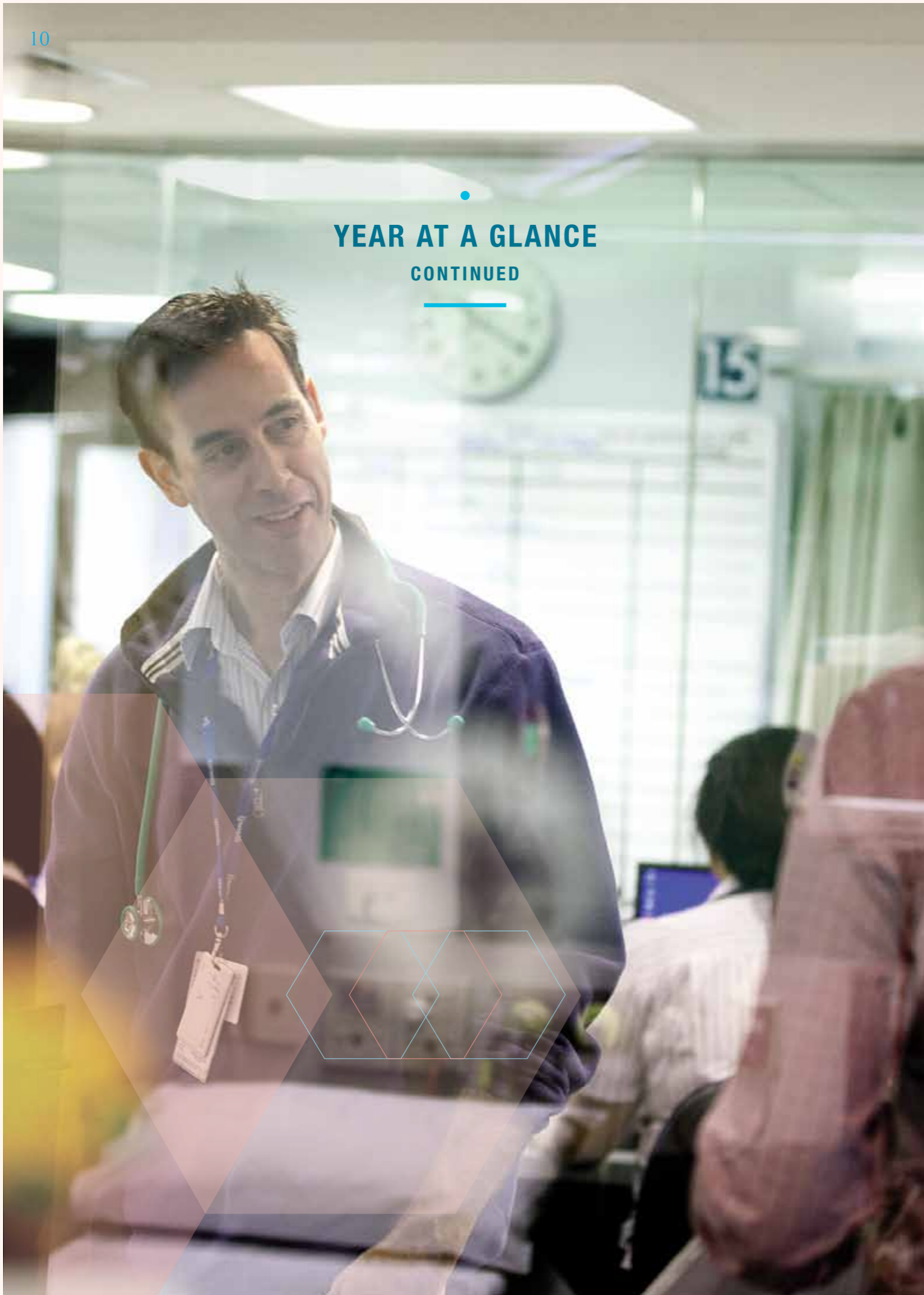
Mr Alan R Kinkade
GROUP CHIEF EXECUTIVE

YEAR AT A GLANCE



2012/13	TOTAL BED DAYS	394,518
2011/12		383,436
2010/11		382,648
2009/10		369,759
2012/13	TOTAL PATIENT ADMISSIONS	122,268
2011/12		115,097
2010/11		114,911
2009/10		112,769
2012/13	OVERNIGHT OCCUPANCY	89.28%
2011/12		88.5%
2010/11		87.3%
2009/10		87.7%
2012/13	OPERATIONS	78,196
2011/12		72,558
2010/11		72,362
2009/10		70,573

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YEAR AT A GLANCE
 CONTINUED



2012/13	EMERGENCY DEPARTMENT ATTENDANCES	27,388
2011/12		28,137
2010/11		28,393
2009/10		27,047
2012/13	INTENSIVE CARE AND CORONARY CARE BED DAYS	13,730
2011/12		16,241
2010/11		15,762
2009/10		15,263
2012/13	BIRTHS	3,418
2011/12		3,425
2010/11		3,502
2009/10		3,749
2012/13	SAME DAY SURGERY ATTENDANCES	33,977
2011/12		31,937
2010/11		33,635
2009/10		32,204

DELIVERING EXCELLENCE IN PATIENT CARE AND CLINICAL SERVICES



New clinical services and practices

Epworth Camberwell

The redevelopment of Epworth Camberwell was close to completion at the end of the 2012/13 financial year. The \$45 million project will see, when complete, the hospital grow to include 153 beds, delivering expanded rehabilitation facilities and services and the introduction of a new mental health service through Epworth Clinic. A new education centre was incorporated to support the education of specialist rehabilitation and mental health staff and doctors. There was also an upgrade of other services including new consultation suites, a new kitchen and patient areas.

Precise radiosurgery

Access to the world's most advanced radiosurgery treatment is now able to be offered through Epworth Radiation Oncology at Epworth Richmond for patients with inoperable brain cancer. Epworth is the first private hospital in Australia to install the Novalis Tx which combines the accuracy of a 'sat nav' targeting system with powerful treatment beams. The Novalis Tx can give higher doses of radiation in shorter treatment times – destroying cancerous cells while minimising exposure to the healthy tissues nearby.

Treatment is also made more patient-friendly by delivering 'frameless' radiosurgery for brain tumours – an alternative to techniques that require immobilisation with an invasive head ring screwed into the skull.

Cancer specialists are increasingly looking at stereotactic radiosurgery to eradicate and reduce tumours. Because of its accuracy, the Novalis Tx gives the chance of a cure

to those with inoperable tumours and for many patients, offers the possibility of painless treatment in a single visit. Radiosurgery is currently being used for brain, lung and renal cancers with surgical precision. In a palliative setting, the same level of accuracy is being used to treat small metastases in the brain and spine, avoiding traditionally large radiation fields therefore reducing negative side effects for the patients.

New endocrine surgical centre

A new Endocrine Surgical Centre opened at Epworth Freemasons in March 2013, providing a coordinated point of care for patients with endocrine problems who require surgery.

Conditions affecting the thyroid, parathyroid or adrenal glands often involve both medical and surgical problems. The glands may produce excess hormones or not enough. An overall understanding of both the surgical and hormone issues is required for the best assessment and management of a patient's condition.

A team approach at Epworth Freemasons involving medical endocrinologists, endocrine surgeons and radiologists working side-by-side offers an improved and therefore more efficient method of managing the patient's condition. If surgery is required, the latest techniques employing laparoscopic and minimally-invasive surgery using the da Vinci robot system are available.

First colorectal robotic surgery

Epworth Surgeon Mr Paul Sitzler has increased the number of surgical disciplines employing the revolutionary 'robot' technique at Epworth when he performed the first colorectal procedure using the da Vinci robot at Epworth Richmond in July 2012.

Mr Sitzler removed a colorectal tumour in a six and half hour procedure on 19 July. The patient was discharged a week later with a clean bill of health following the minimally-invasive surgical procedure.

Care coordination at Epworth Brighton

The care coordinator role at Epworth Brighton was developed to improve communication with patients and families and ensuring that they had the most up-to-date information available on their treatment, progress and discharge. Two different approaches were developed to best meet the individual needs of each patient and their family and ensure that they were fully involved in all aspects of their care. Together with a more focused rounding technique, this initiative has resulted in a significant improvement in patient satisfaction with nursing care, as indicated by feedback received and through Press Ganey patient satisfaction scores.

Tackling peri-natal depression

Melbourne GP and parent educator Dr Melanie Strang discussed mothers' well-being and the emotional journey of parenthood in August 2012, in one of several steps taken by Epworth Freemasons to raise awareness of peri-natal depression.

Dr Strang ran her workshop for parents-to-be and new parents as part of a wellmumwellbaby program, covering the reality of parenthood and how family relationships can change when a new baby arrives.

Epworth Freemasons Maternity Services also ran a trial of weekly ward visits by psychologist Monique Rodger who distributed information packs and talked to mothers about accessing help if they feel vulnerable.

Peri-natal depression is termed as that when diagnosed between the time women are pregnant until the child's first birthday. The report: *Peri-natal depression: data from the 2010 Australian National Infant Feeding Survey*, shows that of an estimated 111,000 mothers are diagnosed with depression, about 56,000 of whom had peri-natal depression.

Alleviating public hospital waiting lists

In late 2012 Epworth Eastern was awarded a State Government contract to treat public patients on Eastern Health's waiting list. This proved to be a productive relationship, with the timely treatment of 136 patients requiring operations for hernias, laparoscopic cholecystomies, prostatectomies and shoulder reconstructions. All patients were treated within acceptable clinical timelines with positive outcomes, involving surgeons who were both regular practitioners at Epworth Eastern and new to the site.

Cardiac surgery at Epworth Eastern

Epworth Eastern has experienced significant growth in cardiac surgery over the last 12 months with the commencement of some key cardiac surgeons.

All major cardiac surgeries are offered at Epworth Eastern, which is equipped with a state-of-the-art intensive care unit, critical care unit, catheter laboratories, high dependency unit and a dedicated cardiac ward.

The Epworth Eastern nursing staff have significant expertise in the care of cardiac patients and this is further supported by post-operative cardiac education programs such as HeartSmart.

Melbourne Breast Unit at Epworth Cliveden

Epworth Cliveden has shown considerable growth in its service provision in the last financial year. The Melbourne Breast Unit relocated to Epworth Cliveden 12 months ago and has provided a sound basis for a new direction and focus on breast surgery and resulted in a significant increase in surgical procedures. This has complemented the already established work in plastic and reconstructive surgery and gynaecology.

Epworth Cliveden has also established interventional pain management surgery, and built on the already established maxillofacial surgery. Surgeons who have recently started with Epworth Cliveden have also consistently built their practices over the last 12 months.

Australian-first cardiac treatment

An Albury cardiologist made Australian medical history at Epworth in October 2012, when he successfully implanted two bio-resorbable stents into the blocked coronary artery of an 81-year-old patient.

Dr Naylin Bissessor decided on the ground-breaking heart treatment because retired Wodonga farmer Tom Clark had a known allergy to chromium. Traditional stents are composed of chromium and remain in the body to form a scaffold which keeps the artery open, preventing heart attacks and heart failure.

In Mr Clark's case, traditional stents would result in inflammation that would have blocked the entire artery. The bio-resorbable stents keep the artery open and in the long term what remains after absorption is natural, reinforced tissue.

The only other option for Mr Clark was open heart surgery, but Dr Bissessor had seen research into bio-resorbable stents while studying in Los Angeles which produced an outstanding result for the patient.

New catheter lab equipment

Epworth Richmond's Catheter Laboratory had the latest cardiovascular and vascular X-ray system Innova IGS 530 (Image Guided System) installed in November 2012.

It is the first of its kind in the Asia Pacific region, and includes the latest in 3D applications, incorporating endovascular aneurysm repair and valve planning software. The IGS 530 has unique radiation dose reduction features, as well as dose reporting functionality. It also has the ability to incorporate ultrasound, CT and MRI images.

This installation also includes the latest MacLab Haemodynamic monitoring system with intravascular ultrasound.

Armeo Spring for rehabilitation patients

Thanks to the generous donation from a patient, Epworth became the first hospital in Victoria to purchase an Armeo Spring – an innovative piece of equipment designed to help patients with restricted hand or arm movement following stroke, traumatic brain injury or other neurological disorders.

Other advantages include:

- Patients benefit from highly intensive, repetitive, self-initiated movement therapy
- Patients are more engaged with computer-directed tasks than many of the traditional options
- Immediate performance feedback is provided, even when improvements are subtle.





Recognition of achievements

Accreditation showcases achievements

Epworth successfully passed the Australian Council on Healthcare Standards (ACHS) organisation-wide accreditation in October 2012, and achieved a number of exceptional ratings.

Epworth was required to meet forty-seven criteria set by ACHS to demonstrate consistent practices and processes. The accreditation period provided an opportunity to showcase the fantastic achievements of doctors and staff in providing a high standard of safety and quality of care for patients.

The surveyors were impressed by many of the initiatives that Epworth has undertaken and they were particularly impressed by the passion of Epworth's people to deliver excellence to its patients. Epworth achieved a 'Marked Achievement' rating on all criteria and an 'Exceptional Rating' on 11 criteria – a significant achievement. Epworth Cliveden also achieved its accreditation under ISO in October 2012.

International recognition for Epworth Eastern

In late 2012, Epworth Eastern became the first healthcare organisation outside the USA and Canada to be awarded the Crystal Flame Organisation of the Quarter by the Studer Group.

The Studer Group works with more than 800 healthcare organisations teaching them how to achieve, sustain, and accelerate exceptional clinical, operational, and financial outcomes. The award was achieved through an all-staff commitment to the Epworth values of Respect, Excellence, Community, Compassion, Integrity and Accountability.

Epworth Eastern received the award because overall patient satisfaction rates have increased as a result of three major improvements. These include a significant reduction in the number of unplanned admissions, a major decrease in the number of falls in the hospital setting, and reaching an outstanding zero in the number of patients experiencing pressure sores for the previous 23 months.

Epworth Eastern has strengthened communication with patients and their families, so expectations of pain management and mobility both in hospital and home are better understood.

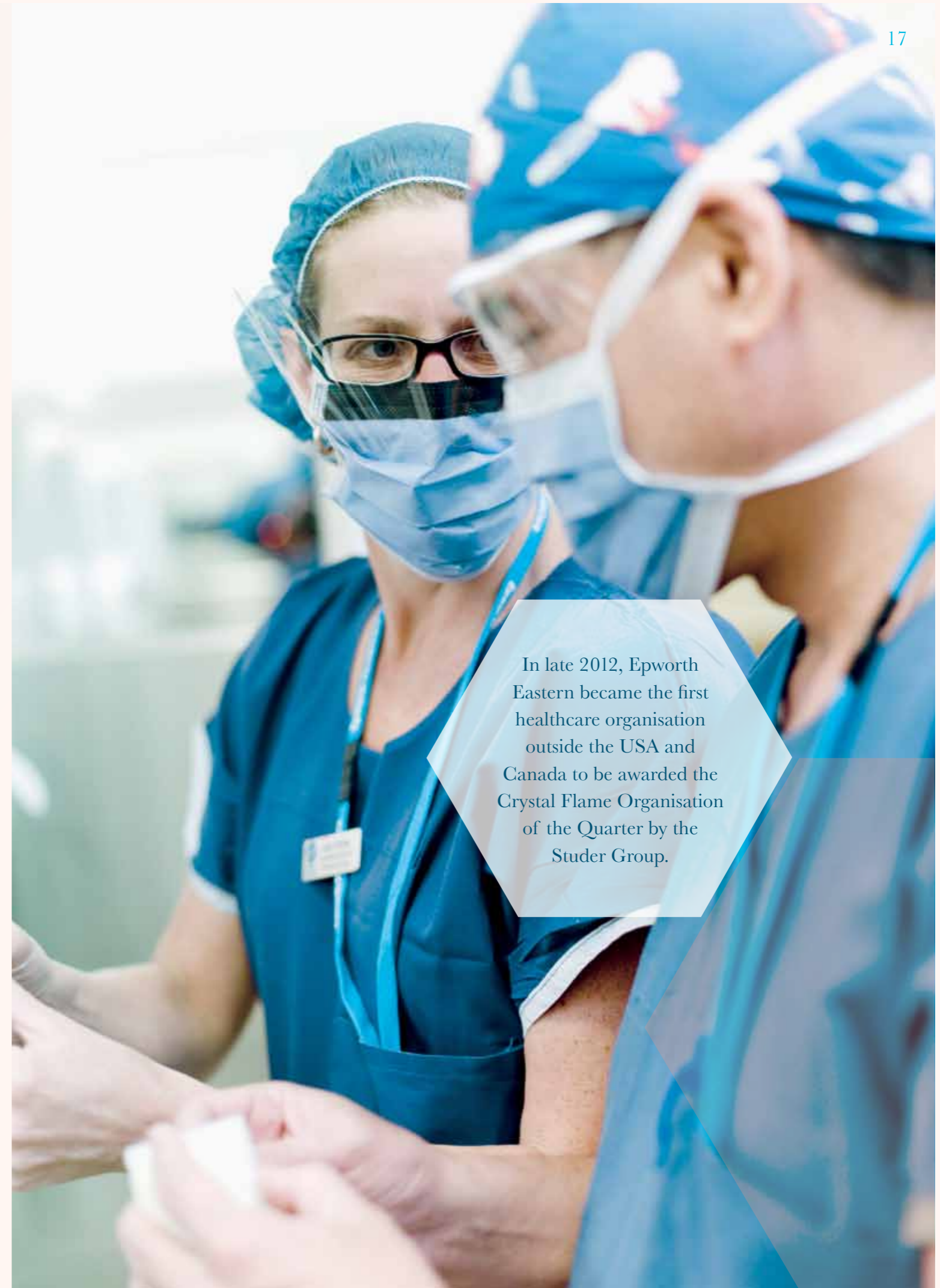
Epworth Eastern also received the Studer Group's first 'International Healthcare Organisation of the Month' award in late 2012. This recognised not only the outcomes delivered to patients, staff and the community, but Epworth Eastern's leadership in the Australian healthcare setting.

Falls prevention

Neurological Physiotherapist Nataliya Shkuratova and the team at Epworth Brighton were finalists in the 2012 Press Ganey Success Story Competition for the CARE Multidisciplinary Falls Prevention Intervention Program for a Rehabilitation Setting. It involved developing and sustaining a program for ambulatory patients that would significantly decrease the number of falls. This required involvement from all members of the multidisciplinary team to identify, on admission, those patients at risk of a fall.

Outcomes of the program have been significant with overnight patient falls reduced by 90 per cent, and falls in bathrooms and toilets reduced by 60 per cent. The improvement in patient falls at Epworth since the CARE program was implemented has been significant.

The Governor of Victoria, Hon Alex Chernov AC QC, awarded Nataliya the prestigious Vincent Fairfax Family Foundation Churchill Fellowship. She will use the Fellowship funding to visit the UK and the Netherlands. Her field of study is multidisciplinary falls prevention interventions that can effectively protect older Australians from falls after discharge from hospital. The project also reflects Epworth's pursuit of excellence and commitment to safety and quality of care.



In late 2012, Epworth Eastern became the first healthcare organisation outside the USA and Canada to be awarded the Crystal Flame Organisation of the Quarter by the Studer Group.



Epworth attracts international patients

Epworth has been treating international patients for a number of years, and in 2012/13 Epworth has provided clinical services to patients from more than 50 countries. Some patients were tourists or visitors to Australia who fell ill and chose to come to Epworth, whilst others travelled from overseas due to Epworth's reputation for high quality treatment and care.

With the expansion of Epworth's clinical facilities alongside the growing demand from the Asia Pacific region, Epworth is considering a major focus on providing quality healthcare services to international patients.

Improving the patient experience

Streamlining the patient admission process

A group-wide review of the patient pre-admission processes from the point of referral to Epworth to the point of admission was undertaken in 2012/13. Comprehensive process mapping at Epworth Freemasons, Epworth Richmond and Epworth Eastern included patient registrations, theatre bookings, health fund checks and the timing and nature of patient contact prior to admission. Where identified, wasted and duplication of activities were removed and contact between staff and patients was enhanced.

Changes at Epworth Eastern have included the creation of one Patient Service Centre team to service the needs of all patients at pre-admission. In 2012/13 Epworth Freemasons also opened a new Patient

Service Centre which centralises the booking process and enhances the clinician and patient experience. The new centre brings a greater level of preadmission preparedness, care and support, and ensures a more efficient and robust booking service for clinicians and practice managers.

Online pre-admission forms have been launched on the Epworth website in 2012/13, with a view to offering maternity pre-admission within the next financial year.

Freemasons Victoria support

Thanks to a generous donation of \$50,000 from Freemasons Victoria, a SONOS music system was installed at Epworth Freemasons in 2012/13 that enables Epworth Radiation Oncology patients to listen to music while receiving radiation therapy. Large screens have also been installed on the ceiling to create a sense of space within the treatment area.

Freemasons Victoria is also supporting the Epworth Medical Foundation's Accommodation Grants scheme, which covers the cost of patients' accommodation while they receive cancer treatment at Epworth. Freemasons Victoria has generously donated toward this fund, making it possible for more cancer patients in country Victoria to receive treatments.

Pastoral care services

The pastoral care teams at Epworth assist patients, family members and staff to build hope during difficult times of crises, illness or trauma. Pastoral care includes visiting patients and family members, arranging

rituals and services of worship, and providing support to staff during times of need.

Throughout 2012/13 more than 500 people attended memorial services organised by each of the pastoral care departments to remember those who had died in Epworth hospitals. The services offer people the strength and comfort they need to help them through difficult times.

Each of the pastoral care teams at Epworth Eastern, Epworth Freemasons and Epworth Richmond have continued to expand their spiritual and emotional support to patients, families and staff.

Scanned medical records

Epworth has commenced the implementation of Scanned Medical Records throughout the organisation. Upon discharge, a patient's paper-based medical record is scanned into the new system, known as BOSSnet, which allows clinicians and staff to access the medical record in real-time from any location – both internal and external to Epworth.

Currently paper-based medical records are not shared between sites. Scanning the medical record to a single location allows Epworth to continue to improve patient safety, patient satisfaction and quality of care, while maintaining patient privacy and information security. BOSSnet also allows staff to view pathology and radiology results and complete selected eForms all in one application. An organisation wide rollout of the scanned medical record is being staged with completion planned for March 2014.



Making a point of care

Two Epworth staff presented at the annual Australian Healthcare Week conference in Sydney in June 2013. Epworth Eastern Nurse Coordinator Duncan Palmer and IT Clinical Informatics Specialist Andy Fodor discussed how bedside Point of Care devices and associated clinical applications – e.g electronic prescribing, nurse rounding and electronic pathology and radiology results – have achieved significant improvements in patient safety and quality of care.

Combining point-of-care with clinical IT systems has seen remarkable reductions in medication errors, patient falls, pressure ulcers and patient call bells while improving pain management, clinical workflows and patient satisfaction.

The theme of the conference, *Healthcare Efficiency Through Technology*, aligned well with the ongoing work of clinicians and staff at Epworth Eastern in using technology in their day-to-day practice to improve patient outcomes and to achieving Epworth Excellence.

The Private Hospitals' Association of Queensland hosted the 10th Innovative Practice in the Private Sector Conference – a one-day conference to showcase innovations in the private hospital sector. Epworth Eastern was selected as a finalist for the awards which were presented as part of the Conference. Epworth Eastern's Point of Care presentation was very well received, and was one of two winners in the clinical innovations section.

Nursing care guides

Following an extensive review and audit of documentation compliance and practices across the acute areas, Epworth introduced Nursing Care Guides in July 2012 to improve patient outcomes.

Each Nursing Care Guide contains an educative component about the procedure or illness it pertains to. The guides include definitions, aetiology, diagnosis options and complications to be aware of. The guides also include day-by-day care interventions set out under the banner of ISOBAR – identify-situation-observations-background-agreed plan-read back – and can be used as a tool to assist with a comprehensive bedside handover.

Pregnancy app leads the way

Epworth Freemasons is the first Australian hospital to launch a pregnancy app for smart phones. Called Bublove, it is designed to be the ultimate guide to pregnancy. The app was developed by the Epworth marketing, IT and maternity teams and launched in August 2012.

The free app supports expecting mums throughout their pregnancy. It includes helpful information and tools such as a journal, appointment diary planner, contraction timer as well as weekly information to assist expectant parents track the development and growth of their baby. The app is available from the Apple App Store.

In partnership with the app, a Bublove Facebook page has been developed.

It is an interactive hub that provides the latest maternity information on pregnancy and babies. Bublove's Facebook page provides pre- and post-natal information and video tutorials to assist new mums both during and post pregnancy.

Facebook for new mums

In September 2012, Epworth Freemasons launched its Facebook page with a maternity focus targeted to new mums and their families. Since its launch approximately two to three new posts are generated each week, illustrating some real interest for new mums and their families.

There are two pathways through to the page, one with a focus for couples thinking about having a baby and the second for those already pregnant but wanting to connect with the Epworth Freemasons page.

Pregnancy planning classes a success

Epworth Freemasons initiated a new program designed to connect early with couples thinking about having a baby and planning for pregnancy. With experts in fertility, exercise, diet, nutrition, genetic counselling and a GP from the Epworth Freemasons Women's Health Clinic, the night attracted a much larger audience than originally anticipated. Close to 200 people attended this very successful event.

The response from both the participants and the enthusiasm of the speakers has ensured the continuation of the program with another workshop scheduled for October 2013.



Patient satisfaction

Patient satisfaction continues to rise

The results of the quarterly Patient Satisfaction Survey have identified some very positive outcomes. Over the past twelve months there has been a significant increase in Epworth's percentile ranking which has seen a move from the 43rd to the 57th percentile. This increase in patient satisfaction is being driven predominantly by improvements in the nursing care scores, as a result of a continued focus on staff training and hourly rounding on patients.

There is work that still needs to be done across all divisions to ensure Epworth not only maintains its strong patient satisfaction results, but that each quarter continues to improve in this area.

Epworth Excellence and hourly patient rounding

A new EpLearn module for Epworth Excellence was launched in April 2013, which provides an introduction for all staff on the thinking, working and expectations of patients and customer interactions for every staff member of the Epworth team.

All staff are required to complete the EpLearn module annually. To accompany this module is the relaunch of Hourly Rounding and Leader Rounding with patients focusing on the framework for hourly rounding.

This has commenced intensively throughout the rehabilitation division with Nurse Unit Manager and Associate Nurse Unit Manager sessions held initially to set the scene and accountability levels, followed by the clinical staff.

Coaching sessions are being held to assist staff with their individual rounding challenges and ensure that they are covering the key points of the framework.

Hourly rounding is about managing patient care through constant and consistent (hourly) assessments and keeping the lines of communication open with patients. Leader Rounding with patients is the validation of the conversation and the ability for managers to identify who in their team is doing a great job. Leader rounding also provides the ability to focus on specific quality and safety initiatives and address any concerns with the leaders of the unit that the patient may be experiencing.

Clinical pathways project

The Urology specialty area at Epworth Eastern, Epworth Freemasons and Epworth Richmond was recently involved in the pilot project to trial Urology Care Guides.

The Care Guides replaced specialty care paths for all nursing documentation with the Medical Record 12 Progress and Variance Record. Initial results demonstrate an improvement in the consistency of information recorded. The focus on improving the content provides an opportunity to manage clinical risk by promoting documentation of regular nursing assessments and patient progress. This in turn assists in managing corporate risk.

Staff acknowledged the educative component of the care guides as a valuable resource, as well as assisting in orientation of student, agency or new staff members. Additional suggested

urology care guides will be developed in response to user feedback. Each specialty area will have Care Guides developed and introduced over the next 8–12 months.

New equipment

Donors supporting new equipment

Epworth Medical Foundation uses donations to fund new medical research, to support patient care services and to purchase new clinical equipment. Some of the equipment purchased for Epworth in 2012/13, funded through the generosity of donors included:

- Advanced compression therapy
- Transport monitor
- Maternity blood-gas machines
- Oncology chairs
- Vital signs monitors
- Cooling machines
- Volunteer transport car
- Bronchoscope
- Crash carts
- Operating table extension
- New trolleys.

BELINDA ALLITT AND BABY HARRIET



“ We had such a lovely time welcoming our new baby together, that I arrived home feeling quite relaxed and ready for the sleep-deprived weeks ahead.”

•
Belinda Allitt

Following an emergency caesarian when Belinda had her first baby in 2011, she was keen to talk to her obstetrician Dr Guy Skinner about scheduling an elective caesarian for the birth of baby Harriet.

‘The care at Epworth Freemasons was great when I had Alice, which is why I wanted to come back. I wanted to be completely optimistic about all aspects of the delivery, breastfeeding and early care, so I felt relieved to be supported in planning for a c-section rather than it happening in an emergency situation,’ Belinda said.

Belinda, a Community Engagement Manager with Australia Post, said that this time in the Maternity area, she was aware of stronger staff-patient communications and was delighted with these improvements.

‘I like being organised, so the first thing I noticed was the whiteboard. Mine had all the info I wanted – clearly written and updated throughout the day and night. For example, the name of nurse on duty; times of feeding; the times for medication; alternate options to manage the pain was all in there, in front of me,’ Belinda says.

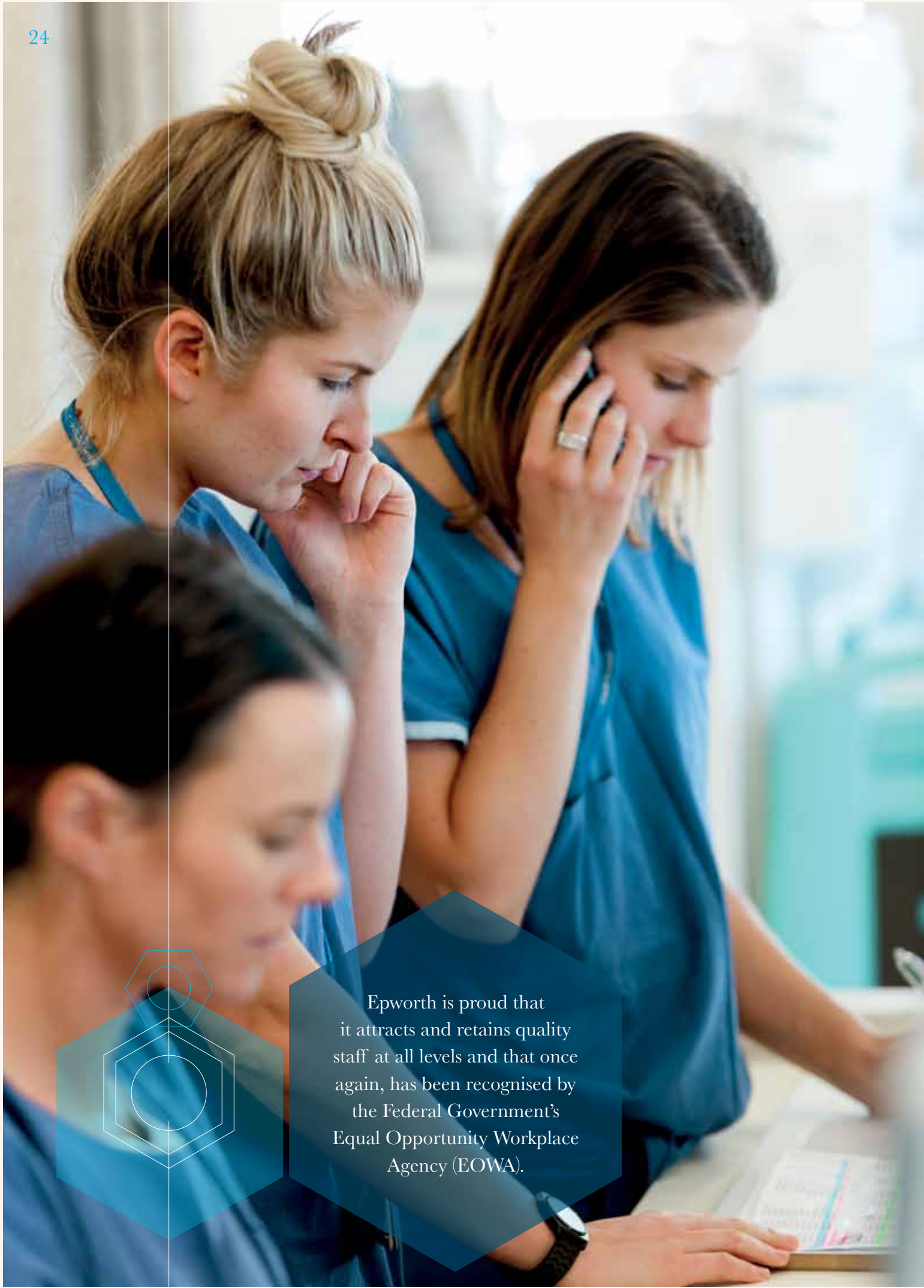
‘At each handover, a nurse came to the room to introduce herself and gave me the direct extension to her phone which she carried on her at all times. I could speak directly to her without feeling as though I was disturbing anyone else by calling a desk or pressing a buzzer. I know from experience that breastfeeding can be challenging, but everything worked perfectly, because if I had a question or concern about anything in the middle of the night, I could simply make a quick phone call.

‘My husband Andrew stayed in the room for four nights (having a bit of a break from looking after Alice, I think) and we had such a lovely time welcoming our new baby together, that I arrived home feeling quite relaxed and ready for the sleep-deprived weeks ahead.

‘Even though you can see how busy they were, we felt a greater rapport with the nurses this time, because they were rostered on several shifts over my stay. Overall we feel that we received the best in consistent, personal care that is possible at Epworth Freemasons,’ she says.

ENABLING OUR STAFF AND DOCTORS TO BE THEIR BEST AND GIVE THEIR BEST





Epworth is proud that it attracts and retains quality staff at all levels and that once again, has been recognised by the Federal Government's Equal Opportunity Workplace Agency (EOWA).



Investing in staff

Performance development

Epworth's new Performance Development Plan framework was launched in March 2013. The new framework is designed to underpin the alignment and delivery of Epworth's Strategic Plan and Epworth Excellence. A key focus area is also the ongoing development of Epworth employees ensuring a capable, engaged and committed team.

Occupational health and safety

During 2012/13 there has been a clear focus on promoting a safety culture across Epworth. Epworth's Work Health Safety and Wellbeing Strategy (Safety Culture Strategy) has been developed and agreed by the Board and Group Executive including Divisional Safety Action Plans.

Epworth continues to improve safety performance by providing a safe workplace for its staff, volunteers and third party providers. There is a continual review of key risks and how to eliminate or reduce the risk to workers. The Safety Leadership workshops and training programs for managers and staff have also been reviewed and enhanced.

With improved reporting, clearer targets and a focus on safety, Epworth has achieved a significant reduction in injuries and Lost Time Injury Prevention of more than 20 per cent in 2012/13 and has committed to continued improvement in safety leadership, culture and performance. Staff health and wellbeing initiatives this year have included staff health checks, Weight Watchers program, the Global Corporate Challenge and Health Safety and Wellbeing Week in October as part of National Safety Week.

Safe practices at work

The Safe Spine program is an initiative of the Occupational Health and Safety team which aims to promote a sense of wellbeing among staff. The program has had a great impact on staff morale and has provided participants with a better understanding of the benefits of physical activity and engaging in safe practices at work. Safe Spine workshops run for 15 minutes each day and involve safe and structured stretching exercises.

The Environmental Services and Engineering Services teams at Epworth Richmond have embraced the program and have experienced the benefits of the program first-hand.

New orientation program

In November 2012 the first pilot of the new Epworth Orientation Program was successfully held at Epworth Eastern. The new program is a four-hour interactive workshop designed to build the skills needed to apply Epworth Excellence – in particular communication using the five step AIDET program (acknowledge–introduce–duration–explanation–thank you) and patient rounding.

The new program is designed to deliver a high level of engagement and interaction from the participants.

It was rolled out at Epworth Freemasons in December 2012 and Epworth Richmond, Epworth Rehabilitation and the corporate areas in early 2013.

Online learning

New eLearning courses have been introduced throughout 2013, providing online learning access to all staff on core compliance training including equal opportunity, prevention of bullying, emergency preparedness, theoretical component of safe moves, basic life support and medication competency.

All new employees are now required to complete these online courses, along with a welcome to Epworth and introduction to Epworth Excellence prior to commencing.

Leadership development

During 2012/13 the Epworth leadership strategy focused on developing leadership capability across all levels of the organisation for now and into the future. All development initiatives were in line with the 70:20:10 approach to learning and development, in which 10 per cent of learning occurs in the classroom, 20 per cent through relationships with others and 70 per cent through experiences on the job.

This year forty-six Epworth leaders successfully completed the Emerging and Operational leadership program. The developmental focus of these programs has included leadership curriculum, leading for effective patient relations and financial management. Mapped assessments have allowed course content to articulate into a Swinburne University Diploma of Management with the successful participants awarded the Diploma at a graduation ceremony held in mid 2013.

Epworth commenced a pilot program designed to ensure that it develops sufficient leaders for future Executive Directors, Director of Clinical Services and Business Manager Roles. The initial pilot program was small and participation was via nomination from an Executive Director.

Epworth's strategic leaders have regularly had the opportunity to attend the Twilight Leadership series to meet and learn from exceptional leaders outside healthcare including Ken Lay, Chief Commissioner Victoria Police, Andrew Demetriou, CEO of the AFL, and Ziggy Switkowski, Chancellor RMIT University and Chair of the Suncorp Group.

New appointments

Executive Director, Medical Services

Professor John Catford commenced as Executive Director Medical Services in February 2013.

John has an extensive wealth of executive, academic, government, clinical and research experience and insights into the delivery of health services both nationally and internationally. He was previously the Deputy Vice-Chancellor and Vice President at Deakin University and prior to this was the Dean, Faculty of Health, Medicine, Nursing and Behavioural Sciences/Pro Vice-Chancellor Health.

Following clinical practice in paediatrics and public health medicine, John has held professorial and senior health service management positions in the UK and Australia. He has extensive research expertise and has published widely throughout his career. His broad engagement in a range of professional activities at national and state levels demonstrates his leadership and executive management skills in health services and includes several non-executive board directorships, ministerial and peak advisory committee appointments.

Director of Medical Services, Epworth Richmond

Associate Professor Jeffrey Presneill has been appointed as Director of Medical Services at Epworth Richmond.

Jeff was most recently the Deputy Director of Campus-Wide Adult Intensive Care and Director of Adult Intensive Care Research at Mater Health Services in Brisbane.

He is a foundation Fellow of the College of Intensive Care Medicine, has a PhD on aspects of the human cytokine response to sepsis and a Masters in biostatistics.

He has more than two decades of experience in the delivery of prioritised clinical care by multidisciplinary teams in tertiary level public and private hospitals in Queensland and Victoria.

Jeff is passionate about providing the very best in patient care. He will commence in the role in August 2013.

Director of Medical Services, Epworth Freemasons

Associate Professor Eugenia Pedagogos was appointed the new Director Medical Services at Epworth Freemasons in May 2013. Eugenia is very well-known to Epworth as a longstanding General Physician and Nephrologist. She is passionate about providing the very best in patient care and improving outcomes through research, teaching and mentoring.

New Director of Dermatology

In January 2013, Professor Rodney Sinclair commenced in the new role of Director of Dermatology. Rodney is also Professor of Dermatology at the University of Melbourne. He is a past president of the Australasian Society for Dermatology Research, the Australasian Hair and Wool Research Society and the Skin and Cancer Foundation of Victoria. His main research interests are skin cancer, psoriasis, autoimmune diseases of the skin and hair, genetic diseases of the skin and skin stem cell biology. Epworth Dermatology conducts clinical research in psoriasis and skin cancer prevention and laboratory research into stem cell biology, regenerative medicine and gene discovery.

Recognition for outstanding achievement

International recognition for Epworth radiologist

Professor Kenneth Thomson, Chair of Epworth's Diagnostic Clinical Institute, was awarded a Gold Medal from the Society of Interventional Radiologists.

The Gold Medal is the Society's highest honour given to those who have helped ensure the future of interventional radiology by advancing the quality of medicine and patient care.

Professor Thomson is the first Australian to have received this recognition for the significant impact he has made on the development of interventional radiology procedures in the Asian/Pacific region.

International award for lifetime of achievement

Epworth's Professor Jennie Ponsford Chair of Psychology – Monash University, has been awarded the Robert L Moody Prize for Distinguished Initiatives in Brain Injury Research and Rehabilitation.

The Moody Prize is an international award given through the University of Texas Medical Branch. It honours and recognises those who have made significant contributions in applied brain injury research and rehabilitation.

Jennie has completed a considerable body of work and program development throughout her distinguished career, and has spent the past 30 years engaged in clinical work and research with individuals with traumatic brain injury (TBI). Her work has increased national and international awareness of the need to expand research and improve treatment for those who have experienced a TBI.

Jennie was awarded a \$10,000 honorarium, a citation and an inscribed statue that at the Moody Prize dinner in Galveston, Texas in May 2013.

The Robert L Moody Prize is an American award that has only once previously been awarded to a non-North American. It is a great achievement and well-deserved.

Gates Foundation grant

A group of researchers from RMIT University, including Epworth Chair in Health Information Management Professor Nilmini Wickramasinghe, secured a Grand Challenges Exploration Grant for C\$113,000 (Canadian dollars) to improve the management of tuberculosis. The project, entitled 'Improving tuberculosis surveillance in low resource settings using the Ledger Shredder' will take 18 months.

The lead investigator is Dr Judy Gichoya, a doctor in Kenya who deals with tuberculosis problems on a daily basis. She is due to commence a postgraduate research degree in RMIT's School of Business IT and Logistics in 2014.

Co-investigators for the project include Professor Wickramasinghe, Dr Christopher Pearce from Monash University, and Dr Abraham Siika from Moi University in Kenya.

The Grand Challenges Exploration Grants were set up by the Bill and Melinda Gates Foundation to encourage scientists worldwide to expand the pipeline of ideas to fight the greatest health challenges. A stipulation of the grant is that the funds go to an organisation in a developing country. Moi University, Kenya, is the lead university for this research project.

Australia Day honours

In the 2013 Australia Day Honours, three past and present Epworth doctors were honoured for their valuable contributions to the healthcare sector.

Dr Jim Breheny, Medical Director of Epworth Freemasons until 2010, was honoured for his extraordinary contribution to both the public and private health sector in Australia for more than fifty years.

Cardiologist Associate Professor Andrew Cochrane was honoured for significant service to adolescent and adult congenital heart disease as a clinician, researcher and educator, and through humanitarian and philanthropic contributions.

Cardiologist Associate Professor Jitendra Vohra was honoured for significant service to medicine in the field of cardiology. Professors Cochrane and Vohra are members of Epworth's Cardiac Sciences Clinical Institute.

Trauma rehabilitation guide launched

Epworth Chair of Psychology at Monash University Professor Jennie Ponsford – along with co-authors Susan Sloan and Pamela Snow – launched the second edition of *Traumatic Brain Injury, Rehabilitation for Everyday Adaptive Living* in December 2012. The three authors are internationally-recognised experts in traumatic brain injury, with more than thirty years' experience in the field.

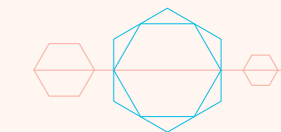
The latest volume provides a comprehensive guide to assessment and treatment that emphasises practical, real-world approaches to patient and family needs. It is aimed at helping clinicians and students in health disciplines relevant to neuro rehabilitation, but is also helpful to families of patients living with traumatic brain injury.

It provides a uniquely clinical focus which provides both comprehensive background information, and practical strategies for dealing with common problems around thinking, memory, communication, behaviour and emotional adjustment.

Celebrating leadership

The SACS Leadership Awards – sponsored by SACS Consulting – celebrate leaders who demonstrate outstanding leadership capabilities, inspire people to follow the example and guidance of the leader and positively contribute to the efficiency and effectiveness of the organisation. In the third year of participating in the awards Epworth was proud to nominate three candidates in the Not-for-Profit sector in 2013 – Executive Director Clinical Services Louise O'Connor, Director of Operations, Radiation Oncology Paul Fenton and Building Services Manager Epworth Eastern, Walter Schwaighofer, for their contributions as leaders at Epworth.

Since commencing her new role a year ago, Louise has achieved significant improvements with the analysis and management of quality clinical indicators as well as organisational wide improvements with nursing care and patient satisfaction. Paul's leadership in establishing the new Epworth Radiation Oncology has resulted in a record number of treatments being provided, ensuring high quality and compassionate care is provided to all patients. Walter has continued to enhance the services of Epworth Eastern from the patient experience to promoting processes that ensure the health and safety of all staff.



Twelve years of success

In April 2013, Epworth was awarded Employer of Choice for Women status from the Federal Government's Equal Opportunity for Women in the Workplace Agency – making it 12 years in a row of achieving the recognition.

Epworth's got talent

The Epworth Revue in June 2013 offered a chance for cleaners, catering staff, business managers, nurses, carpenters, allied health staff, doctors, students, administrative staff and executives to perform or enthusiastically participate in the audience. The event was themed 'Epworth's Got Talent', which was on display that night.

It was great to see staff from all areas of the organisation embrace the event with such enthusiasm. An event like this would not have been possible without the many talented people who bravely performed on the night, and a committed organising committee.

Father son team in ICU

Epworth's Director of ICU Dr Benno Ihle gave a presentation alongside his Intensivist son, Dr Josh Ihle, at a Cardiac / ICU meeting held at Epworth in 2013.

This is the first father-son Intensivist combination in Australian ICU history. They presented to doctors and staff on 'Post Cardiac Resuscitation – the job is not done yet'.

Dr Josh Ihle commenced his first ICU consultant position at the Alfred in May 2013 after graduating from Newcastle University.

Innovation in cancer survivorship

Epworth sponsored two staff members – Oncology Clinical Care Liaison Nurse Jo-anne Crowther and Oncology Clinical Nurse Educator Trish Calder – to attend the inaugural Flinders Centre for Innovation in Cancer Survivorship Conference, in Adelaide in February 2013.

The conference brought together clinicians, researchers and survivors to focus on understanding and addressing the issues facing cancer survivors. More than 280 people attended, representing a diverse background of cancer survivors, medical professionals, cancer researchers and advocates from around the world.

Spotlight on volunteers

Volunteer services

In 2012/13 more than 160 volunteers gave their time to help Epworth patients and staff. Epworth's volunteers play a vital role in providing information and a friendly face for patients, families and visitors. They are valued members of the Epworth community, each with a selfless commitment to helping others.

A number of important initiatives have been introduced over the last twelve months, including:

- The introduction of hand massage services at Epworth Eastern and Epworth Richmond for patients
- Review and re-introduction of an improved Meal Assistance Program at Epworth Richmond
- Introduction of new volunteer services including Patient Support Volunteers at Epworth Hawthorn, Cultural Support Volunteers at Epworth Eastern and Volunteer Maintenance Service at Epworth Cliveden
- Afternoon tea service provided to Medical Unit patients at Epworth Richmond
- High level administration support provided to Nurse Unit Managers at Epworth Eastern.

DEAN WHITE



Plastic and Reconstructive surgeon Mr Dean White is among several Epworth specialists who volunteer their considerable skills to communities in developing countries.

At Epworth Eastern since 2009 after working at many of Melbourne's public and private hospitals and furthering his training in London, Dean is also committed to regular overseas trips with Interplast, performing free reconstructive surgery to patients who would otherwise simply not receive it.

Interplast works in 25 countries and has implemented more than 500 surgical and medical program activities across the Asia-Pacific region. As well as providing surgery to poor communities, they empower local medical personnel by building their capacity to act independently.

'In the last few years I have been in Papua New Guinea and Bangladesh, but when I was a student, I undertook electives in South Africa and Zimbabwe. Interplast only takes fully qualified plastic surgeons on overseas trips, so I needed to wait until that stage before I was eligible to go,' Dean says.

'I am very moved by the courage shown by victims of the Acid Survivors Foundation in Bangladesh. They have major facial burns from assaults via thrown acid and are particularly tragic, yet inspiring in their determination to work through their injuries, retrain in skills and get on with their lives.

'Bangladesh is a country of 150 million people and there are probably only five to 10 surgeons who would identify themselves as plastic surgeons. Interplast works at the main burns hospital, where we concentrate on increasing the surgeons' skills in reconstructive surgery for major cancers, trauma and burns.

'In Papua New Guinea, we operate on lots of children with a cleft lip or palate, and work with burns patients whose limbs may require a great deal of reconstructive surgery. The treatment for burns in third world countries is often very rudimentary in the initial stages, whereas in countries like Australia, they are treated very quickly. Early treatment minimises the amount of scarring and long-term complications, such as contracted limbs, fingers and hands, which can require a great deal of reconstructive surgery to regain function,' Dean says.

'On repeat visits we can see the progress made in the skill sets of local trainees and surgeons. Interplast has been running for 30 years now and there are some countries where we have, happily, almost made ourselves redundant!'

“ I am very moved by the courage shown by victims of the Acid Survivors Foundation in Bangladesh. They have major facial burns and yet are inspiring in their determination to work through their injuries, retrain in skills and get on with their lives.”

•
Dean White

DRIVING INNOVATION THROUGH EDUCATION AND RESEARCH



Innovation in training and systems

Clinical education and simulation

The new Clinical Education facilities across Epworth support the education of the current and next generation of medical, nursing and allied health professionals using many different methodologies of clinical education.

Highly successful inter-professional team-based simulation programs were conducted in the state-of-the-art education areas. The overall focus of the programs is to explore the type of interdisciplinary teamwork and generic skills needed to manage critical events in a safe environment, giving the participants the opportunity to reflect and learn from their experiences and implement improvements that will have a direct impact on patient care.

A collaborative program developed by simulation experts from Epworth, Royal Children's and Royal Women's hospital provided opportunities for over 50 Epworth Obstetricians, Paediatricians, Emergency Physicians, Midwives, Nurses and undergraduate students to come together for clinical skills stations and team simulations managing critical events. Using high-end mother, newborn and paediatric manikins and acting parents, a realistic environment is created.

Several simulation-based education series were rolled out during the year, with a concentration on Adult and Paediatric Advanced Life Support and the implementation of the Massive Blood Transfusion (MBT) protocol. These were supported by a series of immersive scenarios, including a filmed scenario which is included in the educational package.

Emergency Medicine, Intensive Care Specialty and Rehabilitation Medicine have embedded the simulation methodology into their registrars' training program with the innovative use of simulation to support their training.

Robotic training at Epworth

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

The four-day intensive course, which previously had only been available outside Australia, was introduced to enable experienced urological surgeons to gain the expertise needed to offer patients the choice of minimally-invasive procedures in a wide range of surgical specialties, once the technology was introduced in their own hospitals.

It was run by the Directors of Robotic Surgery programs at both hospitals, Associate Professor Declan Murphy and Mr Daniel Moon.

The course included rigorous training exercises at both Peter Mac and Epworth, practice surgery on constructed models, advanced computer simulator training akin to a flight simulator for pilots and viewing of live surgical cases.

The dual console machine at Epworth Richmond, which is the only one in Australia allows two surgeons to operate the robot simultaneously, facilitating teaching and collaboration during a procedure. Surgeons are able to exchange control of the instrument arms and endoscope and employ the built-in intercom for communication between each other while seated at opposite consoles.

Medical services database

Since March 2013, medical practitioners seeking to commence or renew their clinical privileges at Epworth could undergo the application process using a new online system. The online form is accessible from home or consulting rooms and includes automatic acknowledgement of application submission, reminders for outstanding documentation, detailed definition of scope of clinical practice, electronic progress tracking, and convenient reminder emails when applications are due for renewal.

This system improves the efficiency of the application process for medical practitioners. In addition, Medical Services installed a new database containing vital information of all Epworth-accredited doctors. This allows Medical Services to analyse important data related to credentialing and scope of clinical practice within the 46 specialties at Epworth.

Epworth trains the trainers

There are now seven staff from Physiotherapy and Nursing who have become accredited Teaching On The Run Facilitators, enabling Epworth to host continuing Teaching on the Run clinical teaching sessions for all disciplines. These sessions are short interactive programs that support the clinicians as supervisors/teachers at the bedside.

Tess Vawser, Director of Clinical Education and Simulation, and Tom Hallahan, Simulation Instructor, are national lead facilitators on the National Health Education and Training in Simulation (NHET-Sim) program, which aims to improve clinical training capacity and support simulation as an educational method for healthcare students and professionals. Over 60 participants have attended sessions held at Epworth.

Nursing education and training

Educating the next generation

Epworth continues to work closely with its education providers to evaluate and strengthen the partnerships and continue to develop and extend the opportunities for undergraduate, postgraduate and PhD students. Epworth's priority is to support the development of the future workforce to ensure they are equipped to provide safe, sustainable, efficient, quality and responsive healthcare services for all patients. In 2012 Epworth employed 120 graduate nurses following successful completion of Bachelor of Nursing and Diploma in Nursing courses.

As part of Epworth's commitment to supporting the broader healthcare community, in 2012/13 Epworth preceptored Postgraduate Critical Care students from regional hospitals at the acute campuses to ensure the students received exposure to higher acuity patients.

Epworth actively participates in the Clinical Placement Network with the shared purpose of building capacity and quality of clinical placements for all entry level health professional students including nursing and allied health. A shared project with Australian Catholic University with funding from Health Workforce Australia to expand training opportunities for undergraduate midwifery students and their preceptors has commenced.

Collaborative education program continues to grow

The Collaborative Clinical Education Epworth-Deakin (CCEED) program commenced in 2005 designed to optimise the clinical learning experience of student nurses at Epworth. Deakin University undergraduate nursing students undertake tutorials, laboratory experience and clinical placements at Epworth, enabling students to build relationships with hospital staff and be part of the Epworth team.

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

In 2012/13 the CCEED program grew to a record number of 40 students taking part in the program. Ten of these students were selected from Deakin University Waterfront Campus to help form the graduate year in nursing at Epworth Geelong. This clinical school model has an underpinning philosophy of implementing high quality, integrated multidisciplinary clinical education with a close affiliation with universities and academia.

Medical education

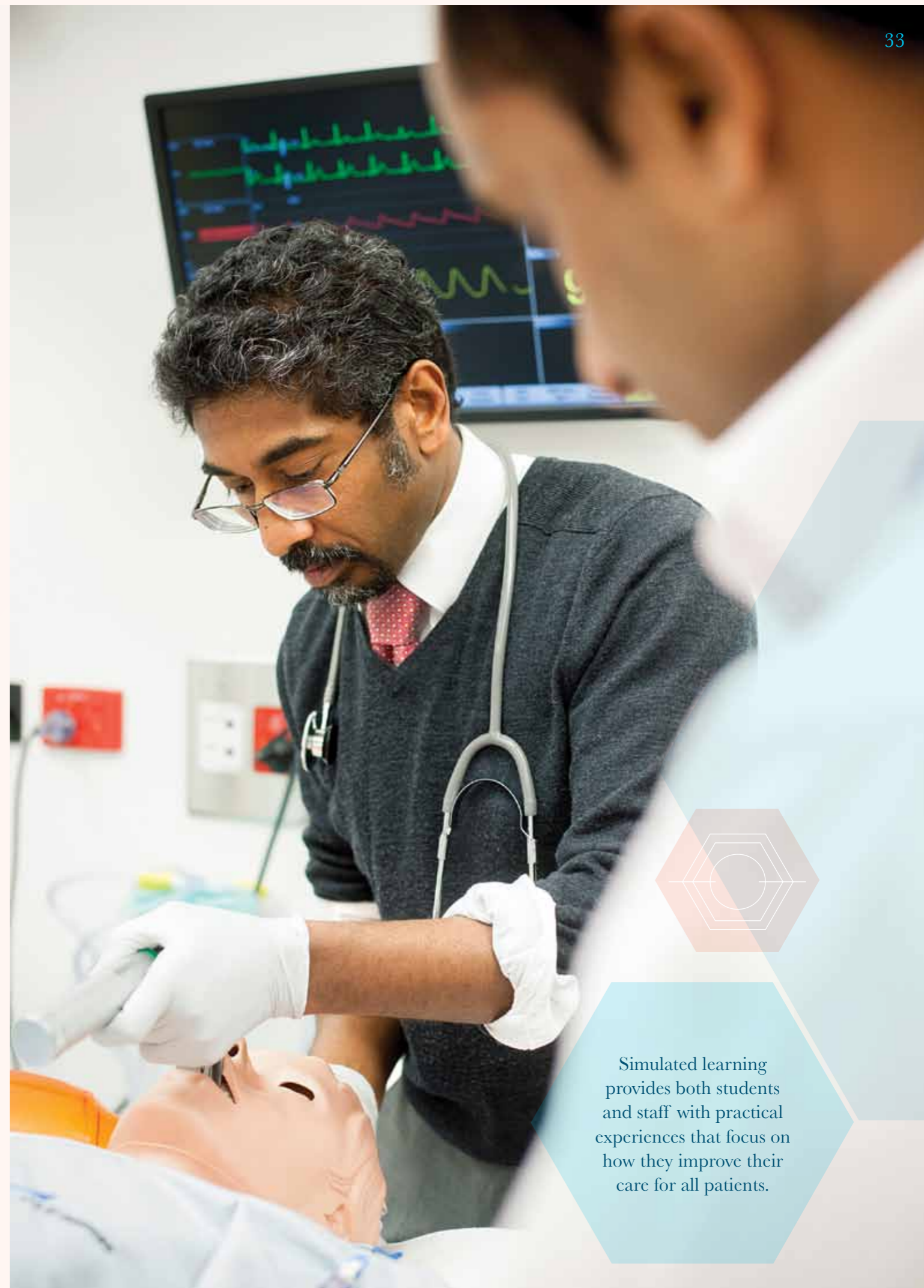
Doctors in training

Epworth has more than 40 junior medical staff undertaking training roles as interns, hospital medical officers (HMOs), registrars and fellows. These doctors in training are either employed directly by Epworth or on rotation from affiliated public hospitals, including Austin Health, Southern Health, Eastern Health and The Royal Women's Hospital.

In 2013 Epworth and the Royal Children's Hospital facilitated a joint Paediatric Allergy and Immunology Registrar training post with the position potentially set to continue into 2014.

St Vincent's Hospital Melbourne will rotate a General Surgery Trainee to the newly-accredited SET2 General Surgery Registrar Training position commencing in February 2014, located at Epworth Richmond. This RACS-accredited training post will also be in receipt of Specialist Training Position Commonwealth Funding.

Epworth was also successful in specialist training program funding for a General Medicine post specialising in cardiology and a medical oncology Registrar training post. Provisional Royal Australian College of Physicians support has been received for both positions with an accreditation team scheduled to visit Epworth in the near future. Additionally, confirmation of Epworth Richmond's site accreditation for an Advanced Training post in General Medicine is pending.



Simulated learning provides both students and staff with practical experiences that focus on how they improve their care for all patients.

Epworth Eastern, being a rotational hospital, is scheduled to host a Postgraduate Medical Council of Victoria accreditation team in October in relation to the current HMO and intern training posts as part of Eastern Health's accreditation inspection.

A Royal Australian College of Surgeons accreditation team is also scheduled to visit Epworth Richmond in relation to the Accredited Cardiothoracic Registrar training post which has continued to be a success since its creation in 2012.

Epworth has experienced growth in training positions in Rehabilitation Medicine with positions available in ABI Rehabilitation, Musculoskeletal Rehabilitation and two Orthopaedic Rehabilitation positions. All posts are accredited by the Australasian Faculty of Rehabilitation Medicine.

Supporting undergraduate medical students

Undergraduate medical students have the opportunity to undertake Clinical Electives at Epworth as part of their medical training. Medical students from the University of Melbourne and Monash University undertake clinical elective placements in a variety of specialties across Epworth sites. Clinical Electives at Epworth allow students to explore a chosen medical or surgical discipline, in a setting different from that of their primary training. Clinical Electives are supervised by specialists in a range of disciplines. Students may have the opportunity to attend ward rounds, tutorials, lectures, operations, and to interview and examine patients (subject to variation according to the selected discipline).

The undergraduate medical student teaching program is supervised by the Director of Medical Education, Professor Geoffrey Metz, a clinical sub-dean at The University of Melbourne, with the

assistance of the Medical Student Coordinator and Epworth's Professors of Rehabilitation Medicine, Medicine and Surgery. This year, 60 medical students from University of Melbourne and 124 from Monash University undertook placements at Epworth.

In 2012/13, 2,620 undergraduate students across 11 disciplines from 14 universities and higher education organisations completed their placements at Epworth.

Awards, grants and prizes

Peter Dohrmann scholarship

A record number of more than 200 doctors attended the Epworth Annual Doctors Dinner in June 2013 at the Park Hyatt Hotel, where the inaugural Peter J Dohrmann Medal was presented.

The Medal honours the significant contribution which Dr Peter Dohrmann made to Epworth during his ten years as Executive Director Medical Services and twenty five years as a neurosurgeon. The Award has been established to support the professional development of Epworth medical practitioners with a travel and study grant of \$10,000.

Gastrointestinal surgeon Dr Dhan Thiruchelvam was announced as this year's winner. Gastrointestinal surgery has moved from open surgery to laparoscopic surgery. Dhan will visit the USA and Japan to acquire the skills in endoscopic GI surgery. He has already set up models for these techniques, and a US mentor will travel to Epworth to proctor his first few cases.

The aim is to have the new surgical technique approved and instituted at Epworth in the next six months, and for Epworth to become a national training centre. A database will be kept of all cases to enable subsequent audit and publication.

Dhan has been at Epworth for seven years, and he makes a significant contribution to Epworth's vision of becoming a leading academic health centre. As a Senior Lecturer in the Department of Surgery of the University of Melbourne, he is an active researcher and educator. He also holds a public hospital appointment at St Vincent's Hospital.

The Peter J Dohrmann Medal supports early to mid-career doctors who are seeking to broaden their professional experience and knowledge to the benefit of Epworth patients.

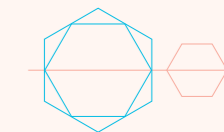
Prestigious prize awarded for thesis

Jo Ryan, a Registered Nurse working in the Catheter Laboratory at Epworth Richmond, was awarded a prestigious Deakin University Faculty of Health Prize for her outstanding Bachelor of Nursing (Honours) thesis in May 2013.

Jo was supervised by staff at the Epworth-Deakin Centre for Clinical Nursing Research to complete her thesis titled 'Patient quality of life outcomes after open and minimally invasive surgery for prostate cancer'.

Her project has contributed to a larger program of research being conducted by the centre to follow the outcomes of patients for two years after robotic and non-robotic surgery for prostate cancer.

Jo was presented with the *Marjory Walkowski Award* for her demonstration of Excellence in Clinical Nursing Research at a ceremony held at Deakin University.



Jenny Bentley Medal

In May 2013 a ceremony was held to award the inaugural Jenny Bentley Medal. Jenny was a much-loved member of the Epworth team who sadly lost her battle with cancer in September 2012. To acknowledge the significant contribution she made to Epworth, the Jenny Bentley Medal was established, which will be awarded annually towards further training or research for a nurse in emergency medicine or critical care. Device Technologies generously donated the funds to enable this award of \$10,000 in Jenny's memory.

The recipient of the 2013 Jenny Bentley Medal is Nurse and Paediatric Quality Facilitator Caroline Capell, who is a worthy award winner who plans to direct these funds towards the completion of her Masters of Nursing Practice.

Epworth scholarships

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

A record nine educational scholarships were awarded in December 2012.

The Scholarships, made possible through individual and corporate donations through the Epworth Medical Foundation, highlight Epworth's commitment to providing staff with opportunities for professional learning and leadership development.

An expert panel reviewed the applications and selected the winners with seven clinical and two non-clinical scholarships being awarded.

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

Congratulations to the 2012 Epworth scholarship recipients listed below:

Name	Division	Sponsor	Research / Study
Sally Morison	Freemasons	Covidien	Masters of Clinical Leadership at Deakin University
Therese Abeykoon-Ratnayake	Freemasons	Baxter Healthcare	Graduate Certificate in Diabetes Education at Mayfield
Melita Reis	Eastern	Baxter Healthcare	Masters of Professional Education and Training at Deakin University
Ilan Fogel	Eastern	St Jude Medical	Graduate Certificate in Health Services Management at Monash University
Michael Graan	Richmond	St Jude Medical	Evaluate the clinical handover process when patient transferred from ICU to the ward
Jo-anne Crowther	Freemasons	Abbott Vascular	Masters in Health Administration
Emma Fitzgerald	Freemasons	Health Super	Course by the European Society for Therapeutic Radiology and Oncology
Liz Moore	Rehabilitation	Advantage Salary Packaging	Study to investigate the influence of adjunctive therapy following botox treatment for spasticity in adults with a brain injury
Chloe Jackson	Rehabilitation	Tony & Virginia Browne	Project to investigate group therapy in speech therapy



General Practitioner liaison

Educating General Practitioners

In 2012/13 the Epworth GP Liaison Unit coordinated an extensive continuing professional development (CPD) education program for General Practitioners (GPs). There were 85 meetings held, including divisional meetings, onsite clinic meetings, CPR, webinars and the annual GP Conference. The program is fully accredited by the Royal Australian College of General Practitioners (RACGP).

Onsite clinic programs were held at Ashwood Medical Group, Surrey Hills Medical Centre, Modern Medical Balwyn, Point Cook Superclinic, Midtown Medical Melbourne, Burwood Healthcare, Blackburn Clinic, Clifton Hill Medical Group and Manningham Medical Centre. Epworth specialists presented at each of these sessions on topics identified by the GPs.

Epworth hosted its sixth annual GP Conference in August 2012. The conference is the largest CPD meeting hosted by Epworth. It was a great success with a record number of 124 GPs from across Australia and New Zealand in attendance and close to 40 specialists from all Epworth sites presenting at the conference.

Sessions included cancer update for general practice, general medicine, women's health, pain and neurology, respiratory, orthopaedics, emergency medicine, CPR and cardiology.

The conference also provided an excellent opportunity for Epworth to engage with GPs and communicate the services and specialists available at Epworth.

Clinical Institutes

Clinical Institute events

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

Each Clinical Institute holds educational programs, audit reviews and symposia where national and international speakers provide up-to-date knowledge on best practices and emerging trends.

Education

A regular program of educational activities for medical staff has developed with regular lectures, tutorials, and journal club meetings in several Clinical Institutes.

The Grand Rounds program has grown steadily over 2012/13, and included 36 presentations. The increased profile of the Grand Rounds has resulted in potential presenters now contacting Professor Richard Gerraty requesting presentation slots in the program.

In July Epworth Richmond again hosted the RACP Clinical Examinations.

Associate Professor Ian Fraser, along with administrative support from Medical Services, coordinated patients, external examiners, clinical and administrative staff to deliver high quality exams for College candidates.

The Cardiac Clinical Institute hosted weekly Victorian Heart Centre breakfast meetings comprising of presentations, audit review, case presentations, journal reviews from Epworth doctors and local, national and international speakers. ICU hosted the first meeting of the month.

In August the Cancer Services Clinical Institute hosted its inaugural dinner, which included presentations from Dr Pat Bowden, Professor Michael Green, Associate Professor Jack Mackay and Dr Allan Zimet.

Professor Richard de Steiger hosted the annual Musculoskeletal Audit dinner in August 2012. Orthopaedic Surgery Audit data presented by Dr John Choi and sub-speciality data focussing on the foot and ankle was presented by Registrar Dr Sam Joseph.

The Third Annual Obstetrics and Gynaecology Clinical Institute Symposium was held at the Park Hyatt on 24 August 2012. Associate Professor Robert Rome, Dr Len Kliman and the Organising Committee coordinated an interesting program which included 17 Obstetrics and Gynaecology specialists.



Clinical Institute

Chair

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

Among them were international keynote speaker Professor Colm O'Herlihy, Consultant Obstetrician & Gynaecologist from Ireland and Dr Rhonda Farrell, Gynaecological Oncologist from Sydney. The program attracted a record number of 183 guests from all over Australia and New Zealand.

The Obstetrics and Gynaecology Clinical Institute also hosts monthly journal clubs, monthly gynaecology oncology meetings, and regular case presentations.

Definitive Surgical Trauma Care and Definitive Perioperative Nursing Trauma Care courses were run in November 2012. These courses represent a partnership between senior leading surgeons and Epworth, and include practical skill-based sessions alongside lectures and workshops.

The Rehabilitation Clinical Institute hosted the Excellence in Spasticity Meeting in May 2013 at Epworth, utilising the simulation centre for a demonstration of injecting patients. Staff from all four rehabilitation campuses took part.

The Surgical Specialities Clinical Institute, together with General Surgery and Gastroenterology Clinical Institute, hosted the Men's Health for GPs Symposium at Epworth Richmond. The program include topics such as prostate cancer, urological tumours, benign prostate enlargement, sexual dysfunction, sleep apnoea and cardiovascular risk.

The Ipsen Spasticity Management Seminar was held at the Hilton on the Park and in the Epworth simulation centre in 2013.

Academic Chairs

Each Academic Chair produces an Annual Report on their activities, available online at epworth.org.au.

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

Library services

The Epworth library moved to the new Clinical Education and Simulation Centre at Epworth Richmond. In 2012/13 Library Services also established the clinical education collection, and saw a significant increase in people using the library, up from 30 per day to around 350 a day. All Epworth sites were able to access more library resources through the purchase of more e-books and e-journals, and training was provided on site at each hospital on accessing these e-resources. Library Services partners with university libraries, such as the University of Melbourne, Deakin and LaTrobe universities in collection development, EndNote training and systematic review support.

Clinical audit

Clinical audit is conducted at Epworth to optimise patient care through the identification of areas of concern as well as areas of excellence. Clinical audit is carried out through Epworth's Clinical Institute and hospital structures.

In 2012/13, key areas of focus have included:

- Targeted thematic audit of surgical outcomes in foot and ankle, shoulder, gynaecological, prostate and spinal surgery

- Ongoing participation in external clinical quality registries to ensure the capacity to compare outcomes against external benchmarks
- Implementation of the Victorian Cardiac Outcomes Registry (VCOR) to monitor outcomes following cardiology procedures. Epworth Richmond was the first private hospital to do so
- Weekly organisation-wide bedside audit of patient safety through patient interviews and reviews of patient documentation and surroundings. This is a key part of complying with the newly established National Safety and Quality Health Service Standards.

Successful practice change has been seen in multiple areas. Two examples are changes to the use of resuscitation fluids in operating theatres and altered intensive care admission practice following robotic surgery.

Outcomes of clinical audit and practice changes are routinely reported through governance structures to the Patient Care Committee of the Board of Management.



After losing his lower leg in a work accident, Iranian-born Mohsen Dashti-Rahmatabadi is dedicated to rehabilitation with the goal that one day he may represent Australia in the Paralympic Games.



Research

Human Research Ethics Committee

During 2012/13 the Human Research Ethics Committee (HREC), led by Reverend Professor Christiaan Mostert, continued its overview and support of research at Epworth. The Committee has further developed its collaborative relationship with Epworth researchers and continues to provide advice and assistance to staff from a wide range of professions and therapeutic areas.

While the Committee ensures the ethical probity and methodological integrity of the research studies, its role is not simply that of policing. Its main concern is to support researchers in promoting reflective practice in an ever-changing environment, and to respond to developments within the healthcare, biomedical research and biotechnology environments.

The continued advancement of teaching and research across all Epworth campuses has resulted in the submission of over 90 new research studies. In response to this increasing volume, an external review of Epworth's current approach to managing human research ethics applications was conducted by Professor Joe Graffam in May/June 2013. The aim of the review was to:

- Investigate the current system, staffing, administrative and governance arrangements for the consideration of Human Research Ethics applications at Epworth
- Consider the likely growth and changing complexity of research applications and the implications of this for the future
- Recommend improvements on the effectiveness and efficiency of the system which meet the needs of Epworth, researchers and funders.

Discussion regarding Professor Graffam's recommendations has commenced with several procedural changes already implemented. The review of HREC processes will continue in 2013/14 enabling broader strategic and ethical issues to be dealt with responsibly and to ensure that potential research participants are empowered and protected.

HREC Committee Attendance

2012/13	Eligible to Attend	Attended
Rev Prof Christiaan Mostert (Chair)	11	11
Prof Mari Botti	11	7
Dr Jim Breheny OAM	11	9
Prof Peter Brooks	11	8
Ms Maryjane Crabtree	10	7
Prof Jane Fisher	11	7
Prof Karin Hammarberg	4	2
Mr Alan R Kinkade	11	9
Prof John Olver	11	9
Ms Sarah Pollock	1	1
Prof Jennie Ponsford	11	7
Dr Megan Robertson	11	8
Mr Philip Roff	6	5
Mr Roland Williams	11	10
The Hon Peter Young	11	1
Ms Harriet Ziegler	11	9

Clinical Trials and Research Centre

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

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

Governance is a critical element of research, and CTCRC staff undertake extensive research, study-specific and generic governance education and training. Research policies and operating procedures have been written and disseminated so that Epworth staff are aware of governance structures that support research activities across all Epworth clinical sites.

CTRC staff also coordinate Epworth Research Institute activities such as research week, research breakfast and the ERI annual research funding round.

Epworth Research Institute funding award recipients

Congratulations to the following recipients of Epworth Research Institute funding grants for 2013. This is the third year of grants, and this year saw a 45 per cent increase in funding from the previous year, with eight projects receiving funding.

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

Large grants

[Dr Laurence Simpson](#)
\$50,000

An innovative screening device for detection of lower limb abnormality after surgery: DVTect

[Prof Nilmini Wickramasinghe](#)
\$49,996.50

A feasibility assessment of an intelligent care support tool for acute healthcare delivery

[Dr Patrick Bowden](#)
\$35,700

Ablative management of oligometastatic prostate cancer (<5 sites) following prior local treatment with or without short-term androgen ablation: randomised comparison (MOP IT Trial)

[Dr Adam McKay](#)
\$32,418

The efficacy of early rehabilitation after traumatic brain injury

[Dr Philip Smart](#)
\$27,624

Thrombogenic risk profile of gastrointestinal cancer patients undergoing chemo- and/or radiotherapy, with or without surgical resection: a multicentre prospective observational study

Small grants

[Prof Rodney Sinclair](#)
\$10,000

Keratin intermediate filaments in scaffold/matrix production for improved cell growth in vitro

[Prof Richard de Steiger](#)
\$10,000

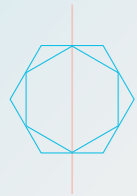
Is there an increase in the presence of granulocyte macrophage-colony stimulating factor (GM-CSF) within synovial tissue of patients having surgery for OA compared to a group of age-matched controls without OA?

[Ms Mal Butler](#)
\$7,646

Overseas travel and infection after TRUS biopsy

[Ms Melanie Drummond](#)
\$2,740

The consequences of olfactory impairment following traumatic brain injury



World first prostate cancer trial at Epworth

Doctors at Epworth are conducting a world-first trial with prostate cancer patients. Over the coming years, the trial will involve several hundred men diagnosed with advanced recurrent prostate cancer following prior treatment of their primary disease. The aim is to evaluate the benefit of adding a drug that reduces bone destruction to stereotactic radiosurgery directed to 'oligometastatic' sites in these patients.

Stereotactic ablative radiotherapy is a technique that has rapidly entered routine care of prostate cancer. The addition of anti-osteoclastic therapy has an established role in the treatment of metastatic prostate cancer, the potential benefit when combined with stereotactic radiosurgery has yet to be determined.

In its vision to find better ways to control a disease affecting so many men, Epworth is fortunate to have financial investment from the Australian Government, along with the dedication and commitment of leading medical professionals supporting men to survive prostate cancer.

Renal denervation trial

Epworth is one of just four sites in Australia involved in the successful completion of a feasibility study for a next-generation renal denervation system for treatment-resistant hypertension in 2013.

Epworth contributed over a third of the 50 patients in the study, which has shown a reduction of blood pressure.

The system, developed by Medtronic, features a simultaneously firing multi-electrode catheter and advanced radio-frequency generator. Clinicians from Australia and New Zealand are the only ones to have trialled the device, which is anticipated could take the procedure to the next level by providing the flexibility to treat a wide range of different anatomies, as well as helping to improve efficiency of care through significantly reduced ablation and procedure times.

Renal denervation therapy is a minimally invasive, catheter-based procedure that modulates the output of nerves that line the walls of the arteries leading to the kidneys. These nerves impact the sympathetic nervous system, which affects the major organs that are responsible for regulating blood pressure: the brain, the heart, the kidneys and the blood vessels. It is widely recognised as an important advancement in the management of treatment-resistant hypertension.

The next-generation system used in the study features a new four-electrode catheter (as opposed to a single-electrode) that delivers radio frequency energy simultaneously and is designed to significantly reduce ablation time during renal denervation procedures.

New research centre launched

Medical research in Victoria will be given a significant boost from the Victorian Government when the Victorian Minister for Health, the Hon David Davis officially launches the Monash Partners Academic Health Science Centre at the Baker IDI in July 2013.

The new Centre – one of two new major clinical research clusters in Melbourne – combines public and private healthcare providers with some of Australia's leading biomedical research institutions. Member organisations include Epworth, Monash University, Alfred Health, Baker IDI, Monash Health, Cabrini Health, Burnet Institute, and the Prince Henry Institute.

Melbourne is a world leader in medical research, science and innovation, and this further enhances the capacity for clinical research in Victoria. The Monash Partners Academic Health Science Centre will undertake innovative research and speed up the translation of clinical research into practice that will directly improve healthcare for patients.

More information on the Epworth Research Institute and research activities, including all research projects and publication activity, is available in the 2013 Research Report, both online and in hard copy. For details go to epworth.org.au.



MARC BEVAN-JOHN



“The thing I particularly appreciated was the friendly and warm interaction with all the staff. Everyone here showed such care and support.”

•
Marc Bevan-John

Barrister Marc Bevan-John accepts he is on a path that incorporates cancer as a chronic illness, yet he talks joyously about life, his daughters and the wonderful things they do at home and around the world.

Coming to Epworth Radiation Oncology after delivering a talk about Vietnamese history at the Australia Club, Marc said his latest treatment was a one-off and painless.

“The prostate cancer that was diagnosed and treated around seven years ago has been treated several times. First, one year after surgery, then two years ago, and again this year. From the beginning I considered myself lucky to be treated at Epworth, initially by Professor Tony Costello (and with Professor Gilliam Duchene for my first course of 35 sessions of radiotherapy a year after my surgery) and for ongoing radiation treatments by Dr Pat Bowden.

“Because the cancer was localised in my pelvis when I came back two years ago, I underwent a new treatment with Dr Pat (as he seems to be called by everyone), and this involved 15 rounds or blasts of radiation. As always, the thing I particularly appreciated was the friendly and warm interaction with all the staff. Everyone here showed such care and support.

“This year, the PET scan showed the cancer was smaller than the last time – but it was still considered localised, so the treatment could be directed onto its one centimetre area.

“Dr Pat recommended the amazing new stereotactic machine which meant I received a precisely-targeted mega zap personally designed for me, and just once this time. When I returned for my follow up, I saw a reaction that I have not witnessed before from the medical profession – it was Pat looking at the results, while whacking his knee and shouting YES!

“I am delighted to be walking my path in the company of Epworth where carefully-given treatment is offered by the staff, who are wonderfully supportive and quietly enthusiastic. I will continue to receive the zaps where necessary, while they can be done – and when they can't, we will find something else,” Marc adds.

GROWING REACH IN SERVICES AND CARE





New developments

Epworth Camberwell opens

The redevelopment of Epworth Camberwell was completed in July 2013, with the opening of expanded Rehabilitation services and the new Epworth Clinic. The \$45 million redevelopment has seen the hospital grow to 153 beds, including the new mental health services through the Epworth Clinic, and the enhanced rehabilitation programs.

The state-of-the-art facility has both inpatient and day program services and includes continuity of treatment teams. The mental health services offered include programs for depression, mood disorder and anxiety.

The redevelopment work also included upgrades of existing facilities including new en suite bathrooms, patient areas, consulting suites, kitchen and education areas. The facility is also the first campus to have the new wayfinding approach implemented.

Introducing Epworth Hawthorn

Epworth expanded in December 2012 by entering into a sale agreement for land, building and assets of Healthbridge Hawthorn Private Hospital – a 46-bed private facility located in Burwood Road, Hawthorn.

The purchase provided an immediate opportunity to relocate some of the rehabilitation division to Epworth Hawthorn, given its position as an established hospital located half way between Epworth's rehabilitation hospitals in Richmond and Camberwell.

Work began immediately to transform Epworth Hawthorn into a trauma rehabilitation centre of excellence, and to continue the outstanding work of Epworth Hawthorn's day surgery unit. Two rehabilitation gymnasiums were installed in March 2013, and an application is before Council for further development, including a hydrotherapy pool.

Epworth Hawthorn welcomed its first trauma rehabilitation patients to its new centre in March 2013. The hospital can accommodate 30 inpatients, most of whom need significant rehabilitation for complex multi-trauma, orthopaedic injuries. Two gymnasiums and a treatment therapy area designed from the ground up will provide patients and therapists with spacious, naturally-lit spaces that provide an optimum environment for the complex rehabilitation needs of patients recovering from serious accidents.

This important acquisition has also brought additional benefits for patients of Monash IVF and surgical patients of Epworth Richmond. Monash IVF has continued their work in enhanced facilities within Epworth Hawthorn.

Short stay surgical cases have also commenced in the areas of urology, gynaecology, orthopedics, plastics and general surgery.

Land settled for Epworth Geelong

The land purchased for the new Epworth Geelong teaching hospital was settled on 8 March 2013.

The site was purchased from Marcus Oldham College at Waurm Ponds, adjacent to Deakin University. An additional parcel of land of approximately one hectare was also purchased by Epworth, taking the total site to around ten hectares.

A \$12 million Federal Government grant was received towards the development of a Complex Care Unit and a \$2.85 million Victorian Government Regional Development grant was received towards infrastructure services costs in establishing the site. These grants support the first stage of the 262-bed teaching hospital.

Epworth is committed to its future in the Greater Geelong and South Western Victoria region.

A tremendous amount of local support has been received from health practitioners, and a Medical Establishment Advisory Committee has been formed, comprising more than 30 local specialists to help guide the development of the new teaching hospital in line with community needs.



New day oncology and day medical unit

The new Corrie Heath Day Oncology Unit and Day Medical Unit opened for patients in February 2013. This important milestone is the first new clinical area completed and opened as part of the major redevelopment at Epworth Richmond.

The specialised unit features state-of-the-art medical facilities and enhanced amenities for Epworth's patients, staff and doctors. There are 24 oncology and haematology chairs and 16 dialysis chairs in this purpose-built facility. A further six beds for oncology and renal day procedures, sleep analysis and child allergy testing are also included. The increased capacity within contemporary facilities will also improve the functional relationship between departments and operational efficiency of Epworth's people. Importantly, it will enable Epworth staff to provide world-class treatment for its patients, improving the overall patient experience.

Epworth Richmond redevelopment

The 2012/13 year has seen some significant milestones in the ongoing redevelopment project at Epworth Richmond. The Level 3 Main Theatre complex redevelopment, Stages 1, 2 and 3 were completed providing a new theatre, an expanded day surgery waiting area, new transit lounge, new male

change facilities, 12 new recovery beds and six day surgery recovery beds.

Demolition works commenced on the removal of the 62 Erin Street building in June 2013 which will then enable construction to start in March 2014 on Pod 4 providing new ED, ICU, CCU, theatres and inpatient areas.

Two prototype rooms opened in February 2013. Each room has been developed with an individual layout and fit out for the purpose of allowing the users, both patients and staff to provide feedback about the space. This feedback will be used to assist with developing the design of all the private inpatient rooms for the future stages.

Clinical Education and Simulation Centre

The Hon Tanya Plibersek MP, Minister for Health, officially opened Epworth Clinical Education and Simulation Centre at Epworth Richmond on 8 May 2013.

The new centre was made possible through funding of \$7.33 million, from Health Workforce Australia, an Australian Government initiative. Epworth's vision of becoming a nationally-recognised, academic, private not-for-profit, teaching organisation has moved another step closer with the opening of the centre.

It is one of several successful initiatives in partnership with Victoria's leading academic institutions that supports the expansion of clinical education at Epworth. Epworth has already provided clinical education to approximately 2,620 undergraduate students from 14 universities and higher education organisations, across 11 disciplines.

This new centre at Epworth offers high-level training to doctors, nurses, allied health, students and staff through the provision of a state-of-the-art facility. The simulation rooms include an operating theatre, a patient room and a multipurpose treatment room – each with high-fidelity manikins and viewing and control rooms that employ live audio-visual and video debriefing tools for instant feedback.

There are also nine tutorial rooms, a library with student lounge and study area, as well as office accommodation and videoconferencing areas for education and library staff.



New education centre at Epworth Eastern

In October 2012, the new Epworth Eastern Education Centre, located in the Elgar Hill Medical Suites in Box Hill was officially opened.

The Centre is an Australian Government Initiative made possible by funding through Health Workforce Australia. It was designed in consultation with Monash University to support the training of undergraduate health students and consists of a three-bed simulation space – including an area for an operating table and scrub sink, a control viewing office area, and two tutorial rooms with interactive video-conferencing ability.

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

Upgrades to the Maternity Unit

As part of ongoing improvements to the Epworth Freemasons Maternity Unit, the postnatal rooms underwent a transformation and upgrade. The new modern décor includes double electric beds, tea and coffee making facilities, microwaves, flat screen TVs, and upgraded en suites to allow for a more comfortable stay for new parents.

Inourcing services

Epworth Radiation Oncology launched

The Hon David Davis MP, Victoria's Minister for Health and Ageing, officially launched Epworth Radiation Oncology at Epworth Richmond.

Operating from Epworth Richmond and Epworth Freemasons, Epworth Radiation Oncology services complement the existing medical and surgical facilities at Epworth – enabling the coordination of all cancer treatment within a comprehensive program for private patients.

Delivering exceptional patient care to increasing numbers of Victorians with cancer was at the forefront of Epworth's decision to assume responsibility for the control and operations of a hospital-based radiation service.

All modalities of cancer treatment – surgical, medical oncology, chemotherapy and radiation oncology – are available within the one site. This provides greater comfort for patients, support for families and increased communication between clinicians.

Over the last fifteen months, Epworth has established inhouse radiation services and rebuilt, refurbished, purchased the latest technology as well as recruited a team of dedicated professionals to work in the supportive and caring Epworth environment.

A comprehensive range of external beam radiation therapy treatments, including brachytherapy and stereotactic radiation is now available at Epworth Radiation Oncology.

Epworth is currently the only private hospital in Australia to have installed the Novalis Tx stereotactic radiation machine.

BEN WATT

Ben Watt remembers seeing a puddle on the road before an accident earlier this year saw his car aquaplane on a watery road and slide into a tree.

He has no memory of the actual crash in Gisborne where he lives, nor the five weeks he spent in a coma before being transferred to Epworth for the long journey to regain his independence.

Ben's head injury, which has affected movement on his right side, means he is now working hard to relearn everything to do with coordination – refining his balance to match fine motor skills that will improve his talking, and walking with more precision and speed.

The rehabilitation program at Epworth Richmond is a comprehensive one and Ben's determination is visible as he exercises routinely against the wall, on the bike and cross trainer, and then gets ready for the pool. He says they work him hard, but he understands why.

'I was in the middle of an Electrical Apprenticeship before the accident. I know I can't return to it yet but my boss Ginge keeps in touch with me and wants me to go with him on some jobs, so I can see my mates,' Ben says.

His favourite pastimes now are sleeping in, watching movies and keeping his room spotless. He turns 21 soon but isn't sure how he'll celebrate. He has a simple dream – to be free of the orthotic brace strapped to his right leg and wear thongs again.

Ben's mother Sharon has accepted a new timetable in her life too – driving him from Gisborne to Richmond and back, three and sometimes four times a week. She knows her son well, and notices that his motivation increases alongside this wonderful team of physios as they push Ben to exercise harder, swim one more lap or handball the footy more accurately. Her sorrow is disguised by an effervescent enthusiasm not just for Ben's progress at each session, but for other patients too.

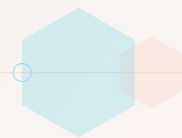
'His mates from the Gisborne Footy Club have been incredibly supportive, reporting his weekly improvements and achievements to the community – something they started doing when he used to come home on weekend leave during the 20 weeks he was an inpatient,' Sharon says.



Ben has a simple dream – to be free of the orthotic brace strapped to his right leg and wear thongs again.



BOARD OF MANAGEMENT



Mrs Janet Latchford
(President)



Prof Peter Brooks AM



Mr Anthony A Browne
(retired Nov 2012)



Ms Maryjane Crabtree
(commenced Nov 2012)



Mr Alan Crosthwaite



Prof Paul Douglas
(commenced Nov 2012)



Mr Rod Fitzroy
(Deputy President)



Mr Peter Hay



Mr Alan R Kinkade



Ms Judy Leitch



Mr Robert Macmillan



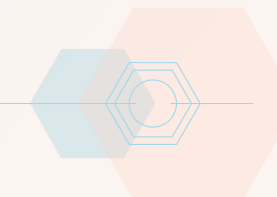
**Rev Prof Christiaan
Mostert**



Dr Philip Williams
(retired Nov 2012)



GROUP EXECUTIVE



Mr Alan R Kinkade
Group Chief Executive



Mr Damian Armour
Executive Director
Epworth Freemasons



Mr Vincent Borg
Executive Director
Epworth Eastern



Mr Allan Boston
Executive Director
Special Projects



Mr Scott Bulger
Executive Director
Epworth Medical Foundation



Ms Liz Camilleri
Executive Director
Finance



Prof John Catford
Executive Medical Director



Ms Maree Feery
Executive Director
Human Resources



Ms Eileen Hannagan
Executive Director
Epworth Richmond



Ms Elizabeth Kennedy
Corporate Counsel



Ms Bronwyn Mace
Executive Director
Rehabilitation



Ms Louise O'Connor
Executive Director
Clinical Services



Mr James Piplios
Executive Director
Procurement and Facilities



Dr Megan Robertson
Executive Director
Research

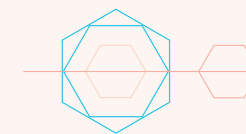


**Ms Deborah
Stephenson**
Executive Director
Health Contracts



Ms Susan Wardle
Executive Director
Marketing and Business
Development

ROBUST GOVERNANCE AND RISK MANAGEMENT



Epworth Board and Executive

Board of Management

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

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

The Board of Epworth constantly strives to renew itself as part of its contribution to bring fresh ideas to the governance of the group. At the November 2012 Annual General Meeting (AGM), two long-standing members of the Epworth Board retired.

Dr Philip Williams, a former President and Deputy President has been an active Board member over many years, and provided wise counsel during his association with Epworth. Anthony Browne also stepped down at the November AGM, after many years of dedicated service on the Epworth Board.

The two new members of the Board are Maryjane Crabtree and Paul Dougas. Maryjane chairs the Audit and Compliance Committee, and was previously a member of Epworth's Human Research Ethics Committee for fifteen years. She is a partner at Allens where she holds a national leadership role.

Professor Paul Dougas is a member of the Finance Committee, and has served on the Major Property Development and Procurement Committee since 2011. He has had an extensive career in business and consulting engineering as CEO of Sinclair Knight Merz.

Board of Management attendance

2012/13	Eligible to attend	Attended
Mrs Janet Latchford (President)	11	11
Prof Peter Brooks AM	11	9
Mr Anthony Browne (retired Nov 2012)	5	5
Ms Maryjane Crabtree (commenced Nov 2012)	7	7
Mr Alan Crosthwaite	11	11
Prof Paul Dougas (commenced Nov 2012)	7	5
Mr Rod Fitzroy (Deputy President)	11	10
Mr Peter Hay	11	5
Mr Alan R Kinkade	11	9
Ms Judy Leitch	11	9
Mr Robert Macmillan	11	10
Rev Prof Christiaan Mostert	11	11
Dr Philip Williams (retired Nov 2012)	5	4



Epworth Executive

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

Epworth welcomed the appointment of the new Executive Medical Director, Prof John Catford. John has an extensive wealth of executive, academic, government, clinical and research experience and insights into the delivery of health services both nationally and internationally.

Operational improvements

Health contracts

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

Clinical coding is integral to the robustness of Epworth's financial results and the Health

Information Services team continues to achieve their targets. Epworth has a very strong training program for new staff employed within this team to ensure the high coding standards, demonstrated by external audits, are maintained. With the national shortage of Health Information Managers and Clinical Coders this is a key element to attracting staff.

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

Sustained financial performance

Strong leadership from management teams across Epworth once again led to a further improvement in financial results through 2012/13. Under the guidance of the Board and the Finance Committee, the full year financial result was an improvement of 16.1 per cent from 2011/12 and exceeded the 2012/13 budget, with all operating divisions seeing improved surpluses. Continued strength in operational and financial performance against targets enabled the organisation to achieve its strategic objectives.

Increased patient activity, coupled with continued focus on cost management, enabled Epworth to fund \$17 million in new equipment and IT systems. In addition \$102 million was spent on redevelopment programs, predominantly at the Epworth Richmond and Epworth Camberwell campuses.

The debt reduction program remains on schedule and a debt facility makes it possible for Epworth to continue with major infrastructure investments including the redevelopment projects.

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

Employment relations

New enterprise agreements have been successfully negotiated in 2012/13 for Psychologists, Dietitians, Medical Scientists and Medical Physicists and for Emergency Medicine Doctors. These agreements continue to offer employment terms and conditions that are market competitive in order to both attract and retain high calibre employees.

Quality, audit and accreditation

Audit review meetings

Throughout 2012/13 Medical Services and the Quality divisions have worked together to embed audit review meetings into the Clinical Institute structures. Regular monthly or quarterly audit review meetings are held across many Clinical Institutes, including cardiology, critical care, obstetrics and gynaecology, gastroenterology/general surgery, and neurosciences. Clinical Institute Chairs meet monthly with clinical audit staff to discuss ongoing audit and quality projects.



Clinical audit committee

The clinical audit committee is responsible for overseeing audit activities and to ensure sharing of practices and outcomes at Epworth. Its purpose is to promote and encourage a systematic approach to reviewing the safety and quality of clinical care provided to patients. Audit results have shown that Epworth performs in line with industry benchmarks.

Accreditation outcomes

The accreditation landscape has altered with the introduction of the Australian Commission on Safety and Quality in Health Care's National Safety and Quality Healthcare Standards. All healthcare organisations are required to comply with the ten National Standards from 1 January 2013, irrespective of accreditation framework – ACHS or ISO.

Epworth underwent a successful organisation-wide survey under the ACHS model in October 2012 and was granted four years' accreditation for all rehabilitation sites, Epworth Eastern, Epworth Freemasons and Epworth Richmond.

Epworth Cliveden has undertaken a separate accreditation process under the ISO framework and is next due for their annual surveillance audit in October 2013.

Epworth Hawthorn's certification survey occurred on the 17 December 2012 when Epworth commenced operating the facility.

Epworth reviewed the options for staying with or changing its accrediting body and framework, and has decided to renew its contract with ACHS for a further 4 years.

Quality plans 2013/2014

The Quality Team has formulated the group quality plan. This plan is based on the requirements outlined in the operational plan as well as setting a

foundation for compliance to the Australian Commission for Safety and Quality's Healthcare Standards. It also incorporates components from Risk, Audit and Infection Control.

Point prevalence survey

In May 2013, Epworth surveyed 750 patients on one day, showing that the patient age profile has increased and 95 per cent of patients speak English. This indicates relative stability in Epworth's patient population.

There was a focus on compliance for completion of risk assessments. Improvement was noted in two areas when comparing the two years' worth of data – pressure risk assessment on admission and weight recorded on admission. Areas for improvement include falls risk assessment, which has dropped a few percentage points but is still above target, and venous thromboembolism (VTE) risk assessment.

Clinical audit

Epworth's Clinical Institutes are tasked with implementing clinical audit and reviewing results across the specialties. There are three key types of clinical audit.

Routine audit

Continually measures practice against a standard e.g. re-admission rate, length of stay.

Thematic audit

Measures practice based on locally relevant measures that are targeted to a specific topic. It usually involves record review e.g. transfusion practice, laparoscopic outcomes, VTE prophylaxis.

Significant event audit

The topic is defined by an acute event. Auditing of the specific event is undertaken.

Bedside clinical audits

A bedside clinical auditing process commenced in July, and involved two patients per week being audited in relation to compliance with various elements of the ten National Standards set by the Australian Commission on Safety and Quality in Healthcare.

Staff collected the data and then entered the information onto the audit module on RiskMan – Epworth's risk management software. The information collected is tabled at the group working parties on a monthly basis.

External benchmarking

Epworth participates in clinical quality registries that collect health-related information on the quality, safety and outcome of care provided to individuals who undergo a particular procedure, are diagnosed with a disease, or use a specific healthcare resource. The registries cover areas including nephrology, intensive care, cardiac surgery, rehabilitation, orthopaedics, urology, obstetrics, cancer and infection control.

The registries are usually hosted externally at colleges, societies and universities. In particular, clinical quality registries provide specific information about the appropriateness of healthcare and the effectiveness of healthcare, and reports that allow Epworth to compare performance to an external standard.

Risk management

During 2012/13, the Board Audit and Compliance Committee monitored the top risks for Epworth. In-depth analysis was undertaken on each of these top risks and presented to the committee, which included inherent and residual risk calculations and a review of the quality and effectiveness of controls currently in place.

As an extension of patient care risks, organisation wide reviews were undertaken on key focus areas under the 10 National Standards of Quality and Safety in HealthCare. This has been a new improvement as Epworth strives to integrate quality outcomes and audit to our risk profile.

Epworth maintains an electronic risk management database (RiskMan) for the reporting and documentation of incidents, hazards and now includes an online Risk Register. RiskMan is available to all staff via the intranet to report incidents, hazards as they occur, and to update risk actions and treatments as required. Key Clinical Risk Indicators have been developed to provide staff with a quick snapshot of incidents in the key focus areas under the 10 National Standards of Quality and Safety in HealthCare. The RiskMan database is constantly kept up-to-date with the latest software versions, and feedback from staff has assisted in making the system user friendly and appropriate for the reporting of all events.

Education provided across sites of the importance of Near Miss reporting has resulted in improved reporting that is comparable to industry benchmark figures.

The Incident Management review project was launched in late 2012. The aim of the project is to ensure the current incident management review process that occurs at Epworth is consistent with best practice and reflective of Epworth's risk management framework.

After an extensive literature review and consultative process, the following changes have been recommended for implementation:

- Provide a standardised, consistent and objective classification of incident severity for all incidents. The new Incident Severity Rating (ISR) methodology was launched in June 2013
- Improve the incident investigation review process, which includes the implementation, monitoring and evaluation of investigation findings, to ensure a consistent approach across all incident categories i.e. patient, employee or equipment related incidents. Work is currently underway to integrate the investigation process within RiskMan.

Operational improvements

Improving staff services

A new HR module – known as My Epworth – provides staff and managers with 24/7 online access to personal contact details, pay details and pay slips, leave entitlements, approvals and leave owing.

Managers can also approve leave requests, update records, and report against leave balances, employee length of service and upcoming performance development plans.

Technology

The appointment of Karen Kinmont as the Chief Information Officer at Epworth early in 2013, has seen the development of the new 5 year ICT Strategy. The strategy which was developed in conjunction with Jenny O'Brien, Chief Clinical Information Officer, through an engagement of all key stakeholders reflecting the requirements from a business, clinical, academic and research perspective.

The completion of the business case to implement an enterprise wide Scanned Medical Record Solution across the organisation was the start of the clinical

journey into the creation of an electronic medical record for patients. The implementation is to be completed in the next financial year.

The new Epworth website has ensured that the organisation has a professional online presence that provides not only an image of the organisation but valuable information for patients, medical specialists, visitors, students and staff.

Epworth invested in the capability to allow the electronic submission of inpatient hospital claims directly to the health funds. The implementation of this solution commenced in March 2013 with the submission of claims directly to Medibank Private. All major funds will also be brought online over the next year. This solution will assist Epworth in the streamlining of the claims process and fast track payments.

In 2012/13 the rollout of the first stage of wireless technology has ensured that the key clinical areas in the majority of our hospitals have wireless access to the internet. This will support the introduction of the clinical information solutions to be introduced across the organisation over the next 12–18 months.

The implementation of the new medical services database has seen the capability to provide an electronic solution to manage doctor credentialing. This end-to-end solution has eliminated the manual paper-based process, reduced the duplication of effort and assisted the data entry process.

The introduction of the Velos Research solution has provided Epworth with the capability to connect and manage research activities to enhance and empower clinical innovation.



LAURA BRENNAN AND HANNAH GHELLER



CCEED* nurses:
Hannah Gheller (left) and Laura Brennan (right)

“ I have loved every minute of being on the wards at Epworth. I noticed the respect shown to student nurses by other disciplines.”

•
Laura Brennan

Third Year Student Nurse Hannah says it was only after helping her mother's friend through a medical emergency that she realised she might make a good nurse.

‘It hadn't entered my head as a realistic proposition before that. I thought I was far too young for that sort of responsibility. But now I don't just study nursing, everything I do is in the health field, from working part-time for an Epworth Surgeon and in Aged Care, to volunteering with mental health patients,’ Hannah says.

‘The CCEED program encourages nurses to think holistically, recognising all the areas of health that need to be addressed for human beings to recover from illness. During my six placements at Epworth, I couldn't wait to put into practice what we were learning – and my psychology studies helped me understand patients' anxiety, rather than be nervous to talk to them about it.

‘I have loved every minute of being on the wards at Epworth. I noticed the respect shown to student nurses by other disciplines, something I didn't see when I did some units in China.

‘Volunteering at Epworth's Heart Smart also showed me how multidisciplinary care gets results. The cardiac patients who tackled their emotional response along with physical exercise and medications were the ones who recovered faster,’ Hannah says.

Before enrolling at Deakin, CCEED Graduate Nurse Laura, now working at Epworth, was similarly daunted by the challenge of caring for individual patients, because their needs can be so different.

‘I kept thinking about their trust in me and whether I could honour that. But the moment I started my degree, I loved reading and learning about everything clinical and I thought immediately that it was the right vocation for me. After working as a nurse for a year, I know I am right,’ Laura says.

* The CCEED (Collaborative Clinical Education Epworth Deakin) program was developed in 2005 to optimise clinical education within the Bachelor of Nursing degree at Deakin – with tutorials, laboratories and clinical placements undertaken at Epworth Richmond.

CARING FOR OUR COMMUNITY





Joining forces with Rotary to help earthquake victims

The Rotary Club of Port Melbourne was very grateful for the donation of birthing beds, incubators and hospital cots from Epworth Freemasons' Maternity Unit.

Epworth's contribution made up a significant part of Port Melbourne Rotary club's shipment of medical equipment destined to re-equip four small regional hospitals in the earthquake affected area of Chile's southern Andean region.

Epworth Freemasons, along with several other Melbourne-based hospitals, enthusiastically got behind the project and in a space of four to five months, were able to fill a 40 foot container with medical supplies and equipment which made its way across the Pacific Ocean to Chile. The goods will arrive in August 2013 and will be transported, stored and distributed by more than 20 local Rotary club members.

The project started with a request for help from Mr Diego Velasco von Pilgrimm, the Consul-General of Chile, who is based in Melbourne and is himself a Rotarian. Don Diego's request was picked up by the Rotary Club of Port Melbourne and Rotary's 'Donations in Kind'.

Maternity Services Manager Robyn Ackland, Engineering Manager John Hines, Engineering Team Leader Greg Hansen, and midwife Kerry Eacott, were the key drivers from Epworth Freemasons, responsible for getting the project going.

The total value of the donations is estimated at more than \$80,000 and was entirely donated by Melbourne hospitals and companies, including Epworth Freemasons.

Ardit kicking goals after pro bono heart surgery

Before heart surgeon Mr Andrew Cochrane operated on Ardit Pepa's diseased heart on 10 August 2012, a simple walk was difficult and exhausting for the Albanian teenager.

Mr Cochrane performed an aortic valve replacement, the second heart operation Ardit has had in Australia. The first one, a catheter balloon aortic valvuloplasty, was performed in 2003, but Royal Children's Professor Jim Wilkinson predicted that Ardit would probably develop a recurrent aortic stenosis.

Thanks to Epworth, Mr Cochrane and Children First, Ardit was given a second gift of surgery and aftercare that would not be available to him in Albania. Just a few days after the operation, Ardit was taking short walks to his rehab sessions and today he is playing soccer with his friends and hoping to study medicine.

Mr Cochrane and Epworth provided Ardit's care free of charge, Edwards Life Sciences donated the heart valve, and Children First principal supporter Emirates Airline donated his return flight to Australia. Ardit stayed at the Children First Farm in Kilmore.

Working in the community

Epworth has a strong tradition of care and this extends to the community work to support those in need. There are many health-related causes which Epworth supports each year.

In 2012/13 Epworth continued to remain an active and committed participant in important health promotion events such as Daffodil Day for the Cancer Council, Prostate Cancer Awareness Week, Brain Injury Awareness Week, International Midwives Day, International Nurses Day, and Ride to Work Day.

In addition to this, Epworth Eastern supports charities within their local community. Staff at Epworth Eastern donate to Harrison Community Services which assists families and young people in crisis. They also support Community Options and Booroondara Community Outreach which helps adults, many with a dual diagnosis of a mental health condition and disability.

At Christmas, which is often a time of real need for many in the community, Epworth supports Wesley Mission's Food for Families campaign. This involves staff members from across all divisions of Epworth donating non-perishable food items, toiletries, toys and gifts to help families and individuals who may need assistance at this time.



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

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

Life after breast cancer

More than 150 breast cancer survivors attended a lunch at Fenix in Richmond to celebrate their mutual bond and gather information on topics like health and nutrition, exercise, menopause, bone health, emotional and psychological wellbeing and sexuality, intimacy and looking after yourself. The event was supported by groups and organisations such as Breast Cancer Network Australia, Cancer Council Victoria, BreaCan, Think Pink Living Centre, and Amoena, which provided information on the day.

Expo highlights breast cancer awareness

A Breast Cancer Awareness Expo held at Epworth Richmond in October 2012 highlighted the range of support services available through Epworth for women undergoing breast cancer treatment, as well as for their family and friends.

The Warwick Foundation – Australia's first and only charitable foundation supporting young adults aged 18–40 on their cancer journey – attended the conference as well as representatives from Think Pink and Breast Cancer Network Australia. The successful event which had more than 100 people in attendance was an example of Epworth joining forces with other charitable organisations to raise awareness of, and provide assistance to women with breast cancer.

Adult Migrant English Services

Throughout 2012/13, Epworth Eastern supported work experience students from the Adult Migrant English Services which is Australia's largest provider of humanitarian settlement, education, training and employment services for refugees and newly arrived migrants. Their mission is to provide full participation for all in a cohesive and diverse society.

Paul's Collect-A-Cap

Epworth Richmond and Epworth Eastern have continued to support their local communities through the Paul's Collect-A-Cap program. Milk bottle caps were donated to Richmond Creche and Kindergarten and Yooralla Kindergarten, with 10 cents being raised for every milk bottle cap.

Salvation Army band

The Salvation Army Melbourne Veterans' Band brought Christmas cheer to the patients, visitors and staff at Epworth Freemasons by performing carols in the courtyard in the lead up to Christmas.

It has been a long held tradition for the band, spanning more than 15 years. The tradition is rewarding for both the band and patients as they shared good will at Epworth Freemasons.

Artwork donated

Nine beautiful pieces of textile art were donated to the oncology ward at Epworth Eastern in April 2013, thanks to a collaboration between second-year Diploma of Textiles students at Box Hill Institute and Epworth Eastern.

The artworks were especially created for the oncology ward – firstly to be on display there and secondly to raise money for the oncology service through an auction at the annual gala ball.

The project was the brainchild of Box Hill Institute's Creative Industries teacher Dawn Duncan-Smith. When her relative, Aileen, was a patient on the oncology ward, Dawn brought in a piece of textile art which became a talking point for Aileen, her visitors and other patients. After Aileen's death in November 2011, Dawn wanted a way to bring art to the ward.

She gave her 2012 students a design brief for the 'Sojourner Project' and the results are displayed in the relatives' room and along the hallway leading to the nurses' station on ward 4 South. The pieces were auctioned off at the Epworth Gala Ball in August with all proceeds going to Epworth. Next year's students will create fresh works for the following year.

Endometriosis support group

At an organisational level, Epworth works with its local communities to lend a hand and support local programs. Epworth Freemasons hosts a bi-monthly endometriosis support group to exchange ideas, coping strategies and current treatment information.

The Endometriosis Support Group aims to respond to a need for support expressed by patients of the hospital's Women's Health Unit.

Health professionals in the field are also on hand to provide information and support. Being a community service, the group is open to all women, not just those treated at Epworth Freemasons.

Run to honour Connor Dawes

In September 2011, 17-year-old Robert Connor Dawes ran from his home in Sandringham to the boatsheds on the Yarra. He'd started his training for the upcoming rowing season. Two months later, Connor was diagnosed with an anaplastic ependymoma, a type of malignant tumour.

Despite major surgery, Connor lost movement to his right side, had impaired vision and severe short-term memory loss. However, he was determined to improve and spent hours each day at Epworth Brighton working on his physical and cognitive rehabilitation.

Sadly, Connor lost his battle with brain cancer. To continue his legacy, Connor's family set up a fund to support brain cancer research.

A fundraising event, Connor's Run, has been established to raise funds for research to understand and treat brain tumours. The inaugural 18.8km run will be held in September 2013.

Members of Epworth Brighton will volunteer on the day as well as assist with sponsorship.

One hundred babies

In February 2013, Epworth Freemasons joined more than twenty maternity hospitals across Victoria in a unique project organised by the *Herald Sun*.

100 Babies in 100 Days, which was published in May/June 2013, featured photos of 100 beautiful newborns along with a quote from their parents summarising their hopes and dreams for the future generation of Victorians, and in particular what they imagined would be important for their precious babies. It was the first time a mainstream newspaper has undertaken a project that involved visiting major maternity wards covering the whole state – from Mildura to Melbourne and Warrnambool through to Bairnsdale. The project was very successful in capturing the joy of more than 14 Epworth Freemasons' families on the first day of their babies' lives.

The *Herald Sun* presented each family with the photos and a pink or blue cotton jumpsuit.

Grandparent school a favourite

Epworth Freemasons is the only maternity hospital in Melbourne to hold grandparent classes on a monthly basis. The sessions, which have run for more than a decade, are usually packed with enthusiastic men and women in their 60s, keen to hear what's new in the world of babies.

Thanks to research into sudden infant death syndrome, there is new thinking into the breastfeeding, swaddling and sleeping patterns of new babies and these are a vibrant topic of discussion for many people at these sessions.

Other things that have changed since today's grandparents cared for their own babies include parents in the birthing suite, early vaccinations and what is now recommended to keep out of cots and bassinets.

Breast Friends support group

Breast Friends is a support group open to all women under 45 years who have been diagnosed with Breast Cancer.

The group meets in the relaxed, informal atmosphere of a local pub so women can have a light meal and drink if they wish. There is no formal agenda, with the focus on bringing together a group of women of similar age and life experiences to share their stories and support each other through a very emotional and stressful time in their lives.

An email reminder is sent each month, which includes any news items of interest and any change of venue.

Epworth supports breast cancer awareness

More than a hundred Pink Lady silhouettes were on display on the lawn in Erin Street on 30 October 2012. Epworth invited the community to take part in the event as a way of showing their support for women and families affected by breast cancer.

Epworth Breast Surgeon Miss Jane O'Brien addressed the guests on the day, along with a breast cancer survivor who spoke of her own journey of survival. Around 300 *Mini-Field of Women* events are held in local communities, right across Australia. These events are a great way to link those people affected by breast cancer with their local community.

EPWORTH MEDICAL FOUNDATION





The Epworth Medical Foundation raised a record \$12.2 million during 2012/13 thanks to the many individuals, companies, associations and trusts who respect and value Epworth. These donations have helped thousands of patients receive the advanced care for which Epworth is known.

Funds were distributed towards education grants for a new generation of medical professionals, ground-breaking research, new purpose-built facilities, patient support programs and for the purchase of advanced medical equipment.

Board of Trustees

The Epworth Medical Foundation welcomed four new trustees – Mr Bruce Siney, Ms Cathi Biddick, Ms Evelyn Danos and Associate Professor Ron Dick. The Foundation is grateful for the governance and support the Trustees provide throughout the year.

- Mr Michael Robinson AO (Chair)
- Ms Cathi Biddick
- Mr Lindsay Cuming AM
- Ms Evelyn Danos
- A/Prof Ron Dick
- Mr Rod Fitzroy
- Mr Keith Irvine
- Mr Alan R Kinkade
- Mr Anthony Nicholas
- Mr David Rosback AM
- Mr Bruce Siney
- Dr Philip Williams

Education

Generous support from many individual and corporate donors has been received through the year and directed to enable staff to undertake professional development.

Scholarships were awarded to Epworth staff to further their education by completing a tertiary qualification, attend a conference or undertake a specific investigative project. Each member of staff was grateful for the support they received from their individual or corporate sponsor, enabling them to build their skills and expertise.

Joanne Crowther, who is completing a Masters in Health Administration said she was very grateful for the support and it made her more determined to provide the best cancer service for Epworth. Her course has already enabled her to identify improvements, support innovative ideas from within the team and introduce efficiencies to the service.

An annual scholarship was established in memory of much-loved staff member, Jenny Bentley. Jenny started working with Epworth in Emergency in 2006 and was appointed Executive Assistant to CEO Alan Kinkade in 2009. Device Technologies established a memorial scholarship in her honour. The first recipient, Caroline Capell Emergency Nurse and Paediatric Quality Facilitator, is using the scholarship to complete her Masters in Nursing Practice.

Caroline regards this award as the greatest achievement in her professional career, having worked with Jenny and long admired her integrity. She promises to make Jenny's family and Epworth friends proud of the legacy that Jenny left.

Equipment

Each year, donations to the Epworth Medical Foundation enable the purchase of more than a third of all new medical equipment across Epworth. Equipment purchases included numerous items for patient areas and state-of-the-art technology such as:

- The SAebo Flex to help patients regain controlled movement in hands and arms following brain injury
- A Critical Care Ultrasound to diagnose and treat patients at the bedside in the Intensive Care Unit with greater efficiency and clarity
- The Leica Neurological Operating Microscope used in the operating theatre during brain surgery to magnify the treatment area and accurately remove tumours
- An Armeo Spring to provide functional therapy for patients with restricted arm and hand movement following stroke, traumatic brain injury and other neurological disorders
- A V60 ventilator to provide non-invasive ventilation to patients in Epworth Emergency struggling to breathe with injury or illness.



Epworth Richmond Redevelopment campaign

A total of \$10 million has been pledged and \$8 million received towards the Epworth Richmond Redevelopment. The Foundation acknowledged the following two major gifts this year with the naming of new facilities within the redevelopment project.

The donation of \$2 million from the estate of Richard and Marietta Manders towards the development works will see the new foyer to be built on the Erin Street frontage named in their honour.

Having emigrated with their families from Poland and Romania after World War II, Richard and Marietta married and established a home in Melbourne. Richard studied law and Marietta accountancy. They worked tirelessly in their professions and travelled extensively. Starting with a small gift in 1992, Richard and Marietta's respect for Epworth grew to the point where they left a significant bequest to improve the hospital facilities and in turn be remembered by generations to come. We are grateful for their long and enduring support.

The first completed clinical area in the Epworth Richmond redevelopment was officially opened in March and named in honour of long-term benefactor, Mrs Corrie Heath who made a major gift towards the redevelopment.

The Corrie Heath Day Oncology Unit and Day Medical Unit includes 24 oncology and 16 dialysis chairs as well as a further six beds for medical procedures, sleep

analysis and allergy testing. As treatment can extend for several hours, the unit is furnished with large, comfortable recliner chairs each with touch screen entertainment including music, radio and television.

Another area being developed with donated funds is the courtyard on Epworth Richmond's Oncology Ward to make it more family friendly. This was made possible through Epworth's broad supporter group together with an estate gift from Barbara Heine who was treated on the ward. The area will include a peaceful garden, kitchen, family dining and children's play area filled with toys, games and entertainment. This will enable patients and their families to share some everyday activities together in more homely surrounds.

Epworth Research Institute

Over \$2 million was raised for the Epworth Research Institute including funds for the research corpus and funding for several of the 150 research projects being performed under its umbrella.

Notably, the Epworth Medical Foundation secured funds to pursue the following projects:

- A mail appeal raised \$65,000 for stroke research undertaken by Prof Richard Gerraty
- The F&E Bauer Trust funded dermatology research to improve treatment for alopecia areata (hair-loss)
- The Margaret Walkom bequest funded research into treatment for basal cell carcinoma

- The RACV Foundation funded physiotherapist, Bridget Hill to review the treatment of brachial plexus injury and upper limb peripheral nerve injury.

In addition, nine research awards, worth more than \$225,000 were awarded during Epworth's Research Week in May. These were made possible in their entirety by interest earned on the research corpus built with generous donations from our supporters. The projects include research being undertaken in cancer of the bowel and prostate, dermatology, orthopaedic surgery and rehabilitation following traumatic brain injury.

Patient support programs

A number of patient support programs were developed during the year particularly within the area of Radiation Oncology. Through the generosity of individual donors, a vehicle was purchased for the service to enable a volunteer driver to transport patients to and from appointments for radiation treatment at Epworth. The service was established for patients who would otherwise be relying on ambulances or transport services to access their treatments. This minimises the patients' travel time and helps to reduce their stress.

An accommodation support scheme was also established for patients from regional and rural Victoria to assist them with transport and accommodation costs so that they are not disadvantaged by distance and have access to the best cancer treatment available at Epworth.



Epworth Medical Foundation events

Great Ocean Road walk

The Walk for Wellness took place between 30 November and 2 December 2012. The three-day moderate trek took place through the stunning natural beauty of the Great Ocean Road and was held to help raise funds to support cancer patients at Epworth.

The funds will be used for Epworth's accommodation grants scheme which supports cancer patients who otherwise couldn't afford to travel to receive vital treatment.

Thailand ride most successful yet

The largest ever Cycling Challenge group raising close to \$130,000 from a journey covering 289 kilometres from just below Bangkok to Koh Samui.

Twelve cardiac patients were accompanied by family, friends, Epworth support staff and several other riders to cycle the Gulf of Thailand, visiting rubber and coconut plantations along the way, stopping regularly at stunning locations on the beach to refresh and recharge the batteries.

The Epworth medical team did a great job of patching up and administering medication when needed. Several riders have already signed up again for next year. Well done to all those who took part and congratulations on being a part of what was the most successful Cycle Challenge ever.

Running for heart health

On a picture-perfect autumn morning in March 2013, 150 Epworth staff members and supporters met up at Princes Park in Carlton North for the annual Epworth Run for Your Life cardiac fun run. Staff and patients came together to enjoy a fun activity and promote healthy living.

Congratulations to Isabella de Castella who was the overall winner of the run, and to Kate Edwards, a former patient who raised almost \$3000. Funds raised will be used to support cardiac care at Epworth. Kate recently underwent cardiac treatment with us, and showed just how far she had come by completing the course in the company of her husband and two children.

Special thanks to the Royal Flying Doctor Service who gave their time to provide first aid on the day. Other sponsors included Abbott Vascular, TAC and the City of Melbourne.

Raising awareness of men's health

The very first Epworth Men's Health Lunch was held in October 2012 in the Members' Dining Room of the MCG, delivering some salient messages to the 470 guests who attended.

The expert panel including Associate Professor Ron Dick, Chair of Cardiac Sciences, cardiologists Dr Tony Walton and Dr Nick Cox and Sports and Exercise Physician Dr Peter Larkins. Radio 3AW's John Burns led the discussion which concluded that although men may not be able to control their family history for

certain diseases, they can control other risk factors such as their behaviour and environment. The physicians also shared simple advice on the symptoms of cardiac disease, survival statistics of cardiac arrest and what to do in the event of a cardiac arrest to increase the chances of survival.

Master of Ceremonies, former ABC broadcaster Peter Couchman, shared his own cardiac experience together with Geelong Football Club's doctor, Dr Geoff Allen who – despite being young and fit – suffered a match-stopping cardiac arrest at AAMI Park three years ago.

The event was sponsored by Philips Healthcare, Abbott Vascular, Health Super, Melbourne Pathology, Slade Pharmacy, WTC Wharf and Zouki with some prizes provided by the AFL, The Big Group, Three Degrees Marketing and Jayco.

Thanks to the Special Events Committee, the inaugural event raised \$110,000 towards the purchase of critical care patient monitoring equipment for the Cardiac Ward at Epworth Richmond.

Epworth Race Day

The Friends of Epworth Race Day was held at Moonee Valley Racing Club in April. Guests enjoyed a day of racing and fashion while hearing inspirational stories from two jockeys who had been treated at Epworth Rehabilitation following falls. Mr Rob Gaylard acted as MC and guest tipster and interviewed Leigh Woodgate and Peter Hutchison on stage regarding their brave and inspiring journeys of recovery.



Epworth Golf Day

A record field of 124 players took part in Epworth's Corporate Golf Day at Yarra Yarra Golf Club held in picture perfect conditions in March.

UBS took out the winning trophy for the 18-hole Ambrose event followed by LCI Consultants and Brookfield Multiplex. The event raised \$70,000 to support Hip Arthroscopy at Epworth Eastern.

Epworth Gala Ball

The 2012 gala ball titled 'Epworth salutes Motown' was held in September for 1200 guests in the Palladium ballroom at Crown raising a record \$800,000 for research at Epworth.

Seven Network's Lynda Kinkade was MC with entertainment including a tribute to the Supremes by the Fabulous Singlettes and dance music by Matt Hetherington and Beyond Belief.

Speeches given by the Group Chief Executive Alan Kinkade were peppered with tributes from celebrities Bert Newton and Molly Meldrum, each recounting their experience as a patient, expressing their gratitude for their care and encouraging guests to dig deep.

Auction prizes from Kozminsky, APT and the *Herald Sun* proved very attractive as did the Qantas travel voucher which was awarded first prize in the raffle.

The event's success was anchored on the generous support of major partners Gally Medical and ConMed Linvatec, associate partners LifeHealthcare, Slade Pharmacy, Technology One and Westpac Institutional Bank and 30 other table sponsors.

The Special Events Committee chaired by Robyn Beddison OAM assisted in organising the event, and several Epworth staff volunteered to manage the raffles and auctions during the event.

Auxiliary groups

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

Friends of Epworth

Members of the Friends of Epworth work together to raise funds to support the needs of Epworth patients. The Epworth Medical Foundation Race Day was held in April 2013 and was a great success. In 2013 the Friends of Epworth are celebrating their 25th anniversary – a remarkable history of contribution to Epworth.

Cancer Unit Auxiliary

Members of the Cancer Unit Auxiliary volunteer their time and skills to raise money for the oncology unit at Epworth by organising events such as luncheons and forums. President Mary Cole established the auxiliary eleven years ago after a family member was treated at Epworth Richmond for cancer.

Heartbeat

Heartbeat is an association of former Epworth cardiac patients and their friends who wish to provide positive support and assistance to other cardiac patients. Heartbeat raises funds for the cardiac units at Epworth. Under the leadership of John Thurkle, Heartbeat raised a total of \$120,000 through raffles and sales enabling the purchase of a cardiac monitoring system at Epworth.

Lockwood Society

A special group of benefactors was acknowledged this year with the launch of the Lockwood Society. The society is made up of members who have very generously included the Epworth Medical Foundation in their Will. The club is named to honor former Board Member and loyal benefactor, Mr Bruce Lockwood, whose family has been associated with Epworth since it was founded. The Lockwood Society currently has 160 members, an increase of 57 on the previous year.

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

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