

DEDICATED TO PROVIDING THE VERY BEST IN HEALTH CARE

Winner 2008 Premier's Award for
Metropolitan Health Service of the Year



ANNUAL REPORT 2008

St. Vincent's Hospital
St. George's Health Service
Prague House
Caritas Christi Hospice

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CARE

DR FRANK LIN

MESSAGE FROM THE CONGREGATIONAL LEADER

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*It's early one Saturday morning
and I am in Melbourne...*

*While stopping to make a
cup of tea my attention turns
to the radio announcer who
comments "...a lot happening in
Melbourne this weekend in the
area of health problems...heart
disease, Alzheimer's, etc".*

I was struck by the use of the word problem because it's not the first word that comes to mind when thinking of the approach taken to healthcare at St. Vincent's. All the evidence contained in this 2007–08 Annual Report would change the announcer's comment to "...there's a lot happening at St. Vincent's in relation to health and wellbeing solutions."

In September 2008, St. Vincent's was recognised as Victoria's top metropolitan healthcare provider for the 2007–08 year. I believe our solutions approach to the care of the whole person is a major contributing factor in this award conferred by the Premier of Victoria.

What difference does this shift in focus make? I believe that the pursuit of solutions underpins St. Vincent's rigorous and diverse research projects. We have a reputation for strong community engagement: we practice what we preach; we model a healthy lifestyle approach and promote positive body image through our programs and promotions.

St. Vincent's is Victoria's major metropolitan Indigenous healthcare provider. We are acutely sensitive to creating solutions which help us provide a unique and inclusive model of care for our Aboriginal patients. This assists us too in offering the best possible patient care to our ever-changing and culturally diverse community of Melbourne.

St. Vincent's operates across 19 sites. While each location has its own specific purpose and functions, all are united by the core values of compassion, justice, human dignity, excellence and unity. Unity creates a community characterised by harmony and collaboration.

2008 marks 170 years since the arrival of the first Sisters of Charity in Australia. Our first ministry was to those imprisoned in the colony of New South Wales. I am proud that this ministry has continued

uninterrupted since that time. St. Vincent's has a particular and very valuable role to play in ministering to the healthcare needs of those in correctional facilities. Long may it continue!

This year I write for the final time as the Congregational Leader of the Sisters of Charity. I want to take this opportunity to offer my sincere thanks to the Board of Directors, chaired by Brenda Shanahan, and to the St. Vincent's Executive, led by Nicole Feely. I am mindful that they cannot realise our mission without our directors, colleagues, volunteers and the thousands of staff whose everyday tasks and encounters are directed towards meeting patient needs and providing healthcare solutions.

Caritas Christi urget nos!
Thank you one and all. We are
greatly blessed through you.



Elizabeth Dodds rsc
Congregational Leader
The Sisters of Charity of Australia

MESSAGE FROM THE BOARD CHAIR AND CEO

It is with pleasure that we commend to you the 2007–08 Annual Report, which this year centres on a key element of our mission: our dedication to providing the very best in healthcare. To deliver quality care you must have a commitment to innovation, leadership, compassion, education and community. This report shines a light on a few of our accomplishments in these areas in 2007–08.

St. Vincent's commitment to quality healthcare was recognised early in the financial year when we were awarded four-year accreditation by the Australian Council on Healthcare Standards in July. We were commended for 'extensive achievement' in a number of areas including the integration of our Mission program in the life of the organisation, care for the dying, involving consumers, carers and the community and working with special needs groups.

In 2007–08 we are proud to have delivered an operating surplus for the ninth successive year, an unparalleled

achievement for a metropolitan public healthcare service.

St. Vincent's recognises the need, however, to plan ahead and to adapt our organisation to the changing demands of the health system. In 2007 St. Vincent's commissioned a business efficiency review to provide an independent assessment of potential savings and revenue opportunities. While the review identified areas where some savings could be made, it confirmed that St. Vincent's is a lean and efficient organisation. Our challenge now is to pursue business development opportunities to support our delivery of quality healthcare.

St. Vincent's realised a long-standing goal this year, with the consolidation of its four major facilities into a single legal entity. In order to simplify the corporate structure all the assets, liabilities and employees of Prague House, St. George's Health Service and Caritas Christi Hospice transferred to St. Vincent's Hospital (Melbourne) Limited as of 1 January 2008.

St. Vincent's received the highest possible accolade in September 2008 when Premier John Brumby declared St. Vincent's the winner of the Premier's Award for Metropolitan Health Service of the Year. The Award is based on St. Vincent's work in 2007–08 and our established

reputation for excellent patient care, innovative medical research and teaching. Premier Brumby congratulated St. Vincent's on consistently leading the way in quality and compassionate care and made particular mention of our 'can-do' approach. The Victorian Public Healthcare Awards are the pre-eminent honours for the public health sector in Victoria. They are independent and highly competitive, making the achievement that much more special.

Our success is only possible because of the dedication, inspiration and focus of our committed team. We would like to take this opportunity to thank everyone who has made the past year so rewarding: the Sisters of Charity, the St. Vincent's Board, our leadership team, clinicians, staff and volunteers and the many generous donors and trusts who support our work and enable us to take that extra step.



Ms Brenda Shanahan
Chair



Ms Nicole Feely
Chief Executive Officer

ABOUT ST. VINCENT'S

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St. Vincent's holds a special place in the lives of many Australians. For 115 years we have been providing the highest standards of care driven by our concern for others, especially those in need. This focus permeates every aspect of our work, guided by the values of compassion, justice, human dignity, excellence and unity.

St. Vincent's is a leading teaching, research and tertiary health service offering:

- adult acute medical and surgical services
- sub-acute care
- diagnostics
- rehabilitation
- allied health
- mental health
- palliative care
- residential care
- community care.

St. Vincent's is part of the Sisters of Charity Health Service, Australia's largest non-government, not-for-profit healthcare provider. St. Vincent's comprises:

- St. Vincent's Hospital Melbourne
- St. George's Health Service
- Prague House
- Caritas Christi Hospice.

Our collaborative partners work with us to deliver high quality treatment, teaching, education and research. These include the University of Melbourne, St. Vincent's Institute, the Bernard O'Brien Institute of Microsurgery, the Bionic Ear Institute, Step Ahead Australia, the University of Wollongong, Eastern Palliative Care, the Australian Centre for Evidence Based Aged Care and the Australian Catholic University.

St. Vincent's serves a diverse community. Geographically, our primary catchment takes in the municipalities of Yarra, Boroondara, Darebin and Moreland. However, only 45 per cent of patients live in these municipalities. A further 39 per cent are from other parts of Melbourne, 13 per cent are from rural and regional Victoria and 3 per cent from interstate or overseas.

Our mission

Our mission is to bring the healing ministry of Christ to all we serve. Our concern for others, especially those in need, permeates every aspect of the life and work of our services. We are dedicated to providing the best possible healthcare, drawing on the talents and creativity of our people and others who share our vision.

We express our mission through our daily work in hospitals, ambulatory services and multidisciplinary clinics, research institutes, aged care services, hospices, outreach activities and in the home.

Our values

The values of the Sisters of Charity are the foundation of our mission. We are guided by these values in our relationships with the people we serve and our partners. In all our activities we strive to demonstrate:

- compassion: accepting people as they are, bringing to each the love and tenderness of Christ
- justice: acting with integrity and respecting the rights of all
- human dignity: respecting the uniqueness of each person created in the image and likeness of God

- excellence: excelling in all aspects of our healing ministry
- unity: creating a community characterised by harmony and collaboration.

St. Vincent's is committed to our diverse community, which includes:

- culturally and linguistically diverse communities
- Indigenous Australians
- people who are socially and financially disadvantaged, including people with a background of homelessness
- prisoners, in respect of their health needs
- people who are deaf or hard of hearing
- refugees and asylum seekers.

Our focus on hope, guided by our mission and values, ensures that our community experiences excellence in healthcare and service delivery.

St. Vincent's Hospital, Fitzroy

St. Vincent's Hospital in Fitzroy provides a wide range of medical, surgical, allied health and mental health services, including community, outreach, drug and alcohol and correctional health services. As a major teaching, research and tertiary referral centre, we are committed to providing the best possible patient care, servicing both our local and regional communities.

St. Vincent's is also Victoria's largest metropolitan provider of healthcare for Indigenous Australians. The hospital is situated in Fitzroy on the fringe of Melbourne's central business district, bounded by Victoria Parade, Nicholson Street, Fitzroy Street and Gertrude Street.

We operate a major diagnostic program that includes both private and public services. Our pathology collection centres are located throughout metropolitan Melbourne, with private radiology available through Central Melbourne Medical Imaging at the Fitzroy campus.

St. George's Health Service

St. George's Health Service, located in Kew and surrounding suburbs, provides a comprehensive aged care service, including inpatient care, evaluation and management, residential aged care, rehabilitation, acute aged psychiatry, as well as a broad range of community-based assessment and treatment services.

Caritas Christi Hospice

Caritas Christi Hospice provides palliative care services across two campuses. There are 33 beds at the Kew campus, along with a day hospice and community day care centre. At the Fitzroy campus there are 10 beds co-located with the acute services of St. Vincent's.

Prague House

Prague House has operated since 1976, providing residential care to people who are socially and financially disadvantaged. Prague House provides residential services for older men and, more recently, women – all of whom have particular needs relating to their health status and have experienced homelessness. Since its move to the St. George's campus in Kew the service has expanded from 34 beds to 45.

Our vision

We will continue in our quest to improve the services offered to the Victorian community. As expectations and medical advances change, we are working to develop key areas, especially our mission focus, surgery, research, cancer services, ambulatory care, care of the older person and managing demand for services.

We remain committed to delivering the mission and values of the Sisters of Charity in everything we do.

By 2010 we will:

- expand surgical capacity with innovative models of care and facilities for orthopaedics, ear nose and throat, neurosciences, plastics and microsurgery
- foster innovation in models of care that are targeted to the needs of the older person
- further improve our services and research into Koori health
- expand the depth and breadth of drug and addiction medicine services

- expand services to provide additional support to people with chronic health conditions
- develop our facilities to consolidate our position as an international player in the world of medical research
- develop ambulatory care services and, where possible, provide care in home-based or community settings
- plan for the development of comprehensive cancer services supported by an interdisciplinary cancer centre.

Every strategy is driven by our talented staff, government policy, the health needs of the people of Victoria and the mission and values of the Sisters of Charity.

YEAR IN REVIEW

Activity and performance snapshot

For St. Vincent's Hospital, St. George's Health Service and Caritas Christi Hospice

Admitted patients

	Acute	Sub-acute	Mental health	Other	Total
Separations					
Same day	30514	18	14	0	30546
Multi day	19739	2702	934	78	23453
Total	50253	2720	948	78	53999
Emergency	18242	0	554	0	18796
Elective	5023	1213	90	8	6334
Other (inc maternity)	26988	1507	304	70	28869
Total	50253	2720	948	78	53999
WIES					
Total WIES	44762	0	0	0	44762
Bed days					
Total bed days	145880	61372	22880	11448	241580

Non-admitted patients

	Acute	Sub-acute	Mental health***	Other	Total
Occasions of service					
Emergency department presentations	40349	0	0	0	40349
Outpatients services – OOS (VACS and non-VACS)	113634	4609	0	0	118243
Other services – OOS**	116370	15153	114466	0	245989
Total occasions of service	270353	19762	114466	0	404581
VACS number of encounters					
VACS encounters*	113634	0	0	0	113634

* Includes medical, surgical and allied health

** Includes ancillary services (AIMS s9), community rehabilitation centres, Aged Care Assessment Service and Domiciliary team, Darebin Day Centre

***Includes community adult and aged contacts

Access

2008

Elective surgery performance

Percentage of Category 1 elective surgery patients admitted within 30 days	100%
Percentage of Category 2 elective surgery patients waiting 90 days or less*	63%
Percentage of Category 3 elective surgery patients waiting 365 days or less*	86%
Number of patients on the elective surgery waiting list*	1382

Emergency department performance**

Triage category 1 patients seen immediately	100%
Triage category 2 patients seen within 10 minutes	86%
Triage category 3 patients seen within 30 minutes	76%
Percentage of ED patients admitted to an inpatient bed within 8 hours	66%
Percentage of operating time on hospital bypass	5.2%
Percentage of non-admitted ED patients with a LOS of less than 4 hours	66%
Number of patients with a LOS in the ED greater than 24 hours	48

* Patients waiting as at 30.6.2008

** Includes activity during identified periods of industrial action that impacted on performance (16–31 October and 6–21 December 2007). For the purposes of financial reporting, the access figures in the St. Vincent's Hospital (Melbourne) Report of Operations exclude activity performance during the periods of industrial action.

SUMMARY FINANCIAL RESULTS

	2007-08 \$'000	2006-07 \$'000	2005-06 \$'000	2004-05 \$'000	2003-04 \$'000	2002-03 \$'000
Profit and loss						
Total expenses	461,135	432,660	400,855	371,663	347,639	350,363
Total revenue	467,130	435,475	405,578	371,306	349,175	353,158
Operating surplus/(Deficit)	5,994	2,815	4,723	(357)	1,536	2,795
Balance sheet						
Retained surplus/(Accumulated deficit)	31,949	25,950	23,136	22,025	22,383	23,555
Total assets	313,913	299,813	301,681	290,891	290,920	361,869
Total liabilities	251,869	243,763	248,446	238,766	238,794	308,621
Net assets	62,044	56,050	53,235	52,125	52,126	53,248
Total equity	62,044	56,050	53,235	52,125	52,126	53,248

EMPRESS OF CHINA

LEADERSHIP

LEFT TO RIGHT – MARGARET
GODING, MICHAEL DEANS,
BRONWEN MERNER, BRIDGET
ORGAN, BRAD WYNNE

AN OUTSTRETCHED HAND FOR CHINA

The outpouring of grief across China following the Sichuan earthquake was palpable. Several of St. Vincent's Mental Health team witnessed the country coming to a standstill during the three minutes silence on the national day of mourning.

"We could see the atmosphere of grief and shock, this disaster was affecting everyone," says Associate Professor Chee Ng, Director of the International Unit of The University of Melbourne Department of Psychiatry at St. Vincent's. He arrived in China just days after the earthquake with mental health managers Michael Deans and Brad Wynne to run previously planned mental health case management training in Beijing and Wuhan, southern China. They modified the training program to include disaster mental health management, in response to the widespread distress and trauma following the earthquake.

The three are part of a team of St. Vincent's Mental Health professionals who have been

training senior medical and nursing staff from around China to move from a completely institutionalised hospital-based model to community-based treatment with higher standards of care for the mentally ill. Through a train-the-trainer model, the project has covered 43 million people at 60 sites across the country.

The team's work is part of St. Vincent's mission to contribute to improving mental health services across the Asia-Pacific through its role in Asia-Australia Mental Health (AAMH), a collaboration with the University of Melbourne and Asialink.

In 2007 the AAMH team supported mental health professionals from across China to develop 10 key messages to protect children's mental health after disasters. The 12-month project was funded by AusAID following the tsunami in Asia. It was completed only two months before the Sichuan earthquake.

Within days of the earthquake China's Ministry of Health endorsed these key messages, posted them on its website and distributed over 100,000 hard copies to parents, teachers and volunteers across the region. In addition, the Chinese mental health professionals who developed the messages were sent by the government to help

lead disaster management efforts. "We were really pleased this knowledge was being put to use and it's rewarding to see that the team we had built up was contributing in a significant way to the disaster relief effort," says Associate Professor Ng.

However, as news filtered in from the disaster zone it became clear that many mental health professionals and volunteers were ill-equipped to cope with the magnitude of need. Many more people were needed in the relief effort.

With AusAID funding, AAMH assembled and coordinated a team of Australian experts to provide technical support and training for psychological first aid, the first conducted by an overseas agency to be officially recognised by the Chinese government. The program involved 280 psychiatrists, psychologists, counsellors and volunteers from across the country. Jenny Smith, acting Director of Health Service Demand and Mental Health, says the team felt privileged to be able to provide support to China in its time of need. "Following the tsunami in Aceh the team had the foresight to apply for a grant from AusAID to work in disaster trauma. So when the earthquake happened, we were well-positioned to help," she says.

AT THE FRONTIER OF PALLIATIVE CARE

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DR CARRIE LETHBORG

Cancer patients at the end of their life often struggle to make sense of their situation and to derive purpose from their existence. Dr Carrie Lethborg, a senior social work clinician at St. Vincent's, has been developing a meaning-based therapy to reduce distress in this group of patients and help them adjust. She published her PhD in this area and is leading international research in psychosocial-oncology.

Dr Lethborg has strong ties with colleagues around the world and in October 2007 was invited to visit the world-renowned Memorial Sloan-Kettering Cancer Center in New York. For over a decade the Center has been trialling meaning-based interventions for cancer patients to improve their adjustment and quality of life.

"The Sloan-Kettering Cancer Center does a lot of experimental treatment. For that reason it is an incredible place to learn," Dr Lethborg says. She hopes to take the best of their trials and develop and trial an Australian meaning-based intervention strategy which will hopefully become a future model of palliative care.

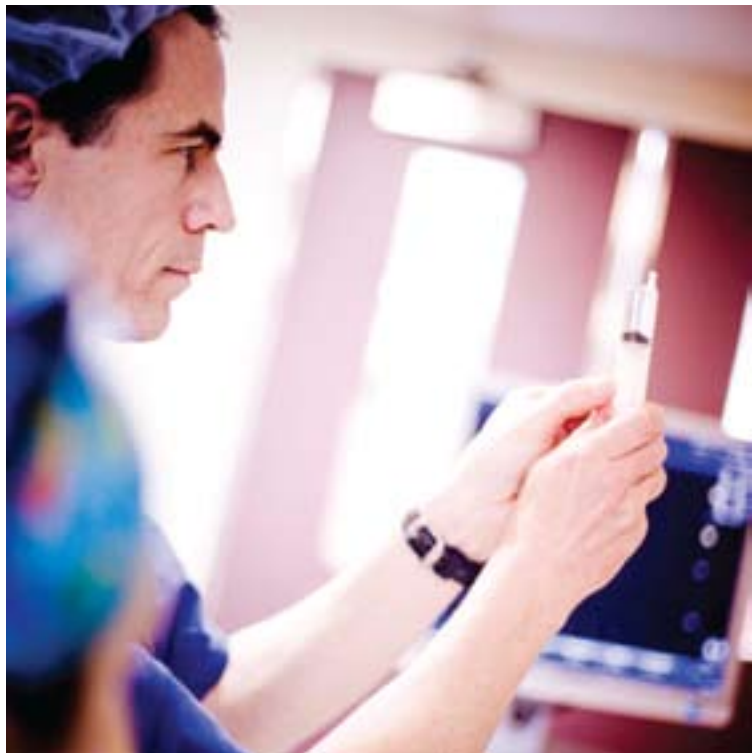
For three months Dr Lethborg observed two research committees working on meaning-based therapy and the psychiatric and psychological aspects of ageing and cancer. She was also asked to analyse the transcripts of the meaning-based therapy sessions. Dr Lethborg is keen to further improve support for older people with cancer, possibly through a joint project between St. Vincent's and Sloan-Kettering.

"It was beneficial to immerse myself in what they were doing and how it was working," she says. "To spend time with so many others working in the same area is incredibly enriching and you learn an enormous amount."

However she says her time there also increased her appreciation of working at St. Vincent's, where the support for psycho-oncology research is integral to the work of the hospital and where research is owned by all oncology and social work department staff.

TOUCHING A NERVE

DR MICHAEL BARRINGTON



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As a home to a thriving research precinct, St. Vincent's is in a perfect position to push for improvements, to challenge established thinking, to constantly search for better ways to treat our patients and to trial innovations at the bedside and in theatre.

The work of anaesthetist Michael Barrington is a case in point. His pioneering work in the use of imaging may, one day, lead to anaesthetists around the world referring to 'the days before' and 'the days after' the use of ultrasound to assist in the delivery of anaesthetic.

Dr Barrington, along with his colleagues from the Department of Anaesthesia, believe they are seeing a major improvement in clinical care as they use ultrasound to locate peripheral nerves and plexuses to perform

regional anaesthesia. For the first time, they are seeing nerves rather than depending on techniques that rely on surface landmarks and their unpredictable relationship to hidden, underlying nerves.

An ultrasound image of the nerve allows the anaesthetist to guide the injecting needle towards the nerve so local anaesthetic can be injected around the nerve. The technique is precise and may improve safety because the nerve, needle and injection can all be imaged.

For our patients, the advance is having a profound impact on recovery. When arriving at St. Vincent's for an operation, many anticipate a general anaesthetic. Up to 40 per cent of patients are discovering that operations can be performed with regional anaesthesia.

For the patient, this means less risk from the effects of general anaesthesia on the brain, heart and lungs. It is far more selective and minimises side-effects while improving pain relief. Recovery times are shorter and the need for pain relief following surgery is reduced. Side-effects like nausea and vomiting are also minimised or eliminated.

St. Vincent's is the Australasian leader in the development of this new technique, hosting conferences, reporting on trials and developing training guidelines for the development of skills. The new practice has been so successful that Dr Barrington has attracted Department of Human Services funding to supply portable ultrasound machines to 18 Victorian hospitals.



INNOVATION

LEFT TO RIGHT – PROFESSOR
MARK COOK, DR CHRIS PLUMMER,
ASSOCIATE PROFESSOR MICHAEL
MURPHY

REVEALING THE INVISIBLE

Scientists at St. Vincent's Centre for Clinical Neurosciences and Neurological Research are international leaders in the use of electrical stimulation technology to treat a range of serious and common illnesses. Their unique computer-generated imagery is used to map brain behaviour while the technologies behind the bionic ear and intelligent polymers are being used to tackle conditions from epilepsy to Parkinson's.

Joint heads, surgeon Associate Professor Michael Murphy and neurologist Professor Mark Cook, are overseeing a diverse range of projects. Each has a common goal – to improve the treatments available to patients whose lives are adversely affected by neurological impairment.

“Many of our patients have serious abnormalities in their brains. You can't remove large sections but by identifying one particular area, exactly, we can target electrical stimulation or deliver drugs in new ways,” Professor Cook says.

Behind the race for improved treatments are researchers like neurology fellow Dr Chris Plummer, who is working to create better ways to diagnose the source of the problem. His imagery looks behind the skull and within the brain – but without a scalpel. He is creating some extraordinary images showing the seizure activity, images that have colleagues around the world devouring his many and regular journal publications.

“We are constantly looking at new ways to treat seizures,” Dr Plummer says, “and one of the challenges we face is determining where the seizures are coming from. We are developing new ways of understanding through computer-generated imagery.”

Professor Cook believes the ongoing development of imagery has allowed doctors to make “really high quality decisions about whether it is appropriate to do surgery on people”.

One patient to benefit from their pioneering work is Tom Ruggles. When Professor Mark Cook was explaining to 15-year-old Tom that he needed surgery to remove a brain tumour, the teenager expressed a fear of losing his vision. Living on a farm, Tom really wanted to be able to drive. Tom's tumour was on the right side of his brain and despite being benign, it needed to be removed as it was causing devastating seizures.

Professor Cook was able to offer some reassurance by taking Tom for an MRI scan. While Tom lay in the MRI machine, Professor Cook activated his vision, allowing the team to see the pathways taken as information travelled from Tom's eyes to the activated visual cortex. A loop of fibres swinging close to the tumour was plain to see. Professor Cook then used the beautiful and groundbreaking imagery to create a 3D view. Head surgeon, Associate Professor Michael Murphy, used the 3D image in theatre to guide instruments around the delicate fibres, successfully protecting Tom's sight.

A NEW LIFE FOR ELAINE

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ELAINE ROBINSON

Elaine Robinson has every reason to smile. In December 2007, the 54-year-old Glen Waverley woman became the first Victorian to be successfully transplanted with insulin-producing islet cells. The transplant, which was performed at St. Vincent's Hospital, is part of a clinical research program led by St Vincent's Institute's Professor Tom Kay.

In April, Ms Robinson received her second transplant with excellent results; she is producing her own insulin for the first time in 26 years and no longer needs to inject insulin. Ms Robinson is now back playing golf and is working part-time.

Ms Robinson has an unstable form type 1 diabetes, where blood sugar levels drop suddenly to dangerous levels without warning.

The transplant program is currently aimed at people with this unstable form of diabetes but further research may lead to a more generally available clinical procedure.

"I am really looking forward to a life without the worry," Ms Robinson says. "There were times when I was unpacking the shopping one minute and the next thing I knew I was waking up on the kitchen floor having lost consciousness."

The transplant involves extensive collaboration between transplant doctor Associate Professor David Goodman, transplant coordinator Charlotte Hurburgh, endocrinologist Associate Professor Glen Ward and the St. Vincent's endocrinology and renal teams.

The transplant involves the transfusion of islet cells into the liver under local anaesthetic using ultrasound to guide the needle.

The islet cells are taken from a donor pancreas. They are harvested and prepared at St Vincent's Institute by a team led by Dr Tom Loudavaris. When injected they graft themselves to a lobe in the liver and produce insulin in response to blood sugar levels, just as if they were in the pancreas.

The St. Vincent's program is part of the Australian Islet Transplant Program funded by the Australian Department of Health and Ageing and the Juvenile Diabetes Research Foundation, supported by the personal generosity and determination of its President, Dr Susan Alberti AO.

CARE MORE THAN SKIN DEEP



PROFESSOR ROD SINCLAIR

Mary Fraser was concerned when she noticed the lesion on her upper lip. Her autoimmune medication made her prone to skin cancer. A visit to her GP confirmed that she should have the lesion inspected. However she could only get an appointment at her local skin clinic in seven months time. Ms Fraser had read a newspaper article about St. Vincent's new skin triage clinic and informed her GP.

She says she was amazed when she had an appointment at St. Vincent's clinic within a week of her GP's referral. "I felt very relieved because it was not a skin cancer and I felt quite confident that everything was fine."

The St. Vincent's skin triage clinic, which opened in January, is a new and innovative approach to managing dermatology services within the public healthcare sector. Professor Rod Sinclair, St. Vincent's Director of Dermatology says reduced waiting times for an initial appointment, from two weeks to one or two days for urgent cases, will ease patient anxiety. Many skin cancer treatments are provided on the same day and the new system aims to limit patient visits to two or three times. This development will especially benefit patients from regional areas.

The clinic anticipates treating 3000 patients in its first year, with demand for diagnoses and treatment of skin cancers expected to grow annually. The Department of Dermatology plans to build skin triage facilities as part of a new cancer centre at St. Vincent's, with the capacity to treat 20,000 patients each year.



COMPASSION

GAYE MOORE

HOME IS MORE THAN A ROOF

It was a leap of faith that landed Gaye Moore in the role of caring for homeless people, but it is a leap that she believes was a turning point in her career. Ultimately, it also led to her being awarded the 2008 Sister Claire Nolan Memorial Scholarship by the Sisters of Charity.

With more than 30 years of nursing experience under her belt and an honours degree in nursing, Ms Moore decided the new millennium was time for a change so she joined the team at St. Vincent's as a research nurse.

"It was the best decision I ever made," says Ms Moore. "I worked in aged care doing several projects and was inspired by the challenges and the people – then the job as manager of the Sister Francesca Healy Cottage came up."

"The Cottage is unique to St. Vincent's," she says. "It offers complete care for the whole person – we look at their physical health, mental health, social and housing situation and offer 'time-out' in a safe

and supportive environment. It represents all the values of the Sisters of Charity – it's a very special place that means healthcare is more accessible to homeless people."

Ms Moore left The Cottage four years ago to pursue her PhD, studying the health needs of homeless people. As part of her studies, she has developed a screening tool to assess homeless people who present to emergency departments. It looks at a wide range of indicators including age, next of kin, previous medical history, addictions, mental illness and level of homelessness. The idea is that people most at risk of re-presenting to the emergency department are detected quickly and referred for appropriate treatment.

The Sister Claire Nolan Memorial Scholarship has enabled her to fund a pilot project at St. Vincent's to implement the screening tool and fine tune it.

"The end goal for me would be to have all emergency departments screening for homeless presentations and providing appropriate support.

"Based on my current research, we know that homeless people make up more than 10 per cent of presentations to emergency at St. Vincent's and that homeless people are three

times more likely to present to emergency than the wider population.

"They often have a combination of mental illness, drug and alcohol addiction and a chronic illness like diabetes or liver disease.

"Many homeless people are not as visible as you would expect – they don't fit into the picture we have of homelessness and they don't want to be labelled because they struggle with community attitudes. It's up to people like the Sisters to take the initiative."

Ms Moore wants more facilities like The Cottage to provide temporary support and care, but she also argues that we need more supported accommodation for people with complex care needs – facilities with 24 hour support.

The unique model of care offered by The Cottage was recognised in the 2007 Victorian Public Healthcare Awards, receiving the award for innovation in access to healthcare.

ACCENTUATING THE PHYSICAL

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PROFESSOR DAVID CASTLE

Having serious mental illness makes living with obesity, hypertension, diabetes or being a smoker that much more risky. Life expectancy among those with mental illness can be up to 20 years less than the general population. In the past the healthcare system has not always supported people with mental illness to identify and manage their physical health problems.

That's where a new St. Vincent's program comes in. The St. Vincent's Mental Health team has developed a metabolic monitoring system to improve the health and wellbeing of its consumers. Health checks every six months include blood tests and measuring weight, waist circumference and blood pressure. If any problems are identified the clinician works

with the consumer and their general practitioner to develop strategies for healthier living.

Professor David Castle, University of Melbourne Chair of Psychiatry at St. Vincent's, sees the program as the most comprehensive of its kind. "We have done a lot of work with consumers, carers, staff and the mental health service overall in raising awareness and developing interventions such as the Healthy Lifestyles program."

The Healthy Lifestyles program specifically targets smoking, diet and exercise. Consumers have embraced the program, he says.

"In psychiatry, there is a feeling we should be dealing with the mind and not so much the physical issues but patients are responding to us taking their physical health seriously."

Bridget Organ, Manager of Primary Mental Health, says the program strengthens the partnerships between the service, consumers and GPs.

"It raises awareness that physical health is something we cannot ignore. It brings together the mental health and physical health relationship in a very strong way."

Early results have shown that 12 per cent of participants have given up smoking and 49 per cent have reduced their smoking levels by at least a half.

The new program was a finalist in two categories of the 2008 Victorian Public Healthcare Awards – the Premier's Award for tackling chronic disease and improving public health and the award for effective prevention and health promotion.

ONE MAN'S JOURNEY



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MAHDI ALKOURASHI

Mahdi Alkourashi's arrival in Australia almost 15 years ago as a refugee from Iraq was the end of a long and tumultuous journey. He was drafted into the Iraqi army in 1984 and during the Gulf War of 1991 he was a tank driver based 10km from the frontline.

He joined the uprising against Saddam Hussein and was labelled a traitor. Mr Alkourashi fled the army and, after three years in a refugee camp, had the opportunity to be resettled and chose Australia. He was settled in Cobram and later Shepparton, eventually establishing his own painting business.

Mr Alkourashi's life changed again when a car accident three years ago left him with numbness and chronic pain in his neck, shoulders, lower back and elbow.

Using painkillers every few hours, injections and physiotherapy went some way to keeping the pain at bay, but they did not help his growing depression, feelings of hopelessness or panic attacks. He realised he could not continue this journey alone.

Mr Alkourashi was referred to the Barbara Walker Centre for Pain Management, based at St. Vincent's. The centre's START program supports patients to overcome the mental distress and disability of their chronic pain.

Clinical psychologists, medical specialists, physiotherapists and nurse consultants work with groups of patients who attend the centre five days a week over three weeks. Patients are taught breathing and relaxation techniques,

shown effective ways to exercise and stretch, given information about medication and how it works and educated about the psychology of pain.

The program was a breakthrough for Mr Alkourashi. He ended his dependency on painkillers by learning to recognise the signs of oncoming pain and knowing what to do.

Importantly, the program taught him psychological strategies to manage the pain and the importance of knowing his physical limits. "Mentally I can deal with the pain now, it has helped me focus."

Mr Alkourashi is now a keen volunteer at St. Vincent's and is planning to study part-time for a Master of Arts with a focus on translation and interpreting.



EDUCATION

DR CHRIS BROOKS

YOUNG SURGEON IS A CUT ABOVE

Horrific machete injuries may seem an unlikely catalyst for a career in surgery, but when young Melbourne medical student Chris Brooks volunteered at Kijabe Mission Hospital in Kenya that is exactly what happened.

For Dr Brooks, a Christian with a strong social conscience, working in the Kenyan hospital was a life changing experience.

“It really opened my eyes. There was a lot of tribal warfare in the area resulting in some horrific injuries. There was also a wide range of other ailments and diseases, with some people going months to years before they presented to hospital.

“I was assisting in theatre, doing general and orthopaedic surgery; it really impressed me just what a difference this could make to people’s lives – I decided there and then that this was what I wanted to do.”

Dr Brooks did a science degree while working at Box Hill Hospital in Melbourne as an orderly and theatre technician for five years

before entering postgraduate medical school at the University of Melbourne, then training back at St. Vincent’s.

He excelled, and impressed all around him with his dedication, discipline and compassion. He was eagerly welcomed into the surgical team.

“The surgeons were very supportive,” he says. “The mentoring was fantastic and people like Mark Westcott (vascular surgeon) were inspirational.”

Dr Brooks’ work was formally recognised in April 2008, when he was named the Gordon Taylor Prize Winner. The Gordon Taylor Prize is awarded by the Australasian College of Surgeons to the candidate who gains the highest mark in Australia and New Zealand in one of the two sittings of the rigorous written surgical examinations each year. St. Vincent’s has an impressive track record in these exams, with our new surgeons achieving 100 per cent pass rates over many years and five other trainees winning the Gordon Taylor Prize in recent years.

“One of the things that gives me the greatest satisfaction is life-saving surgery. When you see a patient who is anxious because they have cancer, then you remove it without complication...the joy of being

able to tell them and see their look of relief...that’s the best.”

St. Vincent’s has an outstanding reputation as a training hospital and this is another area Dr Brooks is drawn to.

“I love working with the students,” he says. “After studying for so many years and benefiting from excellent training and mentoring, I really enjoy the opportunity to not only practice my skills, but also to help pass them on to the next generation.”

It’s really no surprise that Dr Brooks has forged a career at St. Vincent’s.

His mum Lynn is a nurse with St. Vincent’s ‘hospital in the home team’, his brother Sam is a carer at Prague House and his sister Sarah is a clerk in the hospital studying for a social work degree.

Dr Brooks tells an interesting story on how the family changed one man’s life.

“The first person I operated on was a homeless man. My mother later visited him to do his dressings and my brother ended up caring for him at Prague House – it was quite remarkable.”

SIMPLY THE BEST

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ASSOCIATE PROFESSOR
WILMA BESWICK (RIGHT)
WITH DR CATHERINE PEASE

Over the past decade St. Vincent's has maintained an unparalleled record in physician exams with a 92-100 per cent pass rate compared to a national average of 65-70 per cent.

It's a remarkable achievement but tells only part of the story, says Associate Professor Wilma Beswick, Director of Physician Training.

"We also recognise the outstanding contribution that senior medical staff make to mentoring and training our physician candidates," she says.

Associate Professor Beswick estimates that in the 16 weeks prior to this year's clinical exams, senior staff gave 1500 hours of their time to the training program.

"The commitment and support of our staff has been a tradition of this hospital and our highly organised and structured training program with individual mentoring sets the benchmark. Both these elements are needed to have a successful program."

St. Vincent's is nationally recognised for the support it gives trainees. This, coupled with its consistently high pass rate, makes it a highly sought after training hospital by junior doctors from around the country.

Investing in physician education is one of St. Vincent's core activities.

"Investing in training and teaching at a junior doctor level is an investment well made as these people return to the hospital later in their career as senior staff," adds Associate Professor Beswick.

THE SOUND OF SUCCESS



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FAY TEMPLE

Fay Temple has an eye for detail. She likes to see that medical ultrasounds are done properly and imparts this meticulous approach to her sonography staff and students.

During her 23 years at St. Vincent's, the Chief Sonographer has mentored many young staff in the medical ultrasound team and takes great pleasure seeing them develop.

Ms Temple is also involved in medical ultrasound education across Victoria and nationally, including tutoring for the Postgraduate Diploma in Medical Ultrasound at both Monash and RMIT universities.

Ms Temple cheerily admits to working hard the student sonographers that pass through St. Vincent's.

In 2008, her contributions to the field of medical ultrasound earned her the highest accolade of her profession, the Australian Sonographers Association's Pru Pratten Memorial Award for Sonographer Achievement.

The peer-nominated award recognises demonstrated excellence, significant contribution and inspiration as a role model.

Ms Temple's interest in medical ultrasound began with her first pregnancy, when it was just becoming available in public hospitals.

When an opportunity to work in the field arose at St. Vincent's she jumped at the chance.

"I really enjoy working in a public hospital; you get a lot more pathology and acute illnesses that are interesting and challenging," Ms Temple says. "The things we can see with ultrasound are increasing and becoming more complex."



COMMUNITY

AUBURN HOUSE RESIDENT
BETTY ILIC

The humble shed has been reincarnated as the 'Men's Shed', capturing the imagination of communities around the country as a means to address men's health issues, isolation, loneliness and depression.

St. Vincent's Auburn House has taken the idea a step further and created a 'Residents' Shed', which opened in June. The Shed was made possible by the ingenuity of staff and the generosity of community partners like Hawthorn Rotary.

For recreational therapist Danielle Harris, it's all about creating a familiar environment that supports and encourages the interests of their elderly psychiatric patients.

"It provides residents with activities that affirm their identities and helps them reconnect with those activities they have previously enjoyed," she says.

A variety of tools hang along the walls, sporting equipment lines the shelves and an old radio can be found on the bench. The shed has also been carefully assessed to ensure residents' safety. Gardening, parquetry, making mosaics, sanding, leatherwork and tinkering with bits and pieces are some of the activities they can enjoy.

"The shed sparked quite a bit of interest," Ms Harris says. "Several residents who have not been able to participate on a physical level have been in there feeling and smelling the leather."

In recent months several areas in Auburn House have also been transformed by the creativity of staff. Ms Harris, who coordinated these activities, describes the 'nursery' area, where dolls, cots, a pram, toys, baby clothes and other baby items have been assembled.

"Often women with dementia will respond quite well," she says. "We have many women now in aged care whose role earlier in life was rearing children."

The music space is for the men. It is a part of the building where giant notes adorn the walls and a record player emits a familiar crackly sound. Many of the men express their love of music by repeatedly playing old records donated by family and friends.

An old Singer sewing machine takes pride of place in the craft corner. Baskets of wool, swatches of fabric, knitting and sewing patterns and little boxes of buttons create a visual and tactile experience for residents. This space is designed to engage the women, many of whom previously enjoyed craft work.

Tending the vegetable garden brings everyone together. Lettuce, carrots and silver beet are carefully watered and the surrounding garden regularly weeded. They need little encouragement to help Ms Harris pick the lettuce which she later makes into a salad, or plant the next bed of seasonal vegetables.

"Participation in all these activities is increasing – they want to go out into the garden, put on a record, or pick up some knitting needles," she says.

CONQUERING THE SAHARA

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MARTIN EDWARDS
AND PAUL GLADWELL

Crossing 240km of the Moroccan Sahara desert on foot was more than just a physical feat for St. Vincent's staff Paul Gladwell and Martin Edwards. Both had lost loved ones to cancer and wanted to raise money to support St. Vincent's cancer social work program.

The Marathon des Sables, or Marathon of the Sands, is a gruelling seven-day race that takes participants across some of the toughest running terrain in the world. Paul and Martin wanted to raise money to ensure that the planned new St. Vincent's Cancer Centre has a state-of-the-art patient retreat. The retreat was first established eight years ago to provide a place of respite for oncology patients and their loved ones.

In 1997 Paul and his then six-year-old daughter Emma lost a wife and mother to breast cancer at the age of 32. Grateful for the support he received from the oncology team, he helped finance the original patient retreat at St. Vincent's. When, in 2006, Martin's father was being treated for pancreatic cancer he too came to appreciate the importance of good support for both patients and families.

The sweat and pain of a year of training pushed the pair to conquer salt flats, dry river beds, rocky desert, sand dunes, sand storms, extreme temperatures and freeze-dried food. With the enthusiastic support of the St. Vincent's community – staff, past patients, donors, suppliers and many others – they exceeded their wildest expectations and raised just over \$154,000, well

beyond their modest initial target of just \$20,000.

At the end of the race, which began on 30 March, Paul penned a few words to the legion of supporters who helped he and Martin make it to the finish line:

“There is no doubt in my mind that we could not have done this without the support of every person who got behind this project and reading the daily emails and messages of support brought both smiles and tears at the end of each long and dirty stage.

“We are so completely overwhelmed and humbled by your generosity.”

REACHING OUT

LEFT TO RIGHT – ALICIA GROGAN,
ROSEMARY VAN POPPEL AND
CAROLINE ACKLAND



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It's after 8am on a typical day and the St. Vincent's at Home team are heading out across Melbourne to change wound dressings, provide medication and administer intravenous antibiotics.

They travel around the central, eastern and northern suburbs, supporting patients to maintain their independence at home and providing services such as acute nursing care that would otherwise require inpatient admission. The nurses also visit The Cottage, a short-stay facility for the homeless.

Registered nurse Catherine Richards typically visits around 10 patients each day in Coburg, Pascoe Vale, Northcote and Thornbury. Trained at St. Vincent's, she rejoined the

hospital after 30 years working around Australia. She gets enormous satisfaction from the opportunity to relate to patients in their home.

"You get a real sense of what St. Vincent's means to people, how they respect St. Vincent's and what it means for them to have St. Vincent's in Melbourne," Ms Richards says.

As a fairly new member of the team, registered nurse Caroline Ackland finds the weekly team lunches supportive and insightful. She also draws on her four years of professional experience to build relationships with her patients.

"I love being able to help people in their own environment where they feel most comfortable," she says.

Genevieve Cooper, St. Vincent's at Home manager, says the nurses also go to great effort to provide healthcare to people who may be reluctant to receive it. She says the program's strength is looking at the broader health and personal circumstances of a patient; not just providing technical care.

In any one year the team of 55 registered nurses care for around 3,500 patients, make approximately 27,000 visits and travel an estimated 120,000 km. Their efforts make available more than 10,000 bed days for St. Vincent's inpatients.

MISSION

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Mission – Pastoral care – Aboriginal health services – Volunteers –
Cultural diversity – Archives – Art curator

The Gift

The Gift is a spiritual and personal development program for staff. Adapted from a similar program offered by St. Vincent's in Sydney, it is an opportunity for staff to take some time away from their usual responsibilities and reflect. In April, 21 staff travelled to Amberley Retreat Centre in Lower Plenty to be part of the first Gift program, with a further 22 participating in the June program.

Staff clearly value the program, as both a form of recognition for the work they do and as an opportunity to meet others from across the health service and build a sense of community and common identity. One participant commented:

"I would like to extend my deepest thanks to the facilitating team and St. Vincent's Executive and Board for such an inspirational and re-energising program. The feeling of appreciation and support I felt was beyond anything I have experienced and heightened my love for my job and St. Vincent's.

"I really enjoyed meeting new colleagues and these relationships have continued since returning to work. I can't recommend this program highly enough to my colleagues."

Accreditation

The Australian Council on Healthcare Standards (ACHS) accreditation surveyors made particular mention of Mission in their presentation to staff at the end of the survey period in July. Each surveyor commented on the tangible means by which the Mission is apparent in the day-to-day care offered by St. Vincent's staff, its place in our policies and procedural frameworks and its clear role and influence in decision making and service planning.

SERV Award

Ms Janet Chan and Mr Daniel Seller shared the 2007 SERV Award. The annual award recognises St. Vincent's staff who carry the values of the health service into the community through their voluntary efforts. Ms Chan, a St. Vincent's intensive care nurse, spent two months in China as a volunteer with the Jian Hua Foundation, helping to establish a much needed intensive care unit at the new Huangnan Hospital. Mr Seller helped establish 'Hypoactive', a group promoting an active

lifestyle for people with Type 1 diabetes. He has been involved in raising more than \$15,000 in the past three years to help support camps for children with diabetes. Daniel completed the Murray to Moyne Cycle Relay as part of the first team entirely made up of people with Type 1 diabetes – he has now completed the event five times.

Sisters of Charity Health Service National Award Finalists

Four St. Vincent's initiatives were finalists in the Sisters of Charity Health Services 2007 National Awards, with the 'Strengths model of case management in mental health' taking the Quality Award.

The other finalists were:

- Quality Award: *Angels at St. Vincent's*, Volunteers and the Falls Management Committee
- Community Service Award: *Nhulunbuy – St. Vincent's in the NT*, Physiotherapy Department
- Invention and Innovation Award: *The Ellerslie Initiative*, Ellerslie Unit
- Partnerships Award: *Specialist speech pathology and nutrition mentoring for cancer professionals in regional Victoria*, Speech Pathology and Nutrition departments.

Pastoral care

At St. Vincent's we believe that the care and support of patients extends beyond their physical comfort. We provide supportive care services for patients with terminal or long-term illness and for families who have lost loved ones. A bereavement resource kit initially developed for use in the palliative care setting has been adapted by pastoral care staff for use across the acute care setting. This provides a valuable resource for supporting bereaved families.

St. Vincent's pastoral care Creative Arts Program at Caritas Christi Hospice in Fitzroy received high commendation in the ACHS accreditation and was nominated for the Sisters of Charity Health Services 2007 National Awards.

The Pastoral Care team and the Cultural Diversity Committee hosted a seminar on *Death and dying: Caring for the needs of those from our diverse community* in October. The forum invited speakers from the Buddhist, Jewish, Greek Orthodox and Muslim faiths to speak on the appropriate care of patients and families at the end of life. These groups were identified as the four

faith traditions most often represented among St. Vincent's patient population outside the main Christian traditions.

Volunteers

In 2007–08, 350 St. Vincent's volunteers dedicated 20,035 hours of service across 10 sites. They provided more than 55 hours voluntary service per day and spoke more than 27 languages. Our youngest volunteer is 14 years old and plays the keyboard for residents and patients in the Ellerslie Unit at St. George's Health Service. Our oldest volunteer is aged 90 and works in the Green Shop.

A new partnership was established with the Australian Catholic University for its second year nursing students to volunteer for six months as part of the Angels falls prevention program. The Angels at St. V's program was nominated for a Sunraysia Community Health Services award.

Archives

St. Vincent's archives help us better understand our unique heritage, culture and achievements. The archives include St. Vincent's earliest medical records, among them casebooks of surgical and medical luminaries Sir Thomas Peel Dunhill, Sir George Adlington Syme and Dr Patrick Moloney, as well as executive minutes and reports detailing the foundation and development of hospital departments, programs and services; oral histories and biographical information; personal papers and memorabilia; and photographs.

Recent research that has drawn on material in the archives collection has included Kerry Breen's 2008 work *One person's history of the Gastroenterology Department at St. Vincent's Hospital, Melbourne*; Ivo Vellar's *Thomas Peel Dunhill: Pioneer thyroid surgeon at St. Vincent's Melbourne*, published in 2007; and Veryan Croggon's 'One ray of sunshine: St. Vincent's Hospital and Fitzroy 1897–1907' in *Reflections of Fitzroy*, published in 2008.

The collection continues to grow thanks to contributions from hospital departments, staff and the community. This year a parcel received from Nar Nar Goon included a 90-year-old annual report and a 100-year-old souvenir of the opening of a building.

Aboriginal health services

St. Vincent's values its long-standing relationship with the local Indigenous community. Together with local Aboriginal community-controlled health organisations we review all aspects of our practice in relation to caring for Indigenous patients.

The past 15 years have seen significant growth in the number of Aboriginal inpatient admissions. There were 70 episodes of care in 1993–94, increasing almost ten-fold to 681 by 2002–03. In 2007–08 approximately 7,100 Aboriginal and Torres Strait Islander patients were treated at St. Vincent's. For the period 1 October 2007 to 31 December 2007 this included 128 inpatient visits, 1,242 outpatient visits, 224 emergency department visits and 187 other visits.

In early 2008 St. Vincent's appointed a part-time coordinator of Aboriginal health to oversee initiatives that reflect the goals of the DHS Improving Care for Aboriginal Patients (ICAP) strategy. The coordinator works with the Koori Hospital Liaison Officer (KHLO) and Aboriginal Liaison and Training Officer to develop an ongoing program of cultural awareness training. The KHLO was also instrumental in developing an information package for discharge planning for Aboriginal and Torres Strait Islander patients taking into account the particular cultural and community needs of Indigenous patients.

In 2007–08 St. Vincent's partnered with Onemda VicHealth Koori Health Unit to carry out the government-funded ICAP Resources Project. We worked with stakeholders across Victorian health services to identify what training and information resources would help them to reach ICAP goals.

St. Vincent's acquired an original painting by local artist Ray Thomas for display in our Emergency Department to help Indigenous patients feel at ease in the hospital environment. The painting, *Yiruk (Wilson's Promontory)*, depicts the most southern point of mainland Australia. This area was shared country between the Brataualoong Gunnai of Gippsland and the Boonerwroong of the Kulin nations. This acquisition follows a DHS recommendation that Victoria's public hospitals improve the atmosphere of their emergency departments, especially in relation to the care of Indigenous patients.

In early 2008 DHS appointed a new senior project officer for the metropolitan ICAP program, with the position to be based at St. Vincent's and managed by the Director of Aged Care and Allied Health.

MEDICAL AND SPECIALIST SERVICES

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Specialty medicine: Clinical Immunology – Correctional Health –
Dermatology – Endocrinology – General Medicine – Infectious Diseases –
Nephrology and Dialysis – Rheumatology

Neuroscience: Neurology – Neurosurgery – Stroke

Cancer and Pain Services: St. Vincent's BreastScreen – The Barbara Walker
Centre for Pain Management – Cancer Coordination Unit – Caritas Christi
Hospice – Palliative Care – Centre for Palliative Care Education and
Research – Clinical Haematology – Oncology

Medical Education and Training

Palliative care

In early 2008, the Department of Human Services transferred 25 palliative care beds from St. Vincent's to Eastern Health to meet growing demand in that region. Following the initial transfer, 10 new palliative care beds were created at St. Vincent's, with priority for patients from the north and west metropolitan regions.

Additional support for our non-bed-based services will ensure that St. Vincent's continues to provide leadership in the field through the Centre for Palliative Care Education and Research and consultancy services.

The Caritas Christi palliative care consultancy service assesses and provides treatment options for patients with palliative care needs in the acute, sub-acute, residential and aged care units at St. Vincent's and St Vincents & Mercy Private Hospital, including correctional health services.

Support for family carers

In 2007–08, the Centre for Palliative Care Education and Research, based at St. Vincent's and affiliated with The University of Melbourne, led a research team which developed and evaluated an education and support program for home-based carers of family members receiving palliative care.

The purpose of the program was to prepare family carers for the role of supporting a dying relative at home. The content of the program focused on the typical role of being a family carer, how to support the patient and look after themselves and care strategies when death was imminent. The group education program was evaluated at six different home-based palliative care services across metropolitan and regional Victoria. Thirty-two programs were conducted and over 150 family carers participated. Family carers who attended the program reported increased levels of preparedness, competence, positive emotions and fewer unmet needs associated with their role. Furthermore, the managers of the participating clinical sites endorsed the program and would like it implemented as part of standard practice.

Excitable cells conference

St. Vincent's Centre for Clinical Neurosciences and Neurological Research (CCNNR) hosted its 2nd Annual Excitable Cells Scientific Meeting in June 2008. Excitable cells play a role in a number of neurological conditions including epilepsy and multiple sclerosis. The aim of the Scientific Meeting is to provide a common forum to discuss research activities and facilitate collaboration. The meeting attracted more than 120 neurologists, neurosurgeons, radiologists, psychiatrists, scientists, psychologists, nurses, researchers and allied staff. In addition to the many local and interstate speakers we were privileged to be joined by Professor Graeme Clark, Professor John Ebersole (USA) and Dr Michael Wagner (Germany).

New oncology information system

St. Vincent's clinicians and information technology staff collaborated to develop a unique information management system to support the multidisciplinary management (MDM) of cancer care. The new system is a platform for consistent information presentation across all tumour streams and is a comprehensive electronic record of clinical care, including radiotherapy, surgery, pain management and psychosocial assessment.

The system was successfully piloted with the St. Vincent's lung and head and neck tumour streams. Peter MacCallum Cancer Centre has secure internet access to the system to record treatments provided to St. Vincent's patients at that site. It is also available via secure remote internet access to rural health services providing ongoing management of St. Vincent's patients and to authorised St. Vincent's clinicians from anywhere in the world.

Simulation training

Patient care often involves a team of medical specialists, general practitioners, nurses and allied health experts. Communication and team work, along with leadership and open disclosure, are essential for multidisciplinary health professionals to treat patients effectively. These and other non-technical skills underpin patient safety and higher standards of care.

St. Vincent's Education Centre secured funding from the Commonwealth Department of Health and Ageing (DoHA) for simulation training in non-technical skills. The four-stage project will see 12 specialists trained from each of three colleges from around Australia by early 2009. The project involves a literature review of simulation in non-technical skills, engaging with the training colleges, training needs analysis and evaluating the pilot programs involving a number of groups running pseudo courses.

Live link to theatre program

In May the Education Centre, with the assistance of St. Vincent's surgical mentors Dhan Thiruchelvam and Adrian Fox, commenced weekly live feeds of surgical procedures from the operating suite. This initiative provides learning opportunities to undergraduate students to increase their awareness of the operating theatre environment, increase understanding of localised anatomy and further develop their interest in a career in surgery.

BreastScreen

St. Vincent's BreastScreen service was commended for its early cancer detection rates by the accreditation team from BreastScreen Australia. The service, which screened 39,000 women during the past 12 months, achieved accreditation until May 2010. A survey found consumers were highly satisfied with the service, particularly the professionalism, care and attentiveness of staff. The consumer survey was developed in consultation with BreastScreen's consumer reference group.

Caritas Christi Hospice

The 70th anniversary of the foundation of Caritas Christi was celebrated in June. Sir James and Lady Gobbo, many Sisters of Charity including National Director of Mission Sr Leone Wittmack, and past and present staff were among the 100 guests who attended the service.

The Air Force Band performed a number of well known Irish melodies and there was a photographic presentation showing the many changes that have occurred at Caritas Christi Hospice over its history.

Dermatology

In August the Governor of Victoria, Professor David de Kretser, launched the booklet, *Common skin conditions in the family*. St. Vincent's Associate Professor Peter Foley was the lead author. The publication is part of the SKIN education program, an initiative of St. Vincent's Department of Dermatology and supported by the Skin and Cancer Foundation. The booklet will be distributed to all families via the Department of Human Services maternal and child health service.

Medical oncology

Medical oncology celebrated its 30 year anniversary as a specialist department within St. Vincent's in September.

Correctional health

St. Vincent's provides primary healthcare services to Port Phillip Prison, Marngoneet Correctional Centre and the Metropolitan Remand Centre. The secondary and tertiary healthcare for all prisoners statewide is also provided by St. Vincent's.

During 2007–08 there were 1,067 inpatient admissions, an increase of 9.4 per cent, plus 7,095 health screenings, 82,209 outpatient visits and a further 1,069 patients managed on chronic healthcare plans.

Leukaemia Foundation

For many years Leukaemia Foundation staff have visited leukaemia inpatients at St. Vincent's offering extra support and a friendly ear. This year the Foundation and St. Vincent's formalised this arrangement by signing an agreement supporting patients and families with accommodation, finances, transport, education and information.

SURGICAL AND SPECIALIST SERVICES

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Theatre: Anaesthetics – Day Procedures – Infection Control – Peri-operative Investigation, Education and Research – Sterile Processing Centre – Theatres

Gastrointestinal Services: Breast and Endocrine – Colorectal – Endoscopy – Gastroenterology – Upper Gastrointestinal/Hepatobiliary

Surgery: Ear, Nose and Throat, Head and Neck – Elective Surgery Management – Lithotripsy – Maxillofacial – Orthopaedics – Plastics and Reconstructive – Urology

Thoracic and Respiratory: Respiratory Medicine – Thoracic Surgery

Cardio/vascular Services: Cardiac Surgery – Cardiology – Coronary Care Unit – Cardiac Investigation Unit – Vascular Surgery

Elective surgery blitz

In January, Premier John Brumby chose St. Vincent's to announce new funding for a statewide elective surgery blitz. The announcement followed a separate injection of funding from the Federal Government.

The elective surgery initiative started in February and focused on long waiting complex patients. One of the methods used to achieve the targets was opening an additional nine theatre sessions per fortnight. St. Vincent's successfully completed its additional funded surgery, treating 216 Category 2 patients and 65 Category 3 patients who required neurosurgery, ear nose and throat, colorectal, upper gastrointestinal or plastic surgery.

The state and federal initiatives supplement St. Vincent's ongoing work to reduce waiting times for elective surgery. A total of 2,182 elective surgery waiting list patients received treatment from January to June 2008, 824 of whom had been waiting for long periods.

Elective Surgery Access Service

St. Vincent's has run the statewide Orthopaedic Elective Surgery Access Service (ESAS) since 2002. As part of a statewide initiative, St. Vincent's established the service to reduce the time patients from across Victoria had to wait for joint replacement surgery and to prepare for forecast growth in demand for this particular area of surgery. In 2007–08 we treated 575 patients from across Victoria as part of this program, an additional 250 patients compared to the previous financial year.

23-hour model of care

St. Vincent's received funding in December 2007 to develop a 23-hour model of care for elective surgery. This model of care is designed for patients who require no more than one overnight stay. Thirty elective surgery procedures were selected as appropriate for the 23-hour model of care. The development of the model focused on reducing the average length of stay for specific procedures and streamlining the patient discharge process while providing safe, effective and high quality care and treatment. Guidelines were produced for each of the nine elective surgery units involved and an education brochure

produced for patients identified as suitable for this model of care. A trial of this 23-hour model of care began at the end of March and 142 patients had been treated by late June.

Orthopaedic Surgery Centre

St. Vincent's received \$7 million from the Victorian Government to develop a new Orthopaedic Surgery Centre, which will include two state-of-the-art orthopaedic theatres and an expanded recovery area. Planning for the centre is underway, with construction to commence in late 2008. The new centre will be completed in mid-2009.

Hand hygiene

The hand hygiene strategy continued at all St. Vincent's campuses during 2007–08. As part of the Clean Start program a comprehensive audit program is in place in acute services. The program requires us to achieve a compliance rate of 55 per cent and St. Vincent's has achieved a compliance rate of 70 per cent. A spot audit program helps maintain the program's visibility and reminder to staff of the importance of appropriate hand hygiene.

The VICNISS (Hospital Acquired Infection Surveillance System) Coordinating Centre, in collaboration with the Victorian Partnership for Advanced Computing, developed a standardised software package (SHIINe) for the collection of surveillance data. This software facilitates efficient data collection and maintains data integrity by integrating with hospital information systems. St. Vincent's, together with Geelong Hospital, successfully piloted this program throughout 2007.

Surgical congress

In May the Royal Australasian College of Surgeons and the College of Surgeons of Hong Kong hosted the first Conjoint Annual Scientific Congress (CASC) in Hong Kong. St. Vincent's surgeon James Keck was a member of the organising executive, chaired one of the sessions and was a judge for the Mark Killingback Prize for the best colorectal free paper. Mr Keck is also Treasurer of the Colon and Rectal Surgery section of the Royal Australasian College of Surgeons and was involved in its annual general meeting.

Linking with New Zealand

St. Vincent's cardiology team played a major role in the Australia and New Zealand Endovascular meeting (ANZETo7) held in Christchurch, New Zealand. ANZETo7 featured four live surgery cases broadcast from the cardiac catheter labs at St. Vincent's to an audience of cardiologists, nurses and allied health professionals.

The cases were performed live-to-air with discussion between St. Vincent's team and an international panel of experts. They showcased our skills and expertise and featured the application of new technologies and techniques in coronary artery stenting. The event was the inaugural scientific and educational meeting of the Cardiac Society of Australia and New Zealand Interventional Council. Associate Professors Andrew MacIsaac and Robert Whitbourn were key members of the organising committee.

Extreme exercise

St. Vincent's Cardiology Unit held a sports cardiology seminar in November that explored the changes that occur in an athlete's heart as a result of habitual exercise. It's an area in which St. Vincent's is developing increasing expertise, with the unit's research gaining local and international exposure at cardiology meetings and in journal publications. Dr Andre La Gerche is conducting a PhD on the subject and conceived the idea of a seminar designed for athletes which aimed to explain the benefits of exercise for health and longevity. The panel members also discussed the potential risks of too much endurance training and how to avoid overtraining the heart.

Recognising our leaders

Cardiothoracic surgeon Michael Yii was awarded the 2007 Yellow River Friendship Award during China's National Day celebrations. The award is part of the distinguished foreigner category and is in recognition of Mr Yii's significant contribution to the improvement of healthcare and standards in central China.

Professor Peter Choong was awarded The John Mitchell Crouch Fellowship from the Royal Australasian College of Surgeons. The Fellowship is the College's most prestigious research award and recognises outstanding contributions to the advancement of surgery or to fundamental scientific research in the field.

Dr Jonathan Clark, a medical research student in St. Vincent's Department of Orthopaedics, was awarded the Foundation for Surgery Worcester Research Fellowship for 2008 by the Royal Australasian College of Surgeons. Dr Clark is undertaking research into a newly-discovered protein that inhibits osteosarcoma, continuing the strong tradition of molecular cancer research in our orthopaedic department.

Dr Gabriel Snyder, a registrar of the Anaesthetics Department, received the Cecil Grey Prize for obtaining the highest mark in Australasia for the final exam of the Australian and New Zealand College of Anaesthetists. He is the seventh person in the department to have received this award in the past 23 years.

Dr Chris Brooks was awarded the Gordon Taylor Prize in early 2008. The Prize is given by the Australasian College of Surgeons to the candidate who gains the highest mark in Australasia in either of the two

sittings of the rigorous written surgical examinations each year. St. Vincent's has an excellent record of results for this examination and there has been an impressive list of surgical resident winners in recent years.

Dr Catherine Croagh, from the Department of Gastroenterology, has been awarded a NHMRC Postgraduate Scholarship to study hepatitis B in patients, an area in which St. Vincent's has significant experience.

Dr Tin Nguyen, also from the Department of Gastroenterology, has been awarded a Gastroenterology Society of Australia postgraduate scholarship and will study changes in the immune response in hepatitis B patients undergoing treatment at St. Vincent's.

AGED CARE AND ALLIED HEALTH

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Inpatient Sub Acute Units: Kew – Reid Unit Geriatric Evaluation and Management – Heale Unit Rehabilitation – Transition Care at Ellerslie Unit – Fitzroy – Geriatric Evaluation and Management – St. Catherine’s Rehabilitation Unit

Residential Aged Care Services: Residential aged care at Cambridge House and Prague House – Residential aged psychiatry at Auburn House and Riverside House – Acute aged psychiatry at Normanby House – Aged Psychiatry Assessment and Treatment Team

Community Programs: Aged Care Assessment Service – Aged Care Consultation Service – Polio Service – Sub-acute Ambulatory Care Services – Transitional Care – Day Centres

Allied Health: Interpreters – Koori Liaison – Nutrition – Occupational Therapy – Hand Therapy – Physiotherapy – Podiatry – Prosthetics and Orthotics – Social Work – Speech Pathology – Victorian Aides and Equipment Program

Dementia behaviour management

The Dementia Behavioural Management Advisory Service (DBMAS) at St. Vincent's commenced a 24-hour telephone support service in September 2008 for carers and health professionals living and working with people who have a diagnosis of dementia. St. Vincent's was selected by the Commonwealth Department of Health and Ageing to be the Victorian provider of this valuable service to the community, which capitalises on St. Vincent's expertise in this important area of need.

Coalition of Australian Governments Long Stay Older Patients

St. Vincent's received funding of \$150,000 to develop new ways to minimise functional decline in older people during hospital admissions. Under this Coalition of Australian Governments

(COAG) initiative, St. Vincent's is in partnership with metropolitan and rural health services in the delirium and dementia 'domains' and the lead partner implementing medication management programs to achieve improved outcomes for long stay older patients.

New rehabilitation centre

A new purpose built-facility at St. George's in Kew, due to open in late 2008, will be the centre of a wide range of rehabilitation services for community-based clients and inpatients.

The Victorian Department of Human Services (DHS) appointed architects Silver Thomas Hanley to design the building to support a model of multidisciplinary care for people with complex rehabilitation needs.

Services will be provided under the Subacute Ambulatory Care Services stream, supported by Commonwealth Department of Health and Ageing Pathways Home scheme and DHS. A range of services will be offered to people needing rehabilitation, whether ambulatory (outpatient) or sub-acute inpatients, including individual consultations and therapy, specialised clinics and group-based education and support.

The building is light and airy with a large fully-equipped physiotherapy gymnasium for individual therapy and circuit groups. Multi-use consulting rooms provide flexibility and privacy, a therapy kitchen and bathroom enable safe practice of the tasks of daily living in a home-like setting and a softly furnished interview room and group activity room support the holistic person-centred approach. New services will be developed alongside long-running groups from the relocated St. Vincent's community rehabilitation centres, such the cardiac support group. New clinics will be aligned with emerging needs in chronic disease management and prevention and inpatient discharges will be facilitated with more rapid transition to follow-up ambulatory care. St. Vincent's aims to provide excellence in aged care and this new centre will complement aged care services currently offered on the St. George's campus.

Interpreter training

Lyn Bongiovanni, Chief Interpreter, received DHS funding along with the chief interpreters from the Royal Women's Hospital and Royal Children's Hospital to run a one-week training course for interpreters from Horn of Africa communities. There were eight participants and each had the opportunity to be paired with a hospital interpreter and also received training in practical and ethical aspects of interpreting.

Research

Auburn House and Riverside House participated in a large research project conducted by the National Ageing Research Institute investigating the prevention of falls in residential care facilities.

The study was conducted across three states and various types of residential care facilities. St. Vincent's received funding for additional hi-lo beds and related equipment as part of the study.

Events

Alissa Westphal and Robyn Attoe from the Residential Support Program attended the International Psychogeriatric Association conference in Osaka. They presented a 90-minute symposium discussing a number of clinical issues including managing behavioural and psychological symptoms of dementia in residential care using a non-pharmacological approach and building these skills through education and modelling.

The manager of Yathong Lodge in Wagga Wagga, New South Wales, presented on the effectiveness of the education program that was conducted there in 2004. The program changed care culture, reduced the use of pharmacotherapy, reduced bed days, and improved the quality of life for residents.

Reflections

St. Vincent's and Infoxchange collaborated on the Reflections project at Cambridge House. The project produced a DVD of the reminiscences of five Cambridge residents and one long-term staff member. It highlights the valuable contribution senior Victorian citizens make to the community.

The material will become part of a website and be used in staff and student training. The project was funded through the Department of Human Services Count Us In program.

Psychiatry of old age

Professor Nicola Lautenschlager is the new professor of Psychiatry of Old Age in the University of Melbourne Academic Unit at the St. George's campus. Professor Lautenschlager comes to St. Vincent's from the University of Western Australia where she was the Professor of Old Age Psychiatry and Deputy Head of School.

Grants and awards

Priya Davis from the Prosthetics and Orthotics Department was the inaugural winner of the International Society for Prosthetics and Orthotics research grant. The study will explore the differences in the walking characteristics and energy use of two types of ankle-foot orthoses. Ms Davis and Chief Prosthetist Darren Pereira were invited speakers at the GSNSW Health Orthopaedic Conference.

Dr Lynette Joubert from St. Vincent's Centre for Allied Health successfully obtained Australian Research Council funding of \$76,881 for a research project that looks at a model to optimise consumer and carer involvement in rehabilitation and recovery after stroke.

Four staff members received Department of Human Services Pathways Home Scholarships to travel overseas to investigate particular areas of interest. Darren Pereira, Chief of Prosthetics and Orthotics, attended the stance control pre-conference workshop and American Academy of Prosthetists/Orthotists conference in Florida in February. Lauren Sheldrick, Speech Pathology Senior Clinician at St. George's, travelled to Sweden in March to attend the 8th Annual Integrated Care Conference. Vicky Frostell, from Sub-acute Ambulatory Care Services, visited Slovenia and Julia Firth, Chief Podiatrist, completed a study tour in Los Angeles.

Dr Michael Rose, advanced trainee in geriatric medicine at St. Vincent's, was awarded the R Gibson Prize for the best presentation by an advanced trainee at the Australian and New Zealand Society for Geriatric Medicine conference in Adelaide. Dr Rose's presentation was entitled "*Is there any role for CT measurement in dementia? A literature review and case series from a memory clinic*".

HEALTH SERVICE DEMAND AND MENTAL HEALTH

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HDM Inpatient: Emergency Department – Intensive Care Unit – MediHotel and Treatment Centre – Retrieval Service (to Nov 2007) – Field Emergency Medical Officer Program – HDM Access – Bed Management

Integrated Care: Addiction Medicine – Depaul House – Domiciliary Therapy – Frameworks for Health (from Oct 2007) – GP Liaison Unit – Restoring Health – TRAAC: Treatment, Response and Assessment for Aged Care – ALERT: Assessment, Liaison and Early Referral Team – St. Vincent’s at Home – The Cottage

St. Vincent’s Clinics: Public and Private Clinics – GP Clinics

St. Vincent’s Mental Health: Adult Acute Inpatient Service – Clarendon Community Mental Health Service – Hawthorn Community Mental Health Service – Footbridge Community Care Unit – Consultation and Liaison Service – Primary Mental Health Service – Victorian Dual Disability Service – Victorian Transcultural Psychiatry Unit – Nexus Dual Diagnosis Service – Statewide Dual Diagnosis Education and Training Unit

Reducing avoidable hospital admissions

During 2007–08 St. Vincent’s Hospital Admission Risk Program (HARP) focused on consolidating its models of care and enhancing interaction between the teams: Assessment, Liaison and Early Referral (ALERT); Restoring Health; and Treatment, Response and Assessment for Aged Care (TRAAC).

The HARP Enhanced Access Project began in November, in line with Department of Human Services guidelines to establish a central point of contact for HARP referrals and enquiries. A 1300 telephone referral line was introduced in March to streamline access to the service. The project also explored outpatient clinics as an additional means of accessing HARP.

The Restoring Health model of care was expanded to be more inclusive of culturally and linguistically diverse (CALD) communities and to better meet the needs of patients with diabetes. New staffing resources, such as a community nurse, have enabled improved follow up of patients after discharge and enhanced links with community health initiatives. An additional rapid access clinic has been established with podiatry and endocrinology practitioners to provide an alternative to emergency department visits for those clients requiring urgent specialist medical attention. The health coaching approach is being expanded to patients with diabetes in addition to those with ischaemic heart disease.

Addiction medicine

During 2007–08 St. Vincent’s Director of Addiction Medicine, Professor Jon Currie, was appointed Chair of the new Victorian Drug and Alcohol Prevention Council, participated in the Australian Government’s 2020 Summit and was invited by the government of Vietnam to visit Hanoi to advise on the latest trends in treating addiction.

The department was successful in securing generous research funding from the Lord Mayor’s Charitable Fund, the John T Reid Charitable Trust and the Ian Potter Foundation.

The department also developed and implemented CAMELOTT, a new and highly effective treatment program for drug addiction.

General practice liaison

St. Vincent’s General Practice Liaison Unit established the General Practice Working Group in 2003 to assist with communication between St. Vincent’s, the Divisions of General Practice and general practitioners. During 2007–08 it focused on St. Vincent’s cancer services, information technology developments at St. Vincent’s and Divisions of General Practice, aged care and the changing face of general practice.

The liaison unit has also helped develop and deliver GP practice team education sessions and had excellent attendance at its skin cancer and emergency resuscitation workshops.

Frameworks for Health

In 2007 the Collaborative Therapy Unit at the Mental Health Research Institute moved to St. Vincent's. Now known as Frameworks for Health, this academic training unit focuses on developing self-management techniques for chronically ill patients. It offers St. Vincent's the opportunity to develop the clinical component of this therapeutic framework and apply it to the management of chronic and complex health conditions such as diabetes, cardiovascular disease and chronic respiratory disease.

The Cottage

The Sister Francesca Healy Cottage won the award for *Innovation in Access to Healthcare* at the 2007 Victorian Public Healthcare Awards. The Cottage caters to people experiencing homelessness and provides nursing, personal care support and seeks to improve the lives of its patients after discharge by improving their accommodation and support network.

Health Minister Daniel Andrews said: "The supportive home-like environment aims to address some of the long-term causes of the patients' illness. Homeless people can be reluctant to seek treatment for health problems and will often try only to go to emergency departments when urgent medical treatment is required. The establishment of The Cottage has resulted in a unique model of care tailored to meet the particular needs of a marginalised group of patients."

St. Vincent's Mental Health

The strengths model

St. Vincent's Mental Health's 'Strengths model of case management: A consumer-focused recovery model' won the Sisters of Charity Health Service 2007 Quality Award. Dr Brett Emmerson, an ACHS surveyor who visited St. Vincent's during its 2007 review, arranged for seven clinicians from Royal Brisbane Hospital's mental health service to be trained at St. Vincent's after being impressed with the implementation of the 'strengths' model of psychosocial rehabilitation. They joined staff and participants from local non-government organisations for training in April.

Healthy lifestyles

People with serious mental illness are at risk from a range of physical health problems which are compounded by the effects of their illness and by some of the treatment and medications provided. St. Vincent's Mental Health has developed a 'healthy lifestyles' program for consumers, targeting smoking, diet and exercise. The program includes patient and carer education regarding physical health and a process for ensuring metabolic monitoring results are discussed regularly with consumers.

This initiative demonstrates how clinical practice can drive research and how research informs clinical practice and involved the integration of St. Vincent's clinical service and the University of Melbourne.

Group program

The acuity, disability and co-morbid drug and alcohol problems experienced by acute inpatients has seen the decline of a psychotherapeutic dimension to treatment.

The St. Vincent's Mental Health acute inpatient service, however, has developed a substantial therapeutic group program offering 30 to 40 high quality groups per week, participated in by 85 per cent of patients. In addition to the therapeutic benefits, the rate of patients being absent without leave has reduced by 63 per cent since 2004 and St. Vincent's is now among state leaders in minimising the need for seclusion of acute inpatients.

Early Psychosis Service

The Early Psychosis Service pilot has been funded to extend across the mental health service. The implementation of this focused response to young people experiencing mental illness for the first time is well advanced.

St. Vincent's Clinics

During 2007–08 St. Vincent's Clinics received 15,225 new external referrals, an increase of 12 per cent on the previous year. Public outpatient services saw 10,026 new patients and 53,646 patients were reviewed. An interpreter was required by 19 per cent of patients.

A new peri-operative clinic commenced in early 2008 to provide comprehensive medical review before surgery. The clinic, run in conjunction with the University of Melbourne Department of Medicine, is staffed by a cardiologist, general physician and senior medical registrar. The clinic provides prompt, coordinated pre-operative assessment and ongoing review for surgical patients with complex medical histories.

Outpatient improvement and innovation strategy

St. Vincent's CEO Nicole Feely chaired the Department of Human Services (DHS) outpatient improvement and innovation strategy committee, which is focused on enhancing the quality of and access to these services. As part of this strategy St. Vincent's Clinics participated in pilot programs for data collection and developing a generic care pathway.

St. Vincent's was funded to develop referral guidelines for a number of specialty clinics and enhance communication between the clinics and referring GPs. The gastroenterology, neurosurgery and urology clinics released new referral guidelines that specify what a referral should contain and recommend imaging or pathology that should be completed by a patient's referring GP.

Intensive Care Unit

Over the past year the length of stay and complexity of patient illness in the ICU has increased. A number of developments have taken place to significantly improve our ability to provide expert clinical care to these patients. These include an upgrade to the patient clinical monitoring system and new approaches in advanced mechanical ventilation. Our Critical Care Liaison Service works to discharge patients from critical care back to the wards, to share critical care skills and expertise with ward staff and to promote continuity of care. Extended hours within the service have enabled the liaison nurses to facilitate discharge and support the ward areas.

The ICU received a National Heart Foundation grant and St. Vincent's Hospital Grant for research studies. The unit participated in multi-centre clinical trials and is a member of the Australian and New Zealand Intensive Care Society's Clinical Trials Group, which is world-leading in intensive care research.

ICU physician Dr Barry Dixon was awarded a \$120,000 COMET (Commercialising Emerging Technologies) grant by the Federal Department of Innovation Industry, Science and Research. Dr Dixon has pioneered the concept and development of a novel non-invasive procedure to measure oxygen saturation of mixed venous blood, expanding on the established principles of pulse oximetry. This technology could have a major impact on the management of critically ill patients.

MediHotel and Treatment Centre

The MediHotel and Treatment Centre contributes to the management of hospital demand by providing an appropriate treatment setting for patients who do not require an acute multi-day stay, while also delivering improved patient satisfaction. In 2007–08 the service accommodated 2,182 patient nights away from acute inpatient beds and treated an additional 2,305 ambulatory day patients.

The MediHotel and Treatment Centre also manages the Accommodation Liaison Officer Service (ALO). The ALO helped implement a model that provides private accommodation for St. Vincent's patients who do not need a hospital or MediHotel bed. The ALO, a qualified social worker, performs a modified psychosocial assessment and sources appropriate accommodation. This patient group pays for their own accommodation so they are also assisted with applying for all eligible rebates to keep their out-of-pocket expenses to a minimum.

Associate Professor

Andrew Dent AM (1955–2008)

Director of St. Vincent's Emergency Department



Andrew Dent AM was a driving force in the development of emergency medicine. A Melbourne University graduate, he began his career in the United Kingdom as a general surgeon and after completing his specialist training spent two years working in a Catholic Mission Hospital in Cameroon, West Africa.

Andrew's emergency medicine career started at Box Hill Hospital. From there he moved to a deputy director role at Austin Repatriation emergency department from 1991 to 1993. His strong passion to help third world countries then took him to St. Mary's Catholic Mission Hospital in Papua New Guinea (PNG). PNG was to become a strong focus for Andrew and would shape his future work outside the emergency department.

In 1995, Andrew became director of St. Vincent's emergency department. He was passionate about patient care, in particular for those who are marginalised, and was dedicated to medical education and academic research. He mentored many doctors through their careers and was one of the reasons many went on to practice emergency medicine and chose to work at St. Vincent's. Andrew established St. Vincent's Emergency Practice Innovation Centre, which is now attracting outside funding and producing research of high clinical and academic importance.

Andrew was a strong leader and visionary. He developed the electronic record in the emergency department and ensured that those projects and dreams he had seeded would continue. Most recently the Pacific Health Fund was launched; a dream of Andrew's to provide ongoing support to medical education and improve healthcare standards in the region.

In April, Andrew was awarded an Order of the International Federation of Emergency Medicine at the International Conference for Emergency Medicine in San Francisco. He was the only Australasian to receive this award in 2008 and was nominated by the Australasian College for Emergency Medicine for his outstanding contribution to international medicine. The day before he died from cancer in June he was made a Member of the Order of Australia.

Andrew was an inspirational man who truly embodied the values of compassion, justice, human dignity, excellence and unity.

CLINICAL OPERATIONS AND NURSING

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Clinical governance – Clinical risk – Quality – Community Advisory
Committee – Centre for Nursing Research – Nurse education

Accreditation

In July 2007 the Australian Council on Healthcare Standards (ACHS) conducted an organisation-wide review of St. Vincent's. St. Vincent's satisfied all mandatory criteria and demonstrated particular achievement in caring for the dying, seeking input from consumers, carers and the community and working with special needs groups such as culturally and linguistically diverse communities. The review praised St. Vincent's information and data management and collection systems, our research program and corporate and clinical policies.

St. Vincent's received commendations for 'superior performance' in the following areas:

- our work in health service demand, specifically the Assessment, Liaison, Early Referral Team (ALERT), Treatment, Response, Assessment for Aged Care (TRAAC), Restoring Health and Outreach Medication Review

- the capacity of hospice services to preserve the dignity and comfort of patients through providing individual care
- the Board's active role in promoting community and consumer participation through focus groups and surveys
- our extensive links with community agencies
- the scope of our information management systems, which has contributed to quality care and service
- the appointment of patient liaison officers, along with the management and detailed assessment of consumer complaints
- the integration of the Mission program across the organisation
- considering risk, safety and quality with strategic objectives
- the widespread use of scorecards and assessment methodologies
- the professionalism and compassion of our staff
- the inclusion of community impact statements in our business case template.

St. Vincent's was granted full four-year accreditation to July 2011.

Aged care accreditation

St. Vincent's four residential facilities have been fully accredited by the Aged Care Standards and Accreditation Agency.

Clinical governance

In 2007–08 St. Vincent's introduced a new clinical governance unit to help maintain and continue to improve safety standards and the quality of our services. Managing service quality and risk and improving clinical practice are at the core of the strategy.

St. Vincent's revised quality and clinical risk practices were favourably assessed by two state government reviews. The Victorian Auditor General's Office review of patient safety and the Department of Human Services statewide evaluation of clinical governance rated highly our patient safety and clinical governance systems, processes and strategies.

Community Advisory Committee

An independent statewide review of community advisory committees found that St. Vincent's Community Advisory Committee (CAC) had a high degree of compliance with both the spirit and intent

of government legislation and guidelines for CACs. The review recognised the strong consumer participation networks across the organisation, the Board's commitment to two-way reporting and feedback, the Committee's participation in strategic and operational planning and the widespread support for its work and its members.

Quality priorities 2007–08

St. Vincent's Board and Clinical Quality Committee have focused on several important state, national and international quality and safety initiatives. They include infection, falls and pressure ulcer prevention and management; keeping the length of hospital stays within national parameters; introducing electronic clinical decision support systems; reviewing best practice clinical tools such as clinical pathways and improving emergency management performance during times of high demand.

Patient satisfaction surveys

Patient satisfaction with our services remains very high. St. Vincent's achieved excellent results in the most recent Victorian Patient Satisfaction Monitor, which covered the period March to August 2007. Patient satisfaction

with St. Vincent's services was above the average score of similar organisations. We also performed better than similar organisations across all patient satisfaction scores and improved in all areas since the previous survey.

Clinical practice improvement program

The Clinical Practice Improvement Program is a new initiative started in 2007 that adopted the Clinical Practice Improvement Model to enhance leadership in quality improvement in all our activities. The model uses a practical and planned approach to address priority areas that affect the safety, appropriateness, effectiveness, accessibility, acceptability and efficiency of care for patients.

Centre for Nursing Research

In partnership with the Australian Catholic University (ACU), St. Vincent's established the Centre for Nursing Research at the Fitzroy campus in 2007.

Professor Linda Worrall-Carter was appointed Chair of Nursing Research and Director of the centre. Professor Worrall-Carter is widely published and has a strong record of success in securing competitive research grants. She is also the Deputy Director of the National Centre

for Clinical Outcomes Research (NaCCOR) for nursing and midwifery at ACU National.

At the Centre for Nursing Research she leads a team of research staff who are involved in a number of research partnerships with ACU National and national and international organisations. The centre offers higher education and career paths in nursing, educates the public through its community service and develops better healthcare initiatives for the prevention and treatment of disease. It also provides clinical nursing research and research training. Research initiatives in cardiovascular disease, critical care, mental health in cardiovascular disease and innovative models of care are underway.

Research students

Research students at the centre are supervised by senior clinical staff and benefit from the strong ties with other departments such as cardiology and mental health. There is also a combined St. Vincent's and ACU National honours program and a special interest research group that meets monthly.

Since the centre's establishment in September, four PhD nursing students have embarked on their studies, one of whom received an Australian Postgraduate Award scholarship for her work

in early assessment of women and cardiovascular disease in the emergency department.

Visiting scholar

In early 2008, Professor Barbara Riegel spent three months at the Centre on a Fulbright Scholarship as a visiting senior scholar. She was the only nurse in the US to receive the award in 2008. Professor Riegel worked with Professor Worrall-Carter and her team on a research program in self-care management. A highlight of her visit was a public seminar *'Beyond adherence: Promoting self-care in patients with heart failure'*, attended by more than 50 nurses, doctors and allied health staff from St. Vincent's, ACU National and external agencies.

Community and public engagement

Professor Worrall-Carter is a research ambassador for the Heart Foundation. She worked on their media campaign Go Red for Women, which aimed to increase awareness of women with heart disease. She also presented the keynote paper at the Go Red for Women breakfast attended by more than 300 people.

Nursing education

St. Vincent's Graduate Nurse Program continues to be the Victorian benchmark. Our annual open evening was

attended by more than 400 third-year nursing students with over 700 applications for 110 available graduate places.

St. Vincent's also offers opportunities for nurses to consolidate their knowledge and develop specialist expertise. Currently there are 36 postgraduate students studying critical care, anaesthetics, peri-operative, emergency, cancer and palliative care. They were joined by six students in the new Graduate Certificate in Cardiac Care.

Nurses wishing to return to their profession at St. Vincent's can participate in return to practice or refresher programs. These programs continue to grow in popularity, with a 200 per cent increase in refresher program participants in the past year.

Division 2 registered nurses at the St. George's and Caritas Christi campuses can now administer medication according to the new scope of practice endorsed by the Nurses Board of Victoria. We are currently rolling out the revised scope of practice across all St. Vincent's services.

A new flexible model for undergraduate clinical experience has been piloted in St. Vincent's acute medical units. Students spend a full semester with the same unit, developing not only clinical nursing skills but a holistic view of day-to-day practice.

Nursing awards

Two St. Vincent's nurses were honoured in the 2007 State Nursing Excellence Awards, which recognise the outstanding contribution nurses make to the Victorian community.

Ms Sue Cowling, Nurse Unit Manager of the Emergency Department won the award for *'Improving clinical outcomes through nursing action'*. Ms Cowling was recognised for establishing a responsive and respectful approach to managing violent or aggressive patients by introducing a Behavioural Assessment Room within the Emergency Department. The area, known as the BAR room, ensures the dignity and privacy of our patients are protected.

The award for Ms Robyn Attoe, Acting Clinical Nurse Consultant in the Aged Psychiatry Service at St. George's was in the category of *'Mental health and drugs'*. Ms Attoe was recognised for developing a residential support program and service to help nursing and personal care staff in residential care facilities to more effectively manage residents and clients with a diagnosis of dementia and related behaviours.

RESEARCH

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Research and grants – BioResources Centre – Library – Clinical Research Unit

Advancing medical research and translating the results into clinical practice allows doctors, nurses and allied health professionals to provide better quality healthcare for patients. St. Vincent's supports and promotes research through funding, infrastructure support and education.

St. Vincent's research activity continues to grow. In 2007 almost 390 significant research findings were published in leading journals by our hospital departments alone, with more than 287 projects either in progress or completed. This represents a 46 per cent increase since 2004 and highlights the strength, quality and commitment of our researchers. We documented this research in our July 2006–December 2007 Research Report, along with the achievements of our campus partners including the University of Melbourne's departments of Medicine, Psychiatry and Surgery, the St. Vincent's Institute and the Bernard O'Brien Institute of Microsurgery.

Research highlights

Overall there are more than 500 research studies currently underway.

The prosthetic and orthotic department was the inaugural winner of the International Society for Prosthetics and Orthotics research grant. This project will explore the differences in the walking characteristics and energy use of two types of ankle-foot orthoses.

St. Vincent's rheumatology group was among the first to put forward the concept that osteoclasts (bone cells) might be targeted therapeutically to prevent inflammatory bone damage. The group realised that goal with anti-inflammatory therapies and recent clinical drug trials.

New cardiology techniques are being developed for non-invasive assessments of patients with heart failure and pulmonary hypertension. This research includes studies on the cardiac effects of endurance exercise. In addition, the clinical trials unit is involved in numerous local, national and international trials assessing new devices, especially stents, and new procedures.

The gastroenterology unit has the largest number of patients with chronic inflammatory bowel disease and has been actively involved in a number of international clinical trials in the management of new treatments.

Clinical research in haematology complements our growing patient-referral practice that extends to suburban and country outreach clinics, with new therapeutic trials started for malignant haematology.

The Frameworks for Health program focuses on developing evidence-based treatment for schizophrenia, problematic substance use and psychosis, bipolar affective disorder and parents with a mental illness who have children aged up to five years.

Our intensive care unit research program includes assessing inhaled heparin to prevent clotting in critically ill patients who have acute lung disease.

We have more than 30 research projects in mental health including evaluating a new model of early intervention for psychosis.

St. Vincent's research in orthopaedic surgery continues to improve knowledge of bone tumour biology by seeking new treatments to reduce drug toxicities and improve survival. Our experience with managing several hundred tumours per year allows us to develop innovative ways to operate without amputating. It also provides the necessary clinical data to improve patient management.

St. Vincent's palliative care department is developing a statewide coordinated specialist and general palliative medicine training program. It also has national funding to assess hospital-based group education to help family caregivers manage their role and to improve their social and psychological wellbeing.

The respiratory medicine department has long maintained a register of patients with an uncommon form of hereditary emphysema and is collaborating in three multi-centre research studies investigating the efficacy and safety of treatments for this condition.

Supporting innovation

St. Vincent's Research Directorate encourages research through infrastructure support, targeted resources, educational opportunities, funding and collaborations. Following an external review in 2006 we initiated a variety of activities in 2007–08 including:

Research funding

The Research Endowment Fund was re-established to raise the profile of clinical research. This annual round of competitive financial grants received over 90 applications in 2007, a record number of requests. \$500,000 was allocated to 24 projects that provided allied health seed funding, postgraduate scholarships, research funding for established clinicians and for research assistants, equipment, reagents and intra-hospital services. Funding is set to increase to \$750,000 in 2009, with \$1 million earmarked for 2010.

Software initiatives

The purchase of a biostatistical software package will assist researchers of all disciplines with data analysis, data management and publication-quality graphics. A web-based research data collection system will be launched that will document research activity and achievements

such as publications, grants, applications, ethics committee submissions and staff appointments at St. Vincent's, university departments and partner institutes.

The database system used by the infectious diseases department was customised to assist clinical research units to collect data from the hospital network and its Patient Administration System (PAS). This new customised tool can serve as a practical database model for other units. PAS has also been programmed to alert staff to patients who are involved in research or clinical trials so that they can be appropriately assisted.

Seminars

A regular lunchtime seminar series commenced in 2007 to enhance our research culture and to help audiences to connect scientific theory with patient outcomes. Topics included clinical research methods investigating areas such as study design, ethics, and biostatistics.

Intellectual property and commercialisation

We reviewed our intellectual property (IP) policy to improve guidelines and better manage the research activities and related discoveries of our staff. In addition an IP Steering Committee was established to develop a comprehensive IP management strategy. Clinical researchers have been working on a variety of provisional patents and external funding opportunities for prototype development to attract potential third party commercial investors.

Research facilities

The Research Directorate also oversees the services of the Research and Governance Unit (RGU), the Library Service and the BioResources Centre.

The RGU is a primary contact for most funding applications. It provides executive support to research-related committees and to researchers regarding research governance and ethics. The RGU is updating St. Vincent's 2004 Health Code of Conduct for Research Practice policy following the release of three research governance documents in 2007 – the revised National Health and Medical Research Council (NHMRC) National Statement on Ethical

Conduct in Human Research, the NHMRC and Australian Research Council Australian Code for the Responsible Conduct of Research, and the Victorian Managed Insurance Authority Standard Operating Procedures.

The BioResources Centre is a state-of-the art research facility providing an extensive range of support services to research groups across the campus. The centre has more than 170 active research projects spanning diabetes, cancer, organ transplantation, inflammatory bowel disease, oral health, gastroenterology and inflammatory diseases. The BioResources Oversight Committee's Health Standards Working Group developed a common health standard for importing mice. The policy has been endorsed by other facilities including the Austin, the Royal Melbourne and the Walter and Eliza Hall Institute. It has been supported by the networking organisation Bio21 and serves as a template for other facilities across Australia.

Working partnerships

The BioResources Centre has linked into the Australian Phenome Bank to improve the value of both local and national resources and minimise the duplication of data. The centre collaborates with organisations from the Austin Biomedical Alliance and the Royal Melbourne Hospital's Department of Medicine.

St. Vincent's has continued to be involved in the Victorian-led BioGrid Australia database. This platform links research databases across hospitals in a de-identified manner to enable research genetics and clinical data to be analysed whilst maintaining patient privacy.

In addition, the Research Directorate also works with a number of organisations including the Australian Research Council, Centre for Eye Research Australia, Monash University, Office of the Gene Technology Regulator, Step Ahead Australia, Therapeutic Goods Administration, University of Wollongong, and the Walter and Eliza Hall Institute.

STRATEGY

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Strategic planning – Service planning – Health policy – Master-planning –
Government and industry relations – Business and service development –
Project management office – Communications and media

The Strategy Directorate was re-invigorated in February 2008 with the appointment of Ms Annette Mercuri as Director. The Strategy team's focus is on ensuring the continued growth and success of St. Vincent's through effective strategic and service planning, business development, project management, master planning, marketing and communications.

Building a team

The establishment of the new team enabled the recruitment of staff whose skills match St. Vincent's current needs and future directions, including a manager of government relations and planning, a manager for the project management office and three business analysts, each with a specific area of expertise such as business development or service improvement.

The Communications team will grow to meet increasing demand for professional communications advice within St. Vincent's and to develop and drive a strategic approach

to corporate and internal communications, media liaison, branding and marketing.

Project management office

The development of a project management framework and methodology began in February. The framework will provide better governance, coordination and strategic and business alignment of the numerous projects underway across St. Vincent's at any given time. The expected benefits are improvements in resource allocation, product and service quality and time to completion. A dedicated project management office will provide a central resource to train and support staff to develop project management skills.

Review of St. Vincent's service and strategic plans

In April St. Vincent's embarked on an eight-month service planning exercise in collaboration with the Department of Human Services. The aim of the service planning process is to identify and agree on the medium and long term role and service profile of St. Vincent's, including role delineation for all sites.

The Strategy team is overseeing the review of St. Vincent's Focus & Growth Strategy 2005–2010

and developing an organisation-wide strategic planning process.

The Service Plan and Strategic Plan will set the direction for the future growth and development of St. Vincent's leading up to the renegotiation of the current Health Services Agreement, which expires in 2017.

Service development

In 2007–08 the Strategy team has coordinated or assisted in the assessment and development of a range of initiatives, including an acquired brain injury service, dermatology centre, e-prescribing in correctional health, a feasibility study for a High Dependency Unit as part of the rural and regional access to critical care initiatives and a Victorian Nurse Practitioner proposal in stroke care.

Collaborative research centre

A Project Steering Committee and Project Team has been established to plan and develop a proposal to government and other key stakeholders for a collaborative research centre for the St. Vincent's Fitzroy campus. A number of partners have come together to work collaboratively on this project including St. Vincent's, University of Melbourne, St Vincent's Institute, Bernard O'Brien Institute of Microsurgery,

Bionic Ear Institute, University of Wollongong Intelligent Polymer Research Institute and Step Ahead Australia. The development of a strategic brief including agreed project principles and philosophy, a branding and marketing concept for the project, agreed governance structure and outline of opportunities to share operational and back of house services is underway.

St. Vincent's and the Royal Victorian Eye and Ear Hospital

St. Vincent's and The Royal Victorian Eye and Ear Hospital are currently working together to develop an ear, nose and throat (ENT) centre of excellence on the St. Vincent's Fitzroy campus. The project is currently focused on service planning and developing a new model of care for ENT services. This will be followed next year by detailed master-planning and the submission of a detailed business case to government.

Australasian Annual Reporting Awards

St. Vincent's 2006–07 Annual Report won the national award for best communication in an annual report by a not-for-profit organisation. It was competing against around 70 other reports from national and state-based not-for-profit organisations. The

keynote speaker recommended that the 1000-strong crowd review the report because its jargon free and story-telling approach was 'the way of the future'.

Information and communications technology

Information and communications technology enables and enhances the work undertaken at St. Vincent's. Through the use of technology we aim to:

- improve the patient's care experience
- enable improved clinical practice
- leverage the investment in high quality infrastructure
- support efficient business operations.

In 2007–08 St. Vincent's has continued to invest in high quality infrastructure and introduced key new clinical and business technologies.

Highlights:

- completion of the second year of the three year disaster recovery project, with the establishment of an off-site, secondary data centre
- implementation of an MRI image management system to support planning of neurosurgery and research
- consolidation and upgrade of all PABX equipment across the three main campuses and

introduction of cost saving Voice over Internet Protocol

- enhancement of the in-house oncology information system to support improved cancer care and patient outcomes for Victorians
- replacement of the 10-year-old cardiac monitoring system in the Intensive Care Unit with a 'state of the art' system for all 16 beds and transport purposes
- upgrade of communications links to 11 remote community health centres, improving speed and reliability
- installation of a file and email data archive, supporting St. Vincent's compliance with records management policy and obligations
- refresh of all core server, desktop computer, switch and laptop equipment on a three-year lease cycle
- credentialling of information technology staff in the latest technologies such as server virtualisation and archival data storage.

In September 2008 Premier John Brumby declared St. Vincent's the winner of the Premier's Award for Metropolitan Health Service of the Year.

The Award is based on the 2007–08 year and St. Vincent's commitment to continuously building on its history of excellent patient care, innovative medical research and teaching.

"St. Vincent's has consistently led the way in quality and compassionate care," Mr Brumby said. "It is known for its 'can-do' approach... continually developing new ways to improve the health of its patients and the wider community."

"It is Victoria's major metropolitan provider of inpatient services to Indigenous Australians and has the only facility of its kind in Australia providing 'hospital in the home' healthcare for people experiencing homelessness.

"But no less impressive is its reputation for innovation and research excellence. It led interpreter training for emerging African languages in 2007 and is helping to develop mental health services in Asia in conjunction with the University of Melbourne and Asialink.

"And this year, in collaboration with its research partners, St. Vincent's took an important step towards curing type 1 diabetes by performing the first islet cell transplant in Victoria."

The Premier's Award is the top honour in the Victorian Public Healthcare Awards, the pre-eminent awards for the public health sector in Victoria. They are independent and highly competitive, making the achievement that much more rewarding.

PEOPLE AND ORGANISATIONAL DEVELOPMENT

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Recruitment and retention – Learning and development – Employee relations – Performance management – Workplace culture and equity – Employee relations – Industrial relations – Succession planning – Human resources information systems – Employee support (STAR and ACCESS) – Occupational health and safety

Staff and supporters

Guided by the mission and values of the Sisters of Charity, St. Vincent's strives to find innovative ways to respond to the needs of our patients, workforce and the wider community.

St. Vincent's recognises the key role of our staff and supporters and their dedication to the Mission. Our people bring the mission to life in all they do to serve our patients and the community.

We are constantly seeking to find new ways to support staff in developing personally and professionally and in achieving work-life balance.

Our people

St. Vincent's recognises that a dedicated, motivated and skilled workforce is fundamental to providing excellent service to our patients and community.

Building on 2007 strategy development, 2007–08 has been a period of infrastructure development to support initiatives and strategies, while

developing, consolidating and maintaining core services.

As part of the ongoing commitment to staff, a new strategy and program to attract, retain, develop and reward our people was developed and launched in consultation with staff.

The People Strategy describes the aspirations, priorities and development programs for St. Vincent's employees.

The Human Resources department has been renamed People and Organisational Development to more aptly reflect the new strategic focus.

People strategy

The People Strategy focuses on:

Consultation and operational processes

A review of our technology platforms has taken place. Process and technology improvements were implemented in the areas of recruitment and retention, rostering, the payroll interfaces and report management.

Development of an electronic organisational structure has been achieved which will enable us to implement the employee self-service framework from which staff are able to access payroll information and manage

personal data. This will be further developed for manager access of staff information.

Recruitment and selection

St. Vincent's is aware that to maintain our leading role in healthcare it is necessary to prepare for the changing future of work and workforce constraints. Falling birth rates, ageing population, shrinking labour force and skills shortages are just some of the issues that face employers. Organisations are competing to be labelled an 'employer of choice'.

To meet this need, People and Organisational Development has initiated a focused recruitment branding exercise to build on St. Vincent's reputation and raise awareness of the work performed and benefits of working at St. Vincent's. Response to the branding has led to a decrease in advertising costs through selective use of print-based brand awareness and online job advertisements and an increase of 2000 hits per month to St. Vincent's career website. Additionally we have measured an increased understanding of our organisation's values in candidate job applications and candidates responding positively to the focus on our staff, creating a high level of interest in obtaining roles at St. Vincent's.

The annual graduate nurse recruitment has again shown an increase in applications with 735 potential graduates applying, up more than 10 per cent on 2006–07.

Employee relations

2007–08 has been a challenging period with industrial action being taken by nurses and health professionals in support of their enterprise bargaining claims. The People and Organisational Development team helped the organisation meet its legislative requirements under the WorkChoices legislation while supporting the staff and maintaining cohesive work relationships.

Support Team Action Response

Support Team Action Response (STAR) is a voluntary multidisciplinary peer team empowering St. Vincent's staff to manage their own stress and deal with critical incidents in the workplace.

St. Vincent's is a recognised leader in peer support Critical Incident Stress Management in public hospitals.

The program consists of approximately 80 members, called STARS, representing all sites.

Performance management

As part of the People and Organisational Development Strategy, the performance review and planning process has been streamlined and improved. Web-based electronic forms and processes are currently being created to enable the implementation of online access, processing and recording.

Learning and development

A new learning and development project has commenced to develop infrastructure and content to support future learning and development activities using new technologies, including online learning. The objectives of the strategy are to:

- improve access to learning, ensure effective learning, record and report learning activities and to reinforce St. Vincent's mission, values and culture
- provide a new curriculum for managers, including manager orientation, online courses, face-to-face workshops and an online toolkit
- deliver key courses online to increase occupational health and safety awareness.

Over the coming year, the People and Organisational Development team, in conjunction with the nursing and medical education units, will deliver:

- increased access to online learning for the development of all staff, irrespective of their geographic location and times at work
- a management development curriculum to better equip managers to support their staff and enhance consistency of operations across the organisation
- a blended learning approach, incorporating online modules, face-to-face workshops, online references and tools
- an updated orientation program to better inform new starters about the organisation and ensure they are well equipped and supported to commence work in their roles
- a compliance training program, offered as both online courses and face-to-face sessions, to ensure mandatory training is able to be completed by all staff as required.

Workplace culture and equity

We continue to promote a safe workplace, ensuring awareness and understanding that the organisation is determined to avoid bullying and harassment.

This commitment to zero tolerance of workplace bullying and harassment commences at the orientation of new staff. There is a mandatory

requirement for all employees to attend training in workplace culture and equity. In the past year 1070 staff participated in training.

Occupational health and safety

OHS at St. Vincent's is characterised by a commitment to the *Occupational Health and Safety Act (2004)* and *Accident Compensation Act 1985* and other related legislation to ensure that a safe and healthy workplace is provided to patients, staff and visitors and anyone else who enters our facilities and grounds.

In 2008, as part of a service-wide commitment to OHS, St. Vincent's has launched a comprehensive Occupational Health and Safety Management System as a major upgrade to ensure legislative and standard compliance is linked to our risk management framework.

St. Vincent's compliance with the above legislation is further demonstrated by:

1. Emergency response arrangements including a weekly emergency exercise schedule across St. Vincent's to test staff preparedness to an emergency condition.
2. Incident reporting and investigation focuses on prevention.

3. A schedule of Work Place Safety Inspections to identify and address OHS issues.
4. WorkSafe claims management focus on early return to work of injured employees.
5. Training in OHS of all staff at general orientation and as part of local induction. There is specialised training delivered under the 'Move Smart' Program covering patient transfer.
6. Other mandatory training for all staff including manual handling, hazard identification and on-line emergency awareness.
7. Consultation with staff is a major focus of our OHS system to inform employees of new OHS initiatives and to ensure issues arising are addressed at the lowest possible level in the organisation.

St. Vincent's has participated in a number of WorkSafe projects and reviews in relation to manual handling and return to work legislation and has been found compliant. St. Vincent's approach to OHS is one of continuous improvement that will see the following initiatives taking place during 2008–09:

- further implementation of the OHS Management System with a focus on the analysis, planning and training including physical audits of all areas and sites.
- further implementation and development of CHEMGOLD as St. Vincent's chemical management system utilising electronic stores to enable computer based management activities to replace the current system of individual manual chemical registers and enable an overall St. Vincent's chemical register.

Whistleblower protection

The Whistleblowers' Protection Act aims to protect public interest by exposing serious public sector wrongdoing and ensuring public organisations are responsible and accountable. A whistleblower is a person who makes a public disclosure about improper conduct by a public body or a public official.

St. Vincent's has procedures and an environment to allow:

- making of disclosures
- investigation of disclosed matters
- protection of people who make disclosures from reprisals.

Following the requirements of the Act, St. Vincent's reports annually on whistleblower statistics. No disclosures were received in the 2007–08 financial year.

HEALTH SERVICE SUPPORT & CLINICAL SUPPORT

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Health Support Services: Medical Engineering and Physics – Environmental Services – Food Services – Cafe Vincent’s – Green Shop – Security – Tenancy

Capital Infrastructure and Management: Major Capital Works – Engineering and Site Management – Infrastructure and Capacity Planning – Capital Regulatory Compliance – Contractor Management

Clinical Support: Medical Imaging (CMMI/MID) – Pathology – Pharmacy

New carpark and early learning centre

In January 2008 a new \$15 million multi-storey staff carpark with 500 bays and an Early Learning Centre catering for 120 children opened on Victoria Parade for staff of St. Vincent's and St Vincents & Mercy Private Hospital. With staff parking moving to the new site, our patients and visitors now have much better access to on-campus parking at Fitzroy.

Medical imaging

In 2007–08 medical imaging services examined 70,840 public patients, performed 12,540 magnetic resonance images and examined 40,800 private patients.

The private service installed a Picture Archiving and Communications System (PACS) to convert from film-based radiology to fully digital image storage and reporting, enabling us to digitally distribute images to referring clinicians.

Latest technology CT equipment was installed in both the public and private services and the private service also installed a second CT scanner. This provided improved image quality, faster scanning, enhanced data software manipulation (including vascular and colonoscopy) and new scanning capabilities (cardiac).

Pathology

In 2007–08, the private work of St. Vincent's Pathology continued to support the provision of pathology services to the public health service. Pathology tested more than 400,000 patient episodes for the year, covering a test base of over 750 tests. We continue to expand in the community with 31 accredited collection centres and 17 community remote testing laboratories.

The pathology test manual has been further developed to provide test information to health service staff and private referrers throughout the community via full internet access.

Pharmacy

In 2007–08, the clinical pharmacy service dispensed 268,000 prescriptions and the correctional pharmacy service dispensed 200,000 prescriptions. The department

produces sterile products and disposes of waste in compliance with Australian standards. The pharmacy department developed an electronic prescription that improved the accuracy and efficiency of the patient discharge process. We appointed a dedicated pharmacist for the emergency department, which streamlined the prescription process and provided education for patients and staff.

Engineering, infrastructure and major projects

The Engineering and Infrastructure department is responsible for the following sites:

- Fitzroy and surrounding buildings
- St. George's Health Service
- Caritas Christi Hospice
- Auburn House
- Boroondara Community Centre
- Brunswick Community Health Centre
- Cambridge House
- Cambridge Community Rehabilitation Centre
- Riverside Lodge
- Prague House
- Barkly St Medical Clinic
- Hawthorn Clinic
- Clarendon Clinic
- Footbridge Centre

The total area occupied amounts to over 182,000m², with the department responsible for all correctional, preventative, statutory, minor and major works. Over the past year the department attended to more than 25,000 requests for minor works.

Key projects delivered in 2007–08, extending into the 2008–09 financial year, include:

- impending replacement of the central fire panel within the Inpatient Services Building (IPS)
- impending replacement of the central chiller for the Bolte Wing
- impending upgrade of the multi-storey carpark at Fitzroy
- commissioning of the new carpark and childcare centre on Victoria Parade
- impending commissioning of a new rehabilitation centre at the St. George's Kew campus
- impending construction of two new orthopaedic theatres in the IPS
- impending replacement of the digital subtraction angiography suite in the IPS
- impending construction of stage 1 of a new cancer centre at Fitzroy
- commencement of capital planning for the replacement and improvement of emergency backup power for the IPS.

Medical engineering and physics

The Medical Engineering and Physics department entered a new era in 2007–08 following the retirement of the director and a senior staff member, who had some 80 years of service between them.

Over the past year a range of improvements have been implemented, including:

- a 17 per cent increase in the amount of preventative maintenance tests performed on biomedical equipment, leading to a decrease in repairs by 16 per cent
- installation of a 16-bed intensive care patient monitoring system with central monitoring capability to improve patient care in the Intensive Care Unit
- installation of 18 automatic external defibrillators across St. Vincent's to improve patient outcomes during adverse cardiac events
- installation of 307 new devices across St. Vincent's to upgrade existing services or facilitate new service delivery
- an organisation-wide asset audit of biomedical equipment, which has led to improved equipment tracking
- the purchase of several items of biomedical test gear has allowed the department to

implement a more thorough quality assurance program with traceable calibrations as required by Australian Standards

- compliance testing of 12 x-ray and four mammography units which has led to improved image quality and, in some cases, reduced radiation dose to patients
- radiation monitoring of 359 staff across St. Vincent's, an increase of 16 per cent.

Food services

Patient focus is the major priority of the Food Services department at St. Vincent's. Production techniques, the quality of our food components, food safety and the maintenance of a safe workforce are ensured through intensive management of the training and development of staff and a stringent quality management system.

St. Vincent's currently provides more than 550,000 meals each year.

Environmental services

With a team of 170 staff, Environmental Services provides a range of quality support services for patients and staff across the Fitzroy campus, including cleaning, waste management, support service assistants, patient transport,

patient television and telephone service and car parking services.

The biannual mandatory external cleaning audit was conducted in March, with all areas of St. Vincent's achieving well above the minimum compliance score of 85 per cent. St. Vincent's Hospital scored 93.1 per cent, significantly above the category average for an acute facility of more than 100 beds. Caritas Christi Hospice scored 97.9 per cent, the highest score in the sub-acute category and St. George's scored 97.7 per cent, the second-highest score in the sub-acute category. The Cardiothoracic Care Centre achieved 97.9 per cent.

Recycling

St. Vincent's recycles paper, cardboard, computer equipment, glass, aluminium and plastic in an effort to reduce waste costs and contribute to safeguarding natural resources. The amount recycled has improved substantially over the past year; more than 237 tonnes of cardboard and paper were recycled in 2007–08, compared to 175 tonnes in the previous financial year. The paper and cardboard recycled is equivalent to saving 3,075 trees, an improvement of 477 trees on last year.

Support services at St. George's

Approximately 116,800 meals are provided each year to inpatients at St. George's. We also provide cleaning and patient transport. The department manages the contracts for security, garden and grounds maintenance for the St. George's campus and all residential facilities. External audits found 100 per cent compliance with the hospital's food safety plan.

Green Shop

In June, the Foundation and Environmental Services hosted an 80th anniversary luncheon for the Green Shop volunteers. Close to 80 guests attended the function, reflecting the value placed upon volunteer service by the St. Vincent's community.

Building and Maintenance Compliance

St. Vincent's complies with mandatory requirements under the Building Code of Australia (BCA). Philip Chun and Associates, Building Surveyors, are engaged and have conducted an annual Audit on Essential Safety Measures during the last 12 months. After detailed inspections this audit confirmed the following in accordance with section 227E of the *Building Act 1993*:

- Each Essential Safety measure is operating at the required level of performance or to fulfil its purpose.
- Where applicable, each Essential Safety Measure has been maintained in accordance with the occupancy permit or maintenance determination and generally fulfils its purpose.
- Since the last Annual Essential Safety Measure Report there have been no penetrations to required fire resistant construction, smoke curtains and the like, in buildings inspected other than those for which a building permit has been issued.

Buildings

Buildings certified for approval in accordance with BCA: **Yes**

Works under construction and the subject of mandatory inspection: **Yes**

Certificate of final inspection: **Yes**

Maintenance

Notices issued for rectification of substandard buildings requiring urgent attention: **See note below**

Involving major expenditure or urgent attention: **See note below**

All renovations to existing buildings comply with regulations in force at the time of construction.

There are no orders to cease occupancy.

St. Vincent's has committed to address the issues raised in an independent comprehensive report into the state of buildings, infrastructure and services on the Fitzroy site, including our compliance with OHS, environmental services and other legislative requirements. St. Vincent's plans to spend in excess of \$30 million over 5 years to address the issues raised.

During the last 12 months St. Vincent's has achieved:

- completion of phase 1 works that closed some 207 minor works issues identified in the report
- part completion of façade structural repairs and maintenance for the Aikenhead, Daly and Druids building sites
- commitment to a new centralised fire control panel integrating all sites at Fitzroy
- commitment to replace water based chillers supporting the Bolte building site
- commitment to works to improve the hydraulic and water services across the Fitzroy campus
- commitment to upgrade the Aikenhead building site for fire services and OHS within the next 12 months
- negotiated with the Victorian Government an extension on the existing co-generation arrangements supporting

power supply and back up services to the Fitzroy site to 2011.

Separate to the above St. Vincent's has committed a minimum of \$1 million per annum over the next 3 years to continue rectification of minor works identified in phase 2 to 4 of the report. The balance of the rectification works are planned to be addressed over the next 3 to 4 years. St. Vincent's at year end is in the process of undertaking a Building and Services Infrastructure review of the St. George's and Caritas Christi campuses in order to assess ongoing compliance with Building Code, OHS and other clinical compliance obligations in providing Health Services.

St. Vincent's will be taking all reasonably practicable steps to ensure any identifiable risks and potential hazards are appropriately managed to mitigate any risk to its employees, patients and visitors at these sites.

St. Vincent's will continue to invest in other works in addressing any identifiable risks and potential hazards in order to mitigate any risks to its employees, patients and visitors to the site.

Commitment to the environment

We are committed to the environment, helping ensure

the safety of our staff and the communities in which we work. St. Vincent's works with the appropriate regulators to ensure valuable natural resources are available for future generations.

Discharge into the air

St. Vincent's Hospital does not discharge any emissions from combustible products. An electricity co-generation plant, owned by Energex Pty Ltd, is located adjacent to the Inpatient Services Building. Energex sells the power to CitiPower. St. Vincent's Hospital purchases two-thirds of the output of the plant from CitiPower. The co-generation plant produces electricity using natural gas in an aero-derivative gas turbine. The facility has an Environment Protection Authority (EPA) licence and the actual emissions into the air are tested every 12 months by an independent body, EML, in accordance with licence requirements. St. George's Hospital and Caritas Christi Hospice have packaged boilers. The emissions comply with EPA and Gas Authority requirements.

Discharge in waste water

Sewage and waste water from St. Vincent's Hospital are disposed of in compliance with a licence that includes restrictions on the disposal of chemicals. Caritas Christi, Kew, and St. George's Health Service

have sewage and trade waste agreements with Yarra Valley Water and City West Water.

Grease disposal

Grease traps around St. Vincent's Fitzroy campus are emptied and cleaned every 10 weeks (or earlier if required) by a contractor. All waste materials removed from the campus are transported and treated in accordance with EPA regulations and an EPA transport certificate is issued on completion of each full or part load. The waste collected in the pumping and cleaning of the traps is then transported to an EPA licensed Schedule IV premises for treatment.

Plaster and settlement traps

Liquid waste from laboratories and treatment rooms on the Fitzroy campus is collected in settlement tanks or 'plaster traps' which may contain carbon and neutralising agents. These traps are emptied and cleaned every six months by a contractor. The waste is transported and disposed of in accordance with EPA regulations.

Photographic chemical waste

Medical imaging manages photographic waste in compliance with regulations and standards set by the

photographic code of practice, Photographic Uniform Regulations for the Environment (PURE). With the implementation at St. Vincent's Hospital of the picture archiving and communication system (PACS), the number of physical films produced and therefore the amount of waste generated has greatly reduced. The department ceased printing X-rays in September 2003.

Cooling towers

All cooling towers at the St. Vincent's Fitzroy and St. George's sites are cleaned and maintained as prescribed and tested every fortnight as detailed in the risk management plan (Legionella). In 2007–08, there were no positive recordings of Legionella in the cooling towers at St. Vincent's Fitzroy or St. George's sites. There are no cooling towers in operation at any other St. Vincent's sites.

All towers are registered in accordance with the Building Control Commission's legislative requirements. In accordance with the legislation, risk management plans were assessed and updated in 2005. The risk management plans and procedures were audited in 2008 by an independent auditor in compliance with the requirements of registration. A tender has been accepted for the removal of two cooling

towers from the Bolte Wing and replacement with an air cooled chiller.

Results for Legionella in 2007–08

	SVHM	SGHS
Number of towers registered	9	2
Number of occasions in 2007–08 that routine testing revealed the presence of Legionella	Nil	Nil

Asbestos

St. Vincent's has an asbestos management plan in place. Areas undergoing major works are inspected as required under the regulations (Part 6) and all asbestos is removed prior to commencement of works. In 2007–08 all areas of the St George's campus and the Charitas Christi campus were audited by an independent consultant to identify asbestos locations.

A master audit folder for all campuses has been made available, which describes all known locations of asbestos and is required to be checked by services technicians and engineering staff prior to attempting new works within the facilities. Where required, asbestos has been removed, in accordance with the regulations.

ST. VINCENT'S
FOUNDATION

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The Foundation had a record year of contributions to St. Vincent's, thanks to our community of supporters. More than \$5.2 million was received from donations, charitable grants, events, memorial gifts and bequests. The Foundation Board welcomed Jane Nathan in December 2007 and Sarah Mann in June 2008.

The Foundation has grown considerably in the past year, with significant growth targets ahead. To support the Board's plans, the Foundation made a number of key staff appointments during the year including a major gifts manager and the new position of appeals manager. We also acknowledge the generous contribution of our Board of Governors to the successful development of the Foundation and its role in introducing new corporate and community supporters to St. Vincent's.

New cancer centre

St. Vincent's has developed plans for a new cancer centre at the Fitzroy campus. We care for more than 3,000 cancer patients each year, yet the facilities are outdated and cannot match the demand for services.

The new cancer centre will be built over two levels at a cost of \$14.8 million. The Foundation has committed to raising funds towards completion of this project. The Foundation has appointed a major gifts manager with responsibility for directing the fundraising appeal for this new facility. Foundation Patron Frank Costa has provided significant and invaluable support in the early stages of the campaign.

Events

Metropolitan Golf Club hosted the annual St. Vincent's Golf Classic, supported by our principal sponsor RACV Insurance and 25 supporting sponsors. Kevin Sheedy was guest speaker and Professor Peter Choong shared some insights into the field of orthopaedics and new treatments for osteosarcoma, an area of cancer care for which Professor Choong's team is receiving international recognition.

The Seven Days in the Sahara campaign, which supported the efforts of Paul Gladwell and Martin Edwards in the Marathon des Sables, received widespread support and donations from around the world. St. Vincent's staff pledged thousands of dollars, ran special events and encouraged others to support the campaign. Our corporate partners sponsored the runners and donors and past patients gave generously. They raised funds for The Retreat, based at St. Vincent's, where our cancer services staff provide psychological and social support and care for patients and families.

Pacific Health Fund

The Foundation worked closely with Andrew Dent prior to his death to establish the St. Vincent's Pacific Health Fund, which will continue his vision for better healthcare for our neighbours in the Pacific. Andrew's wife, Blandine, now chairs the Pacific Health Fund and his eldest son Christian has joined the Fund Committee.

Initiatives

The Foundation's fundraising appeals program highlighted specific areas of need in improving patient care and advancing medical research. Many important initiatives were supported by past patients, donors, community groups and philanthropic trusts during the year. They include:

Addiction medicine

This unique and specialised service attracted strong support from major philanthropic trusts. The Lord Mayor's Charitable Foundation, the Ian Potter Foundation and the John T Reid Charitable Trust together donated over \$300,000 to this service.

Frameworks for Health

This new unit delivers integrated programs that enable health services, families and communities to work together using holistic models of care. These models address the psychological and social needs of people with physical and mental health conditions. They range from health promotion to chronic disease management. Janssen-Cilag Pty Ltd and the MBF Foundation have pledged support for multi-year programs that will advance this innovative area of healthcare.

New technology

We thank the L.E.W. Carty Charitable Fund, Perpetual Trustees, the Collier Charitable Fund, the Harold and Cora Brennen Foundation, the Eric Ormond Baker Charitable Fund and Equity Trustees for their support, which enabled us to introduce the latest in medical technology at St. Vincent's. Through their generous support, new acquisitions included a 3D portable ultrasound and echocardiograph machine for the emergency department, a live 3D trans-oesophageal echocardiograph (TOE) probe and a chromosome analysis station for leukaemia research.

Leisure resource library

A variety of multi-sensory items for a new leisure resource library were purchased with donations from the State Trustees Australia Foundation and the ANZ Trustees Program Accommodation and Care for Older People in Victoria. The library is part of the St. Vincent's aged psychiatry team's residential support program at St. George's Health Service. It is a new and innovative service that provides various therapeutic activities that staff can borrow to improve the quality of life for residents. The initiative also aims to help staff better understand the importance of daily activities

for residents and how these activities may be used with different residents. The library will provide regular newsletters and quarterly seminars on therapeutic activities.

Pastoral care

We are grateful for the support the creative arts pastoral care program at Caritas Christi Hospice has received for many years from The William Angliss (Victoria) Charitable Trust. This unique program assists with the grief, bereavement and spiritual needs of both patients and their families.

Dermatology

Grants from the F & E Bauer Foundation and ANZ Trustees have funded research into the prevalence and impact of atopic dermatitis and asthma in children. The study seeks to ascertain whether early intervention, such as coaching parents in skin care and application of simple emollients, reduces the risk of future development of eczema (atopic dermatitis), asthma and food allergy. Grants from the National Alopecia Areata Foundation are funding two research projects into this condition. The Pierce Armstrong Foundation has generously supported the production of a new information booklet *Common Skin Conditions in the Family*.

Multilingual mental health information

The Scanlon Foundation and Pierce Armstrong Foundation have funded the production, roll-out and evaluation of culturally sensitive and linguistically appropriate education about mental health. Booklets have been produced in Chinese, Vietnamese, Italian and Greek, which together with monthly medication information forums for each language group aim to enhance clients' understanding of and adherence to treatment.

Bequests

We would particularly like to acknowledge the many supporters who included St. Vincent's in their wills. We also thank those who have advised their intent to support St. Vincent's in this way. During 2007–08 bequest gifts were received from the following estates:

Estate of Desmond James Butler
 Estate of Margaret Ormesher
 Estate of Leonard Roy Watts
 Estate of Stella Conway
 Estate of Desmond Robert Gibbs
 Estate of Fr Luke Fay
 Estate of Eileen Frances MacIntyre
 Estate of John Vickers

Estate of Elizabeth Gilmartin
 Estate of Dimitra Dimopoulos
 Estate of Irene Florence
 Joan Foreman
 Estate of Edith Jean Elizabeth Beggs
 Estate of Agnes Josephine Delaney
 Estate of Ellen Margaret Ride
 Estate of Muriel Bradley
 Estate of Margaret Mary Breen
 Estate of Horatio R C McWilliams
 Estate of Alfred Dehnert
 Estate of Herbert William Hampton
 Estate of Fr James Brasier
 Harry Yoffa Charitable Bequest
 The William & Eileen Walsh Trust
 Estate of Marjorie St Clair Hallissy
 Estate of Valenia Frances Green
 A. B. Natoli Barristers & Solicitors
 Estate of Haden Athol Schafer
 Estate of Thelma Isobel Fraser
 The W & M Ievers & Sons Maintenance Fund
 The Mary Thelma Simpson Charitable Trust
 Estate of Bernard David Rothbury
 The W E & M E Flanagan Charity Trust
 James McConnell Kerr Trust
 Estate of Michael John Owens
 Patrick Aloysius Foley Trust

Estate of Margaret Vines
 Estate of Leo Byrne Halpin
 Ernest and Letitia Wears' Memorial Trust
 The John Henry Charitable Trust
 Estate of Eliza Wallis
 Arthur Edwin & Anne Edith Barry Trust
 The E & J O'Sullivan Memorial Fund

Our community of supporters

St. Vincent's Foundation expresses our sincere appreciation to all who have contributed over the past 12 months and would like to particularly acknowledge the following generous donors:

Mr David Mackintosh
 Mrs Kathy Mackintosh
 Mr Ernest Brough
 Mrs Lola Cochaud
 Mrs Alice Vaughan
 Mr Rodney Beech
 K Cannon and E Warren
 Dr Megan Clark
 Mr Anthony Condon
 Mr Philip Cooper
 Mrs Marilyn Cooper
 Ms Caterina Cotela
 Ms Pauline Dargan
 Mr Maurice Denson
 Mr Laurence J Doyle
 Ms Patricia M Easterbrook

Mrs Carol Ellis
 Mr Victor Fung
 Mr Rene Gehrig
 Mrs Helen Gehrig
 Mr Sidney Greedy
 Mrs Thelma Greedy
 Mr William P Gurry AO
 Dr M Gurry
 Mr Keneth Hammett
 Mr Peter Hui
 Ms Sue Keable
 Dinah Krongold and family
 Mrs Wai Ming Lee
 Mrs Ruth Lieblich
 Mr Tony MacNab's family
 Mr Rudolf Malojer
 Mr Garry Manning
 Mr Rob McGauran
 Mrs Beverley Miller
 Dr Colin Moysey
 Mr Francis X Murphy
 Mr David O'Brien
 Mr & Mrs Noel O'Brien
 Mr Roger Pautremat
 Mr Peter T Power
 Mr Ern Poxon
 Mr John Purbrick
 Dr Guy Sansom
 Ms June F M Smith
 Mr Philip Spry-Bailey
 Mrs Patricia Spry-Bailey
 Mrs Mary Symons
 Mrs Denice Tassiou
 Mr Greg Taylor

Mr Tim Tobin
 Mrs Sally Tobin
 Mr Peter Twomey
 Mrs Margaret Wardle
 Ms Rosslyn Webster
 Miss Julie Wilkins
 Mr Tom Woodford
 Mr Kelvin I York
 Miss Margaret Young

In memoriam – a wonderful gesture

Each year more families choose to nominate St. Vincent's as the beneficiary of memorial gifts – very personal donations that are dedicated by the donor to the life of one who has passed on. We thank the 1,700 Victorians who made these special gifts during the past year. Many of these memorial gifts are directed to Caritas Christi Hospice, fulfilling the wish of next of kin and donors.

Trusts and foundations

ANZ Accommodation and Care for Older People in Victoria
 ANZ Medical Research and Technology in Victoria
 Collier Charitable Fund
 Eric Ormond Baker Charitable Fund
 Fred P Archer Charitable Trust
 Harold and Cora Brennen Benevolent Trust

Hassela Australia Foundation
 Ian Rollo Currie Estate Foundation
 Janssen-Cilag Pty Ltd
 John T Reid Charitable Trusts
 National Alopecia Areata Foundation
 Pierce Armstrong Foundation Pty Ltd
 Scanlon Foundation
 State Trustees Australia Foundation
 The Ephpheta Foundation
 The Ethel Herman Charitable Trust
 The F & E Bauer Foundation
 The H & L Hecht Trust
 The Ian Potter Foundation
 The Lord Mayor's Charitable Fund
 The Marian & E H Flack Trust
 The Syd & Ann Wellard Perpetual Trust
 The Sylvia & Charles Viertel Charitable Foundation
 The William Angliss (Victoria) Charitable Fund
 The William Joseph Payne Trust

Corporate

Alpha Magnetics Pty Ltd
 ANZ Banking Group Ltd
 Australia Post
 Café Vincent
 Charter Keck Cramer
 CSL Limited
 Donald Cant Watts Corke
 DT Digital
 Eagle Lighting
 Frontier Software
 Health Super
 iNova Pharmaceuticals
 Janssen-Cilag Pty Ltd
 Martin & Pleasance
 McMillan Shakespeare
 Medonc Victoria
 Merrill Lynch
 Middletons
 NAB Capital
 Pacific Brands Footwear
 Paxton Partners
 RACV Insurance
 Stericorp Ltd
 Stryker Pacific
 Surgiplas Medical
 The Consumables
 Management Group
 The Gutsy Group
 The London Tavern
 The Palais Bingo Centre
 William Buck
 Wyndarra Partners

Community groups

Heartbeat
 Kew Ladies Auxiliary
 Latrobe Golf Club
 Lions Club of Blackburn North Inc
 Lions Club of Boroondara Central
 Lions Club of Melbourne Market
 Lions Club of Tatura
 Melbourne University Bookshop
 Rotary Club of Carlton
 St. Vincent's Graduate
 Nurses Association
 The Gutsy Group

**Foundation Patrons
and Board of Governors**

The Foundation Board provided strong leadership, generous support and invaluable guidance over the past 12 months, which saw a record income of more than \$5.5 million. We thank our Chair, Mr Ian Scholes, and his Board of Governors for an outstanding contribution to St. Vincent's during the year.

Chair

Mr Ian Scholes

Board members

Dr Megan Clark
 Associate Professor
 Laurie Clemens
 Professor Mark Cook
 Mr Peter de Rauch
 Ms Lorraine Elliott AM
 Ms Nicole Feely
 Ms Suzy Harris

Mr John Isaac
 Dr Harshal Nandurkar
 Professor Rodney Sinclair
 Mr Chris Wren
 Sister Marie Bernadette
 Wunsch RSC
 Ms Jane Nathan

In attendance

Mr David Jones
 Mr Chris Doidge

Foundation patrons

Sir James Gobbo AC, CVO, QC
 Dr Bernard Clarke PSM, FRACP,
 FRCP, FCCP
 Mr Frank Costa OAM
 Mr John Ralph AC

INTRODUCING THE BOARD

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Ms Brenda Shanahan

BCom, FAICD, ASIA

Ms Shanahan is a graduate of the University of Melbourne in Commerce and Economics. She is a former member of the Australian Stock Exchange and former Executive Director of a stockbroking firm, a fund management company and an actuarial company. Ms Shanahan is the Chair of Challenger Listed Investments Ltd and a board member of Clinuvell Pharmaceuticals Ltd and JM Financial Group Limited. She is a Director of the Sisters of Charity Health Service, Chair of the Board of St. Vincent's Institute and a member of the St. Vincent's Institute Foundation.

Appointed April 2000. Chair from April 2003.

Ms Nicole Feely

LLB, BCom, FAICD

Ms Feely is the Chief Executive Officer of St. Vincent's. She has extensive experience in corporate, legal and government administration. She is a lawyer by training and her past appointments have included Chief of Staff to the Prime Minister, the Hon. John Howard MP, General Manager to SOCOG (Sydney Olympics Organising Committee) in 2000, Chief Executive Officer of Victoria's peak employer body, VECCI (Victorian Employers' Chamber of Commerce and Industry) and a solicitor at Freehill, Hollingdale & Page.

Appointed July 2002.

Mr Frank Cicutto

BCom, AMP (Harvard), SF Fin, FAICD

Mr Cicutto is a company director and corporate advisor. He is a former Managing Director and Chief Executive Officer of the National Australia Bank Group. Mr Cicutto has had a significant career in the financial services industry, holding senior executive positions in Australia, the UK and the USA. He is Chairman of Chord Capital Pty Ltd. Mr Cicutto is a Director of Melbourne Business School.

Appointed July 2004.



Sister Annette Cunliffe RSC

T Cert, BSc, DipEd, MEd (Hons), PhD

Sister Annette is a Senior Lecturer at the Australian Catholic University, based at the Mount St. Mary Campus. She has a background in secondary education, particularly science and mathematics, and has held a number of leadership and governance positions in education. Sister Annette is the immediate past Congregational Leader of the Sisters of Charity – a position she held from 1996 to 2002. She was the inaugural Chair of the Stewardship Board of Catholic Health Australia from 1999 to 2001.

Appointed July 2004.

Ms Lorraine Elliott AM

BA, BEd

Ms Elliott started her career as a secondary school teacher and VCE tutor. She was elected to the Victorian Parliament in 1992 for the seat of Mooroolbark, which she held for 10 years. From 1996 to 1999 Ms Elliott was Parliamentary Secretary for the Arts (supporting the Minister – Premier Jeff Kennett) and from 1999 until 2002 she was Shadow Minister for Community Services and Shadow Minister for the Arts. Ms Elliott is Chairperson of the National Disability and Carers Ministerial Advisory Council.

Appointed July 2003.

Mr Ian Ferres

FIAA, FAICD

Mr Ferres is a company director and corporate advisor. He was Managing Director and Chief Executive Officer of the Australian Unity Group from 2002 to 2004 and was employed at National Mutual from 1956 to 1990, where he was an Executive Director from 1983 and managed all their investment activities and various financial services from 1975. He is Chairman of Treasury Corporation of Victoria, a Director of Australian Unity, CEDA and other private-sector companies, and a consultant to TressCox Lawyers. He is a Member of the Australia Day (Vic) Committee. He was previously a Director, Treasurer and President of Monash Medical Centre.

Appointed November 2006.



Associate Professor Deborah Green
BSocStud, FCHSE

Associate Professor Green commenced as National Chief Executive Officer of the Sisters of Charity Health Service in August 2004. She is also on the Board of Directors for both the Sisters of Charity Health Service and the Sisters of Charity Healthcare Australia and Deputy Chair of Catholic Health Australia Stewardship Board. Associate Professor Green has had a broad career in social work, mental health and health services management. She was previously Chief Executive Officer of South Eastern Sydney Area Health Service and is Past President of the Australian Healthcare Association and an Associate Professor within the School of Public Health and Community Medicine, Faculty of Medicine, University of New South Wales.

Appointed August 2004.

Mr Allan Myers AO, QC
BA, LLB (Hons), BCL (Oxon)

Mr Myers is a Queen's Counsel who has practised in commercial law for over 30 years and appeared as leading counsel in many large and complex commercial matters in the Courts and before arbitrators. Mr Myers has been involved in a number of foundations and committees over the years and continues to be involved with a number of organisations. Currently he is the President of the Council of Trustees of the National Gallery of Victoria and is a Director of the Florey Neurosciences Institute. In January 2001 he was awarded the Centenary Medal, and in June 2007 was made an Officer of the Order of Australia.

Appointed February 2008.

Mr Graham Otter
DipCom, CPA

Mr Otter is the Managing Director and proprietor of Wishbone, a Victorian chain of retail chicken shops, and Managing Director of the Morrie Alter Group of Shopping Centres. From 1996 to 2002 he was

a non-executive Director of the Gandel Retail Trust, which owns and operates retail shopping centre assets (including Chadstone) with a value of more than \$3 billion. This followed 12 years as Managing Director of the Gandel Group and before that 17 years with Sussan, one of Australia's most successful privately owned retail groups.

Appointed September 2003
and retired April 2008.

Mr Ian Scholes
BCom

Mr Scholes has had a significant career in the banking and finance industries, including senior roles at Merrill Lynch and the National Australia Bank. He is currently the Chief Executive Officer of Chord Capital, which invests capital in small listed companies and small to medium enterprises requiring expansion capital or debt. He is also a consultant to Merrill Lynch and a board member of Halcygen Ltd.

Appointed October 2005.



Mr Greg Sword

Mr Sword was one of the pioneers of the development of industry superannuation and is currently the CEO of LUCRF Super. He has previously held the positions of National President of the Australian Labor Party, Vice-President of the Australian Council of Trade Unions (ACTU), and General Secretary of the National Union of Workers. Mr Sword also has significant experience as a non-executive Board Director.

Appointed October 2005.

Ms Rilka Warbanoff

BA, Postgrad Dip Marketing

Until July 2006 Ms Warbanoff was the National Manager of Drake International, a human resources organisation working across eight countries. She is an active member of the Property Council of Australia and the Australian Council of Business Women. Ms Warbanoff was a Victorian finalist in the Telstra Business Women's Awards in 2001 and was a Director of Plan International and the Global Women Summit Conference.

Appointed July 2004. Retired 29 July 2007.

Dr Elizabeth Wilkie

MBBS, FRACGP

Dr Wilkie is a general practitioner in Ballarat, in both family medicine and student health. She has had experience as the General Practitioner Liaison Officer at Ballarat Health Services and served on the committee of management in the local division of general practice. She is also a Board member of Ballarat and Clarendon College and Ormond College at the University of Melbourne.

Appointed May 2007.

Sister Leone Wittmack RSC

RN, Dip Theological Studies, Grad Dip Theology (Mission Spirituality), Dip App Sc (Nursing Administration), Certificate in Cardiothoracic Nursing, Certificate in Human Development, Dip App Sc (Counselling), Grad Dip Experiential and Creative Arts Therapy

Sister Leone is the National Director of Mission of Sisters of Charity Health Service. From 1996 to 2002 she was a Congregational Councillor of the Sisters of Charity. In her role on the Congregational Council, she was particularly involved in the outreach service, community care and social welfare, prisons, overseas missions and Aboriginal ministry. Sister Leone is a registered nurse and is a previous Director of Mission at St. Vincent's Hospital Toowoomba. She has held a number of nursing administration roles across SCHS, especially at St. Vincent's Hospital Melbourne, and was the Director of Nursing at the Sacred Heart Hospice. Sister Leone is a Director of Sisters of Charity Health Service.

Appointed July 2003.

BOARD AND GOVERNANCE REPORT

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The Congregational Leader and Councillors of the Religious Sisters of Charity of Australia appoint the Board of St. Vincent's, which is accountable to the National Board of the Sisters of Charity Health Service (SCHS).

Between July and December 2007, the Board lead and governed Prague House Limited and three Schedule 2 hospitals: St. Vincent's Hospital (Melbourne) Limited, Caritas Christi Hospice Limited and St. George's Health Service Limited, for which specific accountability and reporting requirements are defined in the Health Services Act 1998, section 5.

From 1 January 2008, a single legal entity was established – St. Vincent's Hospital (Melbourne) Limited incorporating Prague House, Caritas Christi Hospice and St. George's Health Service.

The Board of St. Vincent's:

- is appointed by the Congregational Leader and Councillors, usually for three years
- members can be considered for re-appointment on expiration of their term of office
- meets on a monthly basis, from February to December
- has a committee structure that reinforces the mission and monitors and guides the performance, quality and ethics of the organisation
- consists of members who do not receive payment or sitting fees except for those Directors who hold management and executive positions within St. Vincent's and receive salaries and allowances in accordance with their contracts of employment.

Congregational Leader and Councillors

The Congregational Leader of the Sisters of Charity is Sister Elizabeth Dodds RSC.

The Councillors are:

Sister Elizabeth Dodds RSC, Congregational Leader
Sister Laureen Dixon RSC, Congregational Councillor and Vicar
Sister Maureen Delaney RSC, Congregational Councillor
Sister Margaret Beirne RSC, Congregational Councillor

In attendance

The Chair of the Senior Medical Staff Association attended Board meetings as a representative of the Senior Medical Staff.

Mr Chris Doidge attended in his capacity as Chief Financial Officer from July 2007 to June 2008. Ms Lucy Cordone attended in her capacity as Company Secretary from 1 July 2007 to February 2008.

Ms Susan Miller attended in her capacity as Company Secretary from February 2008 to June 2008.

Ms Patricia O'Rourke attended as Chief of Clinical Operations and Chief Nursing Officer from July 2007 to June 2008.

Conflicts of interest

None declared

Board Directors' interests declared for the period until 30 June 2008

The following are the Standing declarations of Directors' interests:

Ms Shanahan has disclosed her Directorship in Clinuvel Pharmaceuticals Limited as a standing declaration of interest. If trials involving products of Clinuvel Pharmaceuticals Limited

are conducted at St. Vincent's, Ms Shanahan declared she has no financial interest in the trials.

Mr Graham Otter advised that he had been appointed Managing Director of Mr Morrie Alter's Group who own Werribee and Epping Shopping Centres.

Sr Annette Cunliffe RSC recorded her interest as Head – School of Educational Leadership of the Australian Catholic University.

Mr Ian Ferres has declared his interest in The Coach Program due to his position as Director of Australian Unity. Mr Ian Ferres also declared that he had been appointed to the National Board of the Committee for Economic Development of Australia (CEDA).

Mr Ian Scholes declared that he is a Director of HalcyGen Pharmaceuticals Ltd.

Management committees

Animal Research Ethics
Clinical Quality Committee
Clinical Research Support Committee
Human Research Ethics (A and D)
Institutional Biosafety Committee
Medical Executive
Medical Advisory
Medical Consultative
Mortality and Clinical Review
Nursing and Allied Health Executive
STV Regional Occupational Health and Safety Committee
Research Council Executive
Research Endowment Fund Committee
Research Week Management Committee
Senior Medical Advisory Group

Legislative & Environmental Compliance

St. Vincent's is committed to promoting a culture of legislative compliance (including environmental legislation) throughout its service. It is a core component of the organisation's overall risk management strategy and is reported to the Board on a quarterly basis. Any serious or non-compliant issues are managed in a proactive and transparent manner and at an appropriate level of seniority.

Risk management

St. Vincent's risk management processes are consistent with the Australian Risk Management Standard (AS/NZS 4360:2004). An internal control system is in place that enables the executive to understand, manage and satisfactorily control risk exposures. The Audit Committee/ Board verify the assurance made and that the risk profile has been critically reviewed within the past 12 months.

St. Vincent's management has a commitment to continuous improvement in the area of risk management and, having established a risk management culture and implemented risk management frameworks, processes and structures, continues to look for ways to further embed these frameworks, processes and structures to strengthen the risk management culture.

Meetings of Directors

The number of meetings of the entity's Board of Directors and of each Board committee held during the year ended 30 June 2008, and the number of meetings attended by each Director were:

	Board	Finance	Audit	Clinical Governance	Ethics	Community Advisory Committee
Number of meetings held:	11	12	5 ⁽¹⁾	3	4	5
Number of meetings eligible to attend:						
Ms B Shanahan	10/11	1/1	–	–	–	–
Mr F Cicutto	10/11	12/12	5/5	–	–	–
Sr A Cunliffe RSC	9/11	–	–	–	–	–
Mrs L Elliott AM	11/11	–	–	–	4/4	–
Ms N Feely	11/11	10/12	5/5	3/3	4/4	–
Mr I Ferres	8/11	12/12	5/5	–	–	–
Assoc Prof D Green	8/11	–	–	–	–	–
Mr Allan Myers AO, QC	3/5	–	–	–	–	–
Mr G Otter	6/8	8/8	–	–	–	2/2
Mr I Scholes	9/11	–	–	–	–	–
Mr G Sword	9/11	–	5/5	3/3	–	–
Ms R Warbanoff	1/1	–	–	–	–	–
Dr E Wilkie	8/11	–	–	–	–	4/5
Sr L Wittmack RSC	11/11	–	–	3/3	–	–

(1) Includes one extraordinary meeting

ORGANISATIONAL CHART

Congregation of the Sisters of Charity of Australia

National Board & CEO Sisters of Charity Health Service					
Board St. Vincent's					
CEO N Feely		Chief Financial Officer C Doidge		Chief Nursing Officer P O'Rourke	
<p>Mission</p> <p>M Mogg Pastoral care Volunteers Archive Art curator Cultural diversity Koori services</p> <p>General Counsel</p> <p>L Cordone (also Company Secretary to February 2008)</p> <p>Executive Officer and Company Secretary</p> <p>S Miller (from February 2008)</p>	<p>People and Organisational Development</p> <p>K King Recruitment and retention Learning and development Employee relations Performance management Workplace culture and equity Employee relations Industrial relations Succession planning Human resources information systems Employee support (STAR and ACCESS) Occupational health and safety</p>	<p>Foundation</p> <p>D Jones (from August 2007) Fundraising</p>	<p>Strategy</p> <p>A Mercuri (from February 2008)</p> <p>M Cook Strategic planning Service planning Health policy Master-planning Government and industry relations Business and service development Project management office Communications</p>	<p>Health Service Support and Clinical Support</p> <p>S Strachan <i>Health Support Services</i> Medical engineering and physics Environmental services Food services Cafe Vincent's Green Shop Security Tenancy</p> <p><i>Capital Infrastructure and Management</i> Major capital works Engineering and site management Infrastructure and capacity planning Capital regulatory compliance Contractor management</p> <p><i>Clinical Support</i> Medical imaging CMMI Pathology Pharmacy</p>	<p>Finance</p> <p>C Doidge Budgeting Reporting Statutory accounts Payroll Taxation Materials management Contracts management Enterprise risk management</p>

Acronyms

ACAS Aged Care Assessment Service
 ACCS Aged Care Consultation Service
 ACCESS Employee Assistance Program provider to St. Vincent's
 APATT Aged Psychiatry Assessment and Treatment Team
 ALERT Assessment, Liaison and Early Referral Team
 BWCPM Barbara Walker Centre for Pain Management
 CCH Caritas Christi Hospice
 CCU Coronary Care Unit
 CCU Footbridge Community Care Unit
 CIU Cardiac Investigation Unit

CMHS Community mental health service
 CMMI Central Melbourne Medical Imaging
 COACH Coaching patients On Achieving Cardiovascular Health
 CPCER Centre for Palliative Care Education and Research
 ENT Ear, Nose and Throat
 ESAS Elective Surgery Access Service
 FEMO Field Emergency Medical Officer Program
 GI Gastrointestinal
 GP General Practitioner
 HDM Health Service Demand Management
 HITH Hospital in the Home

HS Health Service
 ICU Intensive Care Unit
 MI Medical Imaging
 OH&S Occupational Health and Safety
 PIER Pre-operative Investigation, Education and Research
 SACS Sub-acute Ambulatory Care Services
 SPC Sterile Processing Centre
 STAR Support Team Action Response
 SV@H St. Vincent's at Home
 TRAAC Treatment, Response and Assessment for Aged Care
 VA&EP Victorian Aides and Equipment Program

Chief Medical Officer **P Choong** (until January 2008) **P Desmond** (from January 2008)

Chief of Clinical Operations **P O'Rourke**

Research

R Fox

Research and grants
BioResources
Centre
Library
Clinical Research Unit

Chief Technology Officer

R Hill

Decision support services
Information services
Case mix and clinical costing

Clinical Operations and Nursing

P O'Rourke

Clinical governance
Clinical risk
Quality
Community Advisory Committee
Centre for Nursing Research
Nurse education

Medical & Specialist Services

S Hearn

P Desmond

Specialty medicine

Clinical immunology
Correctional health
Dermatology
Endocrinology
General medicine
Infectious diseases
Nephrology and dialysis
Rheumatology
Neuroscience
Neurology
Neurosurgery
Stroke

Cancer and Pain Services

St. Vincent's BreastScreen
BWCPM
Cancer coordination
Caritas Christi Hospice
Palliative Care
CPCER
Clinical haematology
Oncology

Medical Education and Training

Surgical & Specialist Services

C Dowell

M Murphy

Theatre

Anaesthetics
Day procedures
Infection control
PIER
SPC
Theatres

GI Services

Breast and endocrinology
Colorectal
Endoscopy
Gastroenterology
Upper GI/
Hepatobiliary

Surgery

ENT, head and neck
Elective surgery management
Lithotripsy
Orthopaedics
Plastics
Urology

Thoracic and Respiratory

Respiratory medicine
Thoracic surgery

Cardio/vascular services

Cardiac surgery
Cardiology
CIU
Vascular surgery

Health Service Demand & Mental Health

M Goding

J Currie

HDM Inpatient

Emergency Department
Intensive Care Unit
MediHotel and Treatment Centre
Retrieval service (to Nov 2007)

FEMO

HDM access
Bed management

HDM Integrated Care

Addiction medicine
Depaul House
Domiciliary therapy
Frameworks for Health (from Oct 2007)
GP liaison
Restoring Health
TRAAC
ALERT
SV@H
The Cottage

St. Vincent's Clinics

Private clinics
GP clinics

St. Vincent's Mental Health

Adult acute inpatient service
Clarendon CMHS
Hawthorn CMHS
Footbridge CCU
Consultation and liaison service
Primary mental health service
Dual disability
Transcultural psychiatry
Dual diagnosis

Aged Care & Allied Health

N Hinton

Inpatient and Residential Care

Cambridge House
Ellerslie unit
Geriatric medicine
Prague House
Rehabilitation
Aged psychiatry
APATT
Auburn House

Community Programs

Normanby unit
Riverside House
Community programs
ACAS
ACCS
Polio service
SACS
Transition care
Day centres

Allied Health

Hand therapy
Interpreters
Koori liaison
Nutrition
Occupational therapy
Physiotherapy
Podiatry
Prosthetics and orthotics
Social work
Speech pathology
VA&EP

SENIOR STAFF

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Chief of Clinical Operations and Chief Nursing Officer

Ms Patricia O'Rourke

RN, Grad Dip App Sc (Nursing), GAICD

As the Chief of Clinical Operations, Ms O'Rourke is responsible for providing both strategic and operational advice to the CEO. As St. Vincent's Chief Nursing Officer since December 2000, she is accountable to the CEO for nursing leadership, workforce planning and industrial relations. Ms O'Rourke has more than 20 years experience in the healthcare industry, including senior management roles. She is currently leading several national projects for the SCHS regarding nurse recruitment and retention and represents St. Vincent's on a number of DHS committees. In July 2004 she was appointed to the Board of Southern Health.

Chief Financial Officer

Mr Chris Doidge

FCCA, GAICD

Mr Doidge has been St. Vincent's Chief Financial Officer and Director of Finance since October 2004. Prior to his appointment he was Chief Finance Officer at Peter MacCallum Cancer Centre and Group Financial Controller at St. Vincent's. Ex-Arthur Andersen, Mr Doidge has held a number of senior finance roles over a 20-year period across the health, telecommunications and information technology industries.

Chief Medical Officer

Professor Peter Choong

MBBS, FRACS, MD, FAOrthA

The Chief Medical Officer is accountable to the Chief Executive Officer (CEO) for medical workforce planning, strategic clinical advice and medical industrial relations. Professor Choong is the Professor/Director of Orthopaedics at St. Vincent's – a joint appointment with the Peter MacCallum Cancer Centre. He has extensive knowledge and experience in joint replacement surgery and orthopaedic oncology, which he gained during periods at the Mayo Clinic, Rochester, USA, and the University Hospital, Lund, Sweden. He is well known for his expertise in limb-sparing tumour surgery and has published widely on the subject. Professor Choong directs the Orthopaedic Research Centre, which undertakes both laboratory and clinical research. He is the National Director of Training for the Australian Orthopaedic Association, Chair of the Royal Australasian College of Surgeons Board of Orthopaedic Surgery and a board member of the Australian Orthopaedic Association.

Until January 2008. Associate Professor Paul Desmond acting from February to August 2008.

Chief Technology Officer

Mr Richard Hill

MBA

Mr Hill was appointed Chief Technology Officer of St. Vincent's in March 2007, to oversee the strategic use of technology within the health service. He has held a number of senior executive positions in private and public companies in the technology sector and has successfully developed and commercialised new technologies within Australia and internationally. Prior to joining St. Vincent's he was a partner and healthcare industry leader for IBM Australia's Global Business Services Division for Australia/New Zealand.

Until August 2008.

Executive Officer and Company Secretary

Susan Miller

BA LLB

Ms Susan Miller joined St. Vincent's as the Executive Officer and Company Secretary in February 2008. Ms Miller is a senior executive with a legal background and a record of achievement in leading and driving legal and compliance systems, organisational development and managing industrial and employee relations issues. She has held leadership roles in a range of government and not-for-profit organisations in legal aid, disability, health and welfare services including Australian Red Cross, MS Victoria and Victoria Legal Aid. She is currently completing studies towards a Graduate Diploma of Applied Corporate Governance.

From February 2008.

General Counsel

Ms Lucy Cordone

BCom, LLB, Master in Health and Medical Law, GAICD

Ms Cordone is the General Counsel for St. Vincent's. In this position she provides broad-based legal advice and support which includes both corporate and medico-legal services to the company and management. Ms Cordone is a member of the Law Institute of Victoria, Australian Corporate Lawyers' Association, Australian Institute of Company Directors, Victorian Women Lawyers' Association, Medico-Legal Society of Victoria and Catholic Lawyers' Association.

Mission

Ms Marcelle Mogg

Dip App Sc (Nursing),
B Soc Sc (Pastoral Studies)

Ms Mogg joined St. Vincent's in April 2006 as Mission Coordinator and was appointed to the Director of mission role in August that year. Ms Mogg is responsible for the education of staff in the Mission and values of the health service, administration of several programs and advice on Catholic ethics and culture. Her association with St. Vincent's commenced in 1990 when she commenced her graduate nurse year after completing her nursing studies at ACU. Since that time she has worked in areas of pastoral care, faith development and journalism. Ms Mogg most recently worked for Jesuit Publications as editor of Eureka Street and Australian Catholics magazines and as a journalist for the Australian Nursing Journal.

People and Organisational Development

Dr Katherine King

BA, Dip Spec Ed, BS (Hons), MA, EdD

Dr King was appointed as Human Resources Director for St. Vincent's in May 2007 to design and execute innovative strategies and programs in human resources and occupational health and safety. She has held a variety of executive positions in human resources for National Australia Bank, Australia Post and Sony, focusing on attraction, recruitment, learning, development and succession planning. Dr King has also successfully designed and launched a range of integrated technology platforms to support human resources processes. She is a council member of the Australian Human Resources Institute.

St. Vincent's Foundation

Mr David Jones

BA

Mr David Jones joined St. Vincent's in mid-2007 to lead the St. Vincent's Foundation. David began his career with Shell Australia and specialised in retail marketing and network development. In a move into the information technology sector in the mid-1980s, David was appointed marketing director for a specialist software house, then entered the retail IT arena as Victorian manager for Computerland. A career change saw David enter the not-for-profit arena and he has spent the past 18 years in fundraising leadership roles in the health sector – with the Guide Dog Association, the Heart Foundation and leading public hospitals.

Strategy

Ms Annette Mercuri

BAppSc (Planning), MBA

Ms Annette Mercuri joined St. Vincent's in February 2008 to lead its strategic and service planning, government and industry relations, master-planning, business development, project management and communications priorities. Ms Mercuri is an experienced health executive, with particular expertise in strategic planning, business process improvement and change management. She played a senior role in the redevelopment of the Royal Children's Hospital. Ms Mercuri has also held leadership positions and provided consultancy services in the health, travel, education, local and state government and transport sectors. *From February 2008.*

Professor Mark Cook

MBBS, FRACP, MD

In March 2005, Professor Cook was appointed Director, Health Service Relations, which became the Strategy directorate in February 2008. In addition to this role, he is St. Vincent's Professor Director of Neurology and Director of the Centre for Clinical Neurosciences and Neurological Research. He has extensive clinical, research and teaching experience in neurology. Professor Cook's research is primarily focused on investigating new treatments for epilepsy.

Health Service Demand and Mental Health

Ms Margaret Goding

M PubPol & Man, MA (Clin Psych), BA (Hons)

Ms Goding joined St. Vincent's as the Manager of St. Vincent's Mental Health Service in 1999. She has held positions in the St. Vincent's executive since late 2000, including Director of Mental Health, Corrections and Drug and Alcohol Services. Ms Goding has an extensive background in mental health practice and management in both government and private positions. Before joining St. Vincent's, she was a regional manager for mental health, aged and drug treatment services at the Victorian Department of Human Services.

- Ministerial Advisory Committee on Mental Health
- Psychiatric Disability Rehabilitation and Support Services Review and Implementation Committee
- Victorian Dual Diagnosis Initiative Senior Management Group
- North West Region Multiple and Complex Needs Initiative.

Until July 2008.

Professor Jon Currie

MBBS, FRACP, FACHAM

Professor Jon Currie is St. Vincent's Professor and Director of Addiction Medicine and Director of Health Service Demand and Mental Health. Professor Currie is a neurologist with a longstanding interest in the neurobiology of addiction, the acute and chronic effects of alcohol and other drugs on brain function and translation of basic neuroscience and neurobiological research into effective clinical treatments for addiction. He is currently a member of several NHMRC committees and in 2007–08 was appointed Chair of the new Victorian Drug and Alcohol Prevention Council.

Health Service Support and Clinical Support

Mr Shaun Strachan

Bachelor Comm Finance, Law and Administration, Grad Dip. ACID, Fellow AICD, TIA, CPA Australia

Mr Strachan was appointed to the role of Director of Health Service Support and Clinical Support in June 2007. He has had a broad career, having worked across chartered accounting with KPMG and Pitcher Partners, various commercial industry sectors and the not-for-profit sector. Senior past roles and directorships have included Chief Operating Officer for the Victorian Employers Chamber of Commerce and Industry and Alternate Director on four industry funds – HESTA, VicSuper, Vision and Care.

Research

Professor Richard Fox

AM BSc(Med) MB BS PhD FRACP

Professor Fox came to St. Vincent's in March 2007 and was appointed Director of Research in July 2007. He had been Professor/Director of Clinical Haematology and Medical Oncology at the Royal Melbourne Hospital since 1985. He chaired its HREC for some 10 years. He is a Past President of both the Australian Cancer Society and the Clinical Oncology Society of Australia. Currently he is Vice-President of the Cancer Council Victoria and Chairman of the Co-operative Research Centre for Cancer Therapeutics. He is also Chair of the Research Grants Committee of the NSW Cancer Institute and a member of the Commonwealth Department of Human Services Medical Services Advisory Committee. He is author or co-author of some 200 papers, predominantly on cancer management.

*Medical and Specialist Services***Associate Professor Paul Desmond**

MBBS, FRACP

Associate Professor Desmond is Director, Medical and Specialist Services, the Director of Gastroenterology at St. Vincent's and Associate Professor in the University of Melbourne Department of Medicine. He was also Acting Chief Medical Officer from February 2008. He has spent most of his medical career at St. Vincent's and was appointed Director of Gastroenterology in 1993.

- Member of the Ministerial Advisory Committee on sexually transmitted diseases and blood-borne viruses
- President of Gastroenterological Society of Australia.

Ms Sharon Hearn

RN, RM, BHSci (Public Health),
Grad Dip (Hlth Serv Mgt)

Ms Hearn is Director, Medical and Specialist Services. Prior to this appointment she held the position of Director, Specialist and Critical Care Services and has held senior roles within St. Vincent's since 1997.

Until September 2008.

*Surgical and Specialist Services***Associate Professor Michael Murphy**

MBBS, MD, FRACS

Associate Professor Murphy is the Director of Neurosurgery at St. Vincent's in addition to his role as Director, Surgery and Specialist Services. He is involved in a number of research programs in the neurosciences and is at the forefront of advances in the field of image-guided surgery, particularly with brain tumours and the surgical management of epilepsy.

Ms Cynthia Dowell

RN, BAppSci, SIC, WCLP 05

Ms Dowell is Director, Surgery and Specialist Services. In this position she oversees a range of surgical and specialist services as well as the organisation's peri-operative services, elective surgery program and theatre complex. Ms Dowell is also Director of Nursing for the St. Vincent's Fitzroy campus. She has had an extensive career in nursing and health service management. Ms Dowell has previously held senior executive positions at St. Vincent's.

*Aged Care and Allied Health***Ms Neth Hinton**

BSW, MSW

Prior to her appointment as a Director in 2002, Ms Hinton held a number of strategic and management positions within the organisation. She joined St. Vincent's Hospital as a social worker and later managed major capital works, aged care services and veterans' services. She was also involved in the implementation of the auspice of St. George's.

- Steering Committee, Improving Care of Aboriginal and Torres Strait Islander People
- Victorian Geriatric Medicine Statewide Training Advisory Group

Until August 2008.

M Bickham	(from Aug 07)	Rheumatology	St. Vincent's BreastScreen	Cancer Coordination Unit
J Baxandall	J Daffy	<i>Director</i>	<i>Director</i>	<i>Director, Cancer Services</i>
V Lincoln	V Grill	L Clemens	J Cawson	A/Prof R Snyder
B Geelhuizen	W Inder	Rheumatologists	<i>Manager</i>	<i>Surgical Oncology</i>
N Seibuhr	M Lanteri	T Godfrey	E Cosgriff	G Wright
R Jordan	T Lightfoot	F Laska	<i>Surgeons</i>	Caritas Christi Hospice
K Payne	P G Matthews	K Lim	D Butterfield	<i>Operations Manager/</i>
(from March 08)	G Hamilton	E Romas	H Ewing	<i>Director</i>
Dermatology	(to Feb 08)	W Stevens	P Hayes	<i>of Nursing</i>
<i>Professor Director</i>	E Seal	M Wong	A/Prof M Henderson	J Trewartha
Prof R Sinclair	P Stanley	V Sayag-Boukris	P Kitchen	<i>Deputy Director</i>
<i>Dermatologists</i>	B Flaim	Neurosciences	(to Dec 07)	<i>of Palliative Care</i>
C Baker	J Gome	Neurology	C Baker	J Philip
A Chong	P Lee	<i>Professor/Director</i>	L Castles	<i>Visiting Medical Officers</i>
P Foley	D Liew	Prof M Cook	A Hyett	H Austin
R Kelly	D O'Neal (Hon)	<i>Neurologists</i>	J Martin	E Flynn
C McCormack	Infectious Diseases	S Collins	J O'Brien	P Sherwin
M Mohamed	<i>Director</i>	R Carne	C Poliness	D Clifton
A Lee	P Stanley	J Drago	W Stelmach	J Moran
L M Yap	<i>Physicians</i>	W D'Souza	(from Apr 08)	(to Jan 08)
M Tam	J Daffy	M Horne	Radiologists	A Ilango
B Welsh	K Buising	A Kornberg	J Evans	(from Jun 08)
A Lee	K Thursky	M Paine	(to May 08)	Palliative Care Unit – Kew
H Saunders	C Aboltins	R Peppard	K Gordon	<i>Nurse Unit Manager</i>
J Green	A Jenney	D Prentice	G Hill	J Voo
(from Apr 08)	(from Apr 08)	K Reardon	H Karsz	Palliative Care Unit – Fitzroy
H Saunders	Nephrology	L Roberts	F Malara	<i>Nurse Unit Manager</i>
Endocrinology and Diabetes	<i>Director</i>	L Sedal	V Mercuri	L Stewart
<i>Director</i>	R Langham	B Tomlinson	(to Dec 07)	After Hours Coordinators
A/Prof K W Ng	<i>Nephrologists</i>	V Tay	G Phillips	M Lipow
<i>Deputy Director</i>	J Agar	N Crump	B Slater	A Narayanasamy
A/Prof G Ward	K Dwyer	(from Feb 08)	W Perret	G Nyirenda
<i>Senior Clinical Nurse</i>	G Flanagan	A/Prof P Gates (Hon)	R Taft	J Wilson
<i>Consultant – Diabetes</i>	D Francis	J Heywood (Hon)	<i>Pathologist</i>	Anne Le Page
<i>Educators</i>	H Gock	E Storey (Hon)	A/Prof P Hill	Kathleen Basile
J Cross	D Goodman	<i>Senior Neuropsychologist</i>	Barbara Walker Centre for Pain Management	Kim Ching
<i>Islet Transplant Clinical Program Coordinator</i>	J Katsoulis	N Willems	<i>Director</i>	Centre for Palliative Care Education and Research
C Hurburgh	M Lanteri	Neurosurgery	A Muir	<i>Director</i>
<i>Endocrinologists</i>	P Lee	<i>Director</i>	<i>Pain Management</i>	P Hudson
W Inder	C Somerville	A/Prof M Murphy	<i>Specialist</i>	Clinical Haematology
C Jang	S Crikis	<i>Neurosurgeons</i>	J Trinca	<i>Director</i>
A Jenkins	R MacGinley	T Han	D Lee	A/Prof H Nandurkar
K McLachlan	Prof A d'Apice (Hon)	P McNeill	(from Feb 08)	<i>Haematologists</i>
D O'Neal	<i>Renal Transplantation Surgeons</i>	B O'Brien	H Sweeting	R Filshie
H Zeimer	A/Prof D Francis	C Thien	(from Mar 08)	N Lee
C Meyer	M Westcott	P Smith	<i>Psychiatrist</i>	A Dykes
Prof J Best	R Huilgol	(from Feb 08)	J Couper	K Chiawatannatorn
<i>Endocrine Surgeons</i>	(from Apr 08)	Stroke Service	<i>Oral Facial Pain Specialist</i>	C Tam
S Farrell	<i>Nurse Manager (Dialysis)</i>	<i>Director</i>	M Borromeo	(from Feb 08)
General Medicine	D Gregory	M Paine	<i>Nurse Unit Manager</i>	
<i>Director</i>	<i>Nurse Unit Manager (Dialysis)</i>	Cancer and Pain Services	E Clarkson	
A/Prof W Beswick	N Barker	<i>Clinical Coordinator</i>	<i>Senior Clinical Psychologist</i>	
E O'Sullivan	(St. Georges)	L Stewart	M Siu	
(to Aug 07)			<i>Physiotherapy</i>	
<i>Physicians</i>			<i>Team Manager</i>	
E O'Sullivan			E Strachan	

Oncology*Director*

Wl Burns
(to Dec 07)
A/Prof R Snyder
(from Jan 08)

Oncologists

T Dowling
P Francis
S McLachlan
G Newnham

*Clinical Nurse**Consultant/Nurse Unit
Manager*

A Cook
Clinical Nurse Consultant
C Johnston
Clinical Nurse Specialists
J Chapple
M Coghlan
J McPherson
R Brown
(to Apr 08)

Medical Education
and Training

Medical Education Unit*Director*

R O'Brien

**The University of
Melbourne Department
of Medicine***Head of Department*

Prof K O'Day

*Chair of Medicine/Head
of School*

Prof J Best

Associate Professors

A/Prof P Desmond
A/Prof S Farish
A/Prof P Foley
A/Prof A Jenkins
A/Prof D Kelly
A/Prof D Liew
A/Prof H Nandurkar

Senior Lecturers

A Chong
W D'Souza
V Grill
W Inder

Lecturers

M Lanteri
D O'Neal
D Prior
J Gome
C Lacey
P Lee

*Senior Research Fellows/**Senior Research Officers*

S Rogers
A Kompas

Research Fellows

L Brazionis
S De Dios
A Edgley
A Hodge
C Itsiopoulou
A Januszewski
N Qi
M Ryan
J Walters-Bressan
A Wilson

Departmental Manager

N Burgess

Professor Emeritus

Prof T J Martin

*Professorial Fellows/**Directors with the title**Professor*

Prof M Ashby
Prof M Cook
Prof R Cotton
Prof J Currie

Prof A d'Apice

Prof T Kay

Prof R Sinclair

Prof J Zalcborg

Professorial Fellows

Prof F Alford

Prof R Hicks

Prof S Itescu

Prof B Kemp

Prof H Krum

Prof R Marks

Prof R Murray

Prof R Pestell

Prof M Prince

Prof G Rogers

Prof G Whelan

*Principal Fellows with the
title Associate Professor*

A/Prof B ergo

A/Prof O Bernard

A/Prof D Campbell

A/Prof L Campbell

A/Prof P Cowan

A/Prof F Firkin

A/Prof M Gillespie

A/Prof D Goodman

A/Prof J Heierhorst

A/Prof M Hill

A/Prof M Jefford

A/Prof M Jelinek

A/Prof L Jones

A/Prof R Kapsa

A/Prof R Langham

A/Prof L Mashford

A/Prof G McArthur

A/Prof R Murray

A/Prof K Ng

A/Prof K-A Phillips

A/Prof J Presneil

A/Prof D Rischin

A/Prof D Ritchie

A/Prof E Romas

A/Prof K-A Rye

A/Prof J Seymour

A/Prof R Snyder

A/Prof R Starr

A/Prof D Thomas

A/Prof G Toner

A/Prof I Trounce

A/Prof M Wolf

St. Vincent's**Clinical School***Clinical Dean*

A/Prof W Beswick

Clinical Sub-Deans

J Walters

N Salantri

(to Feb 08)

J Mogg

(from Feb 08)

*Associate Clinical Sub-
Dean (Physiotherapy)*

K Bailey

Medical Graduate**Education***Supervisors of Surgical
Training*

J Keck (set 2-6)

G Wright (set 1)

Surgical Mentor

N Alam

(to Feb 08)

D Thiruchelvam

(from Feb 08)

*Supervisors of Physician
Training*

A/Prof W Beswick

J Gome

*Consortia Director**Training*

J Gome

*Supervisor of**Intern Training*

A Dent

(to May 08)

J Gome

(from May 08)

Clinical Support*Director*

S Strachan

Medical Imaging*Professor/Director*

O Hennessy

*Director, Research**and Education*

Prof A Pitman

*Director, Nuclear**Medicine*

S Schlicht

*Director, Interventional**Radiology*

P Mossop

Director, CT/Ultrasound

K Lee

Consultant Radiologists

V Mercuri

(to Dec 07)

N Trost

(Neuroradiologist)

K Taubman (Nuclear

Medicine Specialist)

J Cawson

I Revfem

(from Apr 07)

R McKellar

(from Feb 08)

H Rouse

(from Feb 08)

K Gordon

D Arhanghelschi

Visiting Medical Officers

A Little

C Stanford-Starr

M Seale

B Lui

R Evans

(to Nov 07)

M Pang

R Padmanabhan

J Vrazas (Hon))

Operations Manager

C Baker

(to Jan 08)

N Liddell

(from Feb 08)

Nurse Unit Manager

J Parker-Hill

Office Manager

L Sparks

*Senior Medical Imaging**Technologist*

A Malbon

*Senior Medical Imaging**Nuclear Medicine**Technologist*

R Booth

Principal Scientist

N Liddell
(to Feb 08)

**Central Melbourne
Medical Imaging (CMMI)***Radiologists*

Prof A Pitman

Prof O Hennessy

K Lee

V Mercuri

(to Dec 07)

P Mossop

S Schlicht

N Trost

D Arhanghelschi

M Seale

B Lui

R Evans

M Pang

R Padmanabhan

C Stanford-Starr

K Taubman (Nuclae

Medicine Physician)

*Operations Manager**(CMMI)*

A Borella

*Business Development**Manager*

S Philbrick

St. Vincent's Pathology*General Manager*

J Searl

Operations Manager

A Zenner

Critical Workflow

E Ravlic

*Business Development**Manager*

F Humphries

Patient Services

C Romero

Pathology Accounts

L Mercer

(to Sept 07)

L Psaila

(from Sept 07)

Courier/Logistics

S Hegarty

Quality Coordinator

H Smith

Anatomical Pathology*Director*

A/Prof R Williams

Pathologists

S Galloway

A/Prof P Hill

A/Prof P McKelvie

A/Prof K Opeskin

A/Prof J Slavin

R Norris	Pharmacy	Elective Surgery	Urology	T Costello
P Russell	<i>Chief Pharmacist</i>	<i>Elective Surgery Access</i>	<i>Director</i>	(to Jan 08)
J Dowling	H Matthews	<i>Manager</i>	J Goad	R Deam
K Stewart	<i>Deputy Chief Pharmacist</i>	B Gibson	<i>Surgeons</i>	C Domaingue
<i>Senior Scientist –</i>	B Williams	Lithotripsy	A Clarke	G Emery
<i>Histology</i>	Surgery and Specialist	<i>Operations Manager</i>	O Niall	P Goggin
A Palios	Services	M Plummer	C Temelcos	G Heard
<i>Senior Scientist –</i>	<i>Directors</i>	<i>Director</i>	J Ooi	M Holland
<i>Cytology</i>	C Dowell	A Clarke	Theatre	P Hore
U Rane	A/Prof M Murphy	<i>Renal Lithotriptists</i>	<i>Clinical Coordinator</i>	S Jones
Clinical Biochemistry	<i>Nurse Unit Managers</i>	W Johnson	M Evans	M Kalpokas
<i>Principal Scientist</i>	D Clark	D Kennedy	PIER	A Kent
A Riglar	G Dickinson	J O'Collins	<i>Manager</i>	B LaFerlita
<i>Clinical Biochemist</i>	C Hurstfield	D Yoffa	S Lenihan	B Langley
G Ward	A Mawson	Orthopaedic Surgery	Infection Control	K Low
<i>Senior Scientists</i>	D Pallett	<i>Professor/Director</i>	<i>Clinical Nurse Consultant</i>	J Luke
C Horner	S White	Prof P Choong	J Cocks	B McGuirk
W Paspaliaris	Surgery	<i>Surgeons</i>	Operating Suite	J Mitchell
T Wilson	<i>Clinical Coordinator</i>	A Boecksteiner	Complex	D Pallot
Cytogenetics	B Gibson	S Barwood	<i>Peri Operative Services</i>	D Olive
<i>Director</i>	The University of	A Bonomo	<i>Manager</i>	C Scarff
L Campbell	Melbourne Department	M Dooley	<i>Nurse Unit Managers</i>	M Solly
<i>Principal Scientist</i>	of Surgery	A Dunin	Sterile Processing Centre	C Tippett
F O'Malley	<i>Head of Department</i>	M Goldwasser	K Haberfield	C Wan
Haematology	Prof W Morrison	A Hardidge	Anaesthesia	M Wong
<i>Director</i>	<i>Deputy Head of</i>	B Love	H Vien	A Wyss
H Nandukar	<i>Department</i>	V Pliatsios	Operating Suite	Cardiovascular Services
<i>Head of Laboratory</i>	<i>Associate Professor</i>	G Powell	C Vanderstock	<i>Clinical Coordinator</i>
<i>Haematology</i>	A/Prof E Thompson	J Stoney	<i>Day Procedures Unit</i>	A Mawson
M Cole-Sinclair	(Research)	G Tymms	<i>Coordinator</i>	Cardiology
(from May 08)	A Prof M Henderson	Plastic and	S Lenihan	<i>Director</i>
<i>Clinical Haematologists</i>	A/Prof J Gurry	Reconstructive Surgery	Anaesthesia	A MacIlsac
R Filshie	A/Prof J Mackay	<i>Head of Unit</i>	<i>Director</i>	<i>Director, Diagnostic</i>
N Lee	A/Prof M Murphy	Prof W Morrison	A/Prof M Davies	<i>and Interventional</i>
A Dykes	A/Prof D Vellar	(Plastic and Hand)	<i>Deputy Director</i>	<i>Cardiology</i>
K Chaiwatanatorn	<i>Senior Lecturers</i>	<i>Surgeons</i>	D Scott	A MacIsaac
F Firkin (Hon)	P Hayes	T Bennett	Staff Anaesthetists	<i>Director, Coronary Care</i>
<i>Principal Scientist</i>	P Kitchen	(Plastic and Hand)	M Barrington	R Whitbourn
M Taylor	D McCombe	A Berger	B Cowie	<i>Cardiologists</i>
<i>Senior Scientists</i>	A Pennington	(Head of Hand Section)	R Kluger	P Arunothayaraj
M Gaskell	<i>Professorial Directors</i>	J Burt (Plastic	T Lee	(to Feb 08)
T Mehmed	Prof P Choong	and Hand)	(from Feb 08)	S Corcoran
I Cutter	Prof R Thomas (PMc)	D Grinsell (Plastic and	M Matusik	B Flaim
Microbiology	ENT/Head and Neck	Reconstructive)	(from Feb 08)	P Fox
<i>Director</i>	<i>Director</i>	G Dimitroulis	D McGlade	J Gutman
MJ Waters	B Lyons	(Head, Maxillofacial)	C McGrath	D Prior
<i>Clinical Microbiologist</i>	<i>Surgeons</i>	D McCombe	R Molnar	G Leidl
H Sheary	T Baker	(Plastic and Hand)	B Silbert	M Rowe
<i>Sessional Microbiologist</i>	M Guiguis	A Pennington	A Stewart	M Williams
H Williamson	I Hewson	(Plastic and Hand)	R Thomas	L Creati
<i>Principal Scientist</i>	J. Kennedy	S Tham (Hand)	D Wong	J Van Den Broek
L Joyce	R. Kennedy	A Webb (Plastic and	<i>Sessional Anaesthetists</i>	(from May 08)
<i>Senior Scientists</i>	G Sherman	Reconstructive)	I Arhanghelschi	U Mohamed
M Covelli	S Wagstaff	(from Oct 07)	M Balkin	(from May 08)
L Brenton			(from Feb 08)	A Wilson
A Wearne			R Cook	(from Sep 07)
(to Sep 07)			J Cormack	N Nadarajah
D Jardine				(from Nov 07)
(from Sep 07)				G Hale (Hon)

Cardiothoracic Surgery*Director*

M Yii (Acting)

Surgeons

I Nixon

A Rosalion

J Kenny

Vascular Surgery*Director*

M Denton

Surgeons

M Lovelock

M Westcott

R Huilgol

(from Feb 08)

Respiratory Medicine*Director*

D Hart

Physicians

M Conron

A Garfield

G Hamilton

R Manser

R Puy

J Burdon (Hon)

J Weiner (Hon)

*Respiratory Clinical Nurse**Consultant*

M Loder

Thoracic Surgery*Thoracic Surgeons*

G Wright

N Alam

Gastrointestinal Services*Clinical Coordinator*

S White

The University of Melbourne Department of Breast and Endocrine Surgery*Director*

A/Prof M Henderson

Endocrine Surgeons

S Farrell

Breast Director

A/Prof M Henderson

Breast Surgeons

P Hayes

P Kitchen

(from Feb 08)

J Harding

Breast Care Nurse

S Stewart

Colorectal Surgery*Director*

R Woods

Surgeons

S Heriot

M Johnston

J Keck

J Mackay

R Brouwer

(from Feb 08)

*Director of Anorectal**Physiology*

J Keck

Stomal Therapy*Clinical Nurse Consultant*

E Davis

Gastroenterology*Director*

A/Prof P Desmond

Deputy Director

S Bell

Gastroenterologists

S Brown

R Chen

W Connell

B Demediuk

P R Elliott

A Miller

J Ryan

(to Aug 07)

G Shaw

A Taylor

K Watson

M Ryan

(from Aug 07)

M Kamm

(from Feb 08)

*Vic Viral Hepatitis**Educator*

J Richmond

Upper GI/Hepatobiliary Surgery*Director*

A/Prof D Vellar

Surgeons

S Banting

R Cade

S Mackay

D Thiruchelvam

Prof R Thomas

Health Service Demand and Mental Health**Directors**

M Goding

Prof J Currie

Demand Management – Inpatient Care*Clinical Coordinator*

D Hine

Emergency Department*Director*

G Sansom

(Acting to Mar 08)

C Winter

(from Mar 08)

Nurse Unit Manager

S Cowling

*Emergency Medicine**Physicians*

J Bergman

A Chan

A Chenhall

S Dilley

N Goldie

J Hutton

(from Nov 07)

V Munir

S Neate

G Phillips

M Parkhe

(from Oct 07)

G Rofe

G Sansom

A Swain

A Rosengarten

(to Nov 07)

M Augello

J Karro

Nicola Cunningham

Neil Cunningham

G Jelinek

K Cassidy

Intensive Care Unit*Director*

J Santamaria

Deputy Director, Intensive Care

A Tobin

Nurse Unit Manager

G Hanlon

Intensivists

B Dixon

B Hickey

W Kelly

D Williams

C Le

(from Aug 07)

J Presneill

(from March 08)

D Charlesworth

Parenteral Nutrition Service*Coordinator*

S Bell

Dietitian

N Simmance

Pharmacist

M Wood

Clinical Nurse Consultant

M Piccolotto

MediHotel/Treatment Centre*Manager*

D Hine

Demand Management – Integrated Care*Group Manager*

C Staley

Physicians

M Murray

E Ong

Addiction Medicine*Director*

Prof J Currie

Physician

M Lloyd-Jones

Y Bonomo

Depaul House*Manager*

J Shaw

GP Liaison*Unit Coordinator*

J Gavens

GP Liaison Consultant

D Isaac

St. Vincent's at Home*Manager*

G Cooper

The Cottage*Manager*

B Trevascus

Domiciliary Therapy Team*Manager*

G Cooper

HARP Chronic Disease Management Service**ALERT***Program Manager*

S Nesbit

Restoring Health*Program Manager*

M Stafford

(to Aug 07)

H Patsamanis

(From Aug 07)

Physicians

L Creati

A Kyoong

K McLachlin

(From Jan 08)

TRAAC*Program Manager*

K Rodger

St. Vincent's Clinics*Business Manager*

C McCarthy

(Mat Lve)

R Sharrock (Acting)

Team Leader Nursing

R Briffa (Acting)

Staff Health Centre*Practice Manager*

V Rogers

Brunswick Community Medical Centre*Practice Manager*

V Rogers

Barkly Street Medical Centre*Practice Manager*

V Rogers

St. Vincent's Mental Health Service*Chair of Psychiatry*

Prof D Castle

Manager

J Smith

*Director of Clinical**Services*

C Milesshkin

Chief Nurse

B Hamilton

G Jones

(to Apr 08)

Administration

A Cleary

*Service Development**Manager*

P Halpin

Senior Social Worker

A Carrol

*Senior Occupational**Therapist*

B Wynne

Clarendon Community Mental Health*Managers*

A Love

M Deans

Team Psychiatrists

S Ong

V Shephard

Psychiatrist

P Chopra

Hawthorn Community Mental Health*Managers*

G Doidge

B Organ

Team Psychiatrists

A Selvendra

G Patel

Psychiatrists

P Goh

Crisis Assessment Treatment Service*Clinical Director*

J Leahey

Manager

B Bowditch (CATS)

Footbridge Community Care Unit*Manager*

B Wynne

Psychiatrist

J Graham

Acute Inpatient Service*Manager*

A Love

Nurse Unit Manager

J McLaren

(from Mar 08)

P Skondreas

(from Dec 07)

Psychiatrists

J Beatson

M Duke

J Whan

S Ong

V Shephard

S Loyal

E Redmond

S Weigall

J D'Abbrera

(to Feb 08)

M Gill

(from Feb 08)

Senior Neuropsychologist

F Whitworth

Primary Mental Health*Manager*

B Organ

Psychiatrist

T Alexander

Consultation and Liaison Service*Coordinator*

J Sharrock

Director

M Salzberg

Psychiatrists

J Couper

E Harari

E-S Tan (Hon)

Northern Dual Diagnosis Service*Manager*

C Hynan

Psychiatrist

T Sacks

Victorian Dual Disability Service*Manager*

F Lawrence

Clinical Director

C Bennett

Psychiatrist

A Livingstone

S Jones

(from Mar 08)

Victorian Trans Cultural Psychiatry Unit*Director*

A/Prof H Minas

Manager

M Stankovska

(to May 08)

D Oehm

(from May 08)

International Programs*Director*

A/Prof C Ng

Cunningham Dax Collection

Psychiatrist

E Koh

Aged Care and Allied Health*Director*

N Hinton

Inpatient and Residential Care*Group Manager*

B Soosai

Cambridge House*Manager*

A Hewett

Prague House*Manager*

T Melrose

Inpatient Care

St. George's Reception*Office Manager*

D Bassett

After Hours Coordinators

G Caldwell

J Wasley

P Quealy

P Thompson

C McCarthy

C McGrath

B Curran

J Elliott

J Andres

J Dunn

M WalCzek

G Peatt

A Speranza

D Teklenberg

Rehabilitation*Director*

G Kennedy

Rehabilitation Physician

J Collins

P Smith

Rehab Fitzroy

Nurse Unit Manager

M MacKenzie

Rehab Kew

Nurse Unit Manager

J Elliott

Geriatric Medicine*Director*

A/Prof M Murray

Geriatricians/Aged Care Physicians

J Adams

C Johnson

E Ong

B Katz

M Dorevitch

Assistant Geriatricians/

Aged Care Physicians

T Chong

M Hum

GEM Fitzroy

Nurse Unit Manager

R O'Toole

GEM Kew

Nurse Unit Manager

J Waters

Ellerslie Unit

Nurse Unit Manager

J Dunn

Aged Psychiatry*Director*

Prof D Ames

Group Manager

B Soosai

Consultant Psychiatrists

A Keogh

F Moss

B Smith

Academic Unit*Director*

Prof D Ames

Auburn House*Manager*

F Quigley

Normanby House*Manager*

A Cheung

Riverside House*Manager*

B Heron

APATT/RSP/Group**Program***Manager*

C Harrison

Allied Health and Community Programs

Group Manager, Allied

Health and Community

Programs

S Vale

(to Jan 08)

C Challis

(from Jan 08 to Apr 08)

M Egan

(from Apr 08)

Interpreters*Chief Interpreter*

L Bongiovanni

(to Apr 08)

K de Jongh

(from Jun 08)

Nutrition*Chief Dietitian*

N Simmance

Occupational Therapy*Chief Occupational*

Therapist

R Bourne

VAEP*Coordinator*

A King

Physiotherapy*Acute Chief*

Physiotherapist

K Bailey

Podiatry*Chief Podiatrist*

S Tucker

(to Nov 07)

J Firth

(from Jan 08)

Prosthetics and Orthotics*Chief Prosthetist/*

Orthotist

D Pereira

Social Work*Chief Social Worker*

S Posenelli

Speech Pathology*Chief Speech Pathologist*

S Wilson

Hand Therapy*Manager*

R Bourne

Aged Care Assessment Service*Manager*

T Heeney

(to Jan 08)

M Erhardt-Rumpe

(from Jan 08)

Community Programs*Sub-acute Ambulatory*

Care Services

C Challis

Polio Services Victoria*Coordinator*

J Henderson

GLOSSARY

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ACHS – Australian Council on Healthcare Standards, the organisation that accredits healthcare providers in Australia

ALERT – Assessment Liaison and Early Referral Team

Ambulatory patient – A patient who walks into a health service, for example, to St. Vincent's clinics

Bed day – One bed day is one bed occupied for 24 hours

CAC – Community Advisory Committee

Carers – Those who care for the patients, residents or consumers, but are not members of the healthcare team

CCH – Caritas Christi Hospice

CIU – Cardiac Investigation Unit

Consumers – Users of the services provided by St. Vincent's

Continuum of care – The cycle of care or the flow of a patient through healthcare services

Day surgery patient – A patient who comes to hospital, has an operation and then goes home the same day

DHS – (Victorian) Department of Human Services

DOSA – Day of surgery admission

EFT – Equivalent full-time employee

EMU – Emergency Medical Unit

EPC – Eastern Palliative Care

EQulP – The Evaluation and Quality Improvement Program of the Australian Council on Healthcare Standards. Every healthcare facility in Australia must comply with the EQulP framework of standards

ESAS – Elective Surgery Access Service

FOI – Freedom of Information

GEM bed – Geriatric Evaluation and Management beds for the care of elderly patients with certain conditions

HARP – Hospital Admission Risk Program – a DHS initiative to prevent avoidable hospital admissions

HFI – The Howard Florey Institute

HSA – Health Services Agreement: the funding agreement between a facility and the Department of Human Services

Hospice – A facility for inpatients who require palliative care

HMO – Hospital Medical Officer: a junior doctor

ICU – Intensive Care Unit

Inpatient – A patient who stays in hospital overnight, in a hospital bed

Length of stay (LOS) – The length of stay is the time a patient stays in the facility. The average length of stay (ALOS) is the sum of all stays divided by the number of patients

Medical record – Compilation of facts of a patient's or consumer's health and medical history

MRI – Magnetic Resonance Imaging

NHMRC – The National Health and Medical Research Council: the national body that oversees and allocates grants for medical research

OHS/OH&S – Occupational health and safety

Outpatient – A patient who visits a specialist doctor or health professional at a clinic

Palliative care – Care that eases or relieves the symptoms of a disease without curing it

PAS – Patient Administration System

PET – Positron Emission Tomography

PH – Prague House

PIER – Pre-operative Investigation Education and Research Centre

PMCC – Peter MacCallum Cancer Centre

RN – Registered Nurse

RSC – Religious Sister of Charity: the sisters who belong to the Sisters of Charity congregation have these initials after their name

RVEEH – The Royal Victorian Eye and Ear Hospital

SCHS – Sisters of Charity Health Service

Separation – Departures from the facility: a separation may be a discharge (home or to another facility), a death or transfer

SGHS – St. George's Health Service

SVHM – St. Vincent's Hospital Melbourne

VACS – Victorian Ambulatory Classification System: the method of allocating payment for outpatient health services

VA&EP – Victorian Aids and Equipment Program

WIES – Weighted Inlier Equivalent Separation: the method of payment for inpatient health services. Each patient, condition or stay in hospital is given a points weighting. These points are funded at a given rate by the Department of Human Services

Freedom of Information

As a denominational hospital listed in Schedule 2 of the Health Services Act 1988 (Vic), St. Vincent's has been declared pursuant to the Freedom of Information Regulations 1988 (Vic) as a prescribed authority for the purposes of the Freedom of Information Act 1982 (Vic). Written requests for information are classified as an application once the relevant officer receives either a \$22 application fee or a copy of the patient's healthcare or pension card. There is a 20 cent per page photocopying charge for any request in excess of 25 pages.

FOI contacts

Caritas Christi Hospice
Health Information Manager
03 9853 2344

St. George's Health Service
Health Information Manager
03 9816 0444

St. Vincent's Hospital
FOI Officer
03 9288 2775

The full statistics about FOI cases are detailed in the Report of Operations for St. Vincent's Hospital, Caritas Christi Hospice and St. George's Health Service.

Patient complaints

At St. Vincent's, complaints are viewed as opportunities for improvement. Staff are encouraged to be involved in managing any complaints or issues that arise. The Patient/Resident Liaison Officers are also available to any person who wishes to make a complaint. The Liaison Officers mediate between patients/residents or their families and the facility, where appropriate. Most complaints are resolved at the local department level. Occasionally cases that can't be resolved are referred to the Health Services Commissioner for independent conciliation.

Patient/Resident Liaison Officers can be contacted on 03 9288 3108.

St. Vincent's
PO Box 2900
41 Victoria Parade
Fitzroy VIC 3065
Tel: 03 9288 2211

St. Vincent's Hospital
(Melbourne) Limited
PO Box 2900
Fitzroy VIC 3065
Tel: 03 9288 2211
Fax: 03 9288 3399

St. George's Health Service
283 Cotham Road
Kew VIC 3101
Tel: 03 9816 0444
Fax: 03 9817 5325

Caritas Christi Hospice
104 Studley Park Road
Kew VIC 3101
Tel: 03 9853 2344
Fax: 03 9853 1509

Prague House
253 Cotham Road
Kew VIC 3101
Tel: 03 9816 0600
Fax: 03 9816 0608

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Winner 2008 Premier's Award for
Metropolitan Health Service of the Year



St Vincent's

*Continuing the Mission of
the Sisters of Charity*

St. Vincent's acknowledges the traditional owners of this land, the Wurundjeri people and the Kulin nations. We pay our respects to their Elders, past and present. St. Vincent's is Victoria's largest metropolitan provider of Aboriginal and Torres Strait Islander health care. We continue to develop our relationship with the Koori community and are proud to be acknowledged as a centre of excellence in healthcare for Indigenous Australians.