The Font









Message from the CEO

As 2015 draws to a close and the promise of a new year beckons, I would like to wish everyone in the St Vincent's community a safe and festive holiday season.

As a Catholic hospital the Christmas nativity story has special significance, but it also offers a universal message that transcends faith – a message of renewal and hope, and the importance of extending a hand of comfort and hospitality.

In this issue of The Font we bring vou stories that show how our staff put that message into practice. Aimee's story is particularly poignant. Aimee was a young mum we had the privilege of caring for in her final days a year ago. The actions of our staff to bring moments of joy to the last Christmas she would share with her children was one of the many inspirations for our Good Samaritan Fund. You can read more about how you can become a St Vincent's Good Samaritan on page 4.

The spirit of compassion also drives our staff to aim higher every day, so it is particularly gratifying when that commitment is recognised.

St Vincent's Hospital Melbourne is

proud to be part of the St Vincent's

Health Australia group, which is

aged care provider in the country.

SVHA's mission is to bring God's

love to those in need through

the healing ministry of Jesus. We are guided by the values of

compassion, justice, integrity, and excellence.

the second largest health and

Professor Peter Choong was recently honoured by the City of Melbourne, winning a prestigious award for his team's groundbreaking work to develop and implant the world's first 3D-printed heel. Learn more about Peter's work and vision on page 3.

Everyone on the St Vincent's team is committed to serving something greater, seeing something greater, and striving for something greater. Ours is an exceptional community of care, and I would like to thank every member of staff for their dedication, talent, and goodwill over the past year. And to our patients and families, who we are all here to serve, I say a very warm thank you for entrusting us with your care and accepting our hospitality.

Angela Nolan Acting Chief Executive Officer December 2015

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Cover: Professor Peter Choong wins a Melbourne Award for raising the profile of the city internationally.



Marvellous Melburnian!

St Vincent's Chair of Surgery, Professor Peter Choong, has been recognised by the City of Melbourne, winning a prestigious Melbourne Award. In a glittering ceremony at the Melbourne Town Hall, Prof Choong accepted the award on behalf of his colleagues at St Vincent's and described it as recognition of the excellent work done in the health industry in Victoria.

In selecting Prof Choong for the award, the judges said that Melbourne's international reputation as a centre of excellence in biomedical technology, innovation and research was significantly enhanced last year, when Prof Choong masterminded the world-first 3D heel implant.

The titanium heel (designed by Anatomics, and built by CSIRO) replaced the cancerous bone of a Victorian builder, who otherwise would have needed amoutation.

The device which was invented. developed and implanted in Melbourne. generated worldwide media coverage, including in China, UK, India, Malaysia, and New Zealand, just to name a few, with millions of people hearing about the Melbourne medical miracle that saved a man's leg. Locally, media coverage reached a national audience of 8.8 million Australians.

Prof Choona is one of the drivers of the proposed ACMD (Aikenhead Centre for Medical Discovery).

'The ACMD will bring together some of the best minds in Australia, conducting world-leading biomedical research in partnership with industry, and delivering a strong return on investment,' Prof Choong said.

'This purpose-built centre will combine research and training from leading hospitals, universities, and medical research institutes, to develop medical innovation to reduce the burden of chronic disease in the Australian community.'

While the 3D heel has captured the public imagination, Prof Choong's quest for better patient care is ongoing. With a range of research partners, he is pursuing advances in limb robotics, cartilage regeneration, a handheld stem cell printing device, just-in-time patient-specific implants, and tissue engineering for muscle and nerves. With the growing problem of arthritis in the community, cutting lives short, and absorbing 10 per cent of healthcare expenditure, Prof Choong has established a team of Melbourne researchers to study the impact of joint replacement on arthritis sufferers. They have created a joint replacement database to underpin evidence-based research. The database is of such high standard that it's recognised internationally for the quality of the information being generated. It is leading to research on the sustainability of surgery as a way to treat arthritis.

Above: Professor Peter Choong (centre) with Lord Mayor Robert Dovle and Deputy Lord Mayor Susan Riley.



Be a Good Samaritan for St Vincent's Hospital

St Vincent's cares for more than 100,000 people each year, and many of those patients are among the poorest and most vulnerable in our community.

Aimee was one such patient. A young mother, Aimee had terminal cancer and was admitted to St Vincent's just before Christmas last year. Her husband had walked out when she was diagnosed with cancer, leaving Aimee and her two young boys very much alone.

Knowing this would be the last Christmas Aimee could share with her children, our nurses stepped in to make sure it was a time filled with love and family. The team arranged to move Aimee from a shared ward to a private room. Using their own money, they bought a Christmas tree and some presents for her and her sons. Secretly, our nurses also arranged for her sons to stay in the adjoining room on Christmas Eve so they could join their mum on Christmas morning.

Across St Vincent's there are countless stories of our staff quietly going above and beyond their professional duties in their care for our patients. We know that healthcare is about more than treating symptoms, and we want to make sure our staff always have the support they need to make a difference in our patients' lives. That's why we set up the Good Samaritan Fund.

The Good Samaritan Fund helps our most disadvantaged patients. Whether it be purchasing new clothes, providing hotel accommodation for relatives from rural areas, or even a last holiday for a terminally ill patient and their partner, the Fund is there to make a lasting impression on the wellbeing of our patients and their families.

Over the past year, over 200 generous staff members have contributed more than \$25,000 to the Fund. This has made it possible to go the extra mile for many of our poorest and disadvantaged patients, some directly and others through general support given at ward level through the provision of clothing and vouchers to improve patient comfort and recovery when they leave hospital.

We're now giving you the chance to be a St Vincent's Good Samaritan by supporting our Christmas Appeal for the Good Samaritan Fund.

St Vincent's Hospital's Director of Mission, Lisa McDonald says, 'I am very grateful that my work allows me to witness the caring and kindness of our staff every day. Core to our Mission is our care for the poor and vulnerable. Somehow, in spite of limited resources, our staff always find a way to go the extra mile for people.

The incredible generosity of our staff, whose donations make up the Fund are a very special example of this.

The Good Samaritan Fund is so important – the help the Fund gives to our disadvantaged patients is so practical, and so meaningful, it makes me even more proud to be part of this amazing hospital.'

You too can help people like Aimee by donating to the Good Samaritan Fund.

Please support the efforts of our staff to make life better for patients who are facing hardship and adversity.

Please visit our website www.stvfoundation.org.au/ goodsamaritanfund or call St Vincent's Foundation on (03) 9231 3365.

Staff members wanting to contribute to the ongoing work of the Fund for our patients, can find the Good Samaritan Fund Payroll deduction form on the intranet site - simply fill it out and send it to Payroll.

Below: Lisa McDonald. Compassion underpins





A win for compassion and justice

Meet Michael. Michael is a 70-yearold man with Huntington's Disease. Every day he likes to walk through the gardens near his nursing home and stop for a coffee in Clifton Hill. A year ago Michael's life was very different. He was transferred to St Vincent's from police cells in Ballarat. It was the first step on a long road to recovery.

'When Michael first came into the care of St Vincent's he had a number of medical problems - he had chest pain and cardiac issues, he had his neurological condition which had been untreated for many years,' says Dr Lauren Sanders, a neurologist who cared for Michael.

Michael spent several months in St Augustine's, a secure ward for people in prison or police custody and, when bail was granted, he went to the neurology ward 10 West. Gradually, his health improved, but Michael needed much more than healthcare. Orphaned as a child, he had been living alone in a caravan in country Victoria, and he was still facing police charges. Staff from across St Vincent's - including pastoral care, nursing, medicine, surgery, and allied health – came together to support Michael. In her own time, Dr Sanders drove to Ballarat, reaching out to Legal Aid, who was representing Michael.

'I think the role St Vincent's had here was the people connection. Everyone involved – the police officers, the lawyers, the magistrate - wanted what was best for Michael, but the system didn't have the capacity to cater for the individual in this context. We were able to be that voice for Michael, to explain his needs in a way that was relatable for the people involved.'

When the charges were dropped, Dr Sanders was the one to deliver the news to Michael

'When I was able to tell him that this was all over, the smile on his face, I'll remember that forever.'

'I sent an email when I found out and in the title I put "a win for compassion and justice" because I felt that the whole organisation really got behind Michael as an individual. There was this sense of joy that we really had changed this man's life.'

Michael is now a free man. Not only is his health much better, he's made new friends along the way, including Pastoral Care worker Shaun Dowling, who visited Michael almost every day when he was in hospital, and Bernadette Mundy, the Manager of Briar Terrace, a place of welcome at St Vincent's where people who are socially isolated can stop in for a cup of tea and some company.





Visit our YouTube channel to meet Michael and hear his story http://youtu.be/8-U0BERZAis

Top: Shaun Dowling and Bernadette Mundy greet Michael as he arrives for his weekly visit to Briar Terrace.

Middle: Michael.

Above: Neurologist Dr Lauren Sanders.

The picture of health

Fun fact: St Vincent's Hospital inpatients! There are more than 1,300 works in the St Vincent's art collection. The wards, waiting areas, and corridors are adorned with these welcome distractions.

Most of the works are donated, in-residence program has used

Books and Arts program about the collection. Monique was joined by Jenny Bartholomew, a current artist-in-residence, who has created an installation (below) called Conversations in Passing in

You can listen to the interview on Radio National's website. Go to www.abc.net. au/radionational and search for 'St Vincent's Hospital art collection'.





Excellence in the spotlight

Four St Vincent's teams were highly commended at this year's Victorian Public Healthcare Awards. Just two other health services in the state received four or more commendations. The Awards recognise leadership and excellence in the provision of publiclyfunded healthcare for the Victorian community. Congratulations to our high achieving teams!

Minister for Mental Health's Award for Excellence in Consumer Leadership and advocacy

Highly commended

Food for the Soul Food Services

St Vincent's Food Services team has led a transformation of patient meals over the past two years, developing a delicious, culturally varied menu in collaboration with our patients. The new menu has improved patient experience, with independent surveys showing we are outperforming our peers while also improving nutrition standards.

Highly commended

Peer workforce development St Vincent's Mental Health

This innovative program employs people who have a personal experience of mental illness to support patients when they are admitted and discharged from our mental health service. It's quite a new concept in healthcare and St Vincent's is leading the way - we now have six peer worker and one senior peer worker positions.

Award for improving health equality and closing the gap

Highly commended

Our voices: Stories of carers from refugee and migrant backgrounds Victorian Transcultural Mental Health

The Our Voices DVD gives carers from refugee and migrant backgrounds a chance to tell their story in their words. The DVD, which features five different languages, is being used by mental health practitioners or community services for training and awareness raising purposes.

Premier's Award for excellence in supporting the health workforce

Highly commended

Oh what a feeling! System redesign of correctional pharmacy services in collaboration with Toyota Motor Corporation

St Vincent's and Toyota teamed up to find ways to streamline workflow in our Correctional Health Pharmacy. The project achieves staggering results, cutting the packing time of complex prescriptions by a staggering 83%, from 210 minutes to just 34 minutes per pack.

Above: Preet Kaur and Andrew Cording from St Vincent's Pharmacy Department

Been there - done that!

Peer support in mental health

Louise Taylor and Liam Buckley are at the forefront of St Vincent's fight against mental illness. They are part of two pilot projects that aim to improve the pathway from admission and discharge for our mental health patients.

The team consists of five peer support workers whose roles include liaising with the nursing staff in the Emergency Department to ensure patients' nonclinical needs are addressed when they are admitted to St Vincent's Mental Health ward and again when they're discharged.

The peer support workers' own experiences of mental illness makes their contribution unique and invaluable. By listening and offering encouragement they help patients cope not just with their condition, but any social and emotional barriers they may be encountering.

Liam is a pre-admission liaison worker. He welcomes new patients to the ward and makes them feel at home.

'When the patients come over to the ward, you can often have a good rapport with them and talk to them very easily, and they are very open with you,' he says.

'Once they know you are a peer support worker, they know you can empathise with them and they give that back as well.

Louise, on the other hand, assists patients during the discharge process, particularly for longer stay patients, helping them build links to their community to make their return home as smooth as possible

Due to the relatively high risk of relapse in the first four weeks after leaving hospital, the team continues to provide short-term support after patients are discharged to help prevent relapse and re-admission to hospital.

Peer support complements and enhances the healthcare services that clinicians provide and creates an outcome that changes lives for Louise says the feedback from patients has always been positive.

'The people on the ward are very thankful for someone who has come in with a non-clinical approach, with a shared experience and has kind of travelled that path before. It gives them courage and hope that there is a future for them,' she says.

Louise and Liam feel a huge sense of achievement for the part they've played in helping mental health patients make a full recovery.

'I think we are part of an up-andcoming, strong workforce and that we have solid ideas and firm beliefs that can make a difference,' Louise says.

The Peer Workforce project was recognised for its innovation with a 'Highly commended' honour at the recent Victorian Public Healthcare Awards.

Below: Peer support workers, Liam Buckley and Louise Taylor.



Practising the art of living

For rehabilitation patients who live alone or have complex needs, practising their daily routine and in a home-like environment is an important part of getting ready for discharge.

The Fitzrov Rehabilitation Department's new Independent Living Unit (ILU) is helping patients to regain their independence and confidence during rehabilitation.

The Rehabilitation Department has previously been the grateful recipient of support from the combined efforts of the Rotary Clubs of Carlton and Collingwood in renovating other parts of the Department.

They have again joined forces to help raise funds towards establishing the ILU. The William Joseph Payne Trust, managed by Equity Trustees, also provided a generous grant.

A former shared room on the ward has been renovated and refurbished into a model self-contained flat, featuring a kitchen and laundry area, white goods, utensils and crockery. Within this home away from home patients can prepare and cook their own food, wash their own dishes and gain the confidence to return to their own home or a low level care facility. Carers can also practise transferring their loved one to and from their bed using a ceiling hoist.

Nurse Unit Manager Meg Mackenzie is particularly pleased to see the ILU open as it puts St Vincent's at the forefront of providing the best support possible for patients undergoing rehabilitation.

'Practising important skills while still in hospital reduces the chance of problems after the patient is discharged and builds their confidence in a safe environment.

We are very grateful for the support of the Rotary Clubs of Carlton and Collingwood and the William Joseph Payne Trust, managed by Equity Trustees, in making this possible.'

Below: Bob Slater AM (right) from the Rotary Club of Carlton recently visited the new Independent Living Unit and is pictured with Therese Rogers (centre) Rehabilitation Department Associate Nurse Unit Manager and Richard Prentice (left) from the St Vincent's Foundation.





Gift ideas for the person who has everything

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Caring is in the genes

Her grandmother was a volunteer Red Cross nurse in the Second World War; her mother has been a nurse for almost four decades. But Sarah Stonehouse travelled the world as a flight attendant before succumbing to the family tradition of caring, and joining her Mum as a nurse at St Vincent's Hospital. It seemed an unlikely career choice for the former flight attendant, but at 30, Sarah found she was hankering for something more fulfilling.

'I would come in and see Mum for lunch and go up to the ward and have a look around.'

She said those visits sparked an interest not only in nursing but in St Vincent's as a prospective place to work as well.

Sarah started her nursing career at St Vincent's in January this year and is convinced that she made the right decision. Jane has enjoyed watching her daughter bloom in her new career, and has had a major role in mentoring Sarah.

Jane is clearly delighted Sarah is carrying on the family tradition, 'Sarah will make a beautiful nurse'.

'It was great when we were carpooling to have debriefs and she was loving it...and I could just see by the way my ear was burning, by the time we did a 25 minute trip home, that she was so excited with what she was doing and what she was learning,' Jane said.

Although part of what attracted Sarah to nursing and St Vincent's is her mother Jane, she attributes her success to her own efforts and determination.

'I was really determined if I was going to get a position, it should be based on my uni degree and my interview so that I felt that I earned it,' she said.

As a senior nurse with many years of experience, Jane helps to train new graduate nurses on her ward.

Sarah works on a different ward but the fact that she is a graduate nurse in her first year at the hospital has given Jane a new perspective on how she trains the graduate nurses.

'Having Sarah as a 'grad' has made me stop and think a little bit more like "Oh, this could be Sarah" when I am teaching a young graduate,' she said.

'The new nurses that are coming out of university have got the most amazing clinical skills and enthusiasm - and I learn a lot from them, as well as pass a few things on to them.'

And Jane's long-held desire to pass her mother's passion for nursing on to her own daughter has now come to fruition.

Jane is clearly delighted Sarah is carrying on the family tradition, 'Sarah will make a beautiful nurse'.

'I can see my mother's passion is instilled in Sarah,' she said.

'Mum would be enormously proud.'

Above: Nurses Sarah and Jane Stonehouse

St Vincent's **Scrubs Run** and Family Fun Day: Sunday 17 April 2016

Keep up with the latest news by liking our Facebook page facebook.com/ styfoundation and visit www.scrubsrun.com.au to register soon!



Oh what a feeling!

Expert guidance in continuous improvement

In an Australian first, St Vincent's and Toyota Australia have teamed up to find ways to streamline work processes and improve the healthcare experience for patients.

The Toyota Production System, which revolutionised manufacturing worldwide, has introduced an approach known as 'lean thinking' to healthcare.

The Cancer Centre is the second department to employ the Toyota Way, following the successful experience of our Correctional Health Pharmacy. The Cancer Centre provides 5,500 clinic appointments and 5,000 treatment sessions each year through its outpatient cancer clinics and chemotherapy day unit.

According to Cancer Services Manager Lesa Stewart, the goal was to reduce patient waiting time, so they could spend less time in hospital and more time at home with their loved ones.

Average waiting time **↓** 33 minutes to 10 minutes

% of patients seen within 15 minutes **1** 45% to 81%

'We already knew that our patients were waiting for prolonged periods, sometimes two or three hours. The Cancer Centre waiting room was full and patients were often asking when they would be seen,' Lesa says.

After completing 'dojo' training in lean thinking, the team's first task was to map the patient journey from when they enter to when they leave, capturing all the steps along the way.

'After looking at the patient flow we identified the inefficiencies, and found 85 potential improvements. We grouped these into three themes - clinic bookings and treatment scheduling, scripts and authorisation, and communication.

'We didn't have a coordinated booking system for the patient treatments, so patients who needed a short period of treatment could be waiting behind patients who needed up to four hours of treatment.

'We developed new rules and a treatment booking system that allowed staff to better schedule our patients.'

Lesa says the team has already seen results. 'The average waiting time for patients has been cut from 33 minutes to 10 minutes, and the percentage of patients seen in less than 15 minutes has increased from 45 per cent to 81 per cent.'

'Administrative staff are so much happier,' Lesa says. 'They've taken on more responsibility through this process, but it's so well organised and supported that it doesn't feel like a burden. Instead, they feel more empowered to help our patients .'

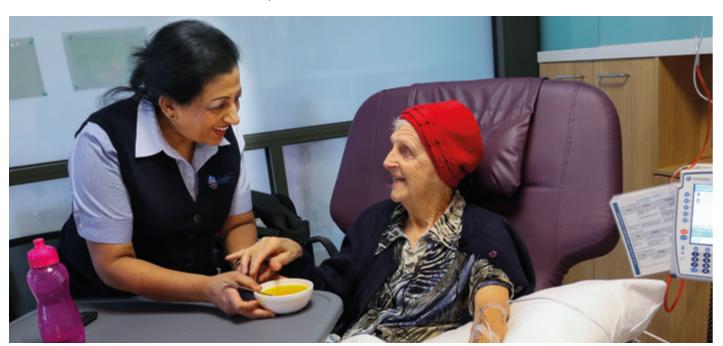
'As for our nursing staff, they now have more time to spend with their patients, which is exactly where they want to be. We also recently had the oncologists wondering if they were seeing fewer patients in the clinic, but they are actually seeing the same number of people. It is just so calm and controlled now - it's the product of a well-run clinic.'

In the words of our patients:

'Where is everyone, am I the only patient?'

'I don't wait long enough to start a crossword puzzle, it's so quick now.'

Below: More timely treatment equals a better patient experience at St Vincent's Cancer Centre.







Making (more) time for patients

It's not uncommon across the health sector for nursing staff to spend only 30 per cent of their time working directly with patients. 22 St Vincent's departments have been working through the Productive Series program to change that.

Developed by the UK's National Health Service, the Productive Series gives staff tools to look at their processes and physical environment with fresh eyes. It helps them pinpoint ways to streamline tasks so they can spend more time with patients.

Sue White, Nurse Unit Manager of ward 7 East, believes the Productive Ward model has empowered her team to work together more effectively than ever. She says the ward is calmer, which means they can offer an even higher standard of dignified care.

'We really hit the ground running because we led the Productive Ward trial at St Vincent's, and we're delighted to have doubled our direct patient care in such a short time.'

The Productive Ward process starts with an 'activity follow'. Staff are observed and their actions recorded over the course of an eight hour shift, building a profile of how they spend their time and how many times they're interrupted.

Clinical handover, medication management, administration or simply getting from point A to B consume a significant amount of staff time. While these tasks are all essential, the Productive Series helps identify areas that take up more time than they need to.

Simple changes like re-organising the physical environment can make a big difference. An activity follow on 7 East showed that up to 10 per cent of a nurse's time, or 51 minutes per shift, was spent on tasks related to medication management. The team reduced this time by re-organising their medication room, minimising clutter and making medications easier to find.

Weekly stand-up meetings called huddles have replaced team meetings. They are held in front of the ward's Knowing How We're Doing Board.

'This is our quality system where we discuss our statistics, our results, our goals, our mistakes, our standards of care, and work towards the best solutions and outcomes,' Sue says.

'The conversations are high level, positive, dynamic and contributed to by all disciplines and all levels of staff. The weekly huddle has turned out to be one of our greatest success stories

'Productive Ward started as a project and a novelty, it became a challenge which required persistence and strength, and it is now a way of life for our team. We have been lean, removed waste, broken down barriers, examined our layout, changed our processes, and reinvested that time into improving patient safety and experience, staff wellbeing, and efficiencies in care.

Above left: The 7 East team. Above right: Sue White, NUM, 7 East.

How is 7 EAST doing?

Direct patient care time ↑29% to 66%

Interruptions √ from 89 to 35 per shift

Patient meal consumption ↑ from 67% of their meal to 80%

Fasting patients at breakfast √ from 33% to 13%

Thank you for your continued support

We always appreciate your help. If you would like to continue supporting our work, please complete and return it to us in a reply paid envelope, or send to:

St Vincent's Foundation PO Box 2900

Fitzroy, Victoria 3065

Alternatively you can visit stvfoundation.org.au or call us on (03) 9231 3365.

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To sign up simply complete your email details on the enclosed donation form or send an email to foundation@svhm.org.au with e-newsletter request in the subject line.

You can also visit our website at styfoundation. org.au/news and catch up on all the news any time.

Leaving a bequest



Pining for some purposeful pedal power?

support each other but they raised project. It was a wonderful weekend

Key dates:

Friday 16 Oct 2015

Friday 18 Dec 2015

Saturday 19 Dec 2015

To register or for further enquires contact Community **Fundraising Coodinator, Bridget** Bible, (03) 9231 3369 or email bridget.bible@svha.org.au



St Vincent's Hospital **Christmas Cards**

Purchase in packs of 10 for \$10

Get ready for Christmas and support St Vincent's Hospital by ordering your Christmas Cards from the St Vincent's Hospital Foundation.

Proceeds from the sale of each card will go towards raising additional funds for the hospital.

A range of designs are available.

To purchase in packs of 10 from the Foundation Office or online at styfoundation.org.au/shop or call 03 9231 3365.





'The team in the rehab ward is one that is dedicated to delivering the best care possible for each patient and I'm very happy to be a part of that team.'

- Kezius Makani, Rehab Nurse.





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