

Achievements and Highlights

Healthy Hospitals

North Metropolitan Area Health Service Sir Charles Gairdner Group (SCGH)

A minimally invasive hip surgery program was introduced at SCGH in 2005. This program demonstrated a reduced length of stay for hip patients with a good rehabilitation outcome.

The Endoscopic Ultrasound Linear Service at SCGH was expanded to redirect inpatient multi-day care to ambulatory care, therefore reducing bed occupancy and previous major surgery for suitable patients in this case mix.

At SCGH an outpatient model for liver transplant assessments was implemented, reducing the need for inpatient beds in 85% of cases.

The Brownes Dairy Support Centre for Cancer and Leukaemia, at SCGH released its first stage research report and expanded its services onto the wards. The centre made a submission to the Senate Inquiry headed by Senator Peter Cook, on services and treatment options for persons with cancer.

In March 2005, the SCGH-based \$8.85m PET (Positron Emission Tomography) and cyclotron facility scanned its 5000th patient since inception in November 2002. The PET scanner is cutting edge imaging technology used to detect the early stages of cancer as well as neurological and cardiac disease. PET imaging allows doctors to map physiological and biological changes relating to metabolism, as opposed to providing anatomical images of the structure of organs and tissues.

In May 2005, the Minister for Health announced the start of work on the \$12.3 million stage one of the State's new Cancer Centre at SCGH. The construction contract was awarded to Badge Constructions. The first stage of the Cancer Centre, which is due to open its doors early in 2006, will have the capacity to treat an additional 610 patients a year.

The SCGH Intensive Care Unit underwent a six-week, \$250,000 upgrade and modernisation which was completed in mid-May, 2005.

A \$1.4 million redevelopment of the sterilisation service in the SCGH operating theatres began early in 2005, with completion estimated for mid-June 2005. The project will see the replacement of sterilisers and washers and an upgrade of wet-flow areas.

The \$9.5 million redevelopment of the SCGH Emergency Department (ED) was unveiled by the Minister for Health in July 2004. This world-class facility will now cater for up to 45,000 patients per year, an increase of around 36,000 per year from 2001 levels.

A system to fast-track Emergency Department patients at SCGH's ED helped reduce waiting times and resulted in people being treated and discharged sooner. The dedicated Fast Track Room and Rapid Assessment Team (RAT) were successful in targeting patients waiting with non-life threatening conditions.

In August 2004, SCGH researchers successfully obtained a large share of a \$1.75 million national research grant awarded by the National Health and Medical Research Council (NHMRC) for the development of the Australasian Biospecimen Network (ABN). Researchers from around Australia were awarded the grant in recognition of a need to co-ordinate research infrastructure at a national level. The grant will be used to co-ordinate the collection and management of biospecimens and clinical details for molecular research into cancers of the breast, colon, skin, prostate, as well as a specific program on mesothelioma. SCGH researchers Dr Nik Zeps and Professor Bruce Robinson will facilitate the Western Australian side of the operation and each secured grants worth over \$210,000 for the next five years.

Achievements and Highlights

Healthy Hospitals (cont)

Osborne Park Hospital (OPH): A \$11.3 million theatre redevelopment project at OPH (3 laminar flow theatres, nurse viewing platforms, patient reception and waiting areas, state-of-the-art medical equipment, purpose-built procedure room and central sterile supply department) was opened in September 2004. The upgrade will see OPH developing into a specialist facility for ambulatory care and same-day surgery in line with the Health Reform Committee's Report.

In July 2004, OPH became the first public WA Hospital to join the Ambulatory Surgery Initiative as a pilot site to improve access to public elective surgery through increasing the volume of specific day procedures (cataract surgery, gastroscopies, colonoscopies and cystoscopies), thus reducing waiting lists and times for patients.

As the first public health service tested under 1 January 2005 changes to the Evaluation and Quality Improvement Program (EQulP) processes, the Osborne Park Hospital Program (OPHP) succeeded in achieving a further four-year accreditation following an Australian Council of Health Standards (ACHS) organisation wide survey in February 2005. OPHP passed in all criteria, gaining 'Extensive Achievement' ratings for policies and commitment to improving patient care.

Royal Perth Group

A new lung transplant service was introduced at Royal Perth Hospital and the first lung transplant performed in November 2004. The first heart-lung transplant was performed in May 2005.

The Telstra Burns Rehabilitation and Reconstruction Unit was opened in February 2005, on Level 11 of Royal Perth Hospital's South Block, offering space and resources for outpatient services and research.

The Goatcher Clinic for rheumatology research was opened in a newly refurbished section of at Royal Perth Hospital's Shenton Park Campus. The clinic is nationally recognised for its contribution to clinical rheumatology trials.

The Picture Archiving and Communication System (PACS) was rolled out through Royal Perth and Sir Charles Gairdner hospitals, providing digital images of scans, ultrasounds and x-rays which can be viewed on computers throughout the metropolitan area.

The Residential Care Line provides support to aged care agencies in the Perth Hills and Canning Divisions of General Practice, by providing access to specialised advice. The program aims to reduce admissions to Emergency Departments.

A new support program was implemented at Royal Perth Hospital to reduce the hospitalisation of patients with Chronic Obstructive Pulmonary Disease.

After successful containment of a Vancomycin Resistant Enterococcus (VRE) outbreak in 2004, Royal Perth Hospital designated ward 9C as an infectious diseases containment ward. This is supported by special education programs and ward modifications.

Royal Perth Hospital established a cytotoxic drug manufacturing facility in the Medical Oncology Department to reduce waiting time for cancer patients to receive treatment.

Population Health Program

The Population Health Program was represented on the management committee of General Practice Hospital Integration Program and allocated a community nurse to support the Chronic Disease Improvement Group with demonstrated reductions in Out Patient Department (OPD) usage.

Mental Health Service

The purpose-built Shenton Child and Adolescent Centre was opened in August 2004.

'Rurallink' was launched as a specialised after-hours rural and remote communities telephone assessment and advice service provided by Perth-based Psychiatric Emergency Team.

Achievements and Highlights

Healthy Hospitals (cont)

The Centre for Clinical Interventions (CCI) launched an online interactive resource for consumers and information for clinicians on chronic worry and generalised anxiety.

A series of quality initiatives within Older Adult Mental Health (OAMH) services has resulted in:

- The redefinition of the older adult catchment area and redistribution of staff from Selby to Osborne Park to reflect changing demographics. This resulted in improved clinical services.
- The consolidation of OAMH Program flow charts for quality, risk and safety processes.
- The co-ordination of standardised audit, quality improvement (QI) and accreditation processes for Selby OAMH, Osborne OAMH and Joondalup OAMH to allow benchmarking, efficient QI processes and improved service delivery and governance.

A process to incorporate Swan and Inner City Older Adult Services into the area older adult program is under-way.

The refurbishment of Osborne Older Adult Inpatient Unit has been approved.

A Child and Adolescent Centre has been newly fitted-out in Mirrabooka providing better facilities for the population of the catchment area.

Inner City Mental Health have relocated the Psychiatric Outpatient Clinic, renovated Ward 2K at RPH and renovated the facilities within the Emergency Department at RPH to enhance safety in assessment of clients.

South Metropolitan Area Health Service

Plans to build the tertiary-level 1000-bed Fiona Stanley Hospital in Murdoch, in stages, were announced.

Two SMAHS Hospitals (Rockingham/Kwinana District Hospital and Armadale-Kelmscott Memorial Hospital) are to have their bed capacity increased to 300-beds over the next few years.

A significant project to increase bed capacity and improve access to acute beds at Fremantle Hospital has been the purchase of Kaleeya Private Hospital, which is now a directorate of Fremantle Hospital. Both Kaleeya Private Hospital (96 beds), and Galliers Private Hospital (61), were purchased. Kaleeya is providing public beds for same-day and multi-day surgical cases and rehabilitation patients. Galliers is a wing of Armadale-Kelmscott Memorial Hospital and will be used for multi-day surgery, winter bed demand and a wide range of private services including obstetrics.

At Fremantle Hospital, several radiology facilities were commissioned including the Magnetic Resonance Imaging machine and the installation of a multislice Computed Tomography scanner. This has allowed the Hospital to expand its vascular surgery service to perform complex vascular procedures in radiology.

A multi-million dollar capital works program was planned at Fremantle Hospital to build a new Coronary Care Unit, and almost double the size of the current Intensive Care Unit.

Fremantle Hospital became the pilot site for the National Open Disclosure Program that aims to provide a framework for clinicians to provide patients with information should they suffer an adverse event. The process involves expressing regret, facilitating treatment and providing frank and open information to the patient on an ongoing basis.

Bentley Health Service (BHS) transferred to the SMAHS in December 2004 significantly increasing the number of beds within the southern area. Bentley (238 beds) provides a range of services including obstetrics, medical, surgical, aged care and rehabilitation and mental health services. The transfer of BHS has provided greater flexibility in bed management and provides Fremantle and Armadale hospitals with an off site option for patients that would normally be occupying acute beds while waiting for a nursing home bed in the community.

Achievements and Highlights

Healthy Hospitals (cont)

Armada Health Service demonstrated nationally the benefits improved anti-coagulation therapy and systems have made to patient safety. A multi-disciplinary project team was selected by the Commonwealth's National Medication Safety Breakthrough Collaboration Wave 2 program to participate in the program and demonstrated a reduction in readmission rates relating to warfarin therapy, improved patient awareness of warfarin side-effects, increase attendance rates to community GP's and improved communication between the hospital and community interface to promote effective ongoing therapy and therapeutic thresholds. A similar project team has been established to improve systems to manage adverse drug reactions.

Two new after-hours GP Clinics were opened (at Fremantle Hospital and Rockingham Kwinana District Hospitals).

Waitlists across SMAHS Hospitals continued to reduce, as did the median waiting times.

At Woodside Maternity Hospital a former storage area was refurbished to create an ensuite bathroom facility and a new delivery room. The bathroom now has a deep bath to enable women to labour in water, resulting in shorter labours and greater patient satisfaction. The work was funded in part by donations from the Fremantle Hospital Ladies' Auxiliary. New neonatal resuscitation cots and a foetal monitoring unit were also purchased.

A new Mental Health Service began with the placement of senior mental health nurses in emergency departments across SMAHS. At Fremantle Hospital plans are progressing to build a five-bed secure holding area for mental health patients seeking emergency department treatment. Mental Health staff are using a new clerical data entry process for medical staff, a form that was to be adopted statewide.

New information technology included the installation of an electronic medical record tracking system and Public Key Infrastructure secure software allowing GPs to send referrals

via encrypted e-mails. Use of the Internet has resulted in forms being immediately available to medical staff in clinics and on the wards.

Women's and Children's Health Service (WCHS)

The major works project at King Edward Memorial Hospital (KEMH) was completed with the opening of the refurbished Maternal Fetal Assessment Unit, Labour and Birth Suite, Emergency Centre, Adult Special Care Unit, Neonatal High Dependency Unit, and improved front entrance facilities.

The new Maternal Fetal Assessment Unit provides a comprehensive and integrated assessment area for pregnant women, incorporating ultrasound and CTG at one location. The refurbished Labour and Birth Suite provides excellent birthing facilities for women.

Construction commenced on a new building for the Sexual Assault Resource Centre at KEMH.

Capital funds have been allocated to build an eight bed inpatient unit at KEMH to provide services for mothers who have or develop mental health disorders in the post natal period.

The nurse-call system in wards at KEMH has been upgraded.

To improve the reliability and capacity of air conditioning at KEMH, three new chiller units and two cooling towers were installed to replace old equipment.

An off site Out Patient Adolescent Centre has been established to provide a venue for adolescent clinics outside the paediatric environment. This centre aims to develop young peoples' independence in managing long term conditions and to facilitate their transition to adult services.

A dedicated multidisciplinary Pain Team has been established within the Anaesthesia Department at Princess Margaret Hospital (PMH).

Achievements and Highlights

Healthy Hospitals (cont)

A fortnightly pre-operative Anaesthetic Clinic has been established to review children with a known anaesthetic risk or difficult airway.

A day-tonsillectomy program has commenced to provide a better service for children by reducing the need for overnight admission and by improving management of the wait list.

An admission, recovery and discharge facility has been established to provide a comprehensive and effective service for patients requiring a diagnostic imaging procedure under general anaesthetic.

The external faces of the Hay Street Building at PMH were restored, to repair concrete cancer and remove an asbestos liability. The internal refurbishment of the building has commenced to enhance facilities for rehabilitation services.

Planning for the construction of an annexe to the PMH oncology ward has commenced. This expansion of the Oncology/Haematology Total Care Unit will enhance services to adolescent patients by providing adolescent specific beds and an inpatient areas.

Expansion of the Endocrinology Department has been completed at PMH.

The first stage of refurbishment of the neonate ward at PMH was completed.

The staff and public coffee shop at PMH was refurbished.

The Obicare database has been replaced by STORK, a purpose built database for capturing and reporting data related to obstetric admissions.

The Emergency Department Information System (EDIS) was implemented in the KEMH Emergency Centre to enhance recording and tracking of patient information.

Implementation of the picture archiving and communication system (PACS) across the WCHS, ensuring electronic access to ultrasound and X-ray images for all clinical areas.

Obstetrics and Gynaecology have commenced a project to improve the quality of documentation through a review of medical record forms.

WCHS Microbiology Department completed development and implementation of multiplex PCR testing for both *Bordetella pertussis* and paraptussis, allowing for rapid single simultaneous molecular diagnosis of these important paediatric and adult pathogens. This was critical in capably responding to the diagnostic demands of the WA community's 2004 spring/summer pertussis outbreak. This test adds to the growing same day molecular infectious diseases test repertoire of the Department.

Consultants in the Microbiology Department are working closely with the Neonatology Clinical Care Unit and Infection Control Nurse Consultants at both PMH and KEMH in a new initiative to examine factors contributing to nosocomial bloodstream infections in susceptible neonates. A collaborative team approach is resulting in the implementation of effective preventative strategies and standardised data recording to allow national comparisons.

The Immunocap 250 has been installed to improve delivery of allergy blood testing including development of ultra low level measurement of IgE specific allergen and measurement of IgG₄ specific antibodies to common allergens. These assays will help determine which food allergy patients have outgrown their allergies.

More than half of the WCHS immunodeficient patients on immunoglobulin replacement are on a home subcutaneous infusion program. Prior to this initiative the patients were in hospital every 3-4 weeks for half a day.

Achievements and Highlights

Healthy Hospitals (cont)

In 2004-05 the Clinical Biochemistry Department introduced expanded screening to the WA Newborn Screening Program. The introduction of tandem mass spectrometry has expanded the range of disorders detectable through newborn screening from four to more than 20.

A Transfusion Medicine Coordinator was employed on a temporary contract to ensure best practice in transfusion medicine within WCHS and reduce the risk of a serious transfusion incident.

Hours of laboratory service at PMH have been extended to 2300 in response to clinical demand.

Cytogenetics have developed a range of new, in house, Fluorescence in Situ Hybridisation (FISH) tests to detect cryptic chromosome rearrangements in children with mental disability and to diagnose chromosome changes underlying a number of different malignant disorders.

Dental Health Service

A new eight chair dental clinic was opened at Cockburn to service the oral health needs of approximately 18,500 eligible patients in the coastal strip between Fremantle and Rockingham.

A new dental therapy centre was opened at the Harmony Primary School, Atwell.

Healthy Workforce

North Metropolitan Area Health Service Sir Charles Gairdner Group

On International Nurses Day, 12 May 2005, SCGH became one of the first three health services in Western Australia to have an area designated for a Nurse Practitioner. The first Nurse Practitioner at the hospital is Sue Hyde who will be functioning as a Nurse Practitioner in the area of haematology. The hospital's Clinical Nurse Consultant for wound care is also now registered as a nurse practitioner and is writing the business case and clinical protocols to have this specialty designated for a nurse practitioner role. In addition, other nurses are undertaking nurse practitioner studies in the areas of dialysis, respiratory and mental health.

In March 2005, SCGH established four new nursing roles in the ED that focus on improving access to mental health services and reduce waiting times for mental health patients. The Mental Health Consultation Liaison Nurse positions were established as part of the mental health strategy to expand mental health emergency services across metropolitan hospital sites.

Royal Perth Group

More than 1,600 Royal Perth Hospital nurses attended in excess of 60 professional development programs in 2004-05. In addition, more than 1,100 nurses attended weekly mandatory education programs. The hospital also provided nursing post-graduate training, resuscitation training and a corporate staff development program.

In April, the Royal Perth Hospital introduced a Clinical Supervision system to support staff, identify professional development needs and improve clinical practice.

Royal Perth Hospital burns service Director Fiona Wood was named Australian of the Year and Royal Perth Hospital was visited by His Royal Highness the Prince of Wales on March 1, 2005.

Swan and Kalamunda Health Services celebrated 50 years of service to the community in September 2004 and October 2004 respectively, with community fairs and staff celebrations.

Achievements and Highlights

Healthy Workforce (cont)

Population Health Program

The establishment of multidisciplinary teams within geographic zones resulted in better working relationships and better understanding of local issues through the epidemiological profile document that was updated during 2004.

Mental Health Service

The continuing recognition and development of clinical teams and team leaders as the primary building blocks of our organisational structure in Child and Adolescent Mental Health Services (CAMHS), enabled staff to be increasingly self directing in meeting the needs of their demographic areas.

Cross service programs including Family Therapy, an Infant Mental Health Team and a Dialectical Behaviour Therapy group specifically designed for the adolescent population were establishment.

Clear communication lines were developed with professional co-ordinators and management, specifically to develop and retain a robust professional workforce. This has enabled identification of ongoing professional development needs. In addition CAMHS specific core competency training is being developed.

As part of the introduction of Clinical Governance, the pilot program based on a Queensland developed model in Performance Appraisal and Supervision of Professional Staff commenced.

A pilot commenced of a new community team at Mirrabooka which will have a community development and early intervention focus, with newly created job description forms that include: a Speech Pathology position; Indigenous Mental Health Worker; and a Culturally and Linguistically Diverse Worker.

In response to the world-wide shortage of child and adolescent psychiatrists, the provision of opportunities to medical officers to gain experience and skills in working with child and adolescent mental health. This also allows them

to have exposure to the work and possible future considerations to join the training program.

Significant safety and security measures were implemented across all Swan Mental Health Service sites to increase staff safety and facility security following a critical incident involving staff assault.

Neurosciences Senior Speech Pathologist Kym Elliott was awarded a 2004 Churchill Fellowship to study treatment approaches in speech loss through progressive brain impairment.

An ED Liaison Team was recruited by the Inner City Mental Health to provide 24 hour cover in the ED of RPH.

There was consolidation of community programs under the umbrella of the Community Recovery Program with a strong focus on recovery and community integration.

A carer support position 0.5 FTE was established within Inner City Mental Health Service (ICMHS).

A Nurse Scholar Practitioner Mental Health position 1.0FTE was established in partnership with RPH/ECU.

A joint working relationship between Drug and Alcohol Office/Next Step and Royal Perth Hospital/Swan, (now expanded to include all nurses working within North Metro Mental Health Services) was developed. This will provide expertise in relation to the management of drug and alcohol issues within main stream MHS. This includes the opportunity for four nurses to participate in a three month rotation and study towards the Graduate Diploma in Substance Misuse at Curtin University.

A standardised approach of clinical supervision within nursing at ICMHS was introduced.

The psychiatric liaison nursing services were expanded.

Achievements and Highlights

Healthy Workforce (cont)

South Metropolitan Area Health Service

Major building changes across SMAHS resulted in active recruiting for senior staff.

The Mental Health Division appointed a Chair of Community Psychiatry at Fremantle Hospital.

The purchase of Kaleeya Hospital enabled management and staff to develop and enhance a new model of clinical service delivery and new recruitment structures that promoted a strong sense of team participation in reaching goals.

Armadale Health Service introduced the "Preferred View" organisational program, a multi-pronged team approach that allows wide staff input into all decisions.

At Woodside Maternity Hospital, 14 midwives were accepted into the Enhanced Role of Midwife Program as part of a Statewide initiative to improve their knowledge base. The hospital continued its support of student clinical placements from local universities and from overseas and work experience students.

In Population Health, 190 staff attended a symposium show-casing best practice programmes and initiatives across public and community health.

Nursing Human Resources continues to enjoy success in its recruitment strategies with wards generally well staffed with local, interstate and overseas sourced nurses as well as with graduate nurses in their first employment placements after completing their university degrees. SMAHS has attracted experienced nurses of the highest calibre from overseas, particularly from the United Kingdom, who have brought specialist skills to our high dependency areas. We have sponsored 35 such nurses in the 2004-2005 period. The Manager of Nursing Recruitment has an "Established Client" agreement with the Department of Immigration and Multicultural and Indigenous Affairs and is able to apply for visa nominations on-line via "eVisa" with a turn-around approval time of 48 hours in most cases.

The Nursing Division, and particularly the Nursing Human Resources Department, coped extremely well with the acute recruitment, assimilation and processing demands placed on it following the purchase of Kaleeya Hospital. FHHS managed to retain virtually all the former private hospital staff, have formed very amicable and effective relationships with those staff - particularly the senior nursing team - and have successfully managed the transition period aimed at familiarising those staff with the tools, methods and processes used by FHHH.

Women's and Children's Health Service

An annual program of management training for front line managers and supervisors was implemented at the WCHS. The first course was completed successfully with all 20 participants graduating.

An Injury Management Coordinator has been appointed on a temporary contract to assist in the return to work of injured employees. An evaluation of the effectiveness of this position is in progress.

A new and improved security service was commenced, providing increased levels of skilled security staff. Outcomes include improved management of security events and improved collection of data related to security issues. A zero tolerance to aggression policy has been implemented.

Influenza vaccination was promoted and delivered to staff across the WCHS.

A pertussis vaccination campaign was promoted and delivered to staff across the WCHS in response to an epidemic in WA.

WCHS participated in Infection Control Awareness Week – an initiative of the Infection Control Association of WA.

The Alaris needle free system has been implemented across all clinical areas at PMH and KEMH for intravenous (IV) therapies.

Achievements and Highlights

Healthy Workforce (cont)

A comprehensive education program has been established at KEMH for clinical staff with dedicated, weekly sessions presented on Friday afternoons.

A self directed learning package on breastfeeding is now available for health professionals on the WCHS Intranet.

Part-time senior nurses have been employed in each Clinical Care Unit at PMH to nurture and support nursing research.

The Diagnostic Imaging Department has encouraged student and graduate nurse placements to promote the area as the workforce of the future.

The Diagnostic Imaging Department has introduced rosters for nursing staff that recognises family commitments while ensuring the clinical needs of the department are met effectively.

Vacation child care is offered to support WCHS staff during school holidays.

Dental Health Service

An attraction and retention package for dental officers was implemented and development of a criteria progression strategy to enable dentists to progress more rapidly through the dental salary range is being developed.

The Public Sector Dental Workforce Scheme was implemented to overcome shortages in recruitment of dentists to rural areas. Nine dentists were recruited and commenced by the end of April 2005, at the following locations: Albany, Bunbury, Derby, Exmouth, Meekatharra and Newman. Negotiations continue with a number of other interested dentists for placement in rural and remote areas.

Family Friendly Initiatives was implemented and included flexible work practices for all employees.

Healthy Partnerships

North Metropolitan Area Health Service Sir Charles Gairdner Group

A Sub-acute Medical Unit (SAMU) was established at SCGH in June 2005. This allowed the consolidation of medical beds and services to the SCGH site and the consolidation of rehabilitation to OPH site.

A Pain Management Committee was established at SCGH to address the issue of pain management on a hospital-wide basis. There was also the National Institute of Clinical Studies (NICS) Pain Project, which aimed to begin the process of staff understanding the importance of measuring and recording pain. The introduction of the new observation chart which has a space for the pain score to be recorded, recognising pain as 'the fifth vital sign' (after pulse, respiration, blood pressure and temperature).

Early in 2005, the SCGH-based Asthma and Allergy Research Institute in conjunction with the UWA Centre for Asthma, Allergy and Respiratory Research was awarded a prestigious Commonwealth Government Co-operative Research Centre (CRC) grant in order to investigate asthma and other airway diseases.

Early in 2005, 14 staff members from SCGH successfully put their crisis response knowledge and skills to the test when they took part in disaster simulation exercise called the Emergo-Train Project, which was a first of its kind in Australia. The project is an educational tool for training and testing how prepared a hospital is in the event of a major accident or disaster, and uses the principle of 'learning by doing'. The project was conducted by the Health Department of WA in conjunction with Emergency Management Australia (EMA).

Achievements and Highlights

Healthy Partnerships (cont)

Royal Perth Group

The \$3 million Telstra Burns Rehabilitation and Reconstruction Unit was opened in February 2005, with a \$1 million donation from Telstra.

Royal Perth Hospital and Murdoch University received a joint \$9.8 million grant from the Gates Foundation to further world-leading Human Immunodeficiency Virus (HIV) research.

Royal Perth Hospital clinicians improved access to rural patients and health professionals through improved broadband services to rural areas. The national broadband program allows for cheaper and improved video conferences for professional education and remote clinical consultations.

Royal Perth Hospital and the Department of Justice began a trial to service Bandyup Women's Prison with a specialist Hepatitis C service; if successful, this will be expanded to other prisons.

Population Health Program

A partnership with Mofflyn House, a community outreach service, to assess the needs of the local community and develop local initiatives resulted in positive outcomes.

Leap Together playgroup package is being developed by the Koondoola Child Development Centre in conjunction with Mission Australia accessing the Commonwealth funding from the Smith Family.

There was participation in the Federal Government Communities for Children project in Mirrabooka.

There was a successful expression of interest to participate in the Australian Early Development Index for the western suburbs community.

The Wembley Primary School was assisted to establish a story telling and play session for children aged three to four.

The Goollelal Primary School in Kingsley was assisted to establish A Smart Start, an early childhood development program.

Resources were provided for the pilot of Roots of Empathy.

Mental Health Service

The Inner City Mental Health Service and GPs were involved in service structure to undertake collaborative focus groups with consumers and support ongoing development of Consumer Advisory Group at ICMHS.

The Mirrabooka Assessment Support Team (MAST) was set up as an innovative joint initiative across adult, child and adolescent programs. Working with the new Mirrabooka Child and Adolescent Mental Health Service, MAST is responding to community needs, including those of indigenous and culturally and linguistically diverse communities, through closer relationships between General Practice, the SCGH Emergency and Psychiatry Departments, Graylands Hospital and Mirrabooka Mental Health Service.

South Metropolitan Area Health Service

Across SMAHS partnerships with several stakeholders have resulted in:

- Two new GP clinics (partnering local Divisions of General Practice).
- An Early Discharge Program for Obstetric patients (partnering patients, community midwives and GPs).
- The sharing of SMAHS facilities with a range of external groups.
- A Discharge Liaison Pharmacy Project (DLPP) (partnering community pharmacists, GPs, home visits).

Achievements and Highlights

Healthy Partnerships (cont)

The DLPP aims to assist patient discharge into the community by providing a pharmacist to ensure correct medication and compliance. This pharmacist works with the GP to ensure that information flows accurately. The target group includes vulnerable patients within the Fremantle Hospital catchment area who are discharged from general medical wards. The project plan includes ensuring that the discharge summary is accurate and forwarded to the GP within two days after discharge.

SMAHS mental health programs have been commended for their strong commitment to integrated service delivery. An example of which is the liaison with a community disability arts group to hold the annual art exhibition during Mental Health Week each year.

Many inter-agency and inter-departmental partnerships have taken place, such as conferences on rehabilitation and aged care, school-based therapy services and professional education.

Across SMAHS Community Advisory Committees seek patient feedback to help improve services. They actively promote the role of the GP in patient care.

At Woodside Maternity Hospital, a GP/Obstetrician works in association with the Fremantle Division of General Practice to update 200 local GPs and maintain links to rural GPs using the hospital. A GP/Obstetrician was also appointed to an academic role at Notre Dame fostering that partnership.

In Population Health formal partnerships were established with six local government authorities in SMAHS on health promotion and community development projects. The *Harmony in Hilton* work group was established with the Public Health Unit, local Aboriginal Elders, Indigenous residents, the City of Fremantle, the WA Police Service, the Department of Community Development and Hilton Primary School to foster healthy inter-agency and community partnerships.

Women's and Children's Health Service

The Statewide Obstetrics Support Unit was formed to ensure the highest standard of maternity care is provided to the Western Australian community. The service will work collaboratively within a network of metropolitan and country services to provide support and direction in the development of policy and standards, clinical quality and safety activities, workforce development and the provision of professional support and advice.

Sequential paediatric appointments have commenced between the North West and PMH. A full time paediatric appointment is made to a North West position for three years followed by 0.2 FTE appointment at PMH for two years

The Child Health Research and Education Advisory Committee has been established to foster collaboration in research and education between the Telethon Institute for Child Health Research, the School of Child Health and the WCHS.

WCHS Infection Control Nurse Consultants participated in the WA Nosocomial Infection Surveillance Initiative established in 2005.

WCHS provided pre-employment health screening for Lady Lawley Cottage staff and pre employment health screening and vaccination for NurseWest nurses.

WCHS contributed to the development and trialing of the new statewide medical test and vaccination database for health care workers.

Continued outreach education to country hospitals through the Medical Specialist Outreach Assistance Program (MSOAP) which is coordinated by midwives and obstetricians from KEMH.

An Associate Professor of Midwifery was appointed in August 2004. This is a joint appointment between the WCHS and Curtin University.

Achievements and Highlights

Healthy Partnerships (cont)

The Diploma of Women's Health had its first graduates in 2005. This program enables general practitioners to update and improve their non-procedural gynaecological and obstetric knowledge.

Staff of the WCHS Microbiology Department assisted in organising and presented at the Annual National Neisseria Network Meeting held in Fremantle in 2004. This meeting is widely recognised as the peak forum for meningococcal and gonococcal disease issues in Australia. This contribution flows from the Department's statewide role in invasive pathogen surveillance and categorisation, especially with respect to meningococci, streptococcus pneumoniae and paediatric viral respiratory agents.

Staff of the WCHS Microbiology Department continue to work closely with epidemiology staff of the Telethon Institute for Child Health Research on invasive pneumococcal disease in Western Australians of all ages. This key public health partnership is an essential component of the community roll out of universal pneumococcal childhood vaccination. A particular focus is the surveillance for the

emergence of pneumococcal strains which are not covered by the currently available vaccines.

Staff in the WCHS Immunology Department are collaborating with the Telethon Institute of Child Health Research in various studies to prevent allergies and to develop new vaccines to prevent infections.

Dr Catherine Cole from the WCHS Haematology Department has been appointed as the WA representative on the National Blood Transfusion Committee.

Dental Health Service

The Dental Health Service continued to assist the University of Western Australia dental school in the training of dental students by assisting with their clinical placement and supervision at various metropolitan general dental clinics.

Through participation in the Country Patients' Dental Subsidy Scheme (CPDSS) and the Metropolitan Patients' Dental Subsidy Scheme (MPDSS) the Dental Health Service fostered links to private practice.

Links to consumers were established via regular meetings with the Consumer Council.

Healthy Communities

North Metropolitan Area Health Service Sir Charles Gairdner Group

At the 5th State Cancer Nursing Research Conference, international key note speaker Dame Gill Oliver, one of the world's leading experts on cancer nursing and the Advisor for Nursing and Allied Health Professionals at Macmillan Cancer Relief in the UK, presented the topics Bringing Research to Life and Shaping the Future for Nurses and Nursing. The theme of the conference encompassed the ideas of patients, projects and possibilities.

The Dermatology Department at SCGH began the process of creating a comprehensive

teaching "slide library" of dermatologic conditions. Consultant dermatologists from around the city donated clinical slides collected over the past 20-30 years, to be sorted and digitised by the Department of Medical Illustrations. The database will become a resource for Dermatology Registrars and all junior medical staff in the hospital.

In September 2004, the Renal and Transplant Department at SCGH launched Australia's first Living Organ Donor Recognition and Support Program, providing living organ donors with a program of recognition and support.

Achievements and Highlights

Healthy Communities (cont)

Royal Perth Group

Royal Perth Hospital nurses took medical equipment to the North-West of the State to provide care for Aboriginal patients who travelled there for a funeral. This prevented a decline in the patients' health care while taking part in a culturally significant event.

An Aboriginal Health Promotion program was implemented to improve co-ordination of care.

Swan Kalamunda Health Service and the City of Swan worked together to fund an Aboriginal Liaison Officer appointment, to encourage local Aboriginal people to utilise available services.

Two surgeons and four nurses from Royal Perth Hospital took part in the Australian Tsunami response to Banda Aceh and the Maldives. They shared their knowledge with health professionals around the State in a half-day seminar upon their return.

Population Health Program

Regular child health nurse and Aboriginal health worker visits to the Gngangara community were introduced.

Mental Health Service

A joint Area Mental Health-Population Health Program initiative is under-way to include community information on postnatal depression and other emotional health issues during and after pregnancy, on the Population Health public health information website, 'YourZone'. This is one of a range of community-oriented initiatives of the State Perinatal Program to address and identify education, training, services and development needs in the area of post-natal depression, which affects between 10-15% of child-bearing women.

In Inner City Mental Health the Community Recovery Program, a process to adopt integrated Community models and forge links with GPs and non government organisation (NGO), was extended.

South Metropolitan Area Health Service

Community health services across SMAHS continued to actively improve the lifestyle and education of the population aimed at preventing acute health episodes and hospital admissions.

For example, a youth service in the southern suburbs provides access for youth to multiple health care professionals and health promotion advice.

Ambulatory surgery initiative cases have also improved equity and access to day surgery at Armadale and Kaleeya.

Woodside Maternity Hospital is participating in the WA Newborn Screening Program for hearing loss in newborns and the Combined Hib-MenCY vaccine trial for babies.

Mental Health staff at Fremantle Hospital devised and implemented a successful Quit Smoking Program for staff.

In Population Health an epidemiological profile of SMAHS population was completed which will guide SMAHS planning.

Population Health participated in a health needs analysis of the Murray Waroona population with recommendations now in progress.

An Aboriginal public health team was established with a focus on improving Aboriginal health and cultural security in the region. An indigenous cultural awareness-training package was developed to educate SMAHS staff on Aboriginal cultural security issues.

A seminar on improving diabetes education and management was attended by 150 GPs and SMAHS community nurses. The school vaccine programmes for Year 7 students was successfully coordinated and immunisation clinics were delivered to improve access for Aboriginal and refugee families in targeted areas with local governments and community health.

Achievements and Highlights

Healthy Communities (cont)

Women's and Children's Health Service

The WCHS campuses moved to become totally smoke-free with the introduction of by-laws that prohibit smoking anywhere within the site boundaries. The Obstetric and Gynaecology Clinical Care Unit has commenced a project to improve assessment and support for women to quit smoking.

The Sexual Assault Resource Centre as a consequence of the Gordon Inquiry has expanded medical, forensic and counselling services for people who have experienced sexual assault either recently or on the past. Initiatives have also included establishing statewide education and training services for health care professionals, providing inreach counselling services for aboriginal women and youth and the employment of an Aboriginal Liaison Officer.

The Obstetric and Gynaecology Clinical Care Unit has established a project to improve assessment and referral of women exposed to domestic violence.

Dental Health Service

Preventative and restorative dental care was provided to approximately 240,000 school children throughout the State, ranging from pre-primary to Year 11. The program also included Year 12 students in remote locations.

Subsidised general dental care was provided to approximately 90,000 eligible patients through public dental clinics and private practitioners who participated in the Country Patients' Dental Subsidy Scheme (CPDSS) and the Metropolitan Patients' Dental Subsidy Scheme (MPDSS).

Continuation of the Government wait list initiative, has resulted in a waiting list reduction from a high of approximately 25,000 in January 2004 to approximately 13,500 at the end of June 2005.

2,600 residents of registered aged care facilities received a free dental exam and treatment plan under the Aged Dental Care Program.

Healthy Resources

North Metropolitan Area Health Service Sir Charles Gairdner Group

In November 2004, a State Breast Services Strategic Plan was developed and submitted by the SCGH Breast Centre in collaboration with the RPH Breast Centre. This document outlines the services provided by the two centres and identifies areas of current and projected need, with recommendations for short-term and long-term actions. In particular, the document provides recommendations for improved integration of the two facilities, aimed at providing improved services with greater efficiency and with a progression to increased research output. As a result, the State Government promised funding for the initial implementation of some of these recommendations and to this end a working party was established, meeting for the first time in mid-2005.

Population Health Program

The Population Health Program was conducted within budget and also acquired additional resources through grant applications to external agencies.

Mental Health Service

Computers and IT were upgraded to sustain the Psychiatric Services Online Information System (PSOLIS) and IT infrastructure within MHS.

South Metropolitan Area Health Service

Recruitment of Allied Health staff at Rockingham/Kwinana District Hospital has resulted in significant improvements to the waiting list for Occupational Therapy services.

Across SMAHS nursing workload targets are being closely monitored and active recruitment is undertaken to maintain the workforce and reduce use of Agency Staff.

Achievements and Highlights

Healthy Resources (cont)

The new \$4.5m. Mandurah Community Health Centre is under construction. An audit of community health facilities within SMAHS has begun.

Women's and Children's Health Service

A structure plan to guide the future development of the WCHS campuses (mainly for KEMH and PMH) commenced and is programmed for completion in September 2005.

Improved systems have been introduced for continuous monitoring of nursing hours per patient day in categorised ward areas.

WCHS pathology staff are contributing to a review of laboratory computer systems as part of

a common single database project that aims to simplify transfer of information within the Metropolitan Health Services. This will allow rationalisation of resources and comply with HRC Report recommendations. The iCM catalogue of pathology tests has been consolidated to allow for a single database across Health Services. A review of the 'Order Entry System' has also been undertaken to reduce the number of repeat requests and improve efficiency savings.

Dental Health Service

A Human Resources Manual and a Performance Management Manual for all employees was introduced.

Healthy Leadership

North Metropolitan Area Health Service

In March 2005, Dr John de Campo took up the post as North Metropolitan Area Health Service Area Chief Executive.

Royal Perth Group

Staff members are taking part in the Department of Health Leading 100 initiative.

South Metropolitan Area Health Service

Mr Russell McKenney (General Manager of Armadale Health Service) was the Acting Chief Executive SMAHS during late 2004 and early 2005, one of the most volatile periods of major change across SMAHS. Ms Smith will replace Mr McKenney, commencing 4 July 2005.

Dr Shane Kelly left the position of Chief Executive in December 2004 to take up a senior position in the non-government health system, following a significant contribution to the SMAHS.

Following the purchase of Kaleeya Hospital, Dr Judith Errey was appointed the first Medical Officer in Kaleeya's history and Dr Malcolm Thompson was appointed as an anaesthetist.

At Armadale Health Service, a significant number of staff acted in higher positions, enabling these people to expand their skills and assist with succession planning.

Across SMAHS senior staff were encouraged to attend leadership development courses. Professional development is also offered to staff and health services have assisted with funding staff to attend conferences in Western Australia, interstate and internationally.

Staff Development promoted a healthy workforce - recruiting, developing and retaining staff through a vibrant and positive culture. They encouraged the development of knowledge, skills and participation and promoted a culture of professionalism, teamwork and accountability, supported by system planning and re-configuration.

Achievements and Highlights

Healthy Leadership (cont)

The establishment of an E-Learning program enabled staff to access programs on line from their home or work computer.

Dr Mark Rooney was appointed Area Director of the South Metropolitan Mental Health Service to lead an exciting expansion of mental health services during 2005 and 2006.

Women's And Children's Health Service

The WCHS Strategic Planning and Advisory Council commenced work on the WCHS strategic plan in keeping with the *WA Health Strategic Directions 2005*.

Ms Janice Butt was awarded Nurse Educator of the Year Award by the Nurses Board of Western Australia.

Dr Leanne Monterosso was awarded Nurse Researcher of the Year by the Nurses Board of Western Australia.

Ms Robyn Collins was a finalist for the Nurses Board of Western Australia, Nurse Leader of the Year Award.

Ms Melanie West was a finalist for the Nurses Board of Western Australia, Metropolitan Acute Care category.

Ten WCHS staff participated in the Leading 100 Program.

The appointment of a Post Graduate Medical Education Director at KEMH in January 2005 has provided strong leadership for the delivery of medical education at KEMH.

Staff in the WCHS Immunology Department have contributed to the development of national guidelines on the prevention of allergies in children.