

> 2007 PROGRESS REPORT

WORKING TOGETHER TO:

- > KEEP AN EYE ON THE BIG PICTURE
- > TACKLE THE TOUGH STUFF
- > DRIVE RAPID SPREAD OF KNOWLEDGE
- > FACILITATE SWIFT IMPLEMENTATION
- > ENSURE SUSTAINABILITY OF EVIDENCE-BASED SOLUTIONS

"a catalyst for management innovation across the Victorian public health system"

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OUR STRATEGIC INTENT

TOGETHER WE WILL:

Accelerate service transformations by:

- > championing new service models
- > supporting and spreading effective management improvement processes
- > building an evidence base of best buys.

Work to reduce the barriers by:

- > encouraging, supporting and advocating for innovation
- > developing system capacity for innovation and sustainability
- > enhancing communication avenues
- > modifying paradigms.

Advocate for a balance in workforce supply and demand by:

- > working collaboratively with the department's workforce and nurse policy branches to test options for role substitution
- > manage absenteeism
- > increase workforce efficiency.

Contribute to getting the infrastructure right by:

- > strengthening appropriate public sector services
- > maximising the efficiency of infrastructure expenditure.

MESSAGE FROM CHAIR:

This Progress Report tracks the history of our development, from the initial 2003 recommendation of the Victorian Public Hospital Governance Reform Panel Report through formation of the Council in late 2005 and the first 12 months of full operation. From this history you will see that the original concept of a high-level public sector based 'Improvement Board' has evolved over time to be a senior health based group, predominately focused on working with Health Services to achieve efficiencies through 'innovative' management processes.

The meaning of 'innovation' has been a topic widely debated within the Council and the following working definition of the term has been adopted:

'THOSE CHANGES WORTH RECOGNISING AS INNOVATIONS SHOULD BE NEW TO THE ORGANISATION OR SERVICE, BE LARGE ENOUGH, GENERAL ENOUGH AND BE POTENTIALLY DURABLE ENOUGH TO APPRECIABLY AFFECT THE OPERATIONS OR CHARACTER OF THE SERVICE'

During visits to your services we have seen many examples of 'innovative' approaches to the management of day to day issues; Council has drawn on these examples to formulate our program of work. Our current Seeding Grant Program is designed to assist health services to capture and further develop innovative management practices, for broader application across the sector.

Many of the best innovators are frontline staff, who are constantly reflecting, reviewing and revising the way we work to ensure the best possible outcomes for patients and consumers. The Learning Set Program aims to support and develop 'star' innovators in health services to become champions of innovation for the future.

The establishment of the Seeding Grant and Learning Set Programs are two examples of our achievements listed on page 13. When you review this list of achievements, you will see a strong focus on workforce issues. This is no accident, as workforce is consistently the major issue raised in our consultations with health services. Council has formed a close partnership with the Service and Workforce Planning Branch, with a strong focus on increasing the pace of change in clinical role redesign, with Better Skills Best Care and related projects. Other workforce projects include the Rural Emergency Collaborative Practice Model Pilot, and a statewide approach to absence management through the Building Positive Attendance Victoria project and Return to Work strategy.

As you review our list of achievements, you will note that we work in a variety of ways. There are some issues of high importance to the Sector, that are outside our scope for direct action; for these issues we keep a 'watching brief' to ensure they receive the priority and attention needed to move forward. Examples include the outpatients review, "appropriateness of care" policy development and Clinical Incident Information System development.

There are other projects that are the core business of branches of the Department of Human Services which, nevertheless, can benefit from our input, support and advocacy. Examples include Patient Flow Collaborative II, the clinical incident management system review and recent analysis of the current state of telemedicine in Victoria. The allocation of resources to each of these efforts is overviewed on page 13.

Each of our achievements represents the combined efforts of our partnerships with health services and with Department of Human Services staff. The enthusiasm and energy that we have encountered has been a key ingredient for our successes. I thank health services for this support, and also thank my colleagues on Council for their insight, dedication and time.

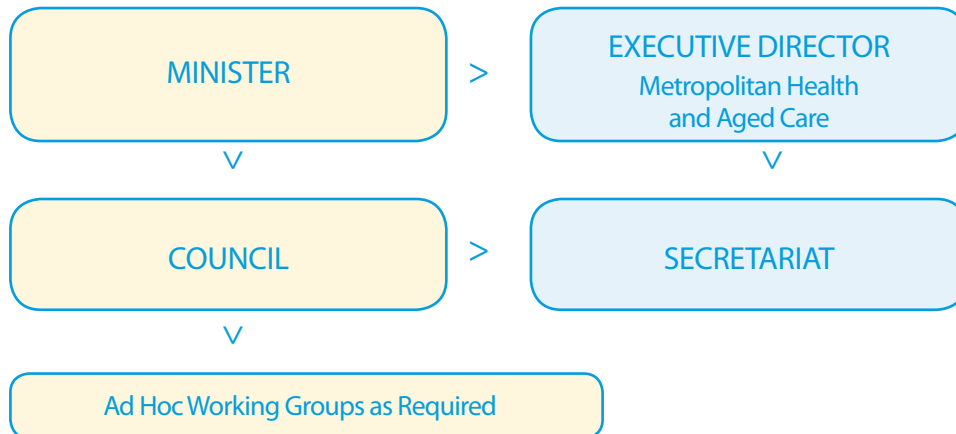
It is early days in the history of the Victorian Health Service Management Innovation Council; we have spent the time building the foundations for a program of work that will continue to keep Victoria at the forefront of innovative management practices in the health sector. Much of what we have been doing is not yet at the outcome stage, but early signs indicate we are on the right track.

I commend this report to you, and feel confident that you will agree that, in a short period of time, we have achieved a lot.



Dr Brendan Murphy
Chair
Victorian Health Service Management Innovation Council

OUR MANAGEMENT STRUCTURE



OUR HISTORY

AUGUST 2003 >

Victorian Public Hospital Governance Reform Panel Report recommends:

That a Health System Improvement Board (HSIB) be established to enable a more collegiate, corporate approach for progressing system-wide projects. Its role should be to provide strategy, policy & planning advice to the Minister & drive the development & implementation of system-wide initiatives. Its focus should be on strategic joint objectives and strategies to improve the performance of Health Services, including strengthening governance and management, and the application of best practice to maximise patient outcomes and system efficiencies.

It was envisaged that membership would be drawn from senior executive level across Government, rural and metropolitan Health Service Board Chairs, senior clinicians and CEO representation.

A CEO-DHS Executive Group was also to be established, responsible to HSIB for the development and implementation of HSIB's work program.

A planning group was to be established to progress the recommendation.

AUGUST 2004 >

Health Service Improvement Board Planning Group stated that:

As the Planning Group sought to ensure that better use of existing resources occurred and that any overarching entity would be both relevant and supported by the sector, the Planning Group reshaped the Governance Reform Panel's notion of a Health System Improvement Board.

They then went on to recommend:

drawing together of existing Board Chairs to form the Council of Board Chairs and the creation of a new entity - The Health Service Management Innovation Council.

The Council of Board Chairs provides the ideal forum for a more collegiate, corporate approach for identifying and progressing strategies to improve the performance of hospital-based services, including the strengthening of governance and management systems and applying best practice to maximise patient outcomes and system efficiencies. The Health Service Management Innovation Council will draw together operational expertise to deliver on key, system-wide priority projects and facilitate collaborative action on operational management and governance improvement.

The Planning Group also recommended formalising the existing CEO-DHS forum, as the CEO-DHS Council to formulate and provide advice to the Council of Board Chairs on system-wide priority setting.

The Group recommended the establishment of a small, DHS-based secretariat for the Council of Board Chairs, CEO-DHS Council and Health Service Management Innovation Council, located in the Access & Metropolitan Performance Branch.

FEBRUARY 2005 >

Minister Pike approved Health Service Management Innovation Council as a Group C Ministerial Advisory Committee with the following membership:

- > three Board Chairs
- > five Chief Executive Officers
- > five clinician / managers
- > two DHS representatives

An annual budget of \$1 million dollars is allocated.

MARCH 2005 >

Dr Brendan Murphy, CEO Austin Health approved by Cabinet as Chair of the Health Service Management Innovation Council.

JULY 2005 >

Following sector wide EOI process Minister Pike confirms the remaining members of Council as follows:

- > Ms Tracey Batten - Chief Executive Officer - Eastern Health
- > Mr Craig Bennett - Chief Executive Officer - Peter MacCallum Cancer Centre
- > Ms Jennifer Williams - Chief Executive Officer - Bayside Health
- > Mr Ormond Pearson - Chief Executive Officer - West Gippsland Healthcare
- > Mr David Anderson - Clinician / Manager - Peninsula Health
- > Ms Claire Culley - Clinician / Manager - Western Health
- > Ms Susan Blake - Clinician / Manager - Southern Health
- > Dr John Ferguson - Clinician / Manager - Ballarat Health Services
- > Ms Debra Cerasa - Clinician / Manager - Latrobe Regional Hospital
- > Ms Claire Higgins - Chair - Barwon Health
- > Ms Brenda Shanahan - Chair - St Vincent's Health
- > Professor Graeme Ryan - Chair Royal Victorian Eye & Ear Hospital
- > Mr Shane Solomon - Executive Director - Metropolitan Health & Aged Care Services
- > Dr Chris Brook - Executive Director - Rural & Regional Health & Aged Care Services

SEPTEMBER 2005 >

The Health Service Management Innovation Council meets for the first time and endorses their Terms of Reference as:

- > establish a list of approved projects and initiatives with a timeframe for implementation across the Victorian Public Health System
- > collaborate with officers of DHS to ensure system wide adoption of DHS initiated projects and reforms
- > develop and endorse implementation plans, budgets and strategies for approved projects and initiatives
- > evaluate projects and initiatives and report these evaluations to Council of Board Chairs and CEO-DHS Council.

Council also identifies a partnership with Workforce & Service Planning Branch around Better Skills, Best Care, and sick leave management as top priorities.

FEBRUARY 2006 >

Executive Manager, Health Services Management Innovation Council Secretariat commenced employment.

MARCH 2006 >

Council and Council of Board Chairs approve draft Statement of Strategic Intent and draft Program Plan 2006/07.

JUNE 2006 >

Minister Pike approves the Statement of Strategic Intent and Program Plan 2006/07 and requests Council report directly to her, rather than to Council of Board Chairs.

JULY 2006 >

Responsibility for Council of Board Chairs transferred to Access & Metropolitan Performance Branch, with an annual budget allocation of \$200, 000. Council's annual budget set at \$800, 000 (after transfer of costs associated with the Council of Board Chairs).

OCTOBER 2006 >

Website goes live:

www.health.vic.gov.au/managementinnovation

Council Priority Planning Session resolved:

- > to define Management Innovation as:

“Those changes worth recognising as innovations should be new to the organisation or service, be large enough, general enough and be potentially durable enough to appreciably effect the operations or character of the service generation.”

- > to classify activities under headings of:
 - > “ideas generation,
 - > watching brief,
 - > advice / advocacy,
 - > project support,
 - > project management,
 - > capacity building,
 - > marketing and
 - > program administration.”

and to focus on:

- > Workforce,
- > Appropriateness of Care and
- > Service Planning and Governance.

NOVEMBER 2006 >

Following sector wide Expression of Interest process, Minister Pike appoints Ms Nicole Twedde, Melbourne Health and Dr Glenn Davies, Bendigo Healthcare to vacant Clinician / Manager positions.

FEBRUARY 2007 >

The first edition of the Council Newsletter is produced.

MARCH 2007 >

Council workshop on Workforce resolved that:

- > Council will have an ongoing role in providing input to Service and Workforce Planning Branch strategic direction and centrally advocating a higher profile in DHS.
- > Advocacy and support from Council in relation to Service and Workforce Planning projects will continue to be in the role re-design area.

MAY 2007 >

Council Progress Report produced and distributed to timeline.

INTO THE FUTURE COUNCIL PLANS TO CONTINUE TO ENGAGE AND WORK CLOSELY WITH HEALTH SERVICES AND DHS TO FACILITATE AND DELIVER TANGIBLE SYSTEM WIDE BENEFITS ACROSS THE VICTORIAN HEALTH SECTOR BY TAKING THE INITIATIVE IN LEADING REFORM THROUGH PROJECT MANAGEMENT, IDEAS GENERATION/POLICY DEVELOPMENT AND CAPACITY BUILDING.

OUR PEOPLE

Dr Brendan Murphy,

Chief Executive Officer – Austin Health

Brendan commenced as CEO of Austin Health in January 2005. He completed his medical undergraduate training (MB, BS) and Doctor of Philosophy degrees at the University of Melbourne and is a Fellow of the Royal Australasian College of Physicians and of the Australian Institute of Company Directors.

Number of meetings attended: 15 out of 15

Mrs Claire Higgins

Chair – Barwon Health

Claire Higgins is currently the Finance Manager and Company Secretary for two manufacturing sites in Geelong owned by OneSteel Limited and NV Bekaert SA - a Belgian Company. Claire has a commerce degree from Melbourne University and is a Fellow Certified Practising Accountant. Claire was appointed Chair of Barwon Health in December 2002.

Number of meetings attended: 11 out of 15

Professor Graeme Ryan AC

Chairman, Board of Directors – Royal Victorian Eye and Ear Hospital

Graeme is part-time Director of Research Strategy, Bayside Health, based at The Alfred Hospital, Melbourne. He is also Chairman of the Board of Directors, Royal Victorian Eye and Ear Hospital, Chairman of the NHMRC Transmissible Spongiform Encephalopathies Advisory Committee, Board Member of the Baker Heart Research Institute, and a Governor of the Ian Potter Foundation.

Number of meetings attended: 12 out of 15

Ms Jennifer Williams

Chief Executive Officer – Bayside Health

Jennifer is the Chief Executive of Bayside Health, which incorporates The Alfred, Caulfield General Medical Centre and Sandringham and District Memorial Hospital, and commenced in that role in October 2004. Jennifer has been a member of the Australian Quality Commission since January 2006 and a member of the Victorian Quality Council since October 2004.

Number of meetings attended: 13 out of 15

Mr Lance Wallace

Executive Director, Metropolitan Health and Aged Care Services – Department of Human Services

Lance Wallace was appointed Executive Director, Metropolitan Health and Aged Care Services in the Department of Human Services (DHS) in July 2006. Previously, he held positions in the Victorian Government and held various corporate services positions within the former Housing and Infrastructure Departments.

Number of meetings attended: 9 out of 11

Dr Chris Brook

Executive Director – Rural & Regional Health & Aged Care Services

Chris is the Executive Director, Rural & Regional Health & Aged Care Services for the Victorian Department of Human Services. Chris is a member of the Advisory Board of the National Blood Authority; the Jurisdictional Blood Committee; the National Health Development Principal Committee; and chairs the Population Health Information Development Committee. He is an honorary life member of the International Society for Quality in Healthcare (ISQua), and a Fellow of the Victorian Division of the Institute of Public Administration, Australia (IPAA).

Number of meetings attended: 9 out of 15

Mr Ormond Pearson

Chief Executive Officer – West Gippsland Healthcare Group BHSc(Mgt), AFCHSE, CHE, FAIM, FNIA, FAICD

Ormond is the Chief Executive Officer at West Gippsland Healthcare Group (at Warragul). Ormond has a Bachelor of Health Science Management and is an Associate Fellow of the Australian College of Health Service Executive (ACHSE), Fellow of the Australian Institute of Company Directors, Fellow of the Australian Institute of Management and a Fellow Professional National Accountant of the National Institute of Accountants.

Number of meetings attended: 12 out of 15

Ms Nicole Tweddle

Executive Director Strategy & Development – Melbourne Health

Nicole Tweddle commenced as Executive Director Strategy & Development in May 2006. She completed her undergraduate training in Physiotherapy (B.Physio(hons)) at the University of Melbourne and began her career at Ballarat Health Services. Nicole has since completed a Master in Health Services Management degree at Monash University. She is currently President of the Australian Physiotherapy Association (Victorian Branch) and an Associate Fellow of the Australian College of Health Service Executives.

Number of meetings attended: 2 out of 3

Mr David Anderson

Executive Director Finance – Peninsula Health

David has been Executive Director Finance at Peninsula Health from October 2002. The role encompasses responsibility for all finance functions, as well as payroll, supply, Information Technology, and printing. David has a Bachelor of Commerce and Master of Commerce (Finance) from the University of Melbourne and is a member of the Australian Health Services Financial Management Association.

Number of meetings attended: 12 out of 15

Ms Debra Cerasa

Director Clinical Services / Chief Nursing and Midwifery Officer – Latrobe Regional Hospital

Debra Cerasa is Director Clinical Services / Chief Nursing and Midwifery Officer at Latrobe Regional Hospital and is currently studying for her Doctorate of Business Administration. In recent years, Debra was appointed to the Boards of a public sector organisation and a not-for-profit company.

Number of meetings attended: 11 out of 15

Dr Tracey Batten

Chief Executive Officer – Eastern Health
Tracey was appointed Chief Executive of Eastern Health in January 2004. Tracey holds a Masters of Health Administration, a Fellowship of the Royal Australasian College of Medical Administrators and a Master of Business Administration from Harvard University.
Number of meetings attended: 9 out of 15

Ms Brenda Shanahan

Chair St. Vincent's Board – BCom, FAICD, ASIA
Brenda is a Director of Challenger Financial Group, JM Financial Group Limited and Clinuvel Pharmaceuticals Ltd. She is a Director of the Sisters of Charity Health Service, Chair of the Board of St. Vincent's Institute and Chair of the St. Vincent's Institute Foundation. Brenda was appointed to St. Vincent's Board April 2000 and was appointed as Chair in April 2003. Brenda is a graduate of the University of Melbourne in Commerce and Economics.
Number of meetings attended: 13 out of 15

Mrs Claire Culley

Divisional Director Surgical Services – Western Health
Claire commenced as the Divisional Director for Surgical Services, Western Health in May 2004. She completed her nursing training in Adelaide and Bachelor of Applied Science at the Canberra University and is a Member of the Royal College of Nurses. Further tertiary studies include a Masters Degree in Health Administration.
Number of meetings attended: 12 out of 15

Mr Craig Bennett

Chief Executive Officer – Peter MacCallum Cancer Centre
Craig Bennett took up his appointment at Peter MacCallum Cancer Centre in May 2004. He is a health economist by training and has held senior management positions in both the private and public health care sectors in Australia and overseas. Craig is also a Board member of Health Purchasing Victoria.
Number of meetings attended: 11 out of 15

OUR ACHIEVEMENTS

STRATEGIC INTENT	ACHIEVEMENT
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Accelerate service transformations by:

Championing new service models Supporting and spreading effective management improvement processes Building an evidence base of best buys	<ul style="list-style-type: none">> Researched, documented and distributed <i>24/7 We've got it covered!</i> A report on Otway Health's' innovative approach to GP coverage in a small rural community.> Developed a joint Rural and Metropolitan <i>Tender for Board Education and Training</i>. Responsibility for this Tender was transferred to Access and Metropolitan Performance Branch in July 2006.> Established an <i>Access Network</i>, aimed at increasing communication and sharing of information amongst key Health Service staff responsible for timely access to services. This Network was transferred to Access and Metropolitan Performance Branch in August 2006.> Produced a paper on an approach to modified <i>Fee for Service for Surgeons</i>.> Produced an <i>Operational Effectiveness Checklist</i> from an analysis of strategies undertaken by a range of Health Services.> Conducted a <i>Senior Management Workshop</i> on appropriate management structures and processes for Mental Health.> Increased the priority of, and 2007-08 funding for, the <i>Advanced Care Planning Project</i> by advocating on behalf of the Sector.> Produced a report analysing the current state of <i>telemedicine</i> in Victoria with recommendations on the actions required to increase the uptake of telemedicine across the State.> Contributed to the successful outcomes of <i>Patient Flow Collaborative II</i> by actively partnering with, and advocating for, the approach undertaken by the Quality and Safety Branch> Contributed to the priority and successful outcomes of the:<ul style="list-style-type: none">• <i>Clinical Incident Information Systems Project</i>, and• <i>VACS Review</i>,> by maintaining a watching brief, advocating on behalf of the Sector, and providing advice and support.
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Work to reduce barriers by:

<p>Encouraging, supporting and advocating for innovation</p> <p>Developing system capacity for innovation and sustainability</p> <p>Enhancing communication avenues</p> <p>Modifying paradigms</p>	<ul style="list-style-type: none"> > Increasing the profile and quality of Health Service approaches to innovation through the development, and implementation, of a <i>Seeding Grant Program*</i> aimed at enhancing project management skills and confidence of participants. > Increased capacity of 57 nominated Sector innovators through the development and implementation of a <i>Learning Set Program*</i>. > Increased understanding of, and access to, information on innovative approaches through the establishment and maintenance of a high quality <i>Council website</i>. > Produced a quarterly <i>newsletter</i>. > Travelled 11,500 kilometres to visit, and present to, 35 <i>Health Service Executive groups</i> across the State. > Presented to <i>four Health Conferences</i> on the role of innovation in the Health Sector.
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Advocate for a balance in workforce supply and demand by:

<p>Working collaboratively with Branches to test options for role substitution</p> <p>Manage absenteeism</p> <p>Increase workforce efficiency</p>	<ul style="list-style-type: none"> > Developed and progressed implementation of <i>Building Positive Attendance Victoria*</i>, a project aimed at reducing unplanned leave, based on approaches used in Southern and Ballarat Health, currently involving 21 Health Services across Victoria > Developed, produced and distributed a <i>Toolkit</i> for use in implementing <i>Building Positive Attendance Victoria</i> > Established a <i>Human Resource taskforce</i>-based infrastructure for the rollout of <i>Building Positive Attendance Victoria</i> and as a platform for future Human Resource projects. > Developed and implemented a data set to support the evaluation of <i>Building Positive Attendance Victoria</i> and establish a basis the for future development of a <i>Human Resources Minimum data set</i>
	<ul style="list-style-type: none"> > Funded and supported the Workforce and Service Planning Branch in the development and implementation of <i>Better Skills, Best Care*</i>. Projects aimed at redesigning service delivery roles in ICU, ED, and Anaesthetics. > Funded and supported Regional and Rural Branch in the development and establishment <i>Rural Emergency Care Collaborative Practice Model Pilot*</i>, a project aimed at increasing scope of practice for nurses in rural Emergency Departments. > Produced a report analysing the current level of <i>Return to Work practices</i> across Victorian public hospitals, and recommending the actions required to accelerate and systematise effective initiatives and strategies across the State. > Working collaboratively with Branches to test options for role substitution. > Increase workforce efficiency. > Contributed to the priority and quality of outcomes of the <i>Credentialing & Scope of Practice for Medical Officers Project</i>, by maintaining a watching brief, advocating on behalf of the Sector, and providing advice and support.

Contribute to getting the infrastructure right by:

<p>Strengthening appropriate public sector services</p> <p>Maximising the efficiency of infrastructure expenditure</p>	<ul style="list-style-type: none"> > Ensured the development of a comprehensive Business Case for the <i>Food Services Project</i>, by maintaining a watching brief, advocating on behalf of the Sector, and providing advice and support. > Provided leadership and direction for the timely production of a report on <i>'Managing demand for Victoria's public health services: the next steps'</i>. This Report represented a significant contribution the Governments' Health Options Review.
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* Detailed Project Plans available on request.

OUR BUDGET

	2005/06	2006/07	2007/08 ¹
Allocation	800,000	1,000,000	800,000
Rollover approved	795,000	620,000	
Total Budget	1,595,000	1,620,000	
Secretariat			
Salaries & Wages	210,000	336,000	350,000
Goods & Services	55,000 ²	56,000 ³	80,000 ⁴
Secretariat Resourced Projects			
1. Otway Health			
2. Food Services			
3. Access Network			
4. Patient Flow Collaborative			
5. Operational Effectiveness Checklist			
6. Board Education and Training Tender			
7. Fee for Service Surgeons Paper			
8. Website			
9. Managing Demand for Victoria's public health services: the next steps ⁵			
10. Meeting administration			
11. Strategic Intent Document			
12. Newsletter			
Project requiring additional resources			
13. Better Skills, Best Care	400,000	400,000	
14. Building Positive Attendance Victoria		70,000	20,000
15. Telemedicine		100,000	
16. Return to Work		65,000	
17. Learning Sets		65,000	45,000
18. Seeding Grants		75,000	75,000
19. Resource Page		29,000	11,000
20. Rural Emergency Collaborative Practice		70,000	70,000
21. Mental Health Workshop		4,000	
Unallocated			149,000
Total Expenditure	745,000	1,620,000	800,000
Unspent	850,000	nil	nil

1 estimate of 2007-08 budget

2 includes recruitment costs, sitting fees and members expenses

3 includes sitting fees and member expenses

4 includes sitting fees and member expenses

5 consultancy was funded by DHS, DPC, DTF, Council resources project managed the Consultancy

OUR SECRETARIAT

Michelle Noort

Executive Manager

Michelle has over 30 years experience in the health sector. This work experience is complemented with formal qualifications in nursing, childcare, public sector management and a Masters of Health Science. Michelle has been employed as the Executive Manager, Victorian Health Services Management Innovation Council since February 2006.

Deborah Sykes

Project Manager

Deborah has been working in the health sector for 25 years. She has a clinical background in nursing, and has worked in a range of operational and policy roles with the Department of Human Services Victoria. She brings a broad range of experience to the Victorian Health Services Management Innovation Council through her work in the areas of Disability Services, Aged Care and Nurse Policy.

Deborah has formal qualifications in nursing, sociology, human resources management, and is currently undertaking a Masters in Quality Management, Health Care.

Deborah has been employed as the Project Manager, Victorian Health Services Management Innovation Council since October 2006.

Caryn Hamburger

Project Officer

Caryn has worked in education, media, government and multinational environments in varying positions of administration, executive support and project support over the last 12 years. Caryn started as Project Officer with VHSMIC in July 2006.

Fiona Watson

Project Manager (formerly)

Fiona relocated from Scotland in May 2006 and has over 20 years experience working in the NHS in the UK. She qualified as a registered nurse in 1984, and in 1995 moved into the realms of quality improvement, coordinating clinical governance activities within an acute NHS Hospital.

Then, after a 3-year period as a risk manager, she joined the Scottish Executive Health Department in 2004, working at the Centre for Change and Innovation as a Project Leader within the National Outpatients Program.

Fiona was project manager for the Victorian Health Service Management Innovation Council for seven months and has recently commenced employment at Melbourne Health where she is a team leader in the new Redesigning Care and Patient Access Unit. She is responsible for co-ordinating the work of the Redesigning Care Team and provides support for redesign activities within the Unit and across the Health Service using a collaborative process improvement model in relation to patient access and flow.

CONTACT US

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