



2018

VICTORIAN PUBLIC HEALTHCARE AWARDS

Showcase

Premier's message



In this role, I've seen firsthand the life-changing work that our health professionals do every day, and in every setting.

Tonight, we recognise those profound contributions.

Whether it's looking after our newest bubs or elderly Victorians, these awards celebrate the men and women who devote themselves to the care of others.

It gives me great pleasure – on behalf of the entire Victorian Government – to congratulate this year's finalists and winners.

And to all our doctors, nurses, midwives, and healthcare workers – thank you for your hard work, dedication, and the truly extraordinary standard of care and treatment you provide to Victorians.

A handwritten signature in black ink, which appears to read 'Ja M. L.' with a stylized flourish at the end.

The Hon Daniel Andrews MP
Premier

Minister for Health, Minister for Ambulance Services



Each and every day our dedicated and hard-working health workers make a big difference to the lives of thousands of Victorians.

And every year, the Victorian Public Healthcare Awards give us the chance to showcase and celebrate excellence, dedication and innovation in our workforce – all of the attributes necessary to ensure Victorians continue to receive world-class healthcare.

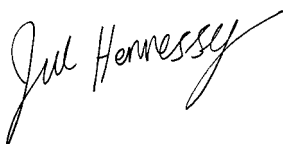
These awards shine a light on all the vital work being done, from improving indigenous health and children's health, to improving care for patients with chronic and complex conditions.

The doctors, nurses, paramedics, allied health and healthcare workers featured in the 19 categories in this year's awards are stories of commitment, care and compassion.

They demonstrate the outstanding work we might not always hear about. The work that makes a huge difference to so many Victorians experiencing our health system. We're so grateful and proud of their achievements.

We now have almost 1,500 more doctors and 3,000 more nurses than three years ago, and the Victorian Government will continue to support our healthcare workers with better facilities and equipment so they can get on with what they do best – caring for Victorians.

Congratulations to all the award winners and finalists for showing us what excellence, dedication and innovation looks like.



The Hon. Jill Hennessy MP
Minister for Health
Minister for Ambulance Services

Minister for Housing, Disability and Ageing, Minister for Mental Health



The annual Victorian Public Healthcare Awards mark an important date in our state's diary – recognising the achievements and excellence in the delivery of health programs and services to Victorians.

These awards give us a welcome opportunity to thank the many valued, dedicated workers in our community mental health sector. It is also a chance to give a special shout-out to the many workers who take that extra step in looking for new and innovative ways to make things better for the people living with a mental illness that they care for, and their families.

Every year, one in five Australians experiences some form of mental illness.

The Victorian Government is working to make our mental health system truly world class. We are expanding services across the state, including an additional \$20 million a year in clinical mental health services to support 3,300 more Victorians, and an extra \$705 million in the 2018-19 Victorian Budget for mental health and alcohol and drug services to directly assist more than 12,800 people and provide an additional 89 acute beds.

But of course any health care system is only as great as the workforce behind it – and again this year the nominations are truly outstanding.

Congratulations to all of the winners and finalists and thank you to all healthcare workers who do such an amazing and important job.



Martin Foley MP
Minister for Housing, Disability and Ageing
Minister for Mental Health



Contents

Introduction	2
Judges	3
Summary of awards	6
Premier's Health Service of the Year	9
Primary Health Service of the Year	10
Small Health Service of the Year	12
Medium Health Service of the Year	14
Large Health Service of the Year	16
Key awards	19
Chief Health Officer's Award for improving healthcare through clinical research	20
Minister for Health's Award for improving children's health	22
Minister for Mental Health Award for excellence in supporting the mental health and wellbeing of Victorians	24
Secretary's Award for improving integration of care for patients with chronic and complex conditions	27
Category awards	29
Excellence in culturally diverse health	30
Excellence in community engagement	31
Excellence in public sector aged care	34
Excellence in women's health	36
Improving Indigenous health	39
Improving workforce wellbeing and safety	42
Safer Care Victoria award for excellence in quality and safety	45
Safer Care Victoria compassionate care award	48
Supporting healthy populations	50
Supporting LGBTI health	53
Whole-of-hospital model for responding to family violence	56

Introduction

Now in their 14th year, the Victorian Public Healthcare Awards received entries across 19 categories, reflecting the Victorian Government's priority areas in healthcare. These awards recognise excellence, dedication and innovation in providing publicly funded healthcare for the Victorian community. They include Victoria's most prestigious accolade – the Premier's Health Service of the Year Awards.

Introducing our judges

The judging panel comprised 81 experts from across the healthcare sector. The panel included chief executives, board members, patient advocates, researchers, clinicians, general managers, directors, program managers and advisers.

The Hon. Bob Cameron, chair of the Bendigo Health board, was our chair of judges, and oversaw the judging process.

In 2018, we congratulate **Adjunct Professor David Plunkett**, Chief Executive Officer of Eastern Health on completing 10 years service as an awards judge.

We sincerely thank all the judges for their continuous dedication to these awards.



Judges at the 2017 Victorian Public Healthcare Awards ceremony, 26 October 2017.

Judges

Chair of Judges

The Hon. Bob Cameron
Chair of Bendigo Health
Board of Directors
Bendigo Health

Panel Chairs

Ro Allen
Gender and Sexuality
Commissioner
Department of Premier
and Cabinet

Ms Susan Biggar
National Engagement Advisor
Australian Health Practitioner
Regulation Agency

Ms Rita Butera
Executive Director
Women's Health Victoria

Dr Simon Fraser
Board Director Bairnsdale
Regional Health Service and
(Private) Consultant
Paediatrician

Ms Sue Kearney

Hon Rob Knowles AO
Mental Health Commissioner
National Mental Health
Commission

Mr Demos Krouskos
Chief Executive Officer
North Richmond
Community Health

Mr Steven McConchie
Group Manager, Clinical
Outcomes and Analytics
Epworth HealthCare

Ms Jo-Anne Moorfoot
Executive Director
The Australian Centre for
Healthcare Governance

Ms Lyn Morgain
Chief Executive
cohealth

Ms Lorraine Parsons
Community Consultant

Mr Stephen Vale
Executive Director Medical
Services, Aged & Community Care
St Vincent's Hospital Melbourne

**Associate Professor
Tony Walker ASM**
Chief Executive Officer
Ambulance Victoria

Professor Andrew Way
Chief Executive Officer
Alfred Health

Mr Dan Weeks
Chief Executive Officer
West Gippsland Healthcare Group

Judges

Ms Jane Auchetti
Education and Training
Programs Coordinator,
Strategy and Support Division
Cancer Council Victoria

Ms Briana Baass
Manager, Advisory
Ernst & Young

Mr Peter Birkett
Chief Executive Officer
Hesse Health

Professor Christopher Bladin
Director, Victorian Stroke
Telemedicine Program
Ambulance Victoria / Monash
University / The Florey

Ms Lyn Bongiovanni
Manager Language Services
Western Health

Mr Harry Bryce
General Manager
Victorian Counselling &
Psychological Services

Mr Nick Bush
Chief Executive Officer
Echuca Regional Health

Ms Pip Carew
Assistant Secretary
Australian Nursing & Midwifery
Federation (Victoria Branch)

**Adjunct Professor
Cheyne Chalmers**
Chief Nursing and
Midwifery Officer
Monash Medical Centre

Ms Amanda Charles
Associate Director, Risk
Austin Health

Ms Rowena Clift
Director Service and
System Integration
Western Victoria Primary
Health Network Ltd

Dr Sally Cockburn
GP, Media Commentator & Health
Advocate 'Dr Feelgood'

Ms Kirstan Corben
Executive Manager, Programs,
Victorian Health Promotion
Foundation (VicHealth)

Mr Philip Cornish
Former General Manager,
Health and Community Services
Chisholm Institute

Ms Alison Coughlan
Managing Director
Alison Coughlan Pty Ltd

Mr Peter Craighead
Chief Executive
Latrobe Regional Hospital



Judges

Dr Grant Davies

Health and Community Services
Complaints Commissioner,
Office of the Health and
Community Services
Complaints Commissioner

Ms Karella de Jongh

Manager, Language Services
St Vincent's Hospital Melbourne

Ms Andrea Doric

Clinical Lead, Clinical
Deterioration & Resuscitation
Eastern Health

Ms June Dyson

Executive Director of Nursing
and Chief Nursing Officer
Echuca Regional Health

Dr John Elcock

Director, Medical Services
Northeast Health Wangaratta
and Mansfield District Hospital

Associate Professor Sue Evans

Director of the Centre of
Research Excellence in
Patient Safety
Monash University

Ms Jo Gatehouse

Director, Quality,
Planning and Innovation
Eastern Health

Louise Greene

Director
The Ideal Consultancy

Dr Sabine Hammond

Honorary Professor
Australian Catholic University

Ms Tanya Hendry

Manager, Quality,
Research & Evaluation
EACH

Ms Liz Hlipala

Principal Search Consultant
HardyGroup International

Ms Cayte Hoppner

Director of Mental Health
Latrobe Regional Hospital

Ms Debbie Hsu

Executive Officer
The Australian Psychological
Society Limited

Ms Sue Huckson

Manager CORE
Australian and New Zealand
Intensive Care Society

Ms Jackie Kelly

Chief Executive Officer
Moyne Health

Ms Sandra Keppich-Arnold

Associate Director of Nursing
& Operations, Alfred Psychiatry
Alfred Health

Ms Bronwyn Lawman

Executive Director Operations
Mind Australia

Mr Allan Layton

Life Governor and former
Board Chair
Alexandra District Health

Ms Rebecca Lewin

Clinical Risk and Patient
Safety Manager
Melbourne Health

Professor Erwin Loh

Chief Medical Officer
Monash Health

Ms Fiona McKinnon

General Manager, Allied Health
and Community Services
St Vincent's Hospital Melbourne

Ms Jane Miller

Executive Director, Strategy and
Organisational Improvement
The Royal Children's Hospital

Ms Assunta Morrone

Project Lead,
Strengthening Hospital
Responses to Family Violence
Western Health

Ms Lauren Newman

Executive Officer
Health Accord Program
Southwest Victoria

Associate Professor**Richard Newton**

Clinical Director
Peninsula Mental Health Service

Mr Gregg Nicholls

Chairperson
Enliven Victoria

Mr Robin Ould

Former Chief Executive Officer
The Asthma Foundation of
Victoria (Retired)

Ms Samantha Plumb

EMR Project Director
Melbourne Health

Adjunct Professor David Plunkett

Chief Executive Officer
Eastern Health

Ms Sonia Posenelli

Fellow, Social Work,
School of Health Sciences
University of Melbourne

Ms Merrin Pictor

Previous Executive Director
of Primary Care, Chief Allied
Health Officer
Echuca Regional Health

Judges

Adjunct Associate Professor**John Rasa**

Director
The Edge Management
Consulting

Ms Donna Ribton-Turner

Senior Manager Clinical Services
(Residential)
UnitingCare ReGen

Ms Anne Robinson

Divisional Operations Director -
Medical and Critical Care
Goulburn Valley Health

Ms Jacinta Russell

Divisional Director Clinical
Support Services
Goulburn Valley Health

Mr Simon Ruth

Chief Executive Officer
Thorne Harbour Health

Ms Meg Rynderman

Consumer Representative
for the Australian Cancer
Survivorship Centre
Peter MacCallum Cancer Centre

Ms Leila Smith

Knowledge Translation Manager
Lowitja Institute

Ms Mary-Jane Stolp

General Manager
The Bridge

Ms Meredith Theobald

Director of Nursing - Subacute
(Bed Based) Services
Ballarat Health Services

Ms Therese Tierney

Former Chief Executive Officer
Bairnsdale Regional Health Service

Ms Tracey Tobias

Senior Health Advisor

Mr Danny Vadasz

Chief Executive Officer
Health Issues Centre

Ms Janney Wale

Community Advisory Committee
Melbourne Health

Adjunct Professor Kylie Ward

Chief Executive Officer
Australian College of Nursing

Dr Margaret Way

Executive Director Innovation,
Quality, Research and Education,
Sunshine Coast University
Hospital and Health Service

Dr Pamela Williams OAM

Secretary
Cancer Action Victoria

Ms Jane Williamson

Program Manager
Victorian Paediatric
Integrated Cancer Service

Ms Janet Wood AM

Volunteer & Community Advisor
Aged Care Sector

Summary of awards

Premier's Health Service of the Year awards

Premier's Primary Health Service of the Year

Winner

Merri Health

Highly commended

EACH

Finalist

Dental Health Services Victoria

Premier's Small Health Service of the Year

Winner

Seymour Health

Finalist

Kyneton District Health

Finalist

Numurkah District Health Service

Premier's Medium Health Service of the Year

Winner

Echuca Regional Health

Finalist

Kyabram District Health Service

Finalist

Maryborough District Health Service

Premier's Large Health Service of the Year

Joint Winner

Alfred Health

Joint Winner

Peter MacCallum Cancer Centre

Finalist

The Royal Children's Hospital

Key awards

Chief Health Officer's Award for improving healthcare through clinical research

Winner

Melbourne Health

EXTEND-IA-TNK: globally transforming stroke treatment

Highly commended

Alfred Health

Fresher red blood cell use in intensive care as a randomised controlled trial

Finalist

Austin Health

Better antibiotic prescribing: an antibiotic allergy research program

Minister for Health's Award for improving children's health

Joint Winner

Monash Health

Escaping to fantasy land: using leading-edge technology to distract children during medical procedures

Joint Winner

The Royal Children's Hospital

The RCH National Child Health Poll: A voice for parents

Minister for Mental Health's Award for excellence in supporting the mental health and wellbeing of Victorians

Joint Winner

Melbourne Health

Critical Incident Response Team (CIRT) Information Sharing Project – Enhanced Critical Response Program

Joint Winner

The Royal Children's Hospital

The RCH Gender Service: protecting and affirming gender identity

Finalist

Alfred Health

An integrated psychiatry model of care in the Emergency & Trauma Centre improves care for patients with mental health

Finalist

Alfred Health

The MET equivalent in psychiatry: the Psy-BOC team responds early to prevent deterioration

Secretary's Award for improving integration of care for patients with chronic and complex conditions

Winner

Monash Health

A proactive system of care for patients with life-limiting chronic conditions

Finalist

St Vincent's Hospital, Melbourne

Integrated care: better outcomes for patients with feeding tubes

Finalist

Western Health

Western HealthLinks

Summary of awards

Category awards

Excellence in culturally diverse health

Winner

St Vincent's Hospital Melbourne

The development of the Track and Trigger heart failure tool

Excellence in community engagement

Winner

Gippsland Lakes Community Health

East: love where you live

Highly commended

Melbourne Health

Partnering with consumers in Allied Health: values-based recruitment

Finalist

St Vincent's Hospital Melbourne

A community specialist clinic: taking the experts to the patients

Finalist

The Royal Children's Hospital

Creating telehealth-enabled models of care in specialist clinics

Excellence in public sector aged care

Winner

Numurkah District Health Service

Wellbeing garden and community cafe for aged care residents

Finalist

Alfred Health

Better at home: rehabilitation in your own environment

Finalist

East Grampians Health Service

Implementation of a Montessori model of care

Excellence in women's health

Winner

Uniting ReGen

Mother & Baby Residential Withdrawal Service

Highly commended

Mercy Health

Obstetric Triage Decision Aid

Finalist

Alfred Health

From fertilisation to birth: HIV+ women giving birth to healthy bubs

Finalist

Monash Health

When the Below 100 project was born!

Improving Indigenous health

Winner

Eastern Health

Improving access to recovery-oriented adult mental health services for the Aboriginal community in the east

Highly commended

Peninsula Health

Growing very strong – Korin Korin Balit-Djak Balert Balert: cultural tours to improve the health and cultural safety of Aboriginal people

Finalist

Cancer Council Victoria

Engaging Aboriginal communities on cancer screening using humour

Finalist

Monash Health

Healthy Koori Kids

Improving workforce wellbeing and safety

Winner

Western Health

Don't walk past: sustaining a positive workplace

Finalist

Melbourne Health

The Royal Melbourne Hospital Emergency Department team take proactive approach to violence and aggression

Finalist

Peninsula Health

Building a culture of safety to combat patient-initiated aggression and improve workforce health

Finalist

St Vincent's Hospital Melbourne

Serious about safety

Safer Care Victoria award for excellence in quality and safety

Winner

Ambulance Victoria

The Victorian Stroke Telemedicine

Highly commended

Alfred Health

Analgesic stewardship: an innovative approach to optimise use of, and reduce harm from, opioids and other analgesics

Summary of awards

Finalist

Melbourne Health

"Think sepsis. Act fast":
implementation of a hospital-
wide clinical pathway for
management of sepsis

Finalist

St Vincent's Hospital Melbourne

DASH – Dynamic Allocation of
Staff Hours

Safer Care Victoria compassionate care award

Winner

Melbourne Health

"In harmony with our patients":
20 years of music therapy at
The Royal Melbourne Hospital

Highly commended

Monash Health

Monash Care: introduction
of Schwartz Rounds

Finalist

Melbourne Health

Responsive Acute Palliative
Intervention and Decision
Assistance

Supporting healthy populations

Winner

Southern Grampians Glenelg Primary Care Partnership and Western District Health Service

Communities lead change to
decrease childhood obesity

Highly commended

Cardinia Shire Council

Planning for healthy
neighbourhoods in Cardinia Shire

Finalist

Alfred Health

The PrEPX Study

Finalist

Barwon Health

Removing sugary drinks: a step
beyond Healthy Choices

Supporting LGBTI health

Winner

Mind Australia

Mind Equality Centre

Highly commended

The Royal Children's Hospital

Single-session nurse-led
assessment clinic

Finalist

Cobaw Community Health

Healthcare Under the Rainbow

Finalist

Merri Health

Fostering a cohesive community

Whole-of-hospital model for responding to family violence

Winner

Northern Health

Partnering with the north:
evaluating and building capacity
for stronger families

Highly commended

Maryborough District Health Service

Addressing family violence
through collaborative
partnerships

Finalist

The Royal Women's Hospital

Family Violence Workplace
Support Program

Premier's Health Service of the Year



Winner

Primary Health Service of the Year Merri Health

Merri Health is a not-for-profit community health organisation delivering integrated services that respond to local health needs.

The organisation's approach addresses the medical, social, environmental and economic aspects that affect health through community initiatives, peer-led models, and educational and partnership programs. Services span children and families, young adults, carer support, chronic disease management, mental health, disability, dental, population health and aged care.

Merri Health is a values-driven organisation with co-design approaches at its core. Its work is founded on respectful and inclusive practice, innovative solutions, and responsive services tailored to meet the unique needs of its communities.

It was one of the first metropolitan community health providers to achieve Rainbow Tick accreditation, demonstrating its commitment to LGBTI pride, diversity and inclusion.

Merri Health's capability to deliver sustainable, well-managed and efficient health services was demonstrated in July 2017, when fire totally destroyed its head office. The successful activation of its business continuity and disaster recovery plans, combined with the efforts of its dedicated staff, ensured there were no disruption to services.

It has rigorous policies, procedures and systems that demonstrate its ongoing commitment to enhancing quality and safety, and reducing risk to patients, staff and the community.

Merri Health also has prevention and health promotion programs to help people live healthy lifestyles and prevent the onset of disease. It proudly serves a diverse community.

In all aspects of its work, Merri Health creates healthy, connected communities through local health services for people at every age and stage of life.

Contact

Nigel Fidgeon
Merri Health
nigel.fidgeon@merrihealth.org.au



Highly commended

EACH

EACH began in 1974 as a humble community health service in the outer-east, providing a safe place for marginalised community members who were not well served by mainstream services. The organisation's deep commitment to inclusion and access remains as pertinent today as it was in the 1970s.

Its service culture is based on overarching principles of welcome, empathy and hope. It delivers more than 150 programs ranging from disability, allied health, aged care, youth and family services.

Since 2016, EACH has transformed its business and operating models to become a truly customer-centric organisation, where all customers experience safe and great care.

Contact

Peter Ruzyla
EACH
pruzyla@each.com.au



Finalist

Dental Health Services Victoria

Dental Health Services Victoria (DHSV) is the leading public oral health agency in the state. As well as delivering dental services to more than 400,000 Victorians, it also coordinates oral health promotion programs and leads research to reduce the prevalence of oral disease.

Through its value-based healthcare model, DHSV is transforming the way oral healthcare is received in Victoria. Its key objective is to improve the oral health outcomes that people value the most, in a cost-effective way.

To achieve this, DHSV is working with the state's 52 community dental services to ensure patients leave not only with improved health outcomes, but feeling engaged and empowered to look after themselves.

Contact

Deborah Cole
Dental Health Services Victoria
deborah.cole@dhsv.org.au



Winner

Small Health Service of the Year Seymour Health

For nearly 100 years, Seymour Health has served its community, responding to the changing health needs and aspirations of a catchment population of more than 14,000 people across the shires of Mitchell, Murrindindi and Strathbogie.

Seymour Health provides a comprehensive range of services, including acute care, high-volume urgent care, and subacute services such as postacute care and district nursing. It also provides a broad range of allied health and community health services, residential care for high-needs clients, and subregional palliative care and dental health services.

Some of the unique health challenges in Seymour Health's community include high levels of obesity, chronic diseases, cancer, dementia, mental illness, alcohol and other drug misuse. Seymour also has a high proportion of Aboriginal people living in its catchment.

Over the past 12 months, Seymour Health has established and consolidated continual improvements in the areas of governance, clinical governance and communication.

Its dedicated approach to be transparent, to continually strive for excellence in quality and safety, and to engage more meaningfully with its community has led to resourceful and inspired approaches that ensure improved health outcomes.

Seymour Health has demonstrated its performance as a sustainable, well-managed rural health service with clear, robust systems and a commitment to high-quality patient safety. This performance is underpinned by consistently meeting or exceeding its financial, service and clinical benchmarks.

This small health service has consciously enhanced its responsiveness to patient needs and changing patterns of demand, and its important work has led to better health for its community.

Contact

Chris McDonnell
Seymour Health
chris.mcdonnell@seymourhealth.org.au



Finalist

Kyneton District Health

Kyneton District Health is a public hospital and community care provider that has been servicing the Macedon Ranges for more than 160 years. It provides urgent care, surgical, medical, maternity, and dialysis, palliative, transition and community care services.

It has successfully navigated a period of significant reform driven by financial imperatives, quality standards and community relations. This culminated in well-earned recognition of its hard work in the 2016 and 2017 Victorian Public Healthcare Awards.

In the past year, Kyneton District Health has not been resting on its laurels. It has commissioned a clinical services plan, and is in the process of resetting its compass for the next stage of its journey.

Contact

Maree Cuddihy
Kyneton District Health
mcuddihy@kynetonhealth.org.au



Finalist

Numurkah District Health Services

Numurkah District Health Service is a small rural health service in northern Victoria.

It has undergone a complete transformation since 2012, when most of its facilities were destroyed by a major flood. Eighteen months later it was affected by major bushfires.

Thanks to enormous effort on the part of staff, volunteers and the community, it was rebuilt and re-opened in 2015, with a commitment to re-establish and improve existing services, develop new services, and maintain excellence in service delivery.

It was the first small health service in Australia to win a Studer Group International Healthcare Organisation Award for achieving excellence in 2016.

Contact

Jacque Phillips
Numurkah District Health Service
phillipj@ndhs.org.au



Winner

Medium Health Service of the Year Echuca Regional Health

The 136-year-old Echuca Regional Health is the largest health service in Campaspe Shire, located 180 kilometres north of Melbourne. Its primary catchment is the twin cities of Echuca (Victoria) and Moama (New South Wales).

Since the opening of its new and expanded hospital, acute admissions have increased by 17 per cent, babies born by 38 per cent and emergency department presentations by 34 per cent.

Despite these significant increases in activity, the hard work of staff and prudent oversight by the board have meant the health service's Victorian Health Experience Survey scores are consistently above the state average.

Staff satisfaction has also remained high during this time of growth, and the service's People Matter Survey results show strong results for job satisfaction and patient safety culture.

To further its goal of 'supporting everyone to be healthy and live well', Echuca Regional Health developed and supported Healthier Campaspe, a partnership between health services and the

Campaspe Shire Council to address the health issues that are having the greatest impact on its community.

This innovative partnership is building knowledge and understanding, and improving the overall health of our community. This also promotes positive changes in lifestyles, which affect the social, economic and environmental conditions that determine people's health.

Echuca Regional Health's organisational values of collaboration, accountability, respect and excellence are part of its everyday work to provide a safe, supportive and innovative organisational culture that supports enhanced performance and creates an ethos of clinical, service and operational excellence.

Contact

Michael Delahunty
Echuca Regional Health
mdelahunty@erh.org.au



Finalist

Kyabram District Health Service

Kyabram District Health Service provides care to a catchment population of 12,700 people of the Campaspe Shire in the Loddon Mallee region.

The health service's vision is to achieve a healthy community by providing local care. Through strong and transparent leadership, it drives its values of empathy, community and wellbeing for all by putting people first in everything it does, and recognising the value of consumer and staff engagement.

Its strategic intent is to develop a health service that is responsive to people's needs and engages the community in the activity, direction and performance of the health service. It has achieved this through an embedded community engagement model that focuses on the delivery of safe and appropriate care.

Contact

Peter Abraham
Kyabram District Health Service
pabraham@kyhealth.org.au



Finalist

Maryborough District Health Service

Maryborough District Health Service is a leading rural health service that is embarking on a program of social capital reform, service enhancement and physical infrastructure development. It serves a region with demographics that include an ageing population with enormous socioeconomic and health disadvantage.

The health service has a strong culture of leadership, and it continues to build its workforce's capability through a number of initiatives. It has demonstrated innovation in responding to increasing and changing patterns of demand.

It has also been recognised for the difficult task of maintaining business continuity through two significant recent flood events.

Contact

Terry Welch
Maryborough District Health Service
twelch@mdhs.vic.go.au



Joint Winner

Large Health Service of the Year Alfred Health

Alfred Health is one of Australia's leading healthcare services. It has a dual role: caring for the 700,000 locals who live in inner-southern Melbourne, and providing health services for Victorians experiencing acute and complex conditions through our 14 statewide services.

There are three hospital campuses – The Alfred, Caulfield Hospital and Sandringham Hospital – as well as community-based clinics providing care that spans life-saving treatments, specialist and rehabilitation care, through to accessible local healthcare.

The health needs of its community are diverse, and in part defined by the socioeconomic disadvantage and diverse cultural make-up of its catchment.

Alfred Health's service response is also defined by the needs of patients across Victoria with complex, acute or chronic conditions, who receive specialist care from its statewide services.

As one of the state's three trauma hospitals, Alfred Health plays a pivotal role in supporting the community when needed most: from the Bourke

Street and Flinders Street incidents, through to thunderstorm asthma and the severe influenza season of 2017.

In the past year, Alfred Health has managed a significant achievement to balance increasing demand for care from patients with high levels of acuity and complexity, while maintaining quality and timely care.

It has also furthered its reputation as a centre of excellence for clinical research, and Alfred Health researchers improved practice worldwide with two ground-breaking studies regarding surgical guidelines.

The growing involvement of staff and patients in shaping the health service is also significant. Alfred Health reached out to staff, community, patients and their families, and incorporated their experiences into service planning and delivery.

Contact

Andrew Way
Alfred Health
Andrew.Way@alfred.org.au



Joint Winner

Large Health Service of the Year Peter MacCallum Cancer Centre

Peter MacCallum Cancer Centre is a beloved public hospital that opens its doors to every Victorian in need of cancer treatment.

Peter Mac is an internationally recognised cancer centre at the forefront of groundbreaking research, and it is pioneering improved treatments that deliver better outcomes for people affected by cancer.

In 2017, Peter Mac's 2,272 clinicians, nurses, researchers, scientists, administrators and volunteers provided services from the hospital's home at the Victorian Comprehensive Cancer Centre (VCCC), and at its sites in Bendigo, Box Hill, Moorabbin and Sunshine.

By working collaboratively, Peter Mac cared for more cancer patients than any other Australian hospital in 2017. It saw around 28 per cent more patients than in 2016, and its specialist clinic activity also grew by 12 per cent.

During 2017–18, Peter Mac's improvement programs included establishing a short-stay unit for people who need monitoring after surgery, and four new overnight clinical trials beds to provide

intense monitoring of clinical trials without taking up inpatient beds.

Peter Mac listens to its patients, families, carers and communities to continuously improve services and models of care that are delivered as personally as possible.

Working with consumer representatives, Peter Mac has an overarching consumer experience framework that includes a community participation plan, the Peter Mac Engagement Compass and Peter Mac Promise.

Its mainstream media program had the potential to reach 5.7 million people. Much of this information contains prevention and health promotion messages.

Peter Mac is a truly world-class health service, offering state-of-the-art treatments with exceptional care and renowned compassion.

Contact

Dale Fisher
Peter MacCallum Cancer Centre
dale.fisher@petermac.org



Finalist

The Royal Children's Hospital

The Royal Children's Hospital has been providing outstanding care for Victoria's children and their families for almost 150 years.

It is the major specialist paediatric hospital and trauma centre in Victoria, and its care extends to children across Australia, through the Paediatric Infant Perinatal Emergency Retrieval service and as a nationally funded centre for paediatric cardiac, liver and lung transplantation.

With children from birth to four years representing the state's fastest growing demographic group, The Royal Children's Hospital has responded to increasing demand through a values-based business transformation process, underpinned by the development of a hospital-wide compact to deliver great care.

Contact

John Stanway
Chief Executive Officer
The Royal Children's Hospital
John.Stanway@rch.org.au





Key awards

Winner

Chief Health Officer's Award for improving healthcare through clinical research Melbourne Health

EXTEND-IA TNK: globally transforming stroke treatment

Time is crucial in the treatment of stroke, and a breakthrough in stroke medical research has found that a drug traditionally used for heart attacks can dissolve blood clots in the brain faster and more effectively than standard stroke drugs.

The EXTEND-IA TNK randomised clinical trial, led by The Royal Melbourne Hospital, compared the effectiveness of two drugs, Tenecteplase and Alteplase, in dissolving stroke-causing blood clots, before patients went on to have clot retrieval surgery.

The study showed the use of Tenecteplase restored blood flow to the brain before clot retrieval surgery in double the number of patients compared with Alteplase (22 per cent compared with 10 per cent of patients).

For one in five patients treated with Tenecteplase, clot retrieval surgery was not required and the earlier restoration of blood flow was associated with improved functional recovery in Tenecteplase-treated patients.

Other key findings included that Tenecteplase could be given to a patient over 10 seconds, compared with the one-hour infusion of Alteplase. This has practical advantages when transferring patients between hospitals for clot retrieval surgery, and means it is a less expensive drug to administer.

This study will now influence the treatment of ischemic strokes and guidelines globally.

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Highly commended

Alfred Health

Fresher red blood cell use in intensive care as a randomised controlled trial

Fresh red blood cells can be kept for up to 42 days, but they undergo biochemical changes the longer they are stored. It was not known if these changes are harmful.

Although it is standard practice to issue the oldest blood first to minimise wastage before its expiry date, some hospitals had commenced providing fresher blood to patients in intensive care.

This investigator-initiated, international, multi-centre, randomised, double blinded, phase 3 trial evaluated the effects of transfusion of fresher blood compared with standard-issue, oldest-available blood in critically ill patients.

The trial proved that freshest available blood has no benefit over standard-issue blood, thereby preventing costly and unnecessary reorganisation of blood delivery services.

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Finalist

Austin Health

Better antibiotic prescribing: an antibiotic allergy research program

Up to 25 per cent of people think they are allergic to antibiotics, thanks to a label on their medical record that has probably not been checked since childhood.

In a world-first research study, Austin Health and Peter MacCallum Cancer Centre set out to understand how antibiotic allergy testing in a clinical setting could reduce incorrect allergy labelling, and improve the safe and appropriate use of antibiotics.

The results are profound – hundreds of patients have been given the all clear to take antibiotics, and improved appropriate antibiotic therapy and an antibiotic allergy testing program are now embedded at both health services.

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Joint Winner

Minister for Health's Award for improving children's health Monash Health

Escaping to fantasy land: using leading-edge technology to distract children during medical procedures

Virtual reality (VR) technology can provide an immersive environment that allows people to have modified experiences of reality. This can help hospitals manage patients with pain, disability, neurologic dysfunction, anxiety and depression.

Medical treatment can be especially daunting for children. To address this, the Monash Children's Hospital MRI department trialled leading-edge VR technology, together with child life therapy (involving play therapy and role playing) and ambient experience (involving visual and auditory experiences), to explore and test this approach to helping children cope with medical imaging procedures.

The trial showed that using VR technology significantly improves a child's MRI experience by minimising anxiety and stress, and providing a positive distraction for both parents and their children.

Children put on a VR headset and are immersed in an engaging and interactive 3D virtual world. The headset provides alternative views and sounds, enabling children to 'escape' from the real world where the procedure is occurring. For example, children will think fish are nibbling their arm in an underwater world while staff are preparing their arm for intravenous cannulation.

The engaging and captivating nature of the technology means that rather than having to coax children into the MRI procedure room, they now need to be coaxed out!

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Joint Winner

Minister for Health's Award for improving children's health The Royal Children's Hospital

The RCH National Child Health Poll: a voice for parents

The Royal Children's Hospital National Child Health Poll is a quarterly, national weighted survey of Australian households that sheds new light on the big issues in contemporary child and adolescent health – as told by Australian parents.

The Royal Children's is the only children's hospital in Australia to conduct this kind of research, which moves beyond incidence reporting to uncover the beliefs and practices of parents, and their knowledge gaps.

By pinpointing these gaps, the poll helps The Royal Children's and others to conduct more effective health promotion and prevention. It gives hospitals, health providers and policymakers practical information they can use to get the best from health promotion activities, as the Australian healthcare system moves towards comprehensive community-centred care that enhances children's overall health and wellbeing.

With the rise of digital and social media, the trusted voice of The Royal Children's Hospital now reaches across Victoria and the nation. The poll is a tangible component of The Royal Children's ethical obligation to be a visible provider of authoritative health information.

The poll concept is based on the successful US National Poll on Children's Health, run by the Mott Children's Hospital, Michigan. The Royal Children's consulted closely with the US poll directors in developing its own model.

Contact

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Joint Winner

Minister for Mental Health Award for excellence in supporting the mental health and wellbeing of Victorians Melbourne Health

Critical Incident Response Team (CIRT) Information Sharing Project – Enhanced Critical Response Program

The Enhanced Critical Response Program (ECRP) is a partnership between Melbourne Health's NorthWestern Mental Health Triage Service and Victoria Police's Security Services Division (SSD). This collaboration provides timely and valuable clinical information to SSD during critical incidents.

The partnership has resulted in reduced harm to individuals, emergency responders and members of the public. It also provides better outcomes for people with mental illness who are at risk of interpersonal violence.

People with mental illness are over-represented in police critical incidents, including fatal police shootings. These people often have co-morbid substance misuse issues, which means the risk of violence towards themselves and others in the community can escalate due to impaired judgment, increased risk taking behaviours, a low frustration tolerance and poor impulse control.

Victoria Police's SSD includes the Special Operations Group (SOG) and Critical Incident Response Team (CIRT). It provides a rapid, specialised response in high-risk incidents, such as the arrest of violent offenders, the execution of high-risk search warrants, suicide interventions, barricade incidents and sieges.

Experience shows that the best approach to people in a mental health crisis involves collaboration, communication and cooperation between police and health and emergency services to provide timely, effective and safe responses.

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Joint Winner

Minister for Mental Health Award for excellence in supporting the mental health and wellbeing of Victorians The Royal Children's Hospital

The RCH Gender Service: protecting and affirming gender identity

The Royal Children's Hospital Gender Service (RCHGS) cares for children and young people experiencing gender dysphoria – the distress felt when a person's sense of being male or female differs from the gender they are assigned at birth. The terms transgender and gender diverse are used to describe these identities.

About 1.2 per cent of Australian schoolchildren, or around 45,000 children, are thought to identify as transgender.

RCHGS sees serious psychiatric morbidity in many of the trans and gender diverse young people it cares for. Trans and gender diverse young people are also at increased risk of harm because of discrimination, bullying, physical assault and even homicide.

A supportive environment – including family and health services that affirm a child's gender identity – improves mental health. The RCHGS is leading the world in innovative initiatives that

support trans and gender diverse children and adolescents and their families.

In the past 12 months, and with the support of patients, families, community groups and clinicians, the RCHGS has developed the world's most progressive clinical guidelines for doctors, been pivotal in landmark legal reform for transgender adolescents' rights, and begun a world-first mental health study.

The service aims to reduce mental illness in trans and gender diverse children by affirming and protecting their identity in a world where many judge and hurt them.

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Finalist

Alfred Health

An integrated psychiatry model of care in the Emergency & Trauma Centre improves care for patients with mental health

The Alfred's Emergency & Trauma Centre (E&TC) had anecdotal evidence that mental health or alcohol and other drug issues were common, but there was little data to show whether the current model was meeting patient needs.

The integrated psychiatry model of care was introduced to investigate and improve the E&TC response for people experiencing alcohol and other drug and/or mental health issues.

It focuses on providing better access to specialist assessment, facilitating earlier commencement of specialist treatment, and reducing time in E&TC.

As a result, more patients in E&TC now get specialist mental healthcare and have a shorter wait time for psychiatry admission.

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Finalist

Alfred Health

The MET equivalent in psychiatry: the Psy-BOC team responds early to prevent deterioration

This project was implemented in response to a rise in restrictive interventions and aggression within Alfred Health's adult inpatient psychiatry unit.

The Psychiatric Behaviour of Concern (Psy-BOC) call and team response is the equivalent of a MET call to prevent behavioural health deterioration.

The initiative also involves building staff capability to identify and respond via less restrictive means to early warning signs of behaviour deterioration.

Since Psy-BOC commenced in February 2017, there have been 23–50 per cent fewer aggression, self-harm, absconding and sexual harm incidents. Seclusion episodes have dropped by 65 per cent, and use of security by 20 per cent.

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Winner

Secretary's Award for improving integration of care for patients with chronic and complex conditions

Monash Health

A proactive system of care for patients with life-limiting chronic conditions

Too often, patients with non-cancer life-limiting chronic conditions and palliative care needs are unable to access timely and early palliative care support. This is despite being a vulnerable patient cohort that requires a coordinated and compassionate approach to their complex clinical and emotional needs.

In response, Monash Health developed a proactive and innovative system of care for patients with life-limiting chronic conditions.

This innovative model of collaboration ensures palliative care clinicians, along with other specialties, work together as one team to provide holistic, coordinated care with continuity during the course of the illness and across care settings, while reducing the stigma or fear of involving palliative care.

This new initiative has successfully improved care planning, covering advance care plans, timely referral to palliative care and coordinated comprehensive community service referrals.

It also provided care planning information to general practitioners, and a single hospital point of contact for GPs and patients/carers. Most importantly, this initiative makes a world of difference to patients and their families as they deal with ill health and the emotional toll of having a life-limiting chronic condition.

The initiative has helped to reform Monash Health's system of care for people with life-limiting chronic conditions, and to improve their quality of life during an extremely challenging time.

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Finalist

St Vincent's Hospital, Melbourne

Integrated care: better outcomes for patients with feeding tubes

Patients unable to eat and swallow safely often need gastrostomy tubes (g-tubes) to administer nutrition formula, hydration and medications.

Increasing demand from this cohort was leading to long wait times for specialist appointments, unplanned presentations to the emergency department, and frustration for patients, carers and staff.

To address this, six health services credentialled dietitians as advanced practitioners in g-tube management.

This integrated, person-centred service has improved patient and staff satisfaction, prevented emergency department admissions, reduced wait times and diverted patients from specialist medical appointments and endoscopy day procedures to dietitian-led outpatient clinics, at significant cost savings to the hospital system.

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Finalist

Western Health

Western HealthLinks

The Western HealthLinks project supports patients with chronic and complex conditions to spend time at home instead of in hospital.

The initiative is an innovative integrated care program based on international best practice and extensive research. It has had consistent positive feedback from patients and families.

People participating in the project can call a Priority Response and Assessment (PRA) service if they have any concerns or need immediate support with their healthcare.

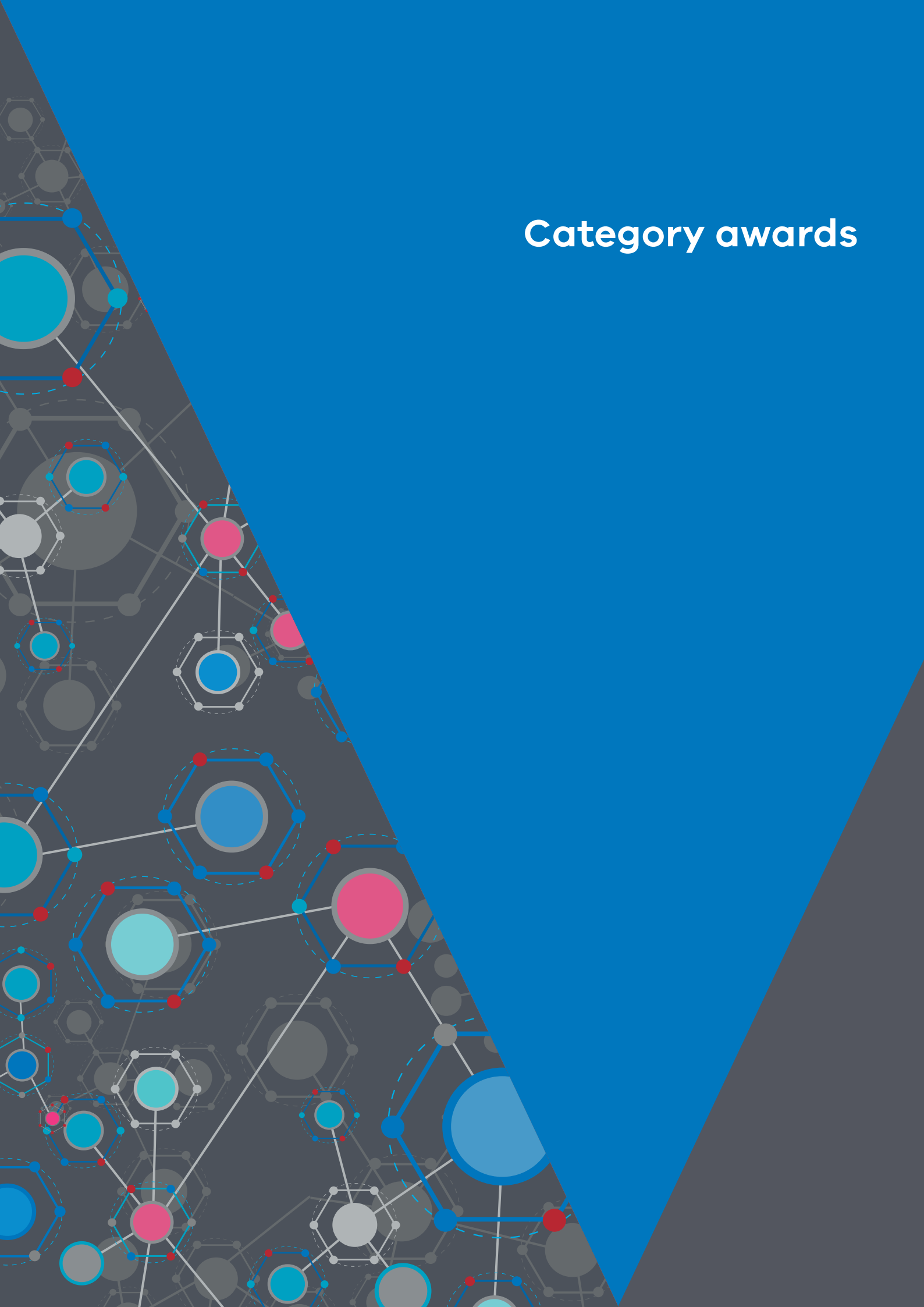
At the end of the first year, all PRA episodes received a home visit by a Registered Nurse within the four-hour target, and 86 per cent were treated at home instead of the emergency department.

Contact

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Category awards



Winner

Excellence in culturally diverse health St Vincent's Hospital Melbourne

The development of the Track and Trigger heart failure tool

Heart failure patients need to weigh themselves daily and monitor their fluid balance, as continual fluid gain can result in hospitalisation and high rates of morbidity and mortality. This monitoring process can be challenging for people with low health literacy or limited English.

The Track and Trigger tool provides a simple colour-coded chart that allows heart failure patients to document their daily weight over time and track changes. It also prompts them to take tailored action to prevent heart failure decompensation.

Developed in conjunction with patients and health literacy experts, the Track and Trigger tool was piloted for three months in a demographically diverse group of 33 heart failure patients.

Twenty-nine participants used the tool for an average of 80 per cent of the pilot period. Seventy-two per cent recorded weights requiring action to be taken, and 40 per cent initiated the recommended action.

Patients and carers reported the tool was simple and reassuring. Most found the tool a useful reminder to weigh themselves daily. They described feelings of comfort, positive reinforcement and encouragement when their weight stayed in the green zone.

The tool is now integrated with standard care for heart failure patients at St Vincent's Hospital Melbourne and has been shared with other health providers.

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Winner

Excellence in community engagement Gippsland Lakes Community Health

East: love where you live

This project by Gippsland Lakes Community Health aimed to consult with the community of East Bairnsdale to find out what services best suited their needs. It was also to foster community pride and lift the profile of this disadvantaged locality.

The extensive community consultation and engagement process yielded surprising results, clearly showing the importance of listening to community and not making assumptions.

Direct consultation with residents occurred between October 2016 and April 2017. This involved a door-to-door survey and discussions with more than 70 households. The results were fed back to residents, who nominated their priorities for action.

For the pride aspect of the project, an internal design team developed a selection of logos that were presented during the consultation. Young people were particularly engaged in this process. The most popular logo was then used on a variety of merchandise and posters, and the brand is now proudly worn and displayed by adults and children.

One of the surprising results from the consultation is that the community reported that despite its bad reputation, the area is a quiet place to live, and people valued their friends and neighbours.

The project has resulted in a number of issues being addressed, and it has given residents the evidence they need to demand action, as well as pathways for a response.

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Highly commended

Melbourne Health

Partnering with consumers in Allied Health: values-based recruitment

Allied health departments have traditionally used a conventional approach to staff recruitment. However, these methods are no longer adequate to ensure staff retention in a profession in increasingly high demand, with national and international mobility.

Simultaneously, policy and organisational imperatives to improve the way health services engage and involve their consumers have been gaining momentum.

To meet these dual needs, The Royal Melbourne Hospital Allied Health department trialled a new method of recruitment that incorporates consumers into the staff recruitment process.

The results indicate that a high rate of inclusion of consumers on recruitment panels has led to improvements in staff retention, and high levels of consumer satisfaction.

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Finalist

St Vincent's Hospital Melbourne

A community specialist clinic: taking the experts to the patients

This innovative model addresses the burden of osteoarthritis with a multidisciplinary community-based clinic established in a partnership between St Vincent's Hospital Melbourne's orthopaedic and rheumatology specialists and primary care.

The clinic is run by advanced-scope physiotherapists and GP clinicians, supported by orthopaedic and rheumatology specialists, and aims to improve access for patients, streamline and standardise patient selection for surgery, and increase uptake of evidence-based non-surgical care to improve patient outcomes – all at the primary care level.

Findings show that patients attending the clinic were very satisfied, had a high uptake of non-surgical therapy, a low referral rate to surgery, and a high discharge rate back to GP care.

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Finalist

The Royal Children's Hospital

Creating telehealth-enabled models of care in specialist clinics

In 2011, The Royal Children's Hospital began offering telehealth video calls for rural and regional patients who would otherwise have to travel long distances for an appointment.

Historically, clinicians experienced in telehealth have tended to routinely recommend telehealth to their patients, whereas those lacking experience with the technology did not have the confidence and motivation to identify if telehealth may be suitable.

The project used experienced clinical champions to create a framework for assessing if a patient was suitable for telehealth.

The framework aims to increase engagement, reduce cognitive load for telehealth newcomers, and establish a consistent approach to assessing clinical suitability of telehealth across departments.

Contact

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Winner

Excellence in public sector aged care Numurkah District Health Service

Wellbeing garden and community cafe for aged care residents

Numurkah District Health Service is a leading small rural health service in northern Victoria that offers a range of programs and services, including two residential aged care facilities and 11 independent living units.

Three years ago, the service introduced a wellbeing garden to enhance the lives, wellbeing, participation and social interaction of residents in residential aged care. The project also involved enhancing the menu offered to residents using fresh produce straight from the garden, and responding to their needs and tastes.

After identifying space for the garden, the service successfully applied for a grant from the Maggie Beer Foundation in 2015. The \$5,000 grant got the project off the ground, along with overwhelming volunteer and community support, and the garden was officially opened on 10 October 2016, following 12 months of hard work.

The initiative has created a beautiful communal space that offers a perfect balance of food, therapy and relaxation. The location of the garden allows residents of all abilities to have visual and physical access to the garden, and they have the freedom to use it at their leisure.

The wellbeing garden was also the platform to launch a weekly community café where residents, staff, family and visitors interact with each other on a regular basis.

Contact

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Finalist

Alfred Health

Better at home: rehabilitation in your own environment

Alfred Health's Geriatric Evaluation and Management at Home program provides a personalised home-based model of care for older patients in order to avoid or shorten hospital admission.

The high-intensity program aims to increase choice and access to care for older Victorians. It delivers a fresh, patient-driven model, providing therapy and care in the patient's own home.

In two years, there have been 650 admissions, with overwhelmingly positive patient and staff feedback.

The program has delivered a 24 per cent lower length of stay and significantly lower clinical incident rates, as well as high-quality, inpatient-level geriatric rehabilitation in the comfort of people's homes.

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Finalist

East Grampians Health Service

Implementation of a Montessori model of care

In 2015, East Grampians Health Service implemented a Montessori model of care at their 45-bed residential aged care facility, which accommodates a large proportion of people with cognitive impairment.

The project involved significant upgrades to the physical environment, and changes to the way care is delivered.

Introduction of the model of care has significantly improved residents' independence, self-esteem and engagement and communicative capacity.

Physical changes to the living environment not only provide a more attractive and homely place for people to live, but allow each person to be as independent and mobile as possible.

Data analysis shows a significant reduction in agitated behaviours among residents.

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Winner

Excellence in women's health Uniting ReGen

Mother & Baby Residential Withdrawal Service

The four-bed Mother and Baby Residential Withdrawal Service is a key strategic initiative of Uniting ReGen and the Department of Health and Human Services, which fills a crucial (and longstanding) gap in the Victorian alcohol and other drug treatment system.

The service removes barriers to accessing early-stage treatment options, and supports significant immediate improvements in mothers' wellbeing and children's safety, along with longer-term engagement with health and support services for this highly vulnerable cohort.

The initiative grew from ReGen's pioneering Intensive Playgroup program, which identified systemic access barriers for women with babies or young children to what, for many people, is the first stage of alcohol and other drug treatment.

ReGen worked with the Department of Health and Human Services to develop a business case for the co-location of a dedicated mother and baby service at ReGen's adult residential withdrawal service in Ivanhoe.

Nine months after opening, the service has delivered 50 episodes of care (admitting 45 mothers, one father and 45 babies), and achieving its objectives, improving treatment accessibility and outcomes for mothers, and reducing risk to children.

For many of these women using the service, it has made the difference of being able to go home with their baby, and having the baby removed from their care.

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Highly commended

Mercy Health

Obstetric Triage Decision Aid

The Obstetric Triage Decision Aid (OTDA) provides structured, standardised triage of pregnant and postpartum women who make unscheduled presentations to hospital.

Typically, maternity assessment units and birth suites have no triage process for unscheduled presentations. While emergency departments routinely apply a triage process, they are not well-versed in the triage of pregnant and postpartum women.

This project involved validating the OTDA, and improving timely access to care according to clinical urgency.

The OTDA was integrated with Werribee Mercy Hospital emergency department processes, and introduced into the maternity assessment unit.

The implementation of the OTDA has reduced clinical risk, and improved patient experience.

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Finalist

Alfred Health

From fertilisation to birth: HIV+ women giving birth to healthy bubs

Since 2008, the number of pregnant women living with HIV in Victoria has increased, and we now lead the country in the rate of perinatally HIV-exposed babies.

In recognition of this, Alfred Health initiated a statewide maternal paediatric HIV program comprising an infectious diseases physician and clinical nurse consultants from the Victorian HIV Consultancy Program.

The initiative aimed to streamline referrals, coordinate care, provide leadership and clinical expertise, minimise variation in clinical practice across different health facilities, optimise the health and wellbeing of HIV positive women in Victoria, and prevent HIV transmission to their babies.

The project has seen no HIV transmission and no loss to follow up.

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Finalist

Monash Health

When the Below 100 project was born!

From 2012–14, Casey Hospital had a worsening rate of perinatal deaths, measured by the gestation standardised perinatal mortality ratio (GSPMR).

Undetected fetal growth restriction is a significant contributor to these deaths.

Monash Health set out to improve the detection of small babies in utero, and to reduce the GSPMR to below the state average of 100.

Perinatal deaths were reviewed to identify interventions that could reduce the number of small babies.

Since the project was implemented, there has been a sustained decrease in the number of small babies born. The GSPMR has continued to improve, and Casey Hospital is now the leading hospital in its peer group.

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Improving Indigenous health Eastern Health

Improving access to recovery-oriented adult mental health services for the Aboriginal community in the east

Aboriginal and Torres Strait Islander people face complex issues of intergenerational trauma, family disharmony and economic disadvantage that may adversely affect their cultural and spiritual, emotional and physical wellbeing. This can result in mental health and drug and alcohol issues, and more typically as co-occurring issues (dual diagnosis).

In 2015, Eastern Health identified that the Aboriginal community was disconnected from its mainstream mental health service.

Aboriginal people were not accessing the Adult Mental Health Prevention and Recovery Care Centre (PARC), and were more often experiencing a 'revolving door' involving a short admission to the Acute Inpatient Unit (IPU) followed by discharge back to the community before they had sufficient time to recover.

To address these issues, Eastern Health developed an initiative to build its connection to and relationships with external and internal Aboriginal stakeholders, and to improve cultural safety and boost access to acute and subacute residential mental health services for Aboriginal consumers.

The initiative has seen a marked increase in the number of Aboriginal people accessing PARC and IPU, and it has significantly improved discharge planning and transition back to community. Eastern Health has also built better relationships with Aboriginal community organisations, and improved cultural safety in clinical settings.

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Highly commended

Peninsula Health

Growing very strong – Korin Korin Balit-Djak Balert Balert: cultural tours to improve the health and cultural safety of Aboriginal people

As the major public health service for the region, Peninsula Health works with local agencies and Aboriginal community organisations across the catchment to provide culturally appropriate and inclusive programs to improve the health and wellbeing of local Aboriginal people.

The Balert Balert cultural tour program aims to increase the cultural competence of local health workers to enhance service delivery and inclusiveness for local Aboriginal people. Since its launch, 160 local community workers have participated in the program.

All partner agencies are committed to continuing the tour program beyond the initial pilot, and recognise its value in developing workforce capacity and improving cultural safety and cultural competence.

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Finalist

Cancer Council Victoria

Engaging Aboriginal communities on cancer screening using humour

One of the Cancer Council Victoria's key objectives is to increase community participation in cancer screening and immunisation, particularly in under-screened communities, such as Aboriginal and Torres Strait Islander people.

To achieve this, it developed a culturally appropriate strategy to increase bowel screening awareness among Aboriginal Victorians.

The campaign was developed in consultation with the Aboriginal community, and used the power of community engagement to co-create innovative strategies to engage Aboriginal Victorians, using humour and respected elders in the community.

Cancer Council Victoria also trained Aboriginal health workers in bowel screening to ensure the Aboriginal workforce has the capacity to have conversations about screening.

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Finalist

Monash Health

Healthy Koori Kids

About 20 per cent of children in out-of-home-care in Victoria are Aboriginal, despite the fact that Aboriginal people represent only 1 per cent of the state's population. Healthy Koori Kids aims to provide the very highest standard of care to kids who need it most – those entering out-of-home care.

The initiative provides an interdisciplinary model of care that includes comprehensive nursing, medical, mental and allied health, and dental assessments, with subsequent action plan development.

It also coordinates care to assist children and carers access services, and to provide action plans that ensure children feel safe and supported at all stages of this journey.

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Winner

Improving workforce wellbeing and safety Western Health

Don't walk past: sustaining a positive workplace

Western Health's Positive Workplace Strategy engages employees and volunteers in a shared and supported responsibility for building a positive and respectful workplace.

The strategy provides education and tools that support staff to challenge unacceptable behaviour by calling it out and taking safe and effective action.

The objective is to empower individuals to have the commitment and courage to address negative behaviours before they become a pattern. This builds a respectful, healthy and positive workplace.

In August 2016, 130 staff attended a forum featuring retired Lt General David Morrison on the theme 'The standard you walk past is the standard you accept'. The 'Don't walk past' theme was adopted for ongoing use.

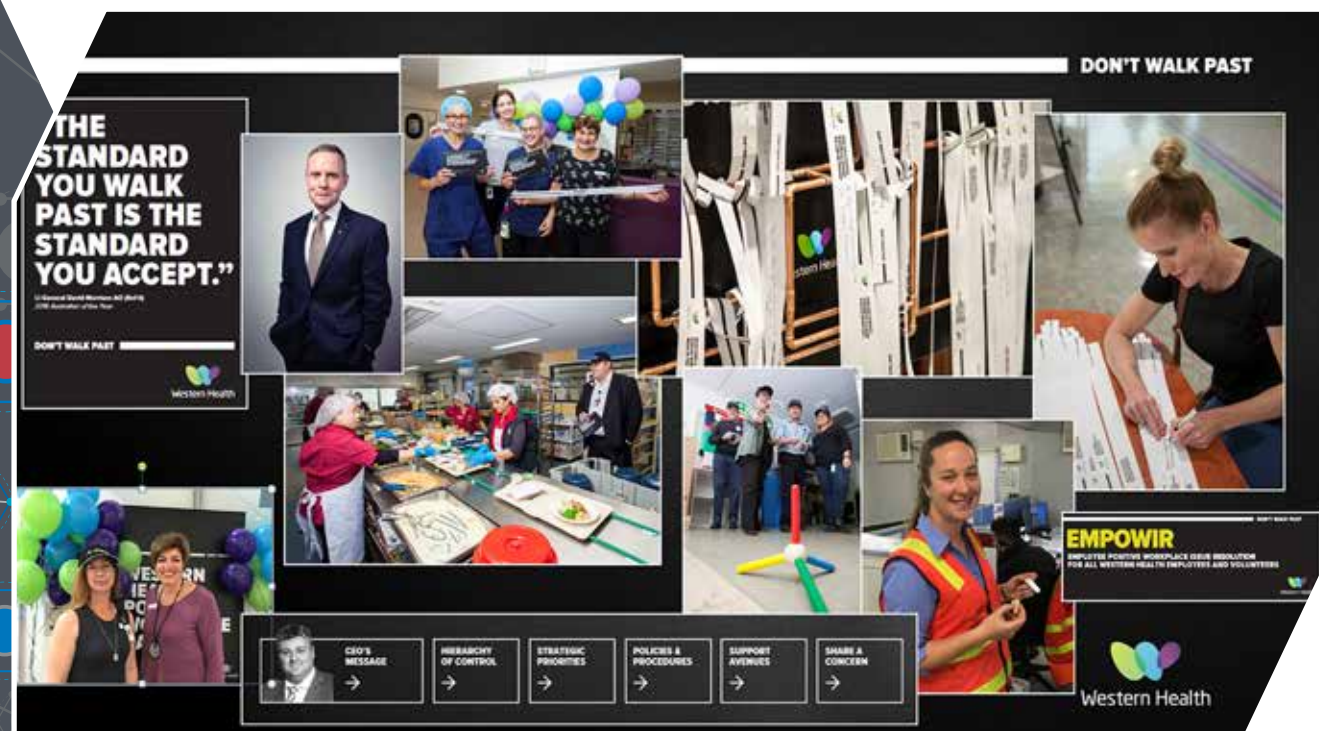
A key system developed to support the strategy is EMPOWIR (Employee Positive Workplace Issue Resolution). This system supports a peer resolution process for staff to deal with or resolve workplace issues, complaints or concerns.

Staff feedback 12 months after the strategy began shows that staff do not tolerate bullying and harassment, and there has been a marked reduction in the extent of bullying experienced by staff.

This shows Western Health is building a culture where all employees and volunteers are empowered to create a positive work environment.

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Finalist

Melbourne Health

The Royal Melbourne Hospital Emergency Department team take proactive approach to violence and aggression

The Royal Melbourne Hospital's emergency department is a high-risk area for occupational violence and aggression (OVA).

As part of a whole-of-hospital response to OVA, the emergency department created four working groups to make their environment a safer place to work and be cared for, and to raise the awareness of OVA among staff and the community.

The working groups led positive initiatives, including improvements to communication and resource management strategies, environmental changes, wellbeing programs and the creation of a community awareness video.

Managers and staff have shown that with minimal expenditure and maximum teamwork, it is possible to make sustainable changes to improve safety and wellbeing.

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Finalist

Peninsula Health

Building a culture of safety to combat patient-initiated aggression and improve workforce health

In response to increased aggression and violence, Peninsula Health developed an integrated organisation-wide strategy to tackle patient/client-initiated occupational violence and aggression (OVA).

The initiative aimed to build a safety-first culture that addresses the risks and impact of patient-initiated aggression on the health and wellbeing of staff.

The organisation-wide strategy has resulted in a significant cultural shift within the organisation, and a reduction of the impact of OVA on staff health and wellbeing.

The OVA strategy and controls are now firmly embedded across the organisation, and staff report greater proactive management of OVA incidents or potential incidents.

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Finalist

St Vincent's Hospital Melbourne

Serious about safety

St Vincent's Hospital has changed the way it sees and manages staff safety.

In 2014, there was limited engagement in the safety system, and staff injuries were high. Patient safety was given a much higher priority than staff safety.

The hospital realised there was a link between better outcomes for patients and keeping staff safe, and with strong support from the executive team, it initiated a program to change its safety culture with an emphasis on incident reporting.

Three years on and things have changed. Staff are more engaged in safety, reporting has increased, and serious injuries have decreased.

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Winner

Safer Care Victoria award for excellence in quality and safety

Ambulance Victoria

The Victorian Stroke Telemedicine

The Victorian Stroke Telemedicine (VST) service is a ground-breaking initiative that delivers evidence-based acute stroke care to patients in regional Victoria, irrespective of geographical location.

VST is active in all 16 major regional hospitals across Victoria, and includes access to a roster of neurologists via telemedicine.

Clinical decision making is undertaken using real-time audiovisual clinical consultations with rapid access to brain images.

This interdisciplinary initiative has involved collaboration between hospital clinicians, IT personnel, government policy makers, researchers and industry.

To ensure its success, the implementation of VST at each regional hospital has a strong focus on the clinical change-management process.

The educational program included ambulance, hospital clinical staff, general practitioners (GPs) as well as a community-awareness campaign to raise knowledge about stroke and the need for urgent care.

VST delivers better patient stroke care, faster, and more safely. All of Victoria's key regional hospitals now deliver stroke thrombolysis – twice the national rate. More regional patients receive stroke thrombolysis in under 4.5 hours, and a third of these are treated in under 60 minutes.

This is comparable to metropolitan standards.

VST is fully sustainable, and it is currently operational 24 hours a day, 365 days a year within Ambulance Victoria.

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Highly commended

Alfred Health

Analgesic stewardship: an innovative approach to optimise use of, and reduce harm from, opioids and other analgesics

In a hospital setting, analgesics are common and pivotal medications used to manage pain.

In the community, however, long-term use and misuse of prescription analgesics is a rising problem both locally and overseas.

This Australian-first program aimed to optimise the use of analgesics across Alfred Health, to reduce analgesic-related harm to patients and the community at large, and to improve patient care.

The program is led by a dedicated analgesic stewardship pharmacist, and is delivering standardised practice through clinical guidelines, as well as supporting patient participation and delivering quality initiatives.

It has shown significant gains in improving patient care and reducing harm.

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Finalist

Melbourne Health

"Think sepsis. Act fast": implementation of a hospital-wide clinical pathway for management of sepsis

Sepsis is a life-threatening dysregulated response to infection resulting in organ failure, which is difficult to define, diagnose and treat. It also is responsible for significant mortality.

The "Think Sepsis. Act Fast." pathway was launched across the whole of The Royal Melbourne Hospital in January 2017.

The initiative has led to increased recognition that sepsis is a life-threatening condition, and has resulted in substantial improvements in management of sepsis, healthcare utilisation and patient outcomes.

In the first six months after implementation, the sepsis pathway was used in more than 700 episodes of care, resulting in a significant improvement in clinical and process outcomes for patients with sepsis.

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Finalist

St Vincent's Hospital Melbourne

DASH – Dynamic Allocation of Staff Hours

The acute physiotherapy staff at St Vincent's had set staffing ratios aligned with medical and surgical units. Staff reported some teams were much busier than others, which they felt affected care delivery.

The Dynamic Allocation of Staff Hours (DASH) tool was developed to deliver equitable physiotherapy services to meet daily fluctuations in acute clinical demand.

The physiotherapy workforce was also redesigned to include flex roles, which move across teams to areas with high demand.

After six months of implementation, physiotherapy services are delivered more equitably across all acute units, and there is now a flexible and adaptable physiotherapy workforce that can respond to changes in demand.

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Winner

Safer Care Victoria compassionate care award Melbourne Health

“In harmony with our patients”: 20 years of music therapy at The Royal Melbourne Hospital

The Royal Melbourne Hospital’s Music Therapy Service (MTS) was established in 1998 following a six-month postgraduate placement undertaken by Dr Emma O’Brien OAM.

Since its establishment, the MTS has grown in partnership with patients, the hospital, philanthropy, external grants and advocacy within allied health, and has won multiple awards.

From its single-therapist beginnings, the MTS now has a team of six providing more than 2,000 occasions of service at the bedside annually.

The overarching objective of the MTS is to work in partnership with patients and their carers to improve their quality of life, assist in recovery where possible, and bring comfort at the end of people’s lives.

The MTS reduces stress, discomfort, pain and rehumanises the hospital environment. We are passionate about providing our patients access to music and its therapeutic benefits, as well as providing support to our health professional colleagues by playing music in the hospital environment.

MTS also hosts an annual live music festival, now in its ninth year, with up to 800 school music students performing yearly.

The service has 32 live music volunteers (half of whom are medical students) who provide 18 hours of live environmental music weekly, lifting the spirits of patients, staff and visitors.

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Highly commended

Monash Health

Monash Care: introduction of Schwartz Rounds

Burnout is a serious problem in the healthcare profession, and it can lead to a loss of empathy and the ability to provide compassionate care.

Schwartz Rounds (the rounds), an initiative from the Schwartz Centre for Compassionate Care in Boston, provide a forum where all staff, clinical and non-clinical, come together to discuss the emotional and psychological aspects of working in healthcare.

This builds a sense of community, reduces isolation and reconnects caregivers to their purpose.

Feedback from the rounds shows that 98 per cent of participants thought they were well facilitated, and 78 per cent rated the overall experience as excellent.

Contact

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Finalist

Melbourne Health

Responsive Acute Palliative Intervention and Decision Assistance

Responsive Acute Palliative Intervention and Decision Assistance (RAPID Assist) is an innovative model of care that delivers palliative care precisely when and where it is needed.

The initiative is the result of collaboration between The Royal Melbourne Hospital and Peter MacCallum Cancer Centre, together with partners in community palliative care, Primary Health Networks, and general practice.

In the first 12 months, 282 patients were seen (172 have died), with 89 per cent of deaths occurring at home or in residential aged care, representing a more than sixfold improvement on the Victorian state average for death in the patient's preferred venue of care.

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Winner

Supporting healthy populations

Southern Grampians Glenelg Primary Care Partnership and Western District Health Service

Communities lead change to decrease childhood obesity

GenR8 Change and SEA Change Portland are childhood obesity initiatives that mobilise the whole community to ensure healthier choices are easier choices.

Ultimately, the initiatives aim to reduce childhood overweight and obesity across the Southern Grampians and Portland.

The two projects were done in partnership with Global Obesity Centre (GLOBE) at Deakin University, and used a co-creation approach that targeted multiple levels of the system and mobilised the broader community to be change makers.

Part of the planning process included participation in an Australian-first sustainable childhood monitoring system led by Deakin University.

In addition to reducing body mass index, both initiatives aim to achieve improvement in physical activity, active transport and consumption of vegetables, fruit and water, and reductions in sedentary behaviour, take-away foods and sugar sweetened beverages.

Along the entire journey, extensive community engagement was undertaken to increase understanding, awareness, and ownership of the issue and potential solutions.

The work has seen promising results to date, with monitoring data showing that the proportion of children in Portland who were overweight or obese decreased by 7.9 per cent from 2016 to 2017, while in Southern Grampians there was a 3.6 per cent reduction from 2015 to 2017.

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Highly commended

Cardinia Shire Council

Planning for healthy neighbourhoods in Cardinia Shire

The population of Cardinia Shire is expected to increase by 60 per cent over the next 12 years. This rapid growth has prompted a new approach to public health planning, which places greater emphasis on building healthy neighbourhoods.

Cardinia Shire's Liveability Plan seeks to 'keep well people well' using a disease prevention approach. Extensive research conducted by RMIT's Healthy Liveable Cities Group has informed this work.

The public health planning approach emphasises the need for sustained, collective impact over time.

Cardinia Shire Council is delivering this public health planning in collaboration with Kooweerup Regional Health Service and the Healthy Liveable Cities Group.

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Finalist

Alfred Health

The PrEPX study

Rates of HIV infection in Victoria have not declined for several years. HIV pre-exposure prophylaxis (PrEP) is a novel medication that reduces HIV transmission by up to 99 per cent.

In 2016, Alfred Health commenced a study to provide PrEP to 2,600 Victorians at risk of HIV, to determine if this would reduce the rate of new HIV infections in Victoria by 25 per cent.

PrEPX resulted in a 92 per cent HIV risk reduction in the study population, and is highly likely to have contributed to a substantial decline in new HIV diagnoses at a sentinel HIV clinic.

The PrEPX study design has been successfully adopted in other jurisdictions.

Contact

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Finalist

Barwon Health

Removing sugary drinks: a step beyond Healthy Choices

Barwon Health has implemented the Healthy Choices: guidelines for Victorian public hospitals, a whole-of-organisation approach towards healthy eating.

By providing a healthier food and drink environment, Barwon Health aims to positively influence the health of our community.

The Healthy Choices guidelines include a reduction of available sugary drinks available to less than 20 per cent, and Barwon Health has increased this commitment further by removing all sugar-sweetened beverages.

As a result of implementing Healthy Choices, Barwon Health increased the number of healthy food and drink choices in food outlets from 11 per cent to 43 per cent, and decreased unhealthy options from 59 per cent to 22 per cent.

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Winner

Supporting LGBTI health Mind Australia

Mind Equality Centre

Mind Australia is a leading mental health service provider that supports people dealing with the impacts of mental illness, as well as their families, friends and carers.

The Mind Equality Centre (MEC) is a counselling clinic established to provide the LGBTIQ+ community with mental health support in a safe, inclusive and informed space. Services include counselling, sex therapy, occupational therapy, employment support and training services.

MEC was officially launched in May 2017. It aims to reduce suicide in the LGBTIQ+ community and improve health outcomes, and provide a dedicated, informed and culturally safe counselling service to the LGBTIQ+ community in Victoria.

It provides a dedicated centre for mental health and wellbeing support for the LGBTIQ+ community and their families. The team includes psychologists, a social worker, an occupational therapist and a mental health nurse.

MEC supported more than 500 individuals and delivered 2,680 sessions of support. It provides counselling with an LGBTIQ+ overlay to allow people to address issues of concern. Couples and group counselling recognise relationships in all forms, including open relationships and polyamory.

The centre also delivered training on LGBTIQ+ inclusive practice.

MEC received Rainbow Tick accreditation in its first year of operation.

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Highly commended

The Royal Children's Hospital

Single-session nurse-led assessment clinic

The Royal Children's Hospital Gender Service is the largest multidisciplinary service in Australia for transgender and gender diverse children and adolescents. It aims to improve physical and mental health and wellbeing of this vulnerable cohort.

In the past five years, referrals have rapidly increased, leading to extended wait times.

In a world-first response, a single-session nurse-led assessment clinic was introduced as the clinical entry point to the service, during which a youth biopsychosocial assessment is undertaken, and information, education, and support are provided.

Outcomes of the clinic include a significant reduction in wait times and a timely clinical triage system.

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Finalist

Cobaw Community Health

Healthcare Under the Rainbow

Cobaw is a community health service located in the Macedon Ranges, and serving central Victoria.

As part of its WayOut program, a video project called Healthcare Under the Rainbow was led and developed by LGBTI young people.

The video seeks to positively educate health professionals on the healthcare approaches and sensitivities needed to work with the LGBTI community.

A poor approach by a healthcare professional can mean the difference between a person accessing good healthcare, or not receiving healthcare at all.

Cobaw will continue to use the video to promote the rights, health and wellbeing of LGBTI people who live and work in central Victoria.

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Finalist

Merri Health

Fostering a cohesive community

Merri Health creates healthy, connected communities through local health services for people at every age and stage of life.

In 2016, it became the first Victorian metropolitan community health provider awarded Rainbow Tick accreditation.

In 2017–18, it continued to focus on improving LGBTI care. Achievements include the launch of LGBTI-specific services, three social initiatives that reached 100,000 people, and educating more than 1,000 students about LGBTI-inclusive practice.

By improving the accessibility of local services through partnerships, presence and inclusive practices, Merri Health is addressing gaps in LGBTI health, mental wellbeing and connections.

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Winner

Whole-of-hospital model for responding to family violence Northern Health

Partnering with the north: evaluating and building capacity for stronger families

Northern Health has partnered with Kilmore District Hospital to tackle family violence in Melbourne's northern suburbs, including the local government areas of Hume, Whittlesea and Mitchell, which experience significantly higher rates of family violence than the state's average.

The project involved supporting staff through a major cross-organisation cultural change process, as well as policies of zero tolerance to family violence, and upskilling of managers to lead change.

A newly recruited multidisciplinary project team supports partnerships between hospitals and specialty agencies to drive the change, with partners including Berry Street, Victoria Police, local councils, and mental health, Aboriginal and legal services.

The project has increased the confidence and skill of staff to enable sensitive enquiry, as well as creating an environment where patients feel safe to disclose family violence, and to ensure that all victim survivors of family violence receive appropriate care and referral.

The results show that new family violence alerts and secondary referrals have grown, as well as staff disclosures and access of family violence leave. This demonstrates the effectiveness of this whole-of-organisation approach to addressing family violence and reducing harm.

Northern Health also gained White Ribbon accreditation in March 2018, and is only the second hospital in the state to achieve this status.

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Highly commended

Maryborough District Health Service

Addressing family violence through collaborative partnerships

Maryborough District Health Service is located in Central Goldfields Shire and the Pyrenees Shire in Central Victoria. The main campus is located in Maryborough, with other campuses in Avoca and Dunolly.

Family violence is an issue in the area, particularly in Central Goldfields Shire, which is ranked eighth in Victoria for reported family violence incidents.

To address this, the health service implemented the Strengthening Hospital Response to Family Violence project.

The project has implemented community-based actions that respond to and address family violence, including auspicing two additional family support workers to support victim survivors.

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Finalist

The Royal Women's Hospital

Family Violence Workplace Support Program

In 2014–15, the Victorian Government funded The Royal Women's Hospital and Bendigo Health to develop and implement a framework for embedding the practice of identifying and responding to family violence experienced by patients.

While continuing to implement this model to support patients, The Royal Women's developed a Family Violence Workplace Support Program to support staff. The program included a staff family violence policy and procedure, a comprehensive intranet site, and training for managers and staff.

The program has now been expanded to other hospitals to assist them to effectively support and sensitively respond to their staff experiencing family violence.

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