



Annual Report 2012



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“As we move into the coming years, we believe that we are holding onto our past but stepping confidently into our future.”





## About Bethesda Hospital

Bethesda Hospital is an independent acute surgical and specialist palliative care hospital situated on the stunning shores of Perth's picturesque Swan River, overlooking tranquil Freshwater Bay in Claremont. Bethesda has been providing care and services to the Western Australian community for nearly 70 years.

With 88 beds comprising of 68 overnight beds and 20 day procedure beds and state-of-the-art facilities, Bethesda offers a range of clinical specialties and onsite services that ensures our dedicated team continues our tradition of excellence in patient care for years to come. Bethesda Hospital is a not-for-profit organisation, incorporated under the Associations Incorporations Act 1987 (Western Australia) reporting to the Association members, at least annually, at an Annual General Meeting.

Bethesda's heritage and beginnings are affiliated with the Churches of Christ and although the Hospital business is managed separately from the Church's affairs, these important linkages are held dear to Bethesda and are evident in everything we undertake. The Hospital's facilities include 7 operating theatres, a day procedure unit, a range of diagnostic services and medical consulting suites. Surgical specialties include gynaecology, orthopaedics, general surgery, urology, plastic/reconstructive, pain management, oral/maxillofacial, dental, and vascular. Along with a dedicated surgical ward, Bethesda also has a palliative care unit, which is renowned for its superior reputation of specialised care for those who are in their last stages of life.

### BETHESDA HOSPITAL 2011/2012 | ACTIVITY AT A GLANCE

Total Bed Days	17,598
Palliative Care Bed Days	6116
Patients Admitted for Surgery	9745
Palliative Care Patients Admitted for Care	504
Average Length of Stay in Days (surgical patients)	1.17
Average Length of Stay in Days (Palliative Patients)	12.13
Number of Staff	365
Number of Doctors & Allied Professionals	456
Number of Meals (Patient & Other) Prepared	71,128
Tons of Laundry Washed & Folded	208





# Message from the Chairman & Chief Executive Officer

We are pleased to present the Bethesda Hospital Incorporated Annual Report for the period ending 30 June 2012 which finished on a very positive note. The 2011/2012 year was characterised by achievements in four key areas:

1. **Regained the outright ownership of the Hospital following a period of financial challenges;**
2. **Held top rankings for Best Private Hospital in WA;**
3. **Continued positive growth in revenue and net profit; and**
4. **Achieved significant improvements in doctor and staff satisfaction.**

The achievements of the past year were a credit to the dedicated staff of Bethesda who continued to respond passionately and swiftly to improving all aspects of the Hospital's business. The positive financial position achieved in 2011/2012 has been as a result of a five year restructuring initiative, which has continued throughout this year, resulting in a small surplus to reinvest in operations.

Notwithstanding a successful year, debt load and access to capital for growth activities remain as key challenges for our future. So too are the challenges of future workforce and establishing a sustainable hospital business model. As the new fiscal year unfolds, the Bethesda Board of Directors will make a significant commitment of time and energy to examine what the Hospital will need to do to secure a viable long term future.

We are proud of our beginnings and place emphasis on defining how we respond in our everyday work. We understand and tell the story of Bethesda and keep its meaning true to its origins, recognising the healing ministry of Bethesda. As we move into the coming years we believe that we are holding on to our past, but stepping confidently into our future.



Dr Neale Fong  
Board Chairman

A handwritten signature in black ink, appearing to read 'Neale Fong'.

Yasmin Naglazas  
Chief Executive Officer

A handwritten signature in black ink, appearing to read 'Yasmin Naglazas'.



“We are proud of our beginnings...we strive to more clearly understand the impact we can have on meeting the future healthcare demands in Western Australia.”



*Compassion*



# The year in Review

## Mission | Our Reason for Being

As a care-related organisation, we strive to reinforce that there is a central purpose to our existence. We conduct our business operations consistent with our Mission, Vision and Values.

Bethesda is proud of its beginnings and this year the Board of Directors commenced work to reaffirm Bethesda's Mission, ensuring that we understand and articulate how the Hospital can truly demonstrate in a practical way, the love of God to people in need.


This work by the Board commenced with a very critical question – who/what is the primary beneficiary of Bethesda? In not-for-profit organisations like Bethesda there can often be a multitude of beneficiaries, each with a claim to being the group the organisation was set up to serve. It was important that the Bethesda Board examined:

- Who does Bethesda wish to serve?
- What benefits does Bethesda want to deliver?
- How may Bethesda's performance in delivering that benefit be measured?

Our work concluded with a redefinition of Bethesda's Mission:

**"To deliver the highest quality healthcare experience for patients."**

Agreement on a revised Mission has led the Board to embark on almost six months of work where a re-examination of Bethesda's historical Christian connection will be undertaken and the results of which will be communicated to all beneficiaries of Bethesda during the next financial year.

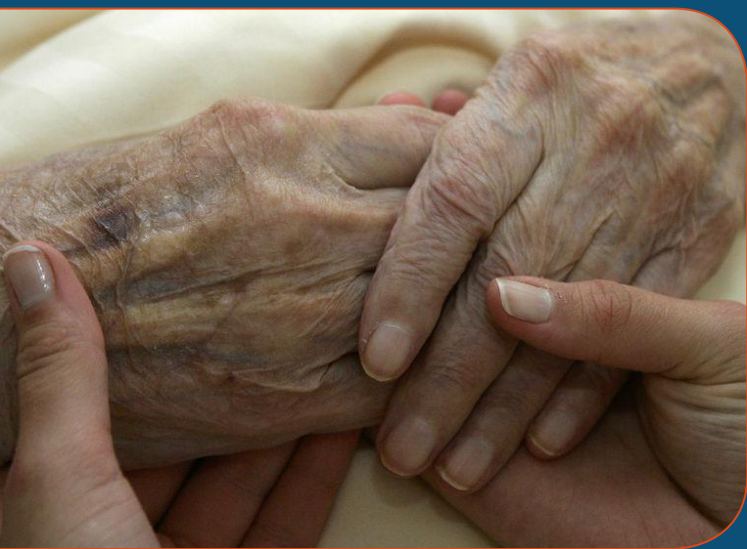


**Our History** defines us and guides our future. It assists us to understand our reason for being. It connects us with the rich and spiritual essence of our past and our Christian ethic. It is the very foundation for the way we care and support those in need.

**Our Mission** is to deliver the highest quality healthcare experience for patients. We do this by embracing Christian-based values and working together to express God's love through a caring expression of kindness, tolerance and tenderness.

**Our Vision** is to be the preferred choice for doctors, staff and patients and recognised for the provision of high quality, medium acuity surgical services and palliative care.

“Bethesda was voted Top Hospital in WA for the second consecutive year by Medibank Private patients and maintained its position in the Top 3, voted by HBF patients.”



*Respect*





# The year in Review

## Our Philosophy of Care

A recent independent survey of patients who have experienced care at Bethesda Hospital highlighted that almost 50% of patients chose Bethesda Hospital when given the choice by their doctor. Moreover, 99% of patients stated they would recommend Bethesda to others (93% 'highly recommend' and 6% 'recommend'). This reflects our commitment to placing the patient at the centre of everything we do.

Safe high quality care remains Bethesda's goal, with a focus on a holistic approach that meets not only the physical aspects of care but also the emotional, social and spiritual needs of all patients. With over 450 doctors, surgeons, anaesthetists and allied health professionals accredited who bring their patients to Bethesda, a strong clinical governance framework has ensured key clinical indicators have continued to be rated highly against peer benchmarks. Of note is Bethesda's ongoing commitment and achievement of excellent results in:

- **Hand hygiene initiative;**
- **Infection control activities (including prevention and monitoring of staphylococcus aureus bacteraemia that may be associated with hospital care);**
- **Protocols for the deteriorating patient; and**
- **Antibiotic stewardship.**

There continues to be a strong sense of community and loyalty to the Hospital and this goes a long way to creating a real 'point of difference' prompting patients and visitors to want to share their experience at Bethesda with others. In 2011/2012 Bethesda was voted Top Hospital in WA for the second consecutive year by Medibank Private patients and maintained its position in the Top 3, voted by HBF patients. Both rankings were against the 15 private hospitals in WA.

Consumer participation was implemented in a significant way during 2011/2012 with the acceptance of an operational committee appointment by a representative from the Health Consumers Council. This signified Bethesda's explicit intention to have consumers more involved in their care, with the representative offering input into our care model.

Chaplaincy services remained a key pillar of the care that Bethesda provides, particularly in the Palliative Care Unit. The Hospital continued its Bereavement Care Program which involved memorial services being conducted quarterly in the Hospital's chapel, where family and friends are invited to return to Bethesda to remember their loved one who have passed away in Bethesda's Palliative Care Unit.

During the 2011/2012 year plans were put into place to introduce a volunteer pastoral model which will further strengthen this service. This will be implemented during the coming year.

It is with pride that we acknowledge the work of our staff in caring for those who are dying and who need not only physical care for pain, anxiety and restlessness, but also the spiritual and emotional support which are of equal importance. Bethesda Hospital's Palliative Care Unit continues to have a superior reputation in the provision of care and in 2011/2012 embarked on programs that see the Hospital contributing to the medical and nursing skills required in this future area of need in WA. The program has achieved the much needed expansion of in-patient beds and a community-based program servicing the north metropolitan health region.



“Notwithstanding a successful year, debt load and access to capital for growth activities remain as key challenges for our future.”



*Integrity*



# The year in Review

## Finance and Governance

Strong leadership from management across the Hospital led to an improved financial performance in 2011/2012. This continued strength in operational and financial performance against targets will enable us to achieve our strategic objectives.

During 2011/2012 Hospital management and staff worked to strengthen organisational performance through diligent business and operational planning intended to improve the quality of services, ensure wise use of resources and increase efficiencies. Application of intelligent technology and reporting systems has continued to assist with prudent decision-making, making the role of budget holders easier in terms of cost control. Hospital management continued to focus on managing key revenue and cost drivers. The results of which have allowed surpluses to be reinvested in equipment purchases and the continuation of maintenance and upgrade of the Hospital's infrastructure.

A predominant focus during 2011/2012 was anticipating and planning for the impact of the government's decision to means test the 30% private health insurance rebate. Acknowledging that private health insurance constitutes the majority of Bethesda's revenue base, examination of opportunities for revenue diversification continued throughout the year. Notwithstanding this, significant attention was afforded to the health fund indexation negotiations to ensure that cost pressures were understood and responded to.

The past year was characterised by a concerted effort to keep a control on costs, including wages. The necessity to match the public health sector with respect to wages placed some pressure on the Hospital but has ensured that Bethesda remains competitive in attracting highly skilled staff. The control of costs extended to a major review and tendering of utilities, review of medical supplies (including reducing the extent of suppliers and consolidation) and waste management to establish a base for further work by Bethesda and to ensure we uphold responsible practise in this area.

Bethesda is committed to maintaining effective corporate governance structures and practices, governing the affairs of the hospital on behalf of all Members of the Bethesda Association. The Board continued to ensure the delivery of high quality health care and sustainable operations. Directors remained responsible to the Members for the performance of Bethesda, ensuring compliance, and seeking to balance competing objectives in the best interests of the organisation.

The Board of Directors continued to govern with an emphasis on integrity, compassion and honesty in all activities, an outward vision rather than internal preoccupation, strong and decisive collective decision-making and proactivity rather than reactivity.

“The Board of Directors has reaffirmed their commitment to partnering with organisations and surgeon groups for new, innovative and more responsive models of care delivery for our community.”



*Teamwork*





# The year in Review

## Partnering and Community Involvement

As part of the West Australian private hospital system, Bethesda Hospital continued to experience good relationships with other service providers in the health, community and hospital sector in Perth. The Board of Directors reaffirmed their commitment to partnering with organisations and doctor groups for new, innovative and more responsive models of care delivery for our community. The State Government remained a key partner of Bethesda's, with the Hospital providing palliative care services, both inpatient and in the newly-established community program. The current government partnership has extended to further contractual arrangements to assist with the public elective wait list reduction strategy.

The official launch of new consulting suites for surgeon group Coastal Orthopaedics on 28 September 2011 marked the commencement of an exciting professional phase for this group. The beautiful new rooms with sweeping views over Freshwater Bay from the physiotherapy area take up 340 sq metres of prime Hospital space adjacent to the café.

In addition, Perth Shoulder Clinic joined Bethesda opening their rooms on site, Fertility Specialists (WA) continued with their presence on the lower ground floor and Perth Orthopaedic Sports Medicine surgeons continued their high level of activity and commitment. Highly regarded plastic and reconstructive surgeons, urology surgeons, general surgeons (specifically breast surgeons dealing with cancer conditions), oral/maxillo facial dental surgeons and pain management specialists added to the overall mix of surgical activity to meet the health care needs of the community. There has been an increased interest in Bethesda from highly regarded doctor groups, with a desire to 'invest' in the Hospital and to work to achieve mutually beneficial goals.

Doctor satisfaction was measured through the external Press Ganey review with a significant positive shift in results since the last survey in 2008/2009 when Bethesda ranked in the 37th percentile against all private hospitals in Australia to an overall satisfaction ranking in the 74th percentile. Focused activities throughout the year that contributed to this improvement included investment in new theatre equipment, improved skills and competencies of theatre staff and increased overall communication and liaison between the Hospital and its doctors.

Despite most of our patients travelling from afar, Bethesda recognises its presence in the local community and has endeavoured to contribute to community events. Whilst understanding that our staff lead busy lives outside of work, the Hospital continued to encourage staff and provide flexibility for their involvement in activities that contribute to the good of the broader community.





“The launch of Bethesda’s Code of Conduct during the year reinforced the inextricable link to our values of teamwork, respect, integrity, compassion, excellence and professionalism.”



*Excellence*



# The year in Review

## Workforce

Our strength is in the people who work for us and who demonstrate the values of teamwork, professionalism, integrity, compassion, excellence and respect. We are strongly of the view that each and every one of Bethesda's staff members and volunteers commences their working day knowing their purpose and completes the day with a sense of pride and an understanding of their accomplishments.

In July 2011 the Board of Directors joined management and staff for the official launch of Bethesda's Code of Conduct. It was an occasion that reinforced the inextricable link between Bethesda's values and the Code of Conduct and the relevance of the Code in defining the behaviours that are expected from all those who work and volunteer at the Hospital.

Bethesda's 'safety scorecard' during the 2011/2012 period demonstrated excellent results. A new structure to more closely manage occupational health and safety matters was introduced which is already paying significant dividends. In August 2011, Bethesda staff were transferred back to the Hospital payroll after being 'employed' by Bethanie since January 2008.

Enterprise agreement negotiations for our three categories of staff – nursing, hospitality services and administration/clerical – were successfully completed with Bethesda continuing to adopt the approach of matching the public sector where possible. Our staff remained our most valuable resource and activities aimed at providing a supportive, enjoyable and professionally fulfilling work environment continued.

Volunteers remained our 'silent helpers', bringing a wonderful array of experience and skill to our Hospital. One of our annual celebrations took place during National Volunteer Week this year providing a more formal setting to thank our volunteers for their outstanding contribution, particularly in our Palliative Care Unit.



“The new Learning Hub at Bethesda marks the importance of university and health industry collaborations in preparing the future health workforce.”



*Professionalism*

# The year in Review

## Investing in our Future

Bethesda continued to invest in the learning and development needs of staff during 2011/2012 recognising the need to establish a sustainable future workforce. A structured education program now includes mandatory training modules online. Bethesda maintained its commitment to providing training posts for the future workforce with the following programs continuing:

- A Specialist Training Program (STP) administered through the Royal Australian College of Physicians, to promote and enhance medical specialist training in palliative care. This experience is an essential component in the development of high level skills and knowledge to enable the doctor to progress toward a Physician Medical Fellowship;
- A regular registrar rotation from Sir Charles Gairdner Hospital aimed at providing experience and skill development in palliative care, and,
- A dedicated Palliative Care Learning Hub and a collaborative initiative with the University of Western Australia and Notre Dame University which hosts an annual rotational program involving undergraduate medical and nursing students.

The official launch of the Palliative Care Learning Hub took place in May 2012 with dignitaries such as Premier Colin Barnett and Jim McGinty, Chair of Health Workforce Australia attending the ceremony. The launch marked the importance of university and health industry collaborations in preparing the future health workforce. Bethesda's role in clinical leadership in palliative care has been further recognised with the appointment of an inaugural Head of Department, Palliative Care at the Hospital.





“We are led by a management team of talented, enthusiastic and committed professionals whose leadership has propelled Bethesda Hospital on the way to a very bright future.”





# The year in Review

## Bethesda Board of Directors and Management

### Board of Directors

Dr Neale Fong	<b>Non - Executive Chairman</b>
Ric Leaver	<b>Non - Executive Director</b>
Jeff Ovens	<b>Non - Executive Director</b>
Dr Alister Turner	<b>Non - Executive Director</b>
Dom Bourke	<b>Non - Executive Director</b>
Yasmin Naglazas	<b>Executive Director + Chief Executive Officer</b>

### Hospital Management Committee

Joan Sheppard	<b>Executive Manager, Clinical and Corporate Services</b>
Deborah Bell	<b>Manager, Peri-Operative Services</b>
Luke Pasotti	<b>Manager, Business Development and Strategic Communications</b>
Colin Chester	<b>Chief Financial Officer</b>
Sally Winfield	<b>Clinical Nurse Manager, Surgical Services</b>
Glenys Thomas	<b>Clinical Nurse Manager, Palliative Care</b>
Christine Phillips	<b>Manager, Safety and Quality</b>
Don Kelly	<b>Engineer</b>
Rohitha Siriwardena	<b>Manager, Hotel Services</b>
Marie Murphy	<b>Coordinator, Learning and Development</b>
Michelle Olins	<b>Coordinator, Human Resources</b>
Helen Bucknell	<b>Manager, Infection Prevention and Control</b>
Graham Cowcher	<b>Manager, Administration</b>
Melody Miles	<b>Manager, Occupational Safety and Health</b>

Personal. Patient-centred. Progressive.

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<http://www.bethesda.asn.au/>

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