



Bethesda
health care



2019

ANNUAL REPORT

Culture, people, consumer engagement & patient experience, innovation, and sustainability.

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About

Bethesda's Beginnings

Bethesda Health Care (Bethesda) is a private, independent acute surgical and specialist palliative care organisation.

With its hospital situated on the shores of Perth's picturesque Swan River, overlooking Freshwater Bay in Claremont, Bethesda has been providing care and services to the Western Australian community for 76 years. Bethesda's beginnings are affiliated with the Churches of Christ. Although the healthcare business is managed separately from Church affairs, these important linkages are held dear to Bethesda.

Bethesda began as a small community-based hospital named St Andrews, in Hamersley Road, Subiaco, Western Australia caring for the spiritual (as well as the physical) needs of patients. A partnership was developed between Bethesda's founder, Matron Beryl Hill, and the local Subiaco Church of Christ in 1943. Matron Hill, who had recently returned from missionary service in the Himalayan Mountains, had a 'calling' to establish a place of care for those who were vulnerable in Western Australia.

Following the establishment of the 14-bed St Andrews hospital, it was later renamed Bethesda and relocated to Claremont — a short distance from the original site. Today, the community regard and sense of purpose has remained with those who are associated with Bethesda. We are a modern, vibrant healthcare community, conducting a hospital and a community-based program with a reputation for exceptional quality and personalised care.



Facilities & Services

Bethesda offers a range of clinical specialties and onsite services that ensures its dedicated team continues the tradition of excellence in patient care for years to come.

Bethesda's facilities comprise 68 overnight beds, 20-day procedure beds, and modern, comfortable facilities. Bethesda has nine operating theatres, a day procedure unit, two inpatient wards, a range of diagnostic services and medical consulting suites. Surgical specialties include orthopaedics, urology, general surgery (including breast cancer and thyroid surgery), gynaecology, plastic and reconstructive, fertility, vascular, pain management, oral/maxillofacial and sleep studies.

Along with a dedicated surgical ward, Bethesda also has an in-patient Palliative Care Unit and the Metropolitan Palliative Care Consultancy Service — both programs are highly-regarded due to their superior reputation for providing specialised care for those who are in their last stages of life.

Mission, Vision & Values

Underpinning everything we do

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, employees and patients and be recognised for the provision of high quality, acute surgical services and palliative care.

Our Values set us apart.

Teamwork

We create an environment of unity and togetherness.

Respect

We recognise and acknowledge the uniqueness and value of every individual.

Integrity

We demonstrate honesty and trust.

Compassion

We work to express God's love through a caring expression of kindness, tolerance, and tenderness.

Excellence

We excel in all that we do, so that we can promote our Mission.

Professionalism

We have pride in the high-level care and service we offer.

The Year in Review

Chairman's Report

Another year has passed. Another wonderful contribution by Bethesda and all of its staff, partners, doctors and patients to providing high quality and personalised care for the people of Western Australia. Our patients come from all over the state as our doctors attract referrals from far and wide. Our reputation remains strong for providing quality care where the total needs of patients and their families are at the fore and met with love and compassionate care.

This report is a small snapshot into the workings within our hospital and our community-based palliative care service. There is so much more that goes on unseen. Our caregivers strive every day, through every encounter to care professionally and respectfully for our patients, clients and families. Our flagship palliative care service remains something we are extremely proud of and committed to, though it presents numerous financial challenges. The needs for end of life care have been very much in the public arena this year with reports on end of life care, palliative care services and voluntary assisted dying. Bethesda has been heavily involved in working through these difficult and emotional issues, advocating for more resources and more priority for an often-forgotten part of the system.

Our partnerships with our doctors also remain a strong and critical foundation for our success. Our medical staff and their teams not only perform their craft with diligence and professionalism, they go the extra mile by contributing to research and teaching, whilst being caring in all that they do. We are justifiably proud of decades of attracting some of WA's best surgeons, anaesthetists and physicians.

At the heart of every great hospital are the staff, our caregivers. To our nurses, managers, orderlies, administrative assistants, educators, chefs, patient assistants and engineering and ground staff - what a great year of achievement and service. This report is testament to your love and commitment to our hospital and on behalf of the Board, our members and our patients - thank you.



We know that over the coming years we need to maintain a healthy and collegial workplace. One that encourages a culture of continuous improvement and teamwork. Health care is dependent on brilliant teamwork as there are so many parts of our system that work together to provide the care we do.

One of the great additions to our work in the hospital has been the growing role and input from our Consumer Partners. Strong leadership has been given to this group and the involvement and participation in hospital decision-making for the betterment of our patients is taken very seriously.

Our loyal members remain a wonderful part of our hospital too, with many having given decades of prayerful support for our

organisation. The Board of Directors has gelled together well this year and provides a very high level of wise advice, direction and monitoring of our hospital's activities.

Finally, our Executive team made up of Deborah Bell, Luke Pasotti, Jill Carland and Julia Morison are to be commended for carrying a heavy load throughout the year.

— ***Dr Neale Fong***
Executive Chairman & CEO

Our Year at a Glance

(2018/2019 Financial Year)



BED DAYS

16,996

11,311

IN-PATIENT

5,685

SAME DAY



EPISODES of CARE

10,843



SURGICAL
ADMISSIONS

10,087



SLEEP
STUDIES

267



PALLIATIVE CARE
ADMISSIONS

489

SURGERY

 **93%**

of ALL EPISODES



SURGICAL LENGTH
of STAY

1.15

DAYS

DAY CASES

61% 

of SURGERY

FOR SURGICAL IN
PATIENTS ONLY

1.40

DAYS



3,442

COLLECTIVE HOURS (144 DAYS)
DONATED BY VOLUNTEERS IN 2019



Culture

Cultivating an Empowered Working Environment

Bethesda has placed a focus on growing and nurturing a positive and encouraging culture. We respect the diversity and dignity of every person working in, and receiving care at, the Hospital. We pride ourselves on our staff living our organisational values and becoming champions in articulating Bethesda's mission to the wider community.

We recognise the passion and commitment in our staff and celebrate individual and organisation-wide achievements and successes. Our positive culture enables us to deliver the highest quality care outcomes and exceed patient expectations.

Annual Celebration Day

“Celebration Day acknowledges our heritage, Christian beginnings, and ongoing commitment to care — and, it is a perfect opportunity to recognise our long-serving staff members. We are fortunate to have such amazing caregivers who really do provide patient-centred care.”

— ***Hospital Executive Chairman,
Dr Neale Fong***

On June 25, Bethesda Hospital was full of activity as we commemorated our Annual Celebration Day. This marks the 'official' opening of the hospital on the Claremont site in 1944, and encompasses a celebratory lunch, a church service, and staff service awards.

It was pleasing to see staff, clinicians, tenants, volunteers, and guests enjoying a meal together as a delicious lunch was provided by Roh Siriwardena (Manager, Hospitality) and his exceptional team. We acknowledged staff who have achieved commitment milestones in service to the Hospital. This includes:

10 years — Catherine Anderson-King, Jill Garton, Susannah Evans, Teddy Dereglia, Beverly Broughton, Nadine Murray, Tuyen Nguyen, Maria Teixeira, Theresa Van Der Zanden, Sam Manyara, and Susana Infante.

15 years — Janette Green, Jennifer Hart, Angela Hall, Julia Elliott, Cushla Wann, Lisa Carroll, and Robyn Simpson.

20 years — Robin Black, Andrea Wilmot, and Michael (Gibbo) Gibson.

25 years — Penny Charleston and Tony Dias.

40 years — Robyn Strong (what an amazing innings!).

Newsletter

The fortnightly CEO Newsletter is a new initiative for 2019. Designed as an informal approach for staff to get to know their CEO, the newsletter is also a great way to communicate news and celebrate staff successes.

We've received many positive comments about the newsletter and look forward to continuing it in 2020.

Awareness Events

Every year, staff at Bethesda are actively involved in ongoing hospital initiatives, such as days or weeks dedicated and devoted to raising awareness about emotional, physical, and psychological health. This includes R U OK Day, Safe Work Month, Mental Health Week, and Infection Prevention Week.

The Hospital is proud to get behind these events and have such passionate staff on board. There's always a bit of extra buzz around the Hospital with balloons, gifts, cake and staff in brightly coloured clothing.



People

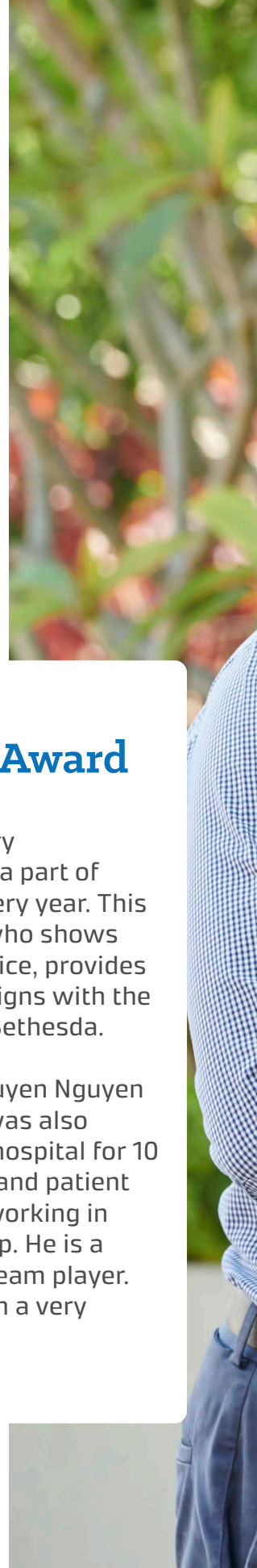
Staff Award “Living the Values”

Each month, one staff member who exemplifies the values of Bethesda and helps to shape the overall attitude in the workplace, is formally recognised with a gift and celebratory morning tea. Staff nominations are based on those going above and beyond their role expectations and truly embodying Bethesda’s values; Teamwork, Respect, Integrity, Compassion, Excellence and Professionalism.

Matron Beryl Hill Award

The Matron Beryl Hill Exemplary Professional Practice Award is a part of Bethesda’s Celebration Day every year. This award recognises a recipient who shows outstanding professional practice, provides the highest quality care, and aligns with the mission, vision, and values of Bethesda.

This year, the award went to Tuyen Nguyen from the IT Department, who was also recognised for working at the hospital for 10 years. Tuyen is a very efficient and patient employee (as is the nature of working in IT) who is always willing to help. He is a fantastic problem-solver and team player. All these attributes make Tuyen a very worthy recipient.









Celebrating our Volunteers

Supporting the organisation across the board, the contribution of volunteers cannot be underestimated, and their input is acknowledged. The Hospital could not offer the exceptional, personal services it does without their support, generous time contributions, and hard work.

Our Patient Care Volunteers offer a mix of practical and social support to patients and visitors in Palliative Care. You will often find them assisting patients with completing daily menus, delivering fresh water jugs, and pushing wheelchairs. They have implemented a popular daily Palliative Care 'Happy Hour' and go from room to room offering patients complimentary beverages. Volunteers also look for ways to connect with patients through talking, scribing letters, partaking in games, and just being there in a time of need, and often, hopelessness.

Bethesda receives a weekly visit from much-loved pet therapy dogs and their owners, who generously volunteer their time. Studies have shown that the psychological benefit

of having dogs present in hospitals can far outweigh any pharmaceutical relief. Alongside direct patient-orientated care, volunteers assist hospital staff with administrative duties such as filing, archiving and stocktakes, after hours reception shifts, and literature reviews to ensure information directed at our patients is easily understood.

Helping Student Nurses Thrive

Bethesda is fortunate to employ a number of exemplary student nurses in PCA roles over the course of a year. In our mission for nursing excellence, we are committed to supporting these student nurses as they solidify their passions for this profession and explore a range of new experiences. We enable our students to deliver quality patient outcomes using practical collaborative team-based decision-making.



3



Consumer Engagement & Patient Experience

Partnering with our Consumers

The work and contributions of our consumers continues to impress as they make a difference across many levels of the Hospital. In 2019, a major new initiative was implemented with the launch of a Consumer Partnership Committee. Consumers who expressed an interest in partnering with the Hospital to represent the needs of consumers (patients, their families, and other visitors) were invited to apply for membership of the committee. They were selected and offered training and have now been volunteering in this role for some time. Initiatives here include:

- Review of patient information pamphlets and brochures to ensure that they are clear to the consumer.
- Development of a consumer audit tool and process. Consumer Representatives visit a selection of patients on a monthly basis and ask a series of questions. The goal is to determine whether patients are receiving the information they need to be safe while they are in hospital, and identify any opportunities that could make the patient's stay better.
- Palliative patients are unable to go out to our garden after a certain time. Volunteers are being sought to support these patients in the evening and we will soon roster on a volunteer to supervise this area and improve palliative patient satisfaction.
- The Bethesda Café now accepts “keep” cups.
- A support role is being created to assist patients while they wait for their respective surgeries. This is in the process of being developed and will be evaluated in the future.
- Consumer Representatives now hold a speaking slot in staff orientation to inform new employees of their role and the potential benefits.
- Consumers hold membership in key organisational committees to provide an effective liaison between key committees and the needs of consumers:
 - Hospital Management Committee.
 - Nursing Team.
 - Safe Medication Improvement Committee.
 - Infection Control Committee.
 - Safety, Quality and Risk Committee.


Elevating the Consumer Experience

The Monthly Morning Tea with the Director of Nursing is now co-hosted with a Consumer Representative, who enables further conversation and opens up opportunities for additional support and feedback from patients.

As Bethesda strives for excellence, we continue to look for ways to improve. The Consumer Representative visits patients with satisfaction surveys, and implements positive consumer-led change throughout the organisation. Patients are encouraged to leave feedback at any time and do not have to wait for this 'formal' approach.

“Let us Show you the Way”

We understand that the hospital experience can be overwhelming — particularly if it's sudden. Bethesda does everything possible to help patients navigate this experience — even down to 'wayfinding'. By conducting a 'Wayfinding' Audit, we are able to help our patients settle in better, so they can focus on the things that really matter. This year, areas covered in our 'Wayfinding' Audit included:

- Improved signage to restrooms for better visibility along the corridors.
 - Improved directional signage to find various facilities within the Hospital.
 - Improved readability of signage, through an updated colour and font, will be implemented in the future.
 - The possibility for a concierge role to assist people when they come into the Hospital to find their way.
- 





Collaborating with Patients and their Families

In the spirit of approachability, open communication, and exceptional care, the Hospital involves patients and their families wherever possible. In the Palliative Care Unit, care is centered around the patient and their family.

Care planning takes into consideration not just the physical, but the spiritual, cultural, emotional, and psychological aspects of their care. We try and find out what is important to the patient to maximise quality of life. When decisions need to be made, the patient and family are heavily involved in the discussion.

“My family can’t thank you enough for the pleasant ending to my mum’s life, and for looking after us in every way possible. The facilities, food, drinks, kitchen, and river room were just great. Even at the end, Mum was clean and smelt of her favourite fragrance. Thank you all, from the bottom of my heart.”

— Janice S

“The care my father received was excellent — staff were very helpful and caring towards my father and my family. It was this care and attention that made an unbearable situation bearable. Thank you.”

— Peter H

“The care received by the patient was excellent (she could be rather demanding at times!). The family was very lucky she could spend her last days at Bethesda. Even the dog was welcome — more important than family! Thank you for providing a wonderful service.”

— Sara Z

“Staff were so loving and caring; this helped us immensely when Dad passed. A big ‘thank you’ for making Dad as comfortable as possible and looking after him (and us) so well.”

— Raashid R

A woman with blonde hair, wearing a dark blue V-neck scrub top with orange piping, is smiling and holding a yellow rectangular box. She is standing in a warehouse or storage area with metal shelving units filled with various boxes and supplies in the background. The boxes have different labels, some with images of tools like screwdrivers and wrenches.

4

Innovation

Supply Warehouse

In aiding warehouse safety and efficiencies, improved stock identification labels were implemented, and all inventory was re-labelled to comply with the new system. Inventory Modules were established, which included re-mapping units of measure and improvement to the Supply Warehouse layout through new shelving with increased storage. All items in the warehouse were adjusted and moved to improve the following:

- Maximise available space.
- Reduce risks associated with manual handling.
- Improve conditions for the storage and distribution of sterile goods.
- Implemented picking carts and plastic storage tubs to improve picking and delivering workflow, as well as improving the transportation of sterile goods within the Hospital.
- Lifted all shelves to allow regular cleaning under shelves.
- Produced a published Supply Catalogue to assist in locating specific goods after-hours.
- Implemented Barcode Scanning for stock take, making the process quicker with less keying errors.
- Review the Supply Receivables area. It will be modified in December 2019 to improve workflow and congestion.

Impressed by Imprest (Inventory System)

All Imprest maximum levels were reviewed in consultation with department managers. A new barcode Imprest label was developed, making them larger and clearer for easy identification. Existing Imprest labels throughout the Hospital have been replaced with new ones.

Since then, we have seen improved supply engagement with managers who have serviced Imprest via monthly Joint Service Review meetings.

Cyber Security

Bethesda has invested in a high-availability 'fabric' security and networking infrastructure. We now have the best practice in the area of cyber security, where threats are automatically detected and contained with all facets of the environment working together to deliver comprehensive protection. This facilitates smooth delivery of patient care whilst maintaining information security.

Unified Communications

This year, an organisation-wide unified communication platform was completed. The program has proved successful in increasing personalisation and staff collaboration, provides a platform for broader system integration and has improved workforce efficiency.

Laundry

The Hospital could not complete everyday operations without the appropriate washing and sterilisation of key linens. As such, a challenge during the year involved the installation of new washers and dryers, while continuing business as usual. This was achieved through successful strategic planning and the new equipment has proved invaluable.



Keeping Up with the Theatre

Bethesda invested in upgrading its six arthroscopy stacks, which support our Orthopaedic surgeons during their surgical procedures. The new arthroscopy stacks offer both an upgrade in the quality of picture and instrumentation for surgeons, and a smaller footprint which has improved circulation around the operating tables.

A change in surgical techniques to improve patient outcomes saw Bethesda acquire a new ultrasound machine for the Urology surgeons. This commitment to the speciality has resulted in an increase in the number of cases performed at the Hospital.





Financial Management

In December 2018, Bethesda implemented a new Financial Management Information System (FMIS), Microsoft Dynamics GP, with an inventory and purchasing solution, WorkPlace, implemented in April 2019.

After nearly 15 years using the previous system, the modern solution has provided a platform for several internal quality improvements, aligning with financial frameworks and guidelines. The configuration, implementation, and training of 65 users was a big project, which, though challenging at times, has been successfully completed.

The new system has seen efficiency gains in labour and approval workflows with documents scanned and stored within the software, as well as being approved and coded online. This reduces the paper flow across the Hospital, which has led to the central storage and sharing of information, and decreased paper waste and our impact on the environment.

Improved inventory management has occurred with the use of shopping lists for both inventory and non-inventory, proving to be a huge time-saving tool. This has allowed a reduction in end-of-month processing timeframes, improving the timing of reports to key management staff and governance committees.

Improved reporting with financial and non-financial data stored in the solution has enhanced management reports as well as the analysis of key performance indicators.



Sustainability

Work Health and Safety Performance

Bethesda Health Cares' Work Health and Safety performance for 2018/19 was particularly encouraging. We were humbled to be awarded the Winner of Category 1, Best Safety Management System at the SafeWork Awards in October 2018.

An increase to ten elected Safety and Health Representatives in April 2019 and a strong, positive promotional campaign throughout the year contributed to Lag Indicators remaining low in 2018/19. Staff incidents were reduced by 44% from the previous year, and the Lost Time Injury Frequency Rate to 2.26 (significantly below the industry average of *16.98).

*Source: Government of Western Australia Department of Mines, Industry Regulation and Safety-WorkSafe — Work Related Lost Time Injuries and Diseases in WA 2011-12 to 2015-16p.

Improving Patient Safety

During the year, Bethesda submitted data to the Hospital National Antimicrobial Prescribing Survey (Hospital NAPS) and the Surgical National Antimicrobial Prescribing Survey (SNAPS). The results gained from this data helped us to improve patient safety in collaboration with our Visiting Medical Officers. For example:

- Review and implementation of revised antimicrobial prophylaxis guidelines, consistent with the release of the Antibiotic Guidelines in eTG Complete (released in 2019).
- Hand Hygiene Program compliance rate at 85.7%, notable exceeding the national benchmark, which is 80%.

Going Green

An unfortunate reality of the healthcare industry is that remaining sterile requires a large amount of single-use plastics.

While this use of plastic is non-negotiable at the present time (until sterile alternatives are available), there are ways we can manage the waste responsibly. In conjunction with SUEZ Waste Management, Bethesda is excited to announce the commencement of a Recycled Plastics Program. This followed the appointment of 'Waste Champions' in each area of the Hospital, who are responsible for overseeing this new initiative in their domains.

We look forward to seeing the positive impact this will have within the Hospital, and the wider community, as the program continues to develop.

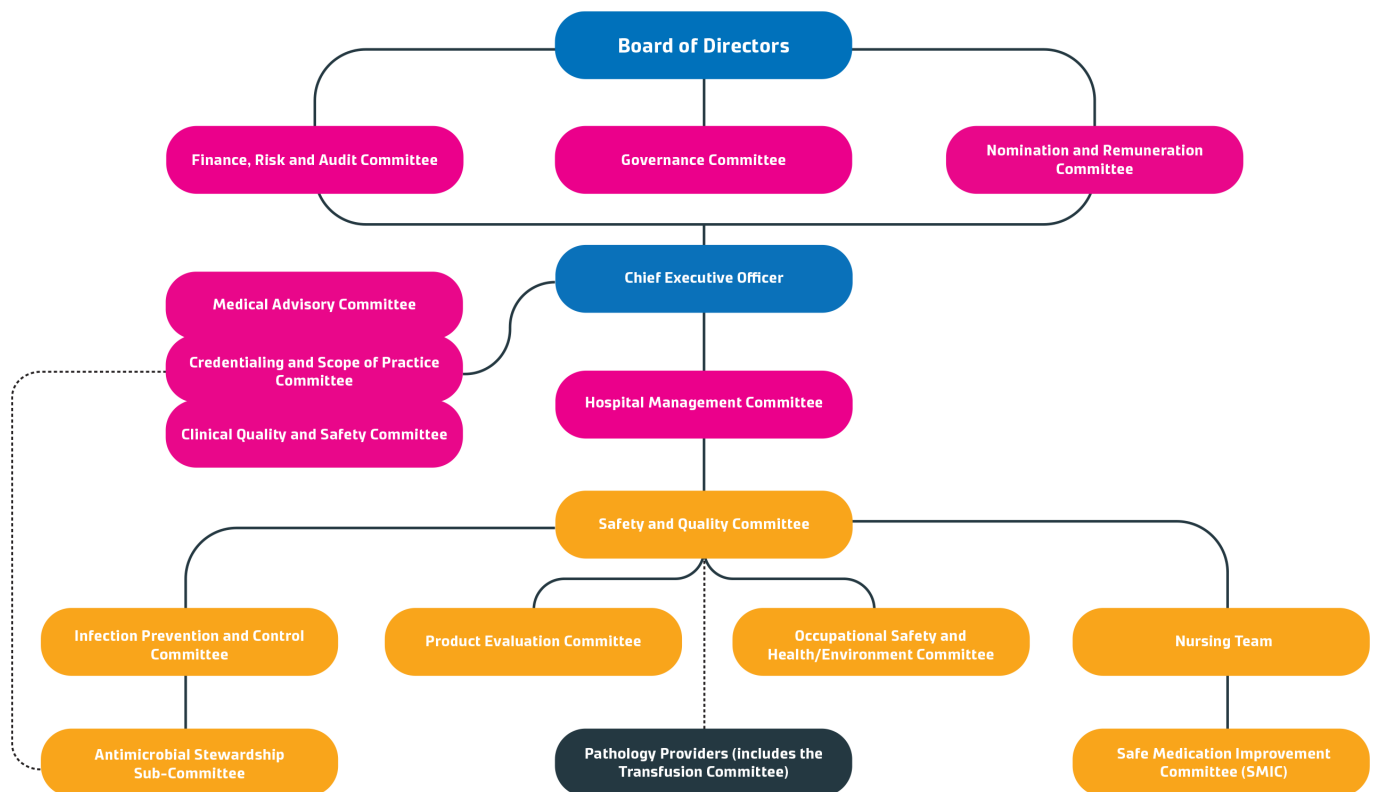
Accreditation

The National Safety and Quality in Healthcare Service (NSQHS) standards were developed to improve quality in health care. They are an assessment against a set of minimum requirements to ensure the expected systems are in place to deliver the highest quality of health care to consumers and their families. Successful accreditation to the NSQHS standards is a key requirement for a hospital to maintain its State Government hospital license. A revised set of standards (second edition) was released for commencement in January 2019. This edition had several significant changes.

An enormous amount of work goes into preparing the Hospital to make sure everything is checked prior to the assessment. All our policies, procedures and processes reflect best practice and are based on the latest evidence available to ensure the best care is delivered all day, every day. All staff participated in the preparation and the commitment shown by our team reflects the effort that goes into the care provided to every patient and their family.

Governance

Bethesda Health Care Committee Structure



Board of Directors

Bethesda's Board of Directors have many years of combined experience in leading and managing successful businesses, including health-related organisations and hospitals.

As a group, they have held senior positions in health and aged-care-related entities and private companies, having influence on the future of healthcare in Australia. Combined with strong finance and clinical skills, there is a solid corporate governance structure for overseeing the achievement of Bethesda Health Care's business objectives.



From left to right: **Grant Robinson** – Board Director, **Dr Neale Fong** – Executive Chairman, **Tri Suseno** – Board Director, **Dominic Bourke** – Deputy Board Chairman.

Medical Advisory Committee

Bethesda's Medical Advisory Committee is a group comprised of Visiting Medical Officers who broadly represent the specialties at the Hospital. The Medical Advisory Committee meet every two months, working collaboratively with the CEO to ensure the clinical standards and patient care at Bethesda are at superior levels.



Toby Leys

MBBS (WA),
FRACS (Orthopaedics),
Fellow AOA
Chairman



Prof. David Playford

MBBS (WA), FRACP
(General Medicine), FRACP
(Cardiology),
PhD (UWA), FCSANZ
Deputy Chairman



John Love

MBBS, FRANZCOG



Sven Goebel

MD (Germany),
FRACS (orthopaedics),
Fellow AOA



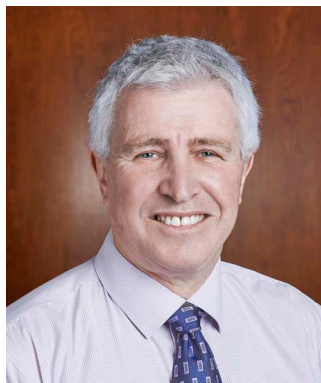
Silke Brinkmann

MBBS (Hons), FRANZCA



David Sofield

MBBS, FRACSE RCS (Edin.),
FRACS (Urology)



Gavin Bowra

MBBS, FANZCA, FRACS



Richard Martin

MBChB (Dunedin), FRACS



Franc Henze

MD, DMD, BScDent (Hons),
FRACDS, FRACDS (OMS),
GradCertAviationMed, JP





Dr Neale Fong
Executive Chairman &
Interim CEO

Hospital Management Committee



Deborah Bell
Executive Manager Clinical
and Support Services/
Perioperative Services
Manager



Julia Morison
Manager Finance



Jill Carland
Manager Quality and Risk



Luke Pasotti
Manager Business
Performance and
Development/Capital
Projects



Libby Oakes
Manager Infection
Prevention and Control



Sally Winfield
Clinical Nurse Manager
Surgical

Bethesda has an extremely committed team of individuals who form the Hospital Management Committee. As a group, they are responsible for ensuring the various business activities of their respective departments are aligned to the strategic plan.



Roh Siriwardena
Manager Hospitality
Services



Marie Murphy
Manager Learning and
Development



Glen Evensen
Manager Procurement and
Logistics



Glenys Thomas
Clinical Nurse Manager
Palliative Care



Helen Round
Manager Perioperative
Services



Philippe Tercier
Manager Engineering



Michelle Olins
Manager Human Resources



Melody Miles
Manager Occupational
Safety and Health

Specialists Accredited to Practice

ORTHOPAEDICS

Peter Annear

Orthopaedic Surgeon
Perth Orthopaedic and
Sports Medicine Centre
31 Outram Street
WEST PERTH WA 6005
9212 4200

Grant Booth

Orthopaedic Surgeon
Perth Shoulder Clinic
Bethesda Hospital
25 Queenslea Drive
CLAREMONT WA 6010
9340 6355

Jens-Ulrich Buelow

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Perth Orthopaedic and
Sports Medicine Centre
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Peter D'Alessandro

Orthopaedic Surgeon
Coastal Orthopaedic Group
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9230 6333

Jeff Ecker

Orthopaedic Surgeon
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Gregory Janes

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Ross Radic

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Matthew Scaddan

Orthopaedic Surgeon
Coastal Orthopaedic Group
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9230 6333

Aaron Tay

Orthopaedic Surgeon
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Group
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NEDLANDS WA 6009
9389 3866

Colin Whitewood

Orthopaedic Surgeon
Hollywood Medical Centre
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9389 3833

Simon Zilko

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Western Orthopaedic Clinic
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GYNAECOLOGY

Michael Aitken

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Fertility

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Gynaecologist

Roger Hart

Gynaecologist

Tamara Hunter

Gynaecologist

Fiona Langdon

Gynaecologist

John Love
Gynaecologist

Rose McDonnell
Gynaecologist

Roger Perkins
Gynaecologist

Linda Wong
Gynaecologist

Doreen Yeap
Gynaecologist

UROLOGY

Melvyn Kuan
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PALMYRA WA 6157
9339 8893

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West Leederville WA 6007
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Pavla Walsh

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PLASTIC SURGERY

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EAR, NOSE & THROAT & FACIAL PLASTICS SURGERY

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ENT Surgeon
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ORAL & MAXILLOFACIAL

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Specialists Accredited to Consult

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