



A Sense of Community

TWO THOUSAND **AND EIGHTEEN**

ANNUAL **REPORT**



Bethesda
health care



About

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 75 years. With 88 beds comprising of 68 overnight beds, 20 day procedure beds and modern and comfortable facilities, 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 beginnings are affiliated with the Churches of Christ and although the

healthcare business is managed separately from Church affairs, these important linkages are held dear to Bethesda. Bethesda’s facilities include 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 with both programs being highly regarded due to their superior reputation for providing specialised care for those who are in their last stages of life. Bethesda is a not-for-profit Organisation, incorporated under the Associations Incorporation Act 2015 (Western Australia) reporting to the Association members, at least annually, at an Annual General Meeting.

The Bethesda Health Care Board acknowledges the custodians of this land, the Wadjuk (Perth region) people of the Nyoongar nation and their Elders.

Bethesda's Beginnings in the Community

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 at the Landour Community Hospital in the Himalayan Mountains of India 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 Queenslea Drive, Claremont, a short distance from the original site.

Today, the high 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 of exceptional quality, personalised care.



Our Mission **And Vision**

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**

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 of care and service we offer.

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The Year in Review

Chairman’s Report

As we make progress with the Bethesda Health Care Strategic Plan 2017 - 2020, I am reminded of the complex and challenging, albeit rewarding industry in which we work. The basic fundamentals of the health industry in Australia remain strong, with governments recognising the need to implement measures for longer-term, whole of industry viability and sustainability. However, concern about the sustainability of the current system emanates largely from the fact that health care costs have risen at a rate much higher than the Consumer Price Index (CPI) over the last decade, which has partly lead to higher private health insurance premiums, with this increased cost being one of the main reasons why many people decide not to take out insurance or downgrade from existing levels of cover. This is coupled with an ageing population and chronic

disease conditions which are placing additional demand for health care. This has lead to a challenging year for Bethesda, but I am pleased to advise, we have remained committed and on-track with our strategic priorities.

The theme of this year’s Annual Report is ‘a sense of community’ and this theme underscores the need for our organisation to continue with the responsibility of ensuring that Bethesda remains a viable health service caring for the community. The complexity and the challenging nature of the current environment should not divert our attention from the reason our founder, Matron Beryl Hill established Bethesda 74 years ago.

Focus areas for the year have included, inter alia, a review of the Claremont site infrastructure to enable the consolidation

and growth of the operations (with the completion of the Building Main Switch Board and further ongoing investment in equipment to support clinical operations and patient comfort), articulation of Bethesda’s digital strategy (encompassing the appropriate investment of technology to remain relevant) and the restructuring of quality, safety and risk reporting at all levels with a focus on capturing consumer feedback and improving the patient experience.

Consolidation and growth of our community-based palliative care program resulted from an investment of targeted resources and a successful tender submission, awarded to Bethesda following a six-year pilot program. The majority of residential facilities, inclusive

of aged care, disability, prisons and mental health facilities are now utilising Bethesda’s highly regarded mobile ‘capacity building’ service to assist with individuals requiring palliative care and allowing them to die with dignity and in comfort.

Bethesda’s Board of Directors, Executive and Management teams continue to demonstrate their commitment and enthusiasm for the current strategic plan, to ensure the future of our services. Strong partnerships with funders (Government and private health insurance funds), clinicians, on-site partners, universities, professional associations and

suppliers/contractors underpin Bethesda’s ability to continue to improve, add value and innovate for its long-term relevance.

Our staff and volunteers are the backbone of our organisation and the reason for its success. They deserve a thank you of the highest order for all their hard work throughout 2017-18.

It is with sadness that we farewellled Yasmin Naglazas our Chief Executive Officer of 11½ years during the year due to family/personal commitments. Yasmin has been a driving force behind the restructuring and re-shaping of Bethesda and she will be greatly missed.

The Bethesda team has always seen challenges as great opportunities and this theme will continue into the next year. We look forward to continuing on our growth trajectory during year three of the Strategic Plan 2017 - 2020.



Professor Neale Fong
Executive Chairman

Strategic Domain 1:

Heritage

Strategic Goals

- 1.1 Remain true to our reason for being, conducting business operations consistent with Bethesda's Mission, Vision and Values.
- 1.2 Make a conscious effort through recruitment and training to ensure a commitment to our organisational values (from which the core brand value 'personalised care' evolved).
- 1.3 Strengthen our contribution to Mission, particularly the further investment in our Palliative Care Program and community benefit.
- 1.4 Ensure Bethesda's reputation is preserved and enhanced.

Bethesda's Annual Remembrance Foundation Day remained a significant event in the annual calendar, being a wonderful opportunity to both remember and celebrate Bethesda's beginnings and reinforce the work that we need to continue to do to really remain true to our reason for being. Again this year, in recognition of outstanding professional practice in providing the highest quality care for those served by Bethesda, the Matron Beryl Hill Exemplary Professional Practice Award was awarded to Kerry Jones, Patient Services Clerk, a staff member of 11 years. Kerry is often the first point of contact and she is the perfect ambassador for the organisation. She is always welcoming, calm and polite, and she shows empathy and compassion when dealing with patients and family members. It was the perfect opportunity to recognise Kerry during our annual Remembrance Foundation Day as this event acknowledges our heritage, Christian beginnings and our ongoing commitment to caring.

Long serving staff members were recognised as part of the annual Remembrance Foundation Day celebrations. Thirteen staff reached the impressive milestone of a commitment of 10, 15, 20 or 25 years at Bethesda:

- 10 years of service: Deborah Bell, Colin Chester, Margarethe Edwards, Sharbari Pal, Elizabeth Burke, Cheryl Decore and Frances Rush;
- 15 years of service: Danielle Street;
- 20 years of service: Anna Anzini, Janet King and Jennifer Thompson; and
- 25 years of service: Marion Bowater and Steven Taylor.

Remembrance Foundation Day marks the 'official' opening of the hospital on the Claremont site in 1944, and encompasses a celebratory lunch, a church service and the length of service awards.

The ongoing commitment to continue the work of its founder Matron Beryl Hill is exemplified in the provision of chaplaincy services, provided to Bethesda under an arrangement with our local church, Dalkeith Road Church of Christ. Two chaplains support patients and their families/significant others as they journey through times of illness and associated uncertainty. They assist people to draw on their own 'spiritual' resources, those things that provide meaning, purpose and a sense of belonging.



Strategic Domain 2:

Community

Strategic Goals

- 2.1 Ensure we have the right staff profile and community spirit amongst those who work and volunteer at Bethesda with high levels of productivity and satisfaction.
- 2.2 Strategically partner and collaborate with other providers and the community to meet the changing healthcare requirements of WA's growing community.
- 2.3 Collaborate with all our funders (e.g. Government and private health insurance funds) to create added value to the programs we run and they fund.
- 2.4 Create opportunities within our organisation for teaching, learning and research with a focus on improving care.

For Bethesda to meet its strategic goals, the Board of Directors and Executive Team understand that it must attract, develop and retain talented staff with appropriate capabilities and skills. To help achieve this, Bethesda continued to provide competitive remuneration, a major focus on learning and development and a professional and collaborative work environment supported by progressive human resource practices.

During the year, the staff performance review system was reviewed and simplified, with a focus on the 'conversation' regarding performance and the support that Bethesda can offer to improve both individual and team outcomes. It has had the effect of making the process a more positive and rewarding experience.

Also during the year Bethesda supported staff seeking career changes within the organisation. One recent example is where one of our patient care assistants was supported by the organisation through their part time studies, followed by a period of mentoring into a nursing role upon their graduation as a registered nurse. An opportunity for them to work in both our palliative and surgical wards has rewarded the organisation with

retaining the services of an existing staff member able to contribute in their chosen profession and in return offering continuity of employment.

Bethesda supported other staff in their quest to work in alternate departments in order for them to meet personal objectives be it financial, personal development or self satisfaction. Such initiatives add to the depth of what community means to our organisation. Retaining staff whose personal values align with Bethesda's values offers a win/ win for all parties.

It is something that is mentioned every year, but the contribution of volunteers cannot be underestimated and their input is acknowledged. Keeping track of the opportunities when volunteers contribute their time was enhanced by leveraging off existing software systems designed for staff rostering that enabled managers to view when a volunteer may be allocated to their work area and the tasks that the volunteer will undertake. Efficiencies in the management of the volunteer data base were also achieved via the initiative.



Again Bethesda continued to enjoy a harmonious workplace free of Industrial problems or workplace claims. Staff continued to be encouraged to speak out about inappropriate behaviour that they may witness. The world-wide #MeToo movement has resulted in reports of discontent in the wider community that has not been felt amongst our staff. Harassment, discrimination and bullying are not behaviours congruent with the Bethesda values. Our Executive and Management teams continue to model the behaviours consistent with our Code of Conduct and individual staff members who display the organisational values are consistently recognised. This leadership action assists to contribute to the low turnover of staff that Bethesda experiences.

Bethesda maintained its compliance status with the Workplace Gender and Equality Agency (WGEA) during 2017-18 and with support from WGEA, remaining committed to maximising the full potential of female and male employees.

Maintaining compliance status with the WGEA has also prompted the Organisation to monitor gender compositions in the workplace with respect to promotions, resignations and employees who ceased employment before returning from parental leave. This monitoring assisted the Management Team to ensure Bethesda meets its obligations under the Workplace Gender Equality Act 2012.

Again during 2017-18, Bethesda continued to experience low levels of sick leave, employee turnover and agency use that rated very favourably with industry standards, indicating that the work environment is satisfying and professionally rewarding.

Bethesda's commitment to strengthening the impact of our palliative care program in the community continued during the year, with further investment into our Metropolitan Palliative Care Consultancy Service (MPaCCS) initiative. Key achievements for the year include:

- Development of the 'MPaCCS Empowerment Program', where the team has assessed the evidence to identify seven key steps which make up quality care at the end-of-life for individuals living in residential care facilities of all types. Any facility which has policies and procedures in place to ensure the key steps are consistently and routinely performed will be able to demonstrate quality end-of-life care. MPaCCS staff provide training/education, ongoing mentoring and support, audit and evaluation support, and information resources for each of these steps in a systematic way via a structured process of change and development;
- Delivery of 1,140 episodes of care in the community during the year with greater than 30% of all patients having a primary diagnosis of dementia as well as 75% of all patients having a non-cancer primary diagnosis - this is a unique patient population amongst Australian specialist palliative care services;

- The achievement of all the Palliative Care Outcomes Collaborative (PCOC) benchmarks;
- Development and implementation of the 'Palliative Care Case Conference Record and Advance Care Order' (inclusive of information for healthcare providers, patients and carers, and substitute decision-makers) which is specially designed to facilitate best-practice advance care planning conversations and documentation in residential care facilities;
- Delivery of a very well received 'Residential Aged Care Facility Palliative Care Champions Workshop' for 21 key staff; and
- Delivery of 139 classroom education sessions for 1,548 participants in residential care facilities with topics including identifying deterioration, care in the terminal phase, palliative care communications, loss, grief and bereavement, palliative care and cultural diversity, advance care planning, caring for the spirit, and self-care for facility staff.

During the year, Bethesda was awarded the McLarty Foundation Palliative Care Quality Improvement Scholarship from the Cancer Council of Western Australia for a project to improve palliative care meetings/case conferences in residential care facilities. This involved a study tour for 2 key staff in our palliative care program to visit best practice facilities in Sydney.

The inpatient Palliative Care Unit continued to be busy during the year with 430 patients and their families coming under the care of the highly experienced team. Due to the changing nature of care provision/coordination, there has been a trend for patients to be admitted in a more complex/unstable phase, requiring a higher level of input from the care team. To this end, during the year there has been an increase in social work hours to five day a week cover, with one of those days being specialist counselling skills.

Bethesda continued its strong relationship during the year with the University of Western Australia and Notre Dame University by offering valuable clinical placements for medical and nursing undergraduates. The teaching/learning environment continued to be strengthened to ensure fellowship placements through the Royal Australasian College of Physicians (RACP) initiative entitled Specialist Training Program (STP) met the rigorous criteria for placement outcomes.

A major initiative was implemented in the Palliative Care Unit during the year being the establishment of a clinical pathway and associated protocol for patients whose only option for pain management an intrathecal catheter. Bethesda is now the Western Australian referral centre for public patients requiring this treatment.

One of Bethesda's strategic goals is to create opportunities within our organisation for teaching, learning and research with a focus on improving care. During the year our Learning and Development Department continued a comprehensive program of teaching and on-the-job opportunities to ensure staff in all areas remain well-equipped to provide even greater levels of care and service.

Bethesda's partnership with the Royal Australian College of General Practitioners (RACGP) continued throughout 2017-18 with another successful Quality Improvement and Continuing Professional Development Program (QI&CPD Program). Bethesda worked closely with the RACGP to ensure that general practitioners had access to professional development opportunities that improve patient care and ultimately benefit the Australian community.

Bethesda contributed enthusiastically to the WA Parliament Joint Select Committee on End-of-Life Choices, hosting a visit for the committee members, inclusive of a presentation by key Bethesda staff and a tour of both our inpatient and community-based programs.

The 2017-18 program at Bethesda had a focus on quality learning experiences with high calibre presenters, strongly evidence-based and often as part of a presentation delivered by a multidisciplinary team of health professionals. Presentations during the year were:

- Assessing cardiac risk in the perioperative setting - Presenters David Playford and Jenny Deague + Antimicrobial stewardship: what GPs should know - Presenter Miles Beaman;
- An update on palliative care for general practice - Presenters Paula Moffat and Keiron Bradley;
- Endocrine abnormalities: what GPs should know - Presenters David Oliver and Sharon Winters;
- Diagnosis and treatment of common shoulder disorders - Presenters Grant Booth and Sven Goebel;
- Thyroid and parathyroid disease. All you need to know in diagnosis, imaging and surgery - Presenters Dean Lisewski, Bruce Powell, Richard Gauci and Rudolf Boeddinghaus;
- The wrist: what you need to know and what you cannot miss - Presenter Jeff Ecker;
- A complete orthopaedic update for general practice: symptoms, diagnosis and management - Presenters Omar Khorshid, Peter D'Alessandro, Toby Leys, Paul Khoo, Matthew Scaddan and Brendon Ricciardo;
- Advanced care planning and support for the palliative patient - Presenters Paula Moffat, Keiron Bradley, Helen Makeham and Kim Greeve; and
- Breast cancer management and optimal care pathways - Presenters Richard Martin and Wen Chan Yeow.

Bethesda's ongoing relationship with the professional body, The Australian College of Nursing, resulted in our organisation hosting two seminars for nurses in the wider community - one with a clinical focus

being a wound management session and the other related to leadership and management entitled 'Lead Inspired Change'. Bethesda sponsored representatives at both sessions.

During the year Bethesda supported many activities that had active community involvement through stalls and poster displays in the hospital foyer, all underpinned by a desire to increase the awareness for causes and charities that the organisation supports. Activities during the year included:

- The annual breast cancer 'Bubbles for Breast Awareness' fundraiser along with the McGrath Foundation;
- World Health Organisation Hand Hygiene Day;
- National Volunteer Week celebration of the Bethesda volunteers;
- International Nurses Day activities for all staff (not only nurses);
- Palliative Care week;
- Australia's Biggest Morning Tea and Daffodil Day fundraisers for the Cancer Council WA;
- The Big Aussie Barbeque for Prostate Cancer Awareness;
- Safe Work Week;
- Bandana Day (Canteen) supporting younger people affected by cancer;
- Infection Control and Antibiotic Awareness weeks; and
- 'RUOK' Day recognising the importance of supporting our colleagues.

Once again this year, Bethesda was a proud sponsor of the State Youth Games which has now been running for 32 years, creating opportunity through sports and recreation for the church to utilise to build community and discipleship.



Strategic Domain 3:

Individuality

Strategic Goals

- 3.1 Further engage our patients and invest into improving the patient experience, strengthening the coordination of care both at Bethesda and in the community.
- 3.2 Continue to partner with our clinicians to further advance safe and high quality care outcomes, in an environment that exceeds patient expectations.
- 3.3 Challenge existing paradigms and models of care, seeking new opportunities that are aligned with our Mission and Vision.
- 3.4 Establish a reputation of being ‘best in class’.

Clinical governance structures continued to be strengthened during the year, with a restructuring of quality, safety and risk reporting at all levels with a focus on capturing consumer feedback and improving the patient experience.

Bethesda continued to compare its data to instigate improvements and submitted clinical indicator data in 33 categories to the ACHS (Australian Council on Healthcare Standards). Bethesda’s results for the most recent reporting period for the year (in 13 categories) were in the top 20% of all hospitals contributing to the benchmarking exercise. These were:

- Patient temperature less than 36°C in the recovery period;
- Unplanned stay in recovery room for longer than 2 hours;
- Booked patients who fail to arrive;
- Cancellation of procedure after arrival due to pre-existing medical condition;
- Cancellation of procedure after arrival due to acute medical condition;
- Cancellation of procedure after arrival due to administrative/organisational reasons;

- Unplanned transfer or overnight admission related to procedure;
- Departure without an escort;
- Unplanned/unexpected readmission within 28 days;
- Unplanned return to the operating theatre during same admission;
- Inpatient falls;
- Inpatient falls - patients 65 and over; and
- Patient deaths addressed within a clinical audit process.

Also during the year, Bethesda worked to ensure patient satisfaction levels improved, above already pleasing levels. Feedback continued to demonstrate that there is a >98% likelihood of individual patients recommending Bethesda and more than 96% satisfaction with all aspects of care provided. An external survey conducted by Medibank Private also confirmed that 98% of members would recommend Bethesda along with a 9/10 satisfaction with overall experience.

Partnering with consumers of the care that Bethesda provided gained further traction throughout the year with the organisation adopting some more new and innovative approaches to this area. A more refined strategy will be implemented during 2018-19.

Bethesda’s commitment to infection prevention and control continued throughout 2017-18, with the ongoing strengthening of systems and governance for the control of healthcare acquired infections. The year’s focus was on the consolidation of the many initiatives that have commenced over the past years. Some of the key highlights of the year were:

- Continued audit/feedback/education to staff, visiting medical officers and volunteers to meet the requirements of the National Healthcare Standard 3 including further development of the Antimicrobial Stewardship Program at Bethesda;
- Expansion of craft groups representing all major specialties at the hospital, with an initial focus on surgical prophylaxis prescribing protocols;
- Continuation of the submission of data to the Hospital National Antimicrobial Prescribing Survey (Hospital NAPS) and the Surgical National Antimicrobial Prescribing Survey (SNAPS);
- Bethesda’s Hand Hygiene Program continued with the compliance rate at 82.2% (national benchmark 80%);

- Strengthening of the recycling initiative hospital-wide to make a contribution to reducing landfill and decreasing environmental footprint;
- Partnering with the HAIU (Healthcare Associated Infection Unit) to submit data to the Healthcare Infection Surveillance Western Australia (HISWA) reports and benchmarking demonstrating:
 - Nil reported surgical site infection in the arthroplasty cohort;
 - Nil reported staphylococcus aureus bacteraemia;
 - Rate of hospital identified clostridium difficile remains low.
- Review of water systems within the hospital with a commitment to development and implementation of a total water management plan (TWMP); and
- Continued review and implementation of AS/NZS 4187:2014 related to the reprocessing of reusable medical devices in health service organisations.



Strategic Domain 4:

Innovation

Strategic Goals

- 4.1 Effectively deploy technologies to support the business objectives.
- 4.2 Embed activities that result in an agile, responsive and resilient health service that anticipates and responds to need/opportunity.
- 4.3 Provide the conditions, culture, environment, and opportunities that improve engagement and enable staff to excel.
- 4.4 Deliver asset lifecycle maintenance capability to maximise the use of physical infrastructure and plan for future innovative investment.

The year was marked by a continuing investment in Bethesda’s digital strategy, with the Board of Director’s endorsement of the Bethesda Health Care Digital Strategy 2017 - 2020. The vision for the plan is:

- To have the right information, to the right person, at the right place, in the right time; and
- To improve the quality and safety of care at Bethesda through the provisioning of technology.

The key objectives of the plan are to:

- Deliver technology that will improve the patient journey, coordinate care across services, engaging with both patients and doctors;
- Integrate information to enhance decision-making, sourcing innovative solutions to operational challenges;
- Access ‘partners’ who have knowledge to provide advice and upskilling; and
- Provide enhanced security for systems and information, consolidating and exploiting existing infrastructure.

During the year, a new finance management information (FMIS) was selected following a comprehensive tender process with the aim of finding a system that had ‘fit for purpose’ scalable business systems and solutions that will help position Bethesda for future growth. The new system will be implemented in 2018-19.

Following the achievement of a further period of Worksafe WA Platinum Award status (now achieved for a third consecutive term) Bethesda’s focus on maintaining an exceptional workplace safety culture continued throughout the year and resulted in our organisation winning the WorkSafe WA ‘Work Safety Awards 2018’ for the best workplace safety and health management system.

A Lost Time Injury (LTI) rate of 6.87 was achieved (which represents 3 LTIs) which is markedly better than the Average LTI Frequency Rate for Hospitals in WA (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). Bethesda’s three year average for LTIs is 6.13.





Members of Bethesda Health Care Occupational, Safety and Health Committee celebrate the achievement of a further period of Worksafe WA Platinum Award status (now achieved for a third consecutive term) winning the WorkSafe WA 'Work Safety Awards 2018' for the best workplace safety and health management system.

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Bethesda underwent a two-yearly election process for Safety and Health Representatives and maintains an effective and stable Occupational Safety and Health Committee.

Manual Task Assessors were trained during the year to be able to undertake safety audits related to manual handling in their work areas. This has enabled targeted peer assessments to be completed in 'real time' in areas such as Perioperative Services and Catering.

Making progress towards the strategic goal of providing the conditions, culture, environment, and opportunities that improve engagement and enable staff to excel, Bethesda's Learning and Development Department continued with their focus to ensure all staff remained appropriately skilled to meet the changing demands of their roles. Key highlights of the 2017-18 year were:

- Introduction of a computer-based tool 'Continuing Professional Development (CPD) Recorder' to assist nursing staff registered with the Australian Health Practitioner Regulation Agency AHPRA) and working at Bethesda to more easily record their annual hours of mandatory CPD;
- Restructuring of the online mandatory training portal, a project initiated to upgrade, modernise and increase the functionality of the staff training page. Significant amendments were made to the online training gateway to afford staff with the opportunity to participate in a range of contemporary educational activities. An external training links tab was added to allow staff to access a

variety of internal and external self-directed learning packages. A new online in-services area was implemented to allow employees to view missed in-services at a time and place of personal convenience. Finally, a resources section was added, providing useful and pertinent staff information;

- Australian Resuscitation's Advanced Life Support Level 1 Course conducted by Marie Murphy, Manager, Learning and Development. This will now be extended beyond nursing staff to visiting medical officers;
- Introduction of a patient assessment format entitled the 'ABCDE Approach', a two-hour workshop designed to assist clinical staff in the early recognition and management of deterioration by encouraging the use of a systematic patient assessment with the aim of preventing further deterioration;
- Establishment of initial protocols for assessment of visiting medical officers and their mandatory competence in aseptic non-touch technique (ANTT).

Strategic Domain 5:

Sustainability

Strategic Goals

- 5.1 Build financial strength and long-term viability.
- 5.2 Identify and create new sources of revenue and maximise existing sources, building on our foundation for the longer-term success of Bethesda.
- 5.3 Create value through effective and efficient commercial partnerships.
- 5.4 Ensure accountable governance at all levels with all relevant legislative and audit requirements met consistently.

Consistent with our strategic goal of building financial strength and long-term viability, Bethesda continued to invest resources to create opportunities for growth and diversification. Acknowledging that there are local constraints related to the Claremont site expansion, the Board of Directors and Executive Team pledged to continue to work with local stakeholders to establish a plan that satisfies the needs and desires of the majority of parties. Coupled with this exercise, there continued to be the exploration of other opportunities to ensure that Bethesda is sustainable and well-positioned to meet the needs of our community (which are growing and becoming more complex) as well as the increasing expectations of quality healthcare by consumers.

As a smaller private hospital in Western Australia, Bethesda's leadership team has had to work creatively for some time to ensure plans are in place for Bethesda's future, acknowledging their role in maintaining exemplary levels of financial stewardship. Bethesda is well-placed

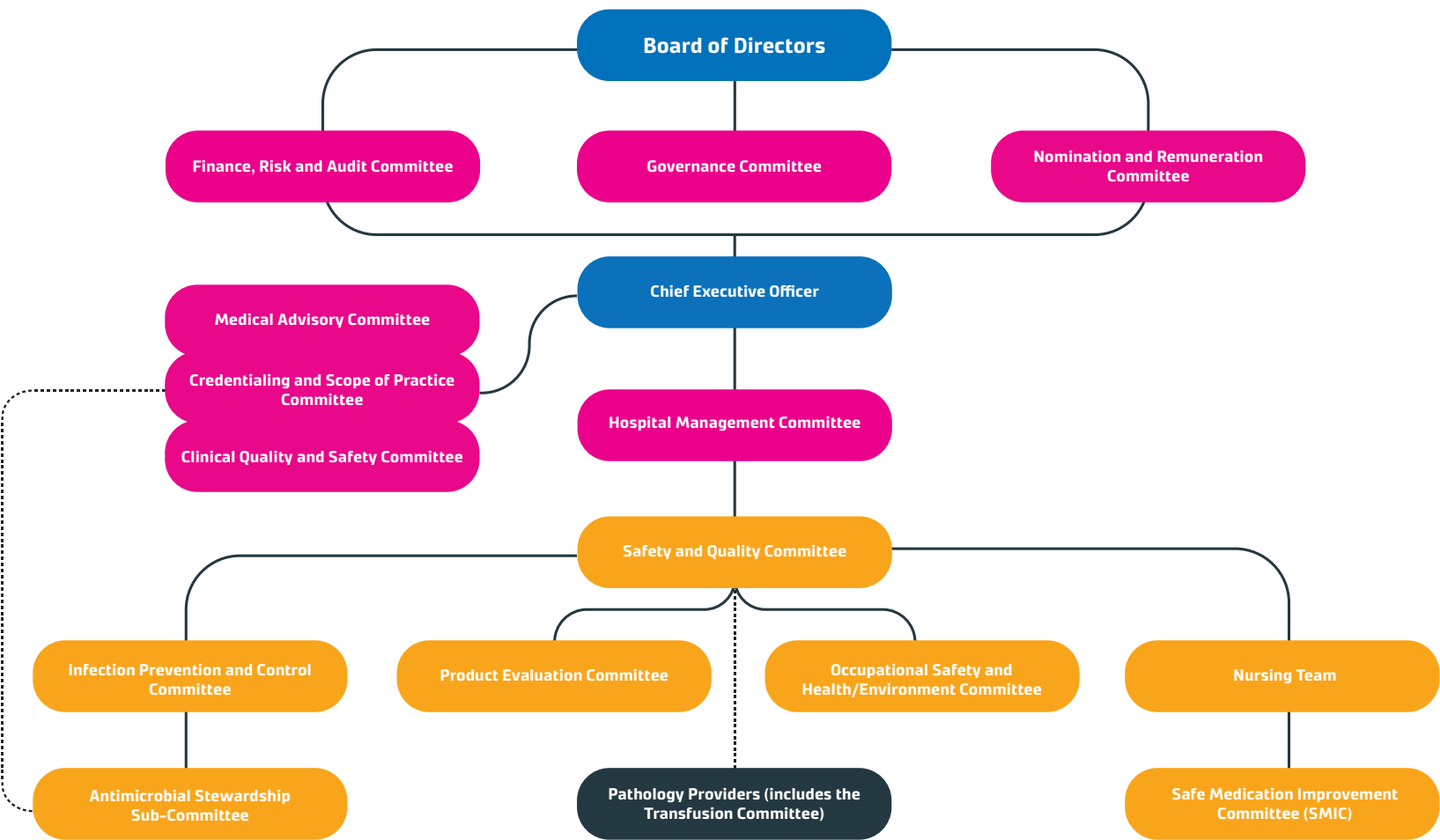
culturally to implement the changes required for its long-term viability. The principle of sound stewardship of resources with prudent risk management has underpinned all decision-making on future care and service planning.

The Board of Directors revised Bethesda's corporate risk profile during the year due to the changes in the current private healthcare landscape, continuing the associated annual risk rating of activities as part of their commitment to improving and sustaining high levels of corporate governance. The risk profile included very clearly articulated risk prevention and minimisation strategies that are in place and regularly reviewed.



Governance:

Bethesda Health Care Committee Structure - Board & Management



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, including mission.



From left to right: **Leanne Milligan** - Board Director (resigned Oct 2018), **Dominic Bourke** - Deputy Board Chairman, **Prof. Neale Fong** - Executive Chairman, **Yasmin Naglazas** - Executive Director and CEO (resigned Oct 2018), **Tri Suseno** - Board Director.

Medical Advisory Committee

Bethesda's Medical Advisory Committee comprises a group of visiting medical officers who broadly represent the specialties at the hospital. The MAC meets every 2 months for 3 back-to-back meetings working collaboratively with the CEO to ensure the clinical standards and patient care at Bethesda are at superior levels.



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



Toby Leys
MBBS (WA),
FRACS (Orthopaedics),
Fellow AOA



Gavin Bowra
MBBS, FANZCA, FRACS



Richard Martin
MBChB (Dunedin), FRACS



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

Hospital Management Committee

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.



Yasmin Naglazas
Chief Executive Officer
(resigned Oct 2018)



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



Luke Pasotti
Manager Business Performance
and Development/Capital
Projects



Colin Chester
Financial Controller



Jill Carland
Manager Quality and Risk



Libby Oakes
Manager Infection Prevention
and Control



Sally Winfield
Clinical Nurse Manager
Surgical



Julia Morison
Manager Finance



Roh Siriwardena
Manager Hospitality Services



Marie Murphy
Manager Learning and
Development



Glen Evensen
Manager Procurement and
Logistics



Glenys Thomas
Clinical Nurse Manager
Palliative Care



Philippe Tercier
Manager Engineering



Michelle Olins
Manager Human Resources



Melody Miles
Manager Occupational Safety
and Health

SPECIALISTS ACCREDITED TO PRACTICE

AT BETHESDA HEALTH CARE

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

Peter D’Alessandro
Orthopaedic Surgeon
Coastal Orthopaedic Group
Bethesda Hospital
25 Queenslea Drive
CLAREMONT WA 6010
9230 6333

Jeff Ecker
Orthopaedic Surgeon
Jeff Ecker Clinic
Bethesda Hospital
CLAREMONT WA 6010
9334 0750

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

Daniel Fick
Orthopaedic Surgeon
The Joint Studio
1/85 Monash Avenue
NEDLANDS WA 6009
9386 3933

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

Benjamin Hewitt
Orthopaedic Surgeon
Orthology
Suite 1, 48 Outram Street
WEST PERTH WA 6005
9322 1990

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

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

Angus Keogh
Orthopaedic Surgeon
Orthopaedic Surgeon
Western Orthopaedic Clinic
Suite 213 – 25 McCourt Street
SUBIACO WA 6008
9489 8784

Riaz Khan
Orthopaedic Surgeon
The Joint Studio Suite 1,
Hollywood Medical Centre
85 Monash Avenue
NEDLANDS WA 6009
9386 3933

Paul Khoo
Orthopaedic Surgeon
Coastal Orthopaedic Group
Bethesda Hospital
25 Queenslea Drive
CLAREMONT WA 6010
9230 6351

Omar Khorshid
Orthopaedic Surgeon
Coastal Orthopaedic Group
Bethesda Hospital
25 Queenslea Drive
CLAREMONT WA 6010
9230 6333

Toby Leys
Orthopaedic Surgeon
Coastal Orthopaedic Group
Bethesda Hospital
25 Queenslea Drive
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Antony Liddell
Orthopaedic Surgeon
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Medicine Centre
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Dror Maor
Orthopaedic Surgeon
Coastal Orthopaedic Group
25 Queenslea Drive
CLAREMONT WA 6050
08 9370 4543

Patrick Michalka
Orthopaedic Surgeon
HULC, Suite 12, Level 2
57 Shenton Avenue
JOONDALUP WA 6027
6314 1198

Alex O’Beirne
Orthopaedic Surgeon
Western Orthopaedic Clinic
Suite 213, 25 McCourt Street
SUBIACO WA 6008
9489 8799

Gig Pisano
Orthopaedic Surgeon
29 Anstruther Road
MANDURAH WA 6210
9535 9752

Ross Radic
Orthopaedic Surgeon
Perth Orthopaedic and Sports
Medicine Centre
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Brendan Ricciardo
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CLAREMONT WA 6010
9230 6333

Matthew Scaddan
Orthopaedic Surgeon
Coastal Orthopaedic Group
Bethesda Hospital
25 Queenslea Drive
CLAREMONT WA 6010
9230 6333

Aaron Tay
Orthopaedic Surgeon
Hollywood Orthopaedic Group
Hollywood Medical Centre,
Suite 3 – 85 Monash Avenue
NEDLANDS WA 6009
9389 3866

Colin Whitewood
Orthopaedic Surgeon
Hollywood Medical Centre
Suite 3 – 85 Monash Avenue
NEDLANDS WA 6009
9389 3833

Simon Zilko
Orthopaedic Surgeon
Western Orthopaedic Clinic
Suite 13, Wexford Medical Centre
3 Barry Marshall Parade
St John of God Hospital Murdoch
MURDOCH WA 6150
9489 8700

GYNAECOLOGY

Michael Aitken
Gynaecologist
Perth O+G Clinic
Suite 209, SJOG Medical Centre
25 McCourt Street
SUBIACO WA 6008
9382 9435

Wei-Ying Chua
Gynaecologist
Perth Women’s Specialist Clinic
Suite 31 – Level 2
Wexford Medical Centre
3 Barry Marshall Drive
MURDOCH WA 6150
9332 1876

Steven Harding
Gynaecologist
Suite 17/18 2 McCourt Street
WEST LEEDERVILLE WA 6007
6258 3562

Roger Hart
Gynaecologist
Fertility Specialists WA,
University Department of
Obstetrics + Gynaecology –
KEMH
374 Bagot Road
SUBIACO WA 6008
9340 3031

Tamara Hunter
Gynaecologist
Fertility Specialists WA
Bethesda Hospital
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CLAREMONT WA 6010
9284 2333 (FSWA)
9388 7780 (Dr T Hunter Rooms)

Krish Karthigasu
Gynaecologist
Hollywood Medical Centre
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NEDLANDS WA 6009
9389 8900

Robyn Leake
Gynaecologist
Hollywood Specialist Centre
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NEDLANDS WA 6009
9389 5065

John Love
Gynaecologist
Perth O+G Clinic
Suite 209, SJOG Medical Centre
25 McCourt Street
SUBIACO WA 6008
9382 9435

Panos Maouris
Gynaecologist
Hollywood Medical Centre
Suite 17 – 85 Monash Avenue
NEDLANDS WA 6009
9389 9188

Richard Murphy
Gynaecologist
7 Ellen Street
SUBIACO WA 6008
9200 6140

Christopher Nichols
Gynaecologist
Fertility Specialists WA
Bethesda Hospital
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CLAREMONT WA 6010
9284 2333

Roger Perkins
Gynaecologist
Suite 7 – 10 McCourt Street
WEST LEEDERVILLE WA 6007
9388 9099

Erica Shellabear
Gynaecologist
Mounts Bay Gynaecology
Suite 50 - 146 Mounts Bay Road
PERTH WA 6000
9481 1581

Lucy Williams
Gynaecologist
Dr Lucy Williams
Hollywood Medical Centre
Suite 17 – 85 Monash Avenue
NEDLANDS WA 6009
9389 9188

Linda Wong
Gynaecologist
Fertility Specialist WA
11 Ellen Street
SUBIACO WA 6008
9382 3655

Doreen Yeap
Gynaecologist
Hollywood Specialist Centre
Suite 32 – 85 Monash Avenue
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9389 8900

Fertility
Michael Aitken
Gynaecologist

Wei-Ying Chua
Gynaecologist

Roger Hart
Gynaecologist

Tamara Hunter
Gynaecologist

John Love
Gynaecologist

Roger Perkins
Gynaecologist

Doreen Yeap
Gynaecologist

UROLOGY

Melvyn Kuan
Urological Surgeon
Melvyn Kuan Urology
2 Antony Street
PALMYRA WA 6157
9339 8893

Sunny Lee
Urological Surgeon
Antony Street Specialist Centre
6 – 8 Antony Street
PALMYRA WA 6157
6430 8128

Mikhail Lozinskiy
Urological Surgeon
Waikiki Specialist Centre
221 Willmott Drive
WAIKIKI WA 6169
9528 7734

David Sofield
Urological Surgeon
2 Antony Street
PALMYRA WA 6157
9339 1932

Andrew Tan
Urological Surgeon
Perth Urology Clinic
Suite 15 – 85 Monash Avenue
NEDLANDS WA 6009
9322 2435

ONCOPLASTICS

Farah Abdulaziz
Surgeon
Dr Farah Abdulaziz
Suite 36 – 95 Monash Avenue
NEDLANDS WA 6009
9386 5814

Richard Martin
Surgeon
Mount Medical Centre
Suite 5 – 140 Mounts Bay Road
PERTH WA 6000
9321 0853

Palan Thirunavukkarasu
Surgeon
Mount Medical Centre
Suite 5 – 140 Mounts Bay Road
PERTH WA 6000
9462 5694

Wen Chan Yeow
Surgeon
Suite 37 – Murdoch Medical Cntr
100 Murdoch Drive
MURDOCH WA 6150
9332 7770
(also at Suite 305 – Subiaco
Clinic, 25 McCourt Street
9382 4622 Subiaco)

GENERAL SURGERY

Farah Abdulaziz
Surgeon
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NEDLANDS WA 6009
9386 5814

Mohan Jayasundera
Surgeon
Dr Mohan Jayasundera
Suite 27 – 100 Murdoch Drive
MURDOCH WA 6150
9391 1116

Dean Lisewski
Surgeon
Perth Thyroid Cancer Clinic
Wexford Medical Centre
Suite 78 – 3 Barry Marshall Pde
MURDOCH WA 6150
9310 7878

David Oliver
Surgeon
Suite 50 – 100 Murdoch Drive
MURDOCH WA 6150
9460 0041

Sue Taylor
Surgeon
Circle of Care
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NEDLANDS WA 6009
6424 8596

Palan Thirunavukkarasu
Surgeon
Mount Medical Centre
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9462 5694

Wen Chan Yeow
Surgeon
Suite 37 – Murdoch Medical Cntr
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9332 7770
(also at Suite 305 – Subiaco
Clinic, 25 McCourt Street
9382 4622 Subiaco)

PAIN MANAGEMENT

Patrick Coleman
Pain Management
Claremont Path Clinic
12/237 Stirling Hwy
CLAREMONT WA 6010
08 9385 1323

Stephanie Davies
Pain Management
Painless Clinic
Unit 5/136 Railway Street
COTTESLOE WA 6011
0412 933 419

John Salmon
Pain Management
Unit 2/89 Forrest Street
COTTESLOE WA 6011
9284 6005

Pavla Walsh
Pain Management
WA Specialist Pain Services
(WASPS)
Unit 5/136 Railway Street
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0412 933 419
WASPS (PMH 9340 8222)

PLASTIC SURGERY

Christopher Allen
Plastic Surgeon
St John of God Health Care
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SUBIACO WA 6008
9382 4811

Lewis Blennerhassett
Plastic Surgeon
Subiaco Plastic Surgery
69 Thomas Street
SUBIACO WA 6008
9381 6977

David Gillett
Plastic Surgeon
Suite 1 – 136 Railway Street
COTTESLOE WA 6011
9284 4966

Matthew Hansen
Plastic Surgeon
7 Richardson Street
WEST PERTH WA 6005
9321 2612

Timothy Hewitt
Plastic Surgeon
Suite 317 – 25 McCourt Street
SUBIACO WA 6008
9388 9222

Mark Lee
Plastic Surgeon
Suite 22/3 Wexford Street
SUBIACO WA 6008
9382 3340

Sharon Chu
Plastic Surgeon
Redimed
1 Frederick Street
BELMONT WA 6104
9230 0900

EAR, NOSE & THROAT & FACIAL PLASTIC SURGERY

Pedram Imani
ENT Surgeon
Imani Facial Plastic Surgery &
Cosmetic Specialist
Suites 3 & 4, 40 St. Quentin Av
CLAREMONT WA 6010
9383 3309

ORAL & MAXILLOFACIAL

Franc Henze
Oral & Max Facial Surgeon
Oral & Maxillofacial
Surgery of WA
235 Wanneroo Road
BALCATT WA 6021
9344 3907

Evan Kakulas
Oral & Max Facial Surgeon
Suite 2 – 1 Walker Avenue
WEST PERTH WA 6005
9322 7363

Sophie Mougos
Oral & Max Facial Surgeon
Suite 11 – First Floor
178 Cambridge Street
WEMBLEY WA 6014
9381 6686

PALLIATIVE CARE

Keiron Bradley
Palliative Care Specialist
Palliative Care Unit
Bethesda Hospital
25 Queenslea Drive
CLAREMONT WA 6010
9340 6311

Roger Goucke
Palliative Care Specialist
QEII Medical Centre
Hospital Avenue
NEDLANDS WA 6009
9346 3263

Felicity Hawkins
Palliative Care Specialist
Palliative Care Unit
Bethesda Hospital
25 Queenslea Drive
CLAREMONT WA 6010
9340 6311

Paula Moffat
Palliative Care Specialist
Palliative Care Unit
Bethesda Hospital
25 Queenslea Drive
CLAREMONT WA 6010
9340 6311

Alice Phua
Palliative Care Unit Hollywood
Private Hospital
Locked Bag 2002
NEDLANDS WA 6909
9346 6000

Sarah Pickstock
Palliative Care Specialist
Silver Chain Hospice Care Service
6 Sundercombe Street
OSBOURNE PARK WA 6017
9242 0242

Kevin Yuen
Palliative Care Specialist
Palliative Care Unit
Bethesda Hospital
25 Queenslea Drive
CLAREMONT WA 6010
9340 6311

SPECIALISTS ACCREDITED TO CONSULT

AT BETHESDA HEALTH CARE

CARDIOLOGY

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Cardiologist
Director of Cardiology
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Shenton Avenue
JOONDALUP WA 6027
9400 9372

David Playford
Cardiologist
Mount Medical Centre
146 Mounts Bay Road
PERTH WA 6000
9485 0945

Rafeeq Samie
Cardiologist
Hearts West - Murdoch
Suite 59 - 100 Murdoch Drive
MURDOCH WA 6150
9391 1234

DERMATOLOGY

Roland Brand
Dermatologist
51 Railway Parade
MT LAWLEY WA 6050
6500 1299

Christopher Clay
Dermatologist
Karrinyup Dermatology
5 Cheddar Place
KARRINYUP WA 6018
9245 3376

ENDOCRINOLOGY

David Hurley
Endocrinologist
Kirkman House
10 Murray Street
PERTH WA 6000
9224 1477

HAEMATOLOGY

Ross Baker
Haematologist
Haematology West
37/ 85 Monash Avenue
NEDLANDS WA 6009
9200 2236

Julian Cooney
Haematologist
Western Diagnostics
74 McCoy Street
MYAREE WA 6154
9317 0999

Andrew McQuillan
Haematologist
Q Medical Consulting
Suite 52 - 85 Monash Avenue
NEDLANDS WA 6009
9386 1811

Ramdas Tampi
Haematologist
WA Specialist Clinic
Clinipath Pathology
310 Selby Street North
OSBOURNE PARK WA 6017
9371 4536

INFECTIOUS DISEASE

Miles Beaman
Microbiologist
Infectious Disease Department
Joondalup Health Campus
Cnr Grand Blvd & Shenton Ave
JOONDALUP WA 6027

Smathi Chong
Physician
Clinipath Pathology
310 Selby Street North
OSBOURNE PARK WA 6017
9371 4200

Duncan McLellan
Physician
Western Diagnostic Pathology
74 McCoy Street
MYAREE WA 6154
9317 0999

NEUROLOGY

Bill Carroll
Neurologist
SJOG Neurology
Suite 314 - 25 McCourt Street
SUBIACO WA 6008
9381 7958

PSYCHIATRY

Roger Paterson
Psychiatrist
Hollywood Specialist Centre
Suite 37 - 95 Monash Avenue
NEDLANDS WA 6009
9389 5155

Mathew Samuel
Psychiatrist
Hollywood Medical Centre
Suite 19 - 85 Monash Avenue
NEDLANDS WA 6009
6382 0880

RESPIRATORY & SLEEP MEDICINE

Jack Philpott
Respiratory Physician
Sleep WA: Perth Sleep
Disorders Centre
Suite 38 - 85 Monash Avenue
NEDLANDS WA 6009
9386 7244

RHEUMATOLOGY

Patrick Cheah
Rheumatologist
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Bethesda
health care

Personalised Care



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