

Culture, People, Consumer Engagement & Patient Experience, Innovation and Sustainability.

Bethesda health care

In the spirit of reconciliation Bethesda acknowledges the traditional owners of the land on which Bethesda sits, the Whadjuk people of the Nyoongar nation. We pay our respects to Elders past, present and emerging and acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

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## Bethesda's Beginnings

## Bethesda Health Care is a private, not-for-profit, independent acute surgical and specialist palliative care organisation.

With its hospital situated on the shores of<br/>Perth's picturesque Swan River, overlooking<br/>Freshwater Bay in Claremont, BethesdaA partnership was de<br/>Bethesda's founder, it<br/>the local Subiaco Chu<br/>the local Subiaco Chu<br/>bestern Australian community forBethesda Hospital or<br/>purchased and estableWestern Australian community for<br/>79 years. Bethesda's beginnings were with<br/>the Churches of Christ and although the<br/>healthcare business is managed separately<br/>from church affairs, these important linkages<br/>are held dear to Bethesda.A partnership was de<br/>Bethesda's founder, it<br/>bethesda<br/>Hospital site and Bethesda

Bethesda began as a small community based hospital named St Andrews, in Hamersley Road, Subiaco, 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.

Bethesda Hospital on Queenslea Drive was purchased and established in April 1945. Patients were moved from the Subiaco Hospital site and Bethesda was officially opened in July 1945.





## **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 of 68 overnight beds, 18 day procedure beds, and modern, high quality facilities. Bethesda has nine operating theatres, a day procedure unit, two inpatient wards, a range of diagnostic services are highly-regarded due to their superior and medical consulting suites. Surgical specialties include orthopaedics, urology, general surgery, gynaecology, plastic and reconstructive, fertility, pain management,

Along with a dedicated surgical ward, Bethesda also conducts an inpatient Palliative Care Unit and the Metropolitan Palliative Care Consultancy Service. Both programs reputation for providing specialised care for those who are in their end stage 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.

Teamwork	Respect
We create an environment of unity and togetherness.	We recognise and acknowledge the uniqueness and value of every individual.
Integrity	Compassion
We demonstrate honesty and trust.	We work to express God's love through a caring expression of kindness, tolerance and tenderness.
Excellence	Professional
We excel in all that we do, so that we can promote our Mission.	We have pride in the high-level care and service we offer.



# Chairman's Report

2022 presented many challenges to our CEO, Dr Neale Fong, and the Executive. The anticipated surge of COVID cases in WA, once a monumental task. That task was achieved the border reopened, did eventuate, with a consequent flow on effect to the hospital.

All citizens were touched in some way by COVID and the hospital did not escape disruption. Managing staff absences, supply disruptions, increasing costs and the need

to maintain patient and staff health and welfare whilst "keeping the doors open" was by Neale and his team through dedicated leadership, organisation and sheer hard work.

COVID also impacted on our financial performance, such that we were unable to achieve the outcome budgeted for the financial year. Nevertheless, under the



circumstances, the financial result was very acceptable and was due in large part to the expertise and coordination work of Julia Hannan, Executive Manager, Finance and Support Services.

I want also to commend the diligence of the Hospital Management Committee, the Medical Advisory Committee and the many sub-committees which has supported the CEO and his team.

The year had many positives, including the Theatre Optimisation project, which has seen the rebuild. refurbishment and modernisation of theatres to make all our theatres "state-of-the-art". This project has

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caused disruption to theatre lists, and I want to thank our surgeons and anaesthetists for their understanding and patience whilst this project progresses towards completion.

Despite the many difficulties arising from COVID disruptions, the project has progressed admirably.

Last year I announced the commencement of the building of Bethesda Clinic, our largest expansion program to date. The completion date of the Clinic has been delayed a little and we will now open its doors in early 2023. these services has won significant accolades Despite this delay we have appointed an outstanding General Manager, Dr Richard Bostwick, to lead an amazing team. Our

partnership with Microsoft on the digital initiative for Cockburn is truly innovative. This project, and many others, is led by Donelle Rivett, Executive Manager, Corporate Support and Projects and Director of Nursing and supported by our experienced medical directors in Dr Dharjinder Rooprai and Dr Richard Magtengaard.

2022 has also seen our government contract for the delivery of Palliative Care in the Community (MPaCCS) extended for a further two years. The team delivering from WA Health for their expertise and care of their patients. Congratulations to the MPaCCS team.

Our Palliative Care team at Claremont continues to deliver unparalleled care to their patients. Time and time again the hospital and individuals within it receive heartfelt thanks from families whose loved ones have received end of life care at Claremont. Congratulations and thanks to all the PCU staff.

Our volunteers are a group of individuals who provide comfort and guidance to new patients. They do a wonderful job and play a significant role in ensuring that we achieve our mission, thank you. The video, which details their work on our website, is well worth watching.

Each year we have a Celebration Day which honours the achievements of our staff and provides all staff the opportunity to get together for a fantastic lunch prepared by Roh Siriwardena, Manager Hotel Services, and his team. This year there were many long service awardees. Congratulations to all recipients and acknowledgement to Annette Elliot, Clinical Nurse Riviera, who was the recipient of the Matron Beryl Hill Award, our highest annual honour. I take this opportunity to thank all our dedicated and loyal staff. Your efficiency and support enables us to continue to deliver our Vision.

I thank my fellow Board Members for their diligence in considering the many complex issues which have come before us in the past year. Your enthusiasm makes my role as Chairman an enjoyable one.

Finally, the Board will continue to consider opportunities which come before us in the hope that we can continue to address the physical and emotional needs of current and future patients. The Board, and Management, will continue to keep all our stakeholders informed of any initiatives we decide to pursue.

## Dominic Bourke

Chairman

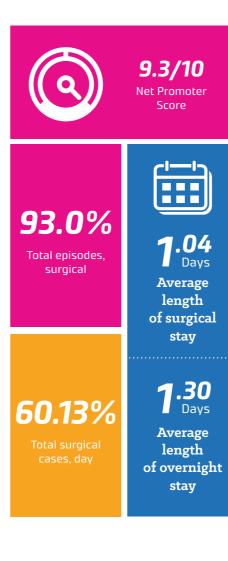


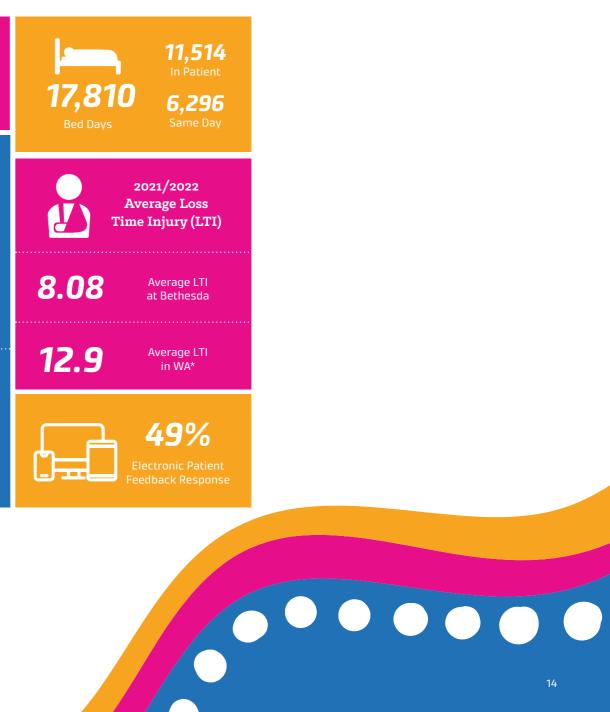


## **Our Year** At a Glance

2021/2022 Financial Year







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# CEO Report

Our year has been another solid one and on behalf of the Executive and management team, congratulations to all the staff and doctors who provide magnificent care here at Bethesda.

There have been many highlights and this report is a fairly superficial reflection of the actual work that goes on. In particular, the small unnoticed acts of kindness, acts of professionalism and acts of going the extra mile - to provide the personalised and professional care that we have built our reputation on.

Bethesda Clinic has taken much of management's attention, and as we move into the final lap of this project, we are excited to see how we can meet the growing demand for mental health care in the southern regions. We do this in partnership with so many people and groups who will be recognised when we open.

Ensuring our core businesses of surgical and palliative care at the Claremont campus continues to be a priority. The theatre upgrades will position us for the next surgeons to bring their work.

decade as a high-quality venue for major On behalf of the staff, we thank the Board led by Dom Bourke, for their valued surgery. That, combined with the expert care provided by the PACU, DPU and Riviera leadership of the organisation. They keep us staff, ensures we are an attractive place for on track and their role is significant. To the leadership team (and we are all leaders here in some way at Bethesda), Palliative care, both inpatient and in the thank you for caring about each other community, is thriving. We are so privileged (may that continue), and for giving so much to the patients and their families whose to be able to care for people in the end stages of their lives and the compassionate, privilege it is ours to care. quality care provided is exceptional.



To our volunteers - you add so much to our organisation, and we thank you. It's a delight to see you all contributing so generously.

Dr Neale Fong Chief Executive Officer





## Videos

to have conversations and reach out to their colleagues on R U OK? Day and Mental Staff and volunteers have featured in three Health Week. Hand hygiene was the strong professional videos that sit on our website message through Infection Prevention and as a visual reference for consumers. The Control Week in October and Travelling videos range from following a surgical roadshows were organised to ensure staff had perfected their 5 moments for hand patient's journey, to introducing our Bethesda Clinic team and showcasing the hygiene. work our wonderful volunteers do.

## Awareness & Activation Days

Awareness days and activations across the hospital are always well received and enjoyed by staff. There is always a competition, activity or education session happening at the hospital, creating a fun work environment. Staff were encouraged

Safe Work October focused on promoting mentally healthy workplaces, preventing slips, trips and falls and safe manual tasks. The annual tradition of the Work Health and Safety competition during Safe Work October created its usual 'buzz' amongst the work force, with many great prizes up for grabs. Bike Month was a new addition to the calendar and the Active Travel Committee

did a fantastic job raising funds for the Children's Medical Research Institute.

## Wellbeing Survey

Bethesda underwent a comprehensive staff wellbeing survey in August. The survey results were widely marketed and created transparency, opened dialogue between managers and their staff, and provide a foundation for the policies and programs required moving forward. Staff wellness has been highlighted over the last 12 months, as the health system dealt with the impacts of large community spread of COVID–19, and continues to be a focus for Bethesda.

## **National Volunteer Week**

Our volunteers celebrated National Volunteer Week this year with a private movie matinee at Backlot Theatre in West Perth. Volunteers were joined and recognised by the CEO and Executive Manager, People and Culture and treated to food, drinks and a movie as a small thank you for the time they generously donate to the hospital.

## Reconciliation Week Toolbox

Bethesda continued its reconciliation journey by creating a staff Toolbox for Coordinating Care with Aboriginal and Torres Strait Islander Peoples. This Toolbox initiative was written by Noongar man, Liam Ugle, who sits on the Partnering with Consumers Committee, and provides staff involved in coordinating the care of Aboriginal and Torres Strait Islander people's advice to ensure they provide culturally safe information.

## Doctors', Staff & Volunteers Christmas Party

2021 saw a record turnout to the Christmas Party. It was a fantastic evening for the whole organisation to unwind and celebrate another successful year together. Staff dressed to the theme Australian Christmas, which added a lot of fun to the evening.

### Bethesda Palliative Care

The reputation of the palliative care unit and community palliative care service (MPaCCS) remains strong. The start to 2022 was made challenging due to the COVID pandemic, however throughout this period the values of the organisation shone. It was a period of incredible teamwork, excellence and compassion. All staff came together as incredible professionals who provided exceptional care not only for our patients, but also for their fellow colleagues. Bethesda received an extension to the Pilbara Grant to continue to provide support to the Pilbara Palliative Care Program.



# People

## **Bethesda Clinic Staff** Join the Team

Recruitment began for Bethesda Clinic and an array of talented individuals have joined the team. We welcomed Dr Richard Bostwick as General Manager, who is closely supported by Catherine Thomas (Inpatient Service Manager), Joe Falkner (Wellness and Recovery Centre Coordinator), James Porter (Clinical Nurse Manager) and Michael Leocadio (Staff Development Educator). Dr Richard Magtengaard (Psychiatrist and exmilitary) was appointed Director of Military, Veteran and First Responder Care and will oversee the DVA accredited trauma recovery program. Rachel Frazer has ably led the <u>recruitment</u> for clinical staff, onboarding over 40 nurses over the course of the year, in a nation-wide skills shortage.

### Nurse Graduate Program

The Graduate Nurse Program launched in January. Throughout the course of a year, graduates spend their time evenly between Bethesda's clinical areas: theatre. the surgical ward and palliative care unit, to gain a varied range of nursing competencies. Graduates participate in weekly education sessions to support their practical learning and emerge with a Graduate Certificate in Clinical Nursing from the University of Notre Dame, if desired. The program is designed to compete with other hospitals and attract nurses through incentives such as no night shift requirements and additional paid study days.



## **Return to Practice Nurses**

Retired nurses can now complete their return to practice at Bethesda. The program, co-badged with Notre Dame University's Graduate Certificate in Contemporary Nursing, places nurses that are seeking a five nurses to date.

## Medical Records

Bethesda is always looking to maintain a high level of compliance and stay up to date in this space. We have increased the number of clinical coders and education. in conjunction with more regular internal audits, highlighting the key role clinical coders play in the organisation and its financial performance.

## Awards in Palliative Care

Dr Paula Moffat received the Excellence in Palliative Care Community-Based Care award for her leadership in the development of palliative care in a critical community setting in WA. Dr Moffat's focus on mentoring GPs return to the workforce. Bethesda has placed through MPaCCS, has meant that GPs feel more supported in providing care for their patients with high level needs.

> Psychosocial Care Mentor and valued member of the PCU. Karen Anderson, was inducted into the WA Woman's Hall of Fame. Karen was recognised for her dedication and commitment to the psychosocial needs of oncology and palliative care patients and their families over the years.

## Theatre Leaders

Two new positions were created in the theatre department to improve communication and workflow. The Theatre Area Manager and Perioperative Coordinator report directly to the Perioperative Services Manager and provide additional resources for staff and doctors. The feedback has been incredibly positive, with staff now having clear reporting lines.

## **Consumer Engagement** & Patient Experience

## Pastoral & Spiritual Care Volunteers

The need for a new volunteer cohort arose during visitor restrictions in the height of the pandemic. Pastoral and Spiritual Care Volunteers care and support patients, loved ones and carers and engage in emotional, social and spiritual concerns.

## **Post Operative Menu**

A post operative menu on Riviera Ward was implemented to cater for overnight surgical patients that are admitted later and miss ordering a meal. This improvement has been a great addition to our patient offerings and enhanced the patient experience from inception.

## **Surgical Support on Riviera**

A Surgical Support Volunteer role was created as a response to patient feedback regarding communication in the time a patient waits between being admitted and going to theatre. The new role is proving invaluable in providing support to patients, visitors and staff by being an additional point of communication, freeing up clinical staff to care for patients.



# Innovation



#### **Specialised Surgical Packs Electronic Feedback**

Specialised surgical packs have been A need for standardised metrics to assess the patient experience and satisfaction data over time and across organisations, resulted in the implementation of electronic patient feedback. A short feedback questionnaire is sent to surgical patients via SMS, using the online admission portal, Episoft. Since the project's implementation, Bethesda's patient satisfaction score, or net promoter score, remains at 9.3/10. This standardised data allows the hospital to benchmark itself against competitors. The data collected is reviewed by the Partnering with Consumers Committee, who identify additional areas of improvement from the consumer perspective. The post operative meal choices and Surgical Support role were both quality improvements identified through patient feedback themes.

## **Digital (Finally!)**

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introduced in theatres for regular surgeons. These surgical packs reduce preparation time, increase efficiency, and positively impact patient safety. Bethesda is looking to expand in this area, as it has shown significant decreases in surgery time and positive impacts on the environment attributed to a decrease in packaging, **Employee Files Go** The People and Culture team successfully implemented an electronic personnel filing system for all employees, replacing hard copy personnel files. The digitisation of these files has improved access and efficiency and reduced system errors.

## Power BI

Business Analytics developed a suite of dashboards using Power BI to enable data driven decision making within the Supply Department. The dashboards provide an overview of warehouse supply and stock movements. Visualisations provide insights and trends of current and past quantity and cost data.

The dashboards have already contributed to increased efficiency by identifying low use items that can be removed from daily stock checks by Supply staff, assisting in identifying areas where storage space can be used more effectively and providing insights to assist future purchasing decisions and negotiations.

# Sustainability





### **COVID-19 Cleaning**

Bethesda cared for several COVID-19 positive patients on the palliative care unit this year. These areas, including lifts, require an intense clean before they can be utilised by patients and the public. Our housekeeping team upskilled this year to include intensive COVID-19 cleaning. Their response to areas being exposed to COVID-19 has been thorough and efficient, allowing business as usual to continue.

## **COVID-19 Training**

Training continued to prepare for WA's border opening and ensuring staff were confident in safely managing COVID-19 positive patients. Study mornings, scenario training, cohort set-up and donning and doffing practicals were run for clinical and non-clinical staff. Staff had multiple occasions to put their training into practice, which highlighted areas for improvement, and bought about the use of techniques like two-way radios during transfers.

## **Riviera Treatment Room** Upgrade

medication management, opioid conversions and self-care. PCU staff also participate in The treatment room on Riviera Ward was an educational 'huddle' at the beginning of a refurbished to create more space and a shift. These huddles provide an opportunity greater efficiency for staff. The new design is for medical and nursing staff to share modern, and the materials are sustainable. knowledge and experiences between them. Staff can now access self-care debriefing sessions facilitated by Gary Heard (Chaplain) **Going Green in Theatres** and Karen Anderson (Psychosocial Care It is difficult to be sustainable in a sterile Mentor). These sessions assist staff in dealing with stressful situations at work and Health Safety initiatives this year. The Day leading the way in their initiatives, this year away from the workplace.

industry like health care. Theatres are adding syringe recycling and PVC bins to the waste disposal system and replacing desflurane gas with a more sustainable alternative. Small changes can have a lasting impact.

## Learning & Development

Staff were given new learning opportunities this year. New recruits to the PCU now receive a two-day orientation to the ward, and philosophy of palliative care, safe



### Work Health & Safety

Bethesda Health Care underwent the WorkSafe WA Plan Assessment in August 2021 and were awarded Platinum status for a further two years. This is the fifth consecutive time that Bethesda has attained Platinum status and remains the only organisation across any industry in Western Australia to have achieved this. To achieve which includes an introduction to the theory Platinum WorkSafe Award recognition, organisations have to demonstrate a rating

of 90% or more in every element of the WorkSafe Plan in the areas of Management Commitment, Planning, Consultation, Hazard Management and Training and Supervision, as well as an annual reduction in either the incidence rate or frequency rate of lost time injury.

Under the newly enacted legislation, Bethesda has rolled out a number of Work Procedure Unit has a suite of new trolleys that has resulted in safer manual handling, the number of ergonomic work space assessments increased and interest in the Work Health, Safety and Environment Committee saw its membership increase to 12 representatives.

## **Bethesda Clinic**

## In 2023, Bethesda Health Care will open the first private mental health clinic south of the river in the Cockburn Central West precinct.

Construction on the Clinic progressed rapidly throughout the year, with the slab for Stage 2 poured in April. The Clinic is the largest capital project in Bethesda's history and a first for Bethesda operating across two geographical sites. The Clinic's General Manager will report to Dr Neale Fong, who will sit as overarching CEO across both sites and report to the Board.

Bethesda Clinic will deliver holistic care that is trauma informed and recovery orientated. The Clinic will have a trauma focussed ward for military personnel, veterans and first responders, and in a state first, a women's only ward, that will provide a gender safe environment for those that have suffered trauma or abuse. These niche offerings are at the core of Bethesda Clinic's mission in providing compassionate, personalised care.

Bethesda Clinic will be the first health service in Australia to use Microsoft's Cloud for Healthcare platform for its patient electronic medical record (EMR). The EMR will allow the multidisciplinary Clinic team and Bethesda-credentialled clinicians to access patient records and keep consumers, carers and community care teams connected. Microsoft Cloud for Healthcare will enable consumers to work directly with their care team and actively participate in their treatment and recovery. The digital element will enhance patient outcomes, as clinicians can act quickly when they receive real-time information on a patients distress or deterioration.



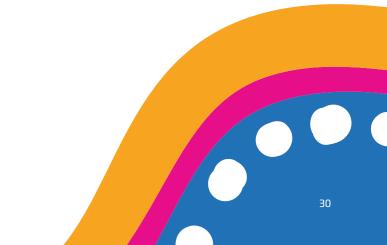
## Stage One: (opening early 2023)

- Ground Floor Wellness and Recovery Centre: Group therapy rooms for psychological and social group therapy programs, delivered by our expert partners.
- Ground Floor Therapy Garden: Offering private safe spaces for confidential moments, as well as opportunities for group gatherings and outdoor therapy.
- Level 1, 2 and 3 Inpatient Accommodation: 45 beds across three floors. Each accommodation floor includes dining, lounge and safe outdoor areas, as well as family and therapy rooms.
- Level 4 Onsite Consulting and Bethesda Office Space: Consulting rooms with administrative and reception areas, available for lease to onsite psychiatrists, psychologists and allied health.

**Stage Two:** 

#### (tentative opening four months after stage one)

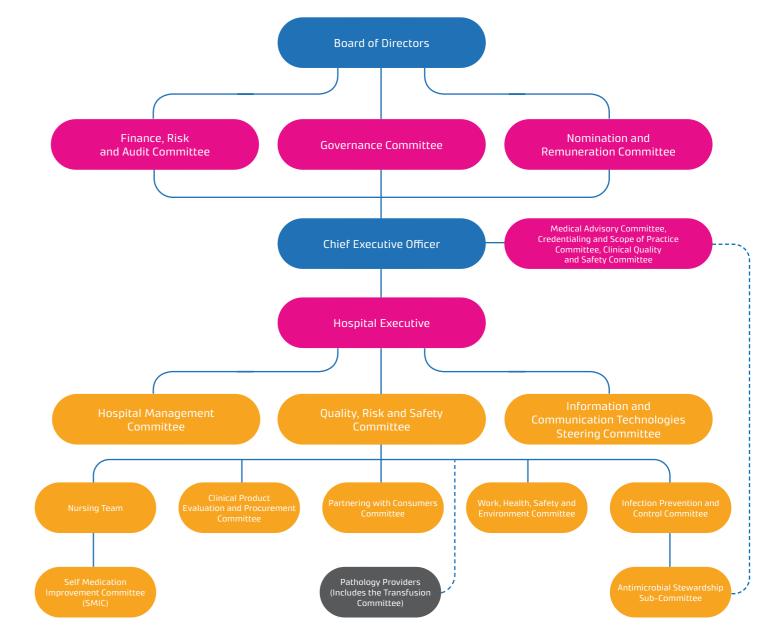
- Ground Floor Neurostimulation suite with associated recovery area.
- Level 1. 2 and 3 An additional 30 beds. 10 per floor. as well as additional lounge, therapy and interview rooms.
- Level 4 Additional onsite consulting space.



## Governance

Bethesda

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## **Bethesda Health Care Committee Structure**



Tri Suseno Deputy Board Chairman

**Dr Neale Fong** Chief Executive Officer

Dominic Bourke Chairman

**Grant Robinson Board Director** 

Jill Downie **Board Director** 

**Colin Barnett Board Director** 

## Medical Advisory Committee

Our Medical Advisory Committee is comprised of Visiting Medical Officers who broadly represent the specialties at the hospital. This 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

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

**David Playford** 





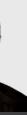
Jeff Ecker

FAOrthA, FRACS, MBBS, BMedSc (Hons)

Melvyn Kuan MBBS, FRACS

## **Board of Directors**

The Board of Directors have many years of combined experience in leading and managing successful businesses. As a group, they have held senior positions in health and aged-care-related entities, politics and private companies, having influence on the future of healthcare in Australia.





**Grant Booth** MBChB, FRACS



Keiron Bradley

MBBS, AChPM MMed (Pall Care), PGDipLATHE (Oxford University)



Silke Brinkmann

MBBS (Hons), FRANZA



Carolyn Douglass BMed Sci, BMBS, FRCA, FANZCA





Mark Lee MBBS, FRACS (Plastic Surgery)



John Love MBBS, FRANZCOG



**Richard Martin** MBChB (Dunedin), FRACS



Duncan McLellan

MBBS, MRCP (UK), FRACP, FRCPA

## 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 direction of the organisation



Dr Neale Fong Chief Executive Officer



**Donelle Rivett** 

Julia Hannan

Executive Manager, Executive Manager, Corporate Support and Projects and Services Director of Nursing



Eve Dawson

Executive Manager, Finance and Support People and Culture



Renee de Prazer

Executive Manager, Clinical Services



Libby Oakes

Executive Manager, Quality, Risk and Infection Control



Dr Richard Bostwick

General Manager, Bethesda Clinic

Executive Manager, Clinical Governance and Director of Nursing (departed July 2022)

Deborah Bell



#### Bernadette Nowak

Clinical Nurse Manager, Metropolitan Palliative Care Community Service Development (Clinical Nurse Manager, Palliative Care Unit until 01/08/2022)



Pieter van Rensburg Melissa Rigden

Director, New Infrastructure

Manager, Health Information



**Helen Round** 

Manager, Perioperative Services



Ramon Sevilla

Manager, Supply (resigned August 2022)



Rohitha Siriwardena

Manager, Hotel Services



Philippe Tercier

Manager, Engineering

Manager, Analytics and Project Lead (resigned July 2022)





Emma Brown Manager, Quality

**Melody Miles** Manager, Work Health and Safety



Dr Marie Murphy

Manager, Learning and Development



Tuyen Nguyen

Manager, Information and Communication Technology





Rebecca Vincent



Sally Winfield Clinical Nurse

Manager, Surgical

### ORTHOPAEDICS

#### Dr Greg Cunningham

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## GYNAECOLOGY

## Dr Steven Harding

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### **Dr Michael Aitken**

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### FERTILITY

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## UROLOGY

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#### **Dr David Sofield**

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#### **Dr Lingjun Mou**

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### ONCOPLASTIC

## PAIN MANAGEMENT

## **Dr John Salmon**

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#### **Mr Samuel Cunneen**

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#### **Mr David Gillett**

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### Dr Mark Hanikeri

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#### Mr Mark Lee

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## ENT & FACIAL **PLASTICS**

## Plastic Surgeon

**Mr Craig Smith** 

Plastic Surgeon

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Mr Pedram Imani

Suites 3 + 4 - 40

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CLAREMONT WA. 6010

ENT Surgeon

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#### Plastic Surgeon

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## PALLIATIVE CARE

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## CARDIOLOGY

## HAEMATOLOGY

## ORAL & MAXILLOFACIAL SURGERY

#### Dr Kate Morlet-Brown

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Dr Ramdas Tampi

## INFECTIOUS DISEASE

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## RESPIRATORY & SLEEP MEDICINE

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## RHEUMATOLOGY

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## **Personalised** Care

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