

The Ramsay Way

THE CORPORATE NEWSLETTER OF RAMSAY HEALTH CARE

People caring for people

Greenslopes Private Hospital wins National Work & Family Award

Greenslopes Private Hospital has won the prestigious National Work and Family Awards in the Large Business Category for demonstrating excellence in work and family initiatives.

The National Work & Family Awards showcase small, medium and large organisations with outstanding flexible working arrangements that meet the needs of the business and its employees. The Awards are a partnership between the Australian Chamber of Commerce and Industry, the Business Council of Australia, the federal Department of Employment and Workplace Relations, the Diversity Council Australia (formerly the Council for Equal Opportunity in Employment Ltd), and the Office of the Employment Advocate.

Greenslopes Private Hospital, Australia's largest private hospital, and the only Queensland finalist, won the award convincingly ahead of ANZ Banking Group, BUPA Australia Health Pty Ltd and Shell Company of Australia.

The Award was presented by the Hon. Kevin Andrews, MP, Minister for Employment and Workplace Relations at the official presentation dinner held at the Sofitel Wentworth in Sydney.

Hospital CEO Alan Kinkade said the Hospital was well-recognised for its extensive and unique initiatives which support the work-life needs of its employees.

"We have positioned ourselves as an employer of choice offering a range of innovative work-life initiatives including a new on-site childcare centre, flexible work hours, and state of the art Wellness Program," Mr Kinkade said.



Above L-R: Denise & Alan Kinkade (CEO), Sue Panuccio (Director of Corporate Services), Tracey Green (Manager of HR & Staff Development), Sue Whiting (HR Officer) and Michael Alexander (Principal Research Fellow - Australian Institute Family Studies).
[Absent - Katrina Walton, Wellness Coordinator]

"With over 1800 staff, including shift workers, in medical, nursing, allied health, administrative, and support roles, our Hospital management is presented with a significant challenge to meet the diverse needs of these groups of employees."

"The strategies and initiatives developed are part of the Hospital's strategic plan. Continual review of work practices, policies and programs to identify a number of key work-life issues have led to the new branding of staff benefits, WorkLife@GPH launched in June 2005."

"WorkLife@GPH encompasses all staff benefits offered to our employees including flexible work arrangements, salary sacrificing, incentives for night staff, career planning, child care assistance, workload

management and individual and organisational wellness."

"This Award recognises the proactive nature of our organisation in providing work-life solutions to our staff."

The judging included a site visit to the hospital and its facilities including the childcare and wellness centres along with a series of interviews with a range of staff members to provide testimonials to support the submission.

"This Award is a great honour and will energise our Hospital management to further embrace work-life initiatives."

Rural Private Access Program

The Commonwealth Department of Health & Ageing has provided a significant Grant to several Ramsay Health Care rural and regional hospitals as part of the Rural Private Access Program. The Program aims to assist the viability of rural and regional hospitals and to increase the range of services able to be provided to privately insured patients in their local communities.

Announced by the Government recently, the following hospitals and services were successful in attaining grants through Round 2 of this Program: Murray Valley Private, Cairns, Nowra, Shepparton, Port Macquarie, Baringa and Ramsay Professional Services Coffs Harbour.

Ramsay Health Care Managing Director Pat Grier said this was an impressive effort by all the Ramsay hospitals that submitted applications.

"The work involved in developing the submissions was extensive and all the hospitals who submitted applications should be commended for their work in this regard," Pat said.

"This is an excellent result for rural Australia and rural hospitals, and can only serve to improve healthcare in rural communities. I am looking forward to hearing the progress on changes made to services which has been made possible by the grant."



Above: Shepparton Private Hospital

FROM PAT'S DESK



This has been an exciting year for Ramsay Health Care. The acquisition of Affinity Healthcare has doubled our size over night. After having to divest hospitals for ACCC purposes we will have 73 facilities, 75,000 beds and employ over 25,000 people.

The integration of our new hospitals and staff into Ramsay's is a major task and I compliment all those involved and the great job that they are doing. Chris Rex and I have been touring the new Ramsay Hospitals on a Roadshow and it is good to see how staff have embraced the process in order to ensure its success. Our aim is to blend the best from two very good organisations to make a new and excellent Ramsay Health Care that we can all be proud to work for.

Being almost 30% of the private hospital sector brings with it responsibilities to lead the industry in so many ways and provides us with enormous opportunities. I strongly believe in the benefit of the balanced health system in Australia and the role that private hospitals can play in providing better health care for all Australians. Ramsay is now in a position to lead the industry in a range of initiatives such as quality improvement programs, nurse training, staff development and leadership training. We can also assist to promote the great achievements of private hospitals. While this next year will be one of consolidation, we can only be excited about the future prospects for our new Ramsay Health Care.

I would like to thank all Ramsay staff and doctors for everything you have done to take Ramsay to this position of strength and leadership in the private health industry. Your contribution makes us a better organisation.

There are some great hospital achievements written up in this edition of The Ramsay Way and I would like to pass on congratulations to Greenslopes, Figtree, Shepparton, North West and Frances Perry, specifically, for your great achievements.

As this is the final edition of The Ramsay Way for the year, I would like to wish all staff, doctors and your families a happy and safe Christmas.

Pat Grier
Managing Director

PAUL'S CHRISTMAS MESSAGE



On behalf of the Ramsay Health Care Board, I would like to wish all staff a very Merry Christmas. Thank you to everyone for your commitment and support to your hospitals and the Organisation throughout 2005. This has not been an easy year and I thank you for the extra efforts you have put in.

I would like to take this opportunity to pay tribute to Marjorie Brislee, who after 8 years of service on the Ramsay Health Care Board and nearly 30 years of service to Ramsay Health Care, has retired. Marjorie will be missed and I wish her well in her retirement. Although she is stepping down from the Board, she will continue to do some consulting work for Ramsay Health Care and will work on various subcommittees.

Paul Ramsay AO
Chairman

Marjorie retires from Ramsay Health Board



Ramsay Health Care Director Marjorie Brislee has retired from the Board effective from the Annual General Meeting held in November.

Mrs Brislee, a former Manager of Ramsay Health Care, joined the company in 1976 and since that time has had hospital management experience in Australia, United States, Hong Kong and the United Kingdom.

She was appointed to the Board of Ramsay Health Care in June 1997.

Ramsay Health Care Chairman Paul Ramsay said Mrs Brislee has made an enormous contribution to the Company.

"Marjorie has been a dedicated employee and Director of Ramsay Health Care for nearly thirty years. Her experience and wisdom have been invaluable to the Ramsay Health Care Board over the past eight years, particularly as a member of our Risk Management Committee," Mr Ramsay said.

"We thank Marjorie for her long service to the Company and wish her the very best for her retirement," Mr Ramsay said.

Marjorie will be doing some consulting work for Ramsay Health Care and although stepping down from the Board will still be working on various subcommittees.

Ramsay website visits skyrocket

Have you visited the Ramsay Health Care websites lately? Almost 70,000 visitors did in November 2005! Over the last 12 months, visits to Ramsay Health Care websites have more than doubled from an average of 33,000 visitors per month in November 2004 to 69,352 in October 2005, the highest number of monthly visits ever recorded.

Webtrends measures the number of unique visits to Ramsay websites which includes:

www.ramsayhealth.com.au and **www.ramsayjobs.com.au**. The data also incorporates any visits to specific hospital websites.

Ramsay Health and Ramsayjobs website are now recording between 15,000 and 20,000 unique visitors each month.

Hospitals with websites are also recording significant increases in visit trends (see table) with Hollywood, North Shore Private and Greenslopes averaging over 5,000 visitors per month and Figtree, Lake Macquarie, Hunters Hill, Westmead, Mildura Base, Albert Road Clinic and Albury all recording well above 1,000 visits each month.

Ramsay Health Care Corporate Marketing Manager Carmel Monaghan said websites were becoming an absolutely essential communication and marketing tool for Organisations as more consumers do their research online.

"In Ramsay Health Care over 20 of our facilities now have their own websites and we are aiming for all hospitals to have websites over the next year or so," Carmel said.

"Hospitals should be aiming to have as much information as possible on their websites that is relevant and this will also serve to increase their hit rate on search engines."

"Consumers are increasingly turning to websites to look for doctors and services that can meet their health

A Snapshot of Hospital Website Visits* (October 2005)

Albert Road Clinic	1,374
Albury Wodonga	1,512
Figtree Private	2,124
Greenslopes	5,522
Hollywood	6,309
Hunters Hill	1,609
Lake Macquarie	1,720
Mildura	1,550
North Shore	5,521
Westmead	1,303

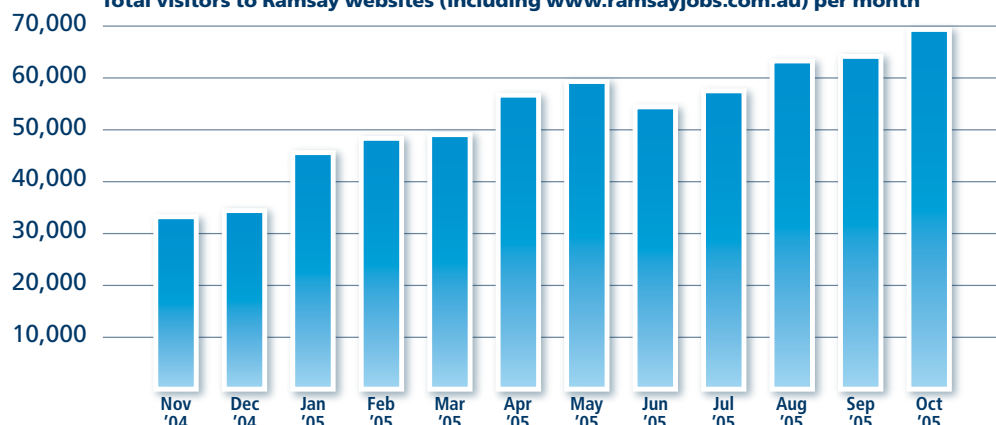
**only some of the hospitals are recorded here*

10 tips for maximising potential of your hospital website:

- 1 Keep it up-to-date!
- 2 Monitor your monthly visits
- 3 Advertise the website on all your promotional material & external advertisements
- 4 Ensure staff are aware of the website's existence & what is on it
- 5 Investigate opportunities to link your site to others & vice versa eg. third parties & doctors' sites
- 6 Include up-to-date information on events
- 7 Incorporate pictures & even virtual tours
- 8 Include media releases
- 9 Optimise search engine hits by including as much information as possible
- 10 Make it interactive eg. email a patient; online application forms etc.

needs. Hospitals should be ensuring that they have their list of doctors and specialties listed on their website and information about other services and programs available."

Total visitors to Ramsay websites (including www.ramsayjobs.com.au) per month



Education Committee seeks members from New Ramsay hospitals

The Ramsay Health Care Education Committee will expand its membership in 2006 to include representatives from the ex-Affinity group.

Committee Chairman Annette Arthur said she was seeking nominations for representatives as soon as possible.

The Ramsay Health Care Education Committee commenced in 2005 to develop a minimum standard of various competencies. The broad aims of the Committee are as follows:

- To ensure that each Ramsay Health Care site has Mandatory (clinical and non-clinical) competency packages in place that reach a minimum standard and meet current legislative directives that relate to the particular State and or Specialty area.
- Foster an environment of 'sharing' where information is easily disseminated between sites and accessible to all.

Annette said the Committee makes recommendations to the Risk Advisory Committee on the minimum Mandatory Competencies that must be in place in all Ramsay facilities. These now include: Basic Life Support, which includes defibrillation guidelines, manual handling and fire and safety. These are contained on the Group Risk intranet site.

The Committee is now working on minimum standards that should be in place for Medication Administration and Aggression in the Workplace.

"Hospitals may extend on the minimum competencies we have developed, however it was a means of ensuring that we have set a minimum standards that must be met by each site," Annette said.

The Committee has representatives from a range of hospital categories including large metropolitan hospitals, psychiatric facilities, medical/surgical/obstetric hospitals and hospitals in rural locations.

Enquiries regarding the Committee should be directed to: **Annette Arthur**

CEO, Tamara & Armidale Private Hospitals

Telephone: 02 6766 1955

Email: arthura@ramsayhealth.com.au



Above: The happy couple earlier in the year at the TV Week Logies (Newspix: photographer - Cameron Tandy).

Baby Hewitt born at North Shore Private

Bec and Lleyton Hewitt have welcomed the birth of their first child, a girl, born at Ramsay's North Shore Private Hospital in Sydney on Tuesday, 29 November at 1.45am (AEDT).

"Lleyton and Bec Hewitt are pleased to announce the arrival of their first child, a healthy baby girl," publicist Rob Aivatoglou said after the birth.

The publicist reported that mother and baby were doing well. "Most importantly, everything went smoothly and mother and daughter are well. Lleyton and Bec are absolutely thrilled."

He said Bec and Lleyton were very much looking forward to taking their daughter home.

Mr Aivatoglou said the couple had no further comment other than to thank the public for their "generous support" in recent weeks.

Frances Perry House's "Parenting Program at the Sofitel" welcomes 1000th mother!

After twelve months of operation, the Frances Perry House - Parenting Program at the Sofitel (PPATS) has recently welcomed its 1,000th mother.

PPATS is designed to allow the opportunity to transfer mothers & babies (who meet the clinical criteria) from Frances Perry House to the Sofitel Hotel. The Sofitel, located 10 minutes away in Melbourne's CBD, is one of Melbourne's premier 5 star hotels.

Frances Perry House CEO Mark Page said the hospital had six dedicated rooms at the Sofitel which are staffed around the clock with midwives and mothercraft nurses who offer care, support and assistance to the mums, dads and babies.

The program was established after wide consultation with Obstetricians, midwifery staff, the Federal Department of Health & Aging and management of the Sofitel Melbourne.

Mark said the Program was now so successful mothers are requesting transfers to the Sofitel before they birth and in peak times it is necessary to expand from the base of six rooms up to as many as a dozen.

He said the key ingredients of the success of the program are:

- Innovative Obstetricians who are fully supportive of the program.
- The luxurious environment in which the mothers and babies are cared for at the Sofitel.
- Anne-Maree Fitzgerald and Simone Quinton who manage the program so well and all the wonderful midwives and mothercraft nurses who staff the program.

The mothers who go through the program really love it, as attested to in the following comments from the PPATS 'guest book':

"The FPH staff were all great and very supportive and this program enabled you to have quality time with the staff to ensure the postnatal & maternal aspects of a new arrival are well catered for"

"An impressive concept, superbly executed. The Frances Perry staff were wonderful, attentive, knowledgeable and helpful. The view is relaxing,



Above: Celebrating the birth of healthy baby girl Lucia on 11 November, 1000th mother Vita Vampatella, at the Sofitel.

food stunning, and the hotel staff sensitive to the needs of new parents. The program is a winner and is guaranteed success. A big thank-you."

"This is a fantastic concept - thank you to the Sofitel and Frances Perry House for arranging it. A truly wonderful way for us to begin the bonding process with our beautiful baby. The peace and quiet, tremendous support from the midwives, and happily gazing at the view! The result has been an unforgettable experience."

"This program has enhanced Frances Perry House's already excellent reputation and certainly assisted us to meet ever-growing demand from mothers wishing to have their babies at our Hospital," Mark said.

He said he or the Director of Nursing and Clinical Services at Frances Perry House, Megan Burgmann, would be happy to share their experience with other Ramsay facilities.

J&J Hospital Management Program

— successful applicants



Above L-R: Carol Bryant (CEO Westmead Private), Professor Wee, Chris Thompson (CEO Shepparton & Wangaratta Private).

Three Ramsay Health Care Managers were selected from a strong field of applicants to attend the 9th Johnson & Johnson Hospital Management Program held in Singapore in November (in partnership with the Singapore Management University).

Chris Thompson, CEO Wangaratta Private Hospital, Carol Bryant, CEO Westmead Private Hospital and Mati Tabur, Manager of Health Fund Projects were selected to attend the Management Program.

The program is designed to introduce senior hospital administrators to the latest principles of management applicable to the administration of hospitals in today's dynamic environment.

Mati Tabur said the five day program went from 8am till 6pm every day and there were night activities till 10pm. On top of this there were preparations required for presentations and case studies the following day.

"They worked us extremely hard but it was really beneficial and worthwhile," Mati said.

"The areas covered included but were not limited to, strategy, marketing, human resources, financial management, and leadership.

"We also did a simulation board game of a Friday night in ER, theatre and ICU, which taught us about the importance of scheduling and interdepartmental communications."

The Graduation was held on the last night at the historic Fullarton Hotel.

North West Turns 21!

North West Private Hospital celebrated its 21st birthday on 19 November. A Ball was held that night and CEO Wally Bourdelov said it was a great event, with over 280 people in attendance.



Figtree Private Hospital excels in Complaints Management

Figtree Private Hospital featured recently in the Complaints Management Hand Book for Health Care Services July 2005 (pgs 74-76) for their achievements in best practice complaints management. Effective Complaints

Management is an essential clinical risk minimization strategy. An excerpt of the feature has been rewritten here courtesy of the Australian Council for Safety & Quality in Health Care.

Helen Webb, the Chief Executive Officer of Figtree Private Hospital, takes complaints management seriously. The CEO and the Director of Clinical Services are directly responsible for complaints.

According to Ms Webb, a philosophy of good customer service drives the hospital's complaints policy. "It results in timely responses to complaints and involvement at the highest level of management".

The Ramsay Health Care Group owns the hospital and the group's complaints management policy provides the framework for the hospital's complaints policy.

"Building rapport with patients is important in a small community", says Ms Webb.

"Customer relations is the key to continuing business viability. Patients have to keep coming through the door. One disgruntled patient who talks to friends and family can lose the hospital a lot of business."

The hospital receives about 30 complaints a year, mainly about fees and the 'gap' payment, food and clinical issues such as infections, and situations where the patient feels their needs have not been met.

RECORDING ALL COMPLAINTS

All complaints are recorded on a complaint resolution form, whether informal (resolved at the point of service) or formal (not resolved at the point of service). The form records the type of complaint, resolution process, resolution timelines, action taken and outcomes. All complaints are recorded in a complaints register developed using Microsoft Excel software, and adverse events are recorded in a 'Riskman' database. The CEO collates information from the two sources to identify areas that may need improvement.

RISK ASSESSMENT

The hospital uses a risk assessment matrix to determine the consequences and likelihood of the recurrence of each complaint. Complaints assessed as 'high risk' are subject to a root cause analysis, or RCA.

A team, consisting of the staff members involved in the complaint and a mediator, usually the CEO, conducts the RCA. The team identifies what happened, causes and makes recommendations for action, including changes to procedures or the updating of equipment. The objectives, outcomes and the person responsible for implementing changes are recorded. The CEO audits RCA records regularly.

Right: Helen Webb (CEO Figtree Private).



SPEEDY RESOLUTION

The hospital's complaints procedure is summarised in a complaint resolution process chart, providing a step-by-step guide and the timeframe for each step.

Formal complaints are acknowledged within 24 hours. The manager for the relevant unit reviews the information within the next two days and must communicate with the complainant within another three days. The CEO sends a letter to the complainant within 10 working days advising them about what happened and the outcome of the complaint.

The CEO then contacts the complainant by phone to see if the complainant is happy with the outcome.

According to Ms Webb, the timelines are achieved in 90 per cent of cases. Generally, the hospital will do what the complainant requests, as long as it is reasonable. For example, if the complaint is about fees, a reduction or waiver will be considered.

STAFF AWARENESS

Ms Webb says all staff know and understand that complaints are an opportunity to improve services and are aware of the complaints policy and procedures.

The hospital uses storyboards to educate staff about policies and protocols, including the complaint and risk management policies. The storyboard is displayed on a portable room divider, and uses photographs, computer-generated 'clip art' and text to portray information.

The storyboard is designed by the staff member responsible for promoting a particular policy or procedure. For example, the hospital's privacy officer designed material for a display about new privacy laws, and the infection control manager regularly uses the storyboard for infectious disease updates.

The storyboards are placed in strategic areas in the hospital. "All staff have easy access to the storyboard as it tours each unit and ward", says Ms Webb.

Staff members have to sign a register to indicate that they have read a storyboard. 'Spot quizzes' are conducted by the producer of the storyboard to test the reader's knowledge of the main issues. Ms Webb believes that using storyboards for staff education has proved to be very effective.

TALKING ABOUT COMPLAINTS

De-identified individual complaints are discussed at staff meetings to provide learning opportunities for staff and enable the identification of training needs.

Complaints, compliments and adverse events are discussed at the monthly meetings of the hospital's leadership and management group. The focus is on systems and performance improvement.

Nursing Conferences 2006

- **Sunday April 23**, South Australia RCNA Nursing and Health EXPO at the Adelaide Convention Centre, 10am - 3pm.*
- **Sunday May 14**, New South Wales RCNA Nursing and Health EXPO at the Sydney Convention and Exhibition Centre, 10am - 3pm.*
- **Tuesday May 24 – 27**, Australian College of Operating Room Nurses National Conference at the National Convention Centre in Canberra
- **Sunday May 28**, Queensland RCNA Nursing and Health EXPO at the Brisbane Convention and Exhibition Centre, 10am - 3pm.*
- **Sunday June 11**, Western Australia RCNA Nursing and Health EXPO at the Burswood Convention Centre, 10am - 3pm.*
- **Sunday June 25**, Victorian RCNA Nursing and Health EXPO at the Royal Exhibition Building in Melbourne, 10am - 3pm.*
- **Thursday October 12 - Sunday October 15**, the 31st Australian and New Zealand Annual Scientific Meeting on Intensive Care at the Hotel Grand Chancellor Hobart, Tasmania. (Sponsorship of the Best Nursing Poster Prize)*

*Ramsay Health Care will have a booth or will be a sponsor of these events. Please contact Kerry Page: pagek@ramsayhealth.com.au for further details.

Tina recruits in South Africa

Wakefield Hospital Director of Clinical Services Tina Emery has recently made a successful recruitment trip to South Africa where she interviewed 200 nurses and made over 100 offers of employment Ramsay-wide.

Tina said the trip was highly successful and she hoped to employ well over 11 nurses to positions at Wakefield in the coming months.

Right: Tina speaking at her seminar in Singapore.



New Trade Practices, Privacy & Workplace Relations E-learning package (SALT) for Ramsay Managers

Ramsay Health Care has recently purchased a licence for the Salt e-learning package for trade practices, privacy and workplace relations, which has been developed by law firm Blake Dawson Waldron.

This product was used successfully in the past by Affinity Health.

Under this programme people log into the training via the web and work through information pages and then sit a "test" at a time which suits them. All new corporate and hospital managers will be required to undertake this training as part of their orientation. We will also be rolling out training for existing managers who have not yet been trained on this program or require updating. The licence is for "unlimited users" across the Ramsay Health Care Group so hospital managers will be able to nominate the employees from their hospital who can benefit.

Ramsay General Counsel - Corporate & Commercial Alison Choy Flannigan said the package would assist managers to develop a better knowledge of the laws regarding competition law, privacy and workplace relations using a training system which is easy to use and which can be accessed at a time which is suitable to each relevant manager.

A training program for Salt will be launched in the very near future.

The project will be managed by Alison Choy Flannigan, General Counsel - Corporate and Commercial (for trade practices and privacy), and Gavin O'Meara, Group HR Manager (for workplace relations).

Shepparton achieves zero manual handling incidents for nursing

Since implementing a 'No Lift Policy' for nursing staff in the year 2000 work incidents in the nursing division at Shepparton Private Hospital relating to manual handling reduced to zero and have remained that way since. That is a remarkable achievement with over five years, incident free.

Director of Clinical Services, Margaret Watts, said Shepparton Private Hospital was the first private hospital in Victoria to receive recognition from the Australian Nursing Federation (ANF) (in March 2001) that its policy fulfilled all the criteria set down in the ANF (Victorian Branch) No Lifting Policy.

She said some components of the No Lift program developed at Shepparton to implement the policy included:

- An effective consultative structure to oversee and implement the policy.
- Staff involvement in the development of risk assessment tools, trial and purchase of equipment and patient education.
- Training for all nursing staff including new staff at orientation and the development of ongoing refresher training and competency assessments.

"Once implemented 'No Lift' requires regular and significant time and financial support to maintain it at a successful level," Margaret said.

"Staff feedback is very positive and the statistics undeniable.

"No Lift is a regular agenda item at Occupational Health and Safety meetings and Nurse Executive meetings and this ensures we maintain our focus.

"Patients are advised in writing of the 'No Lift Policy' on admission and information is provided to families to assist with education and understanding. A policy statement is displayed in every patient room."



Above L-R: Jan Griffin – NUM/No-Lift Coordinator & Melissa Nichol – Physiotherapist with an example of 'No Lift' equipment.

Margaret said the "No Lift" policy at Shepparton Private Hospital had been recognised by industry peers in articles in ANF publications and by the "No Lift" Coordinator being invited to present at an ANF "No Lift" Workshop.

Non-Nursing staff manual handling is also a focus at Shepparton Private Hospital. The Non-nursing program includes area-specific training provided by the Physiotherapists and purchasing equipment necessary to reduce or eliminate manual handling.

Margaret said the driving forces behind "No-Lift" at Shepparton Private Hospital are Jan Griffin – Nurse Unit Manager/No lift Coordinator and Melissa Nichol, Physiotherapist.

"These staff should be congratulated for their continued commitment to the welfare and safety of their nursing and non-nursing colleagues."

North West achieves Commendations for Episode Management

North West Private Hospital in Brisbane recently underwent Organisation-wide survey by the ACHS & received an extensive achievement for their integrated management of a patient's episode of care. The hospital also received a number of commendations & no recommendations for continuum of care & information management. This article from North West Private details of their integrated management of a patient's episode of care.

The Episode Management program at North West consists of:

- A streamlined approach for the Preadmission of a patient that includes both clinical and non-clinical processes.
- A Daily Length of Stay meeting that also incorporates both clinical and non-clinical processes.

The preadmission service centre consists of a 'Free Call Phone Service' for patient bookings. All patients' details are collected over the phone and entered straight into the patient management system (IBA). A Health Fund Check is done whilst the patient is on the phone, then the patient is given financial consent and told what their 'out of pockets' will be and that these are payable on admission.

The patient is also contacted by a Preadmission nurse by phone, where a patient history is collected, a Clinical Pathway is commenced and any patients that are flagged as 'at risk' are actioned immediately and steps put into place to minimise this risk.

The nurse also discusses with the patient their procedure, what to expect whilst in hospital, how long their expected stay is and commences discharge planning and discusses any concerns that the patient may have.

The flagging process is essential for managing 'at risk' patients, for example, if a patient has been flagged as bariatric, relevant staff are alerted and processes put into place to ensure the safety and well-being of the patient and staff. Another example is if a patient is on anti-coagulants and has not been told to cease, the PAC nurse will contact the relevant VMO and alert the patient to what actions are necessary. All actions

are documented on the variance sheet of the Clinical Pathway – which is used as a communication tool between all departments.

Another major component in the Episode Management process has been the Daily 'Length of Stay' meeting which is coordinated by the Episodic Manager.

This meeting consists of the Billings Clerk, Health Information Manager and the Nurse Unit Managers. The benefits of the Daily Length of Stay Meeting include:

- Improved formalised daily communication with all departments
- Understanding of issues affecting appropriate revenue capture
- Managing costs per episode of care
- Understanding of the role of each department in the management of an episode of care.
- Understanding of Clinical issues that impact on appropriate allocation of a DRG

Carol Trevor, Episode Manager/Quality and Risk Manager at North West, said there were a number of measurable benefits of the Episode Management Program which included:

- >95% patient satisfaction with admission process
- >90% of patients signed financial consent prior to admission
- Decrease in admission time from 25 minutes to 5 minutes
- Privacy of patient information improved as all information is obtained over the phone
- Decrease in bad debt by 90%
- Rated in top 5 for 'Aged Trial' Balance within all ex-Affinity Hospitals
- Decreased reconciliation of patient portion of debt by 70%
- One of the Lowest Average Length of Stay within all ex-Affinity Hospitals
- Lowest amount of Excess Days (days over the Optimum length of stay) within all of ex-Affinity Hospitals
- Approximately 36% of all patients have been flagged as 'at risk' clinically
- Decrease in Cancelled Admissions
- Decrease in Transfer and Readmissions

Carol said the Episode Management Programs' success could be attributed to a formal structure of care that ensures a cost effective, resource efficient process that promotes quality care which begins at Pre-admission and ends with post discharge contact. "It is about communication and the wonderful commitment between clinical and non-clinical departments."



Above: Carol Trevor, Episode Manager/Quality & Risk Manager at North West Private

Laparoscopic Prostatectomy undertaken at Beleura

Mr Alwin Tan of Beleura Private Hospital was awarded a scholarship by the British Association of Urology earlier this year, to learn from one of the world's most respectable laparoscopic prostatectomy surgeons Professor Jen Stoltzenberg at University of Leipzig in Germany.

In November Mr Tan performed his first laparoscopic prostatectomy at Beleura. The operation went very well, with the patient having minimal bleeding, thus reducing the need for a blood transfusion and a hospital stay of 3 days.

The other advantages of using this approach is that it is easier to identify the nerves and muscles to preserve continence and erection.

This technique is available in all major prostate cancer centres in Europe and USA.



Private hospitals hail Government's portability fix

The Australian Private Hospitals Association (APHA) and Ramsay Health Care has welcomed the announcement by Federal Minister for Health and Ageing, The Hon Tony Abbott MP, recently of measures to enshrine the rights and protection for consumers who transfer from one health insurance company to another.

"Throughout this year, the APHA has been advocating for the need to strengthen portability provisions as a fundamental right of people with private health insurance and a vital consumer protection measure," APHA Executive Director Michael Roff said.

"We are pleased the Minister has now moved to ban 'benefit limitation periods' (or waiting periods) on consumers switching from one health insurer to another and has made a clear statement about the principles that apply in respect of portability."

"This means that consumers will no longer be trapped in a health insurance fund that does not suit their needs."

The Minister has proposed that the private health sector develops a Code of Conduct in relation to portability and contracting issues.

Christmas Race Day in South Australia

On 26 November 2005 Wakefield Hospital staff and staff from College Grove Rehabilitation Hospital, Central Districts Private Hospital and North Eastern Community Hospital got together for a Christmas Race Day at Victoria Park.

The purpose of the event was to reward staff for their excellent efforts throughout the year and to celebrate the festive season. Approximately 270 staff and their families met in a picnic atmosphere and enjoyed a buffet BBQ lunch and a visit from Santa who came down the track in a Red MG bringing joy and gifts for all the children.

The eight race program included the Wakefield Hospital Sprint and other races named after the hospitals and sponsors.

Mr Ashley Cooper, CEO of Wakefield Hospital presented the trophy to the owners of the winning horse in the Wakefield Sprint and they were very pleased to receive a trophy, their first in a short history of wins.



Integration Update

The integration of the New Ramsay Hospitals into the Company has been going full steam ahead. Roadshows have now been conducted to most of the New Ramsay (ex-Affinity) facilities and by the time this edition of The Ramsay Way is received in mid December, all the new Ramsay hospitals will have been visited by the Ramsay Managing Director, Pat Grier and/or the Chief Operating Officer, Chris Rex.

Pat and Chris have really enjoyed meeting the managers, staff and doctors of the new hospitals and have found the trips extremely worthwhile in terms of understanding the different hospital businesses. Thanks to everyone who has been involved in organising this Roadshow.

To accommodate the increased size of the company, a new organisational structure has been put in place. The main change which has already been reported was the inclusion of State/Regional Managers for Qld, Vic, SA, WA and Indonesia.

Given the significance of clinical risk management to the company a new Clinical Governance Unit is being established with the Clinical Governance Manager becoming a member of the Operations Executive Committee.

The importance of IT to the organisation has also been considered and the role of Chief Information Office has been created to lead the integration process and guide the strategic IT direction of the Group.

Ramsay has adopted the Affinity model of in-house HR/IR resources rather than the previous outsourced frontline HR/IR model.

Under the new structure there are now state HR managers in QLD, NSW, and VIC, WA. South Australia will be managed out of either Victoria or Western Australia.

State HR managers support the State Operations Managers and senior hospital managers in each state but with a direct report to Group Human Resources Manager

Ramsay has adopted the Affinity OHS and Workers Compensation management structure and processes. Under this structure OH&S reports to the Group HR Manager through the National Safety Manager.

Newsletters regarding the integration process and detailing operational issues, are distributed each week to all New Ramsay Hospital staff and are posted on the intranet (Ali). If you have any inquiries or concerns regarding the integration process please do not hesitate to email us at:

integration@ramsayhealth.com.au

Christmas Celebrations at launch of Ramsay WA

On Thursday December 1 over 500 WA doctor's gathered at the beautiful setting of Frasers Restaurant in Perth to celebrate the official launch of Ramsay's WA, and to acknowledge a year of success and hard work.

The evening was attended by Ramsay Chairman, Paul Ramsay, Chief Operating Officer, Chris Rex and Deputy Chairman, Michael Siddle. Over 500 WA specialists and there guests were in attendance from Attadale, Coastal, Glengarry and Hollywood Private Hospital as well as Joondalup Health Campus.

This year's doctor's cocktail party was a night of celebration and transformation – celebration of a year of hard work and good effort and transformation into a new year of opportunity and possibility as Ramsay Health Care WA.

According to State Manager, Operations WA Kevin Cass-Ryall the evening was extremely memorable and a fabulous way to officially herald in a bright future for Ramsay's in WA. "I'm looking forward to seeing what great things the New Year has in store for Ramsay's in WA."

Tamara celebrates Christmas

Staff and Doctors of Tamara Private enjoyed a Hawaii Christmas party held at The Tamworth Longyard. During the evening Service Awards were presented to staff members, one of whom, Kate Stewart was presented with a 'Ramsay' gold watch for 30 years of service at Tamara Private Hospital.



Top L-R: Dr David, Gai Moore, Dr Niraj & Dr Minakshi Vishnoi.
Above L-R: Laurie Andrews, Annette Arthur & Lou & Lucy Haslam

St George turns 10!

St George Private Hospital celebrated its 10 year Anniversary in November with a range of successful events and activities for staff, doctors, and the local community.



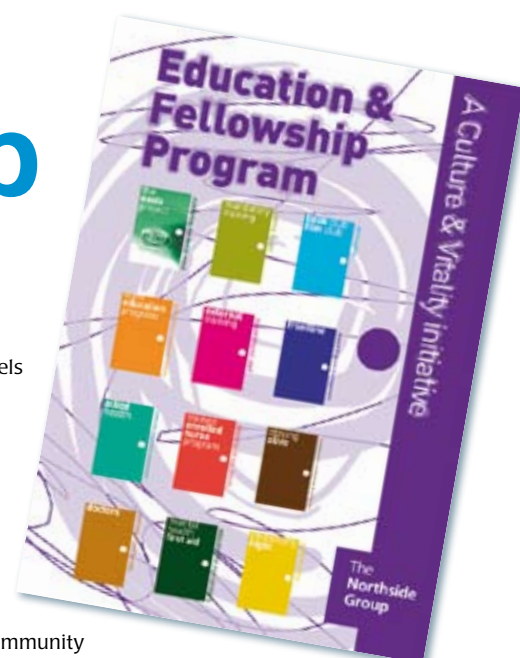
The Northside Group's Education & Fellowship Program a success

The Northside Group Education and Fellowship Program is an eclectic program offering education and camaraderie to all levels of staff and doctors within The Northside Group, and provides a vehicle to access our local community.

The education component is designed to improve skills and increase learning within our workforce and to support the principles of succession planning and promotion. Also included are occupational health and safety issues. Programs include: The Oasis Project, Open Education, External Training, Frontline Management, Mandatory Training, Allied Health Education and Trainee Enrolled Nurse program.

The fellowship component is designed to support The Ramsay Way philosophy and to encourage a culture that is companionable, positive and based on mutual interest. Programs include: Book Club, Film Club, Staying Alive Program and Philosophy Night.

The external training component aids our business needs by supporting the community that supports us and this includes community sessions on mental health first aid, extensive GP training program, and our psychiatrist conferences.



Laraine Purkiss retires after 10 Years

After 10 years of dedicated service to Berkeley Vale Private Hospital, Laraine Purkiss is retiring in December, 2005.

Laraine has been personal assistant to Marilyn Clayton (Chief Executive Officer/Director of Nursing) for the past 8 years, and secretary to Dr Michael Smith (Rehabilitation Specialist) for 10 years. During this time Laraine has provided great support and friendship to staff, doctors and patients, as well as keeping us all organized.

From all the staff at Berkeley Vale Private Hospital, Laraine will be greatly missed and we wish her a wonderful retirement.



New HR Manager appointments

Carolyn Terry (right) has accepted the position of HR Manager – Victoria. Carolyn, who has recently returned from overseas following 8 years in various roles with Coles Myer including HR, Organisational Development and OHS, will commence with Ramsay on 21 November.

Keith Richardson will take over the role of State HR Manager NSW commencing late January 2006. Keith is well known to many Ramsay hospitals from the consultancy support he has provided in industrial matters over many years.



Central Districts Private Hospital – support our own!



Above L-R: Charity Base, Heather Fisher, Lynda Wood, Kerri Symes (Student Nurse) Raelene Baron & Ronica Kapota (seated)

The staff at Central Districts clearly demonstrated 'a can do attitude' when one of our own needed our support. Ronica Kapota arrived two years ago from Zimbabwe with nothing but her ambition to get her family settled in Australia. At the time, she left her family behind arriving in Australia supported by Central Districts Private Hospital Business Sponsorship.

Ronica arrived with a suitcase and minimal possessions. Staff at Centrals rallied to Ronica's predicament and went about resolving the immediate difficulties. Scouring their cupboards, collecting, sorting, distributing and eventually celebrating the wonderful new start for Ronica, finally her house was furnished. This enabled Ronica to work full time and prepare her home for the arrival of her three children. Unfortunately, Ronica's husband is still waiting for his paperwork to be finalized but she is hoping that he will soon be arriving in Australia.

During the last two years, Ronica has worked tirelessly to provide opportunities for her children. Her son Shepherd has been selected (being one of only ten students nationally) to attend the Royal Institution of Great Britain's Christmas Lecture Series, accompanied by Adelaide's Thinker in Residence, Baroness Professor Susan Greenfield. His attitude towards his science studies is obviously a reflection of his mother's commitment to her family and her professional abilities.

Central's staff feel privileged to have had the opportunity to play a part in this fantastic journey. Ronica is a valued member of a close-knit team at Centrals, and her attitude towards her responsibilities is an inspiration to us all. It is with great pleasure that we can look forward to a long association with Ronica and her family as her permanent residency visa in Australia has been approved.

Legal Counsel appointment

Jackie Dempsey has been appointed to the position of Legal Counsel - Clinical Governance & Claims Management and commenced with Ramsay Health Care on 28 November 2005. Jackie will be taking over the management of significant events and medical malpractice claims for the group. Jackie comes to us as a Senior Legal Officer from QBE insurance and has had many years experience with medical malpractice insurance and claims management both in private legal practice and in 'in-house' roles. Jackie also has a nursing background, having been a clinical nurse specialist at Prince Henry Hospital Sydney.



College Grove physio stars in Christmas Pageant

Australian Central Credit Union extended an invitation for a Ramsay Health Care staff member to participate in their annual SA Christmas Pageant which is an iconic event in South Australia. There was considerable interest received from staff and a name was then drawn from all received.

One of College Grove Rehabilitation Hospitals' Senior Physiotherapists, Andrew Smith, was the Ramsay staff member chosen to participate. (Some of his co-workers thought the clown role was appropriate!)

Andrew thoroughly enjoyed the whole experience from "Clown School", new found clown camaraderie and the almost surreal experience of participating in the pageant on the day.

"It was a wonderful experience", Andrew stated. "The sheer magnitude of the Pageant is not apparent until you are involved, even in a tiny way, and the looks of delight and enjoyment on the children's faces, and a lot of the adults, makes the experience even more magical."

A letter of thanks has been forwarded by Andrew to the staff at the Credit Union for the opportunity to be involved in such an event. Many other Ramsay employees are now hoping to be involved in the pageant in the future.



New National Safety Manager

Sue Peters has been appointed National Safety Manager for Ramsay Health Care and started in this role in late November. Sue was formerly part of the Occupational Health & Safety (OH&S) and Workers Compensation team for the Affinity Group and has been working with Steven Lynch who finished in late November.

Sue and her team will be responsible for all aspects of OH&S and Workers Compensation Management. Sue will recruit an OH&S specialist to replace Steven Lynch.



New Clinical Ward Manager at Central Districts

Adam Michaels recently joined the team at Central Districts Private Hospital as a Ward Clinical Manager. He has previously worked in a number of clinical areas, including Accident & Emergency, Orthopedics, and General Surgical he is able to provide clear nursing outcomes in quality patient care.

Married with three children he understands the demands of a professional career and family. This has enabled him to adopt a best practice management style that integrates well with the requirements of a busy hospital.

Of course, having a pleasant disposition, a cheeky smile and a 'hands on approach' has accelerated his transition into his new role.

