

The Ramsay Way

The corporate newsletter of Ramsay Health Care

Westmead Private doctors perform world first operation

Doctors at Westmead Private Hospital have performed a world first operation on a 25 year old Sydney woman who was unable to laugh or sneeze without suffering excruciating headaches.

Davina Knight made a successful recovery in Westmead Private Hospital after a unique surgical operation to treat a disorder that was causing compression of her brainstem and spinal cord resulting in disabling headaches, weakness and swallowing difficulties.

Davina had developed this disorder, known as basilar impression, as a result of her underlying disorder of osteogenesis imperfecta or bone metabolism. The basilar impression had become symptomatic with disabling headaches, weakness, clumsiness of her hands, swallowing difficulties and other neurological signs which were progressive.

Her condition was deteriorating to the extent that she had only a month to live without the surgery – or a significant chance of dying on the operating table.

Doctors who performed this new procedure are delighted with the progress for Davina who underwent a 15 hour operation at Westmead Private in January.

"The procedure went extremely well with Davina suffering no complications. Her headaches and other symptoms have improved and she was soon walking



Above: Davina recovering from the risky operation. (photo - courtesy The Daily Telegraph).
Inset: Dr Brian Owler.

around the ward and able to return home," Westmead Private Hospital neurosurgeon Dr Brian Owler reported.

The minimally invasive procedure, using image guidance technology and modern spinal instrumentation, is thought to be unique in the world and was performed

by a collaborative team of surgeons.

"The development of this technique and procedure offers new hope to patients with osteogenesis imperfecta who develop this otherwise devastating condition. We hope that Davina is the first of many patients that will benefit from this operation in the future as we see this case as the first step in a surgical programme for the management of basilar impression," Dr Owler said.

therefore a larger more morbid procedure involving dislocation of the midface of the skull has previously been used. Patients usually have to be sent to London at great expense and there is a high risk of complications including death associated with these procedures," Dr Owler said.

The new procedure developed by doctors at Westmead is based on use of a minimally invasive endoscopic technique

"The development of this technique & procedure offers new hope to patients with osteogenesis imperfecta who develop this otherwise devastating condition"

Children and adults with osteogenesis imperfecta are prone to develop basilar impression which means that the skull literally folds down over the spine. This results in compression of the brainstem and spinal cord and there is a high degree of morbidity and mortality associated with the condition.

"Surgery for basilar impression usually involves surgery through the mouth to remove the upper part of the spine and bottom of the skull which is known as a transoral approach. In cases such as Davina's the spine is higher than normal and

and the surgery involves an ENT surgeon (Associate Professor Melville Da Cruz) who provides exposure through the nose to allow the neurosurgeon (Dr Brian Owler) to resect the upper spinal column and base of the skull endoscopically.

The neurosurgeon then, through a separate incision posteriorly, performs a further decompression of the base of the brain and fuses the spine using screws and rods. Instead of a large incision along the face the patient has a tiny 4mm incision just under the nose.

Ramsay welcomes Hastings Day Surgery to its portfolio



Above: Staff of Hastings Day Surgery

Ramsay Health Care recently acquired its newest facility, the Hastings Day Surgery in Port Macquarie, Northern New South Wales. This

brings to 68 the number of facilities including day surgeries that Ramsay Health Care now owns across Australia and Indonesia.

The facility, which comprises an endoscopy suite/minor theatre and consulting rooms, was purpose built 12 years ago by local gastroenterologist, Dr David Gillespie. Dr Gillespie will continue to consult from the premises as will Dr Andrew Eakin a recently arrived gastroenterologist.

Thirteen staff are employed at the premises, which is located close to Port Macquarie Private Hospital. The close proximity to another Ramsay facility has made integration into Ramsay Health Care a little easier.

The staff have welcomed the purchase by Ramsay Health Care recognising the benefits that being part of a large organisation can provide. Notwithstanding this, the close knit working relationship they have

traditionally enjoyed and which has contributed to the success of the day surgery, will be preserved.

Hastings Day Surgery will join Port Macquarie Private Hospital, Baringa Private Hospital and the Coffs Harbour Day Surgical Centre all located on the mid North Coast and managed by CEO, Greg Jenke.

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PAT'S DESK

Welcome back to all of you and I hope you had a restful and enjoyable Christmas break. We have started 2007 with a flurry of press and market interest around business development opportunities both here and offshore for Ramsay Health Care. The acquisition and integration of Affinity Health to Ramsay Health Care, has been extremely successful and the market is now looking at what our next venture will be. We are always assessing opportunities for business development and to this end, we have recently been looking at hospital opportunities offshore as well as other healthcare opportunities closer to home. However, we will not be pushed into doing something for the sake of it. To date, our strategy has been very successful, that is to be very good operators of hospitals and very strong in acquisitions when it suits us. We remain focused on this strategy.

In the meantime, we are heavily investing in our hospitals and this issue of The Ramsay Way highlights some of the recent capital works approvals including the developments at Westmead, Lawrence Hargrave, Linacre and St George Private Hospitals. We have also recently finished the development at John Flynn and a long list of redevelopments and expansions are now underway at several of our Queensland hospitals. Thanks to the staff and doctors of all these facilities who are currently working around construction zones.


There are many other developments being canvassed and yet to be approved. We will announce these in future issues of this newsletter.

In other news, there are several human resource initiatives currently underway including the launch of the Ramsay Training Institute in the near future. It is good to see that some of the contracts that we have negotiated with key suppliers include a component for staff training and we will be working with Stryker over the next three to six months to develop some orthopaedic training packages.

For those New Ramsay facilities that will be converting to the chris21 payroll system in February, it is important that all staff read and understand the new requirements and information that is in the process of being distributed to you, or for your information, included in this edition of The Ramsay Way. Staff at the affected facilities will have new payroll slips, new timesheets, new employee numbers and new cost centres. A communication plan is currently underway with your facilities but if you have any queries, please visit the chris21 intranet site or contact your payroll office.

There are some great stories in this edition of The Ramsay Way of hospital achievements, staff recognition awards and initiatives. I congratulate all of you who feature in this edition.

It is also with great sadness that we mourn in this issue, the loss of two staff members – Ella Lowe and Mary Zambory who both passed away on Boxing Day. Both of them had been sick for a long time but continued to work and shine right up until the end. They remain an inspiration to us all.


Pat Grier
Managing Director

New Minimally Invasive Surgery for Kidney Cancer now available at Albury Wodonga

Albury Wodonga Private Hospital can now offer kidney cancer sufferers the option of keyhole surgery for removal of the kidneys – a procedure that has only been available in metropolitan areas until recently.

The first “laparoscopic nephrectomy” which removes a patient’s kidneys by keyhole surgery, was successfully performed by a new urologist to the area, Dr Steven Sowter, at Albury Wodonga Private Hospital.

Dr Sowter, based in Wagga Wagga, recently returned to the region after spending a year in Scotland learning the new procedure. His colleague and Albury urologist, Dr Henry Duncan, said this was a great advance for the Albury Wodonga region.

“This is a minimally invasive procedure, which is less painful and does not require any large incisions normally associated with open surgery,” Dr Duncan said.

“Patients will generally recover a lot quicker and their stay in hospital will be reduced from six to seven days under an open surgery procedure, to three to four days.”

Kidney cancer is the tenth most common cause of cancer in men and women. It is a male predominant disease and more common in people over the age of 55 years. Surgery is the most common treatment.

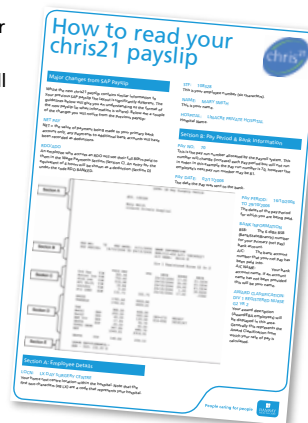
Chris21 February “Go Live” date



The new payroll system, chris21, will be rolled out to hospitals beginning in early 2007. Phase 1 of the project will see New Ramsay (ex Affinity Health) hospitals transition to chris21 from 19 February 2007. Phase 2 of the project will see the system implemented at Greenslopes, Hollywood, Cairns and North Shore, in July 2007. Rollout to other Ramsay hospitals will occur post July 2007 with specific dates yet to be determined.

Although major changes to the payroll process are not planned you may notice some differences:

- Your current 8 character employee number will be replaced with a new 6 character chris21 employee number. This number will be shown on your first chris21 timesheet and payslip.
- The hospital cost centres to be used by chris21 are aligned to the Pronto financial system and are 3 characters in length (currently 6 characters). Details of the new cost centres will be provided to your Hospital Payroll Coordinator and your Manager.
- Payroll-related forms (eg Leave Request, Change of Details) will be updated to take account of the new payroll system requirements. Changes will be minor however user guides will accompany the majority of these forms to assist in their completion. The new forms will be available from your Payroll Co-ordinator or from the Ramsay intranet site under Human Resources/chris21 Payroll/Payroll Forms.
- The format of your payslip will change quite significantly. A guide “How to read your chris21 payslip” has been created to assist with interpretation of this form. The guide will be attached to your first chris21 payslip and will



also be available through your Payroll Co-ordinator or from the Ramsay intranet site under Human Resources/ chris21 Payroll/Payroll Forms.

- Payroll cycles will not be altered as a result of the conversion to chris21. Fortnightly pay periods will continue to run Monday to Sunday, with pay day on the Thursday. Payslips will continue to be delivered to hospitals on payday however due to the system changeover, this may be delayed until the Friday in the first few weeks.
- Employee entitlements, including leave balances, will be transferred to the new payroll system. Year-to-date payroll balances shown on your final SAP payslip will not be shown on your chris21 payslip. Year-to-date balances in the new system will commence from your first pay processed through chris21.
- You will receive two Payment Summaries for the 06/07 financial year, one from the SAP payroll system and one from the chris21 payroll system.
- Your Payroll contacts, being the Payroll Co-ordinator at your Hospital and the Regional Pay Teams will not change. The current payroll enquiry process will remain the same.

A chris21 intranet site has been launched and creates a central reference point for chris21 payroll and will provide information on the project to transition Ramsay payroll to chris21. This site can be found on the Ramsay intranet under Human Resources.

If you have further queries please contact your Hospital Payroll Co-ordinator or Regional Pay Team.

Green initiatives show results

Wangaratta Private Hospital has seen remarkable results since it began a program of waste management initiatives and environmental performance monitoring 2 years ago.

Chief Executive Officer, Chris Thompson, says the increased focus and enthusiasm of staff had seen many projects yield significant improvements.

“Projects such as review of the steam sterilisers, electronic calibration of heating and cooling systems and a lighting review had seen gas and electricity usage drop by around 20%”.

The hospital now hopes that its current projects of replacement of single flush with dual flush toilets, reticulating water system on the sterilisers and kimguard recycling will further improve its environmental performance.

Nurses & Midwives Conference

Quantum Leap Beyond the Bedside, this is the theme of the inaugural Ramsay Victoria

Nurses and Midwives Conference to be held on International Nurses Day, Saturday 12 May 2007. The goal is to reward staff with a professional development day involving leading speakers from the Nursing & Health Industry and a motivational speaker. The conference will be provided at no cost to employees and will be held at the Hemisphere Conference Centre in Moorabbin. Organiser Ian Spargo said he looked forward to seeing Ramsay Victorian Nurses and Midwives “Quantum Leap Beyond the Bedside” this international nurses day.

For more information please contact Ian Spargo: (03) 9916 2177



Business Development Update



The Business Development team in Ramsay Health Care headed by Craig McNally, has been expanded to assist with the large number of development projects that are now underway or awaiting approval around the group. Angus Bradley, NSW Business Development Manager and Karina Elling, Business Analyst, have recently joined the team and will be located in Head Office.

A range of projects have recently been approved by the Ramsay Health Care Board. Further information on these projects is contained below.

Theatre development underway at Westmead Private

A multimillion dollar construction of new operating theatres at Westmead Private Hospital has been recently announced by Ramsay Health Care.

The \$9.7 million construction of Westmead Private's new theatre complex will begin in February 2007.

Westmead Private Hospital is a private hospital facility owned and operated by Ramsay Health Care. The hospital is collocated with the public campus of Westmead Hospital and Westmead Children's Hospital. It is a teaching hospital of the University of Sydney.

Announcing the plans, Westmead Acting CEO Linda Edgerton, said this was a significant development for the hospital and would position it well for the future.

"Westmead Private Hospital has established a strong reputation in western Sydney for the provision of excellent medical, surgical and maternity services to the community. This development will assist us to meet the growing demand for our services," Ms Edgerton said.

The new development will expand the existing theatre capacity by one, bringing the total number of operating theatres at Westmead Private to nine. However, provision has been made for two extra theatres which will be finished as shells only at this stage, but will enable the hospital to expand into these theatres as demand grows in the future.

The new theatre will be fitted out with state-of-the-art technology. The decision to expand the theatres at Westmead Private is due to the increasing demand for surgical services in the Western Sydney area.

New Cardiology Services for Linacre Private

The development of an extensive cardiac service including a cardiac catheter laboratory and coronary care unit is now underway at Linacre Private Hospital following approval from the Ramsay Health Care Board. Construction commenced late last year and it is expected that commissioning will be finalized by April/May 2007.

Linacre Chief Executive Officer Tracey Tobias said the Hospital staff were very excited about the prospect of introducing a new clinical discipline.

"Our new cardiac development, which will work collaboratively with Melbourne Heart Care, will provide a much needed specialist service to the Melbourne Bayside community," Ms Tobias said.

"When we looked at the demographics of the Bayside region, a quarter of our population is over 65 years and yet we did not offer a specialist service in cardiac disease which is the most common health care problem in older people," Ms Tobias said.

"It is becoming increasingly difficult for patients to get into the larger metropolitan hospitals for their hospital care. The role of the smaller community hospital in providing vital services is expanding."

The hospital currently specialises in orthopaedics, urology, general surgery, vascular, plastic surgery, ear, nose and throat surgery and general medicine. The hospital has three operating theatres, a day surgery unit and a high dependency unit.

St George upgrades

St George Private Hospital is rapidly nearing completion of the first stage of refurbishment and upgrades with its 12th Operating Theatre coming on line in March.

The new theatre is a state-of-the-art Conmed Linvatec Integrated Theatre Suite (Smart OR), the first of its kind in Australia, enabling St George Private Hospital surgeon's access to a new level of precision instrumentation. The 'Smart OR' utilises a state of the art high definition camera system. The high definition camera will be installed in all 12 operating theatres.

The Smart OR being installed in the new theatre 12 has a central control point at the nurse's station allowing touch screen control of integrated surgical and audiovisual devices. This allows nurse control allowing lighting functions, laparoscopic camera controls, room controls, and diathermy settings.

The advantage of this system is that by integrating surgical devices to be controlled from one central position the risk of contamination to the surgical field is minimised. The speed that the changes can be made is also facilitated, and movement in the OR is minimised for better infection control outcomes, patient visualisation and improved ergonomics.

Audio visual integration allows live surgery to be beamed to the education room, the board room, the laparoscopic education room as well as anywhere in the world showcasing St George Private Hospital as a clinical centre of excellence.

The refurbishment work also includes the development of a dedicated Day of Surgery Admission (DOSA) Centre. St George Private conducts 26,000 procedures a year, therefore this initiative will most certainly improve the flow for patients being admitted on their day of surgery as well as making available more inpatient beds to meet St George Private's ever growing demand.

Lawrence Hargrave Private receives a facelift

Planning for the redevelopment of Lawrence Hargrave Private Hospital is in its final stages.

This staged development encompasses a significant improvement in patient accommodation with an increased number of single rooms for patients and the overall increase in available beds from 42 to 52.

A Development Application will be lodged at the end of February 2007. Community consultation sessions are planned prior to commencement of construction which is anticipated for mid 2007.

Performance Indicators & Medication Safety (PIMS) Project

Albury Wodonga Private Hospital is currently participating in a project focusing on improving medication safety systems and monitoring performance in Quality Use of Medicines. This project is sponsored by the NSW Clinical Excellence Commission (CEC) and coordinated by the NSW Therapeutic Advisory Group. There are 28 hospitals across Australia with only 2 private hospitals participating. Each hospital has been asked to assess content validity of the entire set (52 indicators) which incorporate the "medication management pathway". Additionally, each hospital is testing 10 indicators (audit of 10 records each indicator) for usefulness and suitability for intra- and inter-hospital comparisons. This may be useful for peer groups. Analysis of feedback will be completed by April 2007 with indicators anticipated availability in July 2007. MaryEllen Mickle is the team leader for the project at Albury Wodonga Private Hospital.

ARNTP – The University of South Australia – Supervised Practice

Ten (10) overseas Registered Nurses Division 1 attended consolidation clinical placement at The Avenue Hospital and Masada Private Hospital in Melbourne late last year. The participants were part of the University of South Australia "Registered Nurse Training Program" (ARNTP). It is a 24 week program that enables overseas-educated nurses to register with the Nurses Board of South Australia and practice as a Registered Nurse in the Australian health system.

The program incorporates English language and culture, medical/nursing communication, academic study skills and nursing theory and practice.

Of the 10 participants, the hospitals employed four and would have liked to have taken more except that the others were either employed elsewhere or pursuing registration as midwives. It was a very positive experience and both hospitals are keen to take participants next year.

Operations Update



Chris Rex, Chief Operating Officer

We have now had a full year of operating under the new State Management structure and, with Danny Sims now on board as State Operations Manager for New South Wales, this structure is working extremely well.

The Operations Executive meets monthly to discuss a range of issues which effect the hospitals including brownfield developments, financial results, purchasing arrangements, information technology, clinical governance, HR/IR and staff education and training initiatives. This is a productive forum which provides us the opportunity to assess both the strategic and operational directions for our hospitals.

The Chief Executive Officers of all our hospitals (including Indonesia) met recently in Sydney for their half year Conference. The purpose of the conference was to review the past 6 months operating performance and to focus on future business development opportunities. This is an extremely productive forum for the CEOs who meet together twice yearly.

At a corporate services and human resources level, we have focused the last year on improving and expanding our service to hospitals and staff. To this end, State Managers now exist for the key functional areas of Human Resources and IT. We have also expanded our staffing in the areas of Clinical Governance, Marketing and Procurement to meet the increased demands of the business. Feedback from hospitals and staff about the service provided by all corporate areas is very positive.

In the ensuing year, we will be focusing on a number of major initiatives including:

- The Ramsay Training Institute
- Doctor Recruitment
- Meditech Patient Administration System Rollout
- New Clinical Incident Classification System

The next few months is a busy time around the Company as our planning for the 2008 financial year is about to commence.

Frances Perry launches Subsequent Pregnancy Support Program

Frances Perry House recently launched its Subsequent Pregnancy Support Program which is being funded through the Medibank Private Quality Initiatives Program.

The launch was attended by Stacey & Sean Farrell and their son Oscar. Having already experienced a loss at birth, Stacey and Sean spoke passionately about the need for, and immense worth of, a program such as this.

Frances Perry house CEO Mark Page said the program provided an opportunity for partents who had experienced the death of a baby and were contemplating or experiencing their next pregnancy, to discuss their fears and anxieties with an accredited grief and loss counsellor who also is an experienced practicing midwife."

Moira Kean, who is part of the Frances Perry House team, will develop and run the program. Moira's unique combination of midwifery and counselling skills provide for an integrated support program that is not available in the community but very much in need.



Above: At the Launch of the Subsequent Pregnancy Support Program (Left to Right): Russell Bateman (National Hospital Manager - MBP), Mark Page (CEO - Frances Perry House), Eric Worth (Hospital Contract Manager - MBP), Stacey Farrell, Moira Kean (Program Facilitator - FPH) Oscar Farrell & Sean Farrell.

Glengarry's going green

Glengarry Private Hospital is proud to announce that it is going green!!!

The very successful waste launch was held on 29th November in partnership with SITA Environmental Solutions. New initiatives include: The introduction of paper recycling, co-mingled recycling of plastic/glass/aluminium/steel cans, and increasing our waste streams.

CEO Elaine Pavlos said all staff were invited to join in the launch which was celebrated with quizzes, prizes and loads of fun. "Next on the agenda includes our grease traps being used to make soil conditioner and the development of a worm farm to munch away all the scraps from the kitchen!"

A group of very enthusiastic 'greenies' will be getting together in the New Year to develop more ideas to make our hospital more environmentally friendly.



Left L-R: Sharon Nicholls - Infection Control Nurse Glengarry Private Hospital, Gordon Warren - Business Development Manager SITA, Elaine Pavlos - CEO / DON Glengarry Private Hospital, Sharon Kenny - Infection Control Consultant HICMR

Recruitment initiatives pay off for Albury Wodonga Private

Albury Wodonga Private Hospital have recently welcomed five new doctors to the region including a general surgeon, two oral surgeons, a vascular surgeon and gynaecologist.

The Hospital, which is located in West Albury on the border of New South Wales and Victoria, remains optimistic that they will be successful in the near future of recruiting a psychiatrist, general physicians and anaesthetists.

520 Years of staff service at Beleura

Every year Beleura management recognizes those staff who have worked at the hospital for 5 years and then at 5 yearly increments, with service badges.

This year, forty five staff of Beleura Private Hospital were presented with their badges and watches with a total of over 520 years of combined service to the Hospital.

Helen Spicer is the longest serving staff member with a total of 35 years of service to Beleura. Beleura Private Hospital has been opened for 37 years.

"Beleura is a unique hospital with a very friendly culture, we have a lot of fun and laughter. My nursing position has evolved as the hospital expanded. I came to Beleura before I had children and I now have 2 grandchildren. I have seen a lot of changes over the years and have formed wonderful life long friendships," Ms Spicer said.

Beleura CEO Cynthia McQuillan said management was proud of all the staff who had been loyal to the Hospital for such a long time. "We have 19 staff who have

been at the hospital for 20 plus years."

"In today's climate, it is a special achievement to be able to keep staff loyal to one institution and organization. We are very proud of all our staff and the wealth of experience and continuity of care that they can offer to our patients," Ms McQuillan said.

"Many locals from the Mornington Peninsula have been cared for at Beleura - it is a wonderful environment."



Above: Cynthia McQuillan (CEO), Sue Ward 20 years, Helen Spicer 35 years, Tina Bunting 30 years, Fran Johns 25 years, Marg Baker (DCS)

Gradplus - Victoria



Seventy six (76) new Division One Registered Nurses and eight (8) new Midwives commence the Gradplus Program in Victoria on Monday 19 February 2007, more than double the number recruited to the 2006 graduate program.

Coordinator of the Gradplus Program Ian Spargo said these great numbers were the result of a targeted approach to recruitment through a branding of the Victorian nurse graduate program as "Gradplus".

"Over the last 5 years our hospitals have seen a decline in the number of application received through the state government managed "Computer Match" system. It was decided that for 2007 we would withdraw from computer match and manage the applications and marketing ourselves," Ian said.

"As part of the marketing we discussed how we could attract the Y generation to our program and set about developing a web page www.ramsayjobs.com.au/gradplus, newspaper advertising, posters, post cards and brochures that would catch the Gen Y eye. Universities were visited and presentations

about Gradplus were made directly to the students."

All applications were received centrally at head office and then processed using the same criteria, then sent to hospitals to review and subsequently to arrange interviews. Hospitals then advised centrally who had been successful in gaining a position in Gradplus and who had not been successful but really suited the organisation. This gave us the opportunity to then offer a second interview at another Ramsay hospital.

"Gradplus T Shirts were all the rage at the RCNA Nurse Expo where contact was made with 1200 potential employees. In keeping with the Gen Y we used funky water bottles to supply information about the program.

"We had a very successful day and almost 100 graduates attended subsequent open days at our metropolitan hospitals."

Ian has been asked to present on the program to the Victorian Health Department this year.



Nambour Selangor helps to develop Graduate Diploma in Midwifery on Sunshine Coast

Nambour Selangor Private Hospital's Midwifery Educator, Lynne Staff (picture at right), spent 12 months during 2006 working as part of a professional consortium to develop a Graduate Diploma in Midwifery.

Coordinated by the University of the Sunshine Coast, the consortium comprised representatives of all Sunshine Coast hospitals which provide midwifery care – Nambour Selangor Private Hospital, Nambour General Hospital, Sunshine Coast Private and Gympie Hospitals.

"The consortium's mission was to develop a Graduate Diploma in Midwifery through the University of the Sunshine Coast," Lynne commented. "The University could not have run its program without clinical placements for students."

The group started from the ground up – first identifying the characteristics of the 'ideal midwife' and then developing subject outlines, course content, evaluation and assessment criteria, library lists and application packages.

"The biggest breakthrough for the Program was to introduce paid clinical placements for students who will be part of the workforce," Lynne went on to say. "This is a first for Ramsay Health Care and means

that students will 'earn as they learn' within a relevant clinical environment."

Lynne believes such a breakthrough will provide enormous benefits for the future recruitment and retention of midwives across the Sunshine Coast.

The University of Queensland envisages an initial intake of 15 students, the first round of which will commence in July 2007.

"This is a great opportunity for local students who have previously had to enrol in universities in Rockhampton, Brisbane, Toowoomba, Cairns or Adelaide to gain a midwifery qualification, while working in their own (unpaid) time in local hospitals to gain the skills necessary for them to practice as a midwife," Lynne said. "It is also the first time local midwifery will have the opportunity for salaried work across public and private sectors."

Students applying for the Program will nominate a preferred 'mother' hospital to act as a base for their clinical learning experience. They will also rotate through the other three hospitals to broaden and consolidate their experience.

The University of the Sunshine Coast will offer incentives for midwives acting as preceptors for students through workshops and other training facilities.



"The Obstetricians and Anaesthetists have always been very encouraging of midwifery students' and have supported their learning needs," Lynne went on to say. "This means that students will be able to obtain hands-on birthing experience here."

The Queensland Nursing Council has suggested the newly developed course framework should be used as a template for other universities developing a midwifery program. Lynne sees the next step forward as introducing a Bachelor of Midwifery on the Sunshine Coast, in keeping with contemporary national and international Midwifery Education programs.

Registered Nurse Division 2 Medication Endorsement

There are 34 Division 2 Nurses from a number of Ramsay Melbourne metropolitan hospitals completing their medication administration endorsement in 2007. The program started in 2005 as an initiative of Linacre Private Hospital - the first hospital in Victoria to conduct an on-site endorsement program.

Following the success of the first group the program was extended and Linacre offered a second program and opened it to other Ramsay hospitals across Melbourne. Late in 2006 another on-site program commenced to meet the demand and is being run from Head Office in St Kilda Road.

In 2007 the program will run again at both Linacre and Head Office and another 32 Division 2 Nurses will have the opportunity to complete their endorsement.

Queensland holds Patient Handling Workshop

The Annual O'Shea Patient Handling Workshop was held over 3 days at John Flynn Private Hospital late last year.

The Workshop was presented by Louise O'Shea, Consultant from O'Shea and Associates who is very much in demand. It was very well attended by 55 delegates from 11 of Ramsays' Queensland hospitals.

Nurses, Physiotherapists and Wardspersons participated in either a 2 day training session for new Trainers or a 1 day session for existing Trainers to update. A Theatre training session was also included.

Louise O'Shea demonstrated some of the latest techniques as well as offering suggestions for trialing a variety of equipment and devices. Manual and patient handling risk assessments were completed and discussed based on various scenarios.

Delegates also had an opportunity to discuss manual and patient handling issues and to share policies and documentation with their colleagues. Evaluation of the workshop was extremely positive.

Margaret Deacon (OH&S Coordinator – John Flynn) coordinated the workshop.

Hunters Hill Private Hospital opens Day Rehabilitation Unit



Hunters Hill Private Hospital is pleased to announce the opening of a Day Rehabilitation Unit. This service enhances the inpatient rehabilitation services currently provided.

CEO Marg Fagan said the Hospital's aim was to provide a high standard of quality care and to promote the early return to independent living at the highest possible level of functioning. "We are providing three major programs orthopaedic, musculoskeletal and cardiovascular, that includes physiotherapy, hydrotherapy and gymnasium work provided by highly trained staff," Marg said.

The unit has been well received by the local community and the number of patients using the service has been increasing steadily since opening.

Team care achieves great result

When a 92 year old lady was admitted to Kareena at the end of November last year with two very large and deep pressure ulcers, the prognosis was not good at all. The patient had a pressure ulcer on her right heel and another deep pressure ulcer on her along her left calf which led to the destruction of her Achilles tendon.

Once in Kareena the wounds were debrided twice to remove necrotic tissue from both legs and VAC dressings were applied. After removal of the VAC dressings, daily dressings of jelonet, saline gauze, velband and crepe were used. The dietician provided resource alginate supplements specifically developed to assist wound healing and nutrition supplements to improve the lack of appetite. The patient was also nursed on a pressure relieving mattress as a preventative measure and to avoid further deterioration.

Due to a fabulous and persistent effort by the physician, surgeon, nursing staff, physiotherapy and dietician, the leg wound has healed to 100% and the heel wound to 98%. Obviously the team are very pleased with the result and so too is our patient and her family. A very happy ending!



Above: Staff members in SA working out

Keeping fit in SA

After 12 months of exercise programs with sports physiologist Jeremy Bell, the staff of Ramsay Health Care (SA) Mental Health Services, are soon to enjoy Exercise Circuits as part of the Ramsay Health Care Employee's Benefits Program.

New equipment has been purchased and an 8 station circuit should be up and running for staff in February 2007, in the Exercise Studio located at The Adelaide Clinic.

The clinical provision for an exercise / circuit, low key program tailored to meet the patients' needs is well on target for introduction in March 2007. This initiative by the General Manager is most welcome by staff and patients of Ramsay Health Care in South Australia.

Mother chooses Peninsula eight times

Not once, not twice but eight times Peninsula Private's Midwifery has made a difference.

Mother of eight Lisa Tuke insists that every one of her children's birth was special. She felt so at home at Peninsula's Private Midwifery that she was completely focused on the birth of her most recent child, Rory in December.

Lisa has been a patient of the Peninsula Private's Midwifery over the past 14 years. It is where all her children have been delivered.

Peninsula Private Midwifery should be proud of its achievement in its personal care to all new mothers. Lisa Tuke has confirmed the hospital's reputation on the Mornington Peninsula by coming back eight times!



Above: Lisa Tuke with baby Rory & the rest of the family; husband Ken, Kiernan 12, Michaela 14, Roisin 9, Eamon 11, Imogen 6, Seamus 9 & Finn 3 – all born at Peninsula Private.

New Mental Health Nurse Recruitment Program

New Farm Clinic has introduced an innovative program to assist with the shortage of mental health nurses and to facilitate transition to mental health nursing for general Registered and Endorsed Enrolled Nurses.

The program consists of a workbook plus 8 x 1½ weekly in-service education sessions conducted by Dr Wendy McIntosh RN, PhD, RMHN, Grad Dip MH, MN Group Leadership Cert, Cert IV Workplace Assessment and Training. The topics covered include What is Mental Illness? Mental State Examinations, Anxiety Disorders, Mood Disorders (Unipolar & Bipolar), Trauma and Mental Illness, Personality Disorders, Psychosis (including drug induced) Schizophrenia, and Professional Boundaries. Nurses who are enrolled in this course will attract 1.5 CNE points for each session attended (RCN Lifelong Learning Program)

Sixteen staff are enrolled in the program and the feedback has been exceptionally good (some of the staff enrolled in the program above).



Wangaratta staff support fire effort

December and January proved to be trying times in Northeast Victoria as fires near Mansfield, Bright and King Valley burned out of control and threatened property, homes and livestock. With the local base hospital at one stage issuing a code brown, Wangaratta Private Hospital was on standby. 2 staff members homes were directly affected by the fires and these staff required time off to stay and protect their properties. Thankfully the properties of both staff members were saved.

Smoke became an issue across the region with all businesses and homes struggling to keep it out and the smoke resembling fog for a number of weeks. Wangaratta Private Hospital was not immune as smoke invaded the corridors.

Assisting on the fire front was maintenance officer and volunteer fire fighter Wally Zabilowicz. Wally has been with the Country Fire Authority for 26 years and was one of the many volunteers investing his time to help others.



Above: Wally with his wife Eileen ready for another stint at the fires

Hollywood Clinic achieves highest score

The Hollywood Clinic (THC) at Hollywood Private Hospital in WA achieved the highest overall score of all Ramsay Health Care facilities in the 2006 Press Ganey Inpatient Mental Health satisfaction survey.

The score of 80.1 gave THC a percentile ranking of 99, a result that was achieved by team work and a focus on the core values and customer service.

The previous Press Ganey results provided the impetus for change in a number of areas and the staff have worked consistently to ensure the best possible service is offered to patients and their families.

Taking the 'Sting' out of Summer

When the Eloura Surf Club at Cronulla Beach asked for help to replace ice packs provided to swimmers treated for jellyfish stings, the Kareena Private Hospital team were happy to help out with a box of ice packs all beautifully labelled with advertising for the Emergency Department. Much more useful than a fridge magnet!!



Above: Tamara CEO Annette Arthur (centre), with Lee (left) & Cathy (right)

Staff rewarded at Tamara

The highest points gained in the Tamara 'Staff Rewards Scheme' for 2006 was awarded to Lee Thomson with Cathy Foley a close runner-up. Both staff members work in the Maternity Unit and points are awarded on nomination by one of the many customer groups associated with the hospital for excelling in their care, courtesy and involvement in hospital activities.

Tamara recognises 'Years of Service'



Left: Hotel Services staff members, Chris Howison (10yrs), Kay Day (30yrs) & Margaret Marshall (20yrs) were congratulated on their Years of Service to Tamara.

In the footsteps of Kokoda Veterans



Above: Cairns Private CEO, Richard Lizzio, with Cadet Matthew Birch

Cairns Private Hospital is helping to ensure the fearless courage and heroism of our Diggers will always be remembered through an annual Cadet sponsorship programme in partnership with the local sub-branch of the RSL.

Cairns Private stepped up to sponsor one of four cadets on a gruelling nine day trek along the famous Kokoda Track in Papua New Guinea.

Cairns Private CEO Richard Lizzio said while the partnership at this stage is an informal one, the plan is to make this an annual activity, where cadets are sponsored to make a pilgrimage to a site of significance in Australian Wartime history.

"Our Kokoda Cadets should be very proud of their achievement, which posed both physical and psychological challenges. Some of them juggled school and an exhaustive training regime (with full packs) to prepare for the trek," Richard said.

Cadet Matthew Birch said, "Nothing could prepare you for the conditions...wet and incredibly steep...it is either up or down, there is no in between."

"It was an awesome experience. Sometimes it was so hard you felt like crying."

The most touching moment came when the group met two of the Kokoda Fuzzy Wuzzy Angels...

the Papua New Guinean people who carried and escorted injured Australian troops down the Kokoda Track, often under heavy Japanese gunfire.

"I am so grateful to Cairns Private for giving me this opportunity. It is something that will stay with me forever. Also, meeting the sons and grandsons of the Fuzzy Wuzzy Angels who work as guides and porters on trail, was a real highlight. It helped us to understand the bonds that were forged between the Diggers and villagers throughout the Kokoda campaign."



Kareena Special Care Nursery upgrade completed

Kareena staff have waited more than 10 years for the special care nursery to be upgraded. After having changed owners several times during that period, the Maternity team were a little skeptical when Ramsay agreed to provide special capex to fund the upgrade. Despite this, the significantly bigger, refurbished and better equipped nursery opened for its first little customers in January 2007 - a belated but very welcome Christmas present for NUM Eve Haddon and her team.

Premature twins Ashleigh and Mitchell and their first time parents Kylie and Stephen were also delighted with the spacious nursery which complemented the wonderful, supportive nursing care the new family received.

Good expo story



Above: Mrs Cook celebrating her Golden Wedding Anniversary with husband Bruce

In September 2006, 71 year old Mrs Barbara Cook walked into the "Medicine Demystified Expo" held at Lake Macquarie Private Hospital in Gateshead NSW. Mrs Cook enjoyed good health and played golf on a regular basis. As part of the EXPO Lake Macquarie Hospital had a team from the Intensive Care Ward recording blood pressures and pulse rates. Mrs Cook thought she "may as well" have these tests done as part of the afternoons activities. To her great surprise, her blood pressure was elevated and pulse only 35 beats per minutes. She was advised to seek Medical assessment as soon as possible. Mrs Cook took this advice and was diagnosed by her GP with "sick sinus syndrome". The following day Mrs Cook suffered nausea and giddiness and subsequently was admitted to John Hunter Hospital under the care of Cardiologist Dr James Leitch. The following day Mrs Cook was transferred from John Hunter to Lake Macquarie Private Hospital where the diagnosis of complete heart block was made and a pacemaker inserted by Dr Leitch.

Mrs Cook is once again enjoying her life and recently celebrated her Golden Wedding Anniversary with husband Bruce.

"I am grateful to Lake Macquarie Private Hospital for organising the Expo and hope it will be repeated this year with much more publicity."

Caloundra Private's holiday dialysis John's first choice



For 53-year old Sydney resident John Kelly, three five-hour long visits to Caloundra Private Hospital are part of his weekly tour agenda when he makes his annual holiday pilgrimage to sunny Caloundra.

John has Polycystic Kidney Disease and has been on haemodialysis for the past three years. When he holidays in Caloundra, he receives dialysis at Caloundra Private Hospital.

January 2007 was John's third visit to Caloundra Private Hospital, and he has already re-booked his spot for next year! He is no stranger to dialysis units within and outside NSW - travelling the country with his job in the transport insurance industry.

"I can be on a plane in the evening and dialysing in the town I'm visiting the next day," John comments. "I have 'dialysed' in Melbourne, Dubbo, Adelaide, Canberra and Caloundra. I have also just booked to dialyse in Cairns when I travel up there for a conference in April, and am looking to travel to Sweden and Norway with my wife in the future."

"My employer has been very supportive since I started haemodialysis. The fact that I am using Ramsay Health Care's renal dialysis facilities whilst on holidays in Caloundra reassures them that I am receiving the best possible care."

John has been on the list for a kidney transplant since he started dialysis three years ago.

"Four members of my family have already had kidney transplants," John said. "My mother was one of the first people to receive a kidney transplant in Australia. Since then, two uncles and my brother have all had kidney transplants."

Caloundra Private Hospital's Renal Dialysis Unit provides haemodialysis to local patients, and those like John from all over Australia holidaying on the Sunshine Coast.

Pindara Private celebrates 200,000th patient



Mrs Lillian Rennard with Pindara Chief Executive Officer, Lisa Thorne.

PRODUCTION & MATERIAL

The Ramsay Way is produced by the Ramsay Health Care Marketing Department.

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Vale Ella

Ella Lowe, a Ramsay Manager and colleague, passed away on Boxing Day. Ella had been working on the role of medical education and training in the private sector. Ella had been extremely ill for some time and her courage and tenacity to continue working through this, was inspiring and an indication of her great character. Ella achieved much in her career. She was a Nurse Executive for Peninsula Healthcare and a Professor of Nursing at Latrobe University before spending some years in Indonesia as a Clinical Nurse Consultant. Ella was the incumbent Chairman of the Nurses Registration Board in Victoria.



Vale Mary

Mary Zambory, who worked at Albert Road Clinic caring for mothers with a psychiatric illness, passed away on Boxing Day. Mary had worked at ARC for 8 years during which time she developed an insight into the impact of mental illness on families and infants which enabled her to provide the education, reassurance and support to assist patients to recover and resume effective parenting. Mary was a woman who cared for other unconditionally and her commitment to her patients and colleagues was passionate. Mary was ill for twelve years, working even whilst undergoing treatment, and working up until 14th December with her trademark courage and optimism. Mary is survived by husband Peter and children Anthony, Christine and Susan.



KEY APPOINTMENTS

John O'Grady

John O'Grady has been appointed to the new merged position of 'General Counsel & Company Secretary'. John started in mid January 2007 and will manage the Legal Services Team. The Legal Services team, consisting of John, Katrina Cunningham and Yvonne Pearson, will also be joined by Larry Ransley, at least on a part-time basis, to assist John in the Company Secretary area. John has a private legal background, having been a partner of Gadens Fisher Jefferies, a major Adelaide law firm, for many years (including being Chairman of Partners 1995 – 2000); Consultant/Special Counsel to Blake Dawson Waldron, Sydney over the period 2000 – 2004 and most recently, founding partner of the Sydney office of Cosoff Cudmore Knox. John is a very experienced corporate and commercial lawyer with a strong property and corporate governance focus, practising in finance, corporate law and governance, property and government contracting and tendering. John and his team will be responsible for all legal matters except Clinical Governance legal issues, which will continue to be handled by Jackie Dempsey (who is located in the Group Clinical Governance Unit).



Angus Bradley

Angus Bradley has been appointed to the Development team. Angus will be assuming the role as NSW Development Manager and will be working with Kim on delivering the NSW major capital development projects. Angus started with us in January and is located on Level 9 Head Office. Angus has had extensive experience both in Hospital Management and delivery of major capital development projects.



Karina Elling

Karina Elling has joined the Business Development team in Sydney as a Business Development Analyst. Karina's main role will be in the monitoring and reporting of Development Capex Projects >\$1m. Karina's background in accounting, corporate planning and the reporting of major capital expenditure projects should be beneficial in undertaking the role.



Sue Engele

Sue Engele is the newly Appointed Director of Clinical Services, North Shore Private Hospital. Sue's background has been in midwifery and management for the past 20 years. She is a registered nurse and registered midwife and has post graduate qualifications in management. Sue trained and worked at Royal North Shore Hospital and the Mater, North Sydney before commencing with Ramsay Health Care nine years ago. Sue was part of the early team that successfully commissioned North Shore Private Hospital in 1998. The Maternity Services has grown and now delivers over 2,600 babies per year. Sue has previously covered the Acting DCS position at North Shore Private Hospital intermittently in a relief capacity over the past two years and was appointed as the Director of Clinical Services at North Shore Private Hospital in January 2007. Sue is married and has three adult sons. She is a keen swimmer and bike rider and lives at Manly.



Lynne Edgerton

Lynne Edgerton has been appointed to assist with doctor recruitment for Ramsay Health Care hospitals. Lynne will assist with identifying the critical medical workforce shortages particularly in rural and regional areas and establishing improved processes for recruitment of doctors. Lynne has had extensive experience in the recruitment of doctors to Qld over the last few years as a Principal Project officer in Queensland Health.



Ellen Whittaker

Ellen Whittaker has been appointed Director of Clinical Services for North West Private Hospital. Previously, she was Medical/Surgical Care Business Manager at North West and has served in a variety of other roles at this Hospital for 10 years. Ellen has a graduate diploma in nursing and spent over 20 years in the public health sector in Queensland.



Darren Larkin

Darren Larkin has been appointed Commercial Manager, New Farm Clinic. Darren started in November. After holding the position of Accountant at John Flynn Hospital in the mid nineties, Darren spent 5 years as Corporate Services Manager at Currumbin Wildlife Sanctuary and previously was the Finance & IT Manager for the Warner Village Theme Parks.

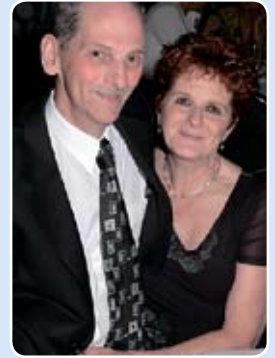


RAMSAY PEOPLE PROFILE

Sheila Soltan

Environmental Services Manager - Warringal Private Hospital

By Sam Clifford



Above: Sheila with her husband Reg.

What does working as an Environmental Services Manager entail?

Roster 22 staff members
Workhour management
Hire staff/staff appraisals
Log maintenance requests
Liaise with spotless linen service
Work daily on floor as team player/leader
Eleven staff daily
I work 8 hours daily (Monday to Friday) & have done for my 26.5 years of employment
Order equipment for both housekeeping and theatre
Liaise with theatre contract cleaner
Recycle paper/confidential paper collection & disposal
Make improvements as required
On performance improvement committee
Liaise with representatives
Maintaining all manuals (updates, changes etc...)
Keep everyone happy

What is the best part of your job?

My team

What is the most frustrating part of your job?

My team

What is great about Warringal?

We are one big happy family

What is the most rewarding part of your job?

Happy staff and job satisfaction.

How many years have you worked here?

27 years on 21 July 07. (Full time cleaning audit for all years!)

What is your idea of perfect happiness?

Being healthy enough to work for as long as I choose

Which living person do you most admire & why?

My mother for raising 8 children, as my father died young

What has been your most embarrassing moment?

Searching under bed for 2nd slipper and finding out from patient that he only had one leg

What is your most treasured possession?

My house & dog (Oscar)

Who would play you in a movie of your life?

Lucille Ball (I love Lucy) Crazy Redhead!

What is your most unappealing habit?

Calling everyone 'love' 'thanks love'

What is your favourite book?

Saks catalogues

What is your guiltiest pleasure?

Chocolate

What do you owe your parents?

Varicose veins, bad eyesight & high blood pressure

Which words or phrases do you most overuse?

'Thanks love!'

What is your greatest regret?

I don't have regrets, just experiences

When and where were you happiest?

Cruising the pacific in 2003

What do you consider your greatest achievement?

Life and managing environmental services at our great hospital

What is the most important lesson life has taught you?

Always treat others as you would like to be treated