The Graduate Development Program (GDP) has attracted highly motivated and committed graduates from a range of academic disciplines over the past eleven years. The long-established program, which the Department of Health has invested in since 2004, provides outstanding university graduates an opportunity to commence their careers with the Department of Health WA.

Throughout the 12 month program, Graduate Officers gain hands-on experience and further develop their skills and knowledge through undertaking different work placements and projects relevant to their work stream. The 2014 Program draws to a close in late January 2015.

In 2014, there are four work streams: General Corporate, Finance and Business, Health Information Network (Information Technology) and Workforce Data Analysis.

Graduates selected for the 2014 GDP are highly-skilled and passionate about making a valuable contribution to the WA public health system and community health outcomes. Every graduate possesses excellent communication, teamwork, research, problem-solving and critical analysis skills, and comes from a background of high academic achievement. Such qualities are invaluable to any role graduates undertake within WA Health.

In 2014, the Graduate Officers have participated in:
- A comprehensive induction to WA Health and the public sector
- A structured training and professional development program including the option to complete a Diploma of Management qualification
- Networking, mentoring and shadowing opportunities with senior leaders and others across WA Health.

I commend the graduates for the work they have undertaken and would like to convey my thanks to the worksites and WA Health staff who have supported the graduates throughout the year. On completion of the program, managers are encouraged to recruit these motivated and talented individuals.

PROFESSOR BRYANT STOKES
Acting Director General
The 2014 Graduate Development Program (GDP) has offered 17 graduates hailing from a wide range of academic disciplines a year of rewarding and, at times, challenging experiences, opportunities for learning, professional development and personal growth and a unique insight into WA Health.

Eight graduates joined the General Corporate stream, undertaking three, four-month placements in areas such as safety and quality, mental health, policy analysis and development, and research.

The Workforce stream welcomed two new graduates who completed projects within the Workforce Modelling and Data Branch.

Two graduates joined the Health Information Network (ICT) stream completing four, three-month placements.

Five graduates entered the Finance and Business stream and had the opportunity to work in health reform, Activity Based Funding/Management (ABF/ABM), budgeting and revenue.

On behalf of the 2014 graduate cohort, we would like to take this opportunity to thank everyone who has been involved with and supported the GDP. Thank you to our supervisors and colleagues for providing us with the opportunity to work with you and develop our skills and knowledge under your guidance. Your support through providing placements for graduates is integral to the success of this program. We would also like to thank our mentors and buddies for volunteering their time and providing a source of guidance, leadership and support.

Most importantly, we would like to acknowledge the hard work and unwavering commitment of the Institute for Health Leadership team who coordinate the program.

Madeleine Hofmeester and Coutney Koenig (co-Editors) on behalf of the 2014 graduates
From the GDP Coordinators

This year the graduates have been supported by Lisa, Laura and Brodene as the 2014 Graduate Development Program (GDP) Coordinators, a pioneering program that is part of the Institute for Health Leadership’s commitment to leadership and leadership development within WA Health.

The GDP Coordinator’s role is to inspire, support and communicate with the diverse range of graduates within the four streams of the Program, as well as with stakeholders within and external to WA Health who have a highly valued and important role supporting the GDP.

For many of our non-clinical graduates, entering the workforce for the first time can be a challenging experience. This year, the GDP has provided the graduates with the opportunity to further their skills and knowledge in a highly supportive environment, making their transition to the health workforce a smooth one.

In particular, we, as the GDP Coordinators, work to forge a strong sense of collective effort and endeavour in which a diverse team of graduates with different backgrounds, skills and experiences work together for the same overall goal – improving, promoting and protecting the health of Western Australians.

The 17 graduates who have been a part of the 2014 program are enthusiastic, dedicated professionals who look for creative solutions, work collaboratively and are accountable. They have demonstrated that they are able to rise to the challenges presented to them and confidently manage the various twists and turns encountered in their project work. Ultimately they have thrived working in team environments and have remained focused and committed to delivering high quality work. All of us with the Institute for Health Leadership look forward to sharing their journey as our emerging leaders of the future.

Lisa Bayly, Laura Depczynski and Brodene Straw
Graduates of 2014

17 Grads
80 Universities
21 Bachelors
5 Postgrads

2431 hours of Professional Development

100% have buddies
∞ Networking opportunities
∞ 1:1 Mentors to Grads

Workforce
Finance & Business
Health Information Network
General Corporate

4 Streams
5
2
2
8

Achievements

63 Projects
52 Reports
49 Presentations

"the perfect opportunity to consolidate my skills, challenge myself and gain an insight into the health system"
Health Information Network (ICT) stream

2014 marked the second year of graduates joining the Health Information Network (HIN) stream. HIN is the centre of all ICT communications, products and services that are supplied to numerous health care providers across Western Australia.

Graduates have the opportunity to experience placements in numerous core areas of HIN including design and development, service delivery, infrastructure and strategic projects. As a result, graduates can expect to acquire skills in software development and testing, project management, information technology (IT) services and support, product delivery, project conceptualisation, and computer networks.

The 2014 HIN graduates commend the program for being highly supportive and equipping them with the skills necessary to meet the constantly evolving IT needs of WA Health. The HIN stream is best suited to graduates with an interest in computer science, design, IT and/or software engineering.

JENNA KHOR & GEORGINA CUNNINGHAM
Georgina Cunningham

Georgina graduated from Murdoch University with a Bachelor of Digital Media. She was keen to join the Graduate Development Program (GDP) as it offered the opportunity to be immersed in eLearning development and see product delivery in its entirety from different perspectives. The program offered her a range of opportunities to network within HIN and gain experience. Upon completion of the GDP, Georgina would like to pursue her interests in eLearning development or project management by continuing to deliver information technology projects and services across WA Health. Georgina’s proudest moment was when she was asked to design an eLearning module. Georgina learnt a range of new health applications including the design and publishing process for interactive projects.

Placement one
Infrastructure, Health Information Network

Georgina was involved in the overview of how the teams from the Infrastructure Directorate interact with each other in certain situations, for example, a lengthy major Health Information Network (HIN) network outage. This allowed her to work collaboratively with a range of teams across the Directorate and gain extensive operational knowledge. Some interesting aspects that she was involved in were visiting the major Data Centres that HIN currently utilises, going out on field trips to see how each major health site interacts with each other, and how staff who work for WA Health utilise the HIN infrastructure and network. Georgina’s involvement with these projects enhanced her analysis, communication and organisational skills whilst allowing her to develop new skills in project management, stakeholder engagement, strategic planning and leadership.

Supervisor
Keith Darbyshire — Director of Infrastructure, HIN
Placement two
Strategic Projects, Health Information Network

Georgina was involved in the implementation phase of the Notifications and Clinical Summaries (NaCS) system at Royal Perth Hospital (Shenton Park campus). Part of this phase included liaising with junior medical officers and senior clinicians at Fiona Stanley Hospital and Shenton Park to develop a quick-reference guide for use by doctors at Shenton Park when NaCS went live at that campus. It will also be used for training when the application is rolled out at other sites across the state. In addition, Georgina assisted with user testing and helped diagnose problems arising from the testing. This involved developing a General Practitioner (GP) survey that helped analyse and ensure GPs received the clinical summaries from the NaCS system. It also enabled the NaCS team to implement positive change to the application.

Placement three
Strategic Projects, Health Information Network

For her third rotation, Georgina opted to extend her second placement. In addition, Georgina was given an opportunity to learn about eLearning software (Adobe Captivate) and develop an eLearning module, known as eDiet, for Fiona Stanley Hospital (FSH). She liaised with multiple staff at the FSH site including clinicians and subject matter experts who provided input into the development of the training module. Georgina’s placement in HIN Strategic Projects has enhanced her stakeholder engagement and communication skills, in particular, her ability to work autonomously and develop her cold contact skills. This placement also enabled Georgina to develop her external stakeholder communication networks. Her placement in the Strategic Program Delivery area has enabled her to gain an understanding of how project development lifecycles work at HIN and what happens to a project after it has been developed and released to a new hospital.

Georgina’s fourth placement was with Service Delivery where she participated in the Technology Refresh Project.

Supervisor
Rajaswari Kandiah — A/Program Manager, HIN Strategic Projects
Jenna Khor

After graduating from Curtin University with a Bachelor of Engineering (Software Engineering), Jenna joined WA Health as she felt the work she would contribute to would be meaningful and the Graduate Development Program (GDP) offered a good way to transition from full-time student to full-time employee. Into the future, Jenna would love to be part of a team creating and supporting software solutions that aid the improvement of the public’s health and wellbeing in Western Australia. The highlight of the GDP for Jenna was the opportunity to work with and get to know people from various parts of WA Health, and seeing the positive effects of her work on others.

Placement one
Design and Development, Health Information Network

Jenna was primarily involved with testing of various downstream applications, such as ED Tracker and Transition Care, as well as testing PRIS (Paediatric Rehabilitation Information System) and BIMS (Burns Information Management System) during a Health Information Network (HIN) Data Migration to ensure patient and case information was displaying correctly. Working with the test lead, Jenna was actively involved in the construction of test scripts (detailing the method of testing requirements), as well as performing tests on applications. Jenna’s skills and understanding of software testing were improved through her experience using the testing methodology in WA Health. Additionally, Jenna was able to develop skills in test traceability and defect management through using the test management software, HP Quality Centre. As a result, Jenna’s time in this placement will aid her performance in future project work, and she now has greater experience in communicating with other team members such as project managers and developers.

Supervisor
Peter McKelvey — Portfolio Manager, HIN
Placement two  
Design and Development, Health Information Network  

Jenna continued to work in the Design and Development Directorate, shifting from a software testing role to a developer role. Jenna was involved in the design and development of the EBS2 (Electronic Booking System 2) project. EBS2 will be an application for requesting medical and surgical procedures into theatres. Working as part of the development team, Jenna consulted with clients to gather requirement specifications, developed a user interface and backend code and reported in at daily SCRUM meetings (short team meetings) to communicate progress and impediments. Her work on the project strengthened her software development skills through experience with the agile software project methodology, and the use of various development tools (such as Visual Studio and Sencha Architect), coding languages and frameworks, placing Jenna in an ideal position for a future career as a developer in WA Health.

Supervisor  
Kirsty Edoo — Application Portfolio Manager, HIN

Placement three  
Service Delivery, Department of Health  

Jenna worked in two teams within Service Delivery, shifting her focus to support and client-oriented activities. While working with the TRP team, Jenna was involved in the testing of task sequences used for large scale deployment of Windows 7 to WA Health computers and produced troubleshooting documentation to aid the Field Support team in deploying Windows 7. While working with the SLM team, Jenna liaised with staff across WA Health to aid in the decommissioning of Shenton Park and developed documentation to facilitate the process. Jenna’s work with these teams strengthened her understanding of large scale software deployment and taught her the importance of developing and maintaining good customer relationships. Additionally, it provided her with an overall picture of how Service Delivery works and how it interacts with HIN and WA Health as a whole.

For her fourth placement, Jenna joined Strategic Procurement where she was involved with handling management of software licensing, which included the procurement and transfer of software licenses.

Supervisors  
Liz Sinclair — Service Level Manager  
Shane Mace — A/EUC Manager
General Corporate stream

The General Corporate stream provides the opportunity for graduates to experience three placements within WA Health, whilst facilitating the development of a broad range of skills and knowledge across a variety of environments.

This year’s graduates hailed from a number of university disciplines including Psychology, Health Promotion, Health Science, Nutrition and Public Health. This diverse group of individuals were given the opportunity to undertake placements across areas of WA Health including Department of Health (Royal Street), Child and Adolescent Health Service, as well as the metropolitan Health Services and the Western Australian Country Health Service.

These varied placements enabled graduates to gain skills in a variety of areas such as project management, Activity Based Funding, refugee and migrant health and stakeholder consultation. Graduates found that being a part of this stream gave them the opportunity to work outside their comfort zone, trialling roles they might never have had the opportunity to experience, which has expanded their career prospects. This was an opportunity unique to WA Health’s Graduate Development Program, whereby graduates were supported and encouraged to trial different roles.

Overall, this stream’s graduates have collectively gained an impressive set of professional skills that will, no doubt, support them to become future leaders within their chosen fields.

MELISSA PANUCCIO
Having completed a Bachelor of Arts majoring in Psychology and Addiction Studies at Edith Cowan University, Jessie achieved a Bachelor of Psychology with First Class Honours from Curtin University in 2013. Jessie has always been interested in health and the public sector, and believed that the Graduate Development Program (GDP) would offer a supportive environment in which to build her experience in these areas. Looking forward, Jessie hopes to complete her postgraduate studies and practice as a clinical psychologist, preferably in chronic disease management or rehabilitation, and contribute to policy and service redesign in this area. The highlight of the GDP for Jessie was the amazing ongoing peer support and the friendships she formed with the other graduates in this cohort.

Placement one
Child Development Service, Child and Adolescent Community Health

In her work with the Child Development Service (CDS), Jessie developed a Consumer Engagement Strategy, which included a comprehensive summary of feedback from previous consumer engagement activities (“voice of the consumer”), and suggestions for ongoing and future activities. She also compiled an evaluation report that articulated the needs and experiences of Aboriginal families with CDS allied health services and made recommendations for future service delivery changes. The report included a literature review, staff and consumer consultation and a resource for staff engaging Aboriginal consumers. Additionally, Jessie contributed to a Child and Adolescent Community Health (CACH) toolkit to guide staff engagement with consumers in feedback activities, a CACH intranet page for consumer engagement, and a Consumer Guidelines document for members of the CACH Consumer Network. In the course of these projects, Jessie was able to develop her skills in managing multiple project deadlines, and acquired valuable knowledge and experience regarding liaising with stakeholders, including clinicians and consumers.

Supervisor
Joanne Mizen — A/Senior Portfolio and Policy Officer
**Placement two**

Office of Mental Health, Department of Health

Jessie was involved in a range of tasks in her Office of Mental Health (OMH) placement including; analysing current mental health complaints management processes to identify issues in meeting new legislation, assisting with the development of a project scope and plan to progress mental health consumer access to oral health care, and identifying steps already taken within WA Health to implement the Stokes Review recommendations relating to carer involvement in mental health care. Additionally, Jessie developed and managed regular and ad hoc reports and briefings for the A/Director General and the Minister for Mental Health and gained exposure to mental health governance groups. Managing a variety of responsibilities with tight timeframes and competing deadlines enabled Jessie to further advance her time management skills. The OMH also provided Jessie with the opportunity to engage in consultation with key stakeholders in mental health across jurisdictions, and build her skills in managing high-level complex change and system-wide reform.

**Supervisors**

Rikki Ismail — Senior Program Officer  
Kate Fraser — Senior Program Officer

**Placement three**

Eating Disorders Program (EDP), Princess Margaret Hospital

At her placement with the Eating Disorders Program (EDP), Jessie contributed to a number of projects which aimed to increase service engagement with carers. Jessie liaised extensively with multidisciplinary professionals, consumers and carers to create a sustainable plan for ongoing carer consultation, including the EDP Carer Advisory Group and a biannual Carers’ Forum. Her work also involved developing a model, recruitment strategy and resources for a support group for mothers of adolescents receiving care from the EDP. In addition, Jessie reviewed and updated information regarding eating disorders and the program distributed to families during their service journey. Her placement with the EDP enabled Jessie to significantly extend her experience of carer engagement, which she hopes to pursue further in her career. Being situated in a clinical team gave Jessie access to the expertise of a range of disciplines and provided insight into the practicalities and challenges of a specialised mental health service.

**Supervisors**

Desley Davies — Senior Occupational Therapist  
Julie McCormack — Specialist Clinical Psychologist
Sarah Connor

Sarah graduated from Curtin University with a Bachelor of Science with Honours majoring in Speech Pathology. She chose WA Health and the Graduate Development Program (GDP) to explore the diversity of working in health, through projects that positively impact the health of our community, and in an environment that encourages professional growth and development. Sarah would like to pursue a career where she can work at both the strategic and community level to actively contribute to improving our health system and the health status of our community. For Sarah, the best part of the GDP was the opportunity to connect with so many passionate individuals.

Placement one
Office of the Deputy Director General, Department of Health

Sarah’s placement in the Office of the Deputy Director General provided her with the unique opportunity to join a newly formed team focused on the ongoing sustainability of the governance, performance and procurement processes of WA Health. Sarah assisted the team in providing secretariat support to the WA Health Transition and Reconfiguration Steering Committee. More specifically, she completed inter-jurisdictional research and policy analysis in the area of health system governance. This resulted in Sarah producing a number of papers which were presented to the Steering Committee to assist their decision making regarding the reform and change management agenda across WA Health. The material that Sarah produced will provide a critical base for developing future governance arrangements for the WA public health system and help to shape more sustainable governance arrangements in WA Health in years to come.

Supervisor
Adam Watts — Director, Office of the Director General
Placement two
Humanitarian Entrant Health Service, North Metropolitan Health Service Public Health and Ambulatory Care

Sarah undertook a service redesign project for the Humanitarian Entrant Health Service (HEHS) – a state-wide service providing health assessments to new refugees and humanitarian entrants. Sarah coordinated the development of a shared-care model for refugee health assessments. This was piloted through a partnership with a community based General Practitioner (GP), resulting in improved financial sustainability for HEHS and increased links with their local community for future clients. This enabled Sarah the opportunity to demonstrate her skills in project management, stakeholder engagement and service evaluation. This project also developed her understanding of health literacy, culturally sensitive practice and the real world application of public health principles. Additionally, during her time at HEHS, Sarah assisted in the application for a new data linkage project exploring the use of hospital services by new humanitarian entrants within their first five years in Western Australia, which will provide valuable data for future service planning.

**Supervisor**
Joanna Fagan — Director, NMHS Public Health and Ambulatory Care

Placement three
Office of the Area Director of Nursing and Midwifery, South Metropolitan Health Service

Sarah joined the team at the Office of the Area Director of Nursing and Midwifery to assist with the development of the SMHS Mandatory Training Framework. This project presented Sarah with the opportunity to further develop her project and stakeholder management skills by liaising with SMHS sites regarding the current mandatory training requirement, as well as the practical experience to develop her data management skills. Whilst at SMHS Sarah also undertook some research towards developing a nurse specialist role in the area of endoscopy in WA Health.

Sarah left her third placement early to accept an offer to join the WA Health Reform Project Team, as a Project Officer working on System Governance Reform.

**Supervisor**
Michelle Dillon — A/Area Director of Nursing and Midwifery Services
Natalie Hadland

After completing a Bachelor of Behavioural Science with a minor in Counselling from the University of Notre Dame, Natalie joined WA Health through the Graduate Development Program to gain experience in a variety of settings, in which she can ultimately find a role that aligns with her values and undertake work that she is passionate about. In the future, she would like to assist in developing innovative solutions, particularly within the area of sexual health, to overcome contemporary and prevalent issues within Western Australia. Natalie’s proudest moment of her graduate year occurred during her second placement when she had two abstracts accepted as poster presentations at the 2014 Australasian Sexual Health Conference.

Placement one
Institute for Health Leadership, Department of Health

Natalie researched development options for a whole of WA Health mentoring network. This involved reviewing current, best practice literature on mentorship and horizon scanning to evaluate current mentoring practice. In addition to this, Natalie consulted with co-ordinators from existing mentoring programs as well as engaging with stakeholders in an Open Space forum. This Open Space forum brought together WA Health employees to discuss their thoughts and beliefs around the themes of talent management, mentoring and knowledge sharing. Furthermore, Natalie assisted with the update of the Graduate Development Program (GDP) website as well as the GDP promotional flyer. This placement provided Natalie with the opportunity to contribute to meetings, workshops and consultations executed by the Institute for Health Leadership. In particular, Natalie enjoyed shadowing the conceptualisation of the Mindfulness Network initiative, which is currently being implemented.

Supervisors
Laura Depczynski — A/Manager, IHL  Brodene Straw — A/Manager, IHL
**Placement two**
Communicable Disease Control Directorate, Public Health and Clinical Services Division, Department of Health

During her time with the Sexual Health and Blood Borne Virus Program (SHBBVP), Natalie developed a discussion paper on Pre-exposure Prophylaxis for the Prevention of HIV [PrEP] that was disseminated to stakeholders prior to a face to face consultation meeting. Following this, Natalie wrote an abstract on PrEP that was accepted as a poster presentation by the Australasian Sexual Health Conference. Additionally, Natalie produced a paper for a peer-reviewed journal submission on the uses of HIITnet kiosks by WA Health. Another role for Natalie during her placement was the creation of a Digital Marketing and Measurement Plan for the Get the Facts website as well as assembling a Google Analytics Handbook.

**Supervisors**
Donna Mak — Public Health Physician
Sue Laing — Senior Policy and Planning Officer

**Placement three**
Women’s Health Clinical Support Programs, King Edward Memorial Hospital

Natalie’s placement with the Women’s Health Clinical Support Programs at King Edward Memorial Hospital has consisted of two roles, assisting with implementing priority strategies for family and domestic violence as well as assisting in the review of female genital mutilation educational material. Natalie explored, reviewed and created information material for consumers and health professionals on the subject of family and domestic violence, and family and domestic violence in the Culturally and Linguistically Diverse (CaLD) communities, as well as assisting in the planning and running of White Ribbon Day events and activities. In addition, Natalie has reviewed and updated the female genital mutilation booklet to align with current research, evidence and best practice models.

**Supervisors**
Jade Lyons — Research and Project Officer
Renae Gibson — Senior Health Promotion Officer
Carol Kaplanian — Coordinator
Kathy Blitz-Cokis — Manager
Madeleine Hofmeester

Madeleine graduated from the University of Western Australia with a Bachelor of Arts with First Class Honours. She joined the Graduate Development Program (GDP) for the chance to explore her career options and interests, while building upon her skills through the diverse professional development opportunities the GDP provides. Madeleine would like to remain in WA Health in the future and continue to pursue her interests in social psychology and the stigma of mental illness, potentially through post-graduate studies. The best part of the program for Madeleine was the opportunity to meet and work with amazing people whilst making lifelong friends along the way.

Placement one
Clinical Commissioning, Fiona Stanley Hospital

Madeleine’s first placement was with the Clinical Commissioning team at Fiona Stanley Hospital (FSH), producing foundational work for the Patient Information Sheet Project. This project involved setting the groundwork for the creation, utilisation, auditing and governance of Patient Information Sheets at FSH, in line with the Consent to Treatment Policy 2011 and the National Safety and Quality Health Service Standards. Specific tasks included identifying and collating existing Patient Information resources from a variety of sources, conducting a gap analysis with the assistance of Heads of Service, Nursing Directors and Nurse Unit Managers, developing policies, endorsement and consumer engagement processes, and tying these pieces of work together within a comprehensive framework document. Undertaking this project allowed Madeleine to develop her skills in stakeholder engagement, project management, and policy writing and development.

Supervisor
Duncan Wright — Senior Project Officer
**Placement two**  
**Strategy and Development, South Metropolitan Health Service**

For placement two, Madeleine joined the SMHS Strategy and Development team. Given the objective of increasing billable patient revenue across SMHS sites, Madeleine’s project was a first step towards achieving this. The project involved consulting with stakeholders from each site to ascertain the current state of billable patient revenue and identifying areas for improvement and barriers to progress. Madeleine then held a workshop bringing site representatives together to discuss common issues and solutions. From this, a list of key priorities was generated, which included optimising revenue by increasing staff education and establishing standardised processes for correctly identifying and billing private patients. Key deliverables for the project were a procedure manual for hospital staff and a final report delivered to the Area Executive Group. Consequently, Madeleine strengthened her skills in stakeholder consultation, workshop delivery and report writing and gained vast knowledge in the area of billable patient revenue.

**Supervisors**
Amanda Ling — Project Director, ABF  
Scott Nestorovic — Workforce Project Manager  
Amanda Mulcahy — Project Coordinator, ABM

**Placement three**  
**Office of Mental Health, Department of Health**

During her time in the Office of Mental Health (OMH), Madeleine was involved in a range of projects and tasks spanning both the Stokes Review and Mental Health Bill teams. One of Madeleine’s key projects was to establish a webpage that provides consumer medication information resources to clinicians and mental health consumers to comply with a number of the Stokes Review recommendations. She also worked as part of the Mental Health Bill implementation team, providing support on the Department’s Bill implementation projects. This included working on a Bill Education Strategy and Plan. In addition to her projects, Madeleine assisted the team by providing briefing notes to the Minister for Mental Health and A/Director-General, answering Ministerials and contributing to the drafting of inter-agency memorandums. Furthermore, Madeleine attended working group and partnership meetings with the Mental Health Commission. Through this placement she reinforced her self-management skills and ability to handle competing priorities in a fast-paced and dynamic environment.

**Supervisors**
Rikki Ismail — Senior Program Officer  
Paul Stevens — Program Manager
Denise Kluck

Denise graduated from Curtin University with a Bachelor of Science, majoring in Nutrition. She is passionate about improving population health through improved nutrition and regular exercise and is keen for fresh food to be significantly cheaper and more accessible than fast food. Denise chose WA Health and the Graduate Development Program (GDP) as the work placements offer diverse opportunities and experiences to develop skills, gain knowledge and explore future career options. The highlight of Denise’s year was receiving positive feedback from WACHS Regional Mental Health Services and Consumer/Carer Groups at the presentation of her Consumer and Carer Engagement Framework.

Placement one

Clinical Safety and Quality Unit, Royal Perth Hospital

Denise supported the Open Communication project at Royal Perth Hospital (RPH), an accreditation activity for the National Safety and Quality Health Service Standards. She facilitated the project team by producing a literature review on open disclosure, preparing and distributing agendas, organising meetings, recording minutes and liaising regularly with key stakeholders. Denise designed, promoted and disseminated a medical staff survey. She conducted a documentation audit of medical records to determine the quality of open disclosure following clinical incidents. The resulting survey and audit report recommendations were used to inform strategies for the implementation of Open Communication at RPH and were tabled at the Clinical Governance Committee. During this placement, Denise enjoyed gaining valuable experience in project management and clinical engagement. She was also able to further develop her skills in report writing and data analysis.

Supervisors
Russell Tonkin — Senior Project Officer 
Angus Rennie — Manager, Clinical and Safety Quality Unit
Placement two
WA Country Health Service, Area Office Mental Health

Denise developed a Consumer and Carer Engagement Framework for WACHS Mental Health Services to comply with the National Standards for Mental Health Services and the National Safety and Quality Health Service Standards. She mapped current levels of consumer and carer engagement across WACHS regions through extensive consultation with stakeholders, identified barriers to engagement, and developed a framework to support sustainable consumer and carer participation in regional mental health services. This placement provided Denise with the opportunity to further develop her communication and networking skills. Denise gained a valuable insight into mental health services and an appreciation of the unique challenges of rural and regional service delivery.

Supervisors
Anne Steele — Program Manager  Nadia Adams — Senior Project Officer

Placement three
Policy Unit (State-wide), Child and Adolescent Community Health

As part of the Child and Adolescent Community Health (CACH) Policy Unit, Denise was responsible for the evaluation of the Child and Antenatal Nutrition Manual. The Manual enables Community Health Nurses, and other health professionals, to provide evidence based nutritional guidance to families. Working with the CACH Evaluation and Information Team, Denise surveyed users state-wide to explore the Manual’s use, strengths and deficits. Following her analysis of the survey results, Denise developed a report and recommendations for future nutrition guidance for health professionals in WA. In this placement, Denise gained an understanding of the evaluation processes required to support health service delivery and further developed her report writing skills.

Supervisors
Susan Bradshaw — Senior Portfolio and Policy Officer  Megan Knuckey — Policy Officer
Courtney Koenig

Courtney graduated with a Bachelor of Science majoring in Health Sciences and a Postgraduate Diploma of Public Health from Curtin University. The supportive environment of the Graduate Development Program (GDP) from the coordinators, colleagues and peers to the opportunities to interact with influential people in WA Health was what attracted Courtney to the program. Beyond the program, Courtney would like to continue working within WA Health to further explore her interests in the areas of improving and promoting public health, patient safety and policy compliance. The opportunity to gain knowledge across three diverse areas within WA Health was a highlight for Courtney during the year.

Placement one
Safety, Quality & Performance Unit, North Metropolitan Health Service

Courtney’s first placement was with the North Metropolitan Health Service (NMHS) Safety, Quality and Performance Unit. Her main project was the implementation of a service wide Safety Climate Survey. The purpose of this survey was to gain an insight into perceptions of front-line clinical staff about safety, and management’s commitment to safety and quality within their hospital/health service. This project required Courtney to work with representatives across all NMHS sites to develop, distribute and collate survey responses. Conducting the Safety Climate Survey enabled Courtney to develop project management skills and further develop her skills in data analyses, report writing and stakeholder engagement. One of the highlights during this placement was the opportunity to participate in a range of executive, committee and team meetings. This provided Courtney with an insight into how the organisation operates and allowed her to gain knowledge of safety and quality activities.

Supervisor
Jeff Hitchens — Policy and Project Officer
**Placement two**

Health Services Purchasing Directorate, Department of Health

Working within the Health Services Purchasing Directorate gave Courtney an introduction to Activity Based Funding (ABF) and Management (ABM). Courtney was involved in reviewing Hospital in The Home (HITH) services, identifying compliance with the Admission, Readmission, Discharge and Transfer (ARDT) Policy along with issues and concerns with current HITH service delivery. Stakeholder consultation and interviews with HITH managers and staff assisted in the production of a final report with recommendations for further action. During this placement, Courtney assisted team members with Budget Transfer Authorisations and an intranet content review along with administrative tasks, as required. This placement allowed Courtney to develop new knowledge in ABF/ABM as well as further enhancing her organisation, project management and problem solving abilities.

**Supervisors**

Cameron Bell — A/Manager, HSPD  
Kathleen Alloway — Senior Policy Officer

**Placement three**

Clinical Commissioning, Outpatients Project, Perth Children’s Hospital

Whilst working on the Perth Children’s Hospital (PCH) Project in the Clinical Commissioning area, Courtney was involved in the coordination and preparation of Departmental Service Plans for the Outpatient Department and some associated specialities. This required stakeholder consultation, collaboration across clinical projects, and managing and meeting strict deadlines. During her time on the project, Courtney also assisted team members with workforce mapping within the outpatient department, which enabled her to gain an understanding of the roles and responsibilities of staff.

Completing this work allowed Courtney to develop knowledge of clinical terminology, how outpatient services operate and what is needed for the transition to PCH. This placement highlighted the importance of teamwork and project management principles and their application in achieving project milestones and expected outcomes, along with the ability to be adaptable in the workplace.

**Supervisors**

Sara Woodcock — Project Manager  
Ashleigh Clifton — Senior Project Officer
Melissa Panuccio

Melissa attended Curtin University and graduated with a Bachelor of Science majoring in Health Promotion. Following university, Melissa joined the Graduate Development Program (GDP) as she felt it would offer her a unique opportunity to work within a key organisation in the public health sector, and transition from student to professional with ongoing support and encouragement. She hopes to pursue a career within her areas of passion of health promotion and women and children’s health issues, as well as working to achieve health equality for disadvantaged communities in the future. The most enjoyable moments of the year for Melissa were the dynamic professional development sessions. Experiencing these with her fellow graduates was extremely rewarding and memorable.

Placement one
Women’s Health Clinical Support Programs, Women and Newborn Health Service

Melissa’s first placement saw her in a health promotion role drawing on the skills learnt throughout her degree, developing a three year Health Promotion Strategic Framework in response to family and domestic violence. Key achievements included having the opportunity to work alongside professionals within the perinatal mental health field who helped her gain confidence in her abilities and personal strengths. Highlights of the placement included having the opportunity to attend various events to promote awareness of postnatal depression and anxiety disorders within the community. This placement gave Melissa the opportunity to transfer her knowledge and skills from university to a practical work environment, whilst planning innovative ways to tackle complex mental health issues.

Supervisor
Renae Gibson — Senior Health Promotion Officer
**Placement two**
Physical Move Project, Perth Children’s Hospital

During her time with the Perth Children’s Hospital (PCH) Project, Melissa provided project support to the Physical Move team in the transition planning of patients, staff and equipment from Princess Margaret Hospital to PCH in late 2015. This role included a high degree of stakeholder engagement with both clinical and non-clinical staff members. A major task Melissa assisted with during this placement was the development of an Equipment Transfer Impact Analysis, which was compiled from information sourced during a number of meetings with key stakeholders. This placement gave Melissa an intimate insight into the project and the change management skills necessary in a large scale project environment, as well as an opportunity to implement lessons learned from her Diploma of Management and professional development sessions.

Melissa left the Graduate Development Program at the end of her second placement to continue with the PCH Project as a Project Officer.

**Supervisors**
Tristan Fraser — Project Manager  
James Stewart — Senior Project Officer
Adela Tang

Adela graduated from The University of Western Australia with a Masters in Public Health, a Bachelor of Health Science (majoring in Population Health and Pathology) and Honours in Pathology. Adela entered the Graduate Development Program (GDP) feeling it was the perfect opportunity to consolidate her skills and challenge herself in diverse areas across WA Health. Additionally, the multitude of professional development opportunities and social support provided the ideal environment for growth. Adela has a keen interest in preventive health and health promotion. During the year she developed an interest in reform and service improvement. In the future, Adela would like to be in a role that has project management or community engagement functions. Throughout the year, Adela loved meeting new people, adapting and being challenged in new work areas and gaining insights into the perspectives from community, corporate and clinical redesign work.

Placement one
South Metropolitan Population Health Unit, South Metropolitan Health Service

The South Metropolitan Population Health Unit (SMPHU) was Adela’s first placement where she worked on two key projects: the Local Government Public Health Survey 2013 (LGPHS) and the SMPHU Strategic Plan 2015-2020 (SSP). Collaborating with the Local Government Liaison Officer, Adela initiated and delivered the LGPHS project. This evaluated the changes in local government public health priorities and activities across the South Metropolitan Health Service (SMHS) area since 2007. The survey report was written to final draft. For SSP, Adela prepared a report on the health needs of the SMHS resident population. She sourced and analysed data at the local statistical area level from Australian Bureau of Statistics, HealthTracks Reporting and the Health and Wellbeing Surveillance System. Information analysed provided the basis for future planning and delivery of health promotion programs for SMPHU. At SMPHU, Adela utilised her research, environmental scanning, written communication, data analysis and presentation skills to evaluate and present SMHS-specific data and information.

Supervisors
Peter Erceg — Local Government Liaison Officer        Ann Barblett — Manager of Health Promotion
Placement two
Financial Reform, Department of Health

During her second placement, Adela managed the project initiation phase of the Development of an Outcome Based Service/Program Structure Project as well as a variety of operational tasks. In managing the project initiation, Adela developed draft project scopes, timelines and governance documents, and facilitated the review and feedback of these documents by key stakeholders. She also harried information that linked the project to Cabinet decisions and the WA Government budget process to create a shared sense of purpose and direction between stakeholders, and designed workshop agendas and shaped meeting papers. Adela also prepared Ministerials, briefing notes, letters, analysis, graphs, communication tools and PowerPoint slides. Each task applied her environmental scanning, information-gathering and conceptual and analytical skills to deliver concise documents. Overall, Adela was challenged to work across a range of areas within Financial Reform with a primary focus in initiating large state-wide financial reform projects and supporting analysis and communication for process improvement at an operational level. Adela has been able to achieve results moving flexibly between long-term project work and urgent operational priorities.

Supervisor
Lexie Morton — Manager, Financial Reform

Placement three
Clinical Services Redesign and Projects, Royal Perth Hospital

Adela’s last placement was with the Clinical Services Redesign and Projects (CSR) team at Royal Perth Hospital where she applied change management methodologies (e.g. DMAIC, Lean and Six Sigma) to the Internal Medicine Redesign (IMU) project and other redesign projects. Adela was involved in the planning and delivery of the IMU project by defining the problem through meeting with the key stakeholders and identifying the issues as described by voice of the patient, the staff and the organisation; measuring and validating issues identified through collecting and analysing data from observations, information systems and patient interaction; and analysing the problem through stakeholder consultation to examine possible root causes. As a result, Adela gained an appreciation for the complexities of the ‘hospital world’ and the processes involved in providing safe, quality patient care. Through this placement, Adela developed change management and group facilitation skills and consolidated her project management, stakeholder engagement and communication skills.

Supervisors
Nicola Ryan — Senior Project Officer Lydia Hele — Area Manager
Workforce Data Analysis stream

The Workforce Data Analysis stream provides graduates with the opportunity to undertake projects within the various work programs within a single placement. Project work within the Workforce Modelling and Data Branch revolves around understanding and reporting on the distribution of the health workforce across the state of Western Australia.

Due to the high emphasis placed on understanding and reporting workforce data, projects allocated to graduates require a great deal of data extraction, manipulation and analysis and the use of sound investigative techniques to identify valid data trends. Appropriate solutions to manage any data anomalies are then developed in consultation with stakeholders and colleagues as required. In doing so, graduates also ensure consistency and transparency in the way workforce information is collated, presented and applied. Furthermore, by being involved in workforce planning projects, Workforce Data Analysis graduates are able to gain and extend their policy and project management skills.

The Workforce Data Analysis stream is ideal for graduates with an interest in workforce data modelling and a genuine drive to ensure that Western Australia is equipped with a sustainable, long-term health workforce, which is responsive to the demographic and cultural needs of the population. Graduates in this stream acquire skills that are highly marketable and highly sought after within WA Health, thus providing them with a solid foundation for building their future careers.

ANNABELLE NANKOO & VIRIYA TROEUNG
Annabelle attended Curtin University and graduated with a Bachelor of Psychology with First Class Honours. Her vocational calling is to work in the area of mental health and the Graduate Development Program (GDP) was the perfect opportunity for her as it demonstrates strong commitment to the professional and personal development of the graduates. Ideally, Annabelle would seize any opportunity to stay within WA Health and to engage in work that is relevant to mental health outcomes for WA’s population. She is also keen to explore further studies. The highlight of the GDP for Annabelle was attending professional development workshops revolving around project management, leadership, and service improvement and delivery run by Integral Development.

Placement
Workforce Modelling and Data Branch, Department of Health

During her graduate year in the Workforce Modelling and Data (WMD) Branch, Annabelle partook in a number of key projects pertaining to strategic health workforce planning, workforce data quality improvement and workforce reporting.

At the start of her placement, Annabelle collaborated with fellow team members in the analysis and re-weighting of data relating to the Western Australian medical and allied health workforces. Manipulation of large datasets was followed by the compilation of occupational profiles for both workforces for inclusion into the 10 Year WA Health Workforce Plan. This project was a perfect introduction to the current status of the health workforce.

Throughout the year, Annabelle became involved in the regular monitoring of health workforce figures as published quarterly by the Public Sector Commission (PSC). This task aimed to ensure the accuracy of the representation of WA Health’s workforce by the PSC. Trend analysis alongside consultation with relevant stakeholders was used to detect data anomalies and investigate their sources. These were then reported to the Director of Workforce and the A/Director General by means of a briefing note, which also included recommendations to address these anomalies.
Annabelle was also tasked with the compilation of a whole of WA Health Workforce Demand report that aims to provide workforce projections for the years ahead based on projected activity data for WA Health’s sites. The report also showcased the relationship between the Workforce Requirements Model (WRM) projections and the complexity of care WA Health facilitates through the Clinical Services Framework. This project also involved the rebuild of the WRM into a more user-friendly interface in order to allow fellow team members to utilise and update the model in the future.

Throughout the year, Annabelle provided her team with assistance on a range of tasks. She had the opportunity to be part of the Nursing and Midwifery Standardisation of Position Titles steering group. This project was undertaken in order to develop a protocol for standardising terms used within nursing and midwifery position titles and to improve reporting, planning and mapping of this workforce. She also contributed to the Branch’s daily tasks by responding to data requests and running monthly reports.

The diversity of this placement allowed Annabelle to further develop her analytical, communication and software skills, and her understanding of the importance of working with good quality and transparent data. She was also provided with ample opportunities to strengthen her skills in stakeholder relationship management, project management and public sector report writing. She has also gained invaluable knowledge about the complexities of the health care system and has developed a genuine appreciation for rigorous workforce planning in ensuring continuous provision of safe, quality health care by a strong and reliable workforce.

Supervisor
Colin D’Cunha — Manager, Workforce Modelling and Data
Viriya Troeung

Viriya has a Masters in Applied Psychology (Organisational Psychology) and a Bachelor of Psychology with Honours from Murdoch University. Graduate programs appealed to her because they provide supportive environments where academic skills can be transformed into practical ones, and Viriya chose the WA Health Graduate Development Program (GDP) for the development opportunities offered. In the future, ideally, Viriya would like to pursue her interest in organisational development (the people side of organisational development). Viriya’s highlight of the GDP was the opportunity to complete a Diploma of Management at Integral Development.

Placement
Workforce Modelling and Data Branch, Department of Health

During her time in Workforce Modelling and Data (WMD), Viriya was involved in a number of projects relating to strategic WA Health workforce planning. In addition to project work, Viriya’s year-long placement allowed her to participate in WMD’s day-to-day tasks such as running month-end reports, responding to data requests and writing up briefing notes.

Viriya’s first project was to rebase the Workforce Supply Model for the Nursing & Midwifery and Medical workforces. This project involved the use of statistical modelling to make projections about the future size of WA Health’s Nursing & Midwifery and Medical workforces. Gap analyses were then conducted between supply (i.e. how many nurses and doctors will be available) and demand (i.e. how many nurses and doctors will be required by WA Health) to identify discrepancies. This information was then used to inform workforce planning activities. This project taught Viriya how to use SPSS syntax to manipulate, transform and analyse data. It also taught her how to use Oracle Discoverer to extract payroll data from WA Health’s Human Resource Information System.

Viriya’s second project provided her with the opportunity to work with the Workforce Education and Reform team to complete a secondary investigation of Gender Pay Gaps (GPG) within WA Health. Following an initial GPG report completed in early 2014,
additional investigation was endorsed by the A/Director General to determine the underlying causes of the GPG. To achieve this, Viriya was required to investigate the data and identify trends to explain any inflated GPGs. Factors she explored included gender, age, occupation, salary levels, and employment type (part vs fulltime). The final report was provided to the A/Director General and the findings were tabled at the State Health Executive Forum, Department Executive Committee, and referred to the Institute for Health Leadership. This project allowed Viriya to utilise and strengthen her Excel, report writing and project management skills. Additionally, it allowed her to further develop her investigative and analytical skills.

Viriya was also a member of the Workforce Turnover Steering Group. The purpose of this group was to develop and implement a consistent whole of WA Health framework for collecting, analysing and reporting on turnover data (as specified by the WA Health Workforce Retention Framework). Members of this group consist of representatives from each Health Service, with Workforce Policy and Planning managing the project. WMD’s role was to provide technical expertise and resources to develop the end-project agreed upon by the group. Being part of this group provided Viriya with insights into how the Health Services operate and the opportunity to work in a cross-divisional team.

**Supervisor**
Colin D’Cunha — Manager, Workforce Modelling and Data
This year, the Finance and Business stream recruited graduates from various academic backgrounds including finance, accounting, economics and commerce. Each graduate is given the opportunity to complete three placements in Finance and Business units across WA Health. Placements consist of projects that contribute to continuous improvement in health finance, with these being tailored to meet graduates’ development needs and areas of interest. The graduates gain insight into core finance and business management areas including budgeting, costing, reporting, billing and revenue, asset management and financial reform. Graduates are provided with opportunities to work on some aspects of the implementation of Activity Based Funding and Management, a significant part of the national health reforms that will shape the future of healthcare, as well as the opportunity to shadow senior management members. Professional development and study towards a professional accounting qualification such as CPA or CA are fully funded for graduates throughout the year.

QIANKUN (SUE) SU
Andra Cojocaru

Andra holds a Bachelor of Science from the University of Western Australia, a Masters in Finance from Curtin University and a Graduate Certificate of Chartered Accountant Foundations from Deakin University. Following these achievements, she entered into the WA Health Graduate Development Program (GDP) as she felt it was a great opportunity to combine her interest of health and finance within a structured and supportive learning environment. Following the GDP, Andra would like to pursue a career in Management Accounting, working alongside clinical and corporate staff to improve the efficiency of service delivery across WA Health. Andra’s highlight of the GDP was the opportunity to gain insight into the use of financial, activity and performance data to assist in the management of key WA hospitals.

Placement one
Finance and Performance, South Metropolitan Health Service

Andra’s placement at South Metropolitan Health Service (SMHS) involved the preparation of a set of guidelines to promote a consistent approach to budgeting across SMHS in an Activity Based Funding (ABF) environment. The objective of this project was to research principles which can be used to prepare and monitor cost centre budgets on the basis of planned activity and performance measures. This project involved extensive engagement with SMHS business managers to discuss existing processes, methodologies and considerations used to prepare budgets at a cost centre level. Alongside this, Andra was involved in a number of smaller projects including assisting in the preparation of projection models and cost centre budget models for use in the following financial year. Working at SMHS gave Andra the opportunity to expand her knowledge of both budgeting and ABF within a health environment and establish a network of contacts across SMHS.

Supervisor
Dung Pham — Project Officer
Placements two
Finance and Business Department, PathWest

Andra’s role within the Finance and Business team involved the development and implementation of processes to improve the raising and collection of revenue across PathWest services. Through correspondence with Health Corporate Network (HCN) and PathWest staff, Andra developed and implemented a new and automated system of raising invoices for commercial clients through the use of Excel macros. This has now reduced the volume of manual intervention required and has significantly improved the time needed to raise invoices following service delivery. This project has led to the commencement of further work across PathWest Finance and Business to automate additional billing processes through a reliance on the use of macros to replace time consuming manual methods. Andra’s role also involved ad hoc duties including raising monthly invoices, and liaising with HCN and commercial clients to facilitate the collection of revenue from aged debtors. Andra also assisted in the development of costing templates to allow for PathWest Collection Centre performance to be reviewed prior to making decisions regarding lease extensions.

Supervisor
Thuy Le — Senior Budgeting and Finance Accountant

Placements three
Financial Operations, Resource Strategy Division, Department of Health

During her time with Health Finance, Andra gained experience working with the National Health Funding Pool (NHFP), assisting the Department of Health (DoH) to deliver a work plan to address the data compliance requirements of the Administrator of the State Pool Account under the National Health Funding Agreement (NHFA). This project gave Andra experience working with multiple teams across DoH, including Budget Strategy, Financial Reform and Performance, Activity, and Quality branches, in order to address the requirements of the NHFA. Alongside this, she was also involved in correspondence between the NHFP Administrator, the Commonwealth and other jurisdictions, as an attendee of Jurisdictional Advisory Committee meetings. In the course of her work, Andra has had the opportunity to enhance her stakeholder management skills and expand her knowledge of Activity Based Funding within a health context.

Supervisor
Liz Amudo — Manager, Financial Reporting (Cash and Project)
Ali Khandoker

Ali graduated from the University of Western Australia with a Bachelor of Commerce, majoring in Financial Accounting and Corporate Finance. He has always been interested in pursuing a career in the public sector and eager to work in a stream which would enable him to utilise various skills that he had developed at university. The Graduate Development Program (GDP) seemed like the ideal way to commence his career. Looking forward, Ali sees himself as an expert in Financial Modelling under the Activity Based Funding environment. He would like to be a part of a team whose work has direct impact on the wellbeing of the community. Ali’s favourite moment of the year was having the opportunity to shadow a Chief Executive of a Health Service.

Placement one
Finance and Business, Child and Adolescent Health Service

A placement with the Child and Adolescent Health Service (CAHS) provided Ali with the opportunity to work in the implementation phase of the Activity Based Funding (ABF) system. His core project was researching ABF information and providing resources to develop the technical skills of Finance Officers to function under an ABF/Activity Based Management (ABM) environment. Ali also had the opportunity to draft a project plan for ABF implementation, assess the budgeting and reporting structure and work towards a dashboard reporting format for CAHS Finance. Even though a 4-month placement is not enough time to become totally proficient with this complex financial model, Ali believes this was a great opportunity to learn directly from the financial experts. Ali’s end of placement presentation was highly appreciated by CAHS Business Managers. This placement helped Ali to develop a high-level of analytical, project management, stakeholder engagement and presentation skills. He also learnt how to prioritise workloads by managing time and deadline pressures.

Supervisor
Kevin Forward — Director, Finance and Business
**Placement two**

Financial Policy, Health Finance, Department of Health

This placement provided Ali with opportunities to work on a range of financial policy and reform issues. His principal project was supporting the development of a framework for financing mental health services; this included: mapping governance processes; documenting funding arrangements; summarising issues and recommendations; and providing secretariat support for working groups. Through this placement, Ali gained a good understanding of the complexities of financing health services, including developing and allocating budgets, operationalising the flow of funds and reporting to funding providers. The placement provided Ali with many opportunities to hone his conceptual and analytical skills, as well as his project and time management skills. In particular, the principal project enabled Ali to develop his interpersonal and communication skills as he had valuable opportunities to liaise with stakeholders from the Office of Mental Health; the Performance, Activity and Quality Division; the Mental Health Commission and the Health Services.

**Supervisors**

Nicole Lyra — Senior Financial Policy Officer
Stephen Norfor — A/Manager, Financial Policy

**Placement three**

Finance and Business, Sir Charles Gairdner Hospital and Osborne Park Healthcare Group

This placement provided Ali with the opportunity to work in a core finance area of a Health Service. Ali’s principal project was supporting Sir Charles Gairdner Hospital’s Rehabilitation Unit’s (GRU) transfer to Osborne Park healthcare facility. This involved: re-profiling activity and full-time employees (FTE); identifying cost and funding impact, transferring budget; developing a reporting mechanism; managing risk; and liaising and communicating with business stakeholders. Ali also worked in a cost-saving project with the Sir Charles Gairdner and Osborne Park Healthcare Group (SCGOPHCG). He analysed the potential of cost-saving inpatient support services, clinical record management and utility consumption areas. Ali produced a report for SCGOPHCG management, titled ‘Delivering the same outcome in a cost effective way’. These projects strengthened Ali’s analytical and conceptual skills. In particular, the principal project enabled Ali to develop his interpersonal and communication skills through the valuable opportunity to liaise with stakeholders across the system.

**Supervisor**

Trenton Greive — Director, Finance and Business
James Maddock

James graduated from the University of Western Australia with a Bachelor of Mechanical Engineering and a Bachelor of Economics, majoring in Money and Banking, and International Economics. By offering three project-based placements across three completely different areas, James felt the Graduate Development Program was the perfect introduction to WA Health. He is passionate about data visualisation and sees himself moving towards a role where he is required to use visual techniques to summarise key findings and messages. One of James’ highlights of the year was assisting frontline staff by developing business performance tools that they both use and appreciate.

Placement one

Budget Strategy Directorate, Department of Health

James was fortunate enough to join the Budget Strategy Directorate (BSD) during the 2014-15 WA Health Budget development process, and was exposed to the various faucets of the budget from the Department of Health’s perspective. He worked on a project that analysed the State Price and the National Efficient Price, the methodologies used in setting these prices and what the prices constituted. The project also examined the Government’s convergence strategy (transitioning the State Price to the national Projected Average Cost by 2017-18) and some of the difficulties facing WA Health in delivering health services at a lower cost. He developed an interactive Excel learning tool and a comprehensive report outlining the findings of his project. The tool was presented to an audience of WA Health Finance professionals, and later to executive level staff across the Resource Strategy and Performance, Activity and Quality Directorates at the Department of Health. James interviewed several key stakeholders whilst gathering information, a task that not only validated his research but allowed him to improve his communication skills.

Supervisor

Lexie Morton — Manager, Financial Reform
**Placement two**
North Metropolitan Mental Health Service

James joined North Metropolitan Mental Health at a busy time and assisted with cost centre maintenance and the 2014/15 budget upload in addition to his major project. His major project objective was to develop a performance monitoring tool targeted at the program and catchment area managers which allows them to monitor their full-time employee (FTE) positions, activity and financial performance. The purpose of this tool is to pass financial accountability to the program managers (the decision makers) as the health system moves further into an Activity Based Management environment. He developed the tool using Pivot Tables on Excel, which were linked to Access databases and the North Metropolitan Health Service data warehouse. He liaised with several stakeholders throughout the process to understand the data and tailor the tool to the end users. He also developed advanced technical skills throughout the placement. James delivered a series of hands-on workshops to roll out the tool and delivered a presentation to the executive group.

**Supervisor**
Leon Ou — Finance and Business Officer

**Placement three**
Health Reform Directorate, Department of Health

James joined the WA Health Reform Team as the Directorate was being established and gained a genuine exposure to the realities of building a new team as well as the initiation of a large, system-wide reform program. For James, these exposures highlighted the importance of effective communication and a dynamic working culture. He worked across two large projects – the Outcome Based Service Structure and the Activity Based Management (ABM) Business Intelligence (BI) solution projects – providing project management support for both. The former project involved the design of an outcomes based service structure for the use in the WA Health Annual Report and Budget Process and James consulted with stakeholders across WA Health in the development of this structure. The ABM BI solution required engaging an external consultant to scope a pathway for establishing an ABM BI solution which provided James with some experience in ABM as well as both procurement processes and contract management.

**Supervisor**
Lexie Morton — Manager, Financial Reform
Gurvinder Singh

Gurvinder attended Curtin University, graduating with a Bachelor of Commerce majoring in Finance and a Bachelor of Science majoring in Applied Geology. Gurvinder is an individual who aspires to continuously learn, independently and within a team, so he chose the WA Health Graduate Development Program (GDP) as it presented an excellent opportunity to challenge himself. He looks forward to a long career in Health Finance, specifically focusing on improving and delivering a more efficient and sustainable health system in the future. For Gurvinder, the best part of the GDP was the highly structured training and professional development program that included the opportunity to undertake a Diploma of Management and commence a CPA qualification.

Placement one
Finance and Business Support, North Metropolitan Health Service

Gurvinder was involved in documenting the detailed definitions of the North Metropolitan Health Service (NMHS) proposed / implemented cost savings strategies, aiming to return NMHS to a more sustainable operating budget. Within this project, he engaged with key stakeholders within NMHS to gain an understanding of the main savings measures before producing a ‘Strategy Definition Template’, with a detailed populated example for reference. The purpose of the template was to clearly document measurements, responsible officers and identified risks. In addition to the main project, Gurvinder played a support role in the position of North Metropolitan Information Custodian Assistant for l-procurement. This specific role involved the maintenance of users for the online requisition system (Oracle). Gurvinder also assisted with cost centre maintenance within NMHS. Working within NMHS gave Gurvinder the opportunity to develop data analysis skills using Microsoft Excel, stakeholder engagement skills through collaboration with key stakeholders and to improve his report writing skills.

Supervisor
Lisa Byrne — Director, Finance and Business Support
**Placement two**

Finance and Performance, South Metropolitan Health Service

The Mental Health Commission (MHC) requires Health Services to undertake timely acquittal of funds by a range of expenditure products such as inpatient, non-admitted clients, teaching training and research, and other specific programs. Gurvinder’s project involved developing and documenting the acquittal process and methodology undertaken by South Metropolitan Health Service (SMHS) to meet the MHC’s requirements, as well as identifying associated risks and providing future recommendations. This project required an understanding of the current WA Health costing and acquittal process within SMHS and consultation with stakeholders, which resulted in the development of the interim acquittal process. In addition, Gurvinder assisted in the review of budget distributions and participated in month end financial analysis. Working with SMHS Finance and Performance gave Gurvinder the opportunity to further develop his analytical and writing skills, whilst providing him with insight into the business processes that are undertaken within SMHS.

**Supervisors**

Dung Pham — Project Officer

Julie Furlong — Manager, Finance

**Placement three**

Finance and Business Department, PathWest

PathWest Laboratory Medicine is an organisation committed to providing pathology testing, teaching and research. PathWest Finance and Business has a wide range of responsibilities, from invoicing, procurement, contract management, asset management and reporting. Gurvinder’s project involved understanding the current PathWest asset purchase/disposal procedures with a view to recommend improvements. Gurvinder examined the existing processes in place, taking note of their limitations and then made recommendations in the form of a report, based on the Health Accounting Manual as well as various other policies governing PathWest Finance procedures. Gurvinder was later involved in presenting to key stakeholders on the current asset process for PathWest with recommended changes. Furthermore, Gurvinder was also involved in analysis and producing reports at PathWest including monthly budget and full-time employee positions (FTE), trend analysis and producing journal entries. Working with PathWest Finance and Business gave Gurvinder the opportunity to develop further his analytical, writing and presentation skills.

**Supervisors**

Lorenzo Colalillo — Director, Finance and Business

Thuy Le — Senior Budgeting & Finance Accountant
Sue graduated from the University of Melbourne with a Master of Management (Accounting) and completed a Bachelor of Economics (Finance) in Sun Yat-sen University in China. She chose WA Health and the Graduate Development Program (GDP) because of her interest in health, the opportunity of gaining wide-ranging experience across different workplaces and the professional development program offered. In future, Sue would like to provide quality business analysis and advice to support quality and efficient healthcare delivery, and continue to make positive contributions to WA Health. Her proudest moment of the year was having her product, a reporting tool, used by other parties.

Placement one
Finance and Business Department, PathWest

Sue’s core project was to assist the expenditure budget build at PathWest. As part of this, she developed an analysis tool to analyse the gaps between employee cost budget versus actual data and workforce data to position level, subsequently developing a spreadsheet tool to store and compare full-time employee positions (FTE) and relevant information pertaining to the positions across PathWest cost centres. Following the variance analysis, she prepared a report on the findings and recommendations of her investigation. In addition to this project, she played a support role in the revenue management processes, which involved liaising with internal and external customers to improve the information captured in the invoicing process. She also performed a range of ad-hoc duties including processing journals and invoices, reconciliations, data analysis, running and analysing reports. Through this placement, Sue further developed her skills in data analysis, research and report writing, whilst gaining an insight into the budgeting and business processes within PathWest.

Supervisor
Thuy Le — Senior Budgeting and Finance Accountant
**Placement two**

Finance and Business, Child and Adolescent Health Service

Sue’s project required her to review the Child and Adolescent Health Service’s (CAHS) cost centre structure and explore the opportunity for improvement with Activity Based Funding (ABF). The objective was to identify redundant cost centres and recommend the ideal cost centre hierarchy. The project involved engaging with CAHS Business Managers, the Budget and Costing team and the Finance Director to discuss the existing cost centre structure, the reporting structure, costing and budgeting methodologies and current issues. Sue also conducted consultations with and research of other health services’ best practices of cost centre structure and principles. The findings and recommendations were then documented in a report. In addition, Sue performed a range of ad hoc duties including assisting with cost centre maintenance, the preparation of the annual report questionnaire, monthly forecasts and management reports. This placement enabled Sue to develop her stakeholder engagement and project management skills, and to gain insight into the business system and processes within WA Health.

*Supervisor*

Kevin Forward — Director Finance and Business, CAHS

**Placement three**

Finance, South Metropolitan Health Service

Sue’s final placement required her to investigate and develop a reporting tool that can be used for monitoring and benchmarking private patient revenue performance across South Metropolitan Health Service (SMHS). The aim was to improve SMHS’s ability in enabling the revenue maximisation from relevant streams. The project involved research of the current system capabilities and liaison with finance and business staff across WA Health. Based on this, Sue incorporated identified best practices into the development of a dashboard reporting tool and supporting documents. A summary report was also presented to the Area Executive Group. In this, she identified the Key Performance Indicators and recommendations for private billing and procedures at SMHS. As a result of her work, Sue was able to strengthen her conceptual and analytical skills and further developed her abilities in project management and report writing.

*Supervisors*

Amanda Ling — Project Director, ABF

Diana Carlsson — A/Director, Finance
Professional development

Professional development is an important part of the Graduate Development Program. Integral Development facilitated 10 days of training for graduates, with the option of completing a Diploma of Management qualification. The sessions provided an opportunity to escape the office and participate in a variety of interesting activities that involved blocks, blindfolds, cards, Lego, pop-sticks, role plays and even a toy monkey.

The workshops introduced and developed a variety of skills in project management, risk management, leadership, stakeholder management, team effectiveness, communication, customer service and continuous improvement. The workshops culminated in a session on frontline management where the graduates performed as a team under challenging conditions. A range of tasks were completed in order to reach a financial target. The importance of planning, monitoring resource usage and flexible leadership roles soon became apparent.

Group activities were challenging, educational and quickly revealed the more competitive participants. Graduates learnt the value of being in the moment, or mindfulness, and how this enhances relationship building. Strengths and weaknesses were realised, with teamwork a pivotal focus. Graduates discovered the importance of managing self-talk and being authentic. Leadership competencies were developed and interpersonal skills enhanced. Reflection after the activities solidified the theoretical knowledge and provided an opportunity to realise the practical application to everyday work situations.

Graduates were fortunate to attend group and individual coaching sessions to clarify and plan personal goals. A career planning session was provided to improve the skills and tools required to procure a challenging and exciting job. The professional development provided invaluable tools and developed important skills to assist the graduates to become future leaders in WA Health.

DENISE KLUCK
Presentation workshop

Across June and July, the graduates were given the opportunity to attend a workshop run by Kingsley Burton, A/Executive Director of the Office of Mental Health, aimed at developing our presentation skills over the course of three sessions.

Sessions one and two covered assessing the presentation landscape and audience to best tailor the story and message of the presentation, while session two covered presentation delivery and impact, and the media-side of presenting (including technology and slideware).

Session three put the spotlight on the graduates, who were tasked with delivering a five minute presentation on a topic of their choice utilising what they had gained throughout the course of the workshop sessions. Presentation topics varied from health promotion and gender diversity to vermiculture and gamification. They were also given the opportunity to engage in some self-reflection when asked the extremely topical question: are you a hipster? Despite our nerves, everyone delivered a great presentation and, more importantly, gained invaluable practice and experience in presenting.

There is no doubt that the knowledge, skills and tips we have acquired through these sessions will be drawn upon throughout our careers and so we would like to thank Kingsley for taking the time to run this extremely valuable workshop.

MADELEINE HOFMEESTER

“People who know what they’re talking about don’t need PowerPoint”
– Steve Jobs
Hospital tours

During the year, graduates have been able to gain exposure to key new Western Australian health infrastructure projects. For example, graduates had the privilege of attending community tours of Fiona Stanley Hospital prior to its October opening, and were able to view wards and patient rooms against the backdrop of the beautiful grounds.

The graduates were able to use these opportunities to have discussions with project staff and volunteers. This allowed graduates to acquire some insight into the scale and complexity of undertakings such as building a new hospital, and they were fascinated to learn about the feats of planning involved in creating modern, functional and healing spaces. The integration of technology in new infrastructure projects was particularly exciting for the graduates to discover. The incorporation of local art and flora into therapeutic and recreational spaces and the consideration of community feedback were felt to be inspiring attributes of the projects.

In addition, several graduates completed placements at new hospital projects over the course of the year. These chances to explore new facilities at the forefront of healthcare innovation and gain exposure to large-scale infrastructure projects in WA Health were extremely highly valued by all of the graduates.

JESSIE CARTER
Mentoring and support

The mentor and buddy system is an integral part of the Graduate Development Program that provides graduates with support, leadership and networking opportunities throughout the year. Each graduate is paired up with a mentor (a WA Health Executive or senior leader) and a buddy (a past graduate). The Graduate Officers would like to thank the following mentors and buddies, and the team at the Institute for Health Leadership for their support and guidance over the year.

Institute for Health Leadership

Lisa Bayly — Graduate Development Program Coordinator
Laura Depczynski — A/Manager, Institute for Health Leadership
Brodene Straw — A/Manager, Institute for Health Leadership
Jason Micallef — Manager, Institute for Health Leadership
John Clark — Advisor, Institute for Health Leadership

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