Graduate Focus 2015

Graduate Development Program
Institute for Health Leadership
**Foreword**

The Graduate Development Program (GDP) is in its twelfth year at the Department of Health (WA) and consistently attracts highly skilled and motivated graduates. The importance of attracting and retaining skilled workers through graduate programs has been recognised by the Public Sector Commission and the Department is pleased to continue to support university graduates in career development.

This year’s Graduate Officers come from diverse academic backgrounds and have a range of interests and goals. They share a passion for improving health outcomes and service delivery to the community. Like previous participants in the Program, they will continue to work with the Department and contribute to the development of a committed workforce who are forward-thinking, responsive to change and driven to achieve results.

In 2015, there are three work streams: General Corporate, Finance and Business and Workforce Data Analysis. The 12-month program offers the Graduate Officers hands-on experience across diverse directorates within WA Health. In addition to building on the skills and knowledge acquired from their work plans in individual placements, the Graduate Officers have been given a comprehensive suite of professional development opportunities including:

- An induction to WA Health and the public sector
- The option to complete a Diploma of Management qualification
- Networking, mentoring, career coaching and shadowing opportunities with senior leaders and others across WA Health

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

**Dr David Russell-Weisz**

**DIRECTOR GENERAL**
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From the Graduate Officers...

The 2015 Graduate Development Program (GDP) has been an exciting, rewarding and challenging experience for us all. This year’s graduate cohort consisted of 14 graduate officers. We come from diverse academic backgrounds but we share a common goal: to ensure better health for all Western Australians by providing better care. We approached the year with unbridled enthusiasm, commitment and thankfulness for the opportunity to kick start our careers in a highly respected and valued program.

This year the eight members of the General Corporate stream undertook three rotations, each of four months duration. Placements were undertaken in a variety of areas across WA Health including service improvement, mental health, health reform, safety and quality, data analysis and public health.

The Finance and Business stream welcomed four new graduates. These graduates were given the opportunity to expand their education through a fully funded CA/CPA program. Members of this stream also took part in three, four month rotations across a variety of jurisdictions including Budgeting and Reporting, within the Purchasing and System Performance Directorate at Royal Street, PathWest, Bentley Hospital Business Unit and Child and Adolescent Health Service Finance and Business.

Two graduates each holding Honours degrees in Mathematics and Statistics were selected to join the Workforce Data Analysis stream and were given the opportunity to work within the Workforce Modelling and Data, System Policy and Planning Unit at Royal Street.

The GDP also provided us with a number of experiences to supplement our day to day work. This year graduates had the opportunity to complete a Diploma of Management, take part in a PhD study investigating the effect of mindfulness in the workplace, shadow executives, attend conferences and numerous master classes on topics including Creating a High Performing Health Service and the Art of Influence. The GDP has provided each of us with a unique experience, broadened our understanding of health and the provision of health care. We’ve been given an incredible springboard for our careers.

On behalf of this year’s graduates, we would like to thank everyone who has contributed to and been a part of the GDP this year. In particular, we would like to acknowledge the support of our supervisors, mentors, buddies and our colleagues who have warmly shared their knowledge, skills, experience and advice with us. Finally, we would like to thank the amazing staff at the Institute for Health Leadership (IHL) for their tireless support throughout the year. The GDP is an incredibly supportive and inclusive program which provides numerous valuable opportunities for its graduates; all of this is due to the incredible efforts of the IHL staff.

This publication details our individual placements and projects and elaborates on the many professional development activities we participated in. The range of roles, responsibilities, opportunities and experiences provided by the GDP has equipped each graduate with the skills and knowledge for a successful future career at WA Health.

Sarah Dunstan and Tessa Jones (co-Editors) on behalf of the 2015 graduates
Finance and Business Stream

The Finance and Business stream provides opportunities to develop and grow graduates interested in areas such as accounting, legislation, compliance, policy and business improvement. The graduates hail from backgrounds in accounting, commerce, finance and economics and are provided with opportunities to expand their education via a fully funded CA/CPA program.

This year, four highly driven, enthusiastic and talented graduates were selected and provided with the opportunity to develop a broad range of experiences with three placements at differing sites including North Metropolitan Health Service, South Metropolitan Health Service, Child and Adolescent Health Service, Purchasing and System Performance Department of Health and PathWest.

The graduates were given major improvement projects aimed at improving WA Health’s financial performance. Challenged throughout their placements, the graduates developed the fundamental skills to thrive as future financial leaders within WA Health. Undoubtedly the graduates will play a pivotal role in WA Health’s future; ensuring financial sustainability is maintained along with positive clinical outcomes in a changing environment.

Jonathan Patroni
Jonathan Lo

Jonathan studied at The University of Western Australia. Jonathan completed a Bachelor of Commerce (Finance) and Bachelor of Engineering (Honours).

Jonathan chose WA Health to explore and experience working within government, and have the opportunity to work on influential projects that would impact the lives of people around the state.

Jonathan’s interests are around business strategy, corporate financial policy and improving healthcare processes and systems. He hopes to work in one of these areas after completing the Graduate Development Program.

Placement One

Financial Services, PathWest, North Metropolitan Health Service

Jonathan’s role within the business team involved the execution of operational processes to raise and collect revenue across PathWest services efficiently. Jonathan’s core project involved the reconciliation of costs and development of new financial processes for PathWest’s external medical collaborations. Jonathan investigated financial discrepancies, verified the different amounts of debts accrued by different parties and then was involved in strategizing for a new system going forward. Jonathan was also involved in the preparation of debt recoup documentation that would help PathWest recover financial losses from the collaborations, going back to 2011.

Jonathan also worked closely with Health Corporate Network (HCN) and the business team to perform necessary operational functions such as processing invoices, managing communication with various clients, updating debtor databases, collecting financial data and coding bank statements. Working with PathWest Finance gave Jonathan much insight into the business structure and systems present within the state-wide pathology provider.

Supervisor
Thuy Le

Placement Two

Finance Division, Princess Margaret Hospital, Child and Adolescent Health Service

Jonathan took on multiple business support roles within the finance team at the Child and Adolescent Health Service (CAHS) across a variety of day to day business activities and special projects including revenue raising, budgeting and reporting, Activity Based Funding (ABF) implementation and hospital
costing investigations. Jonathan was heavily exposed to the inner workings and business processes that contribute to the financial management of CAHS.

Jonathan was also given the opportunity to do inter-state liaison and present on cost centre reform strategies, create budget forecast models, and analyse full-time equivalent (FTE) expenditure and allocation trends for Princess Margaret Hospital. Involvement with different stakeholders and working directly with different team members gave Jonathan valuable experience in resource and change management in an environment where all functions are geared for the upcoming transition to the new Perth Children’s Hospital.

**Placement Three**

**Finance Division, Princess Margaret Hospital, Child and Adolescent Health Service**

Jonathan stayed on at CAHS Finance for his third placement. He took on further responsibility within the team, performing a variety of tasks to support different medical directorates within the CAHS business structure. Building on his previous roles, Jonathan continued to provide day to day finance support with emphasis on revenue collection, while working on different specialised projects in collaboration with the budgeting and reporting team. Jonathan was involved in improving the processes used to create different types of financial forecast models that would allow CAHS’s internal and external budget reporting requirements to be streamlined. One highlight for Jonathan during this placement was the opportunity to shadow the Acting Executive Director of Health Supply Services (HSS) for half a day.

Midway through his final placement, Jonathan was seconded to the Perth Children’s Hospital finance team to assist with the construction of the Operating Cost Model, cost centre structuring and Benefits Realisation Project in preparation for the opening of the new hospital.

**Supervisors**
Fiona Baxter, Jim Barton & Shilen Haria
Jonathan Patroni

Jonathan completed a Bachelor of Commerce (Marketing and Management) as well as a Bachelor of Economics (Economics, Corporate Finance, Money and Banking) at The University of Western Australia.

Jonathan chose WA Health and the Graduate Development Program because it was an opportunity to use his education and acquired skills to do genuine good, in an industry he loves, for the people within his home state.

In the future, Jonathan would like to continue working within the Department of Health (Royal Street), preferably on projects that involve improving efficiencies within WA Health on a large scale.

Placement One

Finance and Business, Revenue and Coding Team, North Metropolitan Health Service

Placed within the Revenue and Coding team at Sir Charles Gairdner Hospital (SCGH), Jonathan was tasked with a number of projects. The first major project Jonathan was involved in was the implementation of CIVICA, an online patient insurance eligibility checks program. The program aims to decrease the number of patients being incorrectly processed as private and is now in place at three major North Metropolitan Health Service (NMHS) sites (SCGH, Osborne Park Health Care Group and King Edward Memorial Hospital).

Jonathan also assisted with the Sir Charles Gairdner and Osborne Park Health Care Group (SCGOPHCG) Activity Based Management/Activity Based Funding (ABM/ABF) reconfiguration program, focusing on benchmarking against like tertiary hospitals in order to quantify the level of under coding and highlight potentially underperforming Diagnosis-Related Groups (DRGs) for improvement.

Jonathan was involved in the creation of a coding audit tool to enable NMHS coding auditors to more efficiently assess coding performance and locate any potential patterns of underperformance. He also drafted and created a NMHS Revenue and Coding Dashboard to satisfy reporting requests for the Director and undertook ad hoc data analysis to satisfy various internal and external requests. This placement developed Jonathan’s analytical skills and gave him a good orientation into financial work within WA Health.

Supervisor
Teresa Farrugia
Placement Two

Budget Strategy Division, Purchasing and System Performance, Department of Health

In the Budget Strategy division, Jonathan’s major project was to conduct the “implementation” stage of a Royalties for Regions (RfR) financial reform program. He was required to implement previously provided recommendations to help solve issues and foster an environment where RfR figures could be fully reconciled at a project funding source level.

Jonathan created an RfR working group whose purpose was to solve issues recorded in an RfR issues register and improve communication between the various stakeholders of RfR. This working group was highly effective in improving communication. The outcome was the attainment of a new disaggregated funding profile, which was used to fully reconcile RfR.

Jonathan also did significant work on accounting standards, Strategic Information Management System (SIMS) and the 2015-2016 Mid-Year Review Submission. During this placement Jonathan significantly developed his public sector writing skills and vastly increased his understanding of WA Health’s budgetary processes.

Supervisors
Michael Hutchings & Sonia Drew

Placement Three

Financial Services, PathWest, North Metropolitan Health Service

Jonathan’s role within the PathWest team was to aid in the execution of operational processes that raise and collect revenue across PathWest services in an efficient manner. As part of various reform projects, Special Purpose Accounts (SPAs) are being reviewed and re-categorised. PathWest had a number of SPAs that needed to be reviewed. Several of these accounts had information missing from SPA signatories, which had been presenting issues throughout the reform process. As part of his core project, Jonathan was tasked with leading the review and categorisation process on these SPA accounts including following up any missing information with the signatories.

Throughout the course of this placement Jonathan gained detailed knowledge on SPA accounts, PathWest’s business structure and improved his technical accounting skills.

Supervisors
Lorenzo Colalillo & Thuy Le
Navisha Kalasopatan

Navisha completed a Bachelor of Commerce with double majors in Accounting and Banking at Murdoch University, and received the Vice Chancellor’s Commendation for Academic Excellence Award in 2012.

Navisha chose to begin her career with the Graduate Development Program as the Program provides opportunities to acquire various skills, places the graduate in many diverse practical situations, and provides training, support and opportunities for networking and social interaction.

Navisha would like to pursue a career in Management Consulting. She hopes to assist businesses in balancing cost, investments and revenue to achieve sustainable business performance.

Placement One

Finance Division, Princess Margaret Hospital, Child and Adolescent Health Service

Navisha’s work at Princess Margaret Hospital related to the revision of the Health Accounting Manual (HAM) in relation to Specific Purpose Accounts (SPAs) to ensure compliance with the Financial Management Act 2006. Navisha reviewed the existing SPAs to align these to the new sections of the HAM and made the necessary changes to ensure compliance, including having signed agreements between the services and bodies providing funding. She identified accounts for which funding was not eligible and was responsible for notifying account owners of this. She developed documentation for opening new SPAs, and identified and closed non-complying accounts. Navisha developed good communication skills as she had to engage with a variety of people during this placement. She also developed sound analytical, problem-solving and report writing skills.

Supervisor
Kevin Forward
Tahlia Murdoch

Tahlia studied at Curtin University. She completed a Bachelor of Commerce majoring in Economics.

Tahlia wanted to use her finance and business skills to do more for the community. She felt this program would give her the opportunity to use her skills and knowledge to provide an important service to the state.

Tahlia sees herself working in "big picture" areas that focus on the broader issues in WA Health. Tahlia enjoys conducting research and using financial data to communicate issues to any audience and to inform policy and decision-making.

Placement One

Health Services Purchasing, Purchasing and System Performance, Department of Health

Tahlia’s first placement allowed her to gain an insight into how the Budget is developed, Service Agreements are written and the various economic models and costs that are used to inform the documents. Tahlia was assigned with managing the Budget and Resource Allocation (B&RA) Process 2015-16 Reform Project. The key objective of this project was to ensure the B&RA Process is streamlined, open and transparent across all areas. This involved extensive engagement with the Group Resources Directorates to construct a suite of project management tools that captured the risks and issues, communications, stakeholders and a detailed project plan. Alongside this, Tahlia was involved in preparing Briefing Notes for both the Assistant Director General Purchasing and System Performance and the Acting Director General, writing new policy and designing communication graphics for a variety of purposes. Working at Health Services Purchasing greatly improved Tahlia’s practical finance and business skills beyond university theories.

Supervisor
Cameron Bell

Placement Two

Business Unit, Bentley Health Service, South Metropolitan Health Service

At the Bentley Health Service (BHS) Business Unit, Tahlia was assigned a project to research the use of Activity Based Funding (ABF) within BHS. Tahlia developed a series of presentations to educate clinicians about what ABF is, how it affects them and the importance of accurate clinical documentation in the ABF chain. To complete this project, a series of meetings were held with the Heads of Departments at BHS so Tahlia could understand the record-keeping processes currently used by different areas of the
hospital. Further to this, Tahlia liaised extensively with clinical coders to find out what kind of information they wanted to see when coding episodes of care. In determining this, Tahlia ensured that the most accurate level of funding would be provided.

Using this information, Tahlia identified risks within the BHS’s current processes and presented on these to hospital staff to give them the tools to manage ABF effectively within their areas. In undertaking this process, Tahlia developed her analytical skills and gained experience in stakeholder engagement and project management.

_Placement Three_

**Business Unit, King Edward Memorial Hospital, Women and Newborn Health Service**

In her final placement, Tahlia was assigned a project to analyse the efficiency of theatres and outpatient clinics within King Edward Memorial Hospital. This was to ensure that the business of the areas was clearly understood by the Executive Group, as historically much of this information has not been expressed on paper. To complete the project, Tahlia used a comprehensive spreadsheet previously developed to capture information about senior clinicians’ activity and modified the database to create detailed rosters. Following this, Tahlia engaged with heads of department to extend this to nursing staff as part of the Activity Based Funding/Management (ABF/M) Recovery Program taking place at the hospital. The activity was then linked to both full-time equivalent (FTE) costs and revenue collected via ABF to see if any inefficiency existed and if so, how this could be resolved. This allowed Tahlia to learn more about how clinical resources are allocated throughout a hospital as well as significantly improve her Microsoft Excel and Access skills.

_Supervisor_

De Spackman

_Supervisors:_

Floyd Robinson & Greg Josephs
General Corporate Stream

Graduate Officers in the General Corporate stream complete three placements across WA Health. These range from the Royal Street divisions to the Health Services and hospital-based projects. This spread of work enables individuals to pursue their areas of interest across the whole of the system and build up a broad professional skill set.

This year’s graduates in the General Corporate stream come from diverse academic backgrounds, including the arts, economics, finance, law, nutrition, psychology, public health, science and statistics. This well-rounded team have taken up a range of projects in everything from governance reform to healthy food outlets and Aboriginal workforce planning.

While many of the graduates select placements that align with their pre-existing skills sets, they have been just as likely to step outside their comfort zone and test themselves in placements which offer new learning experiences. As a result, the Program has been beneficial in allowing the graduates to broaden their career horizons and come closer to finding their respective callings within WA Health.

The graduates face a number of key challenges across the year. They must learn to manage new working relationships, acquire knowledge and develop new skills in a very short period of time. As they have progressed through the Graduate Development Program, the graduates have gained experience in project management, policy development, stakeholder engagement and corporate communication. Their adaptability, range of skills and knowledge of WA Health means that they ultimately become assets to any future employers.

Sarah Dunstan
Ashlin McKenna

Ashlin studied at Curtin University. She completed a Bachelor of Science majoring in Nutrition in 2014.

Ashlin chose WA Health and the Graduate Development Program as she wanted to make a difference to the health of populations and experience the diversity offered by undertaking three different placements.

Ashlin is particularly interested in project management, service improvement and reform as well as nutrition, food systems and food legislation. Ashlin can see the importance of building a safe, sustainable and effective healthcare system, which allows for better health care.

Placement One

Safety Quality and Performance, North Metropolitan Health Service

At North Metropolitan Health Service (NMHS), Ashlin worked on Open Disclosure, an accreditation activity for the National Safety and Quality Health Service Standards. During her placement Ashlin facilitated the 2015 NMHS Staff Open Disclosure Survey. The aim of the survey was to assess the current awareness, training, support, barriers and experience of staff with regard to Open Disclosure. This involved updating and making additions to the 2009 NMHS Open Disclosure survey tool, consulting with stakeholders, conducting the survey, analysing the data, publishing a final report with recommendations and presenting key findings to stakeholders. This placement enabled Ashlin to further develop her skills in project management, report writing, stakeholder engagement, data analysis and minute taking.

Supervisors
Simon Pham, Lesli Burns & Sandra Miller

Placement Two

Eating Disorders Program, Princess Margaret Hospital, Child and Adolescent Health Service

During her time at the Eating Disorders Program (EDP), Ashlin worked on a project examining eating disorders (EDs) and the transition from the EDP to adult services. Ashlin facilitated consultation sessions and focus groups with adult service providers, EDP clinicians and consumers. She also ran a process mapping session and gave regular presentations to upskill staff. Ashlin developed resources such as a transition process map and transition pathways map. These will be included in the EDP clinician transition guidelines and youth transition information packs, which are currently under development.
Ashlin outlined the findings from her research and consultation in a comprehensive report, which provided specific recommendations for future service improvements. Many of these are planned to be actioned in 2015 with the aim of improving the EDP service and partnerships with adult services. This placement was beneficial in further developing Ashlin’s stakeholder engagement skills, facilitation and research skills.

Supervisors
Julie McCormack, Desley Davies & Donald Payne

Placement Three

Service Improvement Unit, King Edward Memorial Hospital, Women and Newborn Health Service

At King Edward Memorial Hospital’s Service Improvement Unit, Ashlin used the Clinical Service Redesign (CSR) methodology and applied the DMAIC (Define, Measure, Analyse, Improve, Control) principles to explore and address delays in patients being admitted to the hospital from the Maternal Fetal Assessment Unit (MFAU). To do this, she worked closely with the MFAU clinical and administrative staff to map the process, identify issues, collect and analyse data, determine root causes and generate and implement solutions. Ashlin also surveyed patients to receive feedback about their experience in the process and compared current practice to the overall strategic intent of the organisation.

During this placement, Ashlin learnt how to effectively engage clinical stakeholders, manage an entire CSR project, and collect and interpret data. Ashlin was able to effectively communicate the findings of the research to stakeholders and executive in a meaningful way through presentations and a comprehensive report. Solutions that were generated made positive changes to the organisation and were handed over to relevant staff to oversee the change management process.

Supervisor
Esther Dawkins, Tracy Robertson & Janet Hornbuckle
Campbell Peters

Campbell studied at The University of Western Australia. He completed a Bachelor of Science majoring in Anatomy & Human Biology and Psychology.

While Campbell always wanted to work in the health sector, he wasn’t exactly sure where. The Graduate Development Program (GDP) was the perfect way to begin his career and experience the diversity of work offered by WA Health.

Campbell is interested in influencing health on a population level, possibly in mental health projects. He has enjoyed how the GDP allowed him to explore and learn about the kinds of work he is suited to.

Placement One

Patient Safety and Clinical Quality, System Policy and Planning, Department of Health

In the Quality Improvement and Change Management Unit (QICM), Campbell’s project was to develop a marketing campaign and communications plan to support the use of Procedure Specific Information Sheets (PSIS). Consultation with several key stakeholders helped determine the optimum way to elevate the usage and awareness of PSIS. Numerous marketing avenues were identified, allowing recommendations to be made. Implementation of some of these actions was able to be initiated during Campbell’s time at QICM. Through this placement, Campbell developed valuable skills in stakeholder management, project management and was able to improve his documentation and written work.

Campbell was also involved in various safety and quality initiatives during this placement including a review of the consumer focused HealthyWA ‘Facts about hand hygiene’ page, the coordination of a state-wide conference on the National Safety & Quality Health Service Standards utilising video conferencing for WACHS locations and the production of the Unit’s newsletter.

Supervisor
Stuart Diggins

Placement Two

Mental Health, Western Australian Country Health Service, Central Office

Campbell was tasked with taking a look at Child and Adolescent Mental Health Service (CAMHS) policies during his time at the Western Australian Country Health Service (WACHS) Central Office. Campbell
mapped existing WACHS CAMHS policies against what existed for Child & Adolescent Health Service (CAHS) CAMHS in metropolitan Perth. Following a significant research process, Campbell liaised with regional CAMHS team leaders to assess what site-level policies existed and the future needs for policy development. Following this process, Campbell created a resource that will guide the WACHS Mental Health Unit in the development of future CAMHS policies.

Campbell also completed a review of an existing mental health policy, which involved consultation with stakeholders both internal to WACHS Central Office and with mental health leaders across the regions. The policy will be published in preparation for the implementation of the *Mental Health Act 2014*.

*Supervisor*

Rachel Stubbs

**Placement Three**

**Practice Support Unit, Service Development Team, Child and Adolescent Community Health**

Placed within the Service Development Team at Child and Adolescent Community Health (CACH), Campbell was tasked with updating the ‘All About Growing Up: Me, Myself and I’ resource, a toolkit designed to assist Community Health Nurses working in schools to deliver sexuality and relationship lessons to primary school students.

This project involved conducting a literature review on current best practice and creating a project plan on how the project deliverables would be achieved. Updating the toolkit required the formation of a working group with key stakeholders. Consultation and discussion of the toolkit took place over a series of workshops and through electronic communication. Campbell was able to update a significant portion of the toolkit in his time at CACH before handing the project over to his supervisor.

*Supervisor*

Natalia Talikowski
Faye Bowman

Faye studied at The University of Western Australia where she completed a Bachelor of Science (Honours) majoring in Zoology and Genetics. Faye went on to complete a Master of Commerce (Advanced) majoring in Economics and Finance.

Faye felt that the Graduate Development Program offered her the opportunity to work in a diverse range of fields within WA Health, while also allowing her to develop skills and experience that could positively impact the whole community.

Faye’s goal is to remain within WA Health, working in the Public Health Division to develop policies and strategies that support better diagnosis and management for people living with rare diseases.

Placement One

Budget Strategy, Purchasing and System Performance, Department of Health

This placement gave Faye exposure to the key operations of the Budget Strategy division of Purchasing and System Performance, including the Directorate’s responsibilities for the development and reporting of WA Health’s budget and strategic direction. Faye completed a project on the processes surrounding the budgeting and reporting of the Royalties for Regions capital works projects. She worked closely with various internal and external stakeholders to identify their roles and responsibilities in the process, as well as the issues they have encountered in order to create recommendations for process improvement.

In addition, Faye was involved in writing WA Health’s 2015-16 Budget Paper, analysing Business Cases, liaising with Treasury analysts and entering adjustments into the budget management system. This experience enabled Faye to develop a good understanding of the budgeting and reporting processes within WA Health, how to engage stakeholders and how all the areas across WA Health work collaboratively together from a macro perspective.

Supervisor
Michael Hutchings

Placement Two

Screening Policy Section, Office of Population Health Genomics, Public Health, Department of Health

For her second placement, Faye joined the team in the Office of Population Health Genomics (OPHG) to assist in the development of background information on screening for the genetic disorder familial hypercholesterolaemia (FH). Faye explored the scientific literature that exists for FH screening. This
knowledge was then adapted into an information booklet to be used at a public forum that will explore whether consumers consider screening for FH to be appropriate. Faye was also provided with opportunities to contribute to a number of other OPHG projects, including the development of a national policy framework for newborn bloodspot screening.

Faye’s experience in OPHG was both enjoyable and valuable for developing a range of skills. This placement strengthened her written communication skills and furthered her ability to engage with a wide range of stakeholder groups across Australia, including clinicians, consumers, laboratory workers and policy makers.

Following this placement with the Office of Population Health Genomics at Royal Street, Faye secured a project officer role with the team. She left the GDP at the end of her second placement.

_Supervisor_

Karla Lister
Harriet Beer

Harriet studied a Bachelor of Laws and Bachelor of Arts majoring in English at The University of Western Australia, graduating in 2014.

Harriet wanted to contribute to society positively. As health is one of her passions, the Graduate Development Program (GDP) aligned her skill set with her interests. Harriet felt that the GDP offered her opportunities to develop different skills within a variety of exciting positions and build valuable relationships across WA Health.

Harriet would like to continue along this path of personal development within WA Health. She would like to find a niche that challenges and stimulates her, enriches her life and provides her with opportunities to make a difference.

Placement One

Aboriginal Health Unit, Public Health and Ambulatory Care, North Metropolitan Health Service

In the Aboriginal Health Unit, Harriet was involved in the development of the North Metropolitan Health Service (NMHS) Aboriginal Workforce Discussion Paper. Significant outcomes included establishing the baseline for Aboriginal employment in NMHS, documenting current numbers on admissions and Aboriginality in NMHS jurisdictions, and analysing Activity Based Funding (ABF) generated funds. Tasks involved accessing and developing workforce data sets and conducting in-depth discussion and analysis of ABF and Activity Based Management (ABM) in the body of the paper.

The project involved problem solving, change management and the seeking of creative solutions. Harriet was involved in liaising with different stakeholders across WA Health, with expertise sought from Finance and Business representatives and diverse groups such as BreastScreen WA and Dental Health Services.

Presentations on the paper were given to community member representatives at three Aboriginal Health Planning Forums. This provided the opportunity for crucial consultation in the development of the final paper. Harriet primarily worked with the Director of Aboriginal Health NMHS, Director of Ambulatory Care NMHS, the Public Health and Ambulatory Care (PHAC) Finance and Business Unit and NMHS Workforce Planning Consultants. During her placement, Harriet also shadowed a number of senior employees at NMHS to expand her contextual understanding.

Supervisor
Cheryl Smith
Placement Two

Perth Children’s Hospital Project, Child and Adolescent Health Service
At the Perth Children’s Hospital Project, Harriet was tasked with a review and evaluation of the current structure of consumer engagement at the Child and Adolescent Health Service (CAHS). She then developed a draft Consumer Engagement Framework (the Framework) in preparation for the opening of the Perth Children’s Hospital (PCH).

The Framework was a quality improvement endeavour against the Australian Commission on Safety and Quality in Healthcare’s National Safety and Quality Health Service Standards, Standard Two, ‘Partnering with Consumers’.

In developing the Framework, Harriet was involved in extensive consultation with key stakeholders that was undertaken across CAHS. This included a workshop to establish the current state of consumer engagement. Harriet then compiled a workshop report and presented this to the PCH Clinical Commissioning workstream. The content gleaned from the workshop has been incorporated into the first draft of the Framework.

A second project was simultaneously undertaken to assist the Director of Aboriginal Health CAHS one day a week in the development and implementation of an Aboriginal Leadership Group Action Plan. This involved the drafting of the Action Plan and coordinating the actioning of some of the objectives.

Supervisors
Jo Siffleet & Anna Turnell

Placement Three

Postgraduate Medical Council of Western Australia, Office of the Chief Medical Officer, Department of Health
At the Postgraduate Medical Council of Western Australia (PMCWA), Harriet was tasked with a research project for the provision of a new model for the training, supervision and assessment of trainee doctors in Western Australia. This involved reviewing and evaluating the current models in use at Western Australian Primary Employing Health Services (PEHS) and conducting a review of state, national and international literature.

The research project was a quality improvement endeavour in anticipation of increased numbers of medical graduates in Western Australia from 2022 onwards. Harriet undertook extensive international research involving critical analysis of alternative models of training, supervision, learning and development, and consulting with relevant stakeholders for input.

While at PMCWA, Harriet also assisted team members in utilising the MedJobsWA database to centrally process the applications of Registered Medical Officers (RMOs). This was for placement into rural and community metropolitan medical terms for 2016 as part of the Community Residency Program.

Supervisors
Marece Bentley & Sharon Wheller
Jake Nelson

Jake achieved a Bachelor of Science (major in Chemistry, minors in Applied Statistics and Environmental Issues) from Murdoch University where he was a triple recipient of the Vice Chancellor’s Commendation for Academic Excellence. Jake also holds a Certificate IV in Information Technology (Website Design).

Jake chose to complete the WA Health Graduate Development Program as he felt it would give him the best opportunity to develop both professionally and personally through gaining experience in a diverse range of settings. In addition to this, health and wellbeing is of strong personal interest to Jake.

Jake is passionate about working in a numerical field within WA Health where he can further develop his career and make a valuable contribution to the public. Some of Jake’s areas of interest include data driven process improvement, population health statistical research and the effects of climate change on health.

Placement One

Analytics, Health System Improvement Unit, System Policy and Planning, Department of Health

During his time working as a data analyst within the Health System Improvement Unit (HSIU), Jake carried out a numerical research project. He was tasked with evaluating the impact of Fiona Stanley Hospital Emergency Department (ED) commencement on National Emergency Access Target (NEAT) performance and ED demand at metropolitan hospitals. Jake developed a sound understanding of SQL Server Reporting Services (SSRS) and health system data, and delivered the findings of the project in a written report and a formal presentation to key stakeholders.

Jake also undertook training in Clinical Service Redesign (CSR) so he could provide data and other support to Resident Medical Officers (RMOs) on service improvement rotations based at hospitals. The CSR program that Jake undertook was a health service improvement methodology focusing around the Define, Measure, Analyse, Improve, Control (DMAIC) steps. As part of the CSR program, Jake took part in process mapping in conjunction with clinical and hospital staff. Jake was also tasked with assisting in a bed capacity audit, which further developed his understanding of hospital flow and engagement of clinicians.

Supervisors
Sam Green & Katie Bundred
Placement Two

Performance Reporting Branch, Purchasing and System Performance, Department of Health

In the Purchasing and Performance division, Jake was tasked with the development and design of the Health Service Performance Report (HSPR). This is the key deliverable for the System Performance Management Reform Project, which is one of the 11 key reform projects within WA Health. To incorporate stakeholder feedback into his design, Jake supported the facilitation of workshops and participated in discussions with senior executives. He improved upon his data management skills through the development of a specification manual that presented the technical considerations and business rules for the report. Jake went on to present his interactive graphic designs to the Performance Projects Board where his report design received senior executive endorsement.

In addition to developing the HSPR, Jake prepared Visio business flow charts, briefing material, assisted in preparing formal reports and participated in the performance indicator review process with data custodians. Throughout his placement, Jake demonstrated strong initiative and the ability to handle a fast paced and dynamic environment.

Supervisors
Sandra Louise & Ruth Alberts

Placement Three

Data Integrity Directorate, Purchasing and System Performance, Department of Health

In the Data Integrity Directorate, Jake was placed within the Inpatient Data Collection (IDC) team where he delivered a project involving the data quality assessment and analysis of WA’s Hospital Morbidity Data Collection (HMDC). Jake utilised analytical software (SAS) to carry out complex statistical analysis on data items recorded on over 24 million inpatient records. Jake delivered the results of his project via an internal website and as an oral presentation. This work was of great benefit to the IDC, who utilised Jake’s findings to provide detailed metadata on HMDC data items, enable enhanced interpretation of reported data and facilitate improvements to the HMDC datasets. Jake was also responsible for identifying and providing records with quality issues to the Data Quality team so they could apply necessary amendments.

Jake also responded to ad-hoc and regular data requests and collaborated within the Directorate’s Happy and Positive People Initiative (HaPPI). His work with HaPPI saw Jake organising meetings, drafting documents and using his creative problems solving skills to improve the workplace.

Supervisors
Jessica Lee & Vikki Mirosevich
Sarah Byrne

Sarah completed a Bachelor of Health Science, major in Nutrition at Edith Cowan University.

Sarah knew that the Graduate Development Program (GDP) would be the perfect start to her career. A year where she could further her learning whilst working with people who were passionate about improving the health of Western Australians.

After the GDP, Sarah plans to continue working for WA Health. She feels the boundless opportunities this workplace offers will no doubt propel her towards her ultimate goal of becoming a dietitian.

Placement One

Eating Disorders Program, Princess Margaret Hospital, Child and Adolescent Mental Health Service

Sarah’s role within the eating disorders team was to conduct a project that reviewed, researched and made recommendations for a new model of care for adolescents admitted to hospital with an eating disorder. She acquired information from current literature on proven treatment protocols, facilitated video conferences with national and international eating disorder experts, lead stakeholder feedback forums (with clinicians, patients and guardians), reported her findings and presented recommendations for management perusal. As a result of the placement, ongoing communication with other services has been maintained, collaboration between hospital staff members has improved, recommendations implemented on the ward and progress toward a more effective and efficient treatment model has commenced.

The placement provided the opportunity for Sarah to work within a multidisciplinary team of passionate staff, where she developed the skills to facilitate large as well as intimate workshop groups, further her skills in project management and provided her with opportunities to practice communication with diverse audiences.

Supervisor
Julie McCormack
Placement Two

South Metropolitan Population Health Unit, South Metropolitan Health Service

At the South Metropolitan Population Health Unit, Sarah was given the task of increasing the availability and sales of healthy food and drinks in the City of Cockburn. The project required a comprehensive understanding of local and international evidence to determine the ‘best buy’ health promotion program. Stakeholder consultation was central to the project and involved members of local government, non-government organisations, universities, commercial groups and the community. An in-depth review of relevant health promotion programs, food choice contributors, and barriers and enablers for retailer engagement was completed and provided guidance for the project. Sarah constructed an environmental audit instrument and measured healthy choice promotions in 19 local food outlets. Following extensive liaison with the local shopping centre management, Sarah implemented a survey to measure consumer demand for healthy options. Using this culminated evidence, Sarah recommended the implementation of a menu labelling program aimed at endorsing healthy menu items and empowering consumers to make informed choices.

Supervisor
Ann Barblett

Placement Three

Chronic Disease Prevention Directorate, Public Health, Department of Health

During her placement in the Chronic Disease Prevention Directorate, Sarah completed two projects; the construction of a WA Food and Nutrition data catalogue and a literature review detailing the food service industry and quick-service-restaurant nutrition improvement programs. Upon learning that state-specific nutrition data was limited, Sarah engaged with multiple stakeholders to ascertain relevant data sources and advice on catalogue distribution. Sarah then created an interactive catalogue of data categorised by population, relevancy and content. As a result, data sources previously unknown to the Directorate were made accessible and quick fact infographics were produced. Both were distributed to state population health units.

Whilst conducting the literature review, Sarah used critical analytical skills to source, record and make recommendations for food outlet health promotion. In conducting this project, Sarah had the opportunity to implement project management skills learned during her Diploma of Management training. Her stakeholder interactions have provided opportunities for cross-divisional collaboration.

Supervisor
Krista Coward
Sarah Dunstan

Sarah has a Bachelor of Laws (L.L.B.) and a Bachelor of Arts (B.A.) from The University of Western Australia. She graduated in 2014 with first class honours in English and completed a supervised legal research project.

Sarah joined the Graduate Development Program (GDP) because she felt it was the optimal opportunity to combine her interests and the skills she honed in work, study and life.

After the GDP, Sarah looks forward to exploring as many perspectives in health and human services as possible. She aspires to give back to the community in policy development. She would love opportunities to grow her knowledge and make a difference in the areas of Aboriginal health, mental health, child and adolescent health and improving health service access to disadvantaged people.

Placement One

Office of the Deputy Director General, Health Reform, Department of Health

Sarah worked with both the Health Services Governance Reform team and the Legislative Reform team on the WA Health Reform Program 2015-2020, an integrated program of work aligned to the critical enablers identified in WA Health’s Strategic Intent. Sarah’s work responsibilities were driven by the priorities of the reform program, in particular the drafting of new legislation to support devolved governance. Sarah contributed to policy development and strategic project planning relating to a range of topical issues for the development of a high-quality, sustainable health system. These included health service governance, board establishment and health information management.

Sarah developed her communication and stakeholder engagement skills through a number of tasks. She contributed to planning and recording of readiness assessment and functional review workshops with WA Health executives, the management of project interdependencies with the Purchasing and System Performance division and health reform working group meetings. Sarah also assisted in conducting interviews with health system contemporaries across Australia. Through her experiences in Health Reform, Sarah came to appreciate the importance of multiple perspectives in finding solutions suitable to WA Health’s priorities and most beneficial for community needs. She took this on board when she drafted a communications strategy for the Legislative Reform project at the conclusion of her placement, taking into account the need for strong partnerships across the system and with external agencies.

Supervisors

Analiese Sidhu & Vijaya Ramamurthy
**Placement Two**

**Primary Health and Engagement, Western Australian Country Health Service**

Sarah relocated to Albany in the Great Southern region of Western Australia to undertake this placement. Working in the Primary Health and Engagement Directorate of Western Australian Country Health Service (WACHS) Central Office, Sarah developed her skills in project management and policy development. Her main project was to plan, develop and draft a Guideline for consumer and workforce partnerships in workforce training, including a suite of tools, checklists, resources and governance directives. This acted to further regional health services’ compliance with the Standard 2 of the National Safety and Quality Standards.

As a project lead, Sarah reviewed consumer engagement in clinical training and good practice tools from Australia and other parts of the world, engaged with groups of key stakeholders within WACHS and developed her skills in critical analysis. She also developed a suite of media articles for regional health consumers and carers in consultation with WACHS communications and key consumer groups. Sarah adapted her writing to suit different audiences. She gathered practice models from around the world, maintaining a current understanding of topical issues for health consumers, including service initiatives and a range of health literacy topics. While at Primary Health and Engagement, she also contributed to policy compliance and planning, researching and advising on consumer representative governance and remuneration.

Sarah wanted to make the most of her regional location, meeting with District Health Advisory Councils and reported on the Rural and Remote Maternal Health Conference’s forum on improving health service access to disadvantaged women.

*Supervisors*

Kate Jones & Melissa Vernon

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**Placement Three**

**Office of the Chief Dental Officer, Clinical Services & Research, Department of Health**

Placed in the newly established Office of the Chief Dental Officer (OCDO), Sarah was the Project Lead on developing the final draft of the inaugural State Oral Health Plan. Sarah was responsible for producing a final edit of the Plan, including alignment with nationwide policies including the National Oral Health Plan. She also initiated stakeholder consultation on the Plan with both the oral health sectors and the broader health community, including the re-engagement of the State Oral Health Advisory Council.

As she was based between OCDO and the Oral Health Improvement Unit within Public Health and Ambulatory Care, North Metropolitan Health Service, Sarah also gained exposure to the key business operations of a health service, including activities related to the National Partnership Agreement on Adult Public Dental Services.

*Supervisor*

Soniya Nanda-Paul
Tessa Jones

Tessa completed a Bachelor of Laws and a Bachelor of Health Science majoring in Psychology and Public Health at The University of Western Australia.

Tessa has a passion for health and hopes to make a significant contribution to bettering the health of Western Australians during her career. Tessa chose the Graduate Development Program (GDP) as she saw it would provide her with the opportunity to gain an insight into the diversity of WA Health, while meeting and learning from knowledgeable and experienced colleagues.

At the conclusion of the GDP, Tessa looks forward to continuing her career in WA Health whilst further developing her knowledge and skills. She hopes to contribute to health policy, particularly in the areas of Aboriginal health, mental health and regional health service provision.

Placement One

WA Cervical Cancer Prevention Program, Women and Newborn Health Service

As a part of the Health Promotion and Clinical team at the WA Cervical Cancer Prevention Program (WACCPP), Tessa delivered two key projects. The first was to plan and develop resources that would assist stakeholders to promote cervical cancer prevention in their local community. Tessa’s second project was to review, restructure and streamline cervical screening information on the WA Health and Healthy WA websites.

While at the WACCPP, Tessa also took on some of the tasks of a Health Promotion Officer. Tessa had the opportunity to attend several community events to promote cervical screening. She managed resources, revised existing resources and ordered new items. Tessa also had the opportunity to contribute to the National Cervical Screening Program Renewal, which will be implemented nationally after May 2017.

Tessa feels that her time at WACCPP has extended the skill set from her university degree and work experience, and broadened her understanding of the role of community engagement within health.

Supervisor
Lanny Hoskin
Placement Two

Office of the Chief Executive, South Metropolitan Health Service

Working in the South Metropolitan Health Service (SMHS) Chief Executive Office provided Tessa with the opportunity to gain an understanding of how an area health service functions and experience working within an executive environment.

This placement provided Tessa with the opportunity to contribute to a wide range of projects. During her placement Tessa undertook scoping and planning for a SMHS clinical engagement strategy, contributed to research to better understand the benefits of implementing nursing and midwifery workforce profiles and was also involved in the development and launch of the SMHS Elective Surgery Waitlist Patient Transfer Tracker. Tessa also contributed to the scoping and planning of a new Clinical Facilitator Model and drafted the Memorandum of Understanding which will underpin the new model. Additionally, Tessa developed and delivered a survey to senior SMHS nurses and midwives in order to understand their research priorities.

During her time at SMHS, Tessa also assisted in the development of the SMHS Mandatory Training Framework (MTF). Tessa coordinated consultation with subject matter experts about current and future mandatory training modules. Tessa then worked with the SMHS Mandatory Training Committee to draft the MTF, which has since been endorsed by the Area Executive Group.

This placement taught Tessa many skills including being adaptable, to manage competing priorities and helped to develop her research and analytical skills.

Supervisors
Michelle Dillon, Karen Banks & Dr Tim Smart

Placement Three

Office of the Deputy Director General, Health Reform, Department of Health

During her final placement, Tessa worked with both the Legislative Reform and Board Establishment teams on the WA Health Reform Program 2015-2020, an integrated program of work aligned to the critical enablers identified in WA Health’s Strategic Intent. As part of the Board Establishment team, Tessa’s project was to scope and plan the Statutory Board Operations Framework, which will provide information to members of health service boards about WA Health, the responsibilities and accountabilities of the health service boards and information about good board governance. To carry out this task, Tessa conducted inter-jurisdictional research to determine models of best practice board governance, worked with other reform project teams to manage project interdependencies and performed a gap analysis of the interim Board Operations Framework.

During her placement, Tessa also conducted ad hoc work for the Legislative Reform team including policy analysis, contributing to the Legislative Reform stakeholder engagement and communications strategies, and analysis of inter-jurisdictional health service legislation. Through her experience in the Health Reform office, Tessa developed her skills in policy development and high level strategic project planning.

Supervisors
Vijaya Ramamurthy, Tania Murray & Jemma Reynolds
Workforce Data Analysis Stream

The Workforce Data Analysis stream provides graduates with the opportunity to undertake projects within the work program of the Workforce Modelling and Data (WMD) Branch. Work in WMD centres on workforce reporting and planning, which enables the Department to build a sustainable health workforce. The year-long placement allows graduates to gain a deep understanding of workforce analysis and planning, consolidate their skills, and become an integral and valued part of a team.

Workforce information is highly layered and complex, and can rarely be taken at face value. By participation in both regular reporting and longer-term projects within the Branch, graduates utilise their data extraction, manipulation and analysis skills, and learn how to deal with data issues and limitations to ensure transparent and accurate reporting.

The Workforce stream attracts graduates interested in data analysis, investigative techniques, and workforce modelling. The work plan is flexible and can grow with the graduates’ skills and interests. The organisational knowledge inherent to this work, as well as the skills developed make the Workforce stream a solid foundation for building a career in WA Health.

Andrea Powell
Jeanette Koh
Andrea Powell

Andrea completed a Bachelor of Science at Murdoch University majoring in Mathematics and Statistics and Biomedical Science. She completed her Honours in Mathematics and Statistics in 2014.

Andrea joined the Graduate Development Program at WA Health because she felt the work would be challenging and meaningful, and the professional development program would provide opportunities to learn new skills.

In the future, Andrea would like to continue working in a data analysis role at WA Health, and to pursue her interests in epidemiology and workforce data analysis.

Workforce Modelling and Data, System Policy and Planning, Department of Health

During her placement with the Workforce Modelling and Data branch (WMD), Andrea was involved in a number of projects relating to strategic health workforce planning. Alongside her project work, Andrea participated in the regular business tasks of WMD including the production of month-end reports, responding to data requests from stakeholders and assisting with responses to parliamentary questions.

At the start of her placement, Andrea had the opportunity to develop a visual display representing the service’s matrices in the Clinical Services Framework. This project resulted in the production of several heat maps which can be used to gain a broad picture both of the current and future state of clinical services provided by WA Health. Andrea had the opportunity to consult with the Director of Workforce to better understand the desired features of the graphics and then present the final heat maps. Andrea was challenged to think creatively about data and the way that information could be displayed to provide an easy to understand and intuitive summary. Through this project she learnt how to consult with stakeholders and improved her presentation skills by learning how to present technical information in an interesting manner.

Throughout the year Andrea has been working with other team members in WMD to clean and analyse the results of the national health workforce surveys. The resulting analysis was used to develop reports for the nursing and midwifery, medical and allied health workforces. These reports provide a snapshot of the clinical workforce including statistics regarding workforce demographics and specialty training for use in strategic workforce planning. As part of this project Andrea also attended several teleconferences with representatives of Departments of Health in other jurisdictions and the Commonwealth Department of Health. These teleconferences were used as a platform to discuss projects related to the workforce surveys, as well as to revise the content of the surveys before they are carried out again next year. In this project Andrea learnt the value of well collected, high quality data. She also developed
further skills in working collaboratively with team members, liaising with other jurisdictions and managing a long term project.

Andrea was also tasked with continuing the development of report monitoring for the health workforce figures published by the Public Sector Commission (PSC) every quarter. Andrea was able to revise the methodology used to create the report, making the process more efficient and easier to maintain. This project was subsequently expanded to include the development of several measures of workforce diversity, which can be compared to those released by the PSC but are also consistent with the internal reporting methods used by WMD. Andrea was responsible for developing a scoping document which was submitted to the Director of Workforce for approval. Through this project, Andrea was able to continue to develop her data analysis skills, gain further familiarity with the workforce data gathered by WA Health and improve her statistical software skills. She was also able to develop corporate writing skills by drafting the project scope for the new workforce diversity indicators.

Supervisor
Colin D’Cuhna
Jeanette Koh

Jeanette studied a Bachelor of Science (Honours) majoring in Mathematics and Statistics and Biomedical Science at Murdoch University.

Jeanette chose WA Health and the Graduate Development Program as she felt it would provide her with the perfect opportunity to combine her interests in health and statistics, consolidate her skills and training, and meet others who are passionate about improving health outcomes in our State.

In the future, Jeanette would like to continue contributing to WA Health in a mixture of analytical and project work, and to consider further studies in biostatistics, social statistics, or public health.

Placements One and Two

Workforce Modelling and Data, System Policy and Planning, Department of Health

Over eight months spent in the Workforce Modelling and Data (WMD) branch, Jeanette embarked on a variety of projects and tasks to plan, manage and report on the public sector health workforce.

Jeanette’s primary project was to produce the 2013/14 Workforce Supply Model report, which projects nursing and medical staffing over the next ten years for the Department’s 10-Year Workforce Plan. This involved learning workforce modelling methods, and performing analyses using Microsoft Excel and the statistical software package SPSS. Jeanette’s final report drew heavily on these analyses, identifying trends which could aid in workforce planning.

Jeanette was also tasked with developing a planning tool to enable the numerous ongoing projects in the Branch to be prioritised and efficiently delegated. After consulting with branch members, Jeanette created a work planning tool using Microsoft Excel and Visio to assess and prioritise projects. She then applied the concepts from her professional development sessions to the project management process in the Branch.

Finally, Jeanette participated in a range of smaller tasks, such as monthly reporting processes, responding to data requests from stakeholders and contributing to the data dictionary used as a training tool for newcomers to the Branch. She also learned to maintain the Establishment, a set of large contract information databases used for reporting, and updated the instructions for their use to enable more analysts to participate in their maintenance. In this, she developed her skills in record-keeping, programming and writing, in addition to data analysis.
For the remainder of her graduate year, Jeanette relocated to Bunbury, undertaking a placement with the Western Australian Country Health Service (WACHS) Central Office under the General Corporate stream.

Supervisor
Colin D’Cuhna

Placement Three

Safety and Quality, Western Australian Country Health Service Central Office

Jeanette joined the General Corporate stream in the third placement period following her relocation to Bunbury. During her time in Western Australian Country Health Service (WACHS) Central Office Safety and Quality, Jeanette applied her strong data analysis skills to key team objectives and developed skills in writing and stakeholder engagement.

Jeanette’s main project at WACHS Central Office, Safety and Quality was an investigation of how communication issues contribute to clinical incidents, and consumer complaints and feedback. This required a thorough understanding of how these incidents and complaints are reported and managed. Jeanette rapidly gained an understanding of the reporting modules, and facilitated a videoconference meeting with the geographically dispersed Safety and Quality team to scope the project. She then undertook a thorough analysis of the data, identifying how and where clinical incidents and consumer complaints occurred and identifying common themes in how communication issues were affecting patient outcomes and experience. Jeanette then presented these analyses to the WACHS clinical leads and regional representatives to inform a strategy being scoped on improving clinical communications. As a result of this project, she gained an informed appreciation for the complexity surrounding clinical care and how evidence-based policy can have a significant impact on patient outcomes.

Supervisor
Wendy McIntosh
Professional Development Program

The Graduate Development Program exposes you to professional development opportunities throughout the year. Professional development is a highly valued component of the program. While each of us has developed significantly throughout our placements, planned training courses are also provided to support our learning and development.

The key professional development program offered to graduates is run by Integral Development. The program consists of 10 modules attended by the group throughout the year. Each module is fun, interactive and tailored specifically to meet the needs of future health leaders. Topics covered include Project Management, Leadership and Culture, Health Trends and Career Planning.

Each module combines theory and practical teamwork with plenty of puzzles to solve and challenges to overcome. The graduates work together to achieve a time or financial goal and the challenges have involved everything from Lego, pop sticks, paper houses and building blocks, to critical pathways, risk registers, thinking hats and fishbone analysis. The graduates are able to develop a robust set of skills in business management, effective team work, problem solving, time management, mindfulness and self-awareness. Graduates are also given the chance to complete a Diploma of Management via a portfolio of work completed throughout their placements.
Each session is run by Integral facilitators, each of whom possess diverse knowledge and experience within the health sector and from other industries, both locally and internationally. The facilitators share their experiences and provide insight into different models for solving problems and managing projects and resources. Facilitation also means that most of the work is done by the graduates who can direct the conversation toward ideas that are important to them. This allows for not only professional development but also personal development as the graduates experience mindfulness activities and reflection techniques that help them become more productive individuals. As part of the Integral program, graduates were also able to attend two individual coaching sessions to clarify and plan future goals. These sessions help graduates develop professionally and personally by enabling them to gain perspective on where they are now and consider their short, medium and long term prospects. Overall, the Integral professional development program placed the graduates in a strong position to continue to contribute to the WA Health system.

Tahlia Murdoch
Leadership Centre Stage

The graduates had the opportunity to attend the Australasian College of Health Service Management State Conference, ‘Leadership Centre Stage’ at the Hyatt Regency Hotel on 23 June 2015. The agenda featured a number of high profile speakers and panellists.

The conference provided an opportunity to observe how politics and health interact. The day kicked off with a bang as Premier Colin Barnett welcomed all to the conference with a political address, followed by a panel of three Western Australian political journalists. Paul Murray, Gareth Parker and John McGlue had a yarn regarding ‘The State of Politics and Health in WA’. When they opened up questions to the audience, the three were impressed with the insights offered. Key topics from the “fireside chat” included the private public partnership debate, Royal Perth Hospital and its political importance as well as public sector employees being paid too much. The conference was such a spicy event to attend it made the news twice the next day, with Paul Murray and Gareth Parker submitting pieces to the West Australian newspaper.

Highlights of the day included keynote speaker Richard Royle, CEO of Uniting Health Queensland, followed by a panel with a step-by-step debrief on how he managed the crisis when faced with a Legionella outbreak in the water system at Wesley Hospital. Richard repeatedly emphasised the necessity of transparency, honesty and consistency with the media as well as articulating the advantages gained in utilising social media effectively. He was open, down to earth and charismatic, and the audience loved his candid approach.

Sue Murphy, CEO of the Water Corporation, was the break out star of the piece. She discussed empowering consumers by making accessible the idea of influencing the big picture. She was a very engaging speaker, focusing on clear, simple messages and articulating them beautifully.

Founder of Vital Conversations Peta Slocombe, Philanthropist and former CEO Kerry Harmanis, and the Dean of Perth and Australian Olympian the Very Reverend Richard Pengelly presented as part of a panel on ‘Leading Self’. The three offered intangible tools for maintaining a mindful perspective in an often challenging world. They bounced off each other and it was a pleasant way to ease back into the conference after lunch.

Workshops were also offered with Peta Slocombe and Richard Royle. Peta’s workshop focused on leadership and the self while Richard gave another presentation on the digitalisation of a hospital. Graduate participants enjoyed both opportunities.

The day finished with a rousing speech from former coach of the West Coast Eagles, John Worsfold, providing an account of his career in the Australian Football League. A skilled orator, it was easy to get lost in his narrative – a fitting end to an exciting day.

The conference was a reminder of how dynamic, politically informed and multifaceted the health space is. It was an insightful day and thoroughly enjoyed by the graduates.

Harriet Beer
Regional Placement

I have always been interested in rural and remote health and in improving equity of access for disadvantaged populations. Western Australia has some of the most interesting regional population profiles and communities with complex health service needs. I am also a big fan of the outdoors and on exploring the gorgeous, diverse landscapes offered by our state so I was very eager to take up the opportunity to work in Albany in the Great Southern region.

The projects encompassed by the Primary Health and Engagement Directorate are diverse, ranging from a broad consumer engagement portfolio of work to the Southern Inland Health Initiative and maternal health projects. I really admire the self-motivation and passion of the staff there, who work in isolation but routinely network and conference with others all across the state to pull off projects.

Supplementing the exposure I got to health care in regional Australia, there were plenty of life lessons I took away from this placement. My personal resilience improved and I gained the ability to network and make friends quickly in an unfamiliar environment.

One of the highlights of my trip included climbing Bluff Knoll at four in the morning to capture some rare Western Australian snowfall. The region is truly something special and I regularly explored the bush trails of Mt Clarence before my working day began, did yoga overlooking the beach in Denmark on the weekends and enjoyed the solace of some of Albany’s more isolated beaches. There is a lot to be said for the work-life balance offered by working in the country.

Sarah Dunstan
Professional Development Snapshots

A day in Broome
I had the unique opportunity of working at Broome Hospital for a day. I was keen to gain a rural perspective and the fantastic program officers at the Institute for Health Leadership (IHL) were able to organise this for me. I gained an awesome perspective of the unique issues faced by rural and smaller hospitals, particularly in the areas of administration and finance.

Clinical services redesign
I completed a two day course on clinical services redesign through the Health Systems Improvement Unit (HSIU). This was arranged by IHL and my Placement 3 supervisor ahead of beginning my placement. I started at King Edward Memorial Hospital with a good working knowledge of CSR methodology and project management concepts.

Sir Charles Gairdner and Osborne Park Health Care Group Strategy Workshops
Over the course of a few months, we collaborated with IHL and staff members at SCGH and OPH in the development of a corporate strategy. We assisted in facilitating workshops with staff, material from which informed a high level strategic plan for the hospital group. This plan maps ways forward for the hospital group in managing patient care, improving safety and quality, professional development, research and sustainable resource management. We enjoyed interacting with staff and learning of their experiences.

Economic Drivers for Chronic Disease
Economist Frank Chalpouka ran two sessions on the economic drivers of chronic disease. This provided me with interesting insights into the potential for tax legislation around alcohol, tobacco and sugar sweetened beverages.

Mindfulness Masterclass with Khandro Rinpoche
Khandro Rinpoche is a Tibetan Buddhist lama. Recounting the experiences of her life, she shared with us with many tips on keeping calm and maintaining perspective in the corporate world.
Thank you

The 2015 Graduate Cohort would like to extend their warmest thanks to everyone across WA Health who has supported them throughout the year, especially:

INSTITUTE FOR HEALTH LEADERSHIP
Brodene Straw
Jason Micallef
Laura Depczynski
Lisa Bayly

SUPERVISORS
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Cameron Bell
Cheryl Smith
Colin D’Cuhna
De Spackman
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Donald Payne
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Floyd Robinson
Greg Josephs
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Karen Banks
Karla Lister
Kate Jones
Katie Bundred
Kevin Forward
Krista Coward
Lanny Hoskin
Lesli Burns
Lorenzo Colalillo
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Simon Pham
Sonia Drew
Soniya Nanda-Paul
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Teresa Farrugia
Thuy Le
Tim Smart
Tracy Robertson
Vijaya Ramamurthy
Vikki Mirosevich
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