The Royal Children’s Hospital

Year in Review 2002

Listening to the children
This review reflects the activities of the Royal Children's Hospital (RCH) between 1 July 2001 and 30 June 2002. RCH is part of Women's & Children's Health (WCH), which also includes The Royal Women's Hospital (RWH). WCH has produced its own annual report that provides all statistical and financial information required under the Act.

© The Royal Children's Hospital, 2002
Today, the Royal Children’s Hospital operates with the same compassion and commitment that inspired its establishment, but it serves all children and young people. The hospital continues to be a resource for those simply seeking to gain access to appropriate health care and for those in critical need of care - its doors are never closed to those in need.

But clinical expertise, bolstered by first-rate research and unique programs that help children and young people in the community as well as in hospital, have made the Royal Children’s Hospital one of the most highly regarded paediatric hospitals in the nation.

The following pages give a brief overview of the services offered by the hospital, the skills of the staff and the courage and resilience of the patients and their families.
The past year has been one of tremendous progress and remarkable achievement for the Royal Children’s Hospital. The hospital is committed to ensuring that its services meet the needs of the patients and their families.

The emphasis we have placed on listening to the children resulted in a number of tangible outcomes that have further enhanced the services we offer.

The Family Resource Centre was initiated during the year and offers parents and older patients a place of respite and relaxation. It has been built with the invaluable support of the Uncle Bobs Club, Bluey Day and the Leukaemia Foundation. Designed for families of country and long-term patients, it offers the opportunity to briefly move out of the ward environment, to socialise, and to meet as a family over a meal in a friendly and warm environment.

The Community Advisory Committee meets monthly at the Royal Children’s Hospital under board member Sharon Butler with representatives of the Association for Children with Disability and the Chronic Illness Alliance. These two peak bodies represent a diverse range of consumers who access the hospital’s services and are invited to provide direct input into hospital activities, redevelopment plans and projects.

It was decided during the year that membership on the committee will be expanded to include indigenous as well as culturally and linguistically diverse representatives.

A special project, Mental Health among Aboriginal Children, addressed the proliferation of problems being confronted by Victoria’s young indigenous population. The hospital has retained an Aboriginal health worker for some time and this project led to increased identification of young Aboriginal people suffering mental illness and streamlining access for them to the appropriate health service.

As well, a mental health monitoring service has been established at the indigenous KODE school in Northcote.

Activity was constant and demanding around the hospital during the year.

Our Emergency Department treated a record number of admissions with its usual tremendous commitment to service. Although current facilities challenged our ability to immediately meet the needs of all patients, quality of care was never compromised.

During the year a Strategic Plan was developed to guide future directions of the hospital within the overall strategic framework of Women’s & Children’s Health.

A major focus during the year was the development of a statewide paediatric plan for the state government. The plan recognises that children’s and young people’s health needs are different and not adequately addressed in general health services. Preparing the plan brought together all divisions of the hospital who developed a concentrated view of the state’s needs and the role of the Royal Children’s Hospital within it.

The plan emphasises that children throughout Victoria receive the same service, regardless of location.

Under the plan the Royal Children’s Hospital is affirmed as Victoria’s paediatric centre of excellence.

In another highlight with major ramifications, an exciting new research precinct is being planned at the hospital in partnership with the Murdoch Childrens Research Institute, the federal and state governments and other donors.

The development of this precinct is a vital step for academic research not only in Australia but also throughout the region.

The community that is the Royal Children’s Hospital is extremely fortunate to have unstinting support.

The Royal Children’s Hospital Foundation is unrivalled in the financial support it generates for the hospital. And the Good Friday Appeal once again exceeded all expectations with yet another remarkable fundraising result.

The hospital is also supported by auxiliaries and volunteers that further emphasise the hospital’s wonderful support throughout Victoria and its unique place in the psyche of Victorians.

The Victorian public is extremely proud, yet just as demanding of this hospital and its staff. In a period of increased consumer knowledge and expectations, I am delighted to again report that the commitment of staff to improving the health of our young patients is outstanding.
WITHIN THE HOSPITAL’S ORGANISATIONAL STRUCTURE THE HEALTH SERVICES ARE ORGANISED UNDER SIX DIVISIONS:

COMMUNITY
LABORATORY SERVICES
MEDICINE
NEONATAL SERVICES
SPECIALIST SERVICES
SURGERY

WITHIN EACH DIVISION DEPARTMENTS AND PROGRAMS FOCUS ON PROVIDING SPECIALISED AREAS OF CARE
The Community Division provides quality health care to children and adolescents by building and strengthening links between the hospital and the community.

The division has developed partnerships with a range of community-based and regional services that support children, young people and their families, and provide a connection between the hospital and the community. These services include home-based programs of care that allow children and young people who might otherwise be in hospital to stay at home, as well as peer support programs and programs that help improve the school environment for children and young people.

The division’s Gatehouse Project works directly with schools to develop health promotion strategies that are based on evidence from research conducted by the Centre for Adolescent Health.

The division’s services include:

- **Child and Adolescent Mental Health Service**
  The service provides support for the western region of Melbourne including community outreach services at Broadmeadows, Sunshine and Werribee.
  A statewide consultation liaison service is located at the Royal Children’s Hospital. The adolescent inpatient service currently located at Travancore will relocate to the Western Hospital Footscray site next year.

- **Centre for Adolescent Health**
  The centre provides health services to young people with acute and chronic health problems, disadvantaged and homeless young people and to those in the juvenile justice system.

It also offers peer support programs, and engages in research, teaching and health promotion activities.

- **Centre for Community Child Health**
  The centre provides clinical services to children with developmental and behavioural problems. It has a multidisciplinary approach to health related issues providing education, quality assurance and evaluation and research.

- **Allied Health departments**
  These departments provide a wide range of health support services within a multidisciplinary team framework that includes social work, speech pathology, occupational therapy, and The Gatehouse Centre child protection program.

**Highlights**

- The Royal Children’s Hospital Safety Program joined forces with Kidsafe and are co-located at the hospital. Their work in collaboration with the Monash University Accident Research Centre and the Department of Human Services puts the hospital at the forefront of childhood injury prevention.

- Funding was approved for the Family Resource Centre. The centre will provide a place in the hospital where outpatients and their families can relax, prepare meals, or use computers and fax machines to keep in touch with work or school.

- The division worked with Very Special Kids and Monash Medical Centre to establish a palliative care program. The program will develop and use techniques and guidelines that help carers tend to the needs of dying children and adolescents.
Elisha Mont was diagnosed with irritable bowel syndrome when she was 14 years old. Her case was severe and the symptoms made it difficult for her to stay in school all day. The first year after her diagnosis Elisha was able to spend only a couple of hours a day in school, and she began to lose touch with friends.

“At that stage in high school you miss so much if you are not there for one day, let alone a week or two,” says Elisha. She watched her friendships virtually melt away during that time, and began to feel alone and isolated.

It was then that Elisha discovered the Chronic Illness Peer Support program (ChIPS), part of the hospital’s Centre for Adolescent Health.

ChIPS is a support group for adolescents with any chronic disease. It helps them deal with their illness, and allows them to build confidence and leadership skills. There is not another program quite like it in Victoria.

Elisha, shy and introverted by nature, at first did not want to attend a ChIPS meeting, but her mum persuaded her to go and it changed her life. Elisha doesn’t feel isolated any more.

“ChIPS is the mainstay of my social life. I’ve learnt a lot about good friendship and I’ve made good friends at ChIPS,” Elisha says. “ChIPS has helped me deal with my illness, but it has also helped me on a whole different level. It allowed me to attempt things I never would have. It’s given me confidence.”

“ChIPS has helped me deal with my illness, but it has also allowed me to attempt things I never would have. It’s given me confidence.”
Directors
Dr Paul Monagle
Ms Brenda White

Anatomical Pathology
Andrology
Autopsy Inquiry Team
Cell Therapy and Flow Cytometry
Complex Biochemistry
Core Laboratory
Immunology
Infection Control
Microbiology and Infectious Diseases
Molecular Diagnostics
Pathology Accounts
Pathology Collection

Laboratory Services provides a cohesive, integrated pathology service for Women’s & Children’s Health that is tailored to suit the individual needs of patients at both The Royal Women’s Hospital and the Royal Children’s Hospital.

The service performs a wide variety of top-quality diagnostic and related services. These include:
• specimen collection
• routine and specialised haematology and blood transfusion
• routine and specialised biochemistry services including gastroenterology, endocrine, laboratory and clinical microbiology, and infection control
• a diagnostic service for surgical specimens
• the largest combined clinical and laboratory diagnostic service for children with immunological and allergic diseases in Australia
• a Cell Therapy and Flow Cytometry laboratory specialising in stem cell processing

• semen analysis and provision of semen banking services
• family Cord Blood Collection Service for storage of cord blood from siblings of Haematology Oncology patients.

Though the primary role of the service is diagnostic, Laboratory Services has a strong commitment to teaching and research with several members of the team internationally recognised for their research and educational work. The service is involved in more than 100 research collaborations with Women’s & Children’s Health investigators, including the molecular basis of breast cancer in women, allergy in inflammatory diseases of the alimentary tract in infants and children, and trials testing the effectiveness of angel cream, an analgesic salve, in reducing pain caused by venipunctures and finger pricks.

The Autopsy Inquiry Team, established last year, added another dimension to the service’s profile. The team is a multidisciplinary group from medical and social work areas organised to provide information, support and counselling for families whose infant died at, or shortly after, birth. Their work resulted in a change in the consent process for autopsy, and the organisation of a parent support group.

One of the major roles of Laboratory Services is managing and preventing the transmission of infection in both hospitals. The Infection Control service, renamed IMPACTeam this year, is responsible for Women’s & Children’s Health compliance to the Victorian Standards for Hospital Cleaning, ensuring integration of infection control across the organisation, managing blood and body fluid exposures, and staff immunisation.

Highlights
• Dr Paul Monagle was awarded the Royal Children’s Hospital Gold Medal at the 2001 Annual Meeting.
• Ms Brenda White was appointed Co-Director of Laboratory Services joining Dr Paul Monagle.
• All laboratories achieved ongoing National Association of Testing Authorities (NATA) accreditation, ensuring that all tests conform to the highest standards in Australia.
• A memorial service was held in November 2001 for families affected by previous organ retention practices, and a community support group was established for the families.
• Bacteriology Laboratory hours were extended to midnight seven days/week, improving turn-around times and shortening the wait for results, especially for patients in the Emergency Department.
• Scientific and medical staff from New Zealand and every state in Australia filled all available places in the Paediatric and Obstetric Haematology Morphology Workshop to promote continuing education, underscoring the high regard of Laboratory Services’ expertise in the area and its commitment to education.
Sometimes it’s the little things that make a big difference.

Angel cream, the analgesic cream developed in the hospital and used by the Pathology Collection team, takes the pain out of needle pokes and jabs – it is a small part of what many of the children go through, but it makes a difference to them.

“I love it,” says Emma Millard, who can’t imagine a world without magic cream, as she calls it.

Six-year-old Emma was diagnosed with acute lymphoblastic leukemia last year at the family’s local hospital. Emma, her mother, Debby and father, Allen immediately made the four-hour drive to the Royal Children’s Hospital where the diagnosis was confirmed, and Emma was on her way to being jabbed, poked and prodded more than any child should be. She has had blood drawn, intravenous chemotherapy, blood transfusions, antibiotic infusions, intramuscular injections, intrathecal infusions and bone marrow extracted. When asked how many needles she’s had, Emma says too many to count.

Emma likes the angel cream, but she hates the sticking plaster used to apply it. It hurts when the plaster is pulled off, and that makes her very nervous. But she puts up with the pain of plaster removal to get the angel cream. “No way would I get a needle without the angel cream,” she states emphatically.

Emma is nearing the end of her treatment, but still has a few jabs to go, and the angel cream is a comforting thought.

“I love it,” says Emma Millard, who can’t imagine a world without magic cream, as she calls it.
The Division of Medicine provides high quality clinical care for children with chronic and acute conditions throughout Victoria and beyond.

There were a number of changes in the division during the year that reflect its responsiveness to the needs of children and their families as well as the division’s commitment to providing the best care for its patients both as inpatients and outpatients.

Departments such as Endocrinology and Gastroenterology have expanded their services to meet the growing needs of the community in the face of the worldwide rise in conditions such as diabetes and Crohn’s disease.

The Department of Dermatology has also increased services to treat children with very common conditions, such as eczema, as well as those that are less common, such as the rare genetic condition epidermolysis bullosa.

The Department of Dermatology has also increased services to treat children with very common conditions, such as eczema, as well as those that are less common, such as the rare genetic condition epidermolysis bullosa.

State-of-the-art electroencephalogram equipment acquired by the Department of Neurology has improved diagnosis and treatment for conditions such as epilepsy.

Research contributes to leading-edge clinical performance and a number of exciting research projects are underway. An example is the pioneering cystic fibrosis research conducted by the Department of Respiratory Medicine. The results will help doctors better understand and treat the condition.

The division was kept busy this year with higher than normal admissions to hospital wards. The Emergency Department also recorded its busiest year ever with a 30 per cent increase in patient visits. The professionalism and clinical excellence expected of the staff did not waver during this challenging time.

Despite record activity, the Emergency Department has implemented several initiatives to improve patient care and efficiency, including nurse initiated x-rays for routine fractures and a new process to better care for children who frequently come to the Emergency Department. Children registered on the trial program (known as ACE) have access to a nurse who can coordinate the response required by the relevant clinical services in the hospital or community.

**Highlights**

- A drop-in immunisation clinic was opened to provide easy access to vaccinations for children visiting the hospital as outpatients or siblings.
- A headache clinic was opened to treat chronic headaches in children.
- The Pharmacy Department made changes in packaging and labelling of drugs that increased patient safety.
- A respiratory support section was established on Ward 8 West.
Ahrin Tapat had scarcely known a day of life without the persistent itching of eczema, which covered his body from head to toe, until he visited the Royal Children’s Hospital.

The six-month-old baby developed eczema when he was four weeks old and has lived in discomfort ever since.

“He cried day and night,” says his mother, Chyrel. “The longest he slept was an hour at a time. And he wasn’t eating or drinking much, either.” The doctors who saw Ahrin said eczema was nothing to worry about, and that the baby would grow out of it by six months. But when Ahrin reached six months, he was still miserable and so were his parents and siblings.

“I can’t tell you how many creams I’ve been through,” says Chyrel.

“Nothing worked and Ahrin was always just miserable. Finally I couldn’t take it any more, and I decided to go to the hospital,” she says.

“I chose the Royal Children’s Hospital because I knew it was safe and that there were a lot of doctors to look after him.”

At the hospital Ahrin was put on a course of antibiotics and he improved dramatically in just two days. The baby stopped crying and he happily ate and drank everything in sight.

“He smiles and laughs now, and he slept through the whole night last night,” says mum. It was the first night that Ahrin had ever slept by himself, and Cheryl looks forward to many more peaceful nights.
Directors
Dr Neil Roy
Ms Caroline Mulcahy
Biomedical Engineering
Neonatal Unit

The Neonatal Unit at the Royal Children's Hospital, headed by Dr Peter McDougall and Ms Sheri Waldron, is Victoria's only neonatal intensive care unit providing the full range of tertiary paediatric clinical and investigative services to newborn infants with complex medical and surgical conditions.

The hospital's Neonatal Unit pioneered the use of high frequency ventilation in Australia to manage critically ill babies with lung disease. This year marks the ten-year anniversary of the introduction of the ventilator, and many babies who would not otherwise have survived have benefited from this technology. The unit is currently the only facility in Australia to employ the even more specialised high frequency jet ventilator used for major airway problems.

The Neonatal Unit's expertise goes far beyond treating babies with serious respiratory disorders. The unit collaborates widely with other hospital departments in the management of sick babies and their families. More than 40 per cent of the babies cared for in the unit have undergone major surgery carried out by the hospital's paediatric surgeons.

The division encourages research and continuing education for its staff. This year Women's & Children's Health started a twilight 12-week nursing course in neonatal care to improve professional links with colleagues in rural Special Care Nurseries. The numbers of nurses taking the division's Neonatal Intensive Care course have increased significantly.

The division has an active medical and nursing research program focusing on the improvement of ventilation techniques and pain relief in the sick newborn. Nursing staff has developed and is validating a Pain Assessment Tool for infants following surgery. In addition, the Neonatal Unit is collaborating with the Department of Neurology in a study aiming to understand brain development in sick infants in order to improve outcomes.

Highlights
• The second Master's degree in Nursing Research in Victoria was awarded to a Neonatal Unit staff member.
• Dr John Mills received the hospital's first William Snowball Award for his outstanding contribution to the Junior Medical Staff Association.
• The Neonatal Unit won the Care Performed Additionally by Nurses award for achieving total patient satisfaction for three consecutive months.
• The division received a Department of Human Services grant to standardise central venous line techniques in children throughout the hospital.
• Members of the division visited the neonatal intensive care unit in a Hanoi hospital with which the Neonatal Unit has strong links.
Rhian Jbara’s happy brown eyes and big smile belie the one year old’s traumatic start in life.

Rhian was born at home at 28 weeks. It was a terrifying experience for his mother and father and put the baby at risk.

Rhian was rushed to hospital and put on ventilators to help him breathe, but his lungs were damaged and the condition worsened.

“The doctor told us Rhian might die,” says his father, Hafid. “Maybe there will be a miracle, I said.”

Rhian was transferred to the Royal Children’s Hospital Neonatal Unit where there was a miracle waiting called, a high frequency jet ventilator. The hospital is the only neonatal intensive care unit in Victoria that has jet ventilators.

It fills the baby’s lungs with air producing the least amount of pressure possible, reducing the risk of causing further damage. When Rhian was put on the pump, he improved within 24 hours.

“When I saw he was better, I was so happy… I can’t even explain how happy I was at that moment,” says Fatima, Rhian’s mother.

After three days on the high frequency jet ventilator, Rhian could breathe on his own. He left hospital soon after and recently celebrated his first birthday.

“I don’t know how to say thank you to the doctors in the neonatal unit. They do their job well. They take care of the baby and the parents too.”

Rhian’s health is not guaranteed, but Fatima and Hafid are cautiously optimistic about the future.
The Division of Specialist Services provides care for children and young adults with acute life-threatening disease or trauma, as well as for those with chronic conditions. The division’s departments work together to deliver world-class diagnostic services and care for their patients.

The Intensive Care Unit (ICU) is one of the best in Australia. It was the first paediatric ICU in the country and remains the only one in Victoria. The hospital’s ICU has many special features, for instance it has the only Extra Corporeal Life Support Units (ECLS) in Australia. ECLS acts as an artificial heart and lung system until the child’s organs can function by themselves.

As the largest paediatric ICU in the Southern Hemisphere, the staff treats children with a wide range of health problems. During the year the unit had 1,300 admissions, including children with acute conditions such as meningococcal disease, life-threatening trauma and chronic conditions including respiratory difficulties and congenital heart disease, as well as children recovering from surgery.

The Cardiology and Cardiac Surgery departments are at the leading edge of clinical expertise and research. The departments work together to provide the best diagnostic procedures and clinical care for paediatric heart disease in Australasia. The program is well known and respected internationally.

The Cardiac Surgery department averages five heart transplants a year and performed 642 primary operations to repair congenital heart defects this year.

The Royal Children’s Hospital Anaesthesia Department is also among the best in the world. The staff safely anaesthetises children having operations, and also provides sedation for children undergoing procedures such as bone marrow transplants or diagnostic imaging. The pain service, a part of the department, provides services to children with acute pain, following surgery or trauma as well as for children suffering chronically painful conditions such as arthritis.

The division considers research and education to be of the highest importance for helping staff members maintain their edge in clinical excellence, and staff is encouraged to participate in continuing education and research. In fact, most members of the staff conduct research projects in addition to their regular work duties.

Highlights
- Major research projects were initiated to investigate better methods of diagnosis and treatment of children with heart disease.
- The Chronic Pain Unit team expanded to include a paediatrician, psychologists, social workers, physiotherapists and an alternative medicine practitioner.
- The Department of Medical Imaging took significant steps towards implementing paperless reporting and archiving systems.
- The staff met all challenges presented this year with professionalism and a positive outlook.
Christopher Haddad rolled through the doors of the Royal Children’s Hospital in a wheelchair and walked out those same doors with a new heart and a new life.

Chris was born with cyanotic heart disease, a congenital condition that kept his body from getting the oxygen it needed. He had the first of five operations to correct the condition when he was three months old. All the operations helped, but his heart just couldn’t hold out, and Chris went into heart failure a year ago.

“He was a very sick boy,” says Chris’ mother, Nadia. “His cardiologist in Sydney asked if we would consider a heart transplant,” she says. “I really didn’t have a choice, I had to do what was best for the boy, and I couldn’t see him sitting in bed any more,” she says.

So Chris left Sydney and came to Melbourne for the transplant. It was a long time away from home, but well worth it. Chris is a different boy according to Nadia.

“I hardly know him. He is more active, wants to do more and he wants to enjoy himself,” she says. “He’s a normal kid, and cheeky.”

Chris feels like a different boy, too. He has played a lot of Nintendo in his time, but Chris is looking forward to more active pastimes.

“I have to be careful, I can’t play tackle football, but I’d like to play soccer,” Chris says.

But the first thing he wants to do when he gets home is to have a party. And so does the whole family.
The Division of Surgery offers expertise in a range of paediatric surgical services from the routine to the unusual and highly complex. The clinical expertise of staff is sought after by families in Victoria, Australia and throughout the world.

The division’s commitment to providing the best health outcome for its patients is reflected in its attitude toward parent-child interactions. Parents are encouraged to be as involved as possible in their child’s care and recovery.

The pre-operative areas are designed for parents to stay with their child until just before surgery and they are invited to be in the recovery room as the child wakes from surgery.

The division has a multidisciplinary approach to treating its patients that involves consultation between the many health professionals needed to provide the best care. For instance, staff in the Department of Dentistry will be involved in the facial reconstruction of a child with a deformity or injury that involves the mouth and teeth conducted by surgeons in the Department of Plastic Surgery. The physiotherapy, and orthotics and prosthetic teams are crucial in planning for rehabilitation and recovery from many of the operations that are performed. The nursing staff often assist in bringing the teams and care together.

In addition to working with others in the hospital, staff is committed to taking the expertise concentrated in the hospital to the community.

A number of surgeons, physiotherapist and nurses are involved in outreach clinics around Victoria that bring the hospital’s skills and expertise to rural communities.

The division takes pride in the ‘can do’ attitude of its staff. Their assertive nature is essential in pursuing and obtaining what is needed to provide the best outcome for patients. This attitude, in addition to clinical expertise, allows the division to successfully perform technically difficult operations and plan for complex care. It also assists in the streamlining of care for simple procedures that need to be delivered safely and efficiently.

**Highlights**

- The division expanded its service to meet increasing needs of the community and performed approximately 1,600 operations this year, more than were performed last year.
- A major upgrade of surgical and sterilising equipment was made possible by donations raised by the Good Friday Appeal.
- Patient admissions facilities were upgraded in the Admissions area and the Day Centre to improve accessibility particularly for disabled children.
- Refurbishment of the Department of Dentistry was completed and dental clinics are established in the improved space.
When 10-year-old Blair Hodda woke up sick and disoriented, his mother, Lorraine, would have attributed it to a bug if Blair hadn't fallen and hit his head the day before. As it turned out that was a very lucky fall.

A CT scan revealed a cyst on Blair's brain. Blair was most likely born with the cyst, and the day he became sick probably had nothing to do with the fall, but the fall had everything to do with the fact that the cyst was discovered and treated.

A cyst is generally not life threatening, but Blair continued to feel ill, so Lorraine brought him to the Royal Children's Hospital Emergency Department.

When the Emergency Department doctors saw that Blair's cyst was very large, he was immediately admitted for surgery.

Lorraine normally does not fret over the bumps and bruises of childhood, but this was different, and she was worried about the cyst and the surgery. However, the hospital staff made her feel comfortable.

“At the Children's they explained everything. I was given a step-by-step account of what was happening, and I didn't feel left in the dark,” she says.

The surgery was a success and Blair is well along the road to recovery. That's the good news. The bad news, for Blair anyway, is that he can't play footy for two years. That blow was softened by a visit from Brisbane Lion, Shaun Hart, and the gift of an autographed football helmet. Blair loves the helmet and reckons he just might wear that helmet when he returns to the footy field.
WOMEN'S & CHILDREN'S HEALTH CORPORATE SERVICE DEPARTMENTS PROVIDE BUSINESS LEADERSHIP AND OPERATIONAL SUPPORT FOR BOTH THE ROYAL WOMEN'S HOSPITAL AND THE ROYAL CHILDREN'S HOSPITAL CLINICIANS AND LEADERS

CLINICAL ANALYSIS AND DEVELOPMENT UNIT (CADU)
CORPORATE COUNSEL
EDUCATIONAL RESOURCE CENTRE
FINANCE
GENERAL SERVICES AND REDEVELOPMENT
HUMAN RESOURCES
INFORMATION SERVICES
PUBLIC AFFAIRS
**Clinical Analysis and Development Unit**
The Clinical Analysis and Development (CADU) plays a key role in the ongoing improvement of services offered by Women's & Children's Health and the two hospitals.

CADU has a variety of responsibilities in the areas of planning, casemix, costing and business analysis, business case preparation and approval, and performance reporting. The unit also provides board sub-committee support and advocacy. The unit liaises with the Department of Human Services and other government bodies concerning revenue and to advocate for women’s and children’s services.

The unit assists staff in costing clinical services, planning new services and in preparing proposals to develop a new or existing service. The unit also assists with activity or performance reporting, clinical quality matters, Australian Council on Healthcare Standards accreditation as well as efficiency and funding reviews.

**Highlights**
- CADU identified major areas of underfunding, thus providing additional revenue for Women’s & Children’s Health.
- The unit began implementation of a new clinical costing system.
- CADU instigated routine performance and activity reporting to board, executive, directors and department heads.
- Clinical services plans for The Royal Women's Hospital and the Royal Children's Hospital were developed by the unit.

**Corporate Counsel**
A Corporate Counsel position was established this year as part of Women’s & Children’s Health corporate service team. As an inhouse lawyer, the Corporate Counsel is able to give daily attention to the legal issues that arise at The Royal Women’s and the Royal Children’s Hospitals.

Corporate Counsel plays a role in the contracts and tender processes in which the health service is involved and assists staff in achieving positive outcomes. As a part of the inhouse team, Corporate Counsel adds value in managing Women’s & Children’s Health legal risk and compliance.

**Highlights**
- Corporate Counsel provided the staff with updates on new legal developments.
- The office reviewed all major commercial contracts and provided advice on new contracts.

**Educational Resource Centre**
The Educational Resource Centre (ERC) provides multimedia services directly to more than 380 departments (2,700 staff) at Women’s & Children’s Health, as well as to 560 clients in the wider community. Each utilises the expertise of our photography, graphic design, medical illustration, video and website development specialists. ERC operates at both hospitals, providing a cross-campus service for patients and staff. It is funded on a partial-cost recovery model and its external work effectively subsidises the service provided to the organisation. This commercial cross-subsidy enables the hospitals to receive almost twice as many services as Women’s & Children’s Health funds.

**Highlights**
- Seven staff won nine awards at the biennial conference of the Australian Institute of Medical & Biological Illustration.
- The Royal Children’s Hospital inaugural Team Award was presented to the team that produces ‘Macadamia’, the in-hospital patient television program.
- Ten ERC clients won awards for posters and presentations designed by ERC.

**Finance**
The Finance Department brings a commercial perspective to business decision making. It supports The Royal Women’s and the Royal Children’s Hospitals’ business performance by providing the appropriate financial and business information and advice.

The department drives the organisation’s business risk management program. This is a new corporate governance initiative that assists the organisation in identifying, prioritising, managing and monitoring business risks.

A central finance function exists to provide back-office systems, analysis, financial reporting and strategic direction. During the year, the Finance Department underwent organisational changes to complement the overall organisational changes in Women’s & Children’s Health.

**Highlights**
- Work has begun on several new systems improvements, including general ledger upgrades and payroll systems which will be fully implemented in 2002-2003 financial year.
- Finance managers and divisional accountants are now co-located with the management of each hospital, thereby increasing the efficiency and effectiveness of the departments.
General Services and Redevelopment

General Services and Redevelopment is responsible for the Engineering, Environmental Services, Material Resources, Nutrition and Food Services and Property – departments whose services keep the hospitals functioning smoothly. The services include preparation of food for patients at both hospital sites, providing hospital materials and supplies, maintaining the inventory for each hospital, as well as cleaning and waste management. General Services and Redevelopment is also involved in major capital works projects, all aspects of building maintenance and manages a significant portfolio of residential properties and car parks which generate a net revenue in excess of $3.5 million annually for Women’s & Children’s Health.

Highlights
- The Nutrition and Food Services and the Engineering departments underwent successful reviews to ensure that they provide appropriate, cost effective services.
- Material Resources was involved in the upgrade of the Oracle software, which will assist in streamlining the purchasing processes.
- Environmental Services in both hospitals performed well in the cleaning services audit conducted by the Department of Human Services.

Human Resources

Human Resources is responsible for providing quality advice and support to the organisation in the areas of employee relations, learning and development, occupational health and safety management, recruitment and employment, remuneration and benefits, staff support programs, strategic human resource management and work force information. There were significant changes to the Human Resources team structure during the year. Among them, the new position of executive director was created.

Highlights
- Improvements were made to the Health and Safety management systems.
- Effective strategies to address nursing work force issues were developed.
- A coordinated approach to staff development was implemented.

Information Services

Information Services includes the Archives, Health Information Services, the Library and Telecommunications. The department plays a significant role in maintaining electronic and written communications in the hospital. This includes the archives where documents are stored, the computer and telephone systems as well as the library where staff can access numerous medical journals and books. Information Services manages the internet and email services, supplies information on buying computer hardware and software, and provides user support at both hospital sites. Information Services also ensures that the hospital switchboards function efficiently. In accordance with strict hospital policies and statutory requirements, Health Information Services ensures that patient information is safe from loss, damage and unauthorised access. The department provides patient health information to both internal and external requestors for planning, research, education, patient care, freedom of information and other requests in accordance with hospital policies and statutory requirements.

Highlights
- A Women’s & Children’s Health privacy policy and related sub policies that comply with privacy, confidentiality and security legislation were developed for the handling of personal patient information. A Privacy Officer is on-site at each hospital to serve as a resource for issues relating to privacy.
- The IBA Patient Administration System finished first for productivity in a national Inter-library loans benchmarking study, and was among the top three in terms of turnaround time and unit cost.

Public Affairs

The Public Affairs department strategically manages public relations, communications and media for The Royal Women’s and the Royal Children’s Hospitals. The department promotes the reputation of the hospitals, the expertise of staff and highlights the quality of the services provided to the community. The department supports and advises patients and their families when they are the focus of media attention.

Internally, the department counsels senior management on communication issues, produces a fortnightly newsletter for staff highlighting hospital news and important events, produces position statements and background papers and manages events such as the hospital memorial lectures and annual meetings.

Highlights
- The department increased the number of strategically-placed stories in the media raising the profile of the hospital in the community and among other stakeholders.
- Reorganisation of the department allowed it to carry out its media management and advisory roles more efficiently.
- A number of high profile visitors were welcomed to the hospital this year, among them East Timor’s President Xanana Gusmao and the Hon. Steve Bracks Premier of Victoria.
THE ROYAL CHILDREN'S HOSPITAL IS SUPPORTED IN ITS ROLE OF CARING FOR THE HEALTH AND WELLBEING OF CHILDREN AND YOUNG ADULTS, TEACHING AND RESEARCH BY THE FOLLOWING PARTNERS:

- CENTRE FOR INTERNATIONAL CHILD HEALTH
- COMMUNITIES THAT CARE
- GOOD FRIDAY APPEAL
- MACKINNON SCHOOL OF NURSING
- MURDOCH CHILDRENS RESEARCH INSTITUTE
- PAEDIATRIC EMERGENCY TRANSPORT SERVICE
- RONALD MCDONALD HOUSE
- ROYAL CHILDREN’S HOSPITAL EDUCATION INSTITUTE
- ROYAL CHILDREN’S HOSPITAL FOUNDATION
- ROYAL CHILDREN’S HOSPITAL INTERNATIONAL
- UNIVERSITY OF MELBOURNE DEPARTMENT OF PAEDIATRICS
- UNIVERSITY OF MELBOURNE SCHOOL OF POSTGRADUATE NURSING
- THE YOUTH SUBSTANCE ABUSE SERVICE
Centre for International Child Health
The Centre for International Child Health (CICH), located at the Royal Children’s Hospital, works to improve the health of underprivileged children in Australia and the Asia-Pacific region using field research and public health initiatives. The centre is involved in global and regional initiatives with the World Health Organisation and the Global Alliance for Vaccines and Immunization.

During the year, CICH worked to increase the use of pneumococcal vaccine in developing countries and investigated new approaches to control group A streptococcal diseases. In addition, the centre established child health services in East Timor, and improved community care for sick neonates in Papua New Guinea.

CICH is funded by VicHealth, The University of Melbourne, Women’s & Children’s Health and the Murdoch Childrens Research Institute.

Communities that Care
Communities That Care (CTC) promotes the health and wellbeing of children and young people by identifying factors that put them at risk, and by helping communities address those risks. It is a joint venture set up between Melbourne Rotary and the Royal Children’s Hospital.

CTC’s role in advocacy includes presentations at public forums and conferences, rural and metropolitan community meetings, and the publication of educational material for professionals.

During the year CTC implemented their program in Kalgoorlie Western Australia, a complex multi-racial community. Introduced evidence-based prevention programs in Ballarat and Mornington and continued work with the ‘Investing in Our Youth’ program in Bunbury Western Australia. A community plan is being prepared in Bunbury to prevent risk factors and promote protective factors for young people.

Good Friday Appeal
The Good Friday Appeal (GFA) has become a proud Melbourne tradition raising money to help the Royal Children’s Hospital purchase medical equipment and fund research.

In April, three-hundred-and-sixty-five-days of hard work culminated in a record total of $8.1 million raised for the Appeal.

This figure could not have been achieved without the efforts of many community groups and individuals. The Appeal is indebted to those who donated their time and products to build two Henley homes, the Safeway and Qantas staff fund raisers, and the community volunteers.

The Uncle Bobs Club, Pied Pipers and the hospital auxiliaries all contributed significant sums. The 24 different ethnic groups who participated this year, the media sponsors and the GFA agents all enriched the Royal Children’s Hospital through human endeavour, success and dedication.

Mackinnon School of Nursing
The Mackinnon School of Nursing (MSN) provides ongoing education for hospital staff with a focus on improving clinical outcomes and encouraging flexibility that will allow nurses to meet the changing needs of the hospital.

The school offers a range of education programs including nursing orientation, the graduate nurse program, preceptorship, an associate unit manager workshop, continuing education programs, paediatric foundation program and various seminars.

MSN assists staff in developing ward-based education in subjects that are accepted at an academic level by the University of Melbourne. These subjects enable staff to receive credits towards postgraduate diplomas in Child Health and Paediatric Intensive Care Nursing.

Murdoch Childrens Research Institute
The Murdoch Childrens Research Institute (MCRI) and the Royal Children’s Hospital work closely together to ensure the health of babies, children and adolescents throughout Australia.

The result of the MCRI/RCH partnership is a rigorous research program with the aim of preventing or improving the treatment for major childhood conditions including cerebral palsy, asthma, diabetes, cancer, deafness, liver disease, depression and behavioural problems.

During the year MCRI’s capacity for innovative research was enhanced with the award of $20 million in research grants, the approval of a new research precinct and the addition of new administrative and communications space.

MCRI is an independent charity funded through generous community support (including the Good Friday Appeal) and grants awarded on merit from government and charitable trusts.

Paediatric Emergency Transport Service
The Paediatric Emergency Transport Service (PETS) is based in the Intensive Care Unit of the Royal Children’s Hospital. PETS transports very ill children to the hospital from locations throughout Victoria, Tasmania, and southern New South Wales.

The service also provides outreach education to hospitals across the state to ensure that medical staff have the most up-to-date information on the appropriate treatment of sick children.

During the year PETS responded to a record number of calls seeking advice on the treatment of seriously ill children, and transported nearly 300 critically ill children using road ambulance, fixed wing aircraft and helicopter.

In addition, the service provided outreach education to hospitals in the Goulburn Valley and Hamilton.
Ronald McDonald House
Ronald McDonald House provides accommodation for families of children receiving treatment at the Royal Children’s Hospital.

The house caters for 22 families, and since opening in 1986, has accommodated over 194,000 nightly guests and more than 14,400 family visits.

During the last two years the house has undergone extensive renovations to make it larger and more comfortable for the families who stay there. Self-contained isolation facilities have been set aside for bone marrow transplant patients and their families.

Ronald McDonald House manages 60 rooms in other facilities near the hospital, where the families of hospital patients also stay.

Royal Children’s Hospital Education Institute
The Royal Children’s Hospital Education Institute (RCHEI) provides educational opportunities for children and young people with health or developmental needs. It is a leader in understanding and addressing the interaction between health problems and the school environment.

A major focus of RCHEI is to help students in hospital maintain contact with their school. RCHEI is currently assessing videoconferencing as a tool for maintaining school connections, and how it impacts on the student’s return to the classroom following a long period of absence.

Royal Children’s Hospital Foundation
The Foundation supports the Royal Children’s Hospital by raising funds for specific projects, equipment and research in addition to that raised by the annual Good Friday Appeal. Hospital staff is an integral part of the team as they meet with donors, speak at functions and provide information on programs and equipment.

Volunteer fundraising groups such as the Good Friday Appeal, the 60 hospital auxiliaries, Bluey Day Victoria, Mike Williamson’s Leukaemia Research Fund, Lillian Frank’s Special Events Committee, RCH 1000 and other groups, companies and individuals have raised over $17 million for the Royal Children’s Hospital this year. This total reflects the high regard that the Victorian public has for their Children’s Hospital.

Royal Children’s Hospital International
The Royal Children’s Hospital International (RCHI) is part of a global network of paediatric hospitals and serves as an international resource for knowledge and expertise.

RCHI has set up hospital-to-hospital links in Vietnam, India, Indonesia, South Africa, China, Fiji, Cambodia and Singapore to collaborate in projects including library development, medical and nursing education and various clinical areas.

During the year RCHI provided its partner hospital in Hanoi with an intranet system, the Royal Children’s Hospital Clinical Guidelines software, a collection of new textbooks, and computer access to on-line journals.

The organisation is also helping the Free State Government in South Africa cope with the AIDS epidemic, and became involved in the Vietnamese National Emergency project.

Funding for RCHI is from external donations and sponsorship.

University of Melbourne
Department of Paediatrics
The Royal Children’s Hospital plays a leadership role in child and adolescent health through education and research, as well as through clinical care.

The Department of Paediatrics is the major academic link between the Royal Children’s Hospital and the University of Melbourne.

Departmental staff coordinates undergraduate medical education in paediatrics for medical students, research training for postgraduate students enrolled in higher degrees at the University of Melbourne, as well as postgraduate training programs for child health professionals.

Hospital staff and Murdoch Childrens Research Institute staff who have adjunct appointments to the university, are largely responsible for teaching and training the students.

The Department of Paediatrics staff also engages in research that ranges from basic science to clinical and public health research.

University of Melbourne
School of Postgraduate Nursing
The School of Postgraduate Nursing is a leader in postgraduate nurse education and research. The postgraduate diploma in advanced clinical nursing provides courses with a strong clinical focus in the areas of child health, paediatric critical care and emergency nursing to local, interstate and international students. A number of continuing education programs conducted at the Royal Children’s Hospital fulfill requirements for postgraduate study.

This year several students undertook higher degree studies in areas such as specialty training, research and the development of a multimedia approach to alleviating anxiety in children before they go to hospital. Many of these studies have received philanthropic funding. The Advanced Nurse Practitioner role has been evaluated in the areas of neonatal and stomal therapy nursing with state government funding.

Youth Substance Abuse Service
The Youth Substance Abuse Service (YSAS) provides a statewide specialist drug treatment service for young people aged 12 to 21 years with complex problems of drug misuse, mental health, homelessness and offending behaviour.

YSAS works in partnership with Women’s & Children’s Health, St Vincent’s Hospital, Turning Point Alcohol and Drug Centre and Jesuit Social Services to provide youth outreach, residential withdrawal, home-based withdrawal, supported accommodation, residential rehabilitation, day program, primary health service and training and education.

During the year YSAS and the Young People’s Health Service received funding to establish a primary health service in the city for young people experiencing problematic drug use. This funding will enhance the services provided to young people and encourage greater collaboration between the two agencies.
ORGANISATIONAL STRUCTURE

Women’s & Children’s Health organisational chart June 2002
A year in review

A strategic review of Women’s & Children’s Health during the year led to a number of initiatives being introduced which have increased on-site management and introduced a program to improve the efficiency and provision of core centralised corporate services.

This includes the key areas of human resources, industrial relations, finance, public affairs, information technology and general facility services. The appointment of Ms Dale Fisher as Executive Director of The Royal Women’s Hospital and Professor Glenn Bowes as Executive Director of the Royal Children’s Hospital has provided both hospitals with strong leadership and ‘hands-on management’ for their effective operation.

These changes allow the Chief Executive Officer to concentrate on establishing strategic direction and monitoring overall performance of the organisation. In addition, a number of new executive appointments were made to ensure strong leadership. During the year we introduced new systems in payroll, clinical costing and patient management information, and began implementing an upgraded financial, accounting and reporting system.

A further outcome of the review was the development of a strategic plan to:

• align clinical, education and research activities around key areas of service development which are unique to each hospital
• establish a strategic direction and service planning framework for each hospital.

A service plan was developed to guide The Royal Women’s Hospital into the next 20 years, and a review of four different location options for a redeveloped hospital was undertaken. Part of this review was an extensive community consultation program during which more than 1,000 women from throughout Victoria, as well as staff, patients, former patients and clinicians, provided input about their requirements and the future role of the hospital in satisfying those needs.

The development of a strategic plan and interim site plan were features of the year at the Royal Children’s Hospital. Of particular interest was the hospital’s involvement in the development of a Statewide Paediatric Plan for Victoria which will have major ramifications for the services the hospital offers and generate appropriate planning changes to its Parkville site. Both hospitals combined with Melbourne Health to establish the Royal Bank Health Recruitment joint venture, which is focused on attracting and then rewarding quality nursing staff who join our hospitals.

Throughout the year, both hospitals enjoyed strong community support through donations and voluntary assistance. This is testimony to the efforts of staff who again provided outstanding care and compassion to patients and families at all times. It is satisfying to know the extent of community support for our hospitals. Although significant financial issues are still to be addressed, the board is proud of what has been achieved in the past 12 months and is looking forward to an exciting and progressive future for both hospitals.

Mr Peter Bartels
Chair,
Women’s & Children’s Health

Associate Professor Kathy Alexander
Chief Executive Officer,
Women’s & Children’s Health
members of our board

Mr Peter Bartels
is chair of Women’s & Children’s Health, the Australian Sports Commission, The Australian Institute of Sport, The Com-monwealth Heads Of Government Committee for Sport, and Central City Studios. He is also a director of the Melbourne Business School, Melbourne University and The Murdoch Childrens Research Institute. Mr Bartels was previously CEO and managing director of Coles Myer Ltd and before that CEO and managing director of Fosters Brewing Group Limited. He was a member of the Business Council of Australia for eight years. Mr Bartels is Patron of the Australian Cycling Federation, and a director of the organising committee for the Melbourne Commonwealth Games 2006.

Associate Professor Christine Kilpatrick
MBBS MD FRACP
deposit chair of Women’s & Children’s Health, divisional director of, Ambulatory, Outpatient and Community, Melbourne Health and deputy director of Neurology, Royal Melbourne Hospital. She is also deputy chairman of the Victorian Quality Council. Christine chairs the Medical Appointments Review Committee, Quality Committee and is a member of the Audit Committee, Women’s & Children’s Health.

Mr Max Beck
Dip Building Construction
is executive chairman of Becton Corporation and has a lifetime of contribution to the community. He chairs the WCH board’s Redevelopment Sub-committee and has past and continuing commitments with the Australian Olympic Committee.

Ms Sharon Butler
BApp Sc MBA GAICD
is a senior consultant with Beaton Consulting and specialises in strategic planning, leadership development, organisational change and process consulting. She chairs the Primary Care and Population Health Advisory Sub-committee of the board, the RCH Community Advisory Committee, and is a member of the WCH Quality Sub-committee, the WCH Community Advisory Committee, and the WCH Medical Appointments Review Committee.

Ms Elaine Canty
BA LLB
is a communications consultant with an extensive background in the media, law and sport. She is currently a director of VicHealth, Queen Victoria Market, Athletics Australia, Melbourne 2002 World Masters Games and is deputy chair of the Royal Botanic Gardens. Elaine chairs the Community Advisory Sub-committee of RWH and provides community feedback for the board.

Professor John Funder
AO PhD MD FRACP
is the chair of the Victorian Health Promotion Foundation (Vic. Health), SANE Australia and the HARP (Hospital Admission Risk Program) Reference Group for the Department of Human Services. Prof Funder is a former director of the Baker Medical Research Institute (1990 – 2001) and has been a Professor of Medicine at Monash University for 15 years. Prof Funder now works on research projects at the Baker, Prince Henry’s Institute and the Royal North Shore Hospital in Sydney and as a consultant internationally to research laboratories, pharmaceutical companies and the philanthropic sector. Prof Funder serves on the WCH Special Purpose Funds Committee and the WCH Remuneration Committee.

Mr Barry Novy
BA MBA ACA AICPA FREI
is managing director of Kliger Wood Real Estate. A fellow of the Real Estate Institute of Victoria and Associate of the Institute of Chartered Accountants in Australia and American Institute of Certified Public Accountants, Mr Novy lectured in accountancy at the University of Illinois and Monash University and practised as a chartered accountant with Arthur Andersen in Chicago. He chairs the Northwestern University Kellogg School of Management Alumni Association in Australia and previously chaired the Royal Children’s Hospital Centre for Hormone Research. He is currently chair of the Royal Children’s Hospital Foundation and serves on the WCH Finance Committee and the WCH Audit & Corporate Risk Management Committee.

Ms Janet Whiting
BA BLaw
is partner in charge of the Melbourne office of Corrs Chambers Westgarth, a national law firm. J anet practices in the areas of commercial litigation and contract law, both negotiating and drafting. Her key clients include a number of major public and private companies including Foster’s Brewing Group Limited, Coles Myer Ltd, AGL Electricity Limited, the Linfox Group of Companies and the Independent Cement and Lime Group. J anet also works for a number of individuals and organisations within the arts, media and entertainment areas. J anet is currently chair of The Royal Women’s Hospital Foundation, and the Harold Mitchell Foundation, a director of the Melbourne Fashion Festival Limited, a Trustee on the Board of the Victorian Arts Centre Trust and a member of the WCH board’s Remuneration Sub-committee.

Mr Patrick Burroughs
BSSc (Hons) FCA FAICD
is a retired senior partner of KPMG, the prudential supervisor of Treasury Corporation of Victoria and Rural Finance Corporation, and business consultant. Prior to November 2001, Mr Burroughs chaired WCH board’s Audit & Corporate Risk Management Sub-committee and served on the WCH Finance Committee. Mr Burroughs stepped down from the board in November 2001 to assist with the financial recovery program at WCH. He is expected to rejoin the board in the near future.

Ms Helen Davison
BA MBA FCT FAICD
has an extensive professional background in finance and general management in both the private and public sectors. Ms Davison resigned as chair of WCH and as a director in July 2001.
Gold Medal
Dr Paul Monagle

Chairman’s Medal
Ms Joyce Alley
Ms Geraldine McDonnell
Sister Diane Moore
Dr Arnold Smith

Team Award
Macadamia Team – Educational Resource Centre

William Snowball Award
Dr J ohn Mills

VERNON COLLINS ORATOR
Sir Gustav Nossal AC CBE FAA FRS

SCHOLARSHIP WINNERS

Brainwave Travelling Scholarship
Ms Catherine Bailey

Kate Campbell Scholarship
Dr Angela Mackenzie
Dr Jonathan Carapetis

Jeff Crouch Memorial Scholarship
Dr Rob Roseby
Dr J oanne Dondey
Ms Catherine Bailey
Ms Ronda Greaves
Dr J onathan Akikusa
Ms Denise Kirby
Dr Sonia Grover

Rosemary Derham Scholarship
Dr Rob Roseby

Pied Pipers Scholarship
Ms Ronda Greaves
Ms Adrienne Harvey

Jeannie H Poolman Travelling Scholarship
Dr J onathan Akikusa

Travelling Scholarship for General Registered Nurses
Ms J ennifer Waller
Ms Caroline Mulcahy

Uncle Bobs Travelling Scholarship
Dr Zoe McCallum
Dr Sonia Grover

Volunteers Nursing Scholarship
Ms Leanne Hughes
Ms Caroline Mulcahy

CERTIFICATES OF APPRECIATION
Beta Sigma Phi – Alpha X chapter
Beta Sigma Phi – Victoria Preceptor;
Zeta Chapter
Ms Bettina Arndt
Dr Bob Birrell
Ms Pamela Bone
Ms Sharon Burrow
Prof J ack Caldwell AO
Mr Bob Cheshire
Ms Cathy Cook
Mr Lindsey Cook
Rev Tim Costello
Mr Rawdon Dalrymple AO
Mr Bert Dennis
Mr J erry Ellis
Dr Stephanie Fahey
Mr J on Faine
Prof Allan Fels AO
Ms Adele Ferguson
Financial Foundation
Mr Richard Flanagan
Dr Tim Flannery
Dr Barney Foran
Prof Ross Garnaut AO
Mr Darren Godwell
Mr David Gol
Mr Daniel Grollo
The Rt Hon. Bob Hawke
Mr J ack Heath
Mr Barry Homewood
Mr Graeme Hugo
The Hon. Dr Barry J ones AO
Prof J ames J upp
Ms Mary Kalantzis
King Bros
Mr Mike Krockenberger
Ms Amanda Lawther
Mr Mark Leibler AO
Mr George Lekakis
Mr Sam Lipski AM
Prof Peter McDonald
Ms Hilary McPhee
Mr Neil Mitchell – 3AW
Ms Meg Mundall
Mr Christopher Pearson
Mr Richard Pratt AC
Mr Neville Roach AO
Mr Colin Sainty – Garden World
Ms Angela Shanahan
Mr Craig Shepherd
Ms Robyn Spencer
The Hon. Laurence Street
Ms Anne Summers
Ms J ulie Thorne
Ms Virginia Trioli
Mr Tim Watts
Weston Bioproducts
Prof Glenn Withers AO
Mr J ason Yat-Sen Li

HONORARY LIFE GOVERNORS
Ms Margaret Cemm
Ms Marion Heywood
Ms lan McGregor
Ms J ane Miller
Wing Commander Connor Nannya
Ms C herie Newcombe
Ms Margaret Rogers
Mr Oscar Skalberg
Ms Dianne Skalberg
Ms J enny Smith
Ms Margaret Wallace
Mr Dan Webb
Ms Sheila Wilkinson

hospital awards 2001
Community

| Directors | Dr Doug Bryan  
|-----------|----------------|
|           | Ms Christine Minogue  
| Administration | Ms Marie Lamb  

Aboriginal Family Support Unit

| MANAGER | Ms Liz Laguerre  

Adolescent Forensic Health Service

| ACTING MANAGER | Ms Kerri Rhodes  
| DIRECTOR | Professor George Patton  

Centre for Adolescent Health

| DIRECTOR | Professor Frank Oberklaid  

Adolescent Mental Health Service (CAMHS)

| CLINICAL SERVICES DIRECTOR | Dr Bob Salo  
| OPERATIONS MANAGER | Ms Pam Marland  
| MANAGER CHILD PSYCHOTHERAPY | Ms Ruth Wraith  
| ACTING MANAGER PSYCHOLOGY | Dr Elisabeth Northam  

Child Development and Rehabilitation

| DIRECTOR | Dr Dinah Reddihough  

Child and Health Safety Resources Centre

| OPERATIONS MANAGER | Ms Helen Rowan  

Educational Play Therapy and Music Therapy

| MANAGER | Ms Leanne Hallowell  

Gatehouse Centre

| MANAGER | Ms Karen Hogan  

Home and Community Care Services

| MANAGERS | Ms Louise Devereux, Dr Doug Bryan  

Occupational Therapy

| MANAGER | Ms Barbara Scoullar  

Social Work

| MANAGER | Ms Jane Miller  

Speech Pathology

| MANAGER | Ms Bronwyn Parry-Fielder  

Staff Child Care Centre

| MANAGER | Ms Delwyn Graham  

Volunteers

| MANAGER | Ms Robin Griffiths  

Laboratory Services

| DIRECTOR | Dr Paul Monagle  
|           | Ms Brenda White  
| Administration | Ms Zana Kitanov  

Anatomical Pathology

| DEPARTMENT HEAD | Associate Professor Chung Wo Chow  
| SCIENTIST IN CHARGE | Ms Jocelyn Pilmoro  

Andrology

| DEPARTMENT HEAD | Associate Professor Suzanne Garland  
| SCIENTIST IN CHARGE | Mr Gary Clarke  

Autopsy Inquiry Team

| CO-ORDINATOR | Ms Barbara Robb  

Cell Therapy and Flow Cytometry

| DEPARTMENT HEAD | Dr Paul Monagle  
| SCIENTIST IN CHARGE | Ms Dianne Tucker  

Complex Biochemistry

| DEPARTMENT HEAD | Dr Paul Monagle  
| SCIENTIST IN CHARGE | Mr Peter Verras  

Core Laboratory

| DEPARTMENT HEAD | Dr Paul Monagle  
| SCIENTIST IN CHARGE | Ms Sue Lloyd Jones  

Immunology

| DEPARTMENT HEAD | Associate Professor Andrew Kemp  
| SCIENTIST IN CHARGE | Ms Anne Balloch  

Infection Control

| DEPARTMENT HEAD | Associate Professor Suzanne Garland  
| MANAGER | Ms Louise Atkinson  

Laboratory

| MANAGER | Ms Brenda White  
| QUALITY MANAGER | Ms Dianne Tucker  

Microbiology and Infectious Diseases

| DEPARTMENT HEAD | Associate Professor Suzanne Garland  
| SCIENTIST IN CHARGE | Mr Nigel Kelly  

Molecular Diagnostics

| DEPARTMENT HEAD | Dr Deon Venter  

Pathology Accounts

| MANAGER | Ms Urszula J aworski  

Pathology Collection

| MANAGER | Ms Janet Burgess  

Medicine

| Directors | Dr Peter McDougall  
|           | Mr Sean Spencer  
| Administration | Ms Yvonne Wagner (until May 2002)  

Allergy

| DEPARTMENT HEAD | Dr David Hill  

Audiology

| MANAGER | Ms J an Pollard  

Dermatology

| DEPARTMENT HEAD | Dr George Varigos  

Emergency

| DIRECTOR | Dr Simon Young  
| UNIT MANAGER | Mr Adrian Hutchinson  

Endocrinology and Diabetes

| DEPARTMENT HEAD | Professor George Werther  
| MANAGER | Ms Jacque Harrison  

Gastroenterology

| DEPARTMENT HEAD | Dr Tony Catto-Smith  

General Paediatrics

| DEPARTMENT HEAD | Associate Professor Mike South  

Genetics

| DEPARTMENT HEAD | Dr Ravi Savarirayan  

Haematology and Oncology

| DEPARTMENT HEAD | Associate Professor David Ashley  

Infectious Diseases

| DEPARTMENT HEAD | Dr Nigel Curtis  

Interpreters and NESB Services

| MANAGER | Mr Silvio Proy  

Nephrology

| DEPARTMENT HEAD | Dr Colin Jones  

Neurology

| DEPARTMENT HEAD | Dr Andrew Komberg  

Pharmacy

| DIRECTOR | Mr Brian Lilley  

Outpatients

| MANAGER | Ms Cathie Nolan  

Respiratory Medicine

| DEPARTMENT HEAD | Associate Professor Nick Freezer  

Ward 3 East

| UNIT MANAGER | Ms Leanne Shea  

Ward 6 East

| UNIT MANAGER | Ms Mary McGowan  

Ward 8 West

| UNIT MANAGER | Mr Paul Longridge  

Neonatal Services

| Directors | Dr Neil Roy  
|           | Ms Caroline Mulcahy  
| Administration | Ms Marilyn Cociardi  
|               | Ms Carmel Fontana  

Biomedical Engineering

| DIRECTOR | Mr Ron Wall  

Neonatal Unit

| DIRECTOR | Dr Peter McDougall  
| UNIT MANAGER | Ms Shele Waldron  

Senior Specialist Consultants

Dr Neil Campbell  
Dr Peter Dargaville  
Dr Peter Loughnan  
Dr Michael Stewart  
Professor Colin Morley  
Specialist Neonatologist

| Dr John Mills  

STAFF AND COMMITTEES AS AT 30 JUNE 2002
STAFF AND COMMITTEES AS AT 30 JUNE 2002

Specialist Services

**Directors**
Dr Warwick Butt
Ms Lucy Cuddihy

**Administration**
Ms Chris Clark

**Anesthesia and Pain Management**
DIRECTOR Dr Robert Eyres

**Cardiac Surgery**
DIRECTOR Dr Christian Brizard

**Cardiology**
DIRECTOR Professor Dan Penny

**Family Accommodation**
MANAGER Mr Peter Bishop

**Intensive Care Unit**
DIRECTOR Professor Frank Shann
UNIT MANAGER Mrs Kathy Marshall

**Medical Imaging**
ACTING DIRECTOR Dr Michael Ditchfield
CHEF RADIOGRAPHER Ms Mita Pedersen
MANAGER Ms Jane Williamson
ACTING UNIT MANAGER Ms Nicki Craze

**Ward 7 West**
UNIT MANAGER Ms J Janette McCowan

**Surgery**

**Directors**
Mr Alex Auldist
Mr Phillip Goulding

**Administration**
Ms Rosemary King

**Burns**
DEPARTMENT HEAD Mr Russell Taylor

**Central Sterile Supply**
DEPARTMENT HEAD Ms Jane Henley

**Day Surgery**
UNIT MANAGER Ms Kim Lee

**Dentistry**
DEPARTMENT HEAD Dr Nicky Kilpatrick

**General Surgery**
DEPARTMENT HEAD Professor J ohn Hutson

**Gynaecology**
DEPARTMENT HEAD Dr Sonia Grover

**Neurosurgery**
DIRECTOR Miss Virginia Maxnner

**Operating Suite**
BUSINESS MANAGER Ms Cvetka Sedmark
NURSE UNIT MANAGER Ms Chris Marks
CARDIAC SURGERY Ms Mae Chan
PRE-OP RECOVERY Ms Winnie Yau

**Ophthalmology**
DEPARTMENT HEAD Mr James Elder

**Orthopaedics**
DEPARTMENT HEAD Professor H Kerr Graham

**Orthotics and Prosthetics**
DEPARTMENT HEAD Ms Joanne Pugh

**Otolaryngology**
DEPARTMENT HEAD Mr Rob Berkowitz

**Patient Services**
MANAGER Ms April Brady

**Physiotherapy**
DEPARTMENT HEAD Ms Anne McCoy

**Plastic Surgery**
DEPARTMENT HEAD Mr Tony Holmes

**Pre-surgery Centre**
UNIT MANAGER Ms Georgie Lewis

**Trauma Centre**
DIRECTOR Mr Joe Cameri
TRAUMA SERVICE CO-ORDINATOR Ms J o Murphy

**World 4 Main**
ACTING UNIT MANAGER Ms Melinda Sharpe

**World 4 North**
MANAGER Ms Jodie Palmington

**World 6 West**
ACTING UNIT MANAGER Ms Kym Harrison

**Executive Department**
EXECUTIVE DIRECTOR Professor Glenn Bowes
OPERATIONS MANAGER Mr Steve Firman
PRINCIPAL NURSING OFFICER Ms Lucy Cuddihy

**Administration**
Ms Kate Bride
Ms Rachael Bowman

**Clinical Support Services**
DIRECTOR Dr Annie Moulden
ASSISTANT DIRECTOR Dr Colin Feekery
FOI OFFICER/COMMUNITY LIASON Ms J udith Smith
SENIOR PROJECT OFFICER Ms Lydia Denvett

**Corporate Services (RCH)**

**Clinical Analysis and Development Unit (CADU)**
EXECUTIVE DIRECTOR Ms Mari-Ann Scott
BUSINESS ANALYST Ms Cheryl Apperley
BUSINESS ANALYST Mr Sean Downer
MANAGER SERVICE INNOVATION Ms Robynne Schwarz
MANAGER STRATEGIC SERVICE PLANNING Ms Gayle Smith
QUALITY COORDINATOR Mr Deane Wilks
BUSINESS ANALYST Ms Louise Greene
BUSINESS LIASON OFFICER Ms J ane O’Connell
BUSINESS LIASON OFFICER Ms Karen Reidy

**Corporate Counsel**
Ms Elizabeth Kennedy

**Educational Resource Centre**
MANAGER Ms Gigi Williams
SENIOR VIDEO PRODUCER Mr Rob Grant
SENIOR MEDICAL PHOTOGRAPHERS Mr Lloyd Ellis, Mr Bert Di Paolo

**Webmaster** Mr Adam Leadoux

**Finance Department**
CHIEF FINANCIAL OFFICER
Mr Greg Spring (to May 2002)
Mr Patrick Burroughs (from May 2002)

CORPORATE DIRECTOR – FINANCE
Ms Elaine Bennett (to J une 2002)
MANAGER – ACCOUNTING AND REPORTING
Mr Michael Mitaos

FINANCE MANAGER Mr Brendan Foley (Acting)
CORPORATE FINANCE MANAGER Mr Sam Calabro
COMMERCIAL MANAGER Mr Stefan Hnativ

**General Services and Redevelopment**
MANAGER Mr Alex Campbell
PRINCIPAL ENGINEER Mr Henk de Deugd

**Information Services**
CHIEF INFORMATION OFFICER Mr Gerard McPhee
QUALITY ADVISOR Mr Rodney Abbott

**Human Resources**
EXECUTIVE DIRECTOR Mr Frank Rog (from Feb 2002)
HR MANAGER Ms J osie McIneney (to Dec 2001)

**Medical Imaging**
ACTING UNIT MANAGER Ms Nicki Craze

**Orthotics and Prosthetics**
MANAGER Ms Joanne Pugh

**Otolaryngology**
DEPARTMENT HEAD Mr Rob Berkowitz

**Patient Services**
MANAGER Ms April Brady

**Physiotherapy**
DEPARTMENT HEAD Ms Anne McCoy

**Plastic Surgery**
DEPARTMENT HEAD Mr Tony Holmes

**Pre-surgery Centre**
UNIT MANAGER Ms Georgie Lewis

**Trauma Centre**
DIRECTOR Mr J ohn Cameri
TRAUMA SERVICE CO-ORDINATOR Ms J o Murphy

**World 4 Main**
ACTING UNIT MANAGER Ms Melinda Sharpe

**World 4 North**
MANAGER Ms Jodie Palmington

**World 6 West**
ACTING UNIT MANAGER Ms Kym Harrison

**Executive Department**
EXECUTIVE DIRECTOR Professor Glenn Bowes
OPERATIONS MANAGER Mr Steve Firman
PRINCIPAL NURSING OFFICER Ms Lucy Cuddihy

**Administration**
Ms Kate Bride
Ms Rachael Bowman

**Clinical Support Services**
DIRECTOR Dr Annie Moulden
ASSISTANT DIRECTOR Dr Colin Feekery
FOI OFFICER/COMMUNITY LIASON Ms J udith Smith
SENIOR PROJECT OFFICER Ms Lydia Denvett

**Corporate Services (RCH)**

**Clinical Analysis and Development Unit (CADU)**
EXECUTIVE DIRECTOR Ms Mari-Ann Scott
BUSINESS ANALYST Ms Cheryl Apperley
BUSINESS ANALYST Mr Sean Downer
MANAGER SERVICE INNOVATION Ms Robynne Schwarz
MANAGER STRATEGIC SERVICE PLANNING Ms Gayle Smith
QUALITY COORDINATOR Mr Deane Wilks
BUSINESS ANALYST Ms Louise Greene
BUSINESS LIASON OFFICER Ms J ane O’Connell
BUSINESS LIASON OFFICER Ms Karen Reidy

**Corporate Counsel**
Ms Elizabeth Kennedy

**Educational Resource Centre**
MANAGER Ms Gigi Williams
SENIOR VIDEO PRODUCER Mr Rob Grant
SENIOR MEDICAL PHOTOGRAPHERS Mr Lloyd Ellis, Mr Bert Di Paolo

**Webmaster** Mr Adam Leadoux

**Finance Department**
CHIEF FINANCIAL OFFICER
Mr Greg Spring (to May 2002)
Mr Patrick Burroughs (from May 2002)

CORPORATE DIRECTOR – FINANCE
Ms Elaine Bennett (to J une 2002)
MANAGER – ACCOUNTING AND REPORTING
Mr Michael Mitaos

FINANCE MANAGER Mr Brendan Foley (Acting)
CORPORATE FINANCE MANAGER Mr Sam Calabro
COMMERCIAL MANAGER Mr Stefan Hnativ

**General Services and Redevelopment**
MANAGER Mr Alex Campbell
PRINCIPAL ENGINEER Mr Henk de Deugd

**Information Services**
CHIEF INFORMATION OFFICER Mr Gerard McPhee
QUALITY ADVISOR Mr Rodney Abbott

**Human Resources**
EXECUTIVE DIRECTOR Mr Frank Rog (from Feb 2002)
HR MANAGER Ms J osie McIneney (to Dec 2001)

**Medical Imaging**
ACTING UNIT MANAGER Ms Nicki Craze

**Orthotics and Prosthetics**
MANAGER Ms Joanne Pugh

**Otolaryngology**
DEPARTMENT HEAD Mr Rob Berkowitz

**Patient Services**
MANAGER Ms April Brady

**Physiotherapy**
DEPARTMENT HEAD Ms Anne McCoy

**Plastic Surgery**
DEPARTMENT HEAD Mr Tony Holmes

**Pre-surgery Centre**
UNIT MANAGER Ms Georgie Lewis

**Trauma Centre**
DIRECTOR Mr J ohn Cameri
TRAUMA SERVICE CO-ORDINATOR Ms J o Murphy

**World 4 Main**
ACTING UNIT MANAGER Ms Melinda Sharpe

**World 4 North**
MANAGER Ms Jodie Palmington

**World 6 West**
ACTING UNIT MANAGER Ms Kym Harrison

**Executive Department**
EXECUTIVE DIRECTOR Professor Glenn Bowes
OPERATIONS MANAGER Mr Steve Firman
PRINCIPAL NURSING OFFICER Ms Lucy Cuddihy

**Administration**
Ms Kate Bride
Ms Rachael Bowman
RCH Partners

Centre for International Child Health
DIRECTOR Professor Kim Mulholland

Communities that Care
CEO Ms Cecily Tange

Good Friday Appeal
DIRECTOR Ms Christine Unsworth

Mackinnon School of Nursing
PRINCIPAL NURSE EDUCATOR Mr Maurice Hennessy

Murdoch Childrens Research Centre
DIRECTOR Professor Bob Williamson

Paediatric Emergency
Transport Services (PETS)
COORDINATOR Mr Adrian Hutchinson (to J an 2002)
COORDINATOR Ms Allison Fleming (from ) an 2002)

Ronald McDonald House
MANAGER Mr Peter Bishop

Royal Children's Hospital Education Institute
EXECUTIVE DIRECTOR
Ms Michelle Anderson (to April 2002)
EXECUTIVE DIRECTOR (INTERIM)
Ms Margaret Robertson

Royal Children's Hospital Foundation
EXECUTIVE DIRECTOR Mr Brian Malon

Royal Children's Hospital International
DIRECTOR Associate Professor Garry Warne

University of Melbourne
Department of Paediatrics
STEVENSON PROFESSOR OF PAEDIATRICS
Associate Professor Susan Sawyer (Acting)

University of Melbourne
School of Postgraduate Nursing
Assoicate Professor Linda Johnston

Starlight Room
MANAGER Mr Adrian Ferris

Youth Substance Abuse Services (YSAS)
MANAGER Mr David Murray

Committees

Medical Staff Association
CHAIR Mr James Elder

Junior Medical Staff Association
CHAIRPERSON Dr Peter McDougall
DEPUTY CHAIR Dr Margot Nash

DIRECTORS OF PHYSICIAN TRAINING
Dr Margot Nash
Professor Andrew Kemp

MEDICAL EDUCATION OFFICER Ms Jenny Gough

CHIEF REGISTRAR Dr Margie Danchin
DEPUTY CHIEF REGISTRARS
Dr Dave Fuller
Dr Anisha Pillay

Community Advisory Committee
CHAIRPERSON Ms Sharon Butler

Mr Michael Goulay
Ms Donna Henderson
Ms Camille Heagney
Ms Judith Smith
Ms Jane Miller
Ms Christine Minogue
Ms Kay Gibbons
Dr Warwick Butt
Ms Angela Clarke
Ms Cas O'Neill

Ethics in Human Research
Ms Patricia Kee
Associate Professor Julian Savulescu (to Dec)

Dr Ian McKenzie
Mr S E K Hulme
Father Michael Elligate
Mr Rod Lamborn
Ms Claudia McCarthy
Dr Noel Cranwick
Ms Janette McEwan
Ms Thirza Titchen

Ethics in Animal Experimentation
Dr Roger Lavelle
Professor Virginia Studdert
Dr Andrew Davidson
Professor John Hutson
Ms Robyn Sullivan
Mr Leigh Smith
Ms Anne Cronin
thank you

The Royal Children’s Hospital thanks patients, supporters and staff who contributed their time and talent to the imagery and stories featured in this year’s report.

Patrons
Patron: Her Majesty Queen Elizabeth II
Official visitor: Dame Elisabeth Murdoch