



Western Health

**Joan Kirner Women's and Children's
Division of Women's and Children's Services
Paediatric Services
Model of Care**

Version 3.0 - FINAL

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Paediatric Services

Model of Care

Document Control

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Abbreviations and Acronyms

AHA	After Hours Administrator
AH&CS	Allied Health and Community Services
ANTT	Aseptic Non-Touch Technique
ASPIRE	Allied Health and Community Services Planning, Innovation, Research and Education Unit
BLS	Basic Life Support
BLSD	Basic Life Support and Defibrillation
CLD	Criteria Led Discharge
CNS	Clinical Nurse Specialist
DHHS	Department of Health and Human Services
DONM	Director of Nursing and Midwifery
DMR	Digital Medical Record
DNE	Diabetes Nurse Educator
ED	Emergency Department
EDIS	Emergency Department Information System
EN	Enrolled Nurse
ENT	Ear, Nose and Throat
FH	Footscray Hospital
FSA	Food Services Assistant
GP	General Practitioner
HIP	Health Independence Program
JKWC	Joan Kirner Women's and Children's
MDT	Multidisciplinary Team
NIC	Nurse In Charge
NS	Newborn Services
NLS	Neonatal Life Support
PAH	Paediatric Allied Health
PLS	Paediatric Life Support
PNSC	Paediatric and Neonatal Specialist Clinics
PPG	Policy, Procedure, Guideline
PSA	Patient Services Assistant
RN	Registered Nurse
SCAO	Specialist Clinics Administration Officer
SWIFT	Social Work Informed Trauma-Maternity and Paediatric Trauma service in Emergency
W&C	Women's and Children's
WASE	Weighted Ambulatory Service Event Model

WH	Western Health
WHMI	Western Health Medical Imaging
WTN	Williamstown Hospital
YADS	Young Adult Diabetes Service

1. Introduction

1.1 Purpose

The purpose of this Model of Care is to detail the model of care for Paediatric Services that will support clinical operation in the Joan Kirner Women’s and Children’s (JKWC).

The Model of Care details how a service is provided at a conceptual level, articulating the component clinical and non-clinical services and exploring the relationships that occur with interfacing departments across the organisation. It informs the development of service operating guidelines, operational plans, and policies, procedures and clinical practice guidelines and links this detail to the higher-level principles of service delivery across the health service.

1.2 Intended Audience

This Model of Care is intended for the following audience:

Who	Utilisation
<ul style="list-style-type: none"> Western Health Executive & Senior Leadership Team 	<ul style="list-style-type: none"> To provide an overview of the model of care and service delivery for Paediatric Services.
<ul style="list-style-type: none"> W&C Leadership & Management Team W&C Services Operational Projects Team AH&CS Leadership & Management Team 	<ul style="list-style-type: none"> To be used as a baseline plan and overall tool to define the model of care for Paediatric Services.
<ul style="list-style-type: none"> Frontline staff 	<ul style="list-style-type: none"> To provide frontline staff, particularly those who are new to the service, with a detailed understanding of the model of care for Paediatric Services. This Model of Care will be used ongoing for new staff to within W&C Paediatric Services.

Table 1: Intended audience

1.3 Related Documents

This document forms part of a suite of documentation outlining the provision of paediatric and neonatal service delivery across various phases of care at Western Health (WH).

As such, it should be considered in conjunction with the following:

- *Children’s Ward Operating Guideline (2019)*
- *Paediatric Surgical Services Operating Guideline (2019)*
- *Paediatric and Neonatal Specialist Clinics and Paediatric Allied Health Operating Guideline (2019)*
- *Newborn Services Model of Care (2019)*
- *Newborn Services Operating Guideline (2019)*
- *Neonatal Hospital in the Home (HITH) Operating Guideline (2019)*

2. Service Context

The majority of services for children at WH are provided by the Division of Women’s and Children’s (W&C) Services, with the exception of the following services:

- Paediatric Surgical Services, which are provided by the Division of Perioperative and Critical Care (P&CC) Services
- Paediatric Emergency Medicine Services, which are provided by the Division of Emergency Medicine and Cancer Services

- Children's Allied Health Services, which are provided by the Directorate of Community Integration, Allied Health & Service Planning

2.1 Division of Women's and Children's Services

The Division of W&C Services is responsible for the provision of inpatient, ambulatory and community care across maternity, gynaecology, neonatal and paediatric services. The division provides both elective and emergency care services. W&C services at WH continue to expand and develop to meet the region's population growth, care complexities, service innovation requirements, model of care changes and demand.

W&C provides services across a number of sites within the WH catchment, predominantly at Sunshine Hospital (SH), but also at Sunbury Day Hospital and within the community. The service collaborates across a number of divisions within WH and partners with external health services and community services to ensure the delivery of best care. The budget for the division is approximately \$87.5 million supporting a staffing profile of 579.1 FTE.

A Divisional Director, in partnership with a Clinical Services Director and Director of Nursing and Midwifery (DONM), provides leadership across the service. Each speciality program is led by a medical service Head of Unit who works in partnership with Operations and Unit Managers to provide leadership within the inpatient and ambulatory environments.

Professional leadership is provided to the division by roles including the Nursing and Midwifery Executive, the DONM, the Chief Medical Officer, and the divisional Clinical Practice Improvement Specialists (CPIS).

2.2 Women's and Children's Service Profile

Services within the Division of W&C are categorised in two ways:

1. Patient type (gynaecology, maternity, neonatal, paediatric)
2. Care setting (ambulatory, community, emergency, inpatient)

	Neonates	Paediatrics	Maternity	Gynaecology
Emergency Care	<ul style="list-style-type: none"> • Paediatric ED* 	<ul style="list-style-type: none"> • Paediatric ED* (including Advanced Practice Physiotherapy and social Work SWIFT Service) 	<ul style="list-style-type: none"> • Maternity Assessment Centre • Adult ED* 	<ul style="list-style-type: none"> • Adult ED* • Adult Emergency Surgery*
Ambulatory Care	<ul style="list-style-type: none"> • Neonatal Medicine Clinics • Neonatal Allied Health Clinics* 	<ul style="list-style-type: none"> • Paediatric General Medicine Specialist Clinics • Paediatric Sub-Specialty Medicine Specialist Clinics • Paediatric General Surgery Specialist Clinics* • Paediatric Sub-Specialty Surgery Specialist Clinics* • Paediatric Allied Health Services* • Preadmission clinic* 	<ul style="list-style-type: none"> • Maternity Specialist Clinics • Midwifery Group Practice • Shared Maternity Care • Immunisation Service • Maternal Fetal Medicine • Maternity Assessment Centre • Women's Allied Health Outpatients* • Preadmission clinic* 	<ul style="list-style-type: none"> • Gynaecology Specialist Clinics • Early Pregnancy Assessment Service (EPAS) • Women's Health Allied Health Clinics* • Preadmission clinic*
Inpatient Care	<ul style="list-style-type: none"> • Newborn Services • Maternity Wards • Birthing • Children's Ward 	<ul style="list-style-type: none"> • Children's Ward • Paediatric Surgery* • Adult ICU* 	<ul style="list-style-type: none"> • Maternity Assessment Centre • Birthing • Maternity Wards • Domiciliary Service • Maternity Surgery* 	<ul style="list-style-type: none"> • Gynaecology Inpatients • Gynaecology Surgery*
Community Care	<ul style="list-style-type: none"> • Neonatal Hospital in the Home • Domiciliary 	<ul style="list-style-type: none"> • Paediatric Hospital Admission Risk Program* 		<ul style="list-style-type: none"> • Western Continence Service*

Table 2: Women's and Children's Service Profile

* indicates services provided by departments/units external to the Division of W&C

3. Service Key Principles

The principles that underpin the provision of care within Paediatric Services are detailed within the [WH Framework for Quality, Safety and the Patient Experience](#), which describes a vision for 'Best Care' for all patients and sets out the behaviours, strategies and systems needed to achieve Best Care.

The four 'Dimensions of Best Care' that guide provision of Paediatric Services are:

- Co-ordinated Care: I receive help, treatment and information when I need it and in a co-ordinated way
- Person-Centred Care: I am seen and treated as a person
- Right Care: I receive care that makes me feel better
- Safe Care: I feel safe

This model of care aims to reflect the standards set out in the [National Safety and Quality Health Service Standards User Guide for Acute and Community Health Service Organisations that Provide Care for Children](#). It is proposed that, in planning and providing services for children, the following principles be applied as outlined in the National Safety and Quality Health Standards:

- The provision of safe and high-quality services to children
- Child and family-centred care
- An ability to work in partnership with families and other service providers to ensure an integrated range of services that meets the continuum of care needs of their population
- Age and culturally appropriate services, including the physical layout and appearance of facilities as well as the use of age-appropriate technology to enable children to access information and be engaged as active participants in their own care
- Time spent in hospital should be minimised

The provision of care for paediatric patients also encompasses the [Child Safe Standards](#), as recommended by the Commission for Children and Young People, which incorporates upholding children's rights and ensuring children are safe in our care, and that staff are aware of their role and responsibility in relation to the [Reportable Conduct Scheme](#).

4. Service Overview

Paediatric Services at WH provide emergency, ambulatory, inpatient and community services across the continuum of care. WH Paediatric Services also provide support to surrounding local and regional health services, including Werribee Mercy Hospital and Djerriwarrh Health services.

4.1 Patient Profile

Patients who access Paediatric Services at WH meet the criteria for 'paediatric' at WH, defined as children aged 17 years and under.

There are no geographical boundaries for referral to Paediatric Services. The majority of children referred for care reside within WH's catchment area (cities of Brimbank, Hobson's Bay, Maribyrnong, Melton, Moonee Valley, Moorabool, Hume and Wyndham), however referrals are also accepted from outside the WH catchment area.

It is anticipated that, on occasion, there may be paediatric patients who are admitted from geographically distant areas. Family members of these patients may require short term accommodation support via the JKWC parent overnight accommodation facilities. These facilities are managed by Health Support Services and are managed as per the [Management of JKWC Guest Accommodation Services Procedure](#) (currently under development). The accommodation will be allocated on a first come, first serve basis in accordance with the [JKWC Guest Accommodation Eligibility Guideline](#) (currently under development).

Patients are admitted to paediatric inpatient services under the appropriate specialty bed card for their condition. Consultation is available from the Paediatric Medical team when requested for any paediatric patient on Children’s Ward, or in another ward irrespective of bed card.

4.2 Complexity of Care

The current service level capability of Paediatric Services at WH has been defined using the [Queensland Health Clinical Services Capability \(CSCF\) v.3.2](#). The Framework outlines the minimum service requirements, staffing, support services and considerations for both public and licensed private health services to ensure safe and appropriately supported clinical service delivery.

WH provides dedicated generalist Level 3 – 4 medical and surgical services for children, defined as ‘those which provide low to moderate complex inpatient and ambulatory care services’.

Infants, children and adolescents who require generalist CSCF Level 3 – 4 services may be referred to WH from surrounding lower complexity CSCF Level 1 and 2 services including Werribee Mercy Hospital and the Bacchus Marsh and Melton Regional Hospital.

Infants, children and adolescents who require moderate to high complexity CSCF Level 4, 5 or 6 services outside the scope of services provided at WH are referred to the Royal Children’s Hospital (RCH) or Monash Children’s Hospital.

4.3 Location of Services

All dedicated Paediatric Services at WH are located at the SH campus as listed in Table 3.

Service	Site	Location
Paediatric Emergency Care Services	SH	SH Building A, Ground Floor, ED
Paediatric Medical Specialist Clinics	SH	JKWC, Ground Floor, Children’s Clinic A
Paediatric Surgical Specialist Clinics	SH	JKWC, Ground Floor, Children’s Clinic A
Paediatric Allied Health	SH	JKWC, Ground Floor, Children’s Clinics A & B
Paediatric Surgery	SH	JKWC, Level Two, Operating Theatres
	SH	SH Building B/B+, Level One, Operating Theatres
Paediatric Inpatient Services	SH	JKWC, Level Six, Children’s Ward
Newborn Services	SH	JKWC, Level Five, Newborn services

Table 3: Location of Paediatric Services

Location maps and hours of operation for each paediatric service can be found in the individual paediatric service Operating Guidelines. Newborn service locations are detailed in the Newborn Services Operating Guidelines.

5. Service Description

5.1 Emergency Services

Paediatric Emergency Care Services, governed by the Division of Emergency, Medicine and Cancer Services, are responsible for the reception, triage, initial assessment, stabilisation, referral and management of children and adolescents aged 0 – 17 years inclusive presenting with acute and urgent illnesses and injuries. Patients who are 18 years and older are triaged to the Adult Emergency Department (ED).

The self-referring nature of emergency care means that children and adolescents may potentially present to any of the WH EDs, at Sunshine Hospital, Footscray Hospital (FH) and Williamstown Hospital (WTN), with dedicated paediatric emergency services only provided at the SH ED.

Service Location	Available Paediatric Facilities	Operating Hours
FH ED	Does not offer paediatric services although will accept adolescents. Patients aged less than 14 years of age are not eligible for admission (except for medical emergencies) and are transferred to the Paediatric ED at SH.	24 hours 7 days per week
SH ED	An 8-bed paediatric-specific ED area co-located with the adult ED which has established criteria for paediatric patients that are appropriate for the services available at the site. Note: there are no Paediatric-specific high acuity (resus and monitored cubicles), emergency observation unit (EOU), fast track or acute care/work up areas.	24 hours 7 days per week
WTN ED	A single room set-up to accommodate children and adolescents located within the adult ED.	08:00 – 23:00 hours 7 days per week

Table 4: Paediatric emergency services

5.2 Ambulatory Services

The Paediatric and Neonatal Specialist Clinics (PNSC) provide multidisciplinary ambulatory services to support the management of medical and surgical conditions for infants, children and adolescents aged 0 – 17 years. An exception to this is the Young Adult Diabetes's Service (YADS), which aims to support the transition from paediatric to adult services and therefore sees young adults aged between 16 – 25 years.

All paediatric ambulatory care services, including the PNSC and Paediatric Allied Health (PAH) are located on the Ground Floor of JKWC.

Service	Clinics Provided
Integrated Paediatric Medical or Surgical and Allied Health	<ul style="list-style-type: none"> • Adolescent Health Social Work • Autism Assessment • Development Dysplasia Hip Clinic • Fracture Clinic • Growth & Nutrition • Hand Therapy • Newborn Services • Orthotics (external) • Paediatric Orthopaedic Physiotherapy-Led • YADS
Neonatal Medicine	<ul style="list-style-type: none"> • Growth & Development Monitoring • Neonatal Rapid Review
Paediatric Emergency Medicine	<ul style="list-style-type: none"> • Emergency Review • Social Work informed Trauma (SWIFT) Model*
Paediatric General Medicine	<ul style="list-style-type: none"> • Paediatric General Medical
Paediatric General Medicine	<ul style="list-style-type: none"> • Behavioural • Developmental Assessment • Developmental Screening
Paediatric General Surgery	<ul style="list-style-type: none"> • General Surgery
Paediatric Sub-Specialty Medicine	<ul style="list-style-type: none"> • Adolescent Health • Cardiology • Dermatology • Endocrinology • Growth & Nutrition • YADS
Paediatric Sub-specialty Surgery	<ul style="list-style-type: none"> • Ear, Nose and Throat (ENT) • Ophthalmology • Orthopaedics • Plastics
Other Paediatric Allied Health Services	<ul style="list-style-type: none"> • Infant Care Clinic (multidisciplinary) • Paediatric Audiology • Paediatric Neuropsychology • Paediatric Nutrition & Dietetics • Paediatric Occupational Therapy • Paediatric Physiotherapy • Paediatric Social Work • Paediatric Speech Pathology • Plagiocephaly Clinic (Physiotherapy)

Table 5: Paediatric ambulatory services at WH

*SWIFT service operates in the Emergency department at Sunshine Hospital

5.3 Inpatient Services

Paediatric inpatient services provide sameday and multi-day stay medical and surgical acute inpatient care, 24 hours per day, seven days per week. A range of common childhood conditions are cared for including medical, orthopaedic, ENT, plastic surgery, ophthalmology, general elective surgery and acute surgical conditions in children and adolescents aged 17 years and under.

Full details of paediatric inpatient services at WH can be found in the *Children's Ward Operating Guideline (2019)* and full details of paediatric surgical services at WH can be found in the *Paediatric Surgical Services Operating Guideline (2019)*.

While the majority of paediatric inpatient care is provided on the designated Children's Ward, adolescents may be admitted across a number of wards and campuses depending on their reason for admission. Wherever possible, children under 17 years of age are not admitted on the same ward as adult patients. In some cases where it is developmentally appropriate, children and young adults over 17 years of age may be admitted to the Children's ward at SH.

Table 6 lists the possible locations where paediatric inpatient services may be provided.

Service	Location	Description
Adult ICU	SH, Level One FH, Level One	A total of 29 beds across SH and FH providing treatment and care to people aged 16 years and above with severe and life threatening conditions. Care of adolescents in the ICU is dependent on a number of factors, including their physical size. Children and adolescents who are not able to be managed within the ICU are transferred to a higher level hospital for care in a dedicated Paediatric Intensive Care Unit (PICU).
Adult Medical Wards	Across SH and FH	Acute medical wards across SH and FH provides a range of specialty and subspecialty medical services for people aged 17 years and over.
Adult Surgical Wards	Across SH, FH and WTN	Five acute surgical wards across SH, FH and WTN provide pre and post-operative care for elective and emergency surgical procedures for people aged 17 years and above including: <ul style="list-style-type: none"> • Colorectal • ENT/Otolaryngology • General Surgery • Neurosurgery • Orthopaedics • Plastics • Thoracic Surgery • Upper GI • Urology • Vascular
Children's Ward	SH JKWC, Level Six	A 32-bed capacity inpatient unit (currently funded for 20 beds) that provides assessment, monitoring, management and discharge planning for children and adolescents aged 0 – 17 years requiring Paediatric General Medicine, Paediatric General Surgery and Sub-Specialty Surgical care.
Women's Wards	SH JKWC, Levels Seven and Eight	Two 32-bed capacity inpatient units, including supporting recovery from birth and infant monitoring with input from the Paediatric Medicine Unit.

Table 6: Paediatric inpatient service locations at WH

5.4 Community Services

Community paediatric services are provided by services, governed by the Directorate of Community Integration, Allied Health and Service Planning, have a range of funding sources, including Health Independence Program (HIP) funding and Weighted Ambulatory Service Event (WASE) model funding. Table 7 lists the paediatric community services provided by WH.

Service	Location	Description	Operating Hours
Paediatric HARP	SH Portables, located at the rear of SH	A short term specialist service that supports children and adolescents with asthma and eczema aged between 0 – 17 years, and their families/carers, to better understand and manage their health needs in the home/community setting. This service is managed by WH Community Services.	Mon – Fri 08:00 – 16:30
Hospital In The Home	Newborn services/ RCH	Paediatric patients who require ongoing treatment which can be given at home will be delivered through the HITH program. If patients cannot be accommodated via WH Neonatal HITH Services then the service may be required to be brokered through the RCH HITH.	Mon - Sun 08:00 – 16:30 RCH Mon-Sun

Table 7: Paediatric community services at WH

6. Service Delivery

6.1 Care Delivery Systems

While Paediatric Services are delivered in different ways across the various care settings, every patient journey will contain the following stages of care delivery: referral, admission, service provision, discharge and follow-up. Figure 1 provides an overview of these stages, with detailed information on the processes for each stage provided in the individual service Operating Guidelines.



Figure 1: Patient journey stages for Paediatric Services

6.2 Diagnostic Services

Paediatric Services are supported by a range of medical imaging and pathology diagnostic services as detailed in Table 8.

Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
Medical Imaging	Division of Clinical Support & Specialist Clinics	Western Health Medical Imaging (WHMI) provides bulk-billing services for ambulatory patients, as well as services for the ED and inpatient services. Services available include CT, fluoroscopy, MRI, nuclear medicine, ultrasound, x-ray and interventional procedures. A monthly paediatric General Anaesthetic MRI Outpatient List is also provided. Ultrasound and x-ray services for paediatric patients are provided in the JKWC, while all other imaging modalities are provided in the main SH medical imaging department. There are currently three Paediatric Radiologists who provide a paediatric-specific service (including education), though initial reports on children may be by any clinician. Radiologists can also attend and contribute to multidisciplinary team meetings for case reviews.	SH Main Medical Imaging Ground Level Building B/B+ JKWC Ultrasound, Level One JKWC JKWC X-Ray, Ground Floor JKWC	Ambulatory: 08:00 – 17:00 Mon – Fri ED & Inpatients: 24 hours 7 days per week	✓	✓	✓	✗
Pathology	Division of Clinical Support & Specialist Clinics	The Pathology Service is contracted through Dorevitch and provides ambulatory testing in addition the following emergency and inpatient services: <ul style="list-style-type: none"> • Anatomical Pathology • Biochemistry and Microbiology • Haematology and Transfusion Services • Histopathology and Cytology Pathologists can also attend and contribute to multidisciplinary team meetings for case reviews.	SH Ground Floor Building Q or collected from inpatients on the ward SH Main Pathology Collection Centre Ground Level Building Q	Ambulatory: 08:30 – 19:00 Mon – Fri ED & Inpatients: 24 hours 7 days per week	✓	✓	✓	✗

Table 7: Diagnostic services supporting Paediatric Services

6.3 Clinical Support Services

Paediatric Services are supported by a range of clinical support services as detailed in Table 8.

Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
Access Coordinator & After Hours Administrator (AHA)	Emergency Medicine and Cancer	<p>The Access Coordinator/AHA is responsible for the co-ordination of patient flow within their site of operation and across WH to facilitate timely patient access and discharge to meet organisational key performance indicators.</p> <p>Additionally, the AHA is the hospital administrative representative responsible for the co-ordination, supervision and operation of the hospital during the after-hours period.</p>	SH – Level One	24 hours 7 days per week	x	✓	✓	x
Allied Health	Community Integration, Allied Health & Service Planning	<p>Allied Health undertakes comprehensive assessment, intervention, and risk management for vulnerable infants and care planning to optimise the function and wellbeing of patients.</p> <p>The range of disciplines available for Paediatric Services varies according to the phase of care:</p> <ul style="list-style-type: none"> • Ambulatory Care: Audiology; Nutrition & Dietetics; Neuropsychology; Occupational Therapy; Physiotherapy; Speech Pathology; Social Work • Inpatient Care: Audiology; Nutrition & Dietetics; Pastoral Care; Physiotherapy; Psychology case-by-case service); Social Work; Speech Pathology 	Ground Floor Clinic B JKWC Relevant Clinical Services Area (Service Delivery)	Mon – Fri 08:30 – 16:30	✓	✓	✓	✓



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
Anaesthesia & Pain Medicine	Division of P&CC Services	The Department of Anaesthesia and Pain Medicine provides a full range of anaesthetic and perioperative services including post-operative pain management and review.	SH, Level One JKWC, Level Two	24 hours 7 days per week	✓	✓	✓	✗
Consultation-Liaison Psychiatry	Partnership between Mid-West Area Mental Health (Melbourne Health) and WH	<p>Consultation-Liaison (CL) Psychiatry provides consultant psychiatrist and mental health nurse consultation about inpatients for:</p> <ul style="list-style-type: none"> • Assessment of the capacity of a patient to consent to treatment • Distress related to medical problems • Medical conditions that result in psychiatric or behavioural symptoms, such as delirium • Mental disorders when admitted for the treatment of medical problems • Suicide or self-harm attempts <p>The Adult CL psychiatry team provide assistance to the Paediatric team for children admitted with mental health issues.</p>	Relevant Clinical Service Area (Service Delivery)	<p>ED 24 hours 7 days per week</p> <p>Inpatient 09:00 – 17:00 Mon – Fri</p>	✗	✓	✓	✗
Drug Health Services	Drug & Alcohol service Medical Services	<p>Provides a range of programs and interventions for individuals and families who are affected by drug and alcohol related problems. Includes:</p> <ul style="list-style-type: none"> • Addiction Medicine team, a multidisciplinary team with membership from Medicine, Psychiatry, Psychology, and Nursing • Ambulatory Drug Treatment Team • Community Residential Withdrawal Unit 	FH	<p>Ambulatory 09:00 – 17:00 Mon – Fri</p> <p>Inpatient Withdrawal</p>	✓	✗	✓	✗



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
		<ul style="list-style-type: none"> Specialist Pharmacotherapy Program when there are associated complex medical, psychiatric or psychological problems 		24 hours 7 days per week				
Elective Surgery Booking Office	Division of P&CC Services	The Elective Surgery Booking Office at WH manages all elective patient bookings across Footscray, Sunshine, Williamstown and Sunbury Hospitals.	FH	08:30 – 17:00 Mon – Fri	x	x	✓	x
Family Violence Legal Clinic	Partnership service with Brimbank Melton Community Legal Centre	<p>Weekly clinic that provides free legal advice to patients or staff experiencing family violence. The service also extends to legal problems that relate to family violence including:</p> <ul style="list-style-type: none"> Child protection Debt matters Elder abuse Family law disputes Victims of crime 	JKWC, Level One	09:00 – 13:00 Fri	✓	x	x	x
Health Equity Advisor	Community Integration, Allied Health & Service Planning	The Health Equity Advisors support and assist staff and volunteers to recognise the signs of family violence, sensitively inquire and respond to patients experiencing family violence, enhance safety, and to provide appropriate support and referral options. They also assist to build staff capacity to respond to violence against women through reflective practice and case review at relevant staff, team and clinical meetings. Support is available to staff across all sites. Health Equity is funded until December 2019	SH Portables Clinical Service Area (Service Delivery)	08:00 – 16:30 Mon – Fri	✓	✓	✓	✓



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
Infection Prevention	Nursing & Midwifery Directorate	<p>Infection Prevention Services at WH focus on the implementation of measures to reduce the risk of hospital acquired infections to patients and to protect the health care worker, visitors and others.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none"> • Acting as a source of specialist advice for healthcare workers on best practice • Carrying out surveillance activities, such as the monitoring of central vascular access devices, monitoring of patients colonised with antibiotic resistant organisms, and monitoring of surgical wound infections • Daily review of patients with infection related issues • Managing outbreaks of infection • Supporting local LINK nurse to undertake regular infection prevention related audits to measure compliance against National Standards 	SH, Ground Floor	0830 – 1700 Mon – Fri	✓	✓	✓	✗
Intensive Care Unit	Division of P&CC Services	The 14 bed Intensive Care Unit (ICU) at SH provides a range of supportive therapies to critically ill patients 24 hours a day, seven days a week. The unit incorporates high dependency beds which are utilised as either HDU or ICU depending on the demand. This service covers both Sunshine and JKWC. Young people from 16 years of age may be admitted to the unit.	SH Level 1	24 hours 7 days per week	✗	✗	✓	✗



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
Paediatric HARP	Community Integration, Allied Health and Service Planning	WH HARP is a short term specialist service that enables people with chronic disease and/or complex needs to better understand and manage their health and social needs. The Paediatric program is targeted towards children and adolescents with asthma/eczema.	SH Portables (Office)	08:00 – 16:00 Mon – Fri	x	x	x	✓
Pharmacy	Division of Clinical Support & Specialist Clinics	WH Pharmacy provides dispensing, clinical pharmacy and quality use of medicines services to inpatients as well as providing medicine prescribed in WH Specialist Clinics. Additional responsibilities include: <ul style="list-style-type: none"> • Advice to optimise medications • Collaborate to support the development of policies, procedure, guidelines and processes. Pharmacy is a mandatory stakeholder in medication is involved. • Information and advice on drugs/drug therapy • Procurement and distribution of medications • Safe, rational and cost effective use of medicines • Support for education and research 	JKWC, Ground Floor SH, Ground Floor	08:15 – 17:00 Mon – Fri 08:30 – 12:30 Weekends & Public Holidays (medication supply only, no clinical ward services)	✓ x	✓ x	✓ x	x x
Theatre	Division of P&CC Services	The JKWC and SH Main theatres provide both elective and emergency paediatric surgical procedures.	JKWC, Level Two SH, Level One	24 hours/7 days	x	✓	✓	x

Table 8: Clinical support services supporting Paediatric Services

6.4 Non-Clinical Support Services

Paediatric Services are supported by a range of non-clinical support services as detailed in Table 9.

Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
Aboriginal Health Unit	Nursing & Midwifery Directorate	The Aboriginal Health Unit provides emotional, social and cultural support to patients who identify as being Aboriginal or Torres Strait Islander.	SH, Ground Floor	08:30 – 17:00 Mon – Fri	✓	✓	✓	✓
Biomedical Engineering	Division of Health Support Services	Biomedical Engineering Services' core business is to support WH in its delivery of quality patient care by ensuring safe and effective management of biomedical equipment through: <ul style="list-style-type: none"> • Scheduled preventative maintenance • Technical advice and consulting • Testing and documentation • Timely repair of faulty equipment Biomedical equipment can be defined as all equipment used for physiological monitoring, treatment or investigation of patients.	SH, Basement (Management Office) Relevant Clinical Service Area (Service Delivery)	08:00 – 16:30 Mon – Fri Urgent after hours requests: 16:30 – 08:00 Mon – Fri 24-hours Weekends	✓	✓	✓	✓
Central Sterile Services Department (CSSD)	Division of P&CC Services	The CSSD provides vital sterilising services to support the operating theatres, wards and clinical departments through the cleaning, disinfecting and sterilising of reusable medical and surgical instruments. They also store and distribute single use medical devices and reusable linen to hospital departments.	SH, Level One JKWC, Level Two	24 hours 7 days per week	✓	✓	✓	✗



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
Clerical Support	Division of Health Support Services	<p>Clerical Support Services manage the clerical workforce supporting inpatient wards (Ward Clerks), main reception and switchboard. Specialist Clinics and Community Services provide their own clerical and administrative services.</p> <p>The Ward Clerk is responsible for the clerical and receptionist duties of the ward, coordinating the telecommunication and administrative traffic throughout the area and being responsible for all clerical aspects of a patient stay.</p> <p>Daily tasks include:</p> <ul style="list-style-type: none"> • Any activity in iPM including registering patients and completing admissions/discharges/transfers • Organising pathology, radiology, other internal appointments and transport for patients • Paper filing and faxing • Preparation of documents for medical records • Responding to phone enquires • Welcoming staff/patients/visitors to the ward 	<p>SH, Basement (Management Office)</p> <p>Relevant Clinical Service Area (Service Delivery)</p>	<p>07:00 – 15:30 Mon - Sun</p>	✘	✓	✓	✘
Engineering & Infrastructure	Division of Health Support Services	<p>WH's Engineering and Infrastructure Services Department is responsible for:</p> <ul style="list-style-type: none"> • Delivery of reactive maintenance requirements • Risk management of infrastructure and infrastructure related equipment • Management of preventative maintenance requirements 	<p>SH, Basement (Management Office)</p> <p>Relevant Clinical Service Area (Service Delivery)</p>	<p>07:30 – 16:00 Mon – Fri</p> <p>After Hours services available via AHA</p>	✓	✓	✓	✘



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
		<ul style="list-style-type: none"> Development and delivery of Asset Management Plans to ensure maximum utility is enjoyed from existing infrastructure, supporting patient and staff satisfaction Management of regulatory and statutory compliance issues <p>Engineering and Infrastructure Services are supported by specialist external contractors who perform maintenance and service repairs to specialised equipment across WH.</p>						
Environmental Services	Division of Health Support Services	<p>The Environmental Services Team includes the Patient Services Assistants (PSA) and Cleaners</p> <p>PSAs are allocated to each ward to support the cleaning of patient areas, provide assistance with patient transport and respond to emergency codes.</p> <p>Cleaners are responsible for waste management and the cleaning of non-clinical areas including walls/windows/floors and staff/general public bathrooms.</p>	<p>SH, Basement (Management Office)</p> <p>Relevant Clinical Service Area (Service Delivery)</p>	<p>07:00 – 15:00</p> <p>08:00 – 15:30</p> <p>08:30 – 17:00</p> <p>Mon – Sun</p>	✓	✓	✓	✗
Food Services	Division of Health Support Services	<p>The Food Services Team provide a safe, appealing and nutritionally appropriate meal service to the inpatient wards. A standalone pantry on each floor supports patient meal requirements for the ward. Patients are offered a selection of cold and hot meals for lunch and dinner from a range of 15-20 items. Meals are cooked by external providers and frozen for delivery. Food Services staff is responsible for plating, heating and serving the requested menu items</p>	<p>SH Basement Management office</p> <p>Ward Based Pantries (Service Delivery)</p>	<p>06:30 – 20:00</p> <p>7 days per week.</p>	✗	✗	✓	✗



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
GP Integration	Community Integration, Allied Health & Service Planning Directorate	<p>The GP integration unit is the main point of contact for GPs and is responsible for delivering activities to support and strengthen the interface between WH and GPs, including:</p> <ul style="list-style-type: none"> • Developing resources for GPs • Helping to find a GP for patients • Organising education for GPs • Providing advice about working with GPs • Communicating about new WH services/programs via the GP Integration newsletter & website • Providing advice regarding GP details in iPM • Working with community organisations such as Medicare Locals to improve integration with GPs 	SH, Portables	08:30 – 17:00 Mon – Fri	✓	✓	✓	✓
Information & Communication Technology (ICT)	Health Information & Performance	<p>ICT functions at WH include:</p> <ul style="list-style-type: none"> • An ICT Service Desk which is responsible for logging, triaging, tracking, reporting and resolving incidents encountered by staff, IT queries and service requests. • ICT Leadership & management • Operations management • Project and change management • Systems and software solutions management 	SH Basement FH	07:00 – 19:00 7 days	✓	✓	✓	✓
Language Services	Community Integration, Allied Health & Service Planning	The WH Language Services Department enables communication to take place between patients from Culturally and Linguistically Diverse (CALD) backgrounds	SH, Level 1 (Staff Office) Relevant	08:30 – 17:00 Mon – Fri (in-house)	✓	✓	✓	✓



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
	Directorate	<p>and healthcare professionals.</p> <p>In-house languages provided by WH interpreters include:</p> <ul style="list-style-type: none"> • Arabic • Assyrian • Burmese • Cantonese • Mandarin • Dinka • Greek • Vietnamese • Italian • Serbian • Croatian • Spanish • Macedonian <p>All other languages are provided by Translating and Interpreting Services for MBS clinics, Language Loop for other onsite services, and All Graduates Interpreting and Translation Services for phone services after hours.</p>	Clinical Service Area (Service Delivery)	interpreters)				
Linen Services	Division of Health Support Services	Linen is provided to all clinical areas of WH via an external contract with Spotless.	Delivery via SH loading dock	7 days	✓	✓	✓	✓
Medical Record Service	Health Information & Performance	The Medical Record Service facilitates the clinical paper documentation and paper based medical record components of the patient clinical record.	SH, Ground Floor	07:00 – 24:00 7 days	✓	✓	✓	✓
Medical Workforce Unit	Medical Services Directorate	The Medical Workforce Unit is responsible for the Recruitment of Junior Medical Staff and once employed to provide them with employee services functions. The Medical Workforce Unit is also responsible for preparing and managing junior medical staff rosters and rotations.	FH	08:00 – 16:30 Mon – Fri	✓	✓	✓	✗
Occupational Health & Safety	People, Culture & Communications	The OHS, Wellbeing and Emergency Management Unit provides a range of services to support staff and	SH, Ground Floor	06:30 – 18:00 Mon – Fri	✓	✓	✓	✓



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
(OHS), Wellbeing & Emergency Management	Directorate	<p>management across all areas of WH.</p> <p>Services include OHS management, risk management, WorkCover management, and rehabilitation/return to work programs, health and wellbeing programs and strategic coordination of emergency/disaster management.</p> <p>The OHS, Wellbeing and Emergency Management team are committed to working as a partner with management to help achieve WH's goals and objectives and to support staff to deliver 'Best Care' and a positive workplace culture</p>		Urgent after-hours and weekend advice via phone				
People & Culture	People, Culture and Communications Directorate	Part of the People, Culture and Communications Division that aims to promote best patient care by providing employment services, advice and tools to help managers effectively resource, develop and support their employees and enable effective working relationships.	SH, Portables FH	08:30 – 17:00 Mon – Fri	✓	✓	✓	✓
Quality, Safety & Patient Experience	Nursing & Midwifery Directorate	<p>The Quality, Safety and Patient Experience Team, which includes a Quality Improvement Partner who is allocated specifically to W&C Services, is responsible for coordinating the continual monitoring, assessment and improvement of care and services across WH.</p> <p>The Improvement Team provides coaching and support for problem solving, data analysis and use of A3 Quality Improvement templates and RiskMan Q.</p>	SH, Ground Floor	08:00 – 17:00 Mon – Fri	✓	✓	✓	✓



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
Security	Health Support Services	<p>The WH Security Department offers proactive and effective Security Management solutions that provide a stable, predictable environment in which staff may confidently deliver health services and treatment to the community and may do so without harm and fear of disturbance or injury. This is achieved through:</p> <ul style="list-style-type: none"> • Ensuring a safe and secure environment for staff, patients and visitors • Preventing and detecting offences • Providing the highest level of customer service • Safe guarding WH assets and preventing loss of property 	Ground Floor JKWC	24 hours 7 days per week	✓	✓	✓	✗
Transcription Service	Health Information and Performance	The Transcription Service is responsible for typing ambulatory dictation into letters for delivery to referrers such as GPs or internal clinicians.	SH, Ground Floor	09:00 – 17:00 Mon – Fri	✓	✗	✗	✓
Volunteers	People, Culture and Communications Directorate	<p>WH's Volunteer Program focuses on engaging with the local community, offering relevant and worthwhile volunteering opportunities. Direct patient contact roles include:</p> <ul style="list-style-type: none"> • Patient feedback gathering • Patient support trolley & library trolley • Social support (inpatient/ambulatory) • Visitor guide/way finding <p>The program utilises a long term volunteering opportunity model with an expectation of at least 12</p>	<p>SH, Portables (Management Office)</p> <p>SH and JKWC, Volunteer Desk (Front Reception)</p> <p>JKWC, Health Information Centre</p>	<p>Visitor Guide: 08:00 – 16:00 7 days/week</p> <p>Social Support: (inpatients) 10:00 – 12:00 Mon – Fri</p> <p>Patient Support/ Library Trolley: 10:00 – 16:00 7/week</p>	✓	✓	✓	✓

Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
		<p>months of commitment from volunteers.</p> <p>WH is committed to community engagement through the provision of a volunteer program that offers opportunities for personal development, connectedness, student and school participation.</p> <p>Volunteers will be provided by Ronald McDonald charities to oversee the parent's room on the Children's Ward. In addition, Lort Smith will provide pet therapy services.</p>	Relevant Clinical Service Area (Service Delivery)	<p>Auxiliary (retail): 09:30 – 16:00 6 days/week</p> <p>Health Information Centre: 09:30 – 16:00 6 days/week</p>				
Performance Unit	Health Information and Performance	The Performance Unit is responsible for providing statistical data to the clinical and operations managers on the overall performance of the organisation and the divisions within the organisation.	TWH	Mon - Fri	✓	✓	✓	✓

Table 9: Non-clinical support services supporting Paediatric Services

6.5 Service Links

To facilitate and integrate the management of paediatric patients across health services, WH has established a number of links with surrounding services regarding the consultation, referral and transfer of patients. The [Admission and Transfer of Children Procedure](#) (under development) informs medical and nursing/midwifery staff about the paediatric scope of practice at SH, admission of neonates from the community, and relevant transfer guidelines.

Paediatric Services have established consultation, referral and patient transfer links with the following lower capability health services:

- Angliss Hospital – Eastern Health
- Bacchus Marsh Hospital – Djerriwarrh Health Services
- Ballarat Health Services
- Bendigo Health
- Box Hill Hospital – Eastern Health
- Casey Hospital – Monash Health
- Dandenong Hospital – Monash Health
- Frankston Hospital – Peninsula Health
- Goulburn Valley Health
- Horsham Base Hospital – Wimmera Health Care Group
- Latrobe Regional Hospital
- Mildura Base Hospital
- North East Health Wangaratta
- Sale Hospital – Central Gippsland Health Service
- Sandringham Hospital – Royal Women’s
- Warragul Hospital – West Gippsland Healthcare Group
- Warrnambool Base Hospital
- Werribee Mercy Hospital – Mercy Health
- Wodonga Hospital - Albury Wodonga Health

Paediatric Services have established consultation, referral and patient transfer links with the following higher capability health services:

- Monash Children’s Hospital – Monash Health
- The Royal Children’s Hospital

7. Workforce

Clinical care within Paediatric Services is delivered by a multidisciplinary workforce that is staffed from both within and external to the Division of W&C Services. Each individual paediatric service Operating Guideline details the clinical workforce roles specific to that service.

7.1 Leadership and Management Model

Management Model	Functions	Position/s
Stewardship	Responsible for sustainable development of the division and the actions that affect performance – both financial and clinical	<ul style="list-style-type: none"> • Clinical Services Director • Divisional Director • Director of Nursing and Midwifery
Corporate Leadership	Responsible for the leadership of portfolios that have whole of service and division impact and interface with organisation-wide priorities	<ul style="list-style-type: none"> • Director of Nursing & Midwifery • Operations Manager – Neonates, Paediatrics & Gynaecology • Ambulatory Services Operations Manager • Operational Support Manager
Clinical Leadership – Medical	Responsible for the provision of high quality clinical care and for the supervision and training of senior and junior medical staff	<ul style="list-style-type: none"> • Divisional Clinical Safety & Quality Lead • Head of Unit – Paediatrics • Chief Paediatric Registrar
Clinical Leadership – Nursing and Midwifery	Responsible for the provision of high quality clinical care and the supervision and training of senior nursing and midwifery staff	<ul style="list-style-type: none"> • Operations Manager – Gynecology Neonates & Paediatrics • Ambulatory Services Operations Manager • W&C Outpatients Manager
Professional Leadership – Nursing and Midwifery	Responsible for professional leadership, credentialing and competency of the nursing and midwifery workforce. Provides professional expertise, leadership, vision and strategic direction to the nursing and midwifery workforce.	<ul style="list-style-type: none"> • Executive Director of Nursing & Midwifery • Director of Nursing & Midwifery
Unit Management	Responsible for the day to day operational management of the unit or service	<ul style="list-style-type: none"> • Nurse Unit Managers
Clinical and Professional Leadership – Allied Health	Responsible for the provision of high quality clinical care and for the supervision and training of senior and junior allied health staff	<ul style="list-style-type: none"> • Director of Allied Health • Senior Clinicians • Discipline Managers

Table 10: Paediatric Services leadership and management model

8. Education and Research

8.1 Training and Education

Training and education for staff working within Paediatric Services is facilitated by a number of dedicated clinical education and operational leadership roles within the Division of W&C Services, in addition to the Education and Learning Department. The clinical resource and education roles that are relevant to Paediatric Services are listed in Table 11.

The Education and Learning Department plays a pivotal role in the provision of coordination, teaching, training and professional development for all employees, consumers and volunteers and comprises the following business units:

- Accredited training/registered training organisation
- Educational projects
- Library Services
- Post graduate education and resuscitation
- Simulation and WeLearn
- Western Centre for Health Research and Education (WCHRE)
- Undergraduate and early graduate discovery programs

The majority of formal education is recorded within the WeLearn learning management system, with online education and mandatory training being delivered through this platform. Other education is organised by individual services through team meetings, observation and formal education sessions, as detailed in each of the individual service Operating Guidelines.

Role	Responsibilities
Clinical Practice Improvement Specialist- Paediatric Services	<ul style="list-style-type: none"> • Clinical facilitator who provides assistance and oversight in the planning, delivery, implementation and evaluation of clinical improvement strategies across Children’s ward, Paediatric & Neonatal Specialist Clinics and Paediatric Emergency. • Works collaboratively across W&C service teams to ensure agreed clinical improvement deliverables are achieved in an effective and efficient manner • Coordinates and delivers clinical practice guideline/policy/procedure development to ensure Best Care
W&C Education Coordinator & Graduate Nurse Coordinator	<ul style="list-style-type: none"> • Manages the W&C Clinical Resource Team • Provides support for both graduate and undergraduate students • Provides support and education for Paediatric nursing staff • Clinical Responsibility within Education Department

Table 11: Paediatric Services clinical resource and education roles

8.2 Medical Workforce Unit / Medical Education Unit

The Junior Medical Staff (JMS/HMO) working in Paediatric Services are supported by the Medical Workforce Unit (part of the Medical Services Division). The Medical Workforce Unit provides orientation, weekly education, fortnightly practical sessions and ongoing support (including pastoral care and assistance with career development) for interns.

All specialty related (i.e. Paediatrics) education for medical staff (including orientation) is provided from within the W&C Division. For JMS this includes teaching handover sessions, case based presentations and discussions, Medical Imaging meetings, Paediatric Unit meetings, teaching programs in General Paediatrics and Neonatology, participating in M&M meetings and other quality meetings, and support in exam preparation. Formal education sessions are arranged by the Medical Education Unit in addition to a range of informal teaching opportunities and unit led educational activities, such as medical imaging meetings, multidisciplinary team meetings and journal clubs.

The Medical Workforce Unit provides orientation, weekly education, fortnightly practical sessions and ongoing support (including pastoral care and assistance with career development) for interns. There are no Neonatal/Paediatric medical interns.

It is worth noting that WH is currently accredited only as a secondment hospital by the Royal Australasian College of Physicians (RACP) for Paediatric Registrars in the Basic Training stage of their training. This means that apart from those Registrars on rotation from the RCH, or those participating in the Victorian Paediatric Basic Training Network, basic trainees employed directly by WH are not able to count their time at SH towards their paediatric training. This is a significant impediment for recruitment. Advanced trainees in General Paediatrics are able to count their time at SH towards their paediatric training.

Currently SH has Paediatrician with the capacity to supervise RACP Basic and Advanced Trainees, and continues to be one of the sites to conduct the RACP Paediatric Clinical Exam every year.

8.3 Allied Health and Community Services Planning, Innovation, Research and Education Unit (ASPIRE)

Discipline and operational manager's co-ordinate and support professional development, mandatory training and clinical research relevant to their Allied Health and Community Services staff. Education is provided across multiple formal and informal domains including internal inservices, external expert networks, peer supervision and mentoring.

In addition, the ASPIRE (Allied Health and Community Services Planning, Innovation, Research and Education) Unit leads the development, implementation and evaluation of professional entry, graduate and staff education across Allied Health. The ASPIRE unit manages the non-discipline specific professional development program and establish appropriate infrastructure supports for Allied Health staff, clinical supervisors and students at WH.

8.4 Office for Research

The WH Office for Research oversees and coordinates research activities within WH. By providing a high level of guidance to investigators and staff in the conduct of research, the Office for Research seeks to enhance the excellence, scope and efficiency of these research efforts. It does this by facilitating and integrating all required regulatory steps and by fostering clinical research activities throughout the institution.

Western Health Research Week is an annual event led by the Office for Research that aims to highlight and showcase research across WH and its partners. There are dedicated sessions within Research Week for Women's and Children's Services, which provides staff within the divisions an opportunity to:

- Consider undertaking research as part of the course of their employment
- Present their research to other staff
- Support research that is being undertaken by other staff

8.5 Research within Paediatric Services

There is currently no dedicated research or academic roles within Paediatric Services, although a recent appointment of a Paediatrician with dedicated time allocated for research has been made. Research is primarily opportunistic, in collaboration with existing research groups, and is generally undertaken by staff with a dual role within an associated University or an external health service.

9. Clinical Governance

The WH Best Care strategic framework for quality, safety and the patient experience is supported by organisation-wide governance systems that are brought together under the headings of leadership, culture, standards and improvement.

Quality and safety is monitored, and priority actions identified, via business plans, clinical indicators, audits (which are governed by the clinical audit framework), external expert committees, risk profiles and reviews against external standards and performance data.

Activities and actions that are taken to improve quality and safety in Paediatric Services include:

- Auditing
- Consumer Feedback
- Incident Management
- Paediatric Databases
- Performance Monitoring
- Risk Management

Development and implementation of improvement initiatives are driven by the W&C Leadership Team and the Paediatric Management Team, and are supported by a dedicated Quality Improvement Partner within the Quality, Safety and Patient Experience Team.

In addition to the development and implementation of improvement initiatives, the Division of W&C Services is also responsible for monitoring performance and achievement of key deliverables through a defined governance framework. This framework includes the following meetings:

- Monthly Performance Meetings which form the basis of monitoring the balanced score card and reporting on compliance with the Australian Council on Healthcare Standards Evaluation and Quality Improvement Program (EQulP)
- Monthly Divisional Performance, Operations, Planning & Strategy (POPS) Meetings which provide oversight and monitoring for all areas of the business including activity, finance, access, workforce, quality and safety in line with the divisional business plan

- Monthly Nursing and Midwifery Leadership Team Meetings which provide oversight and monitoring for all areas of the business including activity, finance, access, workforce, quality and safety in line with the divisional business plan.
- Monthly Safety & Quality Meetings which provide leadership in safe systems to ensure optimal patients outcomes

Meetings specific to the Paediatric service include:

- Monthly Paediatric Morbidity and Mortality Meeting
- Weekly Paediatric Consultant Meeting
- Weekly Radiology Meeting

9.1 Policies, Procedures and Guidelines (PPGs)

Western Health has a wide range of PPGs which set and regulate the organisation's expectations, boundaries and practices. A list of the PPGs specific to each clinical service area can be found in the individual paediatric service Operating Guidelines.

The [Policies, Procedures and Forms](#) page of the WH intranet contains a complete list and access to all WH PPGs. Paediatric state-wide Clinical Guidelines are provided by Royal Children's Hospital via their website [RCH clinical Practice Guidelines](#).

9.2 Competency / Credentialing

All Paediatric Services employees who are new to WH are required to complete an online orientation program upon commencement of employment. All staff are required to undertake annual mandatory training as outlined in the [Mandatory Training Procedure](#) and detailed in each of the individual paediatric service Operating Guidelines.

All staff that has direct contact with children must have a current Working with Children Check completed prior to commencing employment as outlined in the [Working with Children](#) procedure

All Nursing, Midwifery and Medical staff are mandated to report any cases of child abuse and neglect

Credentialing and Scope of Practice Committees are also in place for Senior Medical, Nursing and Midwifery and Allied Health employees to ensure that all employees are credentialed to work in their role.

10. Infrastructure

Paediatric Services are provided across a range of ambulatory and inpatient settings in environments that aim to promote Best Care. Details of the infrastructure that supports each of the clinical services can be found in the individual paediatric service Operating Guideline

11. Appendix 1 – Stakeholders Consulted

Stakeholder Name	Title	v1.0 Feedback	v2.0 Feedback
Adele Mollo	Divisional Director, W&C Services	Yes	Yes
Brendan McCann	Paediatrician	No	Yes
Clarissa Fleming	NUM Paediatric c Neonatal Specialist Clinics	Yes	Yes
Erin Casey	JKWC Operational Support Manager, W&C Services	Yes	Yes
Glyn Teale	Clinical Services Director, W&C Services	Yes	Yes
Greg Woodhead	Neonatologist	No	No
Gus Campbell	Allied Health JKWC Project Officer	Yes	Yes
Jacque Whitelaw	Education Manager Newborn Services JKWC Project Officer	Yes	Yes
Julia Firth	Operations Manager Medical Imaging & Pathology Contract	No	No
Kathy McDonald	Chief Radiographer, Sunshine Hospital	Yes	Yes
Kellie Core	Administration Development Manager	Yes	No
Lindsay Shaw	Nurse Unit Manager Children's Ward	Yes	Yes
Maree Comeadow	Operations Manager Paediatrics, Newborn Services and Gynaecology	Yes	Yes
Martin Wright	Head of Unit Paediatrics	Yes	Yes
Mel Dodsworth	Nurse Unit Manager Newborn Services	Yes	Yes
Penny Kee	Neonatologist	No	No
Phuong Nguyen	Pharmacy JKWC Project Officer	Yes	Yes
Rosalynn Pszczola	Neonatologist	Yes	Yes
Suzie Ristevski	Operations Manager W&C Ambulatory Services	Yes	No
Thao Lu	Neonatologist	No	No
Tim Henderson	JKWC Logistics Support Manager, Health Support Services	Yes	Yes
Wendy Watson	Director of Nursing & Midwifery, Sunshine Hospital	Yes	Yes