

**Joan Kirner Women's and Children's  
Division of Women's and Children's Services &  
Division of Perioperative and Critical Care Services  
Women's and Children's Surgical Services  
Model of Care**

Version 4.0 – FINAL REVISED

April 2019



## Women's and Children's Surgical Services

### Model of Care

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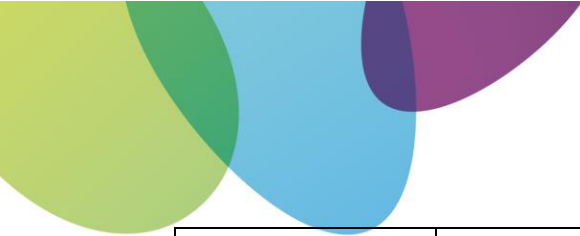
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Western Health

## Abbreviations and Acronyms

<b>ADT</b>	Admission, Discharge, Transfer
<b>AHA</b>	After Hours Administrator
<b>ANZCA</b>	Australian and New Zealand College of Anaesthetists
<b>CALD</b>	Culturally and Linguistically Diverse
<b>CIRG</b>	Collaborative Improvement Review Group
<b>CPIS</b>	Clinical Practice Improvement Specialist
<b>CSCF</b>	Clinical Services Capability Framework
<b>CSSD</b>	Central Sterile Services Department
<b>DHHS</b>	Department of Health and Human Services
<b>DIAMOND</b>	Diabetes and Maternal Obesity
<b>DONM</b>	Director of Nursing and Midwifery
<b>ED</b>	Emergency Department
<b>ENT</b>	Ear, Nose and Throat
<b>FTE</b>	Full Time Equivalent
<b>GP</b>	General Practitioner
<b>HDU</b>	High Dependency Unit
<b>ICT</b>	Information and Communication Technology
<b>ICU</b>	Intensive Care Unit
<b>JKWC</b>	Joan Kirner Women's and Children's
<b>JMS</b>	Junior Medical Staff
<b>M&amp;M</b>	Morbidity and Mortality
<b>MDT</b>	Multidisciplinary Team
<b>O&amp;G</b>	Obstetrics and Gynaecology
<b>OHS</b>	Occupational Health and Safety
<b>P&amp;CC</b>	Perioperative and Critical Care
<b>PPG</b>	Policy, Procedure, Guideline
<b>PPH</b>	Post-Partum Haemorrhage
<b>PSA</b>	Patient Services Assistant
<b>RANZCOG</b>	Royal Australian and New Zealand College of Obstetricians and Gynaecologists
<b>RCH</b>	Royal Children's Hospital
<b>SH</b>	Sunshine Hospital
<b>W&amp;C</b>	Women's and Children's
<b>WCHRE</b>	Western Centre for Health Research and Education



Western Health

<b>WH</b>	Western Health
<b>WHMI</b>	Western Health Medical Imaging





## 1. Introduction

### 1.1 Purpose

The purpose of this Model of Care is to detail the model of care for Women’s and Children’s (W&C) Surgical 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"> <li>Western Health Executive &amp; Senior Leadership Team</li> </ul>	<ul style="list-style-type: none"> <li>To provide an overview of the model of care and service delivery for W&amp;C Surgical Services.</li> </ul>
<ul style="list-style-type: none"> <li>P&amp;CC Leadership &amp; Management Team</li> <li>W&amp;C Leadership &amp; Management Team</li> <li>W&amp;C Services Operational Projects Team</li> </ul>	<ul style="list-style-type: none"> <li>To be used as a baseline plan and overall tool to define the model of care for W&amp;C Surgical Services.</li> </ul>
<ul style="list-style-type: none"> <li>Frontline staff</li> </ul>	<ul style="list-style-type: none"> <li>To provide frontline staff, particularly those who are new to the service, with a detailed understanding of the model of care for W&amp;C Surgical Services. This Model of Care will be used ongoing for new staff to within W&amp;C Surgical Services at Western Health</li> </ul>

Table 1: Intended audience

### 1.3 Related Documents

This document forms part of a suite of documentation outlining the provision of W&C Surgical Services delivery across various phases of care at Western Health (WH).

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

- *Gynaecology Surgical Services Operating Guideline (2019)*
- *Maternity Surgical Services Operating Guideline (2019)*
- *Paediatric Surgical Services Operating Guideline (2019)*

## 2. Service Context

Women’s and Children’s Surgical Services at WH are provided jointly by the Division of W&C Services and the Division of Perioperative and Critical Care (P&CC) Services.

### 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 & 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 Division of Perioperative and Critical Care Services

The Division of P&CC Services incorporates the Surgery, Cardiology and Intensive Care Programs. This Model of Care document focuses on the Surgery Program, in particular Surgical Services provided for W&C Services.

The Division of P&CC Services provides services across WH's three acute public hospitals (Footscray, Sunshine and Williamstown), and also at Sunbury Day Hospital. The budget for the Division of P&CC Services is approximately \$184 million supporting a staffing profile of more than 1030 FTE.

A Divisional Director, in partnership with a Clinical Services Director and DONM, provides leadership across the service. Each speciality program is led by a Clinical Director. Each specialty has a Head of Unit who works in partnership with Operations and Nurse Unit Managers to provide clinical leadership. Professional leadership is provided to the division by roles including the Nursing and Midwifery Executive, the DONM and Anaesthetic Special Interest Groups.

Surgical Services at WH are responsible for the provision of both elective and emergency surgical procedures, including multi-day stay and same-day procedures, across Footscray, Sunshine, Williamstown and Sunbury Campuses and incorporates both adult and paediatric case mix. Central Sterile Services Departments (CSSD) are also managed across all campuses and service both WH and external clients. Clinical Nurse Consultants are aligned to the service and provide organisational support across clinical specialties. Within the perioperative program, the Department of Anaesthetics provides services to all areas of the organisation and incorporates the acute and chronic pain service.

### 2.3 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
<b>Emergency Care</b>	<ul style="list-style-type: none"> <li>• Paediatric ED*</li> </ul>	<ul style="list-style-type: none"> <li>• Paediatric ED* (including Advanced Practice Physiotherapy and Social Work SWIFT Service)</li> </ul>	<ul style="list-style-type: none"> <li>• Maternity Assessment Centre</li> <li>• Adult ED*</li> </ul>	<ul style="list-style-type: none"> <li>• Adult ED*</li> <li>• Adult Emergency Surgery*</li> </ul>
<b>Ambulatory Care</b>	<ul style="list-style-type: none"> <li>• Neonatal Medicine Clinics</li> <li>• Neonatal Allied Health Clinics*</li> </ul>	<ul style="list-style-type: none"> <li>• Paediatric General Medicine Specialist Clinics</li> <li>• Paediatric Sub-Specialty Medicine Specialist Clinics</li> <li>• Paediatric General Surgery Specialist Clinics*</li> <li>• Paediatric Sub-Specialty Surgery Specialist Clinics*</li> <li>• Paediatric Allied Health Clinics*</li> <li>• Preadmission Clinic*</li> </ul>	<ul style="list-style-type: none"> <li>• Maternity Specialist Clinics</li> <li>• Midwifery Group Practice</li> <li>• Shared Maternity Care</li> <li>• Immunisation Service</li> <li>• Maternal Fetal Medicine</li> <li>• Maternity Assessment Centre</li> <li>• Women's Allied Health Outpatients*</li> <li>• Preadmission Clinic*</li> </ul>	<ul style="list-style-type: none"> <li>• Gynaecology Specialist Clinics</li> <li>• Early Pregnancy Assessment Service (EPAS)</li> <li>• Women's Health Allied Health Clinics*</li> <li>• Preadmission Clinic*</li> </ul>
<b>Inpatient Care</b>	<ul style="list-style-type: none"> <li>• Newborn Services</li> <li>• Children's Ward</li> <li>• Birthing</li> <li>• Maternity Wards</li> </ul>	<ul style="list-style-type: none"> <li>• Children's Ward</li> <li>• Paediatric Surgery*</li> <li>• Adult ICU*</li> </ul>	<ul style="list-style-type: none"> <li>• Maternity Assessment Centre</li> <li>• Birthing</li> <li>• Maternity Wards</li> <li>• Domiciliary Service</li> <li>• Maternity Surgery*</li> </ul>	<ul style="list-style-type: none"> <li>• Gynaecology Inpatients</li> <li>• Gynaecology Surgery*</li> </ul>
<b>Community Care</b>	<ul style="list-style-type: none"> <li>• Neonatal Hospital in the Home</li> <li>• Domiciliary</li> </ul>	<ul style="list-style-type: none"> <li>• Paediatric Hospital Admission Risk Program*</li> </ul>		<ul style="list-style-type: none"> <li>• Western Continence Service*</li> </ul>

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 W&C Surgical 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 W&C Surgical 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

### 4. Service Overview

W&C Surgical Services provide comprehensive elective (planned) and emergency (unplanned) surgical services within the acute hospital environment for maternity, gynaecology and paediatric patients. Services provided include general and specialist gynaecology surgical services for women across the lifespan, elective and emergency maternity surgical services, and general surgical, orthopaedic, plastics, ear nose and throat (ENT) and ophthalmology surgical services for paediatrics.

W&C Surgical Services are provided in the JKWC operating theatre suite. The theatre suite includes four operating theatres and one procedure room.

The general theatre allocation for JKWC is listed in Table 3, with Theatre Three functioning as the dedicated obstetric emergency theatre which is staffed 24 hours per day, seven days per week.

JKWC Theatre	Allocation
Theatre 1	Gynaecology
Theatre 2	Paediatric
Theatre 3	Obstetric Emergency Theatre
Theatre 4	Elective Obstetric (LUSCS)
Procedure Room	

Table 3: JKWC Theatre Allocations

#### 4.1 Patient Profile

Western Health’s W&C Surgical Services provide maternity, gynaecology and paediatric surgical services for Melbourne’s west.

There are no geographical boundaries for referral to W&C Surgical Services. The majority of patients referred to the service 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.

Given lower complexity maternity and gynaecology surgical services available at nearby Werribee Mercy Hospital and Djerriwarrh Health Services, many women who live in suburbs surrounding these health services are referred to WH for maternity and gynaecology care. This includes women with a high body mass index and a range of other comorbidities that who do not meet the service criteria for Werribee Mercy and Djerriwarrh Health Services.

Given lower complexity paediatric services available at Werribee Mercy Hospital and Djerriwarrh Health Services, children who live in suburbs surrounding these health services may be referred to WH for surgical care. Children who require higher complexity surgical services than those provided at WH, including those that require specialist anaesthetic input (e.g. due to pre-existing cardiac condition), are referred to higher complexity tertiary level services such as the RCH.

#### 4.2 Complexity of Care

The current service level capacity of Maternity Surgical Services has been defined using both the [Capability Framework for Victorian Maternity and Newborn Services \(DHHS, 2010\)](#), which delineates the role of each maternity and newborn service in metropolitan, regional and rural areas of Victoria. It describes the services required at each level of care and the relationships with other maternity and newborn services within the context of state-wide services.

Western Health provides comprehensive Level 6 maternity services, including antenatal care and assessment services, and birthing and postnatal care. As a Level 6 maternity service, WH provides care for high risk pregnancies including management of labour, birth and puerperium at 28 weeks gestation or more.

The current service level capacity of Gynaecology and Paediatric Surgical Services has been defined using the [Queensland Health Clinical Services Capability Framework \(CSCF\) v.3.2](#). This 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 moderate to high complexity Level 4 – 5 gynaecological surgical services for women. Level 4 services are defined as “those which provide moderate complexity inpatient and ambulatory care services”. Level 5 services are defined as “those which provide moderate to high complexity inpatient and ambulatory care services”.

Western Health provides dedicated generalist Level 3 – 4 surgical services for children. Level 3 services are defined as “those which provide low to moderate complex inpatient and ambulatory care services.

#### 4.3 Location of Services

All elective and emergency Maternity Surgical Services at WH are provided in the JKWC Operating Theatre Suite at the Sunshine Hospital (SH) site.

All elective Gynaecology Surgical Services at WH are provided in the JKWC Operating Theatre Suite, with the exception of one monthly combined Urology/Urogynaecology surgical list which is provided at the Williamstown Hospital. All emergency Gynaecology Surgical Services at WH are provided in the JKWC Operating Theatre Suite.

The majority of elective Paediatric Surgical Services at WH are provided in the JKWC Operating Theatre Suite, with the exception of Ophthalmology and Paediatric General Anaesthetic MRI theatre lists which are provided in the SH Main Operating Theatre Suite. Emergency paediatric surgical services are provided in both the JKWC Operating Theatre Suite and the SH Main Operating Theatre Suite.

Table 4 lists the location of Maternity, Gynaecology and Paediatric Surgical Services provided at WH.

Service	Location – Elective Surgery	Location – Emergency Surgery
Maternity Surgery	JKWC	JKWC
Gynaecology Surgery	JKWC*	JKWC
Paediatric ENT Surgery	JKWC	JKWC (SH Main Theatres as secondary option should timely access to JKWC not be possible)
Paediatric General Surgery	JKWC	SH Main Theatres
Paediatric Ophthalmology Surgery	SH Main Theatres	SH Main Theatres
Paediatric Orthopaedic Surgery	JKWC	JKWC
Paediatric Plastic Surgery	JKWC	JKWC

Table 4: Location of W&C Surgical Services

\*Excluding one combined Urology/Urogynaecology theatre list per month at the Williamstown Hospital.

The general principle for return to theatre cases for W&C Surgical Services is for the patient to return to the operating theatre suite in which they received their original surgery, pending theatre availability.

Location maps and hours of operation for each service provided by W&C Surgical Services can be found in the individual surgical service Operating Guidelines.

## 5. Service Description

### 5.1 Maternity Surgical Services

Maternity Surgical Services provide a comprehensive range of elective and emergency obstetric surgical services for childbearing women.

Services provided include:

- Cervical cerclage/removal of cerclage
- Dilatation and curettage
- Elective lower uterine segment caesarean section, including one dedicated theatre list per week for diabetes and maternal obesity (DIAMOND) clinic women (women with extreme obesity and/or obesity with medical co-morbidities)
- Emergency caesarean section
- Examination under anaesthetic
- Manual removal of placenta
- Management of post-partum haemorrhage (PPH)
- Mastitis breast abscess drainage
- Repair of perineal tears
- Return to theatre post-surgery (e.g. bleed, wound breakdown, secondary PPH)
- Trial of instrumental birth

Full details of Maternity Surgical Services can be found in the *Maternity Surgical Services Operating Guideline (2019)*.

## 5.2 Gynaecology Surgical Services

Gynaecology Surgical Services provide a comprehensive range of elective and emergency gynaecology surgical services for women across the lifespan, including standalone gynaecology theatre lists and combined Urology/Urogynaecology and Colorectal/Gynaecology theatre lists.

Gynaecology Surgical Services do not currently provide specialised paediatric or dedicated adolescent services. These patients are referred to specialised services at the Royal Children's Hospital (RCH).

Services provided include:

- General gynaecology surgery
- Basic and advanced laparoscopy and hysteroscopy
- Gynaecological oncology
- Urogynaecology
- Management of early pregnancy complications including ectopic pregnancy and miscarriage

Full details of Gynaecology Surgical Services can be found in the *Gynaecology Surgical Services Operating Guideline (2019)*.

## 5.3 Paediatric Surgical Services

Paediatric Surgical Services provide a limited range of low to moderate complexity elective and emergency general and sub-specialty surgical services for children and adolescents.

Paediatric Surgical Services are provided for children aged 16 years and under. WH does not provide any surgical services for neonates.

Services provided include the following sub-specialties:

- Ear, Nose and Throat (ENT) Surgery
- General Surgery
- Ophthalmology Surgery
- Orthopaedic Surgery
- Plastic and Reconstructive Surgery

Full details of Paediatric Surgical Services can be found in the *Paediatric Surgical Services Operating Guideline (2019)*.

# 6. Service Delivery

## 6.1 Care Delivery Systems

While W&C 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. Detailed information on the processes for each of these stages is provided in the individual service Operating Guidelines.







Figure 1: Patient journey stages for W&C Surgical Services

## 6.2 Diagnostic Services

Women's and Children's Surgical Services are supported by a range of medical imaging and pathology diagnostic services as detailed in Table 5.

Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
<b>Medical Imaging</b>	Division of Clinical Support & Specialist Clinics	<p>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.</p> <p>A radiographer may be requested to attend the theatre to operate the mobile image intensifier (II) during theatre cases.</p> <p>On occasion, an interventional radiologist may be involved in an interventional imaging procedure in an operating theatre rather than within the Medical Imaging interventional suite. This service requires forward planning pre-operatively.</p> <p>Radiologists can also attend and contribute to multidisciplinary team meetings for case reviews.</p>	<p>SH Main Medical Imaging Ground Level Building B/B+</p> <p>JKWC Ultrasound, Level One JKWC</p> <p>JKWC X-Ray, Ground Floor JKWC</p>	<p>Ambulatory: 08:00 – 17:00 Mon – Fri</p> <p>ED &amp; Inpatients: 24-hours 7 days/week</p>	✓	✓	✓	✘
<b>Pathology</b>	Division of Clinical Support & Specialist Clinics	<p>The Pathology Service is contracted through Dorevitch and provides ambulatory testing in addition the following emergency and inpatient services:</p> <ul style="list-style-type: none"> <li>• Anatomical Pathology</li> <li>• Biochemistry and Microbiology</li> <li>• Haematology and Transfusion Services</li> <li>• Histopathology and Cytology</li> </ul> <p>The provision of urgent bloods to the operating theatre are provided in accordance with the <a href="#">Requesting Blood and Blood Products Procedure</a>.</p>	JKWC Ground Floor (or collected from inpatients on the ward)	<p>Ambulatory: 08:30 – 19:00 Mon – Fri</p> <p>ED &amp; Inpatients: 24-hours/7 days</p>	✓	✓	✓	✘

Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
		<p>Referrals to Pathology for critical bleeding and massive transfusion are made in accordance with the <a href="#">Critical Bleeding and Massive Transfusion Procedure</a>.</p> <p>Pathologists can also attend and contribute to multidisciplinary team meetings for case reviews.</p>						

Table 5: Diagnostic services supporting W&C Surgical Services

### 6.3 Clinical Support Services

Women's and Children's Surgical Services are supported by a range of clinical support services as detailed in Table 6.

Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
<b>Access Coordinator &amp; After Hours Administrator (AHA)</b>	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	✘	✓	✓	✘
<b>Anaesthesia &amp; Pain Medicine</b>	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	✓	✓	✓	✘



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
<b>Elective Surgery Booking Office</b>	Division of P&CC Services	The Elective Surgery Booking Office at WH manages all elective patient bookings across Footscray, Sunshine, JKWC, Williamstown and Sunbury Hospitals.	Footscray Hospital	08:30 – 17:00 Mon – Fri	✘	✘	✓	✘
<b>Infection Prevention</b>	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. Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Acting as a source of specialist advice for healthcare workers on best practice</li> <li>• Daily review of patients with infection related issues</li> <li>• Carrying out surveillance activities, such as monitoring of central vascular access devices, monitoring of patients colonised with antibiotic resistant organisms, and monitoring of surgical wound infections</li> <li>• Supporting local LINK nurse to undertake regular infection prevention related audits to measure compliance against National Standards</li> <li>• Managing outbreaks of infection</li> </ul>	SH, Ground Floor	08:30 – 17:00 Mon – Fri	✓	✓	✓	✘
<b>Intensive Care Unit</b>	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.	SH Level 1	24 hours/7 days	✘	✘	✓	✘



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
<b>Pharmacy</b>	Division of Clinical Support & Specialist Clinics	<p>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:</p> <ul style="list-style-type: none"> <li>• Safe, rational and cost effective use of medicines</li> <li>• Information and advice on drugs and drug therapy</li> <li>• Advice to optimise medications</li> <li>• Procurement and distribution of medications</li> <li>• Collaborate to support the development of policies, procedures, guidelines and processes. If a PPG mentions medication, Pharmacy is a mandatory stakeholder</li> </ul>	SH, Ground Floor JKWC, Ground Floor	<p>08:15 – 17:00 Mon – Fri</p> <p>08:30 – 12:30 Weekends (medication supply only, no clinical ward services)</p>	✓	✓	✓	✘

Table 6: Clinical support services supporting W&C Surgical Services

## 6.4 Non-Clinical Support Services

Women's and Children's Surgical Services are supported by a range of non-clinical support services as detailed in Table 7.

Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
<b>Aboriginal Health Unit</b>	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	✓	✓	✓	✓
<b>Biomedical Engineering</b>	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"> <li>Scheduled preventative maintenance</li> <li>Timely repair of faulty equipment</li> <li>Testing and documentation</li> <li>Technical advice and consulting</li> </ul> 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	✓	✓	✓	✓
<b>Central Sterile Services Department (CSSD)</b>	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	✓	✓	✓	✗



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
<b>Clerical Support</b>	Division of Health Support Services	<p>Clerical Support Services manage the clerical workforce supporting the ED (ADT Clerk), the inpatient wards (Ward Clerks), and the main reception and switchboard. Specialist Clinics and Community Services provide their own clerical and administrative services.</p> <p>The Ward Clerk is responsible for clerical and receptionist duties of the ward, coordinating the telecommunication and administrative traffic throughout the area and being responsible for clerical aspects of a patient stay.</p> <p>Daily tasks include:</p> <ul style="list-style-type: none"> <li>• Any activity in iPM including registering patients and completing admissions/discharges/transfers</li> <li>• Preparation of documents for medical records</li> <li>• Welcoming staff/patients/visitors to the ward</li> <li>• Responding to phone enquires</li> <li>• Paper filing and faxing</li> <li>• Organising pathology, radiology, other internal appointments and transport for patients</li> </ul>	<p>SH, Basement (Management Office)</p> <p>Relevant Clinical Service Area (Service Delivery)</p>	<p><i>Admissions Clerk (x2):</i> 07:00 – 15:30 7 days</p> <p><i>DOSA Clerk (x2):</i> 07:30 – 20:00 7 days</p>	x	✓	✓	x
<b>Engineering &amp; Infrastructure</b>	Division of Health Support Services	<p>WH's Engineering and Infrastructure Services Department is responsible for:</p> <ul style="list-style-type: none"> <li>• Management of preventative maintenance requirements</li> <li>• Delivery of reactive maintenance requirements</li> <li>• Risk management of infrastructure and infrastructure related equipment</li> <li>• Development and delivery of Asset Management</li> </ul>	<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 the AHA</p>	✓	✓	✓	✓



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
		<p>Plans to ensure maximum utility is enjoyed from existing infrastructure, supporting patient and staff satisfaction</p> <ul style="list-style-type: none"> <li>Management of regulatory and statutory compliance issues</li> </ul> <p>Engineering and Infrastructure Services are supported by specialist external contractors who perform maintenance and service repairs to specialised equipment across WH.</p>						
<b>Environmental Services</b>	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><i>PSA:</i> 07:00 – 15:00 08:30 – 16:00 15:00 – 23:00 Mon – Fri</p> <p>07:00 -15:00 15:00 – 23:00 Weekends</p> <p><i>Cleaner:</i> 22:30 – 06:30 7 days</p>	✓	✓	✓	✓
<b>Food Services</b>	Division of Health Support Services	<p>The Operating Theatre Suites do not receive any hot meals for patients. Sandwiches and imprest items, such as bread, are delivered daily to the Operating Theatre Suites for provision to patients in Stage 2 and 3 recovery prior to discharge home.</p>	SH Basement (kitchen)	Daily delivery to the Operating Theatre Suites	✗	✓	✓	✗
<b>GP Integration</b>	Community	The GP integration unit is the main point of contact for GPs	SH, Portables	08:30 – 17:00	✓	✓	✓	✓





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



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
		<ul style="list-style-type: none"> <li>• Assyrian</li> <li>• Burmese</li> <li>• Cantonese</li> <li>• Mandarin</li> <li>• Dinka</li> <li>• Greek</li> <li>• Italian</li> <li>• Serbian</li> <li>• Croatian</li> <li>• Spanish</li> <li>• Macedonian</li> </ul> <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>						
<b>Linens Services</b>	Division of Health Support Services	Linens are provided to all clinical areas of WH via an external contract with Spotless.	Delivery via the SH loading dock	7 days	✓	✓	✓	✓
<b>Medical Record Service</b>	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	✓	✓	✓	✓
<b>Medical Workforce Unit</b>	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.	Footscray Hospital	08:00 – 16:30 Mon – Fri	✓	✓	✓	✗
<b>Occupational Health &amp; Safety (OHS), Wellbeing &amp; Emergency</b>	People, Culture & Communications Directorate	The OHS, Wellbeing and Emergency Management Unit provides a range of services to support staff and management across all areas of WH. Services include OHS management, risk management, WorkCover management, rehabilitation/return to work programs, health and wellbeing programs and strategic coordination of	SH, Ground Floor	06:30 – 18:00 Mon – Fri Urgent after-hours and weekend advice	✓	✓	✓	✓



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
<b>Management</b>		<p>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>		via phone				
<b>People &amp; Culture</b>	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 Footscray Hospital	08:30 – 17:00 Mon – Fri	✓	✓	✓	✓
<b>Quality, Safety &amp; Patient Experience</b>	Medical Services Directorate	<p>The Quality, Safety and Patient Experience Team, which includes a Quality Improvement Partner who is allocated specifically to W&amp;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	✓	✓	✓	✓
<b>Security</b>	Division of 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"> <li>Ensuring a safe and secure environment for staff, patients and visitors</li> </ul>	SH, Ground Floor Relevant Clinical Service Area (Service Delivery)	24 hours 7 days	✓	✓	✓	✓



Service	Division/ Directorate	Description	Location	Operating Hours	Ambulatory	Emergency	Inpatient	Community
		<ul style="list-style-type: none"> <li>• Providing the highest level of customer service</li> <li>• Safe guarding WH assets and preventing loss of property</li> <li>• Preventing and detecting offences</li> </ul>						
<b>Volunteers</b>	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"> <li>• Patient feedback gathering</li> <li>• Patient support trolley &amp; library trolley</li> <li>• Social support (inpatient/ambulatory)</li> <li>• Visitor guide/way finding</li> </ul> <p>The program utilises a long term volunteering opportunity model with an expectation of at least 12 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>SH, Portables (Management Office)</p> <p>SH, Volunteer Desk (Front Reception)</p> <p>Relevant Clinical Service Area (Service Delivery)</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> <p>Auxiliary (retail): 09:30 – 16:00 6 days/week</p> <p>Health Information Centre: 09:30 – 16:00 6 days/week</p>	✓	✓	✓	✓

Table 7: Non-clinical support services supporting W&C Surgical Services

## 6.5 Service Links

To facilitate and integrate the management of W&C surgical patients across health services, the WH [Hospital Patient Transfers Policy](#) provides guidelines for staff when transferring a patient to another health service. The policy provides on guidance on available services and modes of transfer, need for escort, and the timeframes in which transfers should occur.

## 7. Workforce

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

### 7.1 Leadership and Management Model

Table 8 details the leadership and management model within W&C Surgical Services.

Management Model	Functions	Position/s
<b>Stewardship</b>	Responsible for sustainable development of the division and the actions that affect performance – both financial and clinical	<ul style="list-style-type: none"> <li>• Clinical Service Directors</li> <li>• Divisional Directors</li> <li>• Director of Nursing &amp; Midwifery</li> </ul>
<b>Corporate Leadership</b>	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"> <li>• Operations Manager – Neonates, Paediatrics &amp; Gynaecology</li> <li>• Operations Manager – Maternity</li> <li>• W&amp;C Operational Support Manager</li> <li>• Perioperative Services Manager</li> <li>• Director of Nursing &amp; Midwifery</li> <li>• Clinical Practice Improvement Specialist (CPIS) – Maternity &amp; Gynaecology</li> <li>• Clinical Practice Improvement Specialist (CPIS) – Paediatrics</li> </ul>
<b>Clinical Leadership - Medical</b>	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"> <li>• Head of Unit – Anaesthetics</li> <li>• Deputy Directors - Anaesthetics</li> <li>• Supervisors of Training – Anaesthetics</li> <li>• Safety and Quality Lead - Anaesthetics</li> <li>• Head of Unit Gynaecology</li> <li>• Head of Unit Obstetrics</li> <li>• Chief O&amp;G Registrar</li> <li>• Head of Unit Paediatrics</li> <li>• Head of Unit ENT</li> <li>• Head of Unit Plastics</li> <li>• Head of Unit Orthopaedics</li> <li>• Head of Unit General Surgery</li> <li>• W&amp;C Divisional Clinical Safety &amp; Quality Lead</li> </ul>

Management Model	Functions	Position/s
<b>Clinical Leadership – Nursing and Midwifery</b>	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"> <li>• Operations Manager – Neonates, Paediatrics &amp; Gynaecology</li> <li>• Operations Manager – Maternity</li> <li>• Perioperative Services Manager</li> </ul>
<b>Professional Leadership – Nursing and Midwifery</b>	<p>Responsible for professional leadership, credentialing and competency of the nursing and midwifery workforce.</p> <p>Provides professional expertise, leadership, vision and strategic direction to the nursing and midwifery workforce.</p>	<ul style="list-style-type: none"> <li>• Director of Nursing &amp; Midwifery</li> <li>• Executive Director of Nursing &amp; Midwifery</li> <li>• Operations Manager – Neonates, Paediatrics &amp; Gynaecology</li> <li>• Operations Manager – Maternity</li> </ul>
<b>Unit Management</b>	Responsible for the day to day operational management of the unit or service	<ul style="list-style-type: none"> <li>• Nurse Unit Manager</li> <li>• Midwifery Unit Manager</li> </ul>

Table 8: W&C Surgical Services leadership and management model

## 8. Education and Research

### 8.1 Training and Education

Training and education for staff working within W&C Surgical Services is facilitated by a number of dedicated clinical education and operational leadership roles within the Divisions of P&CC Services and W&C Services, in addition to the Education and Learning Department. The clinical resource and education roles that are relevant to W&C Surgical Services are listed in Table 9.

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
- Undergraduate and early graduate discovery programs
- Western Centre for Health Research and Education (WCHRE)

The majority of formal education is recorded within the WeLearn learning management System, with all 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.

The Junior Medical Staff (JMS) working in W&C Surgical Services receive specialist education through the Divisions of W&C Services and P&CC Services. A minimum of one formal education session is held daily, 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.

Role	Responsibilities
<b>Clinical Practice Improvement Specialist- Maternity &amp; Gynaecology and Clinical Practice Improvement Specialist- Paediatrics</b>	<ul style="list-style-type: none"> <li>• Clinical facilitator who provides assistance and oversight in the planning, delivery, implementation and evaluation of clinical improvement strategies</li> <li>• Works collaboratively across W&amp;C service teams to ensure agreed clinical improvement deliverables are achieved in an effective and efficient manner</li> <li>• Coordinates and delivers clinical practice guideline/policy/procedure development to ensure Best Care</li> </ul>
<b>Perioperative Clinical Nurse Educators</b>	<ul style="list-style-type: none"> <li>• Work collaboratively across Sunshine, JKWC, Footscray, Williamstown and Sunbury sites to coordinate education for perioperative nursing staff across peri-anaesthetics, scrub scout, PACU and DPU.</li> <li>• Coordination of perioperative discovery and graduate course programs and post-graduate education</li> <li>• Coordination of weekly staff development sessions and quarterly perioperative study days</li> <li>• Clinical Responsibility within Education Department</li> </ul>
<b>W&amp;C Education Coordinator &amp; Graduate Nurse Coordinator</b>	<ul style="list-style-type: none"> <li>• Manages the W&amp;C Clinical Resource Team</li> <li>• Provides support for both graduate and undergraduate students</li> <li>• Provides support and education for Paediatric nursing staff</li> <li>• Clinical Responsibility within Education Department</li> </ul>
<b>W&amp;C Education Coordinator &amp; Graduate Midwife Coordinator</b>	<ul style="list-style-type: none"> <li>• Coordinator of Midwifery Graduate Program and Combined Nursing/Midwifery Program Clinical responsibility within Maternity Services</li> <li>• Clinical Responsibility within Education Department</li> </ul>

Table 9: W&C Surgical Services clinical resource and education roles

## 8.2 Medical Workforce Unit / Medical Education Unit

The JMS working in W&C Surgical 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.

Western Health is a RANZCOG accredited training site for both core (years 1-4) and advanced (years 5-6) specialist vocational training in obstetrics and gynaecology. WH is not currently a RANZCOG accredited provider for sub-specialty training in gynaecology.

Western Health is an ANZCA accredited site for anaesthetic training and is part of the North-Western and Monash Rotational Training programs. Junior and senior trainees receive dedicated weekly formal education sessions, including simulation.

## 8.3 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

#### 8.4 Research within W&C Surgical Services

The [University of Melbourne Department of Surgery at WH](#) is geographically located across both FH, which assumes a significant surgical clinical load, and SH, where the Department of Surgery is located in the Western Centre for Health Research and Education (WCHRE) that provides a range of purpose built, state-of-the-art teaching and research facilities. The Department of Surgery is led by an associate Professor of Surgery who is based at SH in the WCHRE.

The Department of Surgery promotes collaborative multidisciplinary research and provides guidance and strategic research direction within surgical services. There is currently no dedicated obstetrics, gynaecology, or paediatric representation within the Department of Surgery.

The Department of Anaesthesia, Perioperative and Pain Medicine and the Department of Intensive Care share a Research Unit comprising a Research Unit Manager and Research Coordinators. The Research Unit facilitates involvement in multicentre investigator initiated studies, including those conducted by the Australian and New Zealand College of Anaesthetists Clinical Trials Group and the Australian and New Zealand Intensive Care Society Clinical Trials Group.

Research within W&C Surgical Services 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 W&C Surgical Services include:

- Auditing
- Consumer Feedback
- Incident Management
- Event and Incident Identification – SAFER Maternity
- Performance Monitoring
- Risk Management



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

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

- P&CC 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 (EQuIP)
- W&C 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 (EQuIP)
- P&CC Monthly Safety & Quality Meetings which provide leadership in safe systems to ensure optimal patients outcomes
- W&C Monthly Safety & Quality Meetings which provide leadership in safe systems to ensure optimal patients outcomes
- P&CC Monthly Divisional Executive Meetings: Oversee and monitor all areas of the business including activity, finance, access, workforce, quality and safety in line with the divisional business plan.
- P&CC Monthly Nurse Unit Manager Meetings
- W&C 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.
- P&CC Cardiology, Intensive Care and Surgical Business Unit Meetings & MDTs
- W&C 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

Meetings specifically relevant to Maternity Surgical Services include:

- Monthly SAFER-Maternity Morbidity and Mortality (M&M) Meeting
- Monthly Neonatal Transfer M&M Meeting
- Monthly CTG M&M Meeting
- Weekly Collaborative Improvement Review Group (CIRG) Meeting
- Fortnightly Department of Anaesthesia, Perioperative and Pain Medicine M&M

Meetings specifically relevant to Gynaecology Surgical Services include:

- Fortnightly Gynaecology Morbidity and Mortality (M&M) Meeting
- Fortnightly Gynaecology Pre-Operative Planning Meeting
- Monthly Colposcopy Discordance Audit and Pathology Review Meeting

Meetings specifically relevant to Paediatric Surgical Services include:

- [Monthly Paediatric and Neonatal M&M Meeting](#)
- [Fortnightly Department of Anaesthesia, Perioperative and Pain Medicine M&M](#)

### 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 W&C Surgical Services Operating Guidelines.

The [Policies, Procedures and Forms](#) page of the WH intranet contains a complete list and access to all WH PPGs.

### 9.2 Competency / Credentialing

All W&C Surgical 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 W&C Surgical Services Operating Guidelines.

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

## 10. Infrastructure

Women's and Children's Surgical Services are provided in settings and environments that aim to promote Best Care. Details of the infrastructure that supports each of the surgical services can be found in the individual surgical service Operating Guidelines.

## 11. Appendix 1 – Stakeholders Consulted

Stakeholder Name	Title	v1.0 Feedback	v2.0 Feedback
Adele Mollo	Divisional Director, W&C Services	No	Yes
Andrew Jeffreys	Clinical Services Director, P&CC Services	Yes	Yes
Angus Campbell	Allied Health JKWC Project Officer	Yes	Yes
Bronwen Evans	Head of Unit, Acute Pain Medicine	No	Yes
Bronwyn Menadue	Perioperative Services Manager	Yes	Yes
Chris Harris	Orthopaedic Surgeon	No	No
Claire Culley	Divisional Director, P&CC Services	No	No
Clare Myers	Acting Head of Unit, Gynaecology Services	No	No
David Bramley	Deputy Director, Anaesthesia & Pain Medicine	Yes	Yes
Gaby VanEssen	Anaesthetist	No	Yes
Glyn Teale	Clinical Services Director, W&C Services	Yes	Yes
Grace Crowe	Maternity Services Development Lead	Yes	Yes
Jeff Aquino	Elective Surgery Services Manager	No	No
Jill Woods	Pain Management Nurse Practitioner	No	Yes
Julia Firth	Operations Manager, Medical Imaging & Pathology Contract	No	Yes
Karen Tricker	Nurse Unit Manager, CSSD	No	Yes
Kath MacDonald	Chief Radiographer, Sunshine Hospital	Yes	Yes
Lauren DeLuca	Consultant O&G/Divisional Clinical Safety & Quality Lead, W&C Services	No	Yes
Lisa Smith	Operations Manager, Maternity Services	Yes	No
Liz Hessian	Deputy Director, Anaesthetics	No	Yes
Maree Comeadow	Operations Manager, Gynaecology, Paediatrics & Neonates	No	No
Martin Steyn	Theatre Technician	No	No
Mel Shackell	Manager, Physiotherapy	Yes	Yes
Michael Nightingale	Paediatric General Surgeon	No	No
Nicole Keogh	Quality Improvement Partner, W&C Services	No	No
Nicole Sheridan	Anaesthetist	No	No
Oliver Daly	Consultant Urogynaecologist & Obstetrician	Yes	No
Phuong Nguyen	Pharmacy JKWC Project Officer	No	Yes
Simone Cooley	Nurse Unit Manager, Sunshine Operating Theatres	Yes	Yes
Tim Henderson	JKWC Logistics Support Manager, Health Support Services	Yes	Yes
Tim Price	Consultant, Ear, Nose & Throat (ENT)/Otolaryngology Surgery	No	No
Wendy Watson	Director of Nursing & Midwifery, Sunshine Hospital	Yes	Yes