

Your **Annual Review** 2023/24

Exceptional
care, **always**



**BURNSIDE
HOSPITAL**

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Our specialties include:

Breast and Endocrine Surgery

Colorectal Surgery

Ear, Nose & Throat Surgery

Gastroenterology

General Surgery

Gynaecological Surgery

Obstetric (Maternity) and Neonatal

Oncology

Ophthalmic Surgery

Oral Maxillary Surgery

Orthopaedic Surgery

Plastic and Reconstructive Surgery

Sleep Medicine

Urological Surgery

Other co-located services include:

Pathology

Physiotherapy

Radiology




BURNSIDE
HOSPITAL

Board Chair & CEO Message

As we look back on the past year at Burnside Hospital, we are proud of the progress we've made in advancing our mission to provide exceptional healthcare to our community.

This year has been one of significant growth and achievement, despite the challenges facing the healthcare sector. Industry-wide pressures, such as workforce shortages, increasing costs, and shifting patient needs, have tested the resilience of healthcare providers across Australia. However, Burnside Hospital is well-positioned to navigate these challenges, thanks to our dedicated staff, strong partnerships, and strategic focus. We remain steadfast in executing our strategic plan to overcome these hurdles and continue delivering on our commitment to excellence.

This year also marks the acquisition of our Stepney Hospital.

The integration of this site into Burnside Hospital's operations has been a tremendous undertaking,

requiring careful alignment of systems, processes, and cultures, which is ongoing. We are pleased to report significant progress, with both sites now operating in closer harmony. These efforts have not only enhanced operational efficiencies but have also strengthened our ability to deliver high-quality care consistently across both locations.

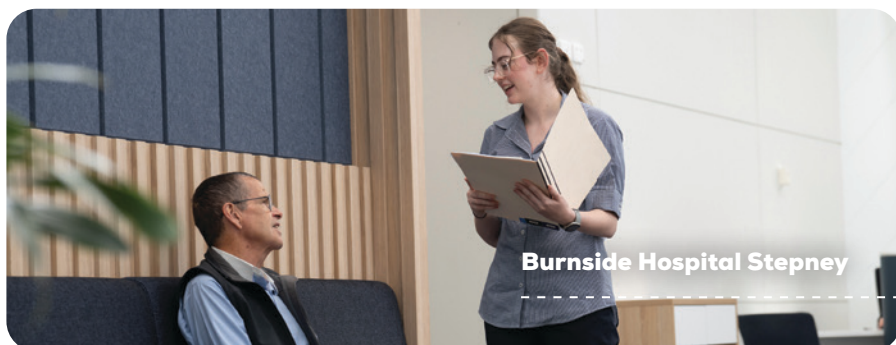
A key highlight of the year has been welcoming new Visiting Medical Officers (VMOs) to our hospital. These talented medical specialists bring diverse expertise to Burnside Hospital, enabling us to expand our service to the community and provide more care for more patients. We were also pleased to achieve successful Australian Council on Healthcare Standards (ACHS)

accreditation at the Stepney site, an accomplishment that reflects the dedication, professionalism, and teamwork of our staff.

The strength of Burnside Hospital lies in its people, and we are proud of the growth and diversity of our workforce over the past year. We have welcomed new staff from local, interstate, and international backgrounds, all of whom bring unique skills and perspectives to our team.

Our Transition to Professional Practice Program (TPPP) continues to grow, with this year's increased intake of graduates proving to be a vital component of our clinical team and part of our future. Their enthusiasm and dedication are a testament to the success of this program, which remains central to our efforts to nurture the next generation of healthcare professionals.

We also wish to recognise the incredible contributions of our volunteers, who give their time, energy, and compassion to support





our hospitals. Their work enhances the experience of our patients and families and serves as a shining example of the spirit of care that defines Burnside Hospital.

Looking ahead, our development plans of our Godfree House site at Toorak Gardens remains a priority as we strive to provide state-of-the-art facilities to meet the growing needs of our community. These plans represent an exciting future for Burnside Hospital, and we are making steady progress toward bringing this to life. We are committed to ensuring that these developments reflect the highest standards of quality, innovation, and sustainability.

None of our achievements would be possible without the support of our key stakeholders. We are especially grateful for our enduring relationship with the City of Burnside, whose partnership plays a vital role in our ability to serve the community

effectively. This collaboration underscores the importance of working together to address the health and wellbeing of our region, and we value the trust and support we share.

As we close on another successful year, we wish to express our thanks to everyone who contributes to the success of Burnside Hospital.

To our staff, VMOs, volunteers, partners, and community members, thank you for your dedication, passion, and support.

Together, we are building a stronger, more resilient Burnside Hospital, ready to meet the challenges and opportunities of the future.



Anne Hinton
Board Chair



Alan Morrison
Chief Executive Officer

BURNSIDE HOSPITAL STRATEGIC PLAN:

Building a Stronger Future

At Burnside Hospital, our vision is to provide exceptional care that is patient-focused, innovative, and inclusive. As we look to the future, our Strategic Plan outlines the pathway to achieving sustainable growth while enhancing the quality of healthcare services for our community.



This plan reflects our commitment to delivering excellence through five key pillars: patient care, people, innovation, sustainability and community. It is informed by the evolving needs of our patients, the expertise of our staff, and the opportunities presented by advancements in healthcare.

By fostering a culture of collaboration, embracing innovation, and investing in the health and wellbeing of our community, we aim to position Burnside Hospital as a leader in patient care and a trusted partner in health.



Together, we will turn vision into action and ensure Burnside Hospital remains a beacon of care, compassion, and excellence for generations to come.



Strategic Pillar 1

Growing to Meet Current and Future Needs

Targeted | Collaborative | Sustainable

We thrive in a changing healthcare landscape by evolving and growing our services through diversification, innovation and partnership.



Strategic Pillar 2

An Extraordinary Place to Work

Value | Empowered | Supported to Grow

We offer an extraordinary place to work where employees, VMO's and volunteers are valued, empowered and supported through a culture of care and growth.



Strategic Pillar 3

Exceptional Service and Patient Experience

Caring | High Quality | Community Aligned

We deliver exceptional care and quality services, providing our community with a safe, seamless, patient-centred experience.



Strategic Pillar 4

Invest in Data and Digital Technology

Innovative | Connected | Enabling

We integrate data and digital technology across our business to transform our systems, services and experiences for patients, employees, VMO's and partners.



Strategic Pillar 5

Connected to Our Community

Responsible | Adaptive | Supportive

We are known and valued for the growing contribution we make to the health and wellbeing of our community.

Board of Directors

CHAIR



Ms Anne Hinton

Member, Investment Fund Sub-Committee,
Finance & Audit Committee,
Foundation Committee

DEPUTY CHAIR



Mr Craige Whitton

Chair, Finance & Audit Committee,
Chair, Investment Fund Sub-Committee

MEMBERS OF THE BOARD



Mr Paul Anderson

(From August 2023)



Mr Rod Buchecker

Chair, Foundation Committee,
Member, Investment Fund
Sub-Committee



Ms Alison Fitzgerald

Chair, Quality Committee



Dr Andrew Lord

Chair, Medical Executive &
Clinical Privileges Review
Committees



Ms Cathy Oster



Dr Chris Sexton

Member, Clinical Review
Committee, Perinatal Committee



Dr Nicholas Wallwork

(From August 2023)



Ms Linda Zeelie

Member, Quality Committee,
ICT Steering Committee



Executive Leadership Team



Chief Executive Officer
Mr Alan Morrison



Director Clinical Operations
Ms Suzanne Murray



**Director Finance and
Corporate Services**
Mr Darren Percevault



Director People and Culture
Ms Jody Flynn



Director Quality and Risk
Ms Wendy Gray



**Communications, Marketing
and Project Manager**
Ms Cathy Antoniou



Foundation Manager
Mr Anthony Cecere



Executive Assistant
Ms Luisa Mozzi

Clinical Advisory Committees

Burnside Hospital has a robust clinical advisory forum that includes representation from our visiting medical officer community. The hospital is grateful for their contribution to our clinical governance program.



Clinical Review

The Clinical Review Committee receives, reviews and analyses clinical adverse event information with the objective of recommending quality improvement initiatives and system improvement.



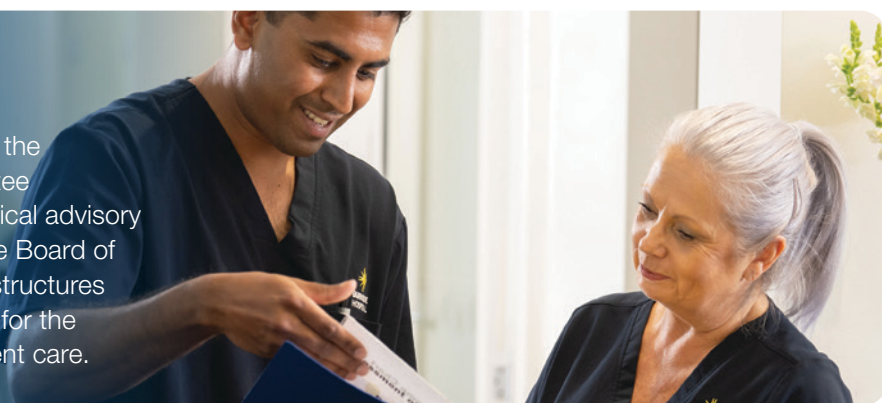
Perioperative Committee

The Perioperative Committee oversees the clinical activities of the Perioperative Services comprising the operating theatres, post anaesthetic recovery units and short stay procedure units.



Medical Executive Committee

The Medical Executive Committee is the overarching clinical advisory committee comprising the chairs of all other clinical advisory committees. It is the link between the Board of Directors and the line management structures which take operational responsibility for the delivery of high quality and safe patient care.



Drugs and Therapeutics

The Drugs and Therapeutics Committee oversees and monitors all activities relating to the use of medications within the hospital and the use of the medication management system.



Sleep Centre

This committee acts as a clinical advisory body that reviews activities within the Burnside Hospital Sleep Centre to ensure provision of safe and high quality care for sleep patients.



Clinical Privileges Review Committee

The Clinical Privileges Review Committee's role is to review new and renewal applications from Visiting Medical Officers and Allied Health Professionals for clinical privileges at Burnside Hospital and for monitoring and reviewing the professional performance of all accredited practitioners.



Clinical Trials Research Review

The Clinical Trials Research Review Panel oversees and monitors activities relating to the conduct of clinical trials at Burnside Hospital. As the 'Approving Authority', it operates under the approval of an approved Human Research Ethics Committee.



Infection Prevention and Control

The Infection Prevention and Control Committee is a multidisciplinary committee which aims to create a safe healthcare environment through the implementation of practices that minimise the risk of transmission of infectious agents.



Perinatal Committee

The Perinatal Committee monitors and provides advice within the Maternity Service to ensure the provision of a continuously high standard of obstetric and midwifery practice.



Year at a Glance



1.87

Average Length of Stay
(excl. Maternity and Sleep)



9,216

Day Surgery
Cases



18,242

Overnight
Bed Days



1,768

Chemotherapy
Patients



1,697

Sleep
Patients



936

Babies
Born



53.5

Average Age of Patient
(excl. Neonatal)



29,462

Total Bed
Days



90.75%

Hand Hygiene
(average for both sites)

Versus benchmark

85%

AVERAGE HAND HYGIENE
RATE PER SITE

92.6%

Toorak Gardens

89%

Stepney

OUR PEOPLE:

The Heart of Burnside Hospital

At Burnside Hospital, our people are the driving force behind our commitment to exceptional healthcare.

Every individual on our team—whether a clinician, nurse, administrative professional, support staff member, or volunteer—contributes to the compassionate, patient-centered care we are known for.

We take pride in fostering a culture of collaboration, respect, and growth, ensuring our people feel valued

and empowered to thrive. From nurturing future healthcare professionals through our Transition to Professional Practice Program and welcoming talent from local, interstate, and international backgrounds, we invest in the development and wellbeing of those who make our hospital extraordinary.

Total Number of Staff



Staff Breakdown by Age



118 Full-time staff members

340 Part-time staff members

180 Casual staff members

5.46% Staff Turnover Rate
(excl. casuals)

	Stepney	Toorak Gardens	Total
< 20	9	3	12
21-30	26	68	94
31-40	62	101	163
41-50	53	76	129
51-60	45	103	148
61-70	28	58	86
>70	2	4	6
	225	413	638



Staff Breakdown per Hospital Area



Years of Service

● Number of Staff



Toorak Gardens



Stepney



Our Visiting Medical Officers: An Extension of our Team



At Burnside Hospital, we are proud to partner with a diverse group of highly skilled and dedicated Visiting Medical Officers (VMOs). These professionals bring expertise across a range of specialties, enhancing our ability to deliver comprehensive, patient-centered care to our community.

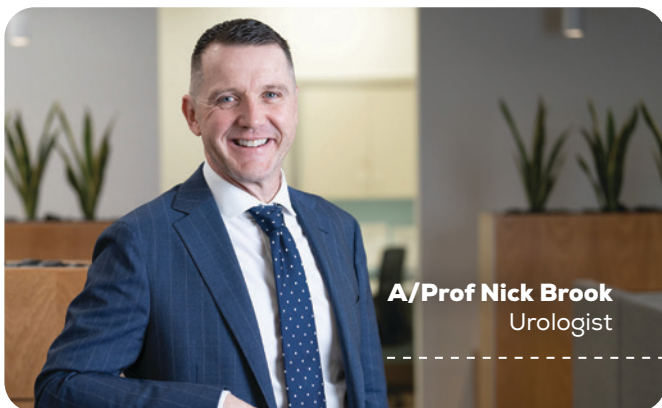
By fostering strong partnerships with our VMOs, we continue to expand our capabilities, introduce innovative treatments, and ensure our patients receive the best possible outcomes.



Dr Justin Munt
Orthopaedic Surgeon



Dr Chris Sexton
Obstetrician/Gynaecologist



A/Prof Nick Brook
Urologist



Dr Robyn Coombe
Breast Surgeon

CARING FOR OUR COMMUNITY:

Comprehensive Healthcare for Every Need

At Burnside Hospital, caring for our community is at the core of everything we do. As a trusted healthcare provider, we are dedicated to delivering compassionate, patient-centered care that meets the diverse needs of the thousands of patients we treat each year.

From general medical and surgical services to specialised care in oncology and maternity, we offer a comprehensive range of healthcare solutions designed to support our patients at every stage of their life. Our services are enhanced by state-of-the-art facilities, leading-edge technology, and a multidisciplinary team of experts committed to providing the highest standards of care.

We take pride in tailoring our services to address the unique needs of our community, whether it's through innovative treatments, seamless continuity of care across our sites, or investing in programs that enhance accessibility and wellbeing.

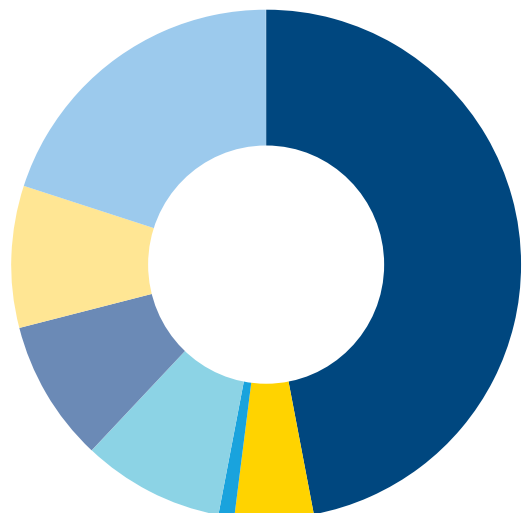
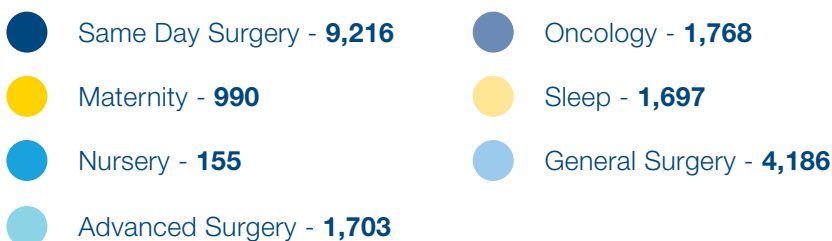
At Burnside Hospital, we believe that healthcare is about more than treatment—it's about creating a supportive, healing environment where every individual feels valued and cared for.

Number of Procedures by Specialty Group (both sites)



TOTAL

19,715





Net Promoter Score

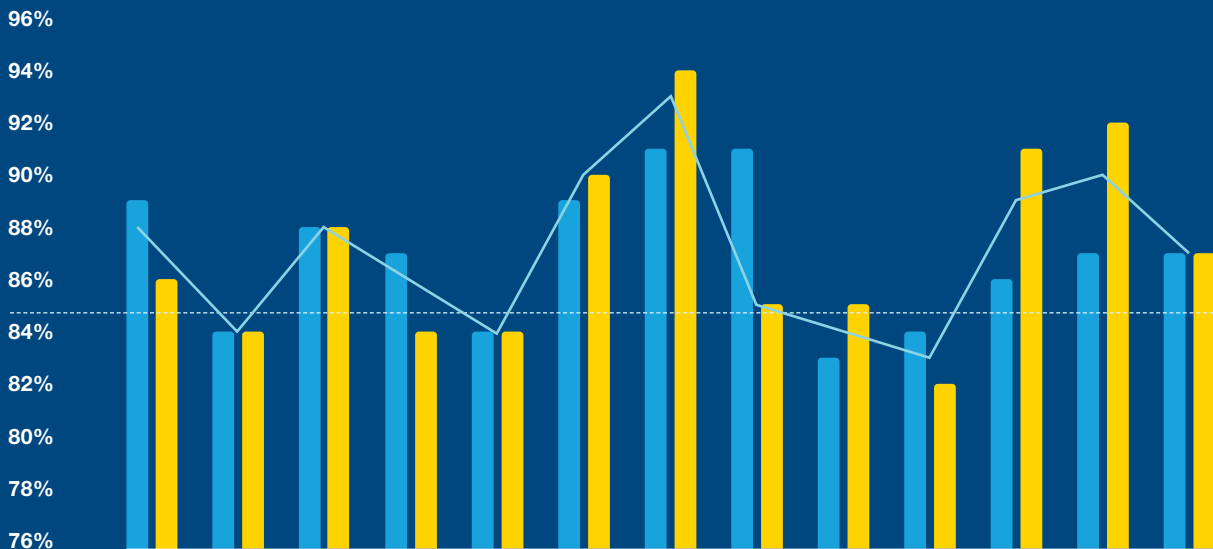


In order to know where our level of care sits compared to other hospitals and best practice, we benchmark ourselves against an external standard. This standard may be drawn from a larger average (e.g. comparing results with a national average) or best in class results.

Benchmarking allows us to identify areas in which we are succeeding, areas for improvement and track progress on those improvements.



Net Promoter Score 2024 (Organisation Wide)



87% NPS across the board average Organisation Wide (both sites).

85% Benchmark target

Australian Council on Healthcare Standards (ACHS)



Burnside Hospital has been accredited by Australia's leading independent authority on healthcare, the Australian Council on Healthcare Standards (ACHS), continuously since 1985.

This professional and national recognition is awarded to healthcare facilities that meet defined standards. In August 2024, ACHS recognised the high-quality care delivered to patients of Burnside Hospital Stepney by awarding it another three years accreditation through its compliance with the National Safety and Quality Health Service (NSQHS) Standards (2nd Edition).



Burnside Hospital continues to excel in the eight NSQHS Standards, ensuring we provide a nationally consistent level of care across:

- ✔ **Standard 1:** Clinical Governance Standard
- ✔ **Standard 2:** Partnering with Consumers Standard
- ✔ **Standard 3:** Preventing and Controlling Infections Standard
- ✔ **Standard 4:** Medication Safety Standard
- ✔ **Standard 5:** Comprehensive Care Standard
- ✔ **Standard 6:** Communicating for Safety Standard
- ✔ **Standard 7:** Blood Management Standard
- ✔ **Standard 8:** Recognising and Responding to Acute Deterioration Standard





EMPOWERING THROUGH EDUCATION:

Investing in Our People

At Burnside Hospital, we believe education is the cornerstone of exceptional healthcare. We are deeply committed to supporting the growth and development of our staff through a robust program of ongoing education, training, and professional development.

Clinical advancements and our tailored initiatives ensure our team remains at the forefront of educational excellence. By fostering a culture of learning, we empower our staff to adapt to new challenges, embrace innovation, and deliver the highest standard of care to our patients and community.

Whether it's through workshops, accreditation opportunities, or our Transition to Professional Practice Program for new graduates, we are dedicated to equipping our people with the knowledge and skills they need to thrive. At Burnside Hospital, investing in education means investing in the future of healthcare.

Burnside Hospital 2024 Mandatory Training Snapshot



Exceptional Completion Rates

- ✓ 100% completion achieved for Corporate Orientation and the Fetal Surveillance Education Program (FSEP).
- ✓ Over 96% completion in critical areas such as Bullying, Harassment & Discrimination (96%) and Emergency Warden Training (97%).

Strong Engagement in Core Skills

- ✓ Basic Life Support Theory saw 96% completion, with 382 out of 399 staff trained.
- ✓ Hand Hygiene Essentials achieved 90%+ compliance, highlighting our commitment to infection control standards.

Education System Success

- ✓ The implementation of the Ausmed Learning Management System has received positive feedback for its accessibility and relevance, with mobile and browser options ensuring high engagement among staff.

Mandatory Refresher Days Growth

- ✓ 12 Clinical Refresher Days were held at Toorak Gardens and 14 at Stepney in 2024. **For 2025, 21 sessions are scheduled.**



Our Commitment to the Environment

At Burnside Hospital, we recognise the critical role we play in fostering a healthier future - not only for our patients but also for our planet. Guided by a deep commitment to sustainability, we continually seek innovative ways to reduce our environmental impact while delivering exceptional healthcare.

From significantly increasing our waste diversion rates to participating in recycling programs, we are increasingly taking tangible steps to protect our environment, to adopt sustainability-focused healthcare models that prioritise prevention, minimise waste, and embrace low-emission practices.

We are proud to champion these initiatives with consumers, the support of our staff, volunteers, and partners. Together, we are creating a sustainable healthcare environment that balances excellence in patient care with responsibility to our community and beyond.

Waste Management 2023/24

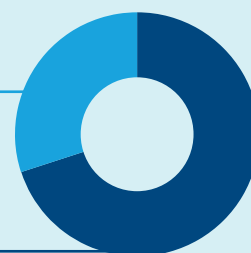
49.7 Tonnes

Total Recycling



116.3 Tonnes

Total Landfill





PVC Recycling Impact

Participating in the Baxter PVC Recycling Program, Burnside Hospital contributes to diverting over 200 tons of high-grade PVC waste annually across 280+ hospitals in Australia and New Zealand. This waste is repurposed into items such as gumboots and playground matting.



Global Collaboration

Burnside Hospital is a proud member of the Global Green and Healthy Hospitals network, leveraging international best practices to enhance local sustainability efforts.



Sustainability in Procurement

A Procurement Review Committee prioritises sustainability in supply contracts and equipment management, ensuring reduced costs and improved patient outcomes.



Employee Engagement

In 2024, Burnside Hospital hosted 12 staff engagement sessions focused on macro and micro sustainability initiatives, fostering awareness and participation among clinical and non-clinical staff.



Industry Collaboration on Sustainability

Guided by the 2025 Sustainability and Climate Resilience Healthcare Module, the healthcare sector is focusing on reducing its environmental impact, with clinical care accounting for over 50% of greenhouse gas emissions from health systems. Efforts include low-emission and climate-resilient care models introduced.



Future-Ready Staff Training

Sustainability topics are integrated into Burnside Hospital's clinical advisory committee programs and educational programs, thus preparing teams for the rollout of sustainability-focused healthcare standards.

FOSTERING INCLUSION:

Our Commitment to Diversity

At Burnside Hospital, diversity is not just a value; it is an integral part of our culture. We believe that fostering an inclusive environment benefits not only our staff but also the patients and communities we serve.

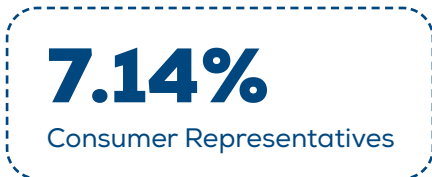
Ally Network Growth and Engagement



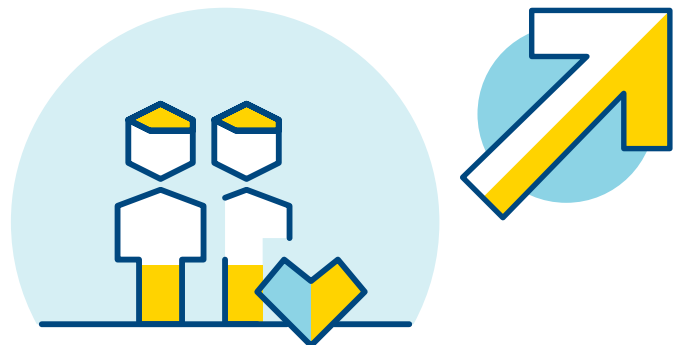
13

Members are a part of the Ally Network, representing a cross-section of the organisation, including executive, clinical, non-clinical staff, a consumer representative, and our Pride in Health Relationship Manager.

The network's composition includes



All members of the Ally Network were actively involved in committees and initiatives, making a tangible impact on the hospital's diversity and inclusion efforts.





Training and Education



87.11%

of staff have completed online training in the Foundations of LGBTQ+ Inclusion, showing strong participation in promoting an inclusive environment.



Inclusive Policies and Resources



5

Important policies and documents have been reviewed and contributed to by our Ally Network, ensuring that our practices reflect our commitment to diversity.



Two new courses supporting staff with educational resources on inclusion were added to Ausmed, equipping staff with the knowledge and tools to contribute to our inclusive environment.



We also launched one major initiative during the year—the Pride Month celebration, promoting inclusion and visibility.

Improvements in Infrastructure and Awareness



To celebrate **Pride Week**, both hospital sites hosted events, including donut giveaways and informational sessions about the Ally Network and inclusion initiatives.



We updated our **website to include a diversity statement** and referral list, emphasising our commitment to being an inclusive employer.



Inclusive bathroom signage and an **all-gender change room** were installed at both hospitals to provide better facilities for everyone.



A major milestone for the organisation was achieving bronze status in the Health Welfare Equality Index (HWEI) benchmarking, recognising our ongoing efforts to create an inclusive and supportive environment for both staff and patients.

While we have made significant strides in fostering diversity at Burnside Hospital, we remain committed to continuous improvement. The work of our Ally Network, staff education, policy updates, and infrastructure changes are just beginning. We will continue to prioritise inclusivity, ensuring that all individuals feel valued, supported, and empowered in our workplace.



COMMITMENT TO RECONCILIATION:

Launch of Our Reflect Reconciliation Action Plan (RAP)

Burnside Hospital is committed to reconciliation with Aboriginal and Torres Strait Islander peoples. Through the launch of our Reflect Reconciliation Action Plan (RAP) we are taking measurable steps toward fostering respectful relationships and cultural safety within our healthcare services.

The central star represents Burnside Hospital, with the lines extending from the star symbolising the journey and connections to staff, patients, and the community. The two meeting places shaped like medical crosses, represent the two Burnside Hospital sites and their care, illustrating people coming and going, and the healing and growth on their individual journeys.

The returning boomerang symbolises patients returning, while the shield, spear, and boomerang represent strength and protection. The blue circles, lines and kangaroo tracks at the bottom, depict the River Torrens (Karrawirra Pari, the river of the red gum forest"), while the red kangaroo (Tarnnda) tracks signify a journey moving forward.

There are symbols representing women's health, knowledge sharing, and individual care. Handprints and stars signify ancestors watching over, highlighting their ongoing connection to the community.

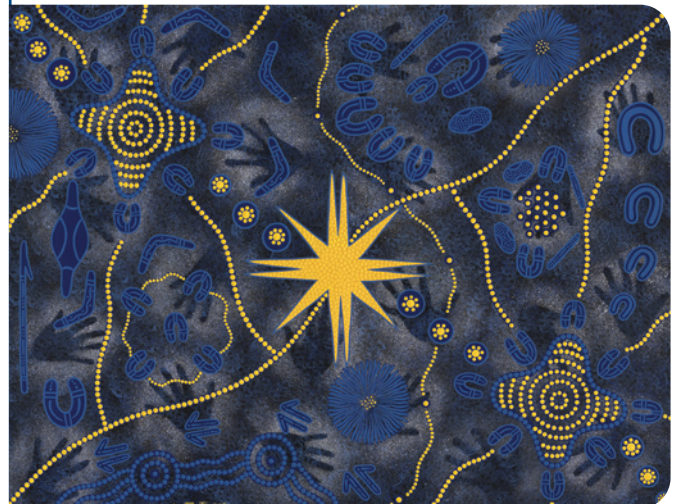
Cultural artwork developed in collaboration with David Booth, Warumunga/Yuggera artist. This artwork serves as a commitment to reconciliation and is displayed in both hospital sites' reception areas.

Title: Burnside Hospital on Kurna Country

Artist: David Booth

Year: 2024

Burnside Hospital is committed to contributing to reconciliation and supporting the cultural needs of Aboriginal and Torres Strait Islander communities. Our Reflect RAP is just the beginning of a long-term commitment to change.



Toorak Gardens | Stepney

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