

AlfredHealth



Leading care for all Victorians



Our purpose

To improve the lives of our patients and their families, our communities and humanity.

Our beliefs

Patients are the reason we are here
– they are the focus of what we do.

How we do things is as important as what we do.
Respect, support and compassion go hand in hand
with knowledge, skills and wisdom.

Safety and care of patients and staff are fundamental.

Excellence is the measure we work to everyday. Through
research and education we set new standards for tomorrow.

We work together. We all play vital roles in a team that
achieves extraordinary results.

We share ideas and demonstrate behaviours that inspire
others to follow.

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“Victorians rely on us to provide care, often at their most vulnerable. Our focus is to advocate for our community by expanding our world-class treatments, providing new facilities and connecting care, all driven by our patients and our community.”



Professor Andrew Way
Chief Executive, Alfred Health

Our Emergency & Trauma Centre
team care for critically injured patients
from around the state.





Health service for all

Alfred Health is one of Australia's leading healthcare providers, with the most comprehensive range of services in Victoria. This is delivered with expert care through our three hospital campuses, 14 statewide services and large network of community programs.

Three hospitals and numerous clinics:

The Alfred:

A major tertiary and quaternary hospital, known nationally and internationally for operating one of Australia's busiest emergency and trauma centres and the largest ICU in Australasia. The Alfred is home to many statewide services including major trauma, the Victorian Adult Burns Service, Victorian Melanoma Service and a high performing acute heart and lung transplant service, the only one in Victoria.

90,000



Patient
admissions:

66,000+



Emergency
presentations:

700 +



Beds:

Caulfield Hospital:

Specialises in rehabilitation, community health, geriatric medicine and aged mental health. The hospital delivers many services through outpatient and community-based programs.

5,650



Patient
admissions:

270 +



Beds:

Sandringham Hospital:

A community focused hospital providing local health services through emergency care, paediatrics, maternity, general medicine, surgery and outpatient services, working closely with local community healthcare providers.

20,200



Patient
admissions:

43,000+



Emergency
presentations:

70 +



Beds:

Clinics:

Melbourne Sexual Health Centre: a treatment and research centre, with dedicated clinics, meeting growing demand. It provides onsite testing for sexually transmitted infections plus counselling, advice and health information.

Community services and clinics: meet the growing expectations of our patients for treatment in their communities or at home.



Care for all Victorians

Alfred Health Statewide Services

1. Bariatric Service
2. Clinical Haematology and Haemophilia Services
3. Cystic Fibrosis Service
4. Heart and Lung Transplant Service
5. Hyperbaric Medicine Service
6. Major Trauma Service
7. Malignant Haematology and Stem Cell Transplantation Service
8. Psychiatric Intensive Care Service
9. Sexual Health Service
10. Specialist Rehabilitation Service
11. Victorian Adult Burns Service
12. Victorian HIV/AIDS Service
13. Victorian Melanoma Service
14. Victorian Neuropathology Laboratory Service

Alfred Health National Service

Paediatric Lung Transplant Service

Zoe was just five years old and 12 kilograms when Alfred surgeons performed a lifesaving heart and double lung transplant that gave her a second chance at life

Photo: courtesy Herald Sun.



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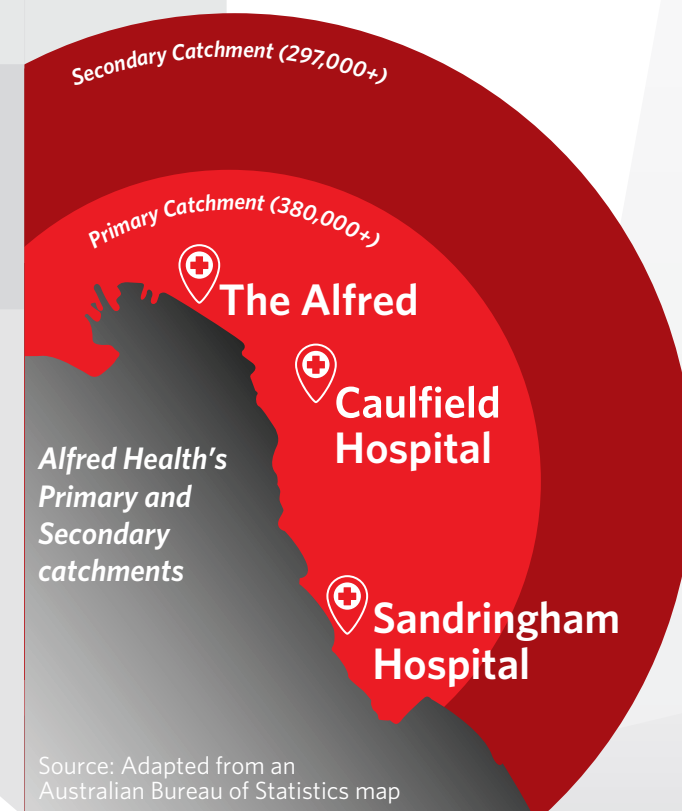
“Everything we do is about the patient – they are at the centre. Every hospital tries to do its best but there is a breadth of experience here, high level expertise and a willingness to be flexible and creative in our approach.”

Dr Helen Stergiou
Trauma Consultant

Our local community

Our primary catchment covers the inner south of Melbourne, which numbers over 700,000 people, and continues to grow rapidly.

Our partnerships with other health providers in regional areas, such as cancer care in Gippsland and cardiac care on the Mornington Peninsula, extends our reach, ensuring country patients receive the best possible care.



Caring for our community

Along with the great need for our services, our expertise has grown. We treat the sickest patients and are the leaders in numerous areas, including cardiac, burns, trauma and rehabilitation.

Meeting growing community need

The community's need for our expert healthcare, particularly acute and complex care, continues to grow.

As a leading health service, we:

- undertake more than 11,200 elective surgeries at The Alfred and 7,700 at Sandringham Hospital annually
- treat over 1,500 major trauma patients at The Alfred
- treat blood cancer patients from around the country in Australia's largest centre for blood cancer treatment
- saw a 32 per cent increase over five years in cardiology admissions.

Demand for statewide services

With the demand for statewide services increasing:

- almost 60 per cent of inpatients come from outside The Alfred's local area
- our expertise in rehabilitation (including acquired brain injury) has grown
- burns inpatient admissions have increased almost 20 per cent over the last three years and we lead the way in acute care for complex burns and reconstructive surgery.
- each day 10 acutely unwell patients are transferred from other hospitals
- more than 110,000 people present to our two Emergency Departments, a three per cent increase on 2016-17.

Responsive and accountable

Recent results show:

- 98 per cent of elective surgery patients were treated within clinically recommended times.
- an average of 95.8 per cent of Alfred Health patients rated their care as 'exceptional', 'very good' or 'good' in our last Patient Experience Survey.
- we are one of the few major metropolitan health services to regularly exceed government targets in treating emergency patients in a timely way. 81 per cent of patients at The Alfred and 88 per cent at Sandringham had a length of stay less than four hours, well above the statewide target of 75 per cent.





Lifesaving care

Every year

110,180	Emergency presentations (Alfred and Sandringham Hospitals) annually
115,750	episodes of inpatient care
11,230	elective surgeries performed
9,000	total trauma patients
1,520	major trauma patients
159,670	specialist outpatient appointments
+ 22,900	Allied Health outpatient appointments
108	lung transplants
25	heart transplants
+ 9,200	employees
+ 540	volunteers

2017-18 figures Annual Report

Second chance of life - transplantation

- Our organ transplantation program, which includes the only heart and lung transplant service in Victoria, gives many people a second chance of life.

As the largest lung transplant service in the southern hemisphere, we have one of the world's best mortality rates for lung transplant (with 97 per cent one-year survival rate and 65 per cent survival after five years).

- Each year we perform around:
 - » 90-100 adult lung transplants and several paediatric lung transplants
 - » 20-30 heart transplants
 - » 35 kidney transplants
 - » 100 stem cell transplants for cancer patients.

"It's amazing to see the miracle of new lungs. Our patients go from struggling to walk to the letterbox with minimal lung function left, to a completely new life where they can breathe a full breath, be active and really live again."

Dr Glen Westall
Respiratory Physician

- Intensive Care Unit (ICU):** We care for the state's sickest patients with the most complex conditions. More than 70 per cent of our ICU patients are ventilated in the first few days of admission, making this the most acute ICU in Australia.
- ECMO (extracorporeal membrane oxygenation):** we are expert in this life-saving technique, which provides cardiac and respiratory support for patients whose heart and lungs are unable to work effectively on their own. Designated a platinum level centre of excellence, our ECMO results beat worldwide benchmarking rates. We treat 70-90 patients with ECMO annually and also transfer patients in from hospitals around the country.
- Trauma:** The Alfred runs the state's busiest major trauma centre. It is our breadth of experience and expertise is instrumental in keeping people alive despite often insurmountable odds. Our mortality rates remain low – of the 9,000 trauma admissions annually, 98% survive.
- Burns:** As the statewide provider for all Victorian adults with complex major burn injuries, we admit over 300 burns patients annually and review more than 1,000 outpatients. During the catastrophic Black Saturday bushfires, our Burns Unit was integral in treating the most severely injured patients and providing their ongoing care for years after the event.

Leading services

Alfred Heart and Lung Care

As Victoria's only health service able to provide a full range of adult cardiac care from heart failure through to cardiac rehabilitation, we treat some of the most complex cardiac cases in the state. We are also the regional centre for heart failure and transplant. The Alfred is one of four centres Australia-wide to implant ventricular assist devices (mechanical heart pumps), which are used to keep people alive or as a bridge to organ transplant.

We're always trying to break new ground:

- implanting a HeartMate bi-VAD in a patient with cardiomyopathy – the fifth of this type of implant in the world and the first outside of Europe.
- being the first Australian hospital to participate in Trans catheter Aortic Valve Implantation (TAVI) in a global trial. If successful, this could eliminate the need for open heart surgery for many patients.

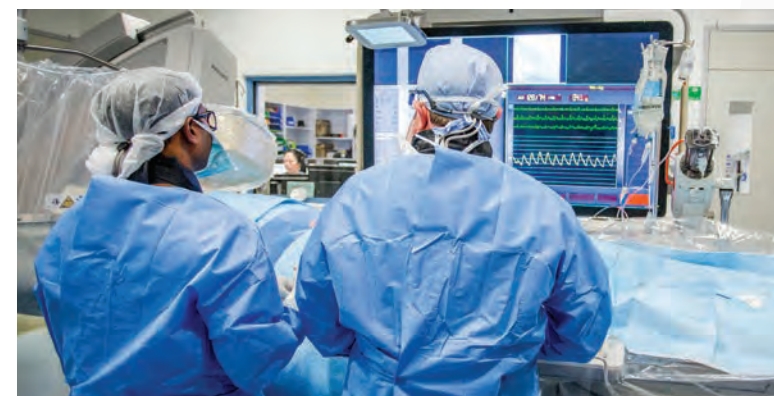
We are leading the way in Australia for treating leaking heart valves without using invasive open heart surgery. We teach cardiologists across the Asia Pacific in latest techniques and we share our cardiac expertise overseas by using teleconferencing technology to livestream crucial procedures from our operating theatres.

Emergency and trauma care

Critical care, The Alfred: Our Emergency & Trauma Centre is Victoria's biggest and best performing centre, consistently meeting timely care targets. We treat around 1,500 major trauma patients and see over 66,000 presentations annually. We see more people surviving accidents, thanks to seatbelts and airbags, but with more severe injuries.

The redeveloped Eva and Les Erdi Emergency and Trauma Centre at The Alfred was opened in April 2018, with more treatment spaces and double the imaging capacity.

Local care: Sandringham Hospital provides crucial care to the community, with more than 43,000 people seeking emergency care.



We are experts in providing complex cardiac care in our busy cath labs.

“It's an honour and a privilege that people allow me to open their chest and operate on their heart. There is a constant striving for knowledge and doing things better and that inspires me in this job.”

Associate Professor Silvana Marasco

Deputy Director, Department of Cardiothoracic Surgery and Transplantation

Major trauma patients are flown to The Alfred, home to Victoria's busiest and best performing Emergency & Trauma Centre.





Leading services

Aged care expertise

The needs of the elderly are complex and with a rapidly ageing population, our services are in high demand. Our specialist role in geriatric care led to a 24 per cent increase in aged care patients in one year. Aged Care bed days at Caulfield Hospital number over 51,000.

We've seen success in Caulfield Hospital's Geriatric Evaluation and Management (GEM) program, which includes rehabilitation for older patients with chronic or complex conditions. The GEM at Home program provides home-based care for older patients who would otherwise require an inpatient stay.

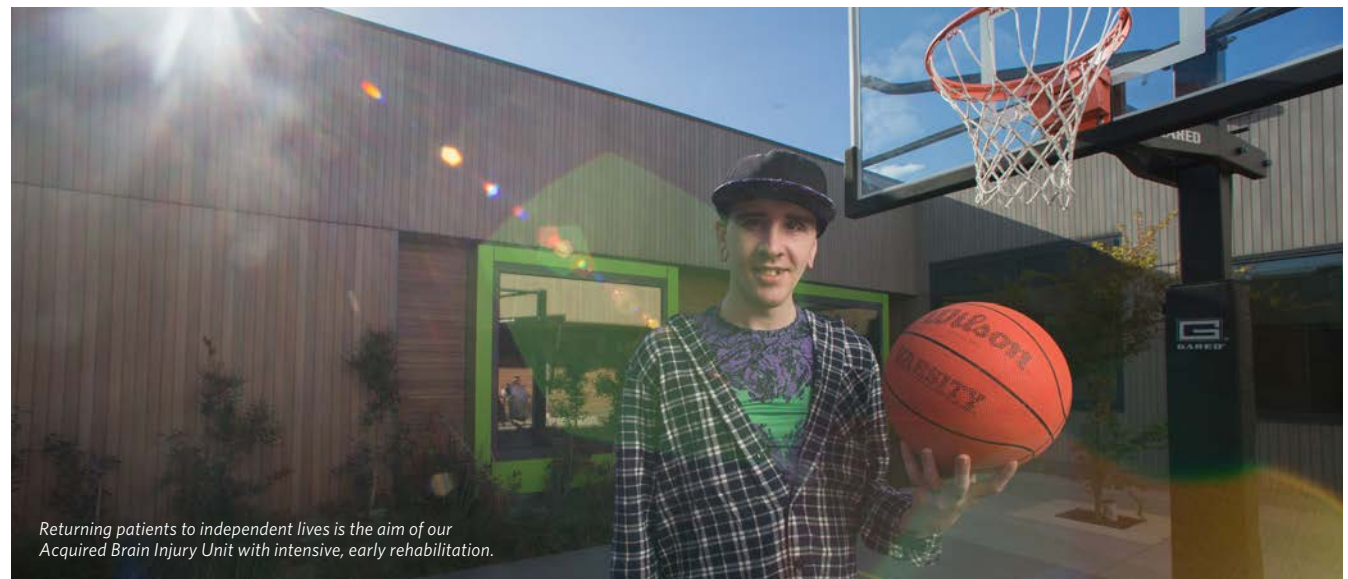
Specialised mental health

Our comprehensive specialist and primary mental health services care for all ages, from children to adults.

We're seeing an added complexity in our mental health patient community, with many commonly suffering from homelessness, drug and alcohol abuse; social isolation and violence.

Our services include:

- a broad range of outpatient child and youth services
- 58 bed adult inpatient unit at The Alfred
- 15 bed aged inpatient unit at Caulfield Hospital
- three community residential facilities and multiple community clinics
- headspace and Early Youth Psychosis provider across south east Melbourne
- translational research through Monash Alfred Psychiatry Research Centre



Returning patients to independent lives is the aim of our Acquired Brain Injury Unit with intensive, early rehabilitation.

Rehabilitation services

While our acute services save lives, there is a real need for ongoing care to help people return to their daily lives. Caulfield Hospital plays a statewide role in providing rehabilitation services in neurological, spinal, burns and orthopaedic care plus lifelong care for amputee patients. This service includes the purpose-built 42-bed inpatient Acquired Brain Injury (ABI) Rehabilitation Centre and four-bed Transitional Living Service (TLS).

The ABI Centre is dedicated to providing rehabilitation and specialist care for people with a severe brain injury, caused by trauma, stroke and other medical causes of brain injury. Research has shown that early rehabilitation after injury provides the best outcome for patients.

The TLS prepares inpatients for discharge, giving them an opportunity to further establish independence.

Neurosciences - centre of excellence

Our neurosciences experts focus on delivering new treatments for a range of conditions affecting the brain, including Parkinson's Disease, epilepsy, stroke, movement disorders, Alzheimer's Disease and Multiple Sclerosis. A growing commonality of these disabling diseases has seen our referrals increase substantially each year.

In August 2018, we opened the first dedicated neurosciences clinical trials unit in the country. The highly specialised facility focuses on early phase clinical trials. Globally, there are very few of these types of high level clinical trial units.

Treating epilepsy is also a centre of focus - The Alfred has one of the few dedicated, purpose-built epilepsy units in Australia.

Our six bed EEG monitoring unit, the largest in the country, is used to study patient seizures and is run by a multidisciplinary team to provide comprehensive treatment.



George flew from Adelaide to receive expert care within our epilepsy monitoring unit, the largest in the country.



Leading services

Fully integrated cancer care

Alfred Cancer Care supports people with cancer each step of the way – from surgery to chemotherapy and radiation therapy with ongoing support from our Emergency Department and Intensive Care Unit if urgent care is needed.

Patients with a range of cancers come to us for care, and we are especially known for treating:

- **blood cancers** – running Australia's largest centre, with people from all over the country coming to our myeloma clinics
- **radiation therapy** – we are at the forefront in this treatment, continually finding better ways to target tumour cells successfully, specialising in stereotactic radiotherapy, radiosurgery stereotactic body radiation therapy (SBRT) and brachytherapy. We run seven outpatient clinics across south-east Victoria and two radiation therapy sites at The Alfred and LaTrobe Regional Hospital.
- **melanoma** – we run the Victorian Melanoma Service, a multi-disciplinary consultative treatment service for people with skin cancer around the state.

Researching new treatments

Our clinical trials are constantly searching for new and better treatments for oncology patients.

The Chair of Oncology role was created to foster the translation, acceleration and transfer of research findings into clinical practice. The aim is to make a positive difference to the health, wellbeing and quality of life for thousands of Victorians fighting cancer.

Blood cancer research centre

Australian Cancer Research Foundation (ACRF) Blood Cancer Therapeutics Centre, based at The Alfred, is home to the latest technology available in blood cancer research and will enable researchers to discover more effective therapies, track patient treatment responses up to 1,000 times more closely and improve therapies to get better outcomes overall for patients.

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“Blood cancers are common, vicious and still not largely understood. Any breakthroughs in our research for better treatments are translated directly from the lab into care for our patients and our community.”

Professor Harshal Nandurkar
Director Clinical Haematology

Jale is one of our blood cancer patients taking part in a clinical trial.

Partnerships and best care

Our healthcare services are for a wide community, not just those who live in metropolitan areas.

To ensure care for Victorians who live far from city centres, we have entered partnerships with regional health providers. These include:

- radiation oncology services at the Gippsland Cancer Care Centre
- neurosurgery: a collaborative clinical partnership has been developed between Peninsula Health and The Alfred to ensure timely patient access to expert treatment for patients living on the Mornington Peninsula.
- new pathway referrals for those with lung cancer.

We also collaborate with other specialists to ensure we meet our community's needs. This includes:

- The Women's Hospital providing obstetric, neonatal and gynaecology services at Sandringham Hospital
- working alongside GPs to care for those not needing emergency care through the Sandringham Ambulatory Care Centre
- HammondCare providing specialist residential aged care at Caulfield Hospital.

Paul Butterworth, seated, was the first man from Gippsland region to receive seed brachytherapy at Latrobe Regional Hospital after The Alfred launched its advanced seed brachytherapy program for country Victorians in 2018.



Collaborating and exporting knowledge

The Alfred is at the heart of one of Australia's major research precincts, best known for its clinical trials.

This research precinct – The Alfred Research Alliance – is a collaboration between Alfred Health, Monash University, Burnet Institute, Baker Heart and Diabetes Institute, Latrobe University and Deakin University. We all work together to better outcomes for patients, focusing on new thinking and real impact.

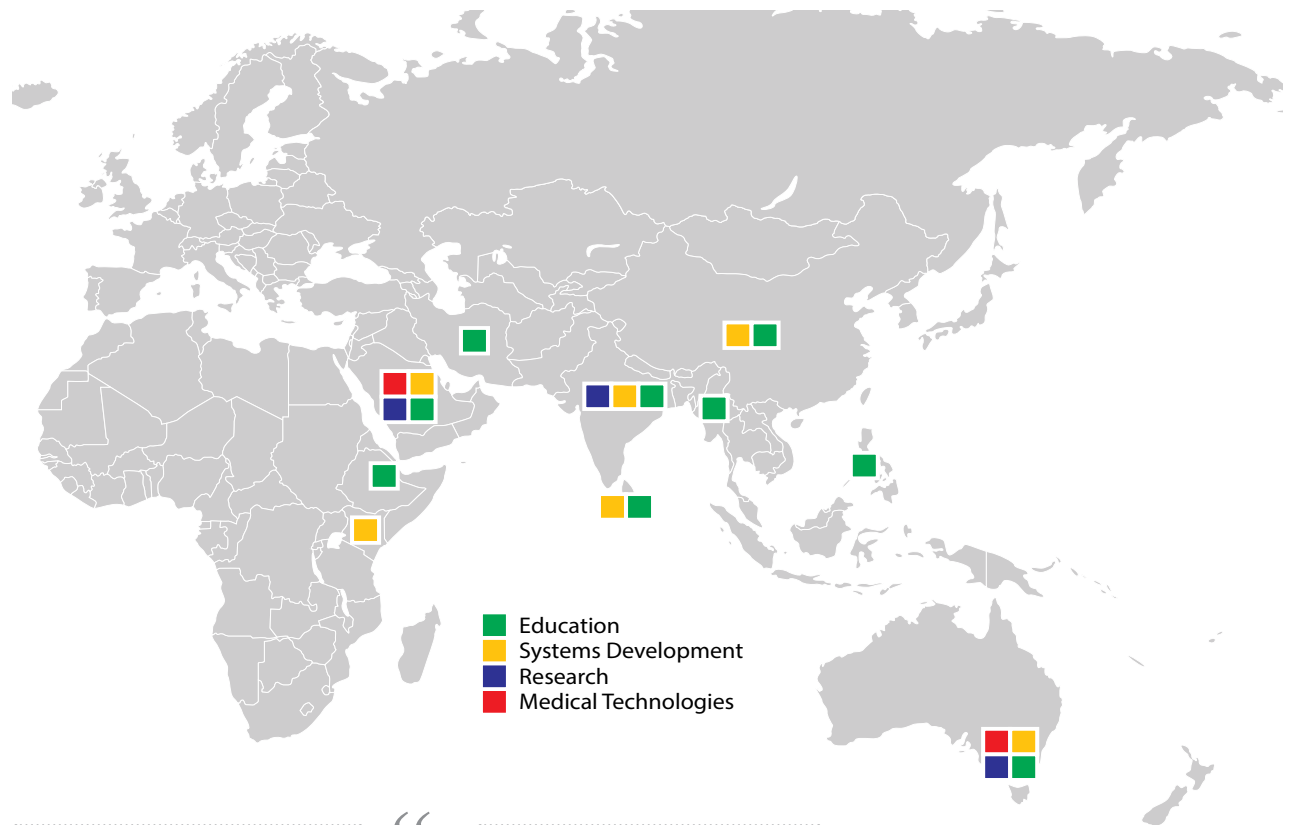
International reach

Our international reputation for research and groundbreaking clinical care extends internationally. Trauma expertise developed at The Alfred has extended all over the world.

We are sharing our knowledge with numerous countries to improve their trauma systems, including:

- **Saudi Arabia** – following a service collaboration agreement signed in 2016 with King Saud Medical City (KSMC) Riyadh and Alfred Health. KSMC is collaborating with us to establish a Level 1 Trauma Centre.
- **China** – developing Huizhou First Hospital into a Level 1 Trauma Centre in Guangdong. This has been complemented by the establishment of a trauma critical care program at nearby LongGang District Peoples Hospital
- **India** – an ongoing collaboration with the Tamil Nadu Health Ministry has seen significant reductions in road deaths (over 600 in the first four months of 2018)
- **Ireland** – our Director of Trauma Services visited the Mater Hospital in Dublin, Ireland to advise on the establishment of their trauma system. If Ireland implements similar reforms that took place in Victoria 20 years ago, they would see significant improvements in patient outcomes.

Global reach in improving trauma systems



“For every single life we save here, we can save 10 lives in the countries where we are running our trauma programs. Our learnings here have a compounding effect overseas.”

Professor Mark Fitzgerald
Director Trauma Services

A member of

**Alfred
Research
Alliance**

Groundbreaking research

Investigating new and better ways of treating our patients remains a high priority. We have also become more innovative, partnering with industries like engineering and information technology to create innovative medical devices.

Some recent research highlights:

World-first: peanut allergy treatment

Human clinical trials of a world-first peanut allergy have been successfully conducted. Our researchers are focusing on the molecular parts of the potent nut allergen that are needed to build tolerance, while removing the risk of a severe reaction. The treatment uses new technology that resets the immune system so that it tolerates peanuts without causing any allergic reactions.

The technology, which is being developed by Australian biotechnology company Aravax, is underpinned by more than 15 years of research led by The Alfred and Monash University.

High-tech glasses a future vision

The National Trauma Research Institute (NTRI) at The Alfred has partnered with Dialog Information Technology to develop voice-activated, heads-up display glasses that combine the Trauma Reception and Resuscitation System (TR&R) with Google Glass for Enterprise. Combining TR&R with Google Glass will mean doctors have vital patient information – including heart rate, oxygen saturation, blood pressure and more – right in front of their eyes, without having to leave or look away from the patient.

Trial solves age-old debate

A global study led by The Alfred has found giving patients more IV fluids during surgery can reduce the risk of kidney damage and wound infection post-surgery.

While small studies had previously indicated that limiting intravenous (IV) fluids was beneficial for patients undergoing abdominal surgery, the RELIEF trial (or Restrictive versus Liberal Fluid therapy in major abdominal surgery trial) proved otherwise.



Keeping people out of hospital with local care

As a leading healthcare facility, we also care for our local community and do all we can to prevent hospital admissions and encourage healthy habits.

Caring for our local community

As well as treating people from around the state, our hospitals provide many services locally. This includes:

- **Paediatric services** – we treat more 10,000 children in our Emergency Department at Sandringham annually.
- **Day procedures at Sandringham Hospital** – more than 2,000 same-day surgeries annually. With a new Day Procedure Centre, Sandringham is one of the state's top three hospitals in the volume of eye surgeries undertaken each week.
- **Community programs** – 10,000 attendances through our community programs at Caulfield Hospital, including a Healthy Living Centre which sees 900 people aged over 60 years attend physical activity classes each week

Sexual healthcare – dedicated centre

With a dedicated centre providing sexual healthcare, we are at the forefront of a rising need in this area.

Patient presentations have reached record levels, with more than 52,000 consultations annually. We diagnosed record cases of chlamydia and gonorrhoea. This demand has been due to large increases in Melbourne's population, including rapidly rising numbers of international students and rising rates of sexually transmitted infections.

Key role in improving community health

With Australians following a global trend and becoming more obese and sedentary, with poor diets, Alfred Health's Population Health team is working in conjunction with the Department of Health and Human Services on initiatives to improve the health of our community.

We have won awards for our work in promoting healthy diets, are also leading the way in developing strategies to help our community stop smoking. These initiatives involve working together with our patients, retail outlets and medical professionals to prevent common, deadly conditions like diabetes, heart disease and obesity and keep people out of hospital.



Our dialysis patients at Sandringham Hospital and The Alfred rely on our constant care.

Getting our patients back into the community and enjoying their normal activities is a primary aim.

Our integrated care focuses on caring for people in hospital, then in the community and at home.

An emerging trend is to avoid hospital admissions and, where possible, treat people where they would prefer to be – at home.

We care for people like Gary, (right) who is spending time in our Acquired Brain Injury Unit's Transitional Living Service, long after they leave acute care. Here our patients can return to normal life, but have in-house support if they need it, as they transition back to independent lives.



AlfredHealth



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Sandringham Hospital

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