

Bayside Health Alfred

# Nursing Annual Report 2025



Connected for quality care



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# Welcome

## to the Bayside Health Alfred third Nursing Annual Report

Dear friends and colleagues,

**It is my privilege to present the third Nursing Annual Report for Alfred Health, now Bayside Health Alfred, marking a significant period of challenge, recovery and consolidation for our nursing services and our organisation as a whole.**

The past three years have tested the resilience of our nursing workforce and health system.

The successes and achievements reflected in this report are the result of the dedicated effort of our nursing teams, particularly as we transition through the post-COVID era.

The emphasis on Growing our Own workforce, strong undergraduate, graduate, post graduate and advanced practice education and training have dominated much of our focus to build a nursing workforce for the future. A particular emphasis on building a stronger research capability and the applications of new and evolving technologies, including artificial Intelligence, are starting to shape the way we prepare ourselves for future needs and challenges.

By 2025, these efforts translated into sustained stabilisation. Attrition rates reduced significantly, vacancy levels reached historic lows, and reliance on agency and overtime was markedly diminished. At the same time, we saw strong growth in postgraduate specialisation, advanced practice nursing roles and leadership capability. Importantly, these workforce improvements were accompanied by measurable gains in patient safety and quality.

Beyond our local services, Bayside Health Alfred Nursing continues to contribute to the broader health system through regional, interstate and international partnerships. Our willingness to share expertise, systems and models of care strengthens nursing capability well beyond our own organisation.

This commitment to leadership and collaboration is reflected in Alfred's standing as a highly respected healthcare institution. We are recognised nationally and internationally for clinical excellence and identified in the Newsweek Magazine World's Best Hospitals as number one in Australia and number 49 in the world.

As we look ahead to 2026, our focus is clear. We will continue to strengthen the Guiding Principles of Nursing Practice approach, ensuring that every patient and family feels heard, supported and cared for with compassion and professionalism.

I also acknowledge the leadership of our newly appointed Chief Executive Officer, Simone Alexander, and Chief Operating Officer, Josh Stuart, both long-term Alfred nurses. Their deep experience within this organisation and commitment to our mission provide continuity and stability as we navigate ongoing local and global challenges.

Finally, I extend my sincere thanks to every nurse across Bayside Health Alfred. Your professionalism, dedication and integrity are evident in the care you provide every day. This report is a testament to your continuing contribution and to the collective commitment of our nursing workforce to excellence in care, leadership and innovation.

Kind regards,



**Professor  
Ged Williams AO**

Chief Nursing Officer  
Bayside Health Alfred

## Nursing Professional Practice Framework

### Nursing Vision

To deliver world-leading clinical outcomes through outstanding nursing care, education and research.

### Strategic Intent

Bayside Health Alfred will promote a culture of enquiry that nurtures innovation and excellence in nursing practice and provides the best opportunities to enable the professional development of nurses to ensure optimal patient care.

Bayside Health Alfred utilises the Nursing Professional Practice Framework (NPPF) to define the key elements of nursing practice, which informs the nursing strategic plan. The NPPF aims to support nurses in all settings across acute, subacute, community and ambulatory services to identify key components of practice that help to achieve safe, high-quality care for patients and build a contemporary workforce for the future.

The NPPF comprises six domains. These are crucial to maintain high standards, lead change, embrace diversity and inclusion, add value to healthcare and patient outcomes, while supporting the wellbeing and development of the nursing workforce.

The domains guide improvements to build knowledge, expand evidence-based practice, drive innovation and lead improvements.

### The domains are:

- Comprehensive Care (Quality and Safe)
- Workforce
- Leadership
- Professional Development
- Research
- Informatics

#### Comprehensive Care

##### Strategic Objective

Comprehensive quality and safe clinical nursing care is evidence-based and delivered in partnership with patients and families.

#### Workforce

##### Strategic Objective

The workforce has the right profile with a clear strategy to provide and sustain safe care to patients and staff wellbeing.

#### Leadership

##### Strategic Objective

Leadership is enabled and encouraged for all.

#### Professional Development

##### Strategic Objective

Professional development is advanced through education, learning and training for all.

#### Research

##### Strategic Objective

Research advances our nursing practice and creates innovative solutions to improve patient outcomes and experience.

#### Informatics

##### Strategic Objective

Information and analytics advance our nursing practice.

# Bayside Health Alfred Nursing

at a glance in 2025

**27,104 days**

of pre-registration student nursing placements



**1,708**

nursing students



**288**

nursing graduates



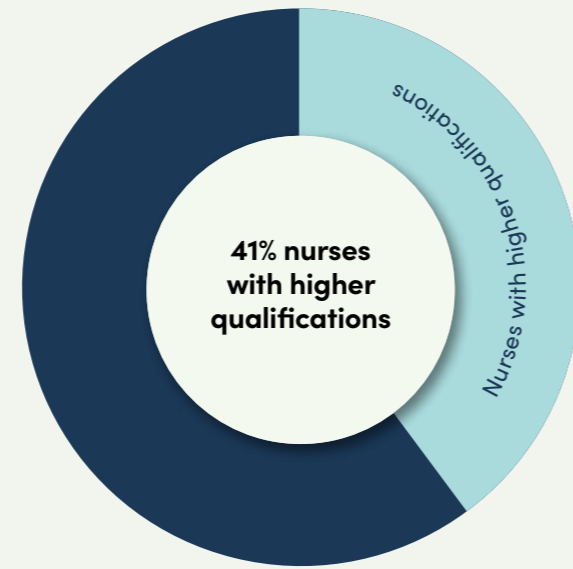
**197**

advanced practice nurses



**151**

nursing leaders that attended leadership development initiatives



**18** statewide services with national reach



**4,460**

nurses



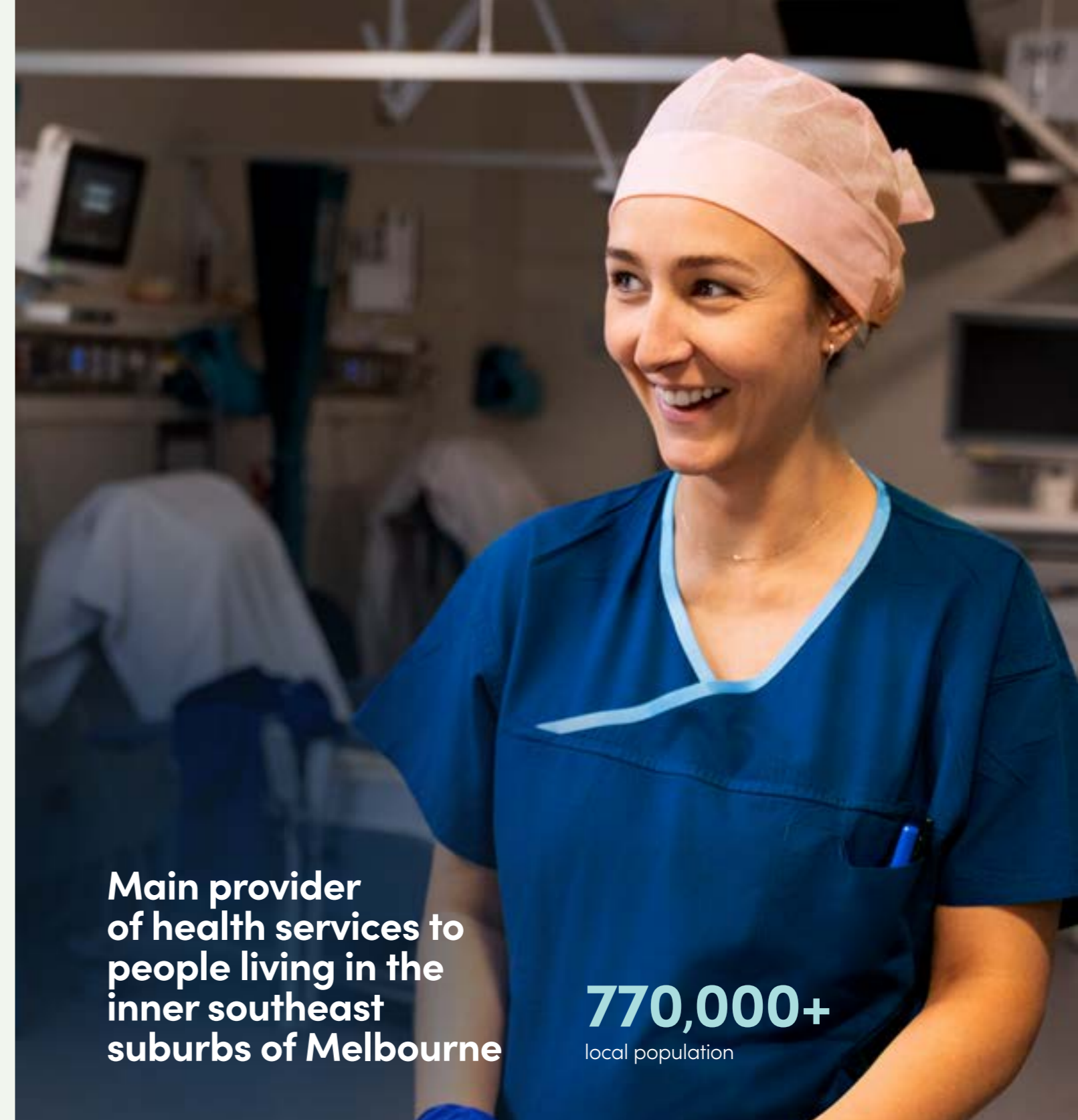
**10** PHD students



**7** Bayside Health Alfred Nursing scholarships

**\$4,050,508**

Research funding for 2025



Main provider of health services to people living in the inner southeast suburbs of Melbourne

**770,000+**

local population

Bayside Health Alfred nurses work across four main sites and numerous community clinics:



The Alfred



Caulfield Hospital



Sandringham Hospital



MSHC  
MELBOURNE SEXUAL HEALTH CENTRE

# Our Patients

at a glance in 2025



**107,201**

emergency presentations



**31,005**

theatre cases



**3,456**

home-based admissions



**49,640**

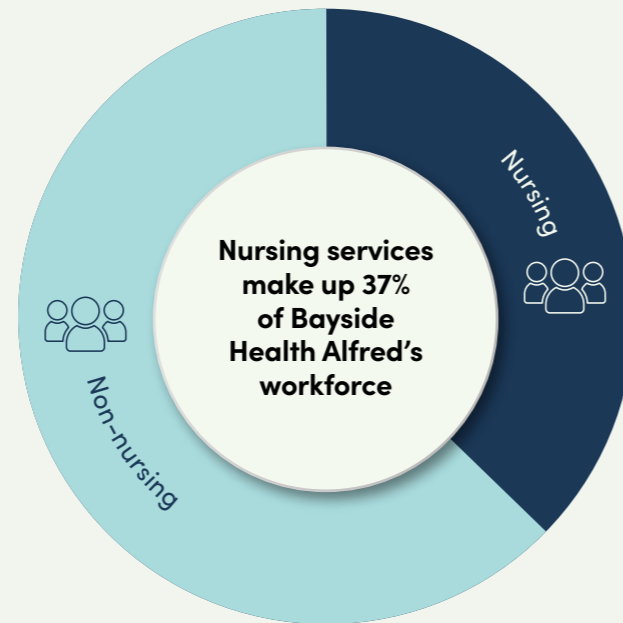
multi-day admissions



**22,114**

ICU bed days

Source: Clinical Performance Unit Data 1st January 2025 to 31st December 2025



## The average patient age is 59 years



**2,662 per day**

time-critical medications administered

Source: Digital Pharmacy

**381,875**

Outpatient Department attendance for Bayside Health Alfred specialist clinics

Source: Clinical Performance Unit (CPU)

## Top 5 languages

spoken by our patients (other than English)

- Greek
- Russian
- Mandarin
- Vietnamese
- Cantonese

Source: Bayside Health Alfred Annual Report 2024 to 2025

# Comprehensive Care

## The Nursing Clinical Practice Committee plays a central role in advancing the organisation's commitment to comprehensive, patient-centered care.

The committee provides governance over key clinical processes and patient outcome measures, ensuring nurses are equipped with the resources, systems and guidance needed to partner effectively with patients and their families/carers.

Through a structured nursing audit schedule and ongoing monitoring of results, the committee identifies areas of high clinical risk, emerging trends and priorities for targeted improvement. This work is enabled by the expertise of the Nursing Services Quality (NSQ) Unit, which provides vital leadership in data analysis, quality systems, and clinical improvement.



Clinical Consultants in the Nursing Services Quality Unit.

## Leading Comprehensive Care

### Nursing Services Quality Unit

The NSQ Unit has expanded to further strengthen harm minimisation and the delivery of comprehensive care. New specialist roles in Falls, Cognitive Impairment and Behavioural Support complement existing expertise in pressure injury prevention and nutrition, reinforcing a highly integrated approach to patient safety.

In close partnership with clinical teams, the NSQ Unit advances prevention strategies across key risk areas, including falls, delirium, pressure injuries, malnutrition, mental state deterioration and clinical aggression. A robust, data-driven approach, drawing on incident reviews, audits and research, enables the NSQ Unit to drive continuous improvement, shape local models of care, and influence practice through the effective translation of evidence into everyday care.

Together, these achievements reflect the leadership and collective commitment of nursing teams to deliver exceptional care for patients and families.

## Measuring what matters

### Auditing for safe care

At Bayside Health Alfred, nursing quality isn't just about numbers; it's about making care safer and better for every patient. The Nursing Audit Schedule is a coordinated program that checks the practices that matter most to patient outcomes. Informed by evidence, risk trends, and benchmarking, it provides a comprehensive view of nursing care and supports targeted, efficient improvements. Nurses lead this work by turning data into action and, using insights to guide care, improve safety and lift standards across the organisation.

### Patient Safety Audit

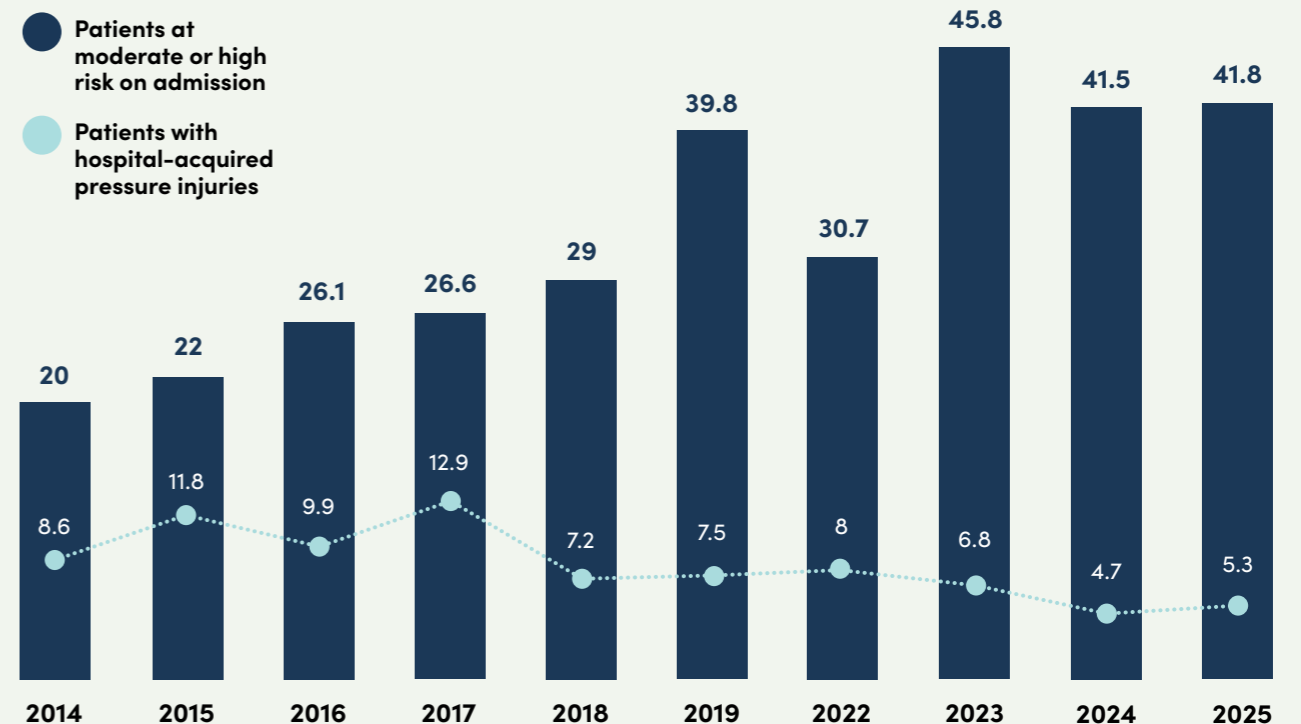
The Patient Safety Audit (PSA) monitors key patient care indicators by reviewing a small, random sample of patients in every ward each month. This process helps nurses understand how well care standards are being met, identify areas for improvement and take action to enhance patient safety. By providing regular feedback, the PSA empowers frontline nurses to drive positive changes within their own wards and maintain high-quality care.

### Pressure Ulcer Point Prevalence (PUPPS) and Nutrition Audit

This combined prevalence audit ensures fair and independent checks, unbiased assessments and identifies opportunities to strengthen practice. The annual PUPPS survey focuses on pressure injury prevention, skin tears and incontinence-associated dermatitis. In 2025, PUPPS data demonstrated that the pressure injury prevalence increased slightly to 5.3 percent, however, most injuries were identified early and were mild (Stage 1 or 2). The PUPPS survey has also shown that even though patients' risk for pressure injuries continues to increase, the preventative strategies in place are helping to reduce the harm caused by these injuries.

Optimising nutrition and preventing malnutrition remains a key component of patient care and recovery. Nutrition audits incorporated in the PUPPS survey show that nearly one in four patients experience community or hospital-acquired malnutrition. In response, initiatives such as strengthened nutrition screening and the hybrid menu model are improving how nutritional risk is identified and managed.

### Pressure injury harm prevented according to patient risk



Source: Bayside Health Alfred PUPPS results 2014-2025 (not conducted in 2020-2021 due to COVID)

### Percentage of patients who selected their meals (average)



Source: PUPPs and Nutrition Audit 2025

Our hybrid menu model is allowing our patients to order their meals with a staff member (monitor) or online. Since its introduction, 32 percent more patients are now actively choosing their own meals instead of being given a default meal.

### Nursing Quality Audit

The annual Nursing Quality Audit (NQA) assesses nursing compliance with selected National Safety and Quality Health Service (NSQHS) indicators, focusing on higher-risk or emerging areas that do not require frequent monitoring. In 2025, the audit concentrated on falls and delirium prevention and was undertaken in conjunction with the Infection Prevention Peripheral Intravenous Cannula audit. The NQA assessed 863 patient care encounters across multiple settings, including Hospital in the Home and Better at Home services. Around 70–80 NQA auditors participated, supported by local ward-based auditors, reflecting a strong and ongoing nursing commitment to patient safety and high-quality care.



Auditors at The Alfred during the NQA November 12th 2024.

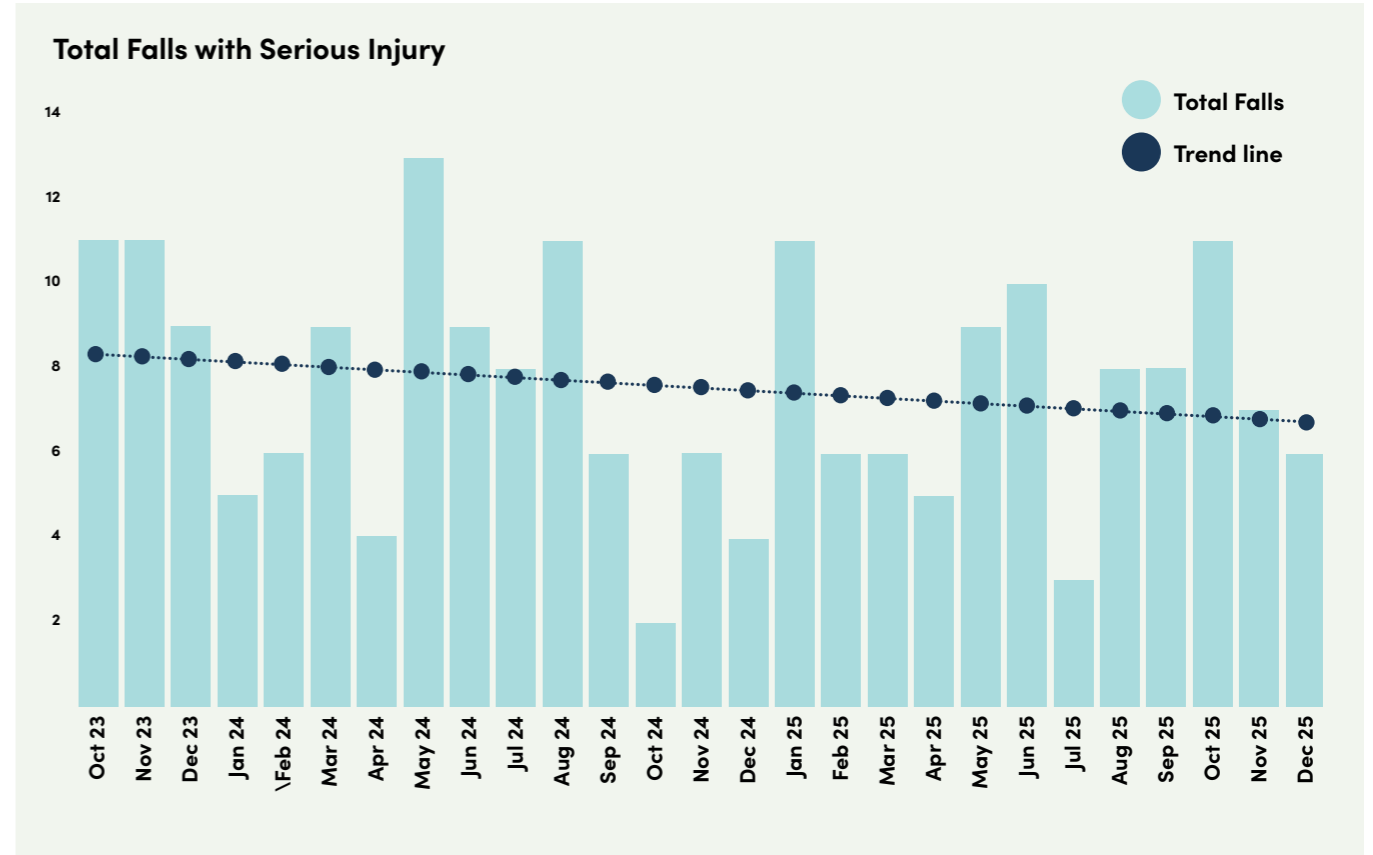
### Systems data monitoring through dashboards

At Bayside Health Alfred, measurable information from electronic medical records and organisational data systems provides nurses with a clear overview of performance and helps identify opportunities for organisation-wide improvement. Presented through organisation-wide dashboards, this data allows nurses to monitor trends over time and gain visibility of results. Regular review supports transparency, strengthens accountability, and enables nurses to promote safe, high-quality care through ongoing oversight of performance.

## Advancing excellence in harm minimisation

### Falls reduction

In 2025, Bayside Health Alfred achieved measurable improvements in patient safety following the implementation of recommendations from the external review of falls prevention (October 2024). These improvements led to a reduction in the total falls with serious injury, and subsequently, the organisation's fall-related risk rating was reduced from Extreme to High in September 2025. Key initiatives included the establishment of specialist governance committees, the appointment of clinical consultants, updated clinical guidelines, strengthened safety processes, and the delivery of targeted education for staff. This achievement demonstrates Bayside Health Alfred's ongoing commitment to evidence-based practice and to delivering safer care for all patients.



Source: Clinical Governance Unit Monthly Dashboard

### Top 3 achievements

100%

patient identification band matching electronic medical record (EMR) <sup>2</sup>

96%

patients report that their nurse discussed the care provided today with them <sup>2</sup>

88%

Comprehensive Care Plan initiated and current <sup>2</sup>

### Top 3 driving change

60%

malnutrition risk screened within 24hrs <sup>1</sup>

40%

post-MET call observations taken at correct frequency <sup>1</sup>

50%

escalation of abnormal vital signs documented <sup>1</sup>

<sup>1</sup> Source: Nursing Quality Audit, <sup>2</sup> Source: Patient Safety Audit

# Defining our purpose

## Guiding Principles of Nursing Care

Nursing at Bayside Health Alfred is committed to delivering a positive experience for every person, promoting high-quality care and meaningful outcomes for patients, their families and support networks. Throughout the year, nurses across the organisation have worked together to strengthen and define the principles that guide how nursing care is delivered.

The Guiding Principles of Nursing Care include:

- Professional Integrity.
- Person-Centered Care.
- Collaborative Care.
- Safety in Practice.

As an integral discipline responsible for leading comprehensive care at Bayside Health Alfred, Nursing is now focused on embedding these principles into everyday practice, with clear expectations for accountability and consistency. To support this work and strengthen a culture of respectful, relationship-based care, a Steering Committee has been established to guide and oversee implementation in 2026.

## Prioritising staff safety

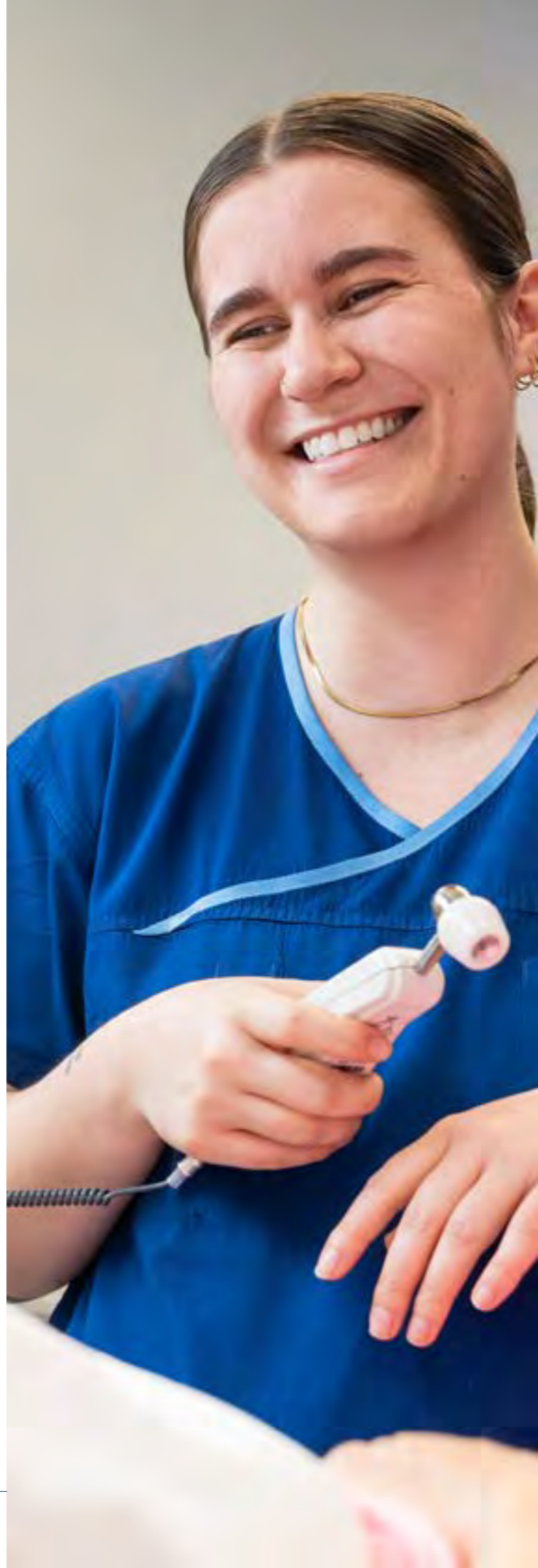
Bayside Health Alfred nurses provide care to people with diverse and complex needs across all ages, cultures and social circumstances. In delivering this essential care, nurses may also be exposed to challenging behaviours or aggression from patients, families and carers.

As the largest frontline workforce, nursing has a strong and influential voice in addressing occupational violence and aggression (OVA), making this a key priority for the profession. Nurses are driving change by shaping safer approaches to care, strengthening capability and advocating for systems that protect both patients and staff.

In partnership with Occupational Health and Safety, Medical, Mental Health and Addiction Services, and Non-Clinical Support Services, nurses are leading practical, system-wide improvements in the prevention and management of patient- and visitor-related aggression. Achievements in 2025 include:

- Expanded education on early risk identification and escalation.
- Increased First Responder training for nursing leaders.
- The introduction of a planned Code Grey with security support and strengthened reporting to distinguish planned and unplanned incidents of aggression.

These initiatives are building nursing capability, strengthening collaboration and creating safer workplaces for staff and patients.



# Showcasing quality improvement projects

## Anitha Kurian (ANM) F2: 4AT Escalation and Documentation

### Problem:

Monthly audits and staff surveys showed low compliance with escalation requirements for patients scoring  $\geq 4$  on the 4AT delirium screen. This led to delays in recognising and managing potential delirium, increasing patient risk.

### Aim:

To improve compliance with escalation procedures for patients scoring  $\geq 4$  on the 4AT by ensuring timely notification of the Nurse in Charge and medical team, supported by accurate documentation.

### Interventions:

The project identified barriers to escalation and implemented targeted strategies, including:

- Staff engagement to understand challenges in recognising and responding to delirium risk.
- Education on the importance of timely escalation and documentation.
- Reinforcement of escalation guidelines, roles and responsibilities.
- Support to build staff confidence and competence in responding to high-risk 4AT scores.

### Outcome:

Results indicated that bedside clinicians were more likely to escalate care when patients had 4AT scores of  $\geq 4$ , leading to more reliable communication with clinical teams and improved documentation. This strengthened early delirium recognition and supported safer patient care.

### Escalation to NIC documented



### Escalation to Medical documented



## Claire Johnston (CNM) Hospital in the Home: Improving Weight and MUST completion in HITH

### Problem:

Monthly Hospital in the Home (HITH) patient safety audits consistently showed poor documentation of patient weights and completion of the Malnutrition Universal Screening Tool (MUST). This could have a negative impact on patient safety and did not align with Bayside Health Alfred's key performance indicator (KPI) of achieving a completion rate of 80 percent or higher.

### Aim:

By September 2025, improve nursing compliance with documenting weight and MUST assessments to 80% compliance, thereby strengthening patient safety, meeting monthly KPIs and aligning with Bayside Health Alfred KPI.

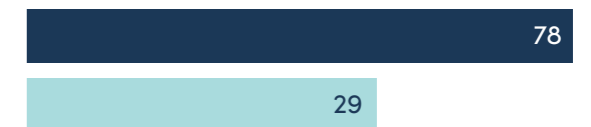
### Interventions:

- Allocating time on Sundays to update weights and all risk assessments.
- Provided one-on-one feedback to approximately 65% of road clinicians.
- Allocated five minutes on the HITH run sheet "weigh patients and update risk assessments".
- Clinical coordinators weighed patients on day of discharge from ward.
- Spot checks throughout month and ongoing feedback to individuals.
- Discussed recent hospital acquired malnutrition patients and/or RiskMan incidents.

### Outcome:

MUST completion improved from 64 percent at baseline to 94 percent in October 2025. Spot checks, feedback, open communication and ongoing education have driven success. Work continues with Nutrition to enhance electronic medical record (EMR) automation and auditing.

### Admission weight recorded



### Malnutrition completed and current



# Workforce

**Bayside Health Alfred employs 4,640 nurses, which represents approximately 37 percent of the workforce. Our nursing workforce continues to remain stable.**

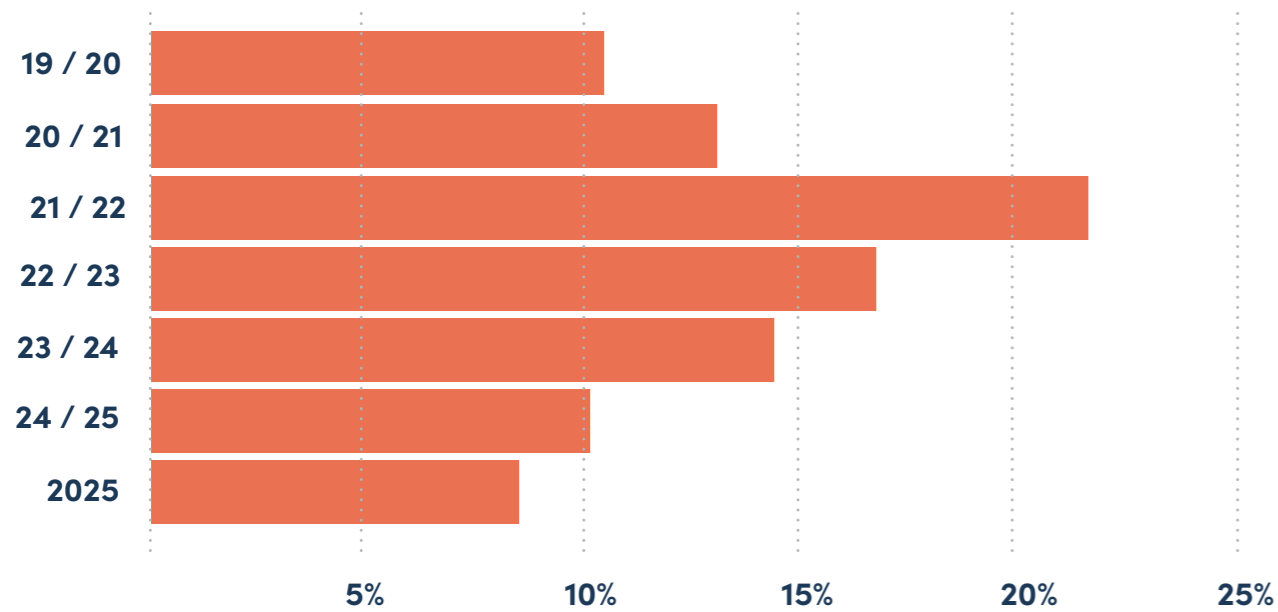
We continue to see our attrition rate decrease translating to delivery of our retention strategies. Our average nursing length of service has increased by one year and, over the last 12 months, the number of nurses with higher qualifications has grown from 1,770 to 1,951. This increasing level of advanced qualifications supports the complex care provided and professional expertise in our nursing workforce delivering safer, higher quality care for Bayside Health Alfred patients.

Key workforce initiatives embedded this year included:

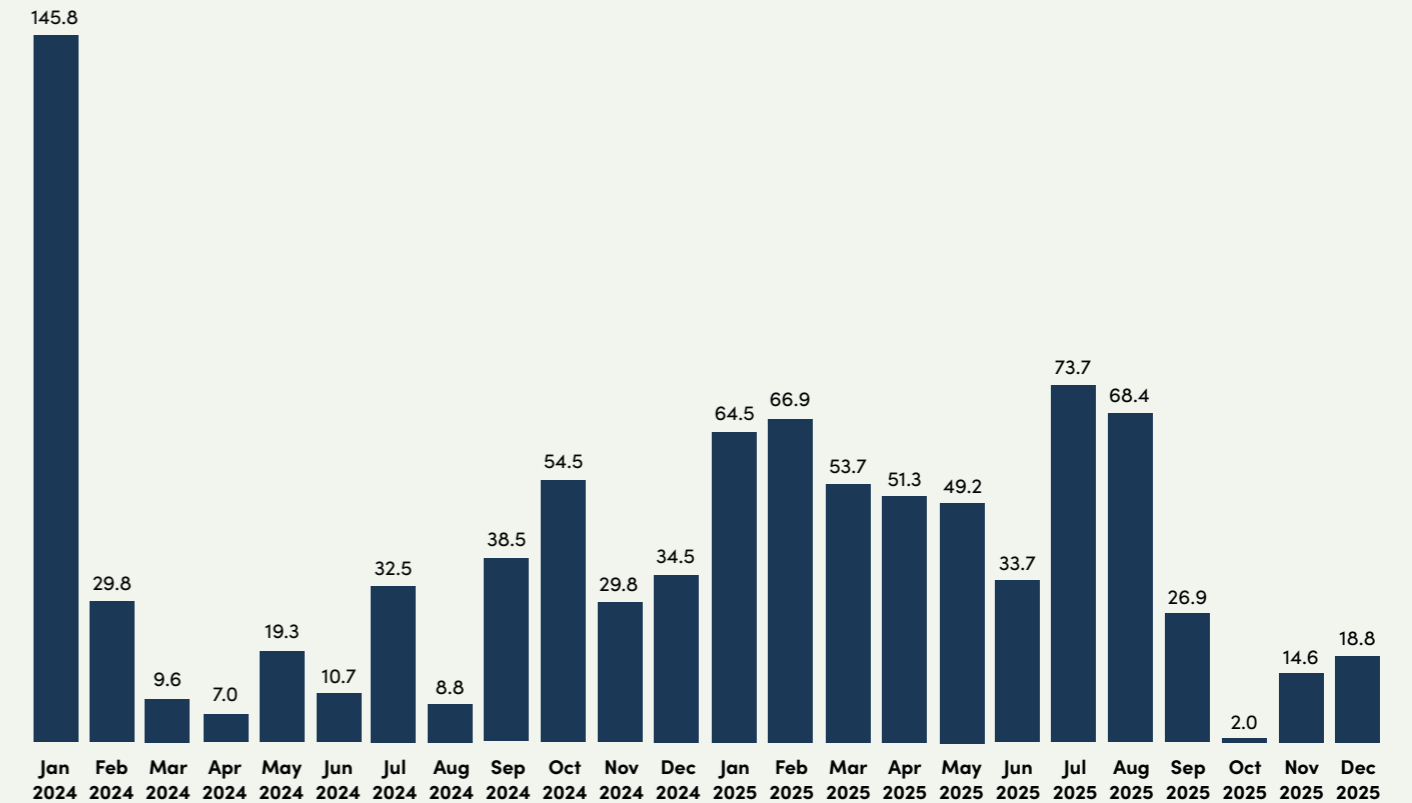
- Successful implementation of the Nursing Enterprise Agreement 2024-2028.
- Continued improvements in the centralised nursing recruitment processes working closely with programs and services managers.

- Commencement of our Administration team, who provide excellent support to the Nursing Services Workforce Planning Unit team.
- Ongoing refinement of predictive workforce modelling, workforce key performance indicator (KPI) dashboard development and data analytics.
- Continued support and career development opportunities for our Nurse Pool team, in accessing transition to specialty programs and placement into specialty areas for experience and ongoing employment. Providing career counselling for early career nurses to explore clinical areas of interest and facilitate their transition into specialty practice.
- Collaboration with our new amalgamation workforce colleagues in preparation for January 2026 amalgamation of Alfred to Bayside Health.

## 12-month percentage nursing turnover

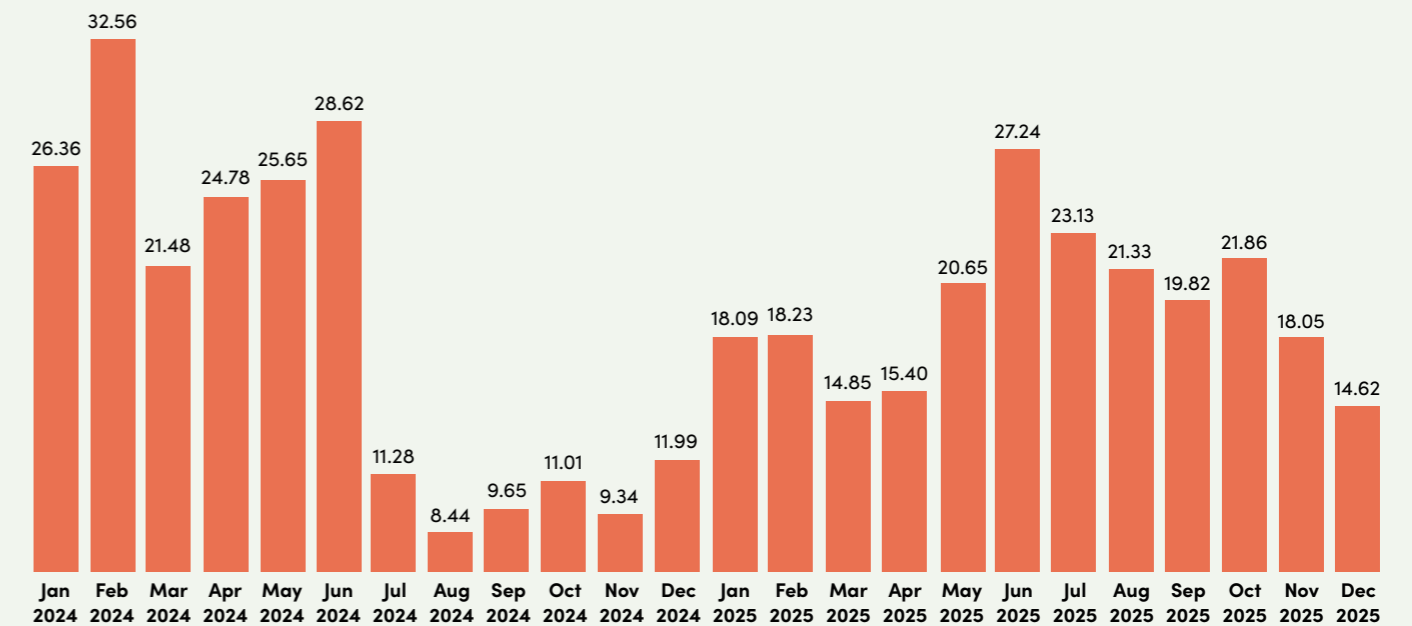


## Nursing vacancy by EFT



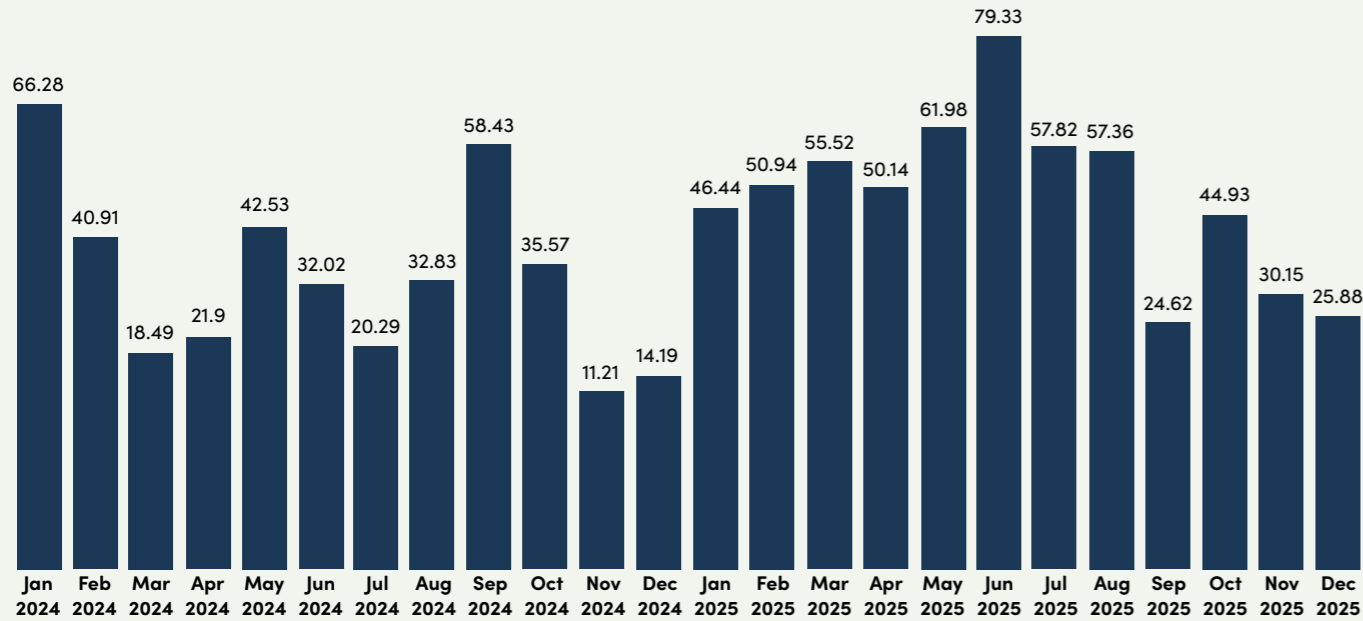
Source: Local staff management tools (patient-facing staff) Equivalent Full Time (EFT)

## Nursing overtime usage by EFT



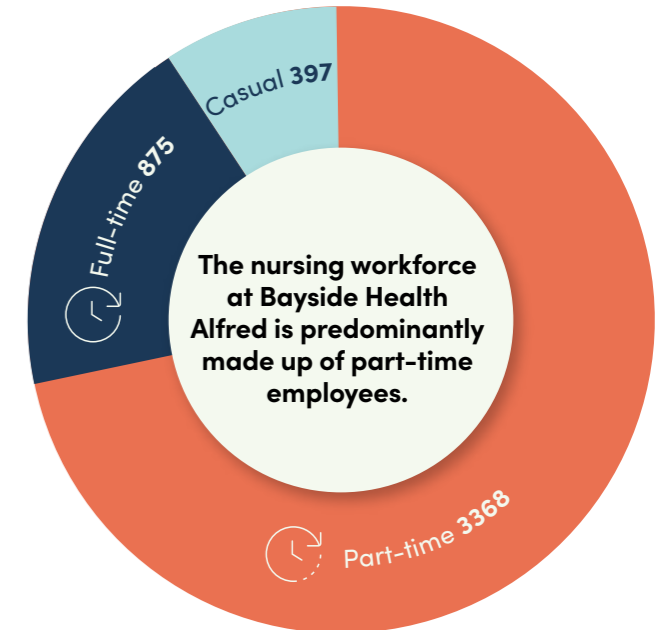
Source: Employee overtime dashboard

### Nursing agency usage by EFT



## Nursing at Bayside Health Alfred

The nursing workforce comprises 4,460 nurses from a range of departments and specialties. The below overview provides a snapshot (from December 2025) of where our nurses were located across Bayside Health Alfred.



The nursing workforce at Bayside Health Alfred is predominantly made up of part-time employees.

**38 years** Average age of nurses

**1,915** Nurses with higher qualifications (1,684 FY23)

**8 years** Average length of service for nurses

## Strengthening workforce strategy through data analytics



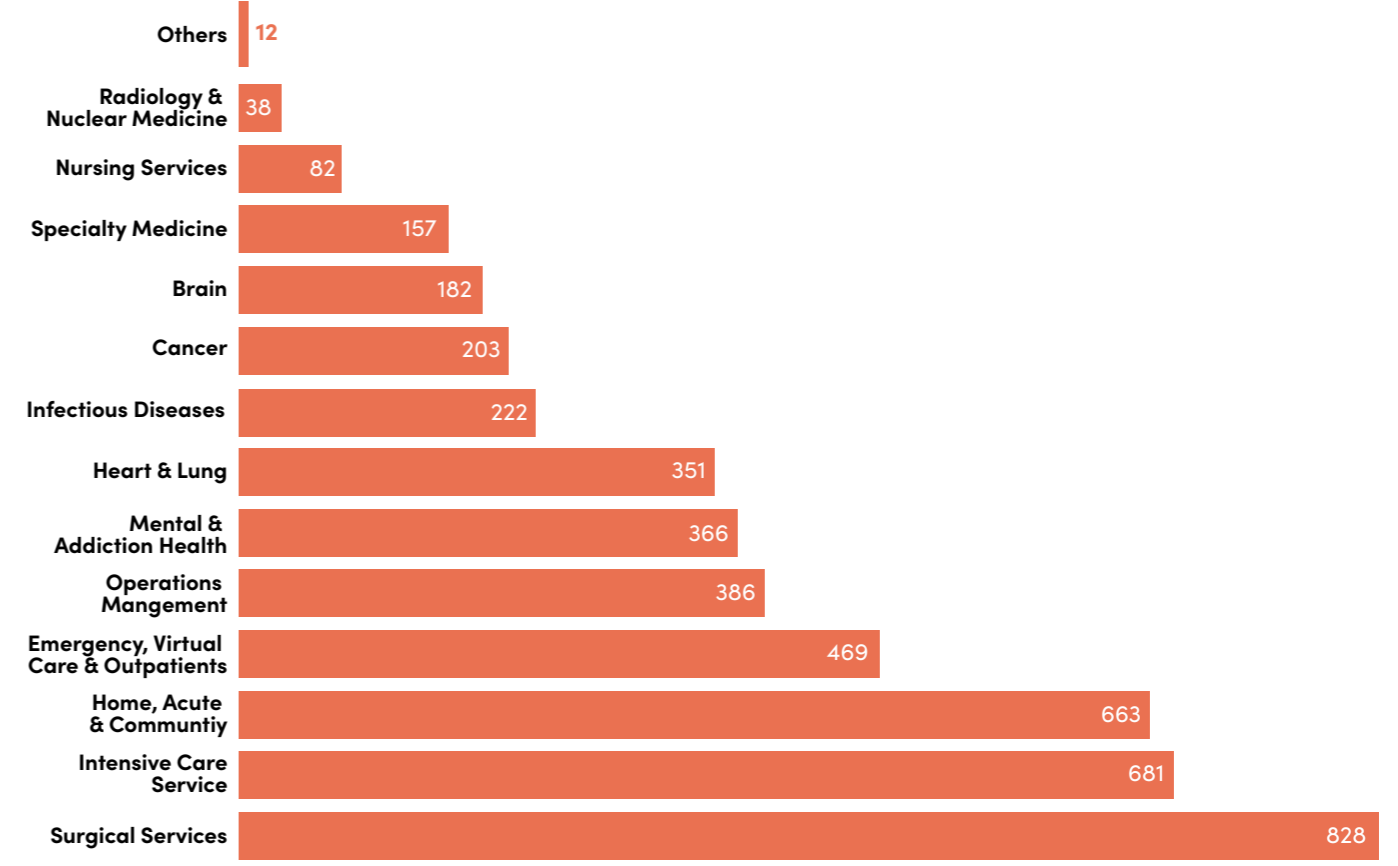
**Maria Chiu**  
Data Analytics Manager

Her clinical insight and analytical strengths positioned her well for leadership beyond the bedside. After the fellowship, Maria was appointed to the new role of Data Analytics Manager – Nursing Services Workforce Planning Unit; a role created to strengthen advanced workforce analytics across Nursing Services. She now leads data analysis, reporting, predictive modelling and strategic workforce insights that inform executive decision making. Her work includes predictive modelling, graduate program configuration, targeted recruitment strategies, advanced practice workforce profiling and supporting the development of real-time workforce dashboards.

A quiet achiever, Maria is known for her diligence, precision and commitment to data integrity.

Maria Chiu joined Nursing Services in February 2024 as one of two inaugural nursing fellows, bringing a strong interdisciplinary background in technology, biomedical science, research and nursing. After completing her graduate year at the Royal Melbourne Hospital, she gained broad surgical experience and progressed to Clinical Nurse Specialist and Associate Charge Nurse roles, including on Ward 6 West, with periods acting as Nurse Manager.

### Nursing workforce by program



Source: Employee Demographics dashboard (As of December 2025. For higher qualifications: staff who received qualification allowance as of December 2024)

## Talent Identification Pool

### Strengthening workforce capability through leadership pathways

The Talent Identification Pool Program, introduced in 2024, supports future nursing leaders by offering clear leadership development pathways and leadership opportunities. Overseen by the CNO and Chief Operating Officer (COO), the program offers access to learning sets, secondments and leave cover roles, fostering growth and networking within Bayside Health Alfred and the broader health sector.

#### 2025 program evaluation highlights:

- Strong Engagement: 49 participants in 2024 and 23 in 2025 across The Alfred, Caulfield Hospital and Sandringham Hospital.
- Clear Process: 100% found the application process clear and feedback timely.
- Impact: 86% engaged in opportunities such as secondments and conferences; 57% reported significant leadership development; and 57% progressed to new leadership roles.
- Networking: Increased visibility and networking across departments.
- Recommendation: 100% would recommend the program.
- Manager feedback: Rated highly for professional growth and collaboration (average score 4.25/5) and succession planning (4.0/5).

The Talent Identification Pool Program is meeting its objectives, creating a transparent leadership development framework and supporting succession planning for key nursing roles. Continued refinement and investment will ensure its long-term impact on workforce capability and strategic succession planning.

## Divina, Associate Nurse, Manager Acquired Brain Injury Unit

### Watch this powerful story of nursing, connection and recovery

Initially inspired by her mum to pursue a career in nursing, Divina was attracted to brain injury and rehabilitation – a new area of nursing for her. In the video, she shares how building genuine connections with patients and families shapes their recovery and why every step forward is a win shared by all. Constantly learning and driven by the joy of seeing people rebuild their lives, she calls this work “the real beauty”.

### Take a moment to watch her story and see rehabilitation nursing through her eyes.



Scan to watch video

## Ty Simpson, Clinical Nurse Consultant and Hesta Nurse of the Year 2025

### On 14 May, Ty Simpson was named HESTA Nurse of the Year, recognising his outstanding contribution to the delivery and care of Chimeric Antigen Receptor T (CAR-T) cell therapy to cancer patients across Australia.

Working as The Alfred’s first-ever CAR-T Clinical Nurse Consultant in clinical trials, Ty is a compassionate and driven clinician, highly respected by patients and his peers both nationally and internationally for his engaging approach to patient-centred care and specialist expertise.

In addition to caring for patients, Ty has developed and delivered a range of initiatives that have helped shape nursing education and best practice. This work continues to translate to a better patient experience, particularly for patients undergoing cancer trials.

Ty credits his success to the support of his mentors and leaders, who share his commitment to advancing nursing and patient care: “People with passion need to be managed by people with passion. I am deeply grateful to my manager (Ellen Heywood) for nominating me and to the leadership team for their support and inspiration, which motivates me to give my best every day. This award is not just a personal achievement but a celebration of the incredible work nurses do to make a difference in patients’ lives.”

Ty Simpson HESTA Nurse of the Year. Photo courtesy of HESTA.



# Recognising Nursing Excellence Awards 2025

The Recognising Nursing Excellence Awards, celebrate the achievements of nurses and highlight their exceptional contribution

Peers or teams nominate nurses across the six Nursing Professional Practice Framework (NPPF) domains, with special categories for Graduate of the Year, Preceptor of the Year and Quality initiatives. This year there were 137 individual or team nominations – the highest number to date.



Thank you to BankFirst and Pinchapoo for the generous care packs in celebration of International Nurses Day. Pictured nurses Chelsea Abel and Isabella Mansfield with the care pack.



## Award recipients 2025

### Comprehensive Care

Individual: Luke Derriman,  
Lily Scott (highly commended)  
Team: Chest Pain Clinical Nurse Consultants

### Workforce

Individual: Ty Simpson,  
Karla Gregory (highly commended)  
Team: Main Operating Suite Nursing Team

### Leadership

Individual: Ellen Heywood,  
Heidi Bulda (highly commended)  
Team: CAR-T

### Quality

Individual: Fiona Vaular  
Team: Ward 3 West

### Professional Development

Individual: Sarah Tuck, Ping Wong,  
Magdalena Dominguez (highly commended)  
Preceptor: Katrina Rabanal  
Team: ICU Education – Fiji National  
University Teaching Team  
Graduate of the Year 2025: Janet Zhang

### Research

Individual: Felice Borghmans  
Team: Wound Management Team

### Informatics

Individual: Jarrod Donovan,  
Deb Sharp (highly commended)  
Team: Digital Health Nursing Informatics



# Leadership

## Enhancing care and advancing practice

### Advanced practice nurses

Bayside Health Alfred's advanced practice nurse (APN) workforce includes nurse practitioners (NPs) and clinical nurse consultants (CNCs). Annual workforce profiling ensures APN roles remain aligned to changing community needs and organisational priorities. Guided by the 2024–2029 APN Strategy, we continue to expand the APN workforce and support APNs to work to their full and evolving scope.

Between April 2023 to December 2025, the APN workforce increased by 38%, reflecting strong organisational commitment and growing service demand. A centralised APN register supports strategic workforce planning and helps nurses explore APN career pathways. The APN Leadership Group and annual APN Innovations Forum support collaboration, professional development, and the visibility and impact of APNs across the organisation.

#### Key achievements:

- The APN Electronic Medical Record Working Group: Improved visibility of APN documentation, strengthened activity data capture and reporting, and introduced an APN dashboard to support ongoing monitoring.
- ADVANCE Tool Implementation: Introduced two-yearly completion of the Australian Advanced Practice Nursing Self Appraisal Tool (ADVANCE Tool), with 50% of APNs participating in the first cycle.

Results from the ADVANCE Tool confirm the significant contribution of APNs to high-quality, safe, patient-centred care and their leadership in service improvement. While strong in clinical and educational domains, the findings highlight opportunities to enhance capability in research and leadership.

An action plan has been developed to build capability in leadership, research, and quality improvement, ensuring APNs continue to deliver exceptional care into the future.

### Nurse practitioner specialities

- Emergency
- Sexual Health
- Mental Health
- Mental Health and Addictions
- Haematology and Oncology
- Urology
- Burns
- Palliative Care
- Aged Care
- Renal
- Infectious Diseases - HIV
- Endocrine - Diabetes
- Trauma
- Cardiology and Cardiothoracic



## APN workforce

 **31** endorsed nurse practitioners

 **27** NP candidates and NP students

 **166** clinical nurse consultants



**Fiona Mitchell**  
Palliative Care Clinical Nurse Consultant

Fiona Mitchell (O'Kane) leads the development and integration of the Palliative Assessment and Treatment Service (PATS) across community and ambulatory programs. Drawing on her acute palliative care background, she focuses on improving timely, values-based, end-of-life care for patients at high risk of deterioration. Embedded across General Medicine Hospital in the Home, Better@Home, Hospital Admission Risk Program (HARP) and Sandringham Hospital, PATS addresses gaps in care for people with complex, life limiting illness.

The nurse-led model supports earlier identification of palliative needs, clearer end-of-life planning, and safer transitions home through standardised pathways, discharge checklists, and carer education. Fiona is committed to bridging acute and community care and enabling earlier goals-of-care conversations to ensure care aligns with patient and family wishes, while reducing avoidable hospital admissions.



# Leading the way

## Highlights from the APN Innovations Forum

In November, we hosted our third APN Innovations Forum, bringing together more than 70 nurses for a day of inspiration, connection and shared learning. This year's theme, 'Leading the Way', celebrated the leadership, expertise and innovation of our APN workforce.

Karen Sanders, Cardiac Nurse Practitioner from Austin Health, delivered the keynote address: "The long and winding road... one pathway to a cardiac nurse practitioner," offering valuable insights into the evolving challenges and rewards of the advanced practice journey". Karen shared her personal pathway to becoming a cardiac nurse practitioner, highlighting the value of being present, embracing unexpected opportunities and building capability over time.

The forum showcased innovative, patient-centred work across a range of specialties. APNs shared their expertise through presentations, interactive discussions and panel sessions that provided deeper insights into the significant contributions APNs make to healthcare services, as well as APN career pathways.

This year's event achieved an average valuable rating of 8.92/10, surpassing last year's rating of 8.71. Evaluation feedback included: "Take opportunities, make opportunities" and "identifying gaps and building improvement plans using evidence-based findings".

### Star rating of 8.92 out of 10



APN 2025 Awards presentation: Andrew Hoiles Director of Nursing Strategic Workforce Planning, Ellen Gardner CNC, Daniela Klarica NP, Judy Reeves Director of Nursing Education and Professional Development.

# Nursing leadership development

## Developing nurse leaders of the future

Leadership development remains a key organisational priority to support the attraction and retention of high-quality nurses.

### 1. Learning Sets

The Learning Sets, launched in 2023, met monthly from March this year and were facilitated by three eminent nursing leaders. Twenty-six nurse managers through to directors participated and were grouped with peers in similar leadership roles. An evaluation of the program was undertaken through a participant survey, with a 35% response rate. Results showed participants strongly valued face-to-face, small group, peer-based reflective learning and 100% would recommend Learning Sets to others. All but one person would like to continue participating. The evaluation will inform program improvements in 2026.

### 2. Nurse Leadership Development Program

The Nurse Leadership Development Program for nursing managers was co-designed by People Measures in collaboration with Bayside Health Alfred. This year, 26 nursing managers completed the six-month program, which commenced in March. An evaluation confirms that the Nurse Leadership Development Program is achieving its intended outcomes to a very high standard. Findings show that the program is strengthening leadership capability, fostering connection and belonging and positively influencing retention and organisational culture. One participant shared: "I really appreciate the investment in my learning and development and felt truly valued." This sentiment captures the broader participant feedback, highlighting the program's capacity to build confidence, capability, and a strong sense of professional support.

A key innovation emerging from the 2025 program was the establishment of the Nurse Manager Advisory Committee (NMAC).

## Nurse Manager Advisory Committee (NMAC) Achievements

NMAC was established to unite nurse managers as a collective leadership voice, to help strengthen workforce capability, care delivery and clinical operations. It has improved communication, enhanced consultation and expanded cross-campus collaboration, fostering continuous improvement and shared accountability. Key achievements include joint workforce initiatives, shared quality improvement learnings and supportive new systems that improve clinical care and organisational operations. A dedicated SharePoint site now streamlines communication and resource sharing, and rotating Chairs for monthly meetings have strengthened leadership capability and engagement. NMAC's early impact has amplified the nursing voice, increased connection and mentorship among nurse managers and supported safe, compassionate, high-quality patient care.



Antoinette David, Chair (left) and Lauren Mitchell, Co-Chair (right), NMAC.

## Intermediate Leadership and Management Program (LaMP)

### Associate Nurse Manger (ANM) Leadership Development Program

The Intermediate LaMP program was undertaken by 99 ANMs following a comprehensive leadership needs analysis that informed a refreshed design. The updated program offered meaningful exposure to nursing leaders across the organisation, enhancing leadership capability, supporting capacity building and strengthening broader organisational understanding. Participants from all clinical areas engaged in three study days, four Quality Improvement (QI) coaching sessions, a Building Positive Attendance study day and concluded the program by presenting at a graduation and QI poster presentation event.

One participant, Orr Chalelaivan, (ANM Ward 3 West), reflected on the significant personal and professional impact of the program: "The program has changed the way I view my work and the organisation as a whole. It has strengthened my leadership skills, improved my confidence in decision making and helped me recognise the bigger picture behind our daily tasks. Overall, it has motivated me to contribute more effectively and continue growing both personally and professionally."



Orr Chalelaivan Associate Nurse Manager.

## Leadership and Learning in the Nursing Fellowship Program

Established in 2023, the Professional Nursing Fellowship offers midcareer nurses a unique opportunity for mentorship, professional development and insight into nursing services. Each year, two fellows complete a 12-month secondment, rotating through six-month streams in Nursing Workforce and Nursing Quality and Safety. Fellows lead priority projects focused on optimising nursing systems, engaging staff in change, using clinical data to drive improvement and evaluating the impact of these changes. The Fellowship strengthens organisational thinking and leadership capability to support high-quality, patient-centred care.

Abi shared: "This has been an invaluable opportunity to deepen my understanding of nursing services and strengthen my leadership skills. In Nursing Quality and Safety, I gained insight into clinical governance through accreditation work, Quality Audit Day and falls reviews. In Workforce, I built practical skills in Excel and HR systems and learned more about recruitment and workforce management. A highlight was participating in the Ergo Code Brown exercise, giving a behind the scenes view of major emergency response coordination."

Jason reflected: "The fellowship has been hugely rewarding and reshaped how I view nursing at a system level. In Nursing Quality and Safety, I saw how targeted auditing drives real, data-informed improvement and I helped lead Nursing Quality Audit Day. In Workforce, I learned about the complexities of supporting a diverse nursing workforce and gained a clearer view of the many moving parts behind the scenes – broadening my thinking about nursing and leadership."



Nursing fellows Jason Kenna (left) and Abi Chenoweth (right).

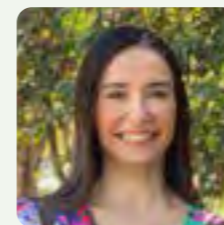
## Bayside Health Alfred Nursing scholarships

### Investing in excellence

Launched on 4 September 2024, the Bayside Health Alfred Nurses Fund supports nurses' professional development across clinical practice, research, informatics, education and management. Annual scholarships enable opportunities in clinical observation, research and innovation, education and leadership development. These experiences bring new ideas and perspectives to nursing, enhancing care and driving innovation. This year, six scholarships were awarded, celebrating the talent and commitment of our nursing workforce.

## Advancing Nursing Leadership scholarships

### Proudly funded by Bank First



#### Catherine Vassili

Nurse Practitioner  
Haematology

Catherine will undertake an observational visit to Dana-Farber Cancer Institute and City of Hope (USA), focusing on care models for older adults with haematological malignancies.

### Proudly funded by HESTA and Virginia Cable



#### Trudi Miller

Clinical Nurse  
Consultant Pulmonary  
Hypertension

Trudi will visit the Royal Papworth Hospital (UK) to explore the role of CNCs in supporting patients undergoing pulmonary endarterectomy. She will also examine how specialist chronic thromboembolic pulmonary hypertension nurses contribute to pre and post-operative care.

### Maryann and Ian Street Trauma Scholarship

### Proudly funded by Maryann and Ian Street



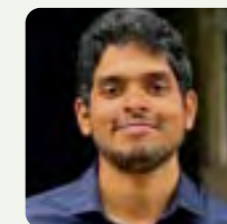
#### Olivia Sonneborn

Pain Liaison Clinical  
Nurse Consultant

Rebecca will explore national approaches to adverse event reviews, focusing on how patient and family feedback can strengthen communication.

### Julie Sheldrake Research Training Scholarship

### Proudly funded by Julie Sheldrake



#### Shalitha Seneviratne

Registered  
Psychiatric Nurse

Shalitha has commenced a Master of Nursing (Research) investigating how centralised, versus decentralised nursing station design influences staff perceptions and patient outcomes in aged psychiatry.

### Monash University School of Nursing and Midwifery Scholarship

### Proudly funded by Monash University School of Nursing and Midwifery



#### Pamela Galindo

Stroke Research  
Clinical Trial Manager

Pamela will analyse six years of stroke clinical trial data to identify demographic factors, barriers to participation, and strategies to improve inclusivity in research.

ICU Castan Fellow

Proudly Funded by Anita Castan



**Jaime Schey**

Clinical Practice  
Research Nurse

Jaime is undertaking a PhD to advance nursing-specific neurological assessment in ICUs, using mixed-methods research to inform future international nursing guidelines.

## Global humanitarian leader: Jean-Philippe Miller receives Florence Nightingale Medal

Congratulations to Emergency Nurse Jean-Philippe Miller, who has been awarded the Florence Nightingale medal for his humanitarian work with the International Red Cross.

The Florence Nightingale Medal is the highest international honour for nurses and nursing aides, awarded by the International Committee of the Red Cross (ICRC).

It recognises individuals who demonstrate exceptional courage and devotion in caring for the wounded, sick or disaster affected, or who have shown outstanding leadership, innovation, or service in public health or nursing education.

One of only 35 nurses globally to receive the award, Jean-Philippe said he was "incredibly grateful" to have his work supported and acknowledged.



Jean-Philippe Miller, recipient of the Florence Nightingale Medal, with Her Excellency the Honourable Ms Sam Mostyn AC, Governor General of Australia, and Patron of Australian Red Cross. Photo courtesy of Australian Red Cross.

## Nursing forums

### A platform for professional excellence

The Nursing Forum was relaunched in July with a visit from Professor Louise Rose MBE, RN, PhD, and a planning group was established to shape the program going forward. Subsequent forums explored diversity, equity and inclusion in nursing, led by Associate Professor Olivia Cook (Professor of Nursing – Cancer Nursing); the role of artificial intelligence in reshaping healthcare and the nursing profession; and the everyday actions of nurses that bring the Bayside Health Alfred beliefs to life. The forum will continue in 2026, shining a spotlight on nursing innovation, celebrating the nurses shaping our profession and inspiring nurses at every stage of their career journey.



**Professor Louise Rose**  
MBE, RN, PhD

Professor Louise Rose, MBE, RN, PhD, Professor and Research Division Head at King's College London, presented at the Nursing Forum on Digital Innovation, using Life Lines as a real-world example. Her presentation highlighted her internationally recognised work in transition of care and communication technologies, particularly how Life Lines evolved after COVID-19 to support communication between ICU patients, families and clinicians, and to improve continuity of care from intensive care to the community. She also presented clinical academic nursing pathways and integrated models of care for people requiring long-term respiratory therapies, demonstrating how research has directly influenced practice across settings.



**Professor Andrea Marshall**  
(Griffith University and Gold Coast Health, Queensland)

Along with participating in the Nursing and Nutrition Forum, Professor Marshall met with the Nutrition Committee and the Bayside Health Alfred Leader in Quality and Safety, and delivered a presentation on Using Research in Practice, supporting Bayside Health Alfred's ongoing commitment to evidence-based care and quality improvement.



Prof Louise Rose (front, third from left) with Bayside Health Alfred nursing leaders.

## Bayside Health Alfred Nurses Fund

More than \$250,000 has been raised for the Bayside Health Alfred Nurses Fund through the annual Bayside Health Alfred Nurses Lunch. This valuable resource depends on the support of people like you. Please scan this QR Code to make a tax-deductible contribution. Thank you.



Scan to contribute

# Professional Development

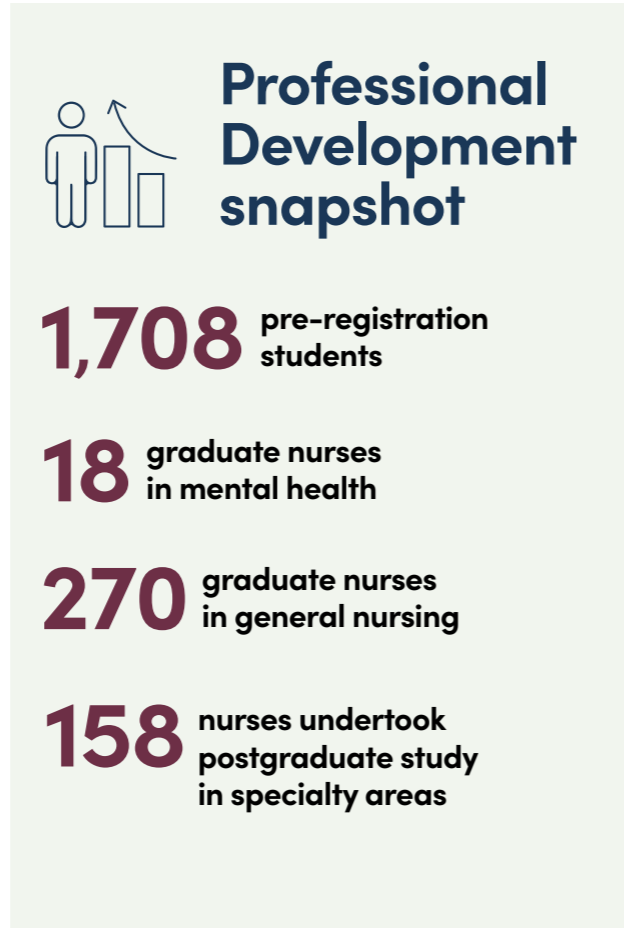
**In 2025, nursing education focused on advancing professional development and strengthening our position as a leader in nursing education.**

Key priorities included:

- Enhancing post graduate qualifications – expanded opportunities for advanced studies to support career progression and Delivering essential education aligned with quality and risk – ensured all programs met the highest standards of safety, compliance and best practice.
- Improving education visibility and infrastructure – invested in resources and systems to promote Bayside Health Alfred as a benchmark in professional nursing education.
- Supporting career growth – Continued our commitment to the themes of Growing Our Own and Building Your Career With Us.

We proudly welcomed 288 graduate nurses, commencing their careers within our organisation. The revised and expanded Transition to Practice programs offer clear pathways into specialty areas and postgraduate studies, reinforcing our dedication to workforce sustainability and professional growth.

Established in 2024, the Nursing Education Advisory Committee (NEAC) brings together education leads across all clinical programs to strengthen governance and leadership in nursing education. This year, NEAC advanced oversight of mandatory training, supported implementation of the Professional Development domain of the NPPF and launched the Bayside Health Alfred Nursing Education Instagram to boost organisational engagement. Next year, the NEAC will focus on standardising educational resources, integrating education into career development and streamlining resource development.



## Pre-registration placements

Bayside Health Alfred is a leading provider of pre-registration nursing and paramedicine placements, offering students diverse clinical experiences and exposure to varied career pathways. In 2025, we expanded placement areas to align with future workforce needs and continued our leadership in hosting clinical placements for the Monash University Master of Paramedic Practitioners, supported by our advanced practice nurses.

This year, more than 1,700 pre-registration nursing students completed over 27,000 placement days at Bayside Health Alfred, with 93% reporting they felt safe and 92% noting a sense of wellbeing (428 responses, 28% response rate). Key initiatives included: developing a feedback dashboard to give clinical areas visibility of their student experience data; collaborating with Informatics to explore student use of the EMR to inform 2026 projects; and progressing multiple research projects on student and staff placement experiences. These included an Australian College of Nursing (ACN) funded integrated literature review on preceptor experiences presented at the National Nursing Forum, and a Preceptorship Education evaluation presented at the ANTS conference.

## Fellowship and Clinical School Model

Applications for the 2025 Deakin and Monash fellowship programs increased, with all applicants demonstrating strong alignment to Bayside Health Alfred values, while La Trobe University continued its clinical school model for third-year students.

### 2025 fellowship/clinical school positions

#### Deakin University



#### La Trobe University



#### Monash University



# Graduate Nurse Program

The 12-month Graduate Nurse Program (GNP) supported 290 general nurses and 18 AMAH nurses, with four general intakes rotating across all campuses. Fourteen nurses completed the AMAH program, gaining experience across adult, aged, and community residential rehabilitation settings. Graduate mental health nurses also undertook supernumerary rotations in specialist areas, including emergency psychiatry, addictions, and community psychiatry.

The general stream re-introduced a 2:1 preceptorship model and expanded orientation to include fundamentals of nursing care. GNP hurdles were reinstated to strengthen structure and support learner progression. Graduates participated in study days and weekly tutorials to consolidate skills and share clinical learning. The Graduate Mental Health Program strengthened academic partnerships, incorporated lived experience perspectives and refreshed resources including the AMAH Graduate Nurse website. The program also contributed to quality improvement initiatives, including the development of an early-career mental health competency framework.

In February, the inaugural GNP Graduation Ceremony celebrated 245 general graduates and 18 AMAH graduates who commenced during 2024. Keynote speakers from Deakin and La Trobe universities inspired attendees, and feedback on the program's support for early-career nurses was overwhelmingly positive.



Graduate Nurse Program September 2025 intake cohort.

# Transition to specialty practice

## Building pathways for specialisation

The Transition to Specialty Practice (TSP) programs are now fully embedded across the organisation, offering a structured 12-month pathway for Grade 2, Year 2-3 registered nurses to progress into specialty practice. The programs develop advanced assessment skills, critical thinking, and support high-quality, safe patient care.

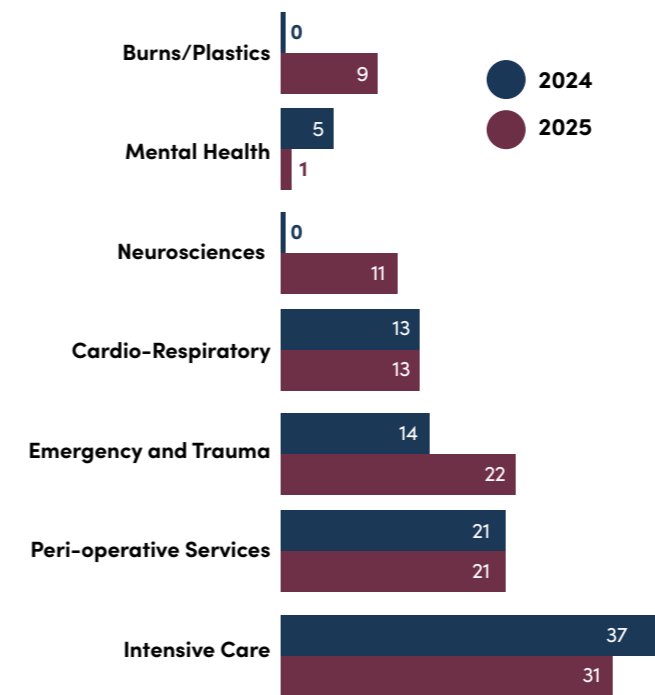
TSP graduates gain clear progression opportunities, including pathways to clinical nurse specialist roles, master's-level postgraduate study, and the ability to apply enhanced specialty skills across various practice areas.

### Specialty streams:

- Intensive Care
- Emergency and Trauma
- Peri-operative Services
- Cardio-Respiratory
- Mental Health
- Burns/Plastics
- Neurosciences

Several streams now carry tertiary credit recognition with university partners. The TSP portfolio continues to strengthen workforce capability, support career development, and reinforce our commitment to clinical excellence and sustainability.

## Transition to specialty practice programs 2024 to 2025



# Innovation in education

## Gamification in CardioRespiratory TSP

Nurse Educator, Kat Hope, represented Bayside Health Alfred at the Australian Nurse Teachers Society (ANTS) National Conference in Sydney, presenting on the use of gamification in the CardioRespiratory TSP study day. Her session demonstrated how interactive, gamebased strategies enhance clinical education, increase engagement and improve retention of complex concepts. Kat outlined the educational rationale for gamification, showing its alignment with adult learning principles, its ability to promote teamwork and its role in strengthening knowledge consolidation. The study day incorporated scenario-based challenges, team competitions and rapid-response clinical quizzes that mirrored real-world decision making. It also supported problem solving, critical thinking and collaboration among early-career nurses. Kat's presentation highlighted Bayside Health Alfred's commitment to contemporary, evidence-informed education and positioned the organisation as a leader in innovative nursing pedagogy. The strong reception at ANTS reflects growing recognition that gamification is an effective, future-focused strategy for strengthening the capability of nurses transitioning into specialty practice.



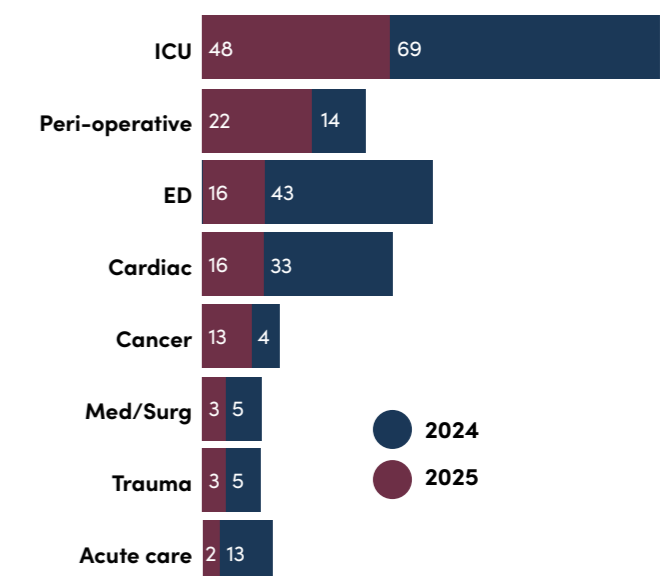
Nurse Educator, Kat Hope.

# Growing specialist capability through strategic university partnerships

Bayside Health Alfred partners with the following universities for postgraduate courses: Monash, Deakin and La Trobe. The primary nursing specialties include Intensive Care, Emergency, Perioperative, Cardiac, Acute Care, Medical/Surgical Nursing and Trauma Nursing.

New postgraduate courses in Cancer and Neurosciences were developed in collaboration with Monash University and commenced in 2025. We are also continuing our partnership with La Trobe University, with the Master of Nursing (Ageing and Complex Care) scheduled to commence in 2026.

## Postgraduate numbers 2024 and 2025



# Building your Career with Us

## Scholarship and funding support

In 2025, we were successful in funding applications and internal funding grants to provide:

- 95 Department of Health (DoH) scholarships for RNs to undertake postgraduate clinical degrees.
- 33 Bayside Health Alfred scholarships awarded to support 23 RNs undertaking postgraduate clinical degrees and 10 RNs undertaking leadership or education postgraduate degrees.
- 45 DoH enrolled nurse to RN transition scholarships, totalling \$80,000.
- 46 registered undergraduate students of nursing at one shift per week.



## Nursing Capability Framework

### Empowering career development

The Bayside Health Alfred Nursing Capability Framework defines professional practice expectations and supports career planning across all practice domains, aligned with organisational leadership capabilities. This year, an electronic self-assessment tool was introduced to help nurses easily review their capabilities, track progression and map development across the domains, supported by SharePoint resources for each area.

### Nursing education career pathway

#### Build your Career with Us

In 2025, a new career development pathway was introduced to support nurses pursuing roles in nursing education. Available on the Bayside Health Alfred intranet, it provides a practical, self-directed guide for planning and progressing a career as a healthcare educator. Aligned with the 2024 VHELN Healthcare Educator Capability Framework, it enables nurses to self-assess against required capabilities, identify strengths and development needs, set clear goals, and engage in targeted learning, supporting reflective, lifelong development at all stages of their education career.



# Research

2025 saw the appointment of three new nursing professorial roles at Bayside Health Alfred. These joint appointments, with Deakin, Monash and La Trobe universities, signify Bayside Health Alfred's commitment to advancing nursing through research and bridging the gap between academia and real-world healthcare.

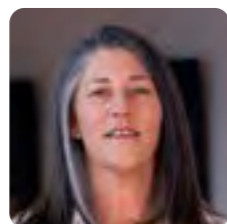
The new roles have been led and established by Bayside Health Alfred's Chief Nursing Officer, Professor Ged Williams, and Bayside Health Alfred's Foundational Chair in Nursing and Director of Nursing Research, Deakin Distinguished Professor Tracey Bucknall. In 2025 Bayside Health Alfred welcomed:

- Professor Suzanne Kapp, Latrobe University/Bayside Health Alfred – Home Acute and Community Services.
- Associate Professor Louise Alexander, Deakin University/Bayside Health Alfred – Mental Health and Addiction Services.
- Associate Professor Olivia Cook, Monash University/Bayside Health Alfred – Cancer Services.

The appointments significantly improve nursing research capacity and capability across Bayside Health Alfred. They will build upon the strong foundation built by Deakin Distinguished Professor Tracey Bucknall to support and upskill Bayside Health Alfred nurses to lead and engage in nurse-led research.



Bayside Health Alfred Nursing professors and Prof Ged Williams with Emeritus Prof Judy Parker (second from right).



## Professor Suzanne Kapp

Suzanne Kapp is a Professor of Nursing, holding a joint appointment with La Trobe University's School of Nursing and Midwifery and Bayside Health Alfred. She commenced this role in April 2025, bringing a strong focus on research that spans home, acute and community care contexts. Suzanne has been a registered nurse for over 25 years, beginning her career with a graduate year at The Alfred before working across diverse care settings in clinical, education and research roles. Her interest in research was sparked by a curiosity about uncertainties in clinical practice and a commitment to addressing the most significant challenges faced by patients, families, nurses, interdisciplinary teams and the healthcare systems that support them.

Suzanne has a particular passion for improving skin integrity outcomes, however her research portfolio extends well beyond this area. She has developed and evaluated interdisciplinary models of care, e-health interventions, patient education and enablement strategies, clinical guidelines and translation, and initiatives aimed at building nurses' capacity to engage in research. Her methodological expertise includes mixed methods, randomised controlled trials, qualitative approaches and implementation science. Her research has attracted funding from diverse sources including the National Health and Medical Research Council, state and national government schemes, philanthropic organisations, healthcare services and industry.

Suzanne collaborates with local and international experts across nursing, medicine, allied health, education, health economics, biomechanical engineering and implementation science. She works closely with the La Trobe University/Alfred Clinical School to deliver a high-quality student experience and related research. Through her work, Suzanne aims to generate evidence that informs practice, improves patient outcomes and strengthens the nursing profession's contribution to research and healthcare innovation.



## Associate Professor Louise Alexander

Louise is an experienced mental health nurse academic and workforce researcher whose career spans clinical, educational, and strategic leadership roles across Australian mental health nursing. She is based within the Deakin-Alfred Mental & Addiction Health Partnership, where she leads initiatives that strengthen the mental health nursing workforce and enhance evidence-informed practice across clinical settings.

Louise was the program lead and designer of Deakin University's new Master of Mental Health Nursing, a contemporary, recovery-oriented postgraduate program designed to build advanced practice capability, respond to national workforce needs and prepare nurses for the complexity of modern mental healthcare. Over her 15 years in academia, she has contributed to the development, delivery and quality assurance of both undergraduate and postgraduate mental health nursing programs in several universities, shaping the next generation of the mental health nursing workforce.

Her clinical background is in forensic mental health, where she worked extensively with individuals experiencing acute mental illness within custodial forensic environments. This practice experience continues to inform her research, policy advocacy, and commitment to strengthening clinical safety, therapeutic engagement and service responsiveness. Louise's research interests focus on three intersecting areas:

- Simulation-based education in mental health nursing, with a focus on authenticity, psychological safety and skill development for challenging clinical encounters.
- Workforce sustainability, including workload, skill mix, reflective practice and organisational factors influencing retention and wellbeing.
- Graduate nurse transition, exploring resilience, motivation for entering mental health nursing and supports that shape successful early-career trajectories.

Louise publishes widely across these domains, contributing to the evidence base for mental health nursing education, workforce capability and innovative models of practice. Her work has informed curriculum design, service development and professional training both regionally and nationally. Louise maintains strong collaborations with clinical partners, educators, consumer and carer leaders and policy stakeholders. Across her roles, she is committed to enhancing the profile of mental health nursing, strengthening pathways into the profession and ensuring that nurses are equipped, supported and valued in delivering high-quality mental healthcare.





## Associate Professor Olivia Cook

Associate Professor Olivia Cook RN, BN (Hons) Dip Qual Mg, PhD is a registered nurse, educator and researcher with more than 20 years' experience in the fields of cancer nursing and women's health. In July 2025, Olivia commenced a new joint appointment as Associate Professor of Cancer Nursing at Bayside Health Alfred and Monash University. Her role is focused on leading and supporting nurse-led research to drive equity and improve the experience and outcomes of people with cancer. Prior to this appointment, Olivia was the Head of Nurse Education and Research at the McGrath Foundation, supporting more than 300 McGrath Cancer Care Nurses located across Australia. In this role she was a key leader in the expansion of the McGrath Foundation as a provider of cancer nursing services across all cancer types. Prior to completion of her PhD in 2018 and Postdoctoral Research Fellowship in 2021 at Monash Nursing and Midwifery, Olivia held senior nursing appointments at Epworth Healthcare for over a decade.

Olivia's research is focused on the experiences and outcomes of people with cancer and the preparedness of the cancer nursing workforce to meet these needs. She is a mixed methods researcher with particular experience in consensus methodologies, co-design, instrument and survey design and psychometric testing, systematic review methodologies and interview and focus group facilitation. She leads large collaborative projects and is committed to partnering with consumers to ensure that there is a strong and active lived experience voice in all research that she is involved in.

Olivia contributes actively to the broader cancer community through multidisciplinary collaborations, specialist practice networks, committee memberships and student supervision. She has been an active contributor to the Cancer Nurses Society of Australia for many years and currently serves on the Research Standing Committee. Olivia is an active member of the National Gynaecological Oncology Specialist Practice Network which is currently responsible for the development of national nursing guidelines for the care of people with gynaecological cancers – a project that was initiated from the findings of her PhD. She contributes to nursing scholarship more broadly as a regular peer-reviewer for several journals and was herself published in the highest ranked journal globally *CA a cancer journal for clinicians* with an impact factor of 292.278 in the year of publication (2019).



## Nursing research

At Bayside Health Alfred, nursing research continues to drive advancements in patient care, shaping the future of healthcare through innovation and evidence-based practice. Over the past year, our research efforts have focused on developing new models of nursing care, integrating artificial intelligence (AI) into clinical practice, and exploring cutting-edge treatments to enhance patient outcomes. As healthcare systems evolve, so too must nursing practices. The increasing complexity of patient needs, workforce challenges and technological advancements have necessitated innovative care models that optimise efficiency, while maintaining high-quality, patient-centred care.

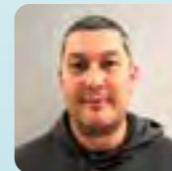
### Bayside Health Alfred nursing PhD students



#### Enrique Cruz

Title of PhD research

Feasibility of Post-stroke Incontinence Rehabilitation with Adjunct Transcutaneous Electric Stimulation (PIRATES). (Completed)



#### Paul Ross

Title of PhD research

Investigating the impact of nursing workload, complexity, and intensity in intensive care on patient outcomes. (Completed)



#### Felice Borghmans

Title of PhD research

Exploring the clinician's experience of hospital-based complex care through the lens of complex adaptive phenomenology. (Completed)



#### Sophie Wallace

Title of PhD research

Consumer engagement in perioperative medicine research in Australia. (Completed)



#### Natalie Kondos

Title of PhD research

The decision to end a medical emergency team call and its impact on patient safety. (Completed)



#### Vicky Yuan

Title of PhD research

Patient Portal, the electronic platform to Enhance Patient Care.



#### Tendayi Bruce Dziruni

Title of PhD research

A Realist Evaluation of a rapid response intervention for managing mental state deterioration in acute hospital settings.



#### Catherine Buchan

Title of PhD research

Non-invasive respiratory supports delivery in Australia



#### Jaime Schey

Title of PhD research

Nursing Assessment of Neurological Function in the Intensive Care Unit.



#### Olivia Sonneborn

Title of PhD research

Evidence-informed Blunt Chest Wall Injury pathways for effective pain management: a mixed methods study.

## Nursing Research Awards

The nursing research forum and research award presentations were held on 29 October 2025. The recipients of the Nursing Research Awards were:

### Bayside Health Alfred Nursing Research Award for Best Nursing Abstract:

#### Francis Dignam

Home-based Eligibility Analysis and Recommendation Tool (HEART): Using Machine Learning to Identify In-Hospital Patients for At-Home Care - A GENMED HITH Dataset.

### Bayside Health Alfred Emerging Researcher Award for Best Nursing Abstract:

#### Tendayi Bruce Dziruni

A Realist-Informed Evaluation of a Rapid Response System for Mental State Deterioration in Acute Hospitals: Testing Program Theories through Interviews.

### Bayside Health Alfred Senior Medical Association Research Encouragement Award for an Early Career Researcher:

#### Dr. Sophie Wallace

A Mixed Methods Study to Identify Australia's Top 10 Research Priorities for Perioperative Medicine.

### Kathleen AB Smith Memorial Award for Best Publication:

#### Tendayi Bruce Dzirun

A Realist-Informed Evaluation of a Rapid Response System for Mental State Deterioration in Acute Hospitals: Testing Program Theories through Interviews.



Nursing Research Award Recipient Tendayi Bruce Dziruni.

### Kathleen AB Smith Memorial Award for Best Early Career Researcher Publications:

#### Tendayi Bruce Dzirun

A Realist-Informed Evaluation of a Rapid Response System for Mental State Deterioration in Acute Hospitals: Testing Program Theories through Interviews.

### Bayside Health Alfred Senior Medical Association Research Encouragement Award:

#### Kathy Puyk

A Delphi Survey to Develop International Consensus on the Timeframe for Defining a Hospital-Acquired Pressure Injury (HAPI).



Prof Ged Williams AO with Prof Tracey Bucknall and keynote speaker Prof Bodil Rasmussen with the Nursing Research Awards 2025 recipients.

## Publications for 2025

Alexander, L., Mills, C., Kumar, F., & Hunter, S. (2025). 'I felt like I was invisible': Nursing students' experiences of mental health clinical placement—A cross-sectional study. *International Journal of Mental Health Nursing*, 34(4), e70112. <https://doi.org/https://doi.org/10.1111/inm.70112>

Alexander, L., Searby, A., Mills, C., James, R., & Johnson, W. (2025). Victorian mental health nurses' experiences of mental health reform: A qualitative descriptive study. *International Journal of Mental Health Nursing*, 34(4), e70127. <https://doi.org/https://doi.org/10.1111/inm.70127>

Bucknall, T., McKinney, A., Guinane, J., & Quinney, R. (2024). When patients (and families) raise the alarm: Patient and family-activated escalation systems as a safety strategy for hospitals. In M. A. DeVita (Ed.), *Textbook of Rapid Response Systems: Concept and Implementation* (pp. 131-141). Springer Nature Switzerland. [https://doi.org/10.1007/978-3-031-67951-3\\_11](https://doi.org/10.1007/978-3-031-67951-3_11)

Bunkenborg, G., Frederiksen, J., Hansen, T. C. B., & Bucknall, T. (2026). Refining the program theory of the nurse-led Rapid Response Team in acute care hospitals: A realist evaluation. *International Journal of Nursing Studies*, 174, 105280. <https://doi.org/https://doi.org/10.1016/j.ijnurstu.2025.105280>

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Chan, M. M. K., Cheung, D. S. K., Ho, K. H. M., Hung, C. K. S., Tai, Z. K. H., Wan, A. W. H., Wong, B. Y. C., Cheuk, K. K. C., Lai, P. H., & Chan, K. F. (2026). AI-powered virtual reality simulation for clinical handover training: A development framework. *Nurse Educator*, 51(1), E24-E28. <https://doi.org/10.1097/nne.0000000000002018>

Chan, M. M. K., Wan, A. W. H., Cheung, D. S. K., Choi, E. P. H., Chan, E. A., Yorke, J., & Wang, L. (2025). Integration of artificial intelligence in nursing simulation education: A scoping review. *Nurse Educator*, 50(4), 195-200. <https://doi.org/10.1097/nne.0000000000001851>

Chappel, S. E., Chapman, J., Ghent, J., & Naweed, A. (2025). Professional drivers' attitudes towards sedentary behaviour at work and during leisure time: A scoping review. *Journal of Transport & Health*, 44, 102157. <https://doi.org/https://doi.org/10.1016/j.jth.2025.102157>

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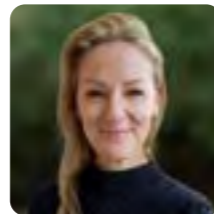
# Informatics

**Nursing Informatics will highlight the key advancements and challenges in informatics, as well as its contributions to integrating technology to enhance patient care, healthcare processes, and innovation.**

Nursing Informatics will showcase initiatives in our electronic medical record, data analytics and clinical decision support. We emphasise technology's positive impact on nursing practice, education and research. We also acknowledge our nurses' dedication in leveraging technology to improve patient outcomes, workflow efficiencies and quality initiatives, with a commitment to utilising technology to empower them and enhance healthcare delivery.



## Managing Deterioration EMR upgrade



**Deb Sharp**

Project Manager:  
Managing  
Deterioration

In November 2025, the Managing Deterioration (MGD) Module was successfully upgraded in the Cerner Electronic Medical Record (EMR) from version 2 to version 6.1. Bayside Health Alfred is among the first sites to implement this enhanced version, positioning us at the forefront of digital innovation in patient safety.

The upgrade introduces significant improvements, including the digitisation of the Victorian Children's Tool for Observation and Response (ViCTOR) chart and the Symptom Observation Chart (SOC) and upgrades to the Adult Observations Chart. It enhances patient safety with features such as improved alerts for better visibility for clinicians, introduction of chronic altered calling criteria and recognition of family concern as a vital sign for early detection in paediatrics. This milestone represents months of planning and collaboration with subject matter experts across Bayside Health Alfred. Clinical teams were actively involved in user acceptance testing, guideline reviews and the development of education materials. Staff have responded positively, embracing the benefits of digitisation, improved clinical documentation and enhanced patient safety.

## Enhancing advanced practice nurse (APN) documentation and data visibility through EMR innovation

In 2025, we implemented the Enhanced APN Documentation Visibility and KPI project, aligned with the APN Strategy 2024–2029. The project aims to improve visibility of APN contributions by strengthening EMR documentation and introducing real-time dashboards. A key issue identified was inconsistent documentation, with over 50 percent of APNs using free-text notes, limiting structured data capture.

To address this, the APN EMR Working Group was established in January with four priorities:

- Standardise APN clinical documentation.
- Improve data capture and introduce an APN dashboard.
- Implement standardised referrals and workflows.
- Develop an NWAU clinic-build support toolkit.

A new APN clinical note template and the Occasion of Service (OOS) PowerForm were introduced to standardise documentation and support structured activity capture. This information feeds into the APN Dashboard, launched in December 2025, providing real-time visibility of APN contributions with filters by specialty, role and activity type. The data informs service planning and supports advocacy for funding and departmental resources.

Early adoption has been strong, with more than 2,400 uses of the OOS PowerForm by December 2025. APNs report clearer documentation and improved multidisciplinary communication through ISBAR-structured notes. One APN shared: "The OOS PowerForm is easy to use and helps demonstrate both clinical and non-clinical time for each patient contact." Ongoing work includes specialty-specific templates as well as workflow standardisation and optimisation.



## Digital patient experience 2025: driving Growth, engagement and innovation

### Patient portal growth

Patient portal enrolments have demonstrated strong and sustained growth in 2025, averaging nearly 600 enrolments per month, representing a 50 percent annual increase and approximately 200 additional enrolments per month. This growth is driven by rising clinical and consumer reliance on the portal, the expansion of patient-reported outcome measures (PROMs), and optimisation of self-enrolment, which now accounts for 80 percent of all enrolments. Increased consumer trust, safety maturity, and strong partnerships with Patient Experience and Consumer Engagement, Epilepsy, Dermatology and HIV Services have further accelerated adoption.

### Patient-reported outcome measures (PROMs)

There has been a substantial increase in demand for electronic PROMs, with successful implementations underway in Epilepsy and Dermatology with the support of Patient Experience and Consumer Engagement. Additional services are scheduled for rollout in 2026.

### Clinical engagement and promotion

Ongoing collaboration with clinical informatics, clinical programs and consumer groups continues to drive portal promotion, backlog refinement and product enhancement.

### Research collaboration

A research partnership has commenced with Professor Suzanne Kapp to explore publication and conference opportunities using existing portal survey data.

### My Health Record (MHR)

In 2025, activity has focused on strengthening legislative compliance, particularly in relation to National Healthcare Identifiers and adherence to National Standards. Phase one of the Victorian Department of Health interoperability solution successfully went live from November 2025 across The Alfred and Sandringham Hospital's emergency departments and Pharmacy. Broader rollout across Bayside Health Alfred is planned for February 2026. The CareSync Exchange (CSE) dashboard is a key enabler of the Digital Patient Experience Strategy and advances statewide digital health capability.

## 2026 forward roadmap

### Key initiatives for 2026 include:

- Availability of radiology reports via the portal, My Health Record and CareSync Exchange (early-mid 2026).
- Continued expansion of patient-reported outcome measures (PROMs) and consumer experience optimisation.
- Broader rollout and optimisation of CareSync Exchange across additional services and user groups in partnership with the Department of Health.



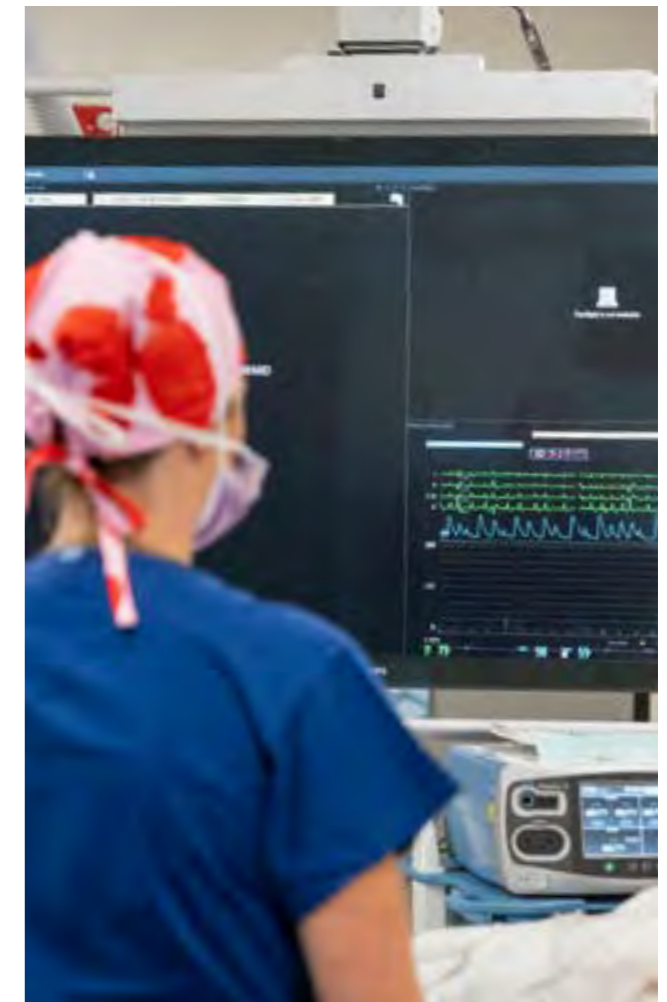
Nurse monitoring the CareSync Exchange (CSE) dashboard.

## Cultivating career pathways in Nursing Informatics

Leigh Brittain, Head of Strategy and Transformation in Digital Health, met with the Nursing Informatics team to discuss the broader strategic direction of the division and how her role supports the way Digital Health teams operate. This includes strategy development, leading planning and prioritisation cycles, and ensuring digital initiatives align with organisational goals, workforce capability and patient safety.

She also monitors national and international digital health trends to identify opportunities relevant to local practice. Through shadowing nurses, Leigh gained deeper insight into the complexity of nursing work, high cognitive load and reliance on digital tools for accessing and documenting clinical information. While some systems function well, others remain challenging, reinforcing the need to prioritise usability and streamline workflows to reduce unnecessary burden on nurses. Leigh supports Digital Health teams to simplify processes and enhance the clinical user experience.

Looking ahead, she emphasised the importance of strong collaboration across Bayside Health Alfred, particularly as five different digital environments are integrated. Emerging trends, including virtual care, remote monitoring, AI, interoperability and personalised digital health, will continue shaping future care models. As technology evolves, its value will depend on how effectively it supports clinicians, including nurses, to deliver safe, high-quality patient care.



## Cybersecurity and nursing

Embedding cybersecurity into everyday nursing practice protects operational continuity and strengthens patient safety, wellbeing and trust. As the primary providers of continuous care and the largest contributors to EMR documentation, nurses play a critical role in ensuring the safe and effective use of digital systems. Cyberattacks can compromise the confidentiality, integrity and availability of patient information, leading to inaccurate or inaccessible data, delayed care and disrupted workflows, all of which pose significant patient safety risks. Encouragingly, results from the recent nursing Phishing Campaign, delivered with Cyber Security, show a five percent increase in nurses correctly reporting suspicious emails using the 'Report Phish' button. Engagement with a phishing link declined, with only seven percent progressing to the embedded training flyer, a 19 percent reduction from the previous audit. This indicates improved cybersafe behaviour and earlier interruption of phishing attempts.

Nursing Informatics will continue partnering with Cyber Security to further build awareness and safe digital practice through targeted education, departmental engagement and ongoing phishing simulations.

# Nursing Informatics research and presentations

Nursing informatics research merges nursing practice with information technology, driving transformative healthcare innovation. In the fast-changing healthcare landscape, the research listed, is crucial for advancing nursing education and professional development in the digital era. Researchers shape nursing practice, education and research through interdisciplinary collaboration, leading to a more interconnected and efficient healthcare system.



## Current Nursing Informatics research supervision



**Deb Sharp**

Title of PhD research

Recognition and Management of Symptom Distress in Adult Inpatients with Limitations of Medical Treatment during Rapid Response Team (RRT) Calls.



**Letitia Pullen**

Title of PhD research

Using EMR data to investigate medication administration workflows and impacts on medication administration errors and patient safety.



**Gail Edwards**

Title of PhD research

Pharmacists and the Medical Emergency Team.

## Completed Nursing Informatics research supervision



**Na Wang**

Title of master's research:

Investigating the factors that influence the acceptance, readiness and adoption of digital health technology among intensive care and emergency nurses.



**Farah Az-Zahra**

Title of master's research:

Evaluating the Usability of a New Oncology Module within Electronic Medical Records and Its Impact on Developing Person-Centred Nursing Care Plans.



**Weicong Charles Tan**

Title of PhD research

Data-Driven Closed-Loop Medication Management.

# Program Profiles

## Home, Acute and Community Program (HAC)

The HAC Program supports people to maximise their health, independence and daily functioning, while minimising long-term care needs. Our nurses deliver care across a wide range of settings, including people's homes, community centres and hospitals, ensuring continuity of care and improved patient outcomes across the health system.

### Evolving models of care

General Medicine Hospital in the Home has expanded to 18 beds. The service is also supporting nurses to broaden their scope of practice by undertaking point-of-care ultrasound, improving care for patients with heart failure.

The 15 bed Geriatric Evaluation and Management (GEM) subacute service at Parklands, on The Alfred site, has been operating for 12 months. Nurses continue to build capability in comprehensive geriatric assessment and management, supporting patients with complex medical needs who benefit from care within an acute setting.

Within Rehabilitation, the appointment of a spinal nurse educator has strengthened evidence-based practice within the statewide non-traumatic spinal injury service.



### Caring in the community

Community teams address patients' needs through urgent care and therapy provided in homes, clinics and therapy centres, focusing on goal-oriented outcomes. The Hospital Admission Risk Program was recognised at the Nursing Excellence Awards for its partnership with diabetes educators to support people living with diabetes who are at risk of hospital readmission.



Tammy Wong, Nurse Practitioner Candidate, Mobile Assessment and Treatment Services (MATS).

### Education and development

HAC partnered with the La Trobe University School of Nursing to co-design the Master of Nursing (Ageing and Complex Care), commencing early 2026. The course aims to enable nurses to build advanced clinical assessment, reasoning and leadership capability.

Knowledge sharing across HAC streams remains a priority. The nursing teach-back approach has extended from Better at Home to the General Medicine home-based teams, reducing risks for patients returning home. Nurse-led postfalls huddles have also been implemented across the General Medical wards, following successful implementation in the subacute wards.

The Home-based Eligibility, Analysis and Recommendation Tool developed within the Acute and Integrated Care stream has received both local and international recognition and assists nurses to identify patients who could receive their care at home.

The AMBER care pilot and palliative pathways has continued to expand, enabling earlier and more effective goals-of-care conversations.

### Research

The appointment of a Professor of Nursing (La Trobe University and Bayside Health Alfred) aligned with the HAC Program has increased the value of nurse-led research across the program. Nurses are undertaking research projects grounded in patient need that are driving new models of care. For example, a nurse-led study supported by the MATS team is aimed at reducing catheter-acquired mental injuries among aged-care residents.



Pia Estabaya and Kasani Ramanayake Gen Med HITH nurse Clinicians.

## Alfred Brain

Alfred Brain is a comprehensive, multidisciplinary neuroscience program. It delivers specialised care, education and research across neurosurgery, neurology, stroke, epilepsy, multiple sclerosis and neuroimmunology, neurophysiology, audiology, and neuropsychiatry through the Multidisciplinary Alfred Psychiatric Research Centre (MAPrc).

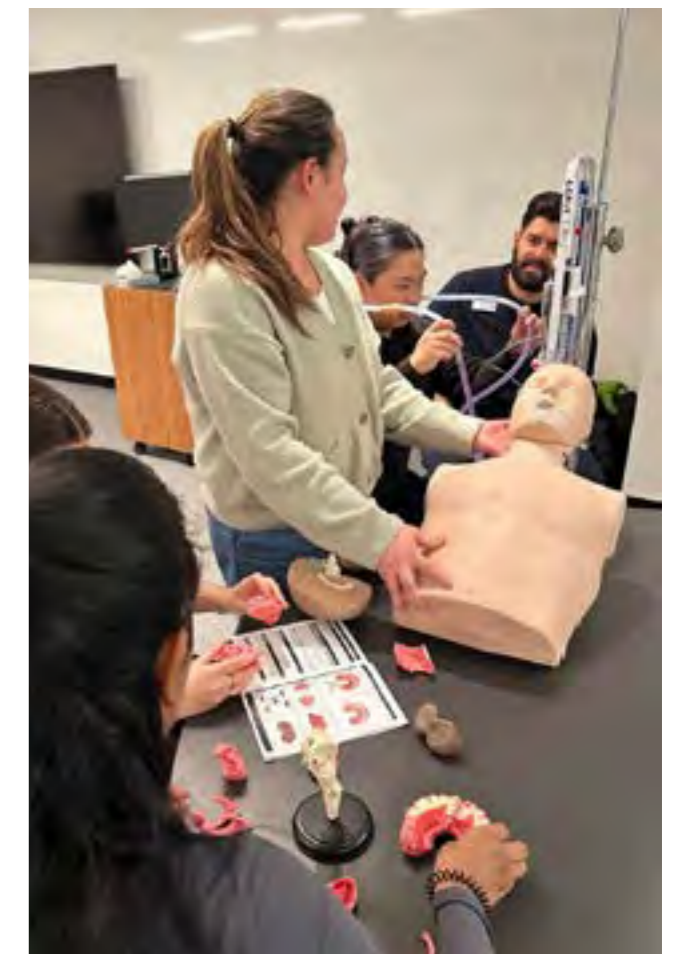
Care is delivered through an integrated model spanning inpatient wards, outpatient clinics and community services, supporting large numbers of patients with complex, often long-term neurological conditions. Multidisciplinary teams, including specialist nurses, work across acute and ambulatory settings to coordinate assessment, treatment and follow-up across multiple points of care.

This service model is strengthened by established partnerships across Bayside Health Alfred, including Medical Imaging, Mental Health and Addiction, Alfred Cancer, the Medical Day Unit and Emergency and Acute Medicine (NeuroICU, ED and Trauma), enabling timely access to expertise and coordinated, high-quality care.

Collaboration with Monash University embeds research, education and workforce development into clinical practice, ensuring care remains evidence based and responsive to evolving patient and service needs.

In 2025, Alfred Brain nurses demonstrated leadership in education, research and compassionate care, aligned with the program's vision to deliver high-quality, multidisciplinary neuroscience services.

The Neurosurgical (6E) and Neurology (2F) nursing teams contributed significantly to workforce development by delivering the neurosciences component of the inaugural Transition to Specialty Practice (TSP) Brain Program. Seven nurses completed the program, which included four structured study days with guest speakers from medical staff and a previous patient, offering both clinical expertise and lived experience. Content covered traumatic and non-traumatic brain injury, epilepsy, movement disorders and stroke management, supporting nurses to transition confidently into specialist neuroscience practice.



The 6 East nursing team received a Little Things Matter Award in 2025 for exemplary compassionate, person-centred palliative care. Guided by experienced nurses, the team supported a young man and his family through a profoundly difficult experience, demonstrating kindness, respect and cultural sensitivity. Through attentive communication and thoughtful actions, the team exemplified how small gestures can deeply shape patient and family experiences during critical moments.

Workforce capability was further strengthened through education partnerships, with 13 Alfred Brain nurses completing the first year of the Master of Advanced Clinical Nursing (Neurosciences) with Monash University. The program requires students to work in neuroscience settings and complete competency assessments, ensuring theory is embedded in practice. Advanced practice nursing staff contributed as lecturers, bringing real-world subspecialty expertise into the academic environment.

Research excellence was highlighted by Estelle Hamson, Stroke Clinical Nurse Consultant, who presented an abstract poster at the Australian and New Zealand Stroke Organisation Conference (ANZSOC). The poster examined use of an external telemetry device for atrial fibrillation detection after stroke. Her work received the Acute Stroke Nurse Education Network (ASNEN) Best Nursing Abstract Award, demonstrating the impact of nurse-led research on patient outcomes.

## Alfred Cancer

The Alfred Cancer Program works together to provide comprehensive, patient-centred, quality care through investment, research and innovation. We aim to deliver comprehensive care for patients affected by cancer, blood disorders and at the end of life. We care for patients through our two statewide services in melanoma and haemophilia. We provide medical oncology, radiation oncology, haematology and palliative care services. We are one of the largest bone marrow transplant centres in Victoria and only one of two Victorian hospitals able to deliver CAR-T therapy. Our vision is to transform the future of tailored cancer care for all, through cutting-edge research and innovative clinical trials. The nurses within the Cancer Program range from graduate to nurse practitioner.

Our 28 tumour stream advanced practice nurses enhance our patient-centred approach. Our patients' experience of care continues to improve, thanks to direct access to a specialist nurse at the immediate time of need, along with earlier intervention to avoid ED and admission. 2025 was a landmark year for nursing excellence, innovation and workforce growth across the Cancer Program.

A significant highlight was Ty Simpson's recognition as the 2025 HESTA Nurse of The Year Award recipient, reflecting outstanding leadership, clinical excellence and contribution to patient-centred cancer care (see page 19).

Advanced practice nursing continued to expand and mature. The introduction of the Patient Navigator Model, with 6EFT patient navigators, has strengthened support for advanced practice nurses (APNs) by reducing administrative burden and enabling greater focus on clinical care. Our first Medical Oncology Nurse Practitioner commenced, and nurse-led clinics were further embedded, generating NWAU funding while improving visibility and tracking of APN activity. Haematology and medical oncology clinical trials have also achieved significant advances, expanding treatment capacity, delivering first-in-Australia and early global trials, as well as building a strong platform for nurse-led research.

Nursing innovation was showcased through national and international conference participation, with numerous posters and oral presentations highlighting innovative models such as CAR-T and multiple myeloma. Our nursing research ambitions has been greatly enhanced and supported by the introduction of an Associate Professor of Cancer Nursing Research. Multiple research projects are underway, further strengthening our commitment to evidence-based practice, innovation and the development of a strong nursing research culture that translates directly into improved patient outcomes and excellence in cancer care.

Investment in nursing education and career pathways remained a priority. In partnership with Monash University, 2025 saw the first year of the Master of Advanced Clinical Nursing (cancer specialisation) with 16 nurses having completed the Graduate Certificate component, further strengthening the Alfred Cancer Nursing Career Pathway. Three nurses also successfully completed their Master of Advanced Practice Clinical Nursing – Nurse Practitioner studies, with a further two to complete it in 2026. Additionally, the Transition to Specialty Practice (Cancer) Program has been designed. It is planned for introduction in 2026 to support junior nurses through a structured 12-month pathway. It will help develop novice nurses to provide expert cancer care.



Alfred Cancer – Cancer Nurses Day.

## Alfred Heart & Lung

Bayside Health Alfred's Heart and Lung Program is at the cutting edge of treatments for severe heart and lung diseases and is recognized nationally and internationally for clinical excellence. Our heart and lung nurses have various roles in inpatient and ambulatory services caring for patients with complex clinical needs. Led by our operations managers, nurse managers, 60 advanced practice nurses, five nurse practitioner candidates and clinical educators, our nurses have many opportunities to progress their careers. We have two joint clinical and academic appointments. Dr Susie Cartledge in Cardiology and Associate Professor Bronwyn Levey in Respiratory as well as a team of research nurses supporting cutting-edge therapeutic interventions. In 2025, Jess Herberts our Respiratory CSDN was the Safer Care Victoria ambassador for COPD.

This year we supported more than 150 student nurses and developed 76 graduate nurses, 19 transitions to specialty practice nurses and 18 postgraduate cardiac nurses. Eight nurses also completed master's-level studies during the year. Since 2023, we have seen an increase in our postgraduate qualified staff from 23 percent to 55 percent, which demonstrates our nurses' commitment to education and improving the outcomes for patients and families. Our nurses have also been leaders in conference presentations at many scientific meetings throughout Australia and beyond.

### Highlights and achievements

#### Individual staff recognition at Nursing Excellence Awards

- Bridgett Wollhunter ANM from 3 East.
- Anne Tesalona ANM from the Cath Lab.
- Jodi Gillott Transplant Lead CNC.
- Lorelle Martin NM Cath Lab.
- Tracey Shanks for clinical trials research in structural heart.
- Catherine Buchann, Clinical Research Nurse in Respiratory.
- Grace O'Brien, Nurse Manager on 5 East for Informatics.

#### Successful Heart and Lung Nursing Showcase

- Chest pain CNC's Sasha Yakimov and Zara Joseph: Winners of the Comprehensive Care Award for excellent patient outcomes and experience in the Chest Pain Assessment Clinics.
- Led by Gemma Tate, the 3 West Team Excellence Award for quality projects (improving Discharge Education).

### Scholarships

- Kellie Easton, Heart Failure NP Candidate, was awarded a scholarship to visit UK Heart Failure Centres.
- Trudi Miller (Pulmonary Hypertension CNC) was awarded a scholarship, and visited the Royal Papworth, UK to learn models of care for patients with Pulmonary Hypertension.
- Catherine Buchan, Respiratory, was awarded an Australian Nurses Memorial College- Scholarship, as well as successfully completing her PhD.
- Janelle McLean, 2025 nominated for the International Consortium of Circulatory Assist Clinicians Clinician of the Year award.



## Alfred Infectious Diseases (ID)

Alfred Infectious Diseases is one of the largest and most comprehensive infectious diseases clinical services in the country. The program includes the Department of Infectious Diseases at The Alfred, which incorporates the Victorian HIV Service, Melbourne Sexual Health Centre (MSHC) and Infection Prevention.

The Department of Infectious Diseases and MSHC each comprise individual academic Departments within The School of Translational Medicine, Monash University. Nursing staff play a central role in managing care for patients with infectious diseases, spanning inpatient and outpatient care, clinical research, infection prevention and community-based care. The Victorian HIV Service also includes nursing roles that provide care in partnership with other health services to meet the needs of people living with HIV or at risk of HIV across Victoria. Other areas of specialist nursing roles include HIV and Hepatitis C prevention.

The Victorian HIV Service provides statewide support for women living with HIV during pregnancy, working closely with maternal and paediatric teams to minimise the risk of transmission to babies. Specialist nurses play a central role in coordinating care with local clinicians. To date, the service has supported 194 women from 39 cultural backgrounds.

The Hepatitis C Integrated Care Service has been focusing on improving access to treatment for people diagnosed with Hepatitis C at The Alfred. The team has implemented a model of care that identifies all positive Hepatitis C screening results across the organisation and ensures treatment is offered. As many patients may leave hospital before linking to care, the nurses actively follow up to connect them with treatment. Over a 12-month period, they identified 90 Hepatitis C-positive patients, with 43 commencing treatment.

HIV Prevention provides both HIV pre-exposure prophylaxis (PrEP) and post-exposure prophylaxis (PEP) through a nurse-led model. A significant component of this service is providing PrEP to people without Medicare. We are currently the only Victorian service offering this. The team is led by Jude Armishaw, who recently graduated as a nurse practitioner. This endorsement allows the service to manage prescribing and pathology within the nursing team, reducing reliance on medical staff and enabling expansion of the HIV PEP and PrEP response.

MSHC remains Australia's leading sexual health service, providing more than 48,000 consultations each year. In response to rising MPOX cases in Victoria, the nursing staff ran a dedicated weekend MPOX vaccination clinic. Funding has also been renewed for the Victorian Sexual Health Network, which supports GP clinics across Victoria to strengthen sexual health expertise. MSHC recently introduced a teletriage model to reduce walk-in wait times during peak periods and direct clients to appropriate local services. The service is supported by over 40 sexual health nurses.

Finally, Kaye Bellis from the Infection Prevention team—long recognised for leading Bayside Health Alfred's hand hygiene program—was honoured with a Lifetime Achievement Award by the Australasian College for Infection Prevention and Control (ACIPC). This is one of the profession's highest awards.



## Alfred Mental & Addiction Health (AMAH)

AMAH provides crisis response and hospital and community-based mental health care for people of all ages across southeastern Melbourne and Victoria through specialist statewide services. Following the Royal Commission into Victoria's Mental Health System (2021), AMAH has implemented significant reforms to create a contemporary, sustainable mental health and wellbeing system. Key initiatives include embedding lived experience in leadership and service design, and establishing distinct service streams for Infant, Child and Youth, and Adult and Older Persons. Specialist programs are expanding across eating disorders, addiction, women's mental health, forensic youth and trauma-informed care. The division is also extending service hours and strengthening community access through partnerships, while integrating mental health and substance use care. Education, training and research are being embedded across the workforce to support skilled, evidence-based practice.

### Nursing highlights for AMAH

#### Research and evaluation

The inaugural research partnership between Deakin University and Bayside Health Alfred (AMAH) is strengthening practice-based mental health nursing research that improves care, builds workforce capability and amplifies lived experience. Priorities include developing research skills across all career stages, supporting co-designed and lived experience-led inquiry, and generating evidence that drives innovation and equity in mental health.

Current research spans workforce development, service evaluation and implementation science. Projects include studies on early-career nursing experiences, the implementation of alcohol and other drug screening tools in general hospitals, and evaluations of cultural safety initiatives and the eating disorder unit. Other research is examining pharmacy responses during Divert codes and consumer experiences of clinical reviews in acute psychiatry. Collaborative literature reviews are also underway with the Allied Health Research Special Interest Group.

At the 2025 Collaborative Conference, Infant, Child and Youth nurses showcased impactful work. The Eating Disorders team presented *Breaking the Silence: Engaging Fathers in the Eating Disorder Treatment Journey*, demonstrating the benefits of inclusive,

family-focused practice. A Mental Health and Intellectual Disability Initiative for Youth early-career nurse delivered his first paper on improving transitions from inpatient to community care for young people with dual mental health and intellectual disability needs.

#### Expanding service innovation and collaboration

A nurse-led program at headspace provides sexual health checks, physical health monitoring, and targeted education for young people, including those with disordered eating. The program has expanded into local schools, strengthening prevention and wellbeing.

A multidisciplinary AMAH team supported Yiramalay Residential School in remote Western Australia, addressing high cannabis use and its cognitive and behavioural impacts. This work improved staff confidence, strengthened harm-reduction practices, and informed wellbeing frameworks. Partnering with The Salvation Army's Project 614, AMAH nurses delivered mental health support to marginalised people in community settings, improving engagement and addressing complex psychosocial and substance-use needs. Ngamai Wilam, a new therapeutic residential service, now provides a structured, recovery-focused option between inpatient care and community treatment for people with eating disorders.

#### Investing in nursing

AMAH continues to invest in structured clinical supervision and reflective practice for senior nurses to support leadership, wellbeing and workforce sustainability. Reflective practice groups are embedded across services, with evaluation findings submitted for publication.



# Emergency, Virtual Care and Outpatients

The Bayside Health Alfred Emergency, Virtual Care and Outpatients (EVO) Program delivers emergency, paediatric and a range of clinical support services across Bayside Health Alfred. It oversees one of Australia's busiest emergency services, managing approximately 120,000 presentations annually across two campuses. A key achievement for the program has been the launch of ORA (command centre), a new digital platform providing access to accurate, real-time data, which enable operations staff to proactively manage resources, capability and capacity, while also streamlining the patient care journey.

## The Alfred Emergency and Trauma Centre

The Emergency & Trauma Centre at the Alfred Hospital sees around 75,000 patients each year. It is a major adult tertiary and trauma referral centre, supporting numerous Victorian statewide services.

As a part of its improvement work, The Alfred Emergency Department has been participating in the Department of Health improvement collaborative Timely Emergency Care (TEC). This work has supported the introduction of pilot nursing roles within the department:

The Rapid Ambulance Patient Intake and Discharge Nurse (RAPID Nurse) has contributed to a significant improvement in AV offload times, from high 70% range to the mid 80 percent range, allowing our Ambulance Victoria colleagues to return to the community more quickly and continue providing timely care for those in need. The work has helped The Alfred remain the best-performing organisation with AV offload times.

The RITZ & Fast Track Float role provides flexible, targeted clinical support during periods of peak demand, ensuring timely review of lower acuity patients and accelerating their progression through Fast Track and RITZ pathways. This dedicated role enhances patient safety and reduces bottlenecks that otherwise delay ambulance offload, enabling the RAPID Nurse to remain fully focused on managing the ambulance interface.

In addition, the HAC Navigator role was introduced as a part of the TEC program, enabling suitable patients to be streamlined directly from ED into homebased care services. This role is now expanding to support the inpatient wards, assisting teams to identify and transition patients into a range of home-based services.

## Sandringham Emergency Department

Sandringham Emergency Department manages approximately 45,000 presentations annually, providing comprehensive, community focused care inclusive of maternity and neonatal services. It operates alongside a collocated GP led Urgent Care Centre which enables ED clinicians to focus on higher acuity patients.

With the introduction of an additional two short stay beds, and as a part of our ongoing commitment to delivering the highest standard of care, the Sandringham nursing team has realigned its staff and care model to mirror that of The Alfred. This alignment has enhanced the timeliness and quality of care we provide and has enabled greater efficiency within the Sandringham Emergency department, ensuring our community is seen and treated as promptly as possible.

With growing interest in Emergency nursing, we have continued to expand our TSP Program. This expansion supports our strategic goal of developing our own speciality trained Emergency Nurses, equipping them to care for some of the most complex patient groups across the state. As more staff participate in the TSP program, we have also seen an increase in clinicians working across both Alfred and Sandringham campuses. This cross-campus collaboration not only broadens clinical exposure but also fosters a unified team culture across both sites. To further strengthen the quality of care provided to our community, the ED Clinical Education team partnered with key external stakeholders to design a comprehensive reproductive health and obstetric professional development day. The initiative drew significant engagement from staff across both campuses, with overwhelmingly positive feedback.

In addition, the clinical education team delivered a dedicated Paediatric study day, offering teams the opportunity to deepen their knowledge and clinical skills in caring for this vulnerable patient cohort. This work was complemented by the introduction of Victor charts within the EMR. The team has embraced this new tool and continues to explore ways to optimise its use to further improve paediatric care.



# Alfred Specialty Medicine

Alfred Specialty Medicine (ASM) delivers comprehensive specialist care with strong expertise in ambulatory medicine. It brings together six units – Dermatology, Endocrine & Diabetes, Gastroenterology, Genetics & Genomics, Renal and Rheumatology – providing high-quality inpatient services in Gastroenterology, Renal, Rheumatology and Endocrine & Diabetes.

The program offers a large proportion of consultative support, which is critical for patients admitted under other units, as well as a significant number of specialty ambulatory clinics. ASM has grown exponentially in the number of patients we care for, with a 43 percent increase in outpatient appointments and 18 percent growth in admitted services over the past six years. Much of the admitted demand occurs through planned same-day ambulatory care. This gives the program the second-highest number of separations overall, enabling it to serve both the Bayside catchment and the wider Victorian community.

In 2025, ASM launched its 2025–2030 Program Strategy. The strategy sets a vision to lead ambulatory and specialised care through integrated management of chronic and acute conditions. Central to this is strengthening collaboration across specialist units to support patients to remain well at home.

## Program achievements:

### Bayside Health service integration

- Transition of Bayside Health Alfred and Monash Health Renal Hub to support Regional Care Group renal services.
- Expansion of Dermatology Skin Check Clinic to Peninsula Care Group through Frankston and Rosebud ambulatory clinics.

### Patients and community

- Partnership between Endocrinology & Diabetes and the Robinvale Aboriginal Cooperative.
- SEMPHSP Aboriginal Safety Cultural Grant supporting a Diabetes Educator and monthly Endocrinology clinics at Access Health, St Kilda.
- Recognised DH Genetics & Genomics Hub service.
- Expansion of the BEACON Clinic model to three ASM clinics:
  1. Type 2 Diabetes.
  2. Obesity Medical Management Clinic.
  3. Dermatology Biologics & Skin Assessment.

### World-leading services

- First Australian pilot clinical trial using FMT (faecal microbiota transplant) for immunotherapy colitis
- GI Cancer Program partnerships with Genetics, Oncology and Surgery to deliver national hereditary cancer services (Hereditary Diffuse Gastric Cancer, Hereditary Colorectal Cancer Syndromes).

### Research and innovation

- First commercially sponsored non-oncology teletrial (Sanofi Coast Atopic Dermatitis), enabling Latrobe Regional Health patient participation.
- Only Australian site activated for Novartis CART cell therapy trial in inflammatory myositis (collaboration between Dermatology, Rheumatology and Haematology).

### Workplace and staff development

- Strengthened subspecialty operational and nursing leadership structures, supporting professional development and leadership pathways.
- Growth in APN roles (CNCs and NPs) across Endocrine & Diabetes, Gastroenterology, Dermatology and Renal.

### Consumer feedback

- High overall satisfaction with quality of care across ASM services.
- Highlighted that the evolution of treatment alongside clinical developments makes consumers feel that they are receiving the most up-to-date treatment available.
- Enhanced access to multidisciplinary teams providing care, where consumers feel part of multidisciplinary clinics, described as “phenomenal, couldn’t rave more highly”.
- Consumers felt well informed about tests, care plans and the broader context of their treatment, enhancing trust and experience.

# Intensive care services

The Alfred Intensive Care Unit is currently the largest ICU in Australia, spanning three levels, with 68 points of care. The nursing workforce includes over 600 diverse and highly trained nurses from around the world, with an expectation that all nurses who come through the unit complete postgraduate studies in critical care nursing. At the end of 2025, 75 percent of the EFT, and nurses, in the unit, had completed their critical care training. The remaining 25 percent progressed through our Transition to Specialty Practice (TSP) Program or postgraduate study.

The ICU provides quaternary clinical services for Victoria, specialising in trauma, burns, ECMO and heart and lung transplantation. During 2025, the ICU team cared for almost 4,000 patients. Its reach extends well beyond metropolitan Melbourne into regional and interstate settings through extensive statewide services and collaborations with units such as the Intensive Care Unit at Darwin Hospital. The team also welcomed its first ICU Nurse Practitioner, Catherine Bell, who specialises in trauma care.

The ICU continues to partner with regional services including Mildura, Sale and Bairnsdale to support critical care nursing placements, contributing to improved relationships, knowledge, skills and collegiality across the hospitals. We look forward to building relationships further with our new colleagues within Bayside Health.

Bayside Health Alfred established a partnership with Fiji National University (FNU) to provide Fiji’s first in-country Postgraduate Diploma in Intensive Care Nursing, representing a significant achievement in advancing critical care capacity across the Pacific region. Alfred ICU Nurse Educators (Ruth and Nat) delivered the course in conjunction with the FNU team. The inaugural cohort achieved a 100 percent completion rate, with students from across the Pacific region demonstrating high engagement and providing positive feedback on course content and delivery. There have also been an increased number of registrations for 2026.



# Surgical services

## Overview of specialty

Surgical Services provides world-class surgical care for the sickest and most vulnerable patients in Victoria and beyond. It delivers and supports a range of statewide specialist services and has the largest nursing workforce across Bayside Health Alfred. The program incorporates Operating Suites, the Patient Service Centre, Central Sterilising Services and Surgical Specialist Clinics, alongside six inpatient wards across The Alfred and Sandringham Hospital. These wards support specialist statewide Trauma and Burns services as well as a broad range of complex surgical sub-specialties.

The Surgical nursing workforce comprises 638 EFT and includes a strong cohort of advanced practice nurses. Clinical nurse consultants provide leadership across Perioperative Medicine, Pain Services, Burns, Stomal Therapy and Trauma. Nurse practitioners practise across Burns, Urology and Trauma, supporting high-acuity, specialist-led models of care.

Surgical Services remains committed to strengthening workforce capability, supporting clinical excellence and ensuring safe, timely access to both planned and emergency surgical care.

## Nursing highlights

During calendar year 2025, Surgical Services nursing teams supported more than 23,000 surgical procedures across emergency and planned pathways, including over 13,000 emergency cases. Despite sustained emergency demand, nursing leadership across inpatient wards, theatres and perioperative services enabled the program to exceed planned surgery targets and contribute to Bayside Health Alfred eliminating long-wait surgical patients. All planned surgery cases were delivered within clinically recommended timeframes.

With major trauma activity increasing during the year, the inclusion of trauma nurse practitioners strengthened advanced nursing leadership within the trauma service. This expansion enhanced timely specialist assessment, supported clinical decision making and improved continuity of care for high-acuity trauma patients requiring complex multidisciplinary management.

The introduction of advanced robotic surgical technology further strengthened perioperative nursing capability. Nursing teams adapted practice models to support minimally invasive procedures, contributing to reduced recovery times, improved patient flow and enhanced patient experience across surgical wards.

# Radiology & Nuclear Medicine

Bayside Health Alfred has one of the most experienced and advanced Radiology departments in the country, receiving multiple accreditation awards including full DIAS (Diagnostic Imaging Accreditation Scheme) compliance (excluding DEXA and research), a tribute to our community of diligent and dynamic staff, devoted to caring for patients' needs. As a part of this commitment, we also employ three dedicated radiation safety scientists to ensure that our dose reduction and imaging techniques are in line with international best practices.

Our dedication to clinical and process excellence is matched by our ongoing commitment to education and research. The Alfred Radiology Research Unit (the first of its kind in Australia) conducts a broad range of internally initiated, collaborative industry research. It improves patient care through evidence-based medicine. Our education programs are again fully accredited and facilitate radiologist and radiographer training in many specialties and sub-specialties.



# Nursing Executive

**Professor Ged Williams AO**  
Executive Director of Nursing – Chair

**Simone Alexander/Josh Stuart**  
Chief Operating Officer (COO)

**Andrew Hoiles**  
Director of Nursing – Strategic Workforce Planning

**Judy Reeves/Fiona Tweedley**  
Director of Nursing Education  
& Professional Development

**Tracey Bucknall**  
Distinguished Professor & Director of Nursing Research

**Sharon Hade**  
Director of Nursing & Operations, Sandringham

**Danielle Bolster**  
Director of Nursing, Caulfield

**Dr Gordon Bingham**  
Chief Nursing Informatics Officer

**Kelly Decker**  
Deputy Director of Nursing – Quality and Clinical Safety

**Kate Purcell**  
Deputy Director Nursing Workforce Planning  
& Performance

**Shirley Burke**  
Deputy Director, Nursing Education

**Anne Kenneally**  
ADON, Nursing Professional Practice Governance – EO

**Matt Deneen**  
Clinical Service Director, Alfred Infectious Diseases

**Rebecca Mattison/Emily Gowland**  
Deputy Director of Operations & Nursing –  
Emergency & Specialist Clinics

**Francis Dignam**  
Deputy Director of Operations & Nursing HAC Program

**Sandra Keppich-Arnold**  
Direction of Operations, Mental and Addiction Health

**Nathan Adamson**  
Deputy DON, Mental & Addiction Health

**Victoria Snooks**  
Clinical Service Director, Alfred Specialty Medicine

**Ellen Heywood**  
Director of Operations – Alfred Cancer

**Carolyn Naismith**  
Clinical Service Director – Alfred Heart & Lung

**Karen MacMillan**  
Deputy Director of Operations and Nursing,  
Operating Suites & Outpatients

**Seymour Kent**  
Assistant Deputy Director of Operations and Nursing,  
Quality & Safety, Wards & Workforce

**Jacinta Lasky**  
Deputy Director of Nursing Education – Advanced  
Practice & Professional Development

**Craig Spiers**  
Clinical Services Director – Brain

**Tania Birthisel**  
Clinical Service Director – Intensive Care Services

**Georgia Minio**  
Nurse Manager Heart and Lung Specialty Clinics

**Lauren Mitchell**  
Nurse Manager Specialist Clinics

**Erin Embury**  
Nurse Manager Nursing Workforce

**Jason Kenna and Abigail Chenoweth**  
Nursing Fellow

# Nursing Governance:

## Our committees

### Nursing Executive

Chair: EDON - Prof Ged Williams AO

Governance Nursing Professional, Workforce, Quality, Research.  
Sets and oversees strategic direction for Professional Nursing Services.

### Nursing Clinical Practice

Chair: Chief Nursing Information Officer  
**Gordon Bingham**

Ensures nurses deliver comprehensive clinical care that is evidence based and delivered in partnership with patients and families.

### Nursing Workforce & Professional Development

Chair: Director of Nursing Education & Professional Development  
**Judy Reeves**

Oversees the implementation of three domains of the NPPF\*: Leadership, Workforce & Professional Development.

### Credentialing & Nursing Scope of Practice

Chair: Director of Nursing  
**Danielle Bolster**

Monitors scope of practice (SOP) developments and implements local actions. Supports and ensures safe expansion to SOP to meet healthcare demands.

### Nursing Classifications

Chair: Director of Nursing Strategic Workforce Planning  
**Andrew Hoiles**

Provides support and recommendations for classifications of nursing positions, ensuring alignment with role requirements and EBA.

### Nursing Research Advisory

Chair: Prof Tracey Bucknall

Oversees the development and implementation of nursing research to enhance the quality of patient care.

\*Nursing Professional Practice Framework (NPPF)

**Connected for quality care**

**Bayside Health Alfred**

55 Commercial Road  
Melbourne, VIC 3004  
T +61 3 9076 2000  
F +61 3 9076 2222