



Government of **Western Australia**
Department of **Health**

Graduate Focus

WA Health Graduate Development Program

2021



Director General's foreword

The Graduate Development Program is an integral pathway for talented and ambitious university graduates to be recruited into the WA health system.

Beginning in 2004, the program has sought outstanding graduates from a wide array of academic backgrounds and disciplines and given them a unique perspective into the workings of the WA health system.

In 2021, the Graduate Development Program consisted of 23 Graduate Officers across four streams:

- General Corporate
- Finance and Business
- Information and Communications Technology
- Data Analysis

Throughout the 12-month program the Graduate Officers complete three workplace rotations across the WA health system, with each placement providing opportunities to explore, develop, and gain experience across a wide-ranging portfolio of work.

During the program each Graduate Officer receives:

- a comprehensive induction to WA Health with the opportunity to listen to the leadership journeys of high-level executives from within the system
- a fully-funded, industry-recognised Diploma of Leadership and Management qualification
- a vast support network including a dedicated program coordinator, an experienced mentor, a past graduate buddy, a careers coach and several placement supervisors
- on-the-job learning, executive shadowing, and an extensive array of professional development opportunities.

A common theme among this year's cohort was a willingness to adapt to change and give back to the community, with graduates arranging and getting involved in numerous community and charity events. These efforts, while continuing to adapt to the fluid nature of workplace changes arising from the COVID-19 pandemic, deserve strong praise.

I commend the graduates for their exemplary work undertaken and extend my sincere thanks to the sites and supervisors who have hosted a Graduate Officer over the course of this year. I would also like to make mention of the mentors and buddies of the Graduate Officers who provide a valuable point of contact throughout the course of the program.

I look forward to seeing these graduates continue to develop into the future leaders of the WA health system and to welcome the 2022 cohort of Graduate Officers.



Dr D J Russell-Weisz
Director General

Contents

Editor's note	3
Graduate Program Coordinator Q&A	4
Graduate diversity	6
General Corporate Stream	7
Ellen Brinsden	8
Alice Di Vincenzo	10
Michelle Geurts	12
Elena Kagi	14
Emerson Lambert	16
Aymon Liedel	18
Tara McDonagh	20
Julius Aasberg Pipirs	22
William Reidy	24
Jemima Robinson-Lake	26
Holly Spencer	28
A day in the life of a General Corporate Graduate Officer	30
Mentors and buddies	32
2021 COVID-19 impact	34
Finance and Business Stream	37
Jake Gorman	38
Pauline Ngo	40
Adam Rosato	42
Sakshi Sindhvani	44
Hayden Watts	46
Qingdan Yu	48
A day in the life of a Graduate Finance and Business Analyst	50
Hobbies and social activities	52
ICT Stream	55
Michael Hodgkins	56
Andy Russ	58
Jocelyn Tan	60
A day in the life of a Graduate ICT Officer	62
Events, tours and activities	66
Professional development	68
Data Analysis Stream	69
Daisy Evans	70
Clarecia Rose	72
A day in the life of a Graduate Data Analyst	74
Community involvement	76



Editor's note

A diverse cohort of 23 graduates who were looking to kickstart their career in WA Health were recruited from a record number of almost 950 applications for this year's Graduate Development Program. At the start of 2021, they began navigating their first placements: eleven in the General Corporate stream, seven in the Finance and Business stream, three in the ICT stream, and two in the Data Analysis stream.

The program has provided the 2021 graduates with incredible opportunities for growth, including three placements across WA Health, a Diploma of Leadership and Management, community involvement and the chance to create meaningful relationships with supervisors, mentors, buddies and other graduates. It was a unique time to be starting careers in the healthcare system, with a couple of lockdowns and the rollout of the COVID-19 vaccination program. A total of 57 different placements were undertaken, and invaluable experiences were gained by a cohort that was united by their passion for improving the health of Western Australians.

This Graduate Focus publication aims to share the skills and achievements of this year's graduates, and advocate for the incredible opportunities that the Graduate Development Program provides. The graduates are so grateful for the program, and eager to use the skills and knowledge that they have gained in their future roles in the healthcare system.

On behalf of the graduates, I would like to extend a huge thank you to Alexander Kristoff and Jessy Matheson for making this year possible by coordinating the program and always being so quick to respond to our (many) questions! Thank you also to our supervisors and colleagues for your contribution to our graduate experience. Your time, effort and feedback has been so necessary for our learning. We also express our thanks to this year's mentors and buddies for the support and advice that you so kindly provided throughout the year. Finally, thank you to my co-editors Michael Hodgkins, Daisy Evans, and Hayden Watts for their substantial contributions to the 2021 Graduate Focus publication.

Michelle Geurts
Chief Editor

Graduate Program Coordinator Q&A

Alexander Kristoff

Alexander joined WA Health in 2018, commencing work with the East Metropolitan Health Service (EMHS) Workforce Directorate.

During his time at EMHS he undertook various project duties providing support to the Area Director of Workforce and Royal Perth Bentley HR department. He had a keen interest in developing his knowledge of the people development function of human resources and accepted a second role at the Institute for Health Leadership (IHL). During his time at the IHL, he worked closely with the leadership team and Graduate Coordinator before taking on the role of Graduate Coordinator himself in the early part of 2019.

Although 2021 saw Alexander take a step back from coordination duties, he continues to support the Graduate Program and deliver on a range of systemwide leadership programs and initiatives out of the IHL.

Q: How would you describe this year's cohort of graduates?

A: The 2021 cohort can be characterised by their openness to change and ability to adapt in an unpredictable environment. I'm sure it has certainly helped that their journey leading up to the Graduate Program has been one marked by volatility and ambiguity; however, the fact that they have embraced the challenges we currently face and found strength where many have not, is to be commended. These are qualities that will assist them greatly in their future careers and it has been great to see them on display so effortlessly throughout the year.

Q: What does a typical day for the Graduate Development Program Coordinator look like?

A: One of my favourite aspects of coordinating the Graduate Program is that a typical day doesn't really exist. Depending on the time of year I could be working on recruitment, orienting our new graduates, supporting supervisors, facilitating placement matches or procuring and managing contracts. It is the type of role that keeps you

on your toes and seems to introduce different challenges constantly. This variety in work keeps the role interesting and the mind active. It is the type of role that exposes you to a range of people both internal and external to health. It allows you to work closely with those at the very early stages of their careers all through to the key decisionmakers within the system. I can certainly say that no two days are alike.

Q: What is the most rewarding part of your role?

A: Without a doubt it is observing the personal and professional growth each graduate experiences as they progress through the year. While they are already recruited to the program with high development potential it never ceases to amaze me how much development actually happens. More than anything it is their confidence to question the questionable and recognise their worth as leaders in a system that has traditionally been known for valuing hierarchical positions of authority. Being able to observe that behavioural shift so quickly and early in their careers fills me with great confidence in the future of the health system.

Q: Tell us about your hobbies/interests outside of work

A: As a recent first-time homeowner I have started to get into all sorts of DIY projects. For as long as I can remember I have always enjoyed tinkering with tools and taking apart gadgets



to understand how they work. I now have the opportunity to step that up a notch and use that enthusiasm to design and build functional pieces for the house. That being said my ideas tend to get ahead of my skill level, so I may have to start off small before embarking on bigger projects like my backyard shed – this may or may not come before the firepit! It is one of the many predicaments I find myself in with so much to do around the house.

Jessica Matheson

Jessy joined WA Health in January of 2011, in the Health System Economic Modelling Unit, Purchasing System Performance Directorate before moving to System Finance in January 2018 to support Department of Health's Chief Finance Officer.

In November 2020, she stepped in to support the State Health Incident Coordination Centre, Non-Health Operations Team until the opportunity to be part of the Graduate Development Program arose in August of 2021. Coming into the role as Graduate Development Program Coordinator, Jessy was able to seamlessly step in for Alex – continuing to support the 2021 cohort during their final months within the Graduate Development Program. Although Alex left some big shoes to fill, Jessy is thrilled to be a part of the graduates' journey and looks forward to watching them develop into future leaders within WA Health.

Q: What have you most enjoyed about being the Graduate Development Program Coordinator?

A: My first impressions of the 2021 group was at the filming of the Graduate Information Session for the 2022 recruitment process. Seeing the Graduates present on what they had achieved during their placements and what they continue to deliver across the WA health system as they transition into full time opportunities is a very rewarding experience.

Q: What are some of the challenges you have faced as GDP Coordinator?

A: Coming into the role one week before recruitment started certainly added a challenge that I had not encountered before, reviewing over 450 applications by the third week certainly kept me on my toes!



I have always enjoyed roles that put my skills to the test and in the Graduate Development Coordinator role, no two days have been the same, you are either facilitating an event for the Graduates or attending an integral team building day, where we prepared over 190 meals for a local homeless shelter with the Graduates.

The Graduate Development Coordinator role can be challenging at times, although it is a very fulfilling role for me personally and a great privilege to work alongside our future leaders in Health.

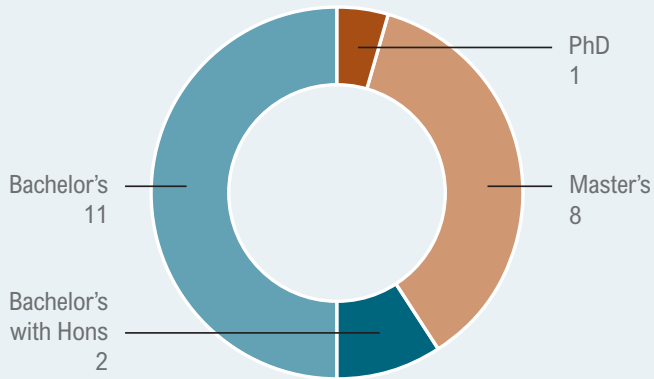
Q: What's a fun or unique fact about you?

A: When I was 11 my parents were kind enough to buy me my first horse (after some regular, gentle requests!) It turned out the horse I met and fell in love with was named Jess which was slightly awkward, so I renamed her Meggs!

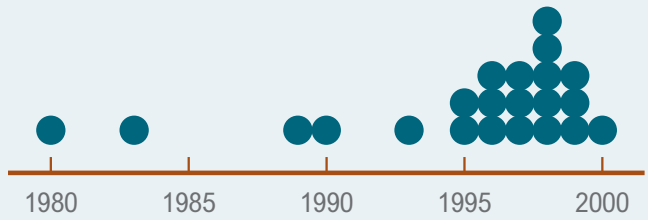
Q: Tell us about your hobbies/interests outside of work

A: Although being a fulltime working mum of two can be a juggle at times, when I get the chance to take leave during the school holidays, I really love switching off from the chaos of the modern world and heading away camping down south to reconnect with my little family, spending our days hiking in the bush, going on bike rides or fishing. It really re-charges my batteries and is rewarding in so many ways.

Graduate diversity

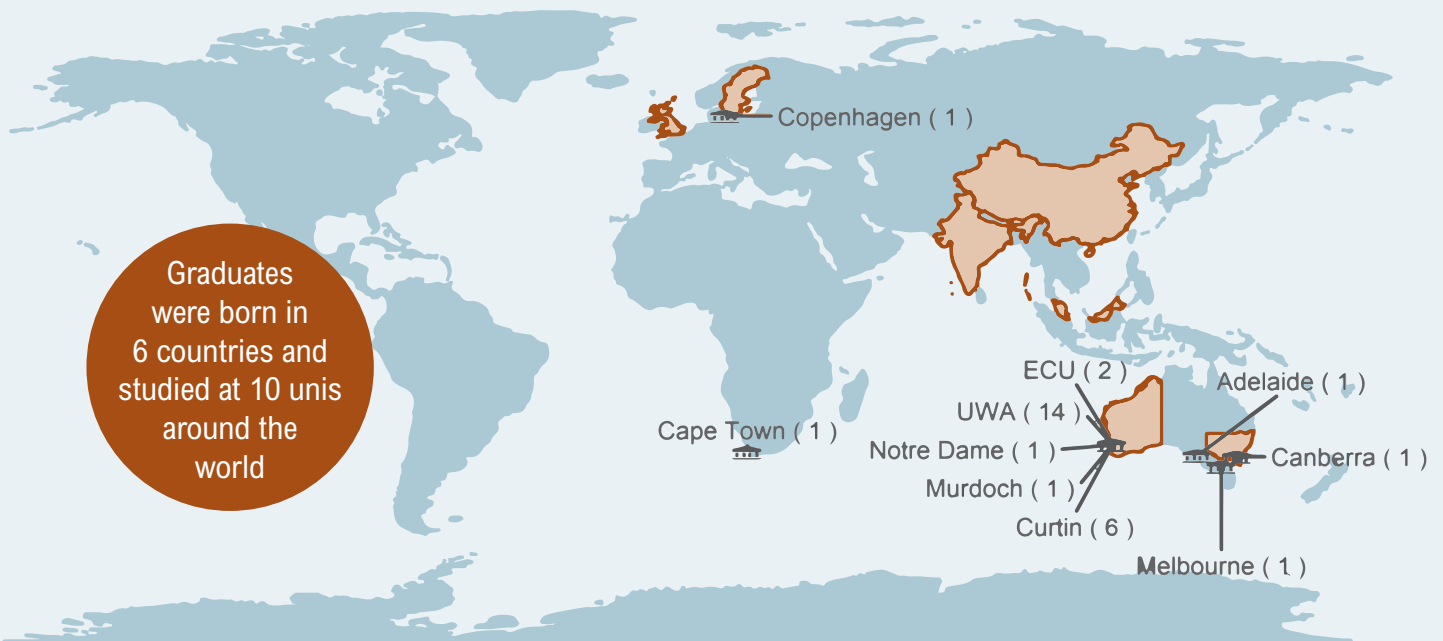
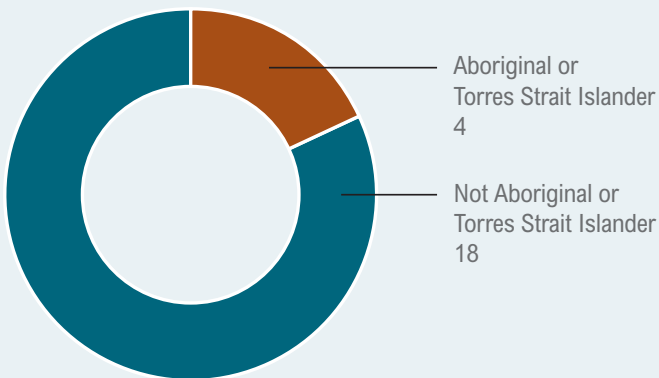


The 2021 GDP cohort is made up of 7 Millennials and 15 Gen Zs



13 of the grads entered the program after achieving a Bachelor's degree, 8 have completed a Master's, and 1 a PhD.

Graduates come from a diverse range of educational backgrounds



Additionally, there are a total of 10 languages other than English spoken: Setswana, Hindi, French, Mandarin, Cantonese, Malay, Swedish, Norwegian, German, Vietnamese.



General Corporate Stream

The General Corporate stream offers a unique opportunity for graduates to contribute their skills and enthusiasm to a broad range of projects in dedicated teams across WA Health. In 2021, for the first time in the program's history, a Graduate Officer from WA Primary Health Alliance (WAPHA) was also welcomed into the General Corporate stream, strengthening relationships with the primary healthcare sector.

The diversity of placements offered in this stream has exposed the cohort to the diversity and importance of the work being undertaken in all areas of WA Health. The 11 graduates were able to develop their capabilities in areas such as health operations, mental health projects, digital innovation, policy implementation, Aboriginal health, population health and capital works. This work was sometimes quite a step away from their previous academic backgrounds which include sports science, biomedical science, psychology, history, political science, international relations, infectious diseases, nutrition and German!

The variety of placements coincided with significant opportunities for professional development and learning, especially in health management and leadership. Graduates also had the privilege to build up a valuable professional network, volunteer in their community and foster genuine friendships amongst the cohort.

The experiences in the General Corporate stream have tested the adaptability and resilience of the graduates, who all made it out the other side with enhanced professional capabilities and the satisfaction of having contributed to the health and wellbeing of their community.

Ellen Brinsden

Academic Qualifications

Bachelor of Biomedical Science, Population Health and Anatomy and Human Biology, University of Western Australia

LinkedIn profile

<https://www.linkedin.com/in/ellen-brinsden-09245b190/>

Why the Graduate Program?

The Graduate Program is a fantastic launching pad for a career focused on improving health outcomes in marginalised populations and in rural/remote communities, both of which Ellen is passionate about.

Hobbies/interests outside of work

Ellen enjoys film photography, road-tripping and listening to all kinds of music.

Fun fact

Ellen was once stuck in traffic for five hours in the middle of Beijing.

Mentor

Jane Harwood, Stakeholder Engagement Manager, Strategy and Engagement Portfolio, WA Primary Health Alliance

Buddy

Priya Jagadeesan, Project Officer – Sustainable Health Implementation Support Unit

Placement One Summary

WA Primary Health Alliance, Primary Care Innovation and Development, Project Management Office

Ellen contributed to several projects during her placement at WA Primary Health Alliance. Her main area of focus was on the General Practitioner Healthy Weight Project, which is a body of work contributing to Recommendation 2 of the Sustainable Health Review focusing on reducing overweight and obesity in WA.

Ellen's role involved preparing literature reviews to inform discussion during focus groups and producing 'fact sheets' which make the link between the initial consultation for the project and proposed deliverables. Ellen has also contributed to making key recommendations around the selection and development of tools and resources to be placed online for use by general practitioners during consultations about weight.

During her placement Ellen faced some challenges, including adapting to a hybrid working environment. However, this placement has offered Ellen significant insight into the world of project management and stakeholder engagement, as well as providing her with the opportunity to work directly with clinicians in the field of weight management.

Supervisor: Marissa Pidgeon

Ellen has previously spent time living and working in Broome, which contributed to her interest in rural/remote health. As a result, she hopes to focus her career in this direction.

Placement Two Summary

WA Primary Health Alliance,
Business Services,
Project Management Office

During her second placement with WA Primary Health Alliance (WAPHA), Ellen was tasked with creating a project plan outlining the key actions, timeframe, and roles and responsibilities for an internal rework of the Partnership Protocols project. This work was taken to executive and endorsed, which has allowed for an agreed plan of action to continue this line of work. This was a fantastic opportunity for Ellen to demonstrate her



ability to think strategically, and to consult with and engage relevant stakeholders both internal to WAPHA and from across the health system.

Ellen also worked alongside the Project Management Office on a project which provided 235 general practices across WA with a \$1500 grant, with the intent to help them enhance their digital capabilities. Ellen liaised with general practice managers across WA and with WAPHA finance personnel to ensure all applications were submitted successfully and grants were received in a timely manner. She found her experience in primary care to be very rewarding.

Supervisor: Marissa Pidgeon

Placement Three Summary

Department of Health,
Clinical Excellence, Health Networks,
Diabetes and Endocrine Health Network

In her final placement Ellen worked in the Diabetes and Endocrine Health Networks Team, where her project involved investigating the viability of introducing an education model based around tele-mentoring for health providers in regional and remote areas. The ECHO (Extension of Community Healthcare Outcomes) model has been implemented in many different regions across the world and has been used to improve care provision for many different health issues.

Ellen had the opportunity to perform extensive consultation and engage with a range of stakeholders across the health system to inform the viability of the model in improving care provided to those living with overweight and obesity.

This was a particularly good opportunity for Ellen to apply the skills and knowledge learnt during her placements in primary care. Her first and third placement involved working on projects under the Healthy Weight Action Plan, so it was a great chance for her to see the action being taken from both the primary and tertiary perspectives as well as use her understanding of the specific issues in primary care to inform the project.

Supervisors: Jess Clements and
Whitney Darlaston-Jones

Alice Di Vincenzo

Academic Qualifications

Bachelor of Science majoring in Pathology and Laboratory Medicine, University of Western Australia

Masters of Infectious diseases, University of Western Australia

LinkedIn profile

<https://www.linkedin.com/in/alice-di-vincenzo-331387209/>

Why the Graduate Program?

Alice was attracted to the WA Health Graduate Program because she wanted to combine her medical sciences background with her interest in improving healthcare in Western Australia.

Hobbies/interests outside of work

Alice plays AFL and enjoys the post-game social club. She is also taking French lessons.

Fun fact

Alice skipped year 1 after learning to read and write watching her brother do homework.

Mentor

Darren Gibson, Director of Research, Research and Innovation Office

Buddy

Ainslie Poore, Project Officer, CAHS COVID-19 Vaccination Program

Placement One Summary

Central Office,
Innovation and Development,
Outpatient Reform and Access

Alice's first placement was at WA Country Health Service (WACHS) Central Office in Outpatient Reform and Access. Her role was to characterise, collate and report on the current status of outpatient specialist medical access in each WACHS region with a focus question of 'how do regional patients access specialist medical care?' The end goal was a maintainable database reflecting outpatient specialist medical services in regional WA and the ways in which WACHS enables and supports delivery of the services.

The main challenge in this role was defining the data collection in a way that was going to be meaningful from both a central office and regional perspective. This required developing knowledge in the different elements of enabling outpatient services and collating and simplifying complex information.

Alice was able to gain experience in liaising with a diverse stakeholder group across Western Australia and had the opportunity to attend a Clinical Services Redesign course. Her biggest takeaway was learning how differently health services operate in country WA and the importance of enabling care closer to home.

Supervisor: Rachael Madin

Alice's previous work experience in a patient facing role has influenced her to maintain the patient perspective at the forefront of decision making in the work she does.



Placement Two Summary

Department of Health,
Clinical Excellence,
Clinical Leadership and Reform,
Research and Innovation Office

Alice assisted the Department of Health's Research and Innovation Office with the development of an Innovation and Improvement Framework for WA Health. Her project was co-sponsored by the System Clinical Support and Innovation Unit and involved analysing models of innovation and improvement in the literature as well as approaches taken in other jurisdictions. Alice also consulted with relevant teams and clinical staff who have led innovation and improvement to elucidate what they felt were the key barriers and facilitators to successfully implementing change.

It was challenging to simplify the nuanced cultural elements of innovation and improvement into a framework which could be easily adopted by the organisation. The goal in addressing these areas through the development of a framework is to have a systemwide approach to innovation and improvement which supports creating impactful changes across the system. Alice had the opportunity to develop her presentation skills and really benefited from seeing the commitment from staff to making positive changes despite some of the structural barriers.

Supervisors: Bahareh Badrian and Benjamin Noteboom

Placement Three Summary

Alice accepted a role within the WACHS Central Office as a Project Officer prior to beginning the third placement.

Michelle Geurts

Academic Qualifications

Bachelor of Science (Distinction), Nutrition,
Curtin University

LinkedIn profile

<https://www.linkedin.com/in/michelle-geurts-932a991b4>

Why the Graduate Program?

Michelle is passionate about improving the health of Western Australians and was excited by this opportunity to challenge herself, develop new skills and establish meaningful relationships in the healthcare system.

Hobbies/interests outside of work

Michelle's favourite things are swimming in the ocean at sunrise and cooking for friends.

Fun fact

Michelle has an indoor plant obsession and her house is filled with them.

Mentor

Kate Baxter, A/Program Manager of Health Networks,
Clinical Leadership and Reform,
Department of Health

Buddy

Rachel Wixon, Health Promotion Officer,
Population and Community Health,
East Metropolitan Health Service

Placement One Summary

WA Country Health Service,
Central Office,
Population Health

During her placement with WA Country Health Service (WACHS), Michelle played a key role in supporting the regional implementation of the new Healthy Options WA Policy. She developed project planning documentation and facilitated regional action planning, basing her approach on recent research exploring barriers and enablers of regional compliance. She consulted a range of stakeholders and produced numerous resources for a variety of target audiences, including learning modules, posters, promotional materials, and a new intranet page. To monitor policy compliance, Michelle developed tools for a WACHS-wide audit and delivered an auditor training workshop.

Michelle was challenged by the difficulty of promoting long-term healthy behaviours during COVID-19. She learned to consider the perspective and priorities of stakeholders and adapt her approach accordingly.

Working in WACHS strengthened Michelle's understanding of regional health care and its challenges. This project kindled her passion for promoting and supporting sustainable systemic change to improve the health of staff and the wider community.

Supervisors: Sharon McBride and Gail Cummins

Experience in aged care and disability support has driven Michelle to work with passion and empathy. She is an advocate for disease prevention and early intervention, especially regarding vulnerable populations.

Placement Two Summary

South Metropolitan Health Service,
Fiona Stanley Hospital, Transformation,
Kaartdijin Innovation Centre

Michelle spent her second placement supporting the development and implementation of the Virtual Emergency Medicine (VEM) service – a collaboration between Fiona Stanley clinical leaders, the South Metropolitan Health Service (SMHS) Innovation team and St John WA aiming to address emergency department overcrowding and ambulance ramping. VEM provides tele-consultation and tele-triaging services, improving patient access to care by streamlining emergency medicine pathways. Michelle worked closely



with clinicians and stakeholders to map clinical workflows, patient pathways and project KPIs. She was also responsible for developing project documentation and communications for staff and consumers.

This placement was an incredible opportunity to gain an understanding of innovation processes and it challenged Michelle to think creatively in a fast-paced environment, as is encouraged in the Kaartdijin Innovation space. Michelle improved her critical thinking and project management skills, and enjoyed engaging with the many stakeholders involved in the VEM Program to generate a new model to improve the patient experience.

Supervisors: Hazel Hudson and Chloe Goodred

Placement Three Summary

Department of Health,
Strategy and Governance, Strategy,
Policy and Intergovernmental Relations

During her third placement, Michelle was involved in the planning and implementation of Sustainable Health Review Recommendations 14, 15 and 19. These recommendations centre around the interface between WA Health and the Commonwealth, primary care, aged care and disability services, and aim to improve patient outcomes through partnerships, agreements and new models of care. Her placement deliverables included transformational change planning, risk planning, stakeholder engagement and environmental scanning to lay the groundwork for implementing these Recommendations. Michelle was also given the opportunity to write several briefing notes at a high level to support the Health Ministers Meetings and Health Chief Executive Forums which helped her understand WA Health's intergovernmental relations.

Working in a strategic division of the department challenged Michelle to view issues from a complex adaptive systems perspective and improve her systems thinking skills. Throughout the placement she was able to develop anti-fragile project management skills required for delivering complex health reform.

Supervisors: Priya Jagadeesan and Tania Murray

Elena Kagi

Academic Qualifications

Bachelor of Science,
Anatomy and Human Biology, German,
University of Western Australia

Master of Public Health (coursework and
dissertation), University of Western Australia

LinkedIn profile

<https://www.linkedin.com/in/elena-kagi>

Why the Graduate Program?

Elena chose the GDP as it provided the opportunity to apply the skills and knowledge gained through her studies in a meaningful way to benefit the WA population.

Hobbies/interests outside of work

Being active, cooking (and eating) tasty food, and spending time with her fur babies.

Fun fact

Elena has travelled to 29 countries (and hopes to continue adding to this list post-COVID-19).

Mentor

Paola Morellini, Director Clinical Planning,
Sir Charles Gardiner Hospital

Buddy

Kaila Stevens, Project Officer,
SHICC Planning

Placement One Summary

Department of Health,
State Health Incident Coordination Centre,
Health Operations

Elena undertook a number of projects within the Health Operations cell in the State Health Incident Coordination Centre (SHICC). Her primary project involved engaging with internal and external stakeholders to report the key lessons learned from the February COVID-19 testing surge and make recommendations to improve this process in future. She summarised this feedback in a written report and presented it to staff both within and external to the SHICC. She also assisted the team in a range of BAU tasks.

The biggest challenge faced in her placement was the uncertainty around COVID-19. She needed to prepare to shift focus from her projects to assist the team manage a surge. This became a reality in the second week of her placement, when the identification of a positive community case led to a surge in testing.

While this uncertainty was challenging, it presented a fantastic opportunity to work in a fast-paced environment and advance her decision-making skills. She was able to see how her work would directly impact the population during the COVID-19 pandemic which was incredibly rewarding.

Supervisor: Jennifer White

Elena is passionate about promoting health and preventing disease at a population level, which led her to a career in the public health sector.



Placement Two Summary

East Metropolitan Health Service,
Royal Perth Bentley Group,
Royal Perth Hospital Executive

During her placement at Royal Perth Hospital (RPH), Elena produced a detailed plan outlining the process, timeframe, budget, and roles and responsibilities for safely relocating critically ill patients, staff and equipment from the existing Intensive Care Unit (ICU) to a new facility currently under construction. To facilitate this, Elena reviewed the literature and lead stakeholder workshops and meetings (including with Executive) to determine the preferred clinical approach for relocating the unit. Elena sought and received approval of the ICU Relocation Plan from the project's governance committees including the Executive Director, Royal Perth Bentley Group (RBPBG) – a highly rewarding outcome of her placement.

This placement challenged Elena because it was her first experience managing a project, meaning she was required to undertake a range of tasks for the first time, including preparing a project plan on a page, risk registers and navigating a project budget. While this was challenging, Elena was supported by her supervisor and colleagues throughout the project and is proud to have developed many new skills which will assist her in future roles.

Following her second placement, Elena was offered and accepted a contract as a Project Officer with EMHS Executive Office, RBPBG.

Supervisor: Emma Morony

Emerson Lambert

Academic Qualifications

Graduate Certificate in Health Research,
University of Canberra

Bachelor of Science (double major),
Anatomy and Human Biology and Population
Health, University of Western Australia

LinkedIn profile

[https://www.linkedin.com/in/
emersonlambert/](https://www.linkedin.com/in/emersonlambert/)

Why the Graduate Program?

Emerson chose the Graduate Program for the opportunity to complete rotational placements in different areas of WA Health and to explore her interests whilst developing new skills.

Hobbies/interests outside of work

Emerson loves travelling to new countries and experiencing different cultures.

Fun fact

Emerson once met Gene Simmons from KISS at a robot restaurant in Tokyo.

Mentor

Asta Flugge, Senior Policy Officer,
Aboriginal Health Policy Directorate,
Department of Health

Buddy

Ashleigh Small, Project Officer, Innovation
Hub, East Metropolitan Health Service

Placement One Summary

Department of Health, Clinical Excellence
Division, Clinical Leadership and Reform,
Health Networks

Emerson worked in the Diabetes and Endocrine unit at Health Networks to determine the feasibility of implementing an obesity tele-mentoring program for health service providers located in regional and remote WA.

Emerson was responsible for planning and leading consultations with key stakeholders from a range of government and non-government agencies. During this placement Emerson assisted with the development of a needs survey and conducted several focus interviews to assess and report on the suitability of implementing the obesity tele-mentoring program.

As the project evolved, Emerson was faced with several project changes and setbacks, altering the initial project deliverables and timeframes. This experience taught Emerson the realities of working across agencies the importance of managing good stakeholder relationships.

During her time at Health Networks Emerson had the opportunity to work across units and scribe at the 54th Clinical Senate debate on COVID-19 Vaccines and Variation in Care.

Supervisors: Helen Mitchell and
Whitney Darlaston-Jones

Emerson has always had a strong interest in health and wellbeing. Working at WA Health provides the opportunity to explore this interest in a way that directly impacts the community.

Placement Two Summary

WA Country Health Service,
Central Office, Population Health

For her second placement, Emerson moved to the WA Country Health Service to work in the Population Health team. Emerson worked to develop a matrix of consumer resources to support vulnerable children and their families on the Enhanced Child Health Schedule. She was tasked with creating a series of short instructional parenting videos for the matrix to provide consumers with further information in an alternative format. The videos created were focused on toothbrushing, safe sleep and the introduction of solids to a child's diet.



Whilst filming videos for the matrix, Emerson also interviewed parents about their experience of raising a child in country WA. This allowed her to develop an additional educational video intended for healthcare professionals to improve awareness of the different challenges that country parents face.

This project allowed Emerson to gain experience in health promotion and to develop new skills in video design and animation. She also had the opportunity to travel regionally to liaise with project stakeholders and to consult with consumers.

Supervisors: Gabby Dunn-Karakaya and Leonie Hellwig

Placement Three Summary

South Metropolitan Health Service,
Fiona Stanley Hospital, Transformation,
Kaartdijin Innovation Centre

For her final placement, Emerson moved to the South Metropolitan Health Service (SMHS) to work in the Transformation team at the Kaartdijin Innovation Centre. Emerson supported the implementation and expansion of the Virtual Emergency Medicine (VEM) service to the wider SMHS catchment areas. VEM is a service that aims to improve hospital patient flows by addressing emergency department (ED) overcrowding and ambulance ramping. The VEM service conducts tele-medicine consults with paramedics to triage patients prior to their arrival at the ED and to divert them to other hospital areas or community services when appropriate. Emerson also had the opportunity to support the development and implementation of a community mental health metabolic clinic at Rockingham Peel group.

Having the opportunity to work across two large-scale projects allowed Emerson to further her project management and stakeholder relationship skills whilst also allowing her to gain a sound understanding of the health service provider space.

Supervisors: Hazel Hudson and Chloe Goodred

Aymon Justice Kwaymullina Liedel

Academic Qualifications

Bachelor of Arts, Political Science and International Relations, History, University of Western Australia

LinkedIn profile

<https://www.linkedin.com/in/aymon-liedel-778678204/>

Why the Graduate Program?

Social justice is incredibly important to Aymon, and the WA Health system seemed to have a lot of passionate people who held similar values and were driven to help others.

Hobbies/interests outside of work

Politics and international relations, nature, film photography, music and collecting vinyls and CDs.

Fun fact

At 17 Aymon was the drummer in a grunge/punk band called 'The Lost Dogs'.

Mentor

Terry Preston, A/Service Development Officer, CAHS Infrastructure

Buddy

Henry Clarkson, Quality Officer, CAHS Business Intelligence Unit

Placement One Summary

Child and Adolescent Mental Health Service, Corporate Support, Policy Team

Aymon's placement revolved around a project on policy implementation that culminated in a report that identified best practice based on literature, outlined the current processes at Child and Adolescent Mental Health Service (CAMHS) and recommended ways to improve.

He followed his colleagues in the CAMHS policy team as they went about their duties. To this end, Aymon attended policy steer meetings and spoke at the Policies and Procedures Steering Group committee. Furthermore, he sat in on the Aboriginal Cultural Security Working Group and came to the Statewide Specialist Aboriginal Mental Health Service meetings.

As someone with a background in the social sciences, Aymon found it difficult conducting a literature review that examined materials based on healthcare settings. The writing style, referencing and research methods differed to those he encountered in university.

Aymon learnt a lot about the work of policy officers and how policy implementation is supported by other staff such as auditors, educators and managers. This placement aided the development of his research, interviewing, report and minute writing skills.

Supervisor: Erica Hodgson

Aymon's aspiration in life is to create positive systemic change. Policy relates to this as it applies to a wide audience and can be a vehicle for positive systemic change.

Placement Two Summary

East Metropolitan Health Service,
Royal Perth Hospital,
Workforce, Learning and Development

During his second placement, Aymon worked on developing a cultural competency training framework. This required an extensive literature review, followed by several rounds of stakeholder engagement. The final deliverable for the project was a cultural competency training report that contained a cultural competency training framework as an appendix.

The project was intellectually and emotionally demanding for Aymon, as he found that cultural competency involved complexity and dissonance. He was challenged to leave his comfort zone in order to critically understand his own culture and biases. Aymon discovered that there is no 'normal' culture, which he found life-changing.



Aymon was incredibly grateful for his supervisor Lee Hamwood, who was both supportive and ingenious. His team possessed both generosity, knowledge and patience, allowing him to constantly pick their brains throughout his placement. Aymon was also thankful for Steve Gregory, Director of EMHS workforce, whom he shadowed, attending fascinating meetings that covered diverse topics.

Supervisor: Lee Hamwood

Placement Three Summary

North Metropolitan Health Service,
Women and Newborn Health Service,
King Edward Memorial Hospital,
Executive Services

In placement three Aymon provided project management support to the WNHS Next 100 Program and contributed to the development of a draft culture action plan. The WNHS Next 100 is about reflecting on the last 104 years of WNHS history and defining who we are as an organisation. He supported the Steering Committee with the planning and delivery of staff engagement activities and was integral in the organisation and facilitation of staff roadshows. Aymon enjoyed interacting with staff from multiple disciplines and departments which provided insight into their work activities and challenges.

During the placement the biggest challenge was the availability of and engagement with key stakeholders. Identifying the most suitable times for staff was difficult due to competing priorities, schedules and facilities.

This placement provided an opportunity for Aymon to develop his project management skills including project scoping, scheduling and reporting.

He was able to attend a trauma informed care education session. This is an area where he is passionate and believes this education would be beneficial for everyone.

Supervisor: Courtney Koenig

Tara McDonagh

Academic Qualifications

Bachelor of Commerce,
Double Major Management and Marketing,
Curtin University

LinkedIn profile

<https://www.linkedin.com/in/tara-mcdonagh-80bb8713b/>

Why the Graduate Program?

Tara chose the WA Health Graduate Program because the program offered a unique opportunity to gain experience across several different roles within an organisation that aligned with her values.

Hobbies/interests outside of work

Tara enjoys travelling, spending time with friends and family, swimming and brunches.

Fun fact

Tara studied abroad in France and came home just before COVID-19 began impacting travel.

Mentor

Grace Gatt-Lodding, Project Officer,
Innovation, Transformation,
South Metropolitan Health Service

Buddy

Karyn Cooper, Manager,
Workforce Health Support Services

Placement One Summary

Child and Adolescent Health Service,
Perth Children's Hospital,
Office of Chief Executive,
Communications Team

Tara joined Child and Adolescent Health Service (CAHS) communications tasked with mapping new and improved ways to communicate with consumers of various backgrounds.

This project involved examining the existing communications channels, conducting a literature review on best practice approaches to consumer communications in health care, and performing clinical and consumer engagement activities in order to develop a series of recommendations for CAHS. Tara conducted engagement activities including coordinating surveys, interviews and focus groups with key stakeholders.

Disruptions to the placement including snap lockdowns and school holidays saw some consumer engagement activities interrupted. Tara's biggest takeaway from this was to embrace flexibility and alternative methods of collecting data and information.

Tara enjoyed the opportunity to engage with a wide range of stakeholders, including consumers, clinical staff and corporate health staff.

Tara also had the opportunity to assist with some of the business as usual tasks that the communications team conduct, including supporting some of the key COVID-19 messaging.

Supervisor: Anna Wood

Tara's keen interest for helping people and communities has influenced her work as she strives to use her skills and background to have a positive impact on the community.

Placement Two Summary

Department of Health,
Communicable Disease Control Directorate,
Sexual Health and Blood-borne Virus
Program

For her second placement, Tara moved to the Department of Health where she joined the Sexual Health and Blood-Borne Virus Program (SHBBVP) to work on the development of a Blood-borne virus stigma and discrimination e-learning training package. The package addresses reducing stigma and discrimination experienced by people living with blood-borne viruses, who are working within the health system or accessing its services.

Throughout the project Tara worked collaboratively with HSS, Health Consumers Council and SHBBVP



to develop the content, design and structural elements of the training package. Tara engaged with a range of stakeholders through a co-design production process. Throughout this process Tara had the opportunity to co-facilitate several co-design sessions and utilise project management tools and principles.

Thanks to this placement, Tara was able to develop strong project management skills and build on stakeholder engagement skills and knowledge. She also learned new skills in data analysis, e-learning development and broaden her understanding of sexual health and blood-borne viruses.

Supervisor: Sam Gibbings

Placement Three Summary

North Metropolitan Health Service,
Innovation and Development Hub

For her last placement, Tara joined the Innovation and Development Hub at the North Metropolitan Health Service (NMHS).

Tara worked on actioning and implementing recommendations from a recruitment hackathon held at the beginning of 2021 that identified the opportunity for the development of recruitment resources.

Her project focused on developing a suite of videos, testimonies and distribution plans that promoted NMHS and workforce opportunities.

During her time Tara also worked on BAU tasks across the wide range of work the team is involved in.

One of the challenges Tara faced during this time is learning the different needs and roles of workforce areas at NMHS. However, throughout her placement through extensive consultation and communications she gained valuable insight into the dynamics, roles and responsibilities of the NMHS workforce who are located at a range of hospitals and speciality areas.

Tara loved the opportunity to explore Innovation in Healthcare settings and enjoyed meeting lots of different people across the health service.

Supervisors: Susan Powe and Kaitlyn Holyman

Julius Aasberg Pipirs

Academic Qualifications

MSc in Business and Economics, Strategic Management, Halmstad University, Sweden

Master of Business Administration (MBA), Information Systems, Edith Cowan University

LinkedIn profile

<https://www.linkedin.com/in/jpipirs/>

Why the Graduate Program?

Julius chose the GDP as it offered opportunities to manage diverse projects in a complex environment, while also providing the possibility of making meaningful impacts in the WA society.

Hobbies/interests outside of work

Surfing, scuba diving/snorkelling, politics, and having great times with friends and family.

Fun fact

Originally from Sweden, Julius has always dreamt of relocating somewhere you can swim with dolphins.

Mentor

Sharon Stewart, Director, Executive Department, Perth Childrens Hospital

Buddy

Ryan Shepherd, Project Officer, Data and Digital Innovation, East Metropolitan Health Service

Placement One Summary

East Metropolitan Health Service,
Royal Perth Bentley Group,
Strategic Projects

For his first placement, Julius supported the commissioning of a new Mental Health Unit (MHU) at Royal Perth Hospital. Julius was responsible for developing the Model of Care which detailed the high-level intents of how the new service will operate. He was also responsible for managing the development of operational policies, a Change impact assessment, Workforce Plan, and supported efforts to improve service integration between Mental Health and Alcohol and Drug Services.

The placement offered challenges through its introduction to project management in a clinical setting, by learning to navigate hierarchical structures and emphasising stakeholder collaboration.

This placement offered Julius the opportunity to work within the field of Mental Health, expanding his understanding of current challenges and opportunities. Additionally, Julius was given the opportunity to work directly with clinicians, allowing him to deepen his understanding of how to manage projects in a clinical setting and the nature of clinical practice.

Supervisor: James MacWatt

Julius' strong interest for complex problem solving and desire to contribute to society directly affected his decision to support the delivery of new services in Mental Health.



Julius was successful in securing a permanent role within his first placement as Project Officer at Royal Perth Hospital.

William Reidy

Academic Qualifications

Bachelor of Science, Sport Science and Exercise and Health (Double Major),
University of Western Australia

LinkedIn profile

<https://www.linkedin.com/in/jiah-william-reidy-ab470a201>

Why the Graduate Program?

Jiah chose to apply to the grad program as it was an opportunity to gain experience in a variety of fields in health that all lead to a positive difference.

Hobbies/interests outside of work

Jiah enjoys playing football, exploring new places and photography.

Fun fact

His real name is William, middle name is Isaiah, but goes by Jiah.

Mentor

Sasha Bodey, Principal Policy Officer,
Aboriginal Health, Department of Health

Buddy

Dion Kickett, Project Officer,
Aboriginal Health CAHS

Placement One Summary

Clinical Excellence
Clinical Leadership and Reform
System Clinical Support and Innovation

Throughout his first placement Jiah had an opportunity to work on two separate projects, which provided him the chance to develop a range of skills in a short period of time.

Project 1 – Enhanced Electronic Referral Management (EERM)

Jiah conducted an interjurisdictional review which formed a part of the project's Business Case. This task was a great way to start the placement, as it provided an opportunity to research and review what other jurisdictions have done similarly or differently to the solution that is developed. Organising meetings becomes a challenge when factors such as time zone differences can limit the availability to meet.

Project 2 – Manage My Care

Manage My Care is a patient facing app that is designed for patients and carers to easily access their referral and appointment information. Jiah developed a new communications plan for the project, and was responsible for organising and delivering a 'Roadshow' to enable the team to better promote the app. Frequently changing the language used to suit different stakeholders has been a challenge that has helped develop his written communication skills.

Supervisors: Amy Liebregts and Jess Duinmeyer

Jiah has been interested in health since completing his Human Bio and PE studies in high school.

Placement Two Summary

North Metropolitan Health Service,
Mental Health, Public Health, Dental Services,
Health Promotion

One of Jiah's key tasks in placement two was to assist in organising and implementing a community workshop that will utilise appreciative inquiry, encouraging community members to engage in the process of planning interventions related to projects objectives. After the completion of the workshop Jiah began working towards



creating a workshop evaluation report that would highlight in detail the direction to lead the project.

This provided Jiah the opportunity to develop several key skills such as organisational skills, stakeholder engagement skills not to mention community development skills. Due to the collective impact nature of the Balga Boodja project, which involves 14 agencies working together to create sustained success, Jiah found that working with several organisations has many benefits although it can be difficult to ensure everyone interprets everything the same way. Whilst all involved are keen to help out and see change, if information wasn't provided clearly enough it would create more confusion later on in the process, which would lead to delays in the project.

Supervisor: Vilma Palacios

Placement Three Summary

Child and Adolescent Health Service –
Perth Childrens Hospital,
Safety, Quality and Innovation,
Consumer Engagement Team

Over the duration of his third placement, Jiah will have the opportunity to work on a Health Literacy Scoping Initiatives project. He will conduct a health literacy organisational self-assessment, which will begin with a literature review of health literacy and identification of available options for assessment. Jiah will also have the opportunity to explore evidence-based initiatives that will improve organisational health literacy responsiveness. These should allow him to develop a strong foundation to create informational materials that will support the health literacy of CAHS consumers. The skills developed include project management skills, stakeholder consultation, and literature and information searches, whilst also providing him the opportunity to improve meeting management skills.

Having worked on longer term projects in his previous placement, Jiah understood some of the components of managing a project, but here he will get the opportunity to develop his own project from the planning phase.

Supervisor: Matthew Holmes

Jemima Robinson-Lake

Academic Qualifications

Bachelor of Science, Double Major in Psychology, University of Western Australia

Master of Public Health, University of Western Australia

LinkedIn profile

<https://au.linkedin.com/in/jemimarobinsonlake>

Why the Graduate Program?

Jemima chose the GDP as it offered a unique opportunity to gain exposure to different areas of public health and be involved in a range of projects across WA Health.

Hobbies/interests outside of work

Keeping fit by going to the gym and doing outdoor activities including swimming, hiking, riding, bird watching and kayaking.

Fun fact

Jemima fosters animals whenever she can.

Mentor

Lauren Preedy, Program Support Officer, Safety Quality and Consumer Engagement, South Metropolitan Health Service

Buddy

Kingsley Burton, Project Director, System Clinical Support and Innovation, Department of Health

Placement One Summary

North Metro Health Service – King Edward Memorial Hospital, Women and Newborn Health Service, Women's Health Genetics and Mental Health, Women's Health Strategy and Programs

Jemima worked as part of the Strengthening Antenatal Responses to Family and Domestic Violence Team, an election commitment project to enhance screening practices and support for women experiencing family and domestic violence (FDV) in antenatal settings. Jemima was the project lead for the implementation of the REAL Transformation Model pilot in three Perth Metro Hospitals, which aims to improve identification and response to women who have experienced FDV during pregnancy. This involved developing various resources including posters and information sheets, regularly liaising with the hospital sites to oversee the trial and assisting with education and training of health staff. Jemima has also been working in collaboration with the Ngangk Yira Research Centre, Murdoch University to develop a new e-learning package to support Aboriginal clients experiencing FDV. The most challenging part of the placement has been navigating significant delays which have disrupted the project timeline; however Jemima has learnt the importance of persistence and collaborating with others to find solutions.

Supervisors: Vanessa Bobongie and Safiyah Salim

Jemima has strong interests in mental health and helping vulnerable populations. She uses her experience working on the ground with people in the community to influence her current project work.

Placement Two Summary

East Metropolitan Health Service –
Royal Perth Hospital, Executive Division

In her second placement, Jemima worked on a large-scale capital project to commission a new 12-bed authorised Mental Health Unit (MHU), located at Royal Perth Hospital. Jemima worked on developing a Peer Support Model (PSM) to



be delivered as part of the MHU service. A PSM involves incorporating peer workers, with lived mental health experience, into the team to further support mental health consumers. To ensure the PSM was evidence-based and best practice, the investigation component of the project involved completing a comprehensive literature review, stakeholder consultation and a jurisdiction review of other PSMs across Australia. Other deliverables for the project included development of a business case and implementation plan. This placement was extremely challenging due to the fast-paced nature of the work, but also highly rewarding because of the direct impact it will have on the community. Jemima has learnt a lot about the WA Mental Health System, project management methodology and developed her skills in presenting, engaging with stakeholders and facilitating workshops.

Supervisor: James MacWatt

Placement Three Summary

Child and Adolescent Health Service (CAHS),
Perth Children's Hospital,
Office of the Chief Executive,
CAHS Strategy and Planning Team

For her final placement, Jemima moved to the Perth Children's Hospital (PCH) to work on the CAHS Community Hub Project. This Project aims to bring together and co-locate various community-based health services under one roof. The Community Hubs will help resolve urgent facility issues and contribute to high quality, patient-centred sustainable health care. As part of this project, Jemima worked on re-designing the internal and external website to ensure this information was accurate, up-to-date and relevant to its audience. Jemima also supported the Service Lead by completing several adhoc and business as usual tasks. Jemima was only at this placement for a few weeks as she accepted a position as a Research Coordinator with Touchstone CAMHS. Although the placement was short, Jemima really enjoyed working on a multi-faceted project and learnt a lot about risk management!

Supervisors: Bronwyn Baker and
Alan Kuipers-Chan

Holly Spencer

Academic Qualifications

Bachelor of Biomedical Science,
University of Notre Dame Australia

LinkedIn profile

<https://www.linkedin.com/in/holly-spencer-15a8351a5>

Why the Graduate Program?

Holly appreciates that WA Health is always striving to improve health outcomes at the personal and systemic level with a focus on future proofing health endeavours.

Hobbies/interests outside of work

Holly enjoys tennis, taking her dog for a run and reading health-related biographies.

Fun fact

Holly collects a Christmas tree ornament from everywhere she's travelled – 15 and counting. Her favourite is Canada.

Mentor

Richard Clark, Project Manager,
Clinical Services, Royal Perth Bentley Group

Buddy

Jasmine Sidhu, Information Development
Officer, Strategy and Reform – Performance,
Mental Health Commission

Placement One Summary

Department of Health,
Epidemiology Branch,
Public and Aboriginal Health,
Surveys Unit

During Holly's first placement, she was able to review the Health and Wellbeing Surveillance System (HWSS) content in order to improve survey relevance for current and emerging public health issues that help advise decision making at government and non-government levels.

She accomplished this through liaising with stakeholders to determine health data needs and suggesting necessary health topic additions. Using the HWSS data, Holly was also able to create interesting health articles for media release. Additionally, she designed and administered a client feedback survey to monitor satisfaction with the Epidemiology Branch's data request services and make recommendations for improvement.

Holly was able to overcome challenges such as implementing change management and finding appropriate ways to gain stakeholder feedback.

The opportunities that arose for Holly included networking skill development as she communicated with a vast array of people across different sectors of WA Health, in addition to having the ability to make a positive change to the epidemiological data collected by the department.

Supervisors: Tim Landrigan and
Candice Patterson

Holly has an interest in chronic disease, thus her work pivots around finding ways to improve quality of life and better understand disease processes.

Placement Two Summary

East Metropolitan Health Service,
Royal Perth Hospital,
Health in a Virtual Environment

HIVE is a remote patient monitoring service that utilises biomedical devices, artificial intelligence and audio-visual systems to detect early signs of clinical deterioration in medical and surgical inpatients. With services at RPH and Armadale Hospital, HIVE is investigating service expansion and roll-out to community cohorts, in areas such as chronic disease, mental health and aged care.

Holly contributed to this work by conducting foundational research to inform future HIVE



services for EMHS mental health patient groups and market research to explore the wearable biomedical devices that would support outpatient monitoring capability. Holly also developed a 'Problem Needs Gathering' framework for RPH to identify areas that may benefit from innovative virtual health solutions.

Holly gained exposure to a rapid paced environment with complex clinical and non-clinical components. During her placement, she developed skills in project management methodology such as PRINCE2 to deliver meaningful initiatives within the complex health system that ensure a constant patient focus.

Supervisors: Timothy Leen and Drianca Naidoo

Placement Three Summary

East Metropolitan Health Service,
Royal Perth Hospital,
Clinical Services

Holly played a key role within the Clinical Services team through the planning of the Watch House (WH) Clinical Service Model during her third placement. This project aims to implement a contemporary model of care within the WA Police (WAPOL) WH, taking advantage of Clinical Nurse expertise and the newest technologies to introduce a virtual healthcare service. This model will reduce the number of unnecessary and low risk transferrals that occur between the WH and Emergency Departments, whilst providing high level care to detainees in the most appropriate setting. Taking frontline Police an average of 8 hours per transferral, this model will also save WAPOL and EMHS critical time.

Following the PRINCE2 methodology, Holly contributed to valuable documentation including the Project Initiation Document, whilst effectively working with both internal and external stakeholders. Holly was very active within the team, also leading a project to enhance communication for Clinical Service Improvement. Throughout her work Holly maintained a constant patient-focus, whilst striving for continuous improvement in patient care at EMHS.

Supervisors: Richard Clark and Tanya Douglas

A day in the life of a General Corporate Graduate Officer

By Jiah Reidy

Health Promotion, North Metropolitan Public Health Unit, North Metropolitan Health Service

4:45am

My alarm goes off. My bed is warm, but everything else is cold. It's Monday morning and my body is sore from footy on the weekend.

5:00am

After struggling out of bed I go to the gym, somehow moving my sore body.

6:45am

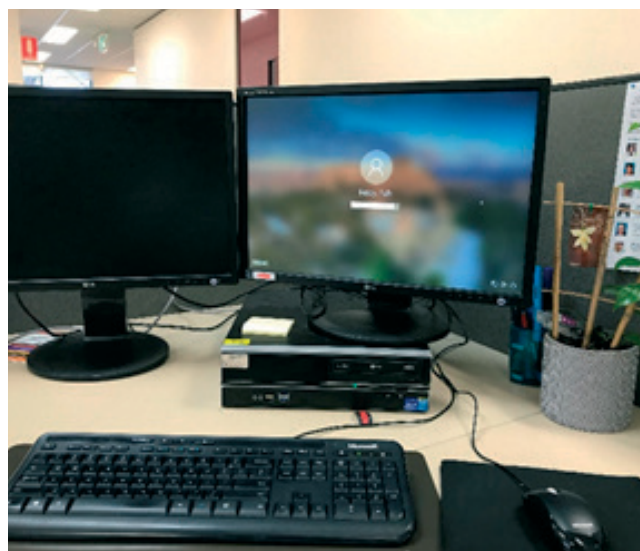
I come home and get ready for work. I've organised my work gear the night before to save time in the morning. I cook a nice breaky wrap with some avocado, eggs and bacon.

7:20am

Just before leaving for work, I flick a text to my local coffee shop to get in front of the queue.

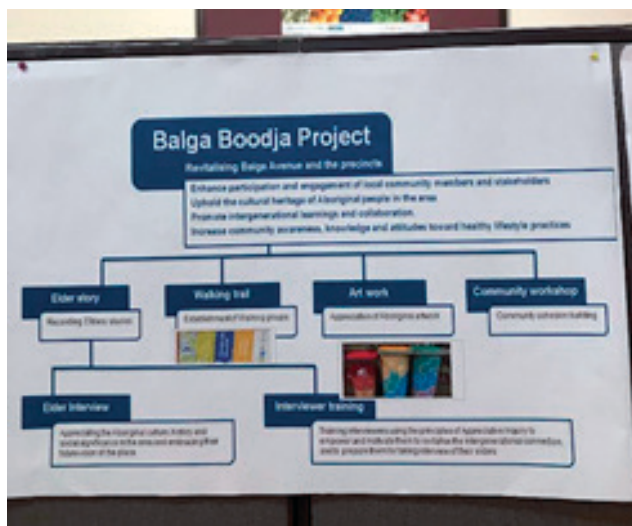
7:40am

Once at work, I get organised for the day: reading emails, creating my to do list and checking my calendar to see if I have any meetings on.



8:00am

In this placement I am working on the Balga Boodja project. It is a working group of 14 agencies that are located locally in the Balga-Mirrabooka area. With data from the 2016 Census indicating that Balga is one of the most disadvantaged communities in Australia, the working group have been working to make the community a safer and more inclusive environment. One of my key tasks in my placement is to review our project plan. This provides me an opportunity to learn about the project as well as assist me in developing my skills in project planning.



9:00am

I meet with my supervisor for a weekly strategy meeting. This gives an opportunity for me to discuss what I've been working on and where I'm at. If there are any key tasks that we need to work on over the course of the week, it's a good chance to make weekly priorities. It is also a great opportunity to review my work to ensure that I'm on the right track.

10:00am

Snack time – greek yoghurt and blueberries!

I have been assigned the task of organising our upcoming community workshop. It's a great opportunity that allows me to work on my organisational and planning skills whilst also developing my stakeholder engagement and communication skills. It has certainly been testing my communication abilities in ensuring that all agencies are on the same page with any updates that may come.

12:30pm

Time for lunch! I normally meal prep on Sundays to save time. This week I did not do that, so I stop by IGA to buy a microwaveable meal.

1:00pm

My supervisor suggested that I watch a webinar on strategies to increase physical activity engagement in general populations. The webinar provides valuable information that I can draw from throughout my placement.

1:30pm

Uncle Toby's choc chip muesli bar. Nothing is a better snack while typing up some notes from the webinar.

2:30pm

This is generally the time I like to spend to work on or revisit a task I have been working on earlier in the day, I decide to continue with the workshop planning, making a few calls and sending emails to confirm details. I send a meeting invite to those involved in the workshop to discuss our previous actions and delegate a few key tasks for the workshop day.

4:00pm

Must save all documents – a few weeks back I made a mistake and lost lots of work, so I now have a constant reminder!

From work I head off to footy training.

4:30pm

I get to the footy club with enough time to use the

foam rollers and get a massage to assist recovery (my body feels older than it looks). Monday nights are a review session with some light skills and conditioning. Our team lost on the weekend, which means that our review isn't going to be fun.

8:30pm

We had a very lengthy review tonight, so I get home a bit later than usual. For dinner I've got steak and mashed potato with some veggies left over from last night.

8:45pm

My roommate and I play FIFA 21. We have recently placed a bet – the first one to win 50 games will buy the other dinner. I am four games up, feeling confident about the series.

9:00pm

Got the win!

I read *The 7 Habits of Highly Effective People* by Stephen Covey for 30 minutes before bed, which is a very interesting read.



Mentors and buddies

One of the strengths of the WA Health Graduate Development Program is the opportunity for each graduate to connect with a buddy (a previous graduate), and a mentor (an experienced staff member of WA Health). We interviewed four of this year's graduates and their buddy or mentor for insight into the value of these relationships.

Graduates, why did you find it valuable to have a buddy and mentor?

"Ashleigh and I catch up regularly, often over breakfast, during which she has given me a lot of advice in relation to both the graduate program and working at WA Health. Ashleigh's success is really motivating to me and I look forward to continuing our relationship after the program ends." – **Emerson Lambert**

"Having Lyna as a buddy has been invaluable as she was able to draw on her experience of being a part of the WA Health graduate program last year and impart that knowledge to me." – **Sakshi Sindhwani**

"Richard has been extremely helpful in terms of guiding me through my different placements. Our catch ups allow me to regroup, problem solve and put into practice different skills that I'm developing. I am grateful for Richard's support in my career progression as he goes out of his way to assist wherever possible." – **Holly Spencer**

"My mentor Kate has been an amazing support for me throughout this year, providing another perspective on challenges I've faced and celebrating the wins with me. I'm incredibly grateful to have such a great mentor relationship in the early stages of my career!" – **Michelle Geurts**

Why did you choose to become a buddy/mentor for the Graduate Development Program?

"The graduate program was a great experience, but very overwhelming as you start to learn and navigate WA Health. I wanted to support a new graduate on this journey and share relatable insights from my own experience. I think it is

so important for people in their early career to have diverse supports and build their network." – **Ashleigh Small (Emerson's buddy)**

"I became a buddy to support and help a graduate find their way in the WA health system." – **Lyna Berriche (Sakshi's buddy)**

"When I reflect on my career to date, I think of the positive benefits that I have experienced from mentors. I think the mentoring relationship is important to have as it offers you trusted guidance from outside the traditional line manager/reporting line." – **Richard Clark (Holly's mentor)**

"I have been a mentor for a couple of years and think this a terrific program for both the graduates and the teams that host them. I saw mentoring as a different way to interact with the graduates and be a part of the future workforce of our health system." – **Kate Baxter (Michelle's mentor)**

What changes have you seen in your graduate buddy/mentee over the year?

"It has been very rewarding to see Emerson develop her sense of self and professional identity as she progresses through the grad program. She has developed resilience and solidified her commitment to be a force for change in the public health system." – **Ashleigh**

"Sakshi has gained a lot in confidence and knowledge and managed successfully to fit her personal interests and needs to the variety of opportunities available in WA Health." – **Lyna**

"It has been wonderfully rewarding to observe Holly develop her skills and broader understanding of the healthcare system. I have seen Holly's confidence grow as she has been involved in progressively more challenging tasks and projects." – **Richard**

"I have enjoyed seeing how the program has challenged and supported personal and professional growth for Michelle and how she has taken the theory and applied the learnings to address each challenge as they have arisen. She has become more confident in finding her place



in her teams and how she can contribute to their objectives.” – **Kate**

How has your role as a buddy/mentor impacted/benefitted you?

“Being a buddy has grounded me in remembering the complexity of our system, which supports me to stay connected to consumers and community who engage with us. Being early career myself, having a buddy has meant I have also had someone to bounce questions and ideas around with, who can offer valuable insight.” – **Ashleigh**

“I have been able to give back to the system and share my own experience and knowledge. It can be overwhelming to work for the largest Public Sector Agency in WA!” – **Lyna**

“For me the role of the mentor is always very fulfilling. I really enjoy watching people grow and seeing them on their career journey develop the necessary skills to be able to contribute to improve the healthcare system.” – **Richard**

“I enjoy meeting with Michelle and getting a different perspective on working in health, the opportunities and challenges for someone newer to the industry and their career. It gives me opportunity to reflect on my role and how I impact

staff that I work with. I genuinely enjoy seeing her recognise her strengths and respond to her successes.” – **Kate**

Do you have any advice for the 2021 graduate cohort?

“Collect diverse experiences and think broadly about how your own experiences and expertise could benefit WA Health and the broader WA community. Think carefully about what you are looking for in your career – what do you think is the ‘point’ of work? Build these insights into your early career decisions and set yourself up for work that you love.” – **Ashleigh**

“Making the most of any learning experience, there is a lot to take and learn from WA Health and don’t be afraid to ask questions!” – **Lyna**

“The mentoring program is a great privilege and has the opportunity to help smooth your career journey. Compatibility is important, so find someone that you think you can work with and take it from there.” – **Richard**

“Take chances, stretch yourself, use the network you have developed to guide you and be prepared to take on new challenges. Take the small wins and enjoy the ride.” – **Kate**

2021 COVID-19 impact

In 2020, the COVID-19 pandemic shut many parts of the world down as the global community made an unprecedented attempt to slow the spread of the highly contagious virus. In Western Australia, we were lucky enough to be able to return to life (mostly) as usual by 2021, but that didn't mean the grads' experiences this year were entirely unaffected by the pandemic.

COVID-related placements

Elena had the incredible opportunity to work with SHICC, the State Health Incident Coordination Centre; you can read about her work with SHICC in her Grad Profile.

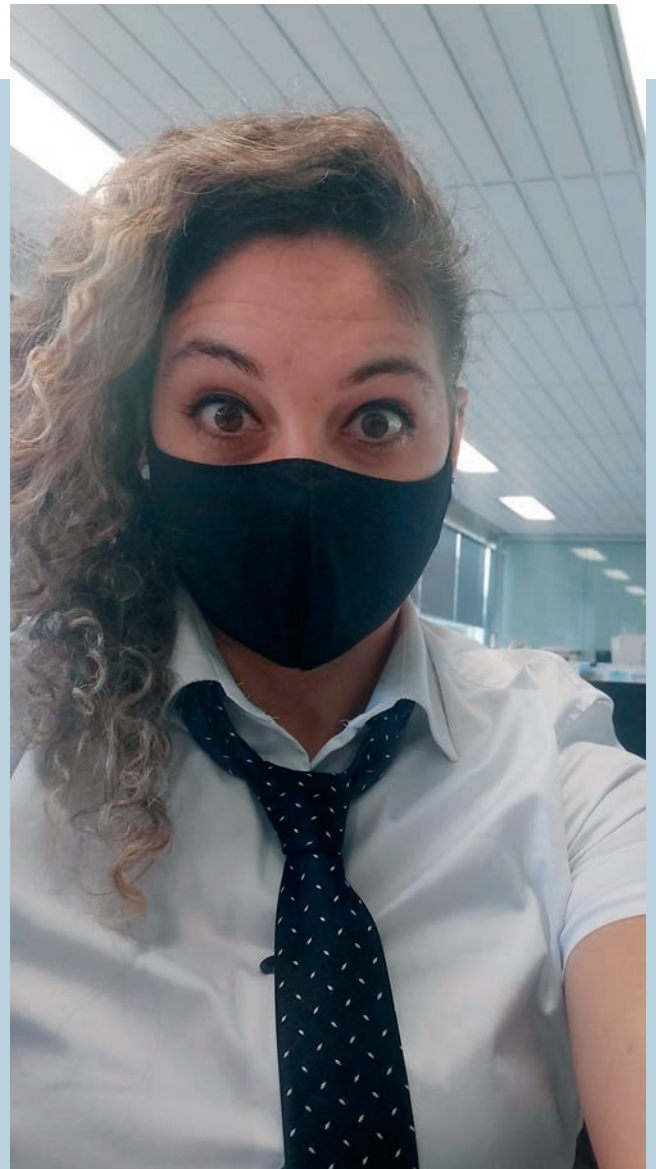




Impact on our experience

WA introduced snap lockdowns to prevent community COVID outbreaks a few times throughout 2021, the first only a few weeks into our first placement. We had to quickly adjust to working from home; luckily most of us had become WFH pros during our work and study the previous year!

When we returned to work, we were required to wear masks all day, and were subject to stricter-than-usual social distancing rules.





COVID-19 Vaccinations

One added perk of being a WA Health Grad in 2021 was the opportunity to get a Pfizer or AstraZeneca vaccine in phase 1b of the rollout. A number of the grads took the opportunity to take a practical approach to improving public health and “rolled up for WA”.



Finance and Business Stream

Leaders face a challenge in ensuring that WA Health adapts to the ever-evolving reality of providing high-quality health care. With the COVID-19 pandemic, rising aged-care costs and an evolving healthcare environment, a population with increasingly dynamic needs and requirements must be tended to. Given this fact, there is a strong need for effective risk management and financial stability in WA Health. Finance and Business graduates contribute to achieving this need.

The Graduate Development Program recruited recent graduates from Accounting, Finance, Economics, Business and Commerce backgrounds into their Finance and Business Stream. This allowed Finance and Business graduates to rotate through three placements across WA Health, developing their understanding of the health system and their allocated entities. Throughout

their placements, Finance and Business graduates were able to contribute towards several significant projects that enabled the graduates to gain insight into key health-related finance concepts.

In addition, Finance and Business graduates were partially funded to pursue their CA/CPA professional accreditation. This provided them with the opportunity to gain internationally recognised qualifications and collaborate with a professional network.

The extensive rotations and the rigorous professional development opportunities provided in the Graduate Development Program will continue to empower Finance and Business graduates to enhance financial operations within WA Health and, ultimately, join the ranks of future WA Health leaders.

Jake Gorman

Academic Qualifications

Bachelor of Science, Mathematics and Statistics, The University of Western Australia

Bachelor of Commerce, Finance (Honours), Curtin University

Bachelor of Commerce, Accounting and Finance, Curtin University

LinkedIn profile

<https://www.linkedin.com/in/jakegorman>

Why the Graduate Program?

Jake joined the WA Health Graduate Development Program to complete meaningful, interesting work, that positively contributes to the health of the community.

Hobbies/interests outside of work

In his spare time, Jake enjoys eating, playing saxophone and bass guitar, and rock climbing.

Fun fact

The month before COVID-19 was discovered, Jake was guest lecturing at a university in Guangzhou.

Mentor

Nadine Shetty, A/Senior Financial Policy Officer, Department of Health

Buddy

Michael Somerville, Finance and Business Officer, Purchasing and System Performance, Department of Health

Jake is particularly interested in the increasing interaction between business and data as well as maximising efficiency and has enjoyed exploring these in an organisation that directly impacts the community.

Placement One Summary

Child and Adolescent Health Service – Perth Children’s Hospital,
Corporate Services,
Finance

Jake’s main project was an examination of the cash management processes at Child and Adolescent Health Service (CAHS). This involved documenting and analysing the current cash management processes and identifying gaps and areas for improvement. This covered how cash moves into and out of CAHS as well as the internal controls and reporting processes. In addition, Jake worked on smaller projects including the creation of a user-friendly tool to automatically calculate costings for staff as well as the analysis of food services costs at PCH utilising Power BI. Jake has also contributed to business as usual work over the course of his placement within the Finance team.

The main challenge faced was the need to quickly learn about and understand all the processes within CAHS that impact cash management. As cash flows through almost all areas, this covered a wide range of functions. This, however, resulted in a comprehensive understanding of how health service providers function as a business. In addition, throughout this placement, Jake has expanded his knowledge of accounting principles and has advanced his Excel and Power BI proficiency.

Supervisor: Loletta Wong and Phil Bamford



Shortly into his second placement, Jake accepted a new position as a Data Analyst within the CAHS Business Intelligence Unit

Pauline Ngo

Academic Qualifications

Bachelor of Commerce,
Finance and Accounting,
The University of Western Australia

LinkedIn profile

<https://www.linkedin.com/in/pauline-ngo-209789137/>

Why the Graduate Program?

Pauline chose the WA Health Graduate Program because she valued the rotation-based nature of the program as it allowed exposure to three different areas of WA Health, enabling her to build a diverse skillset.

Hobbies/interests outside of work

Pauline enjoys learning how to cook (emphasis on the learning) and travelling with her friends and family.

Fun fact

Prior to COVID-19, Pauline lived and worked in Maldives for just over a year.

Mentor

Kate Southcott, A/Manager Financial Policy,
Purchasing and System Performance,
Department of Health

Buddy

Matilda Fowler, Budget Officer, Finance,
Royal Perth Hospital

Placement One Summary

Health Support Services,
Finance and Operations,
Finance

Pauline worked on the Digital Workspace Program (DWP) as well as Business as Usual (BAU) tasks. The DWP is a key enabler in achieving WA Health's digital strategy with the upgrading of operating systems at HSPs. Pauline was responsible for maintaining the resource list and updating the financial tracker to assist with monthly project status reporting. This involved liaising with the program accountant and agencies to ensure contractors' salary was accounted for.

BAU tasks included preparing journal entries, end-of-month processing, performing the Annual Useful Life Review and assisting with the disposal of HealthNext assets. The wide range of BAU activities enabled Pauline to develop her accounting capabilities and understanding of financial and management reporting. The main challenge Pauline faced was familiarising herself with the many cost centres and account codes, as financial data is costed to different areas. This placement enabled Pauline to develop her time management skills by working on month end activities, as well as gaining experience using financial platforms such as Oracle Financials, Objective and Discoverer Plus.

Supervisors: Carrie Wilson and Michael Roberts

Pauline likes how analysing data and problem solving in finance contributes to the bigger picture of WA Health in a positive way.



Placement Two Summary

Fiona Stanley Fremantle Hospital Group,
Service 4 – Emergency and Medical
Inpatient Services

Pauline's main project was analysing the impact of the Older Adult Surgical Inpatient Service (OASIS) at Fiona Stanley. This was a new initiative aimed at improving patient outcomes for older adults undergoing surgery through the introduction of geriatrician intervention. Pauline's project involved exploring the difference in patient outcomes such as length of stay and readmission rate over different periods. She was responsible for delivering a report and presentation to the executive team on the findings and recommendations. Pauline was also involved in BAU and ad hoc tasks, which involved providing analysis on operational performance of different specialties, conducting an audit report on Private Practice Cost Allowance (PPCA) and writing briefing notes. This placement gave Pauline the opportunity to significantly develop her analytical skills by exposing her to SQL and Power BI. Working on a multidisciplinary team enabled Pauline to increase her ability to communicate with a wide range of stakeholders as well as gain a more holistic view of WA Health.

Supervisor: Ali Khandoker

Shortly after her second placement, Pauline accepted a position as Finance Officer within the FSFHG Corporate and Finance Team at Fiona Stanley Hospital

Adam Rosato

Academic Qualifications

Bachelor of Commerce, Economics and Finance, Curtin University

Master of Applied Finance, University of Western Australia

LinkedIn profile

<https://www.linkedin.com/in/adam-rosato-797b5a123/>

Why the Graduate Program?

Adam's passion for finance aligns strongly with his desire to deliver long-term benefits to Australian people, delivering an intrinsic reward that motivates him daily.

Hobbies/interests outside of work

Adam's hobbies include working out, reading, listening to podcasts and analysing stocks to add to his portfolio.

Fun fact

When Adam was younger he travelled over East with his club and academy soccer team to compete against the best clubs/academies across Australia and New Zealand.

Mentor

Craig Weller, Finance and Business Officer – Neonatology, Perth Children's Hospital

Buddy

Derryn Howes, Project Support Officer, Department of Health

Placement One Summary

East Metropolitan Health Service – Royal Perth Hospital, Facilities Management, Infrastructure Services

Adam's project was to create a Capital Project Cost Management Tool to assist Project Managers (PM's) tracking of their project costs. The model was to be delivered via Excel and to use visuals to create a dashboard that can be easily modified depending on PM's needs. The model utilises 'actuals' feeding in from Oracle data dumps as well as manually input forecasts. Subsequently, the Project Managers can forecast potential over/underspends in certain areas and easily track the different lifecycle budgets and variations. PM's are responsible for categorising the transactions which feed into the model resulting in a much greater oversight of the costs.

Challenges exist with the front-end regarding the way invoices are put into Oracle resulting in the data dump being less than optimal, so some manual intervention is required. Excel skills have been further developed as well as communication skills through the abundance of meetings hosted by Adam to update PM's on the model's progress and receive feedback. Adam also took the opportunity to complete other BAU tasks as required, including assisting with PowerPoint slide decks and business case-related work.

Supervisor: Angela Tooker

Adam aims to use his finance background to improve the reporting processes through automation and modernisation. From this, he believes that the data can provide valuable insights to drive positive changes.

Placement Two Summary

Department of Health,
Purchasing and Contracting Unit

Adam's project work at the department varied in nature, involving both project and business as usual (BAU) tasks. Adam worked on analysing a provider's activity levels to determine whether the department had been overfunding this provider over the past 5 years. Adam was also involved in analysing KPI's and completing interjurisdictional research on the types of KPI's used by ambulance providers in other Australian states and overseas.



Challenges existed with finding better alternatives to 'average response time' KPI's for the delivery of ambulance services. Although research suggests it may not be the most optimal KPI used (especially for lower acuity cases), Adam found little evidence and research on suggested and improved KPI's. Finally, Adam was also involved in preparing ministerial responses and liaising with St John Ambulance to obtain the relevant information to assist with the formation of these responses.

Supervisors: Tricia Alvares and Sharni McDonald

Placement Three Summary

WA Country Health Service,
Business Performance and Improvement

Adam's project involves full autonomy with the aim to automate several of the manual processes involved in monthly Health Service Performance Reporting (HSPR) process at WA Country Health Service (WACHS). Currently, some of these manual tasks can take up to more than a day's work for an employee and there is potential for a big part of this to be automated. The project involves gaining a deep understanding of the current process and the manual tasks being undertaken.

Adam also undertook training to gain a deep understanding and working knowledge of how power query, M language and Power BI can be utilised to automate many of the manual processes involved. Ultimately Adam aims to improve efficiency of the reporting process by reducing time in the journey from receiving data, analysing the data and obtaining regional commentary.

Supervisors: Felix Hudson and Ola Carlsen

Sakshi Sindhwani

Academic Qualifications

Currently studying:
Graduate Diploma of Chartered Accounting

Master of Applied Finance,
The University of Western Australia

Bachelor of Business Science,
Finance and Accounting,
The University of Cape Town, South Africa

LinkedIn profile

<https://www.linkedin.com/in/sakshi-sindhwani/>

Why the Graduate Program?

The exposure to diverse perspectives at WA Health was paramount in moulding Sakshi's perspective holistically. The program also allowed her to hone her accounting and finance skills through the three rotations provided.

Hobbies/interests outside of work

Sakshi loves travelling around Australia and playing board games – her favourite board game is Catan.

Fun fact

Sakshi represented Botswana in squash at both national and international levels.

Mentor

Pratthana Hunt, Manager Policy and Strategy,
Purchasing and System Performance

Buddy

Lyna Berriche, Project Support Officer,
Purchasing and System Performance

Placement One Summary

WA Country Health Service,
Central Office, Business Services,
Business Performance and Improvement

Sakshi's major project in WACHS Business Improvement was the 2021–22 ABF (Activity Based Funding) budget differential pricing model. The reform involved redesigning the architecture and framework of the model to achieve a more stakeholder-driven view, ensuring efficient allocation of resources across WACHS 21 ABF hospitals.

Throughout this process, Sakshi undertook extensive stakeholder engagement to obtain the data inputs to build the budget model. As such, Sakshi gained significant experience in processing and analysing data on Spotfire.

One of the evident challenges Sakshi faced was ensuring the model's architecture was robust and flexible enough to be used in subsequent WACHS budgets.

Having acted as a project lead, working at WACHS also enabled Sakshi to gain invaluable project management experience. This further allowed her to develop fundamental skills in the realm of data analysis.

Finally, Sakshi was part of the WACHS Cost Driver Review project, where she assisted the team on regional cost review consultation and analysis of various WACHS costs for the final report.

Supervisors: Lindsay Adams and
Jonathan Patroni

Sakshi's passion for utilising figures and trends allows her to create meaningful impact in WA Health. Her diverse background motivates her to apply a rigorous and multifaceted approach to her work.

Placement Two Summary

Health Support Services,
Finance and Operations,
Finance

During her time at Health Support Services (HSS), Sakshi worked on the Windows 10 rollout as part of the Digital Workspace program and on the HealthNext project. Through these projects, Sakshi analysed various types of data and created financial models for internal stakeholders. Additionally, Sakshi worked on Business as Usual tasks. These tasks involved preparing journals for end-of-month reporting. Furthermore, Sakshi was involved in the HSS 2021 End of Financial Year Reporting and preparation of the HSS 2020–2021 Annual Financial Statements.



The main hurdle Sakshi learned to circumvent was to better understand how costs are allocated to the relevant business area across the multiple cost centres and account numbers within the HSS accounting framework.

Sakshi gained a wealth of practical knowledge in financial programs such as Oracle 11i, Discoverer Plus and Objective Navigator, all of which have better moulded her understanding of the WA Health accounting policies. Sakshi also enhanced her accounting skills from this placement, where she was able to put the theory she learned from the CA program into practice.

Supervisor: Carrie Wilson and Michael Roberts

Placement Three Summary

Department of Health,
Purchasing and System Performance,
Budget and Strategy Unit,
Budget Advisory, Coordination and Support

As part of the Budget and Strategy Unit (BSU), Sakshi worked on the 2022–23 WA Health Budget Submission. This included reviewing budget submissions and accompanying funding requests, providing feedback to budget holders and resolving Department of Treasury queries. She also conducted financial analysis and modelling on Non-Hospital Services (NHS), to secure funding for these services. In response to Sustainable Health Review Recommendation 1, Sakshi was involved in developing a Prevention Funding model to assist in securing future public health funding for prevention initiatives.

One of the key challenges Sakshi faced was addressing the needs of various budget stakeholders and resolving queries brought to BSU from these stakeholders. During this placement, Sakshi managed and reviewed her own portfolio of budget submissions, gained an understanding of how the NHS model secures future funding and amplified her Excel modelling skills.

Supervisors: Mark Wong and Henry Mony De Kerloy

Hayden Watts

Academic Qualifications

Bachelor of Commerce
(Double Major in Finance and Economics),
Curtin University

LinkedIn profile

<https://www.linkedin.com/in/hayden-watts-a81681164>

Why the Graduate Program?

Hayden chose the WA Health Graduate Program as it provides a great platform to develop his financial and analytical skills whilst working in an organisation that aligns with his core values.

Hobbies/interests outside of work

Hayden is actively interested in anything sporting-related and particularly enjoys playing AFL and Basketball.

Fun fact

Hayden has his HR Truck License and has operated heavy machinery full-time in the past.

Mentor

Michael Roberts,
Manager Finance and Accounting,
Health Support Services

Buddy

Ian Cainap, Finance Officer,
Child and Adolescent Health Service

Placement One Summary

North Metropolitan Health Service –
Sir Charles Gairdner Hospital,
Business and Performance,
Finance and Operations

Hayden's placement with North Metropolitan Health Service (NMHS) involved analysing and assisting with the transition of legacy patient fee debt to a new accounting platform. The transition process involved developing foundational legislation knowledge, patient data analysis and ultimately the categorisation of irrecoverable debt for write-off. Subsequently, Hayden was tasked with developing briefing notes and gaining approvals from the relevant authorities, liaising with executives and presenting his findings to senior officers within NMHS. During his placement, Hayden also had the opportunity to get involved in a recruitment selection process for NMHS, gaining a valuable insight into the public sector recruitment process.

Despite fluid working arrangements and a rigid timeline for delivery, the placement at NMHS strongly developed Hayden's analytical and communication skills whilst gaining access to key stakeholder feedback throughout the placement. Hayden was also able to take advantage of external training opportunities as they arose – enrolling in PowerBI training and a recruitment selection training course.

Supervisors: Emma-Jane Letich, Anna Bailey and Linden Phillips

Hayden's motivation to continually build and develop his skills whilst getting active in giving back to the community have led to a 'best of both worlds' scenario at WA Health.

Placement Two Summary

East Metropolitan Health Service –
Royal Perth Hospital,
Finance and Infrastructure,
Budget and Resource Allocation

For his second placement, Hayden was tasked with producing a report analysing the ED Corporate Services and Contract Management AEG – focusing on historical trends present throughout key budget metrics before recommending changes for dealing with unfavourable issues. A key component of this was the building of a data-model, enabling finance-specific data to be collected from internal EMHS sources and relationships between the datapoints to be built. Hayden was also able to get involved in the EOFY budget process, assisting with budget specific tasks as they appeared.



The work undertaken at this placement was incredibly fast-moving in nature, exposing Hayden to the time pressures present throughout the EOFY. On top of this, the complexities of building a data model, and maintaining data structure and integrity were present throughout the placement. Through continuing mentorship from his supervisors, Hayden was able to develop new and alternative ways of dealing with these challenges for the future. Hayden was also able to advance his data management, and analytical skills through the continued use of advanced Microsoft Excel techniques and SQL.

Supervisors: Kam Dogra and Rochelle Bradley

Placement Three Summary

Child and Adolescent Health Service –
Perth Children’s Hospital,
Corporate Services,
Finance Operations and Procurement,
Infrastructure and Contract Management

Hayden’s final placement was based at Child and Adolescent Health Service (CAHS) where he was tasked with developing an operating cost model (OCM) for the Midland and Murdoch community health hub projects. This involved determining potential operational costs for the hubs, identifying suitable facilities for benchmarking, building a template for future forecasting purposes and estimating overall operational costs. Ultimately, Hayden was able to provide a briefing focusing on the outcomes of the OCM to assist with the progression of the community health hubs funding.

Throughout the placement Hayden was exposed to a large amount of stakeholder engagement, liaising with many different service providers both internal and external to CAHS. This was both extremely useful and challenging at the same time – in that there was often a difficulty in obtaining relevant data for the benchmarking component of the OCM build. Despite this challenge, Hayden had numerous opportunities to continue to diversify his skillset – including assisting the financial operations team with some BAU tasks, along with diving into some project management work in the PICM space.

Supervisors: Jacque Shervington and Alan Kuipers-Chan

Qingdan Yu

Academic Qualifications

Bachelor of Commerce, Finance,
University of Western Australia

Master of Finance,
University of Melbourne

LinkedIn profile

<https://www.linkedin.com/in/qingdan-yu-72ba9b210/>

Why the Graduate Program?

Qingdan saw the Program as an excellent opportunity to start her career with a mindset to be people-oriented rather than profit-driven, and to positively impact the wider community.

Hobbies/interests outside of work

Animal's and nature, road-tripping, mini golf, reading and cooking.

Fun fact

Qingdan once had two lovely alpacas visit her house and chew on her lawn.

Mentor

Yating Mei, Senior Analyst,
Finance Operations, Department of Health

Buddy

Sophie Leitch, Finance Officer,
Finance Operations,
Child and Adolescent Health Service

Placement One Summary

Department of Health,
Purchasing and System performance,
System Finance

Qingdan's roles involved preparing monthly reporting and quarterly reconciliation of additional costs incurred by WA Health in response to COVID-19. The reports are used to request financial assistance from the Commonwealth and to inform financial decisions for internal stakeholders. Qingdan was required to collect, validate and consolidate monthly COVID-19 expenses submitted by each health service provider. This also included identification of significant monthly movements and further investigation into the causes. To assist a smooth Commonwealth funding process, she worked with the team to ensure invoices, GL transactions and payroll evidence were sufficiently reconciled.

Qingdan found that the main challenges revolved around ensuring the consistency in data treatment across different entities and the requirement to quickly adapt to comply with the dynamic COVID-19 financial arrangements. Qingdan developed a new way of thinking by understanding the overarching picture depicted by numbers. She also advanced her Excel skills and increased her confidence in professional interactions.

Supervisors: Andrew Frontino and Calum Abbott

Qingdan is interested in the active motion towards a preventative health stance and she is pursuing to improve cost efficiency and accessibility of health services.

Placement Two Summary

Child and Adolescent Health Service,
Finance Operations,
Clinical Service Unit 3 – Surgical

Qingdan's main project was to conduct an analysis on the new funding adjustment on avoidable hospital readmissions. She audited and analysed three-years' worth of surgical inpatient data and identified factors that increased the likelihood of avoidable readmissions. Qingdan also estimated the potential funding shortfall and produced a



report of her findings and recommendations to reduce avoidable readmissions. Her reports and findings have inspired clinicians to conduct further research into this area. Qingdan also contributed to the development and automation of new dashboards on theatre operation activity and leave liability. Other BAU tasks Qingdan participated in included the preparation of financial and operation reports for surgical departments, month-end journaling and budget allocations.

During her second placement, Qingdan has further developed her data analytical skills using Excel, Power BI and SQL. She also enhanced her verbal and written communication skills through close interaction with different stakeholders.

Supervisor: Sophie Leitch

Placement Three Summary

North Metropolitan Health Service,
Mental Health,
Public Health and Dental Services,
Finance

Qingdan's third placement with MHPHDS began with a project on reviewing the reporting and funding models for long stay mental health patients that require extended hospital care in Graylands Hospital. Qingdan was given the opportunities to travel to the sites and inpatient wards, and to have conversations with experts from different areas, including consultants, clinical coders and information analysts. With a thorough understanding of the care model, funding arrangement and clinical record system, Qingdan generated estimations on the potential financial risks and drafted a briefing note with suggestions on addressing this issue.

With the skills and knowledge developed in earlier placements, Qingdan was able to work independently with minimum guidance in her final rotation. Working in mental health and public health service areas, she gained a better understanding of the block-funding services. Qingdan also continued to improve her skills in problem-solving and stakeholder engagement throughout the journey.

Supervisor: Karen Peace

A day in the life of a Graduate Finance and Business Analyst

By Adam Rosato

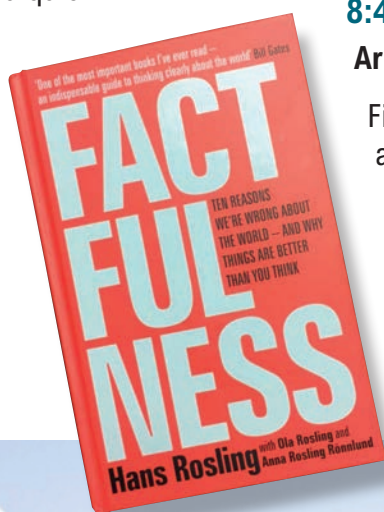
Facilities Management, East Metropolitan Health Service

6:30am

Alarm goes off

My alarm goes off. Time to get out of bed and make a coffee. I'll then have a quick scroll of my personal emails and financial news, before getting my kindle out to read for 20-30 minutes.

This week I'm reading "Factfulness: Ten Reasons We're Wrong About the World" by Hans Rosling (would highly recommend).



After reading I proceed to get ready and pack my lunch before leaving for work around 8:00am. I chuck on a podcast to listen to in the car and on my walk to work.

8:45am

Arrive at work

First things first, I check my emails and flag/ action the important ones. I generally like to have a brief daily to-do-list. I'm working with the Facilities Management Team at Kirkman House which comes under East Metropolitan Health Service.



9:00am

Coffee time

Depending on who wants a coffee, some of us will walk to Offshoot to grab a coffee and enjoy some chit chat before heading back to the office.

9:10am

Getting into Project Work

My project is aimed at developing a capital cost management tool that project managers can use to track their projects. This will help create a standardised approach to tracking project costs, improving visibility and allowing project managers to better forecast potential over-spends.

11:00am

Meeting with Project Manager or Senior Reporting Officer

The time of this meeting varies, however there is usually a weekly meeting to update the Project Managers with my progress on the tool. I obtain feedback to better understand their needs and wants. After the meeting I head back to my desk to jot down notes from the meeting whilst its fresh in my head.

1:00pm

Lunchtime

I generally try to bring lunch, but on the days I don't I tend to enjoy a tasty rice bowl from Bean Sprout.

1:40pm

BaU Work

I begin working on a PowerPoint slide deck which summarises the Business Cases to be presented at a meeting next week. This deck includes information such as the options analysis, risk matrix and financial information.

4:00pm

Back to Project Work

For the last hour of the day, I begin to update the cost management tool using the changes agreed upon in the earlier meeting.

5:00pm

Home time

On my way out, I continue listening to the podcast I started before work. Once reaching my car I then drive to the gym as I know if I go home first, I probably won't go back out to the gym.

7:30pm

Arrive back home

I arrive home ready to devour some dinner. I try to switch off by watching some YouTube or a tv show. I also try to undertake some research on a few companies on my watchlist, or companies I am invested in already to keep up to date with company news.

9:30pm

Quick read before bed

I aim to finish off the chapter from my reading earlier in the morning. I'm not really feeling in the mood to read, so I complete a few lessons of Spanish on Duolingo instead.

10:00pm

Bedtime

Lights out. Time to sleep.



Hobbies and social activities

By Jake Gorman and Aymon Liedel

Clarecia

My training makes the top of the list. Lifting is a great emotional outlet and calisthenics has been a great way to facilitate neuroplasticity and increased proprioception.



Holly

I take my dog for a run every night after work. I love doing this because he gets so excited about going that he falls over his big clumsy paws and it's far too cute.



Aymon

I enjoy nothing more than exploring natural landscapes, whether that be Kings Park, the banks of the Derbarl Yerrigan or John Forrest National Park.





Julius

I've always have had a passion for the ocean and the beautiful animals who live in it. I recently had the privilege to visit the Navy Pier dive site in Exmouth, WA, which I can more than recommend to anyone who is interested.



Elena

I have many many plants (my partner can't tell anymore when a new one comes home with me because there are so many. I spend 1-2 hours each week tending to them and it brings me a lot of joy to see them thriving. I think there are 2 things required to make a house a home: pets and plants, and luckily I have both!



Jiah

Football is a great chance to meet new people, whilst also improving health and wellbeing.

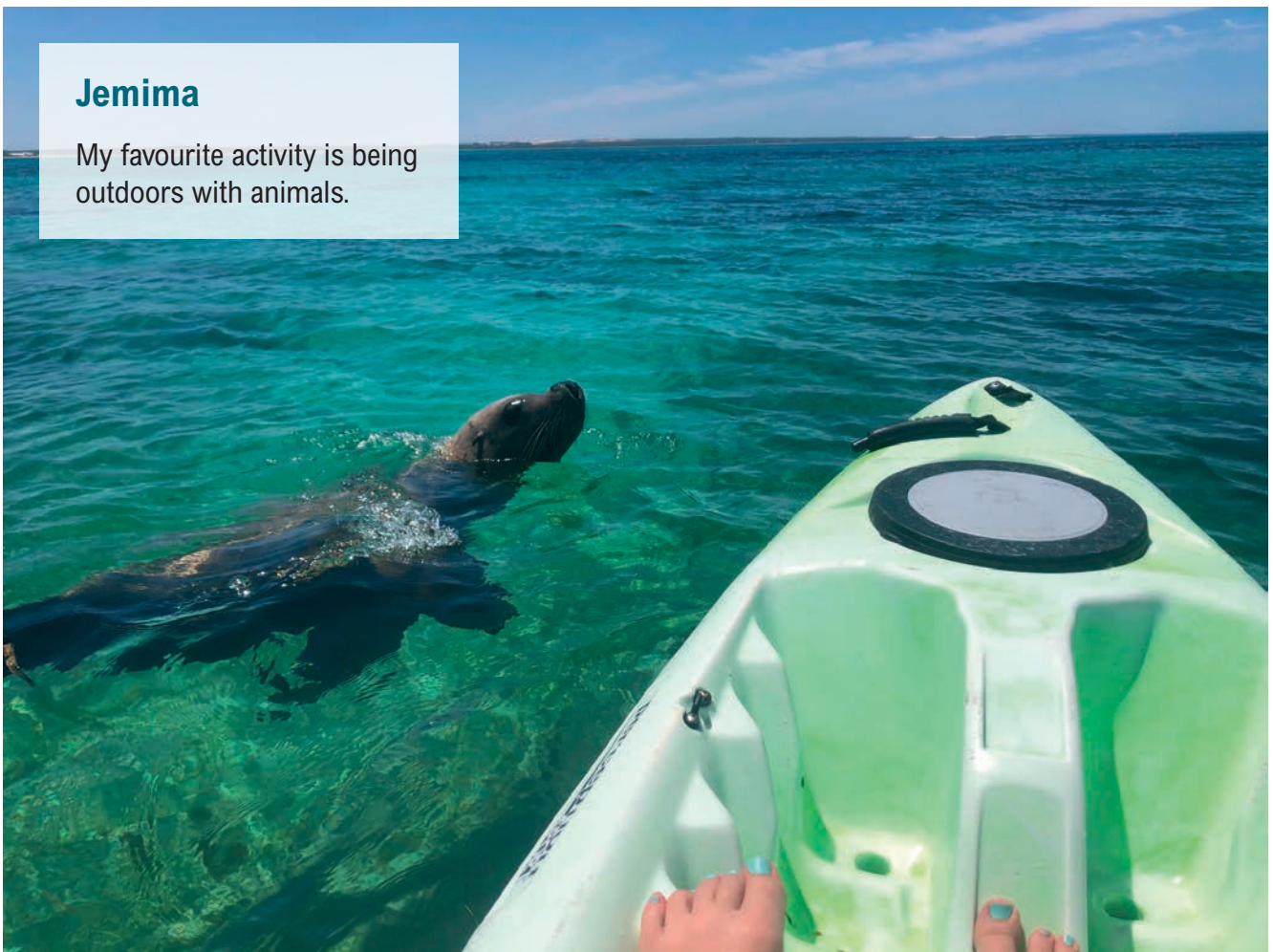
Pauline

If travelling is considered a hobby or interest, then travelling is my favourite thing to do. I like planning and travelling with friends and family rather than going solo. I've travelled in the past for both leisure and work. Although it can get tiring at times, it's always an exciting experience, especially if it involves meeting new people and trying new things.



Jemima

My favourite activity is being outdoors with animals.





ICT Stream

The ICT stream of the Graduate Development Program offers recent graduates placements covering a diverse range of ICT disciplines across WA Health. It's an exciting time for ICT professionals, with initiatives born from the Sustainable Health Review, WA Health Digital Strategy 2020–2030 and HealthNext providing opportunities for graduates to contribute to changes in the future of health. Many teams across WA Health are looking to innovate using automation, machine learning, data reporting improvements and cloud services. Long term transformational ICT projects are in progress that offer a wealth of knowledge and experience for graduates.

Graduate placements for 2021 were within Health Support Services, which delivers services and provides ICT support to the entirety of WA Health, Information and System Performance at Department of Health, and East Metropolitan Health Service. ICT graduates may be exposed to application design, development, deployment and support; service delivery, infrastructure, stakeholder engagement, ICT analysis and project delivery. The ICT stream allows graduates to pursue their personal interests within ICT and play to their strengths, delivering and supporting services that provide value to everyone in WA.

Michael Hodgkins

Academic Qualifications

Bachelor of Commerce,
Business Information Systems,
Curtin University

LinkedIn profile

<https://www.linkedin.com/in/michael-hodgkins-738092192>

Why the Graduate Program?

Michael chose the grad program as it would support him in transitioning his career, allowing him to exercise skills learnt during study, within a large and complex IT environment.

Hobbies/interests outside of work

Live local music, playing guitar, cycling and art.

Fun fact

Michael migrated to WA from Victoria. He has driven across Australia twice. His car broke down both times.

Mentor

Jason Williams,
Change Manager, Service Operations,
Health Support Services

Buddy

Alex Gunn,
Junior Application Developer, Applications,
Health Support Services

Michael comes from a managed services and IT operations background. He enjoys problem solving and being a translator between technical and non-technical people.

Placement One Summary

Department of Health,
Purchasing and System Performance,
Information and System Performance,
Data Information Systems,
Data Innovation Lab

Michael's first placement was with the Data Innovation Lab, working alongside data engineers, apps developers and DevOps practitioners. His main project was to manage the migration of a department-hosted web application into a modern cloud hosting environment, in line with the HealthNext initiative. The new environment was built using infrastructure as code templates and database cloud services, connected to the WA Health network through a web proxy. Michael offered some technical contributions while engaging with stakeholders, coordinating the team and creating systems documentation. He also worked on ongoing team tasks, such as a database access and backup audit, and had the opportunity to lead the requirements analysis and redesign of another department application that was to be rebuilt. His main challenges were in quickly learning new technologies and coordinating team efforts to deliver project outcomes on time.

Supervisor: Grae Saunders



Placement Two Summary

HSS Program Delivery,
HRMIS Program,
HRMIS Remediation Project

The HRMIS Program is a systemwide project that aims to replace WA Health's payroll and HR systems. Michael's second placement was here with the Remediation team, whose goal is to address and remediate issues with current HR systems and processes. His main task was analysing data from payroll reports to identify candidacy for improvement with business intelligence analytics. This was often challenging due to missing or incomplete information, which led to engagement with payroll teams to elicit details on the data types used and processes involved in creating the reports. Other work included planning and preparing for requirements gathering workshops, involving consultation with team members and client stakeholders. This placement exposed Michael to Agile ways of working, including collaborative planning and retrospective workshops, along with development of skills with useful software tools such as Jira and Power BI.

Supervisors: Marty Coughlin and Emma Czuprynski

Before finishing his second placement, Michael accepted an offer to work within Data Information Systems at the Department of Health as a Senior Systems Analyst.

Andy Russ

Academic Qualifications

Bachelor of Arts, Psychology (Honours),
University of Western Australia

PhD, Psychology,
University of Western Australia

Bachelor of Computer Science,
Edith Cowan University

LinkedIn profile

www.linkedin.com/in/andy-russ-5636321a6

Why the Graduate Program?

Graduate Officers in ICT get to experience different projects and areas of the ICT domain, which facilitates skill-building in desired areas and experience with important tools and technologies.

Hobbies/interests outside of work

Reading, guitar, video games, TV and writing.

Fun fact

Andy would like to publish a novel, if he can find the motivation to finish it.

Mentor

Matt Nixon, Team Leader App Dev,
Data and Information Systems

Buddy

Damon Brown, Application Developer,
Purchasing and System Performance

Placement One Summary

Health Support Services,
Application Design and Development,
Applications

Andy's first placement provided him with an entry point into software development with the Application Design and Development team, who create, maintain and facilitate the use of many applications across WA Health. Andy's project involved assisting creating software to format and store health data. The team was building new software to replace existing software to receive and format HL7 (health-data) messages into database-compatible data objects, and then write the data to target databases. One challenge for Andy was getting familiar with the tools – Visual Studio, the C# language, and Azure DevOps. These are commonly used in software development, so it was a great opportunity to use them on a professional project. Another challenge was managing project information, which often required Andy to search through project documents for the business rules that would inform the software's behaviour. The team was gracious with their time in explaining the application code and programming principles – it was a lucrative learning experience for Andy.

Supervisor: Wes Metcalf

There's a strong emphasis on programming and software design on the project, which would appeal to any recent Computer Science graduate with an interest in software development.



Placement Two and Three Summary

Department of Health,
Purchasing and System Performance,
Data and Information Systems,
Data Innovation Lab

Andy has developed skills in software development in a project that required him to build a user-interface and API to feed into an existing machine learning module. The development team Andy was placed with uses the .Net Core framework, which provides starting points for developing different types of applications and services. Learning this tool was rewarding and challenging for Andy, because it involved concurrently learning multiple technologies in addition to the structure of the .Net Core code libraries. Andy had the opportunity to engage with web-technologies (HTML, CSS), databasing technologies (SQL, SQL Server Management Studio, Azure SQL) and programming tools (C# language, Git version control, Azure Devops). These tools are widely used and using them in this project provided an opportunity for Andy to develop interesting, sought-after skills. Andy also worked on tasks outside this project, including maintenance and development of in-production software used at the Department of Health.

Supervisors: Terry Mason and Grae Saunders

Jocelyn Tan

Academic Qualifications

Bachelor of Software Engineering (Honours),
The University of Adelaide

LinkedIn profile

<https://www.linkedin.com/in/jocelyn-tan-yoke-yan>

Why the Graduate Program?

Jocelyn chose the WA Health Graduate Development Program because she appreciates the holistic nature of the program which allows graduates to explore their areas of interest through multiple placements.

Hobbies/interests outside of work

Enjoys going to the gym, café hopping and taking walks in parks.

Fun fact

Jocelyn once juggled three different jobs while in university.

Mentor

Teresa Harding, Manager Information Security and Event Management,
ICT Department, Health Support Services

Buddy

Emily Luu, Workforce Analyst,
Department of Health

Placement One Summary

Application Design and Development,
ICT Applications,
Health Support Services

Jocelyn worked on the Clinical Workbench project, developing an application to support electronic prescription messaging, My Health Record document upload from Community Health Information (CHIS), and the reconciliation of allergies and alerts.

Initially, Jocelyn worked on identifying and writing code around application authentication mechanisms. She then worked on developing UI designs and test cases for different portlet applications. She carried out frequent internal code reviews and application tests, working with developers to troubleshoot bugs found. Midway through her placement, Jocelyn had the opportunity to deliver a demonstration of the application to her clinical stakeholders. Outside of her project, Jocelyn worked on BAU tasks, resolving customer requests for existing clinical applications.

Jocelyn was challenged to become familiar with the workflows of varying clinical applications. Through her project, she developed a greater understanding of the software development lifecycle, as well as improved project management, presentation and communication skills.

Supervisors: Wes Metcalf and Peter McKelvey

Jocelyn has a great interest in stakeholder engagement. She was able to work effectively to ensure the needs of her stakeholders (clinicians) are met through design workshops and clinical demonstrations.

Placement Two Summary

Specialist Patient Care Systems,
IT Applications,
Health Support Services

Jocelyn primarily worked on delivering functional enhancements to an existing clinical application, (Renal Management System) needed as part of the Windows 10 roll-out. The functional enhancements implemented through code changes in the existing application were aimed at increasing the usability of the application and enabling its compliance with Windows 10. Jocelyn also had the opportunity to debug and troubleshoot existing bugs within the application and to manage a deployment that included updating configuration files to assist with the migration to 2019 server platforms.



In the initial stages of her placement, Jocelyn also documented application interaction diagrams to assist Application Specialists with identifying the interdependence between applications.

A challenge that Jocelyn faced was getting familiar with the workflow of existing clinical applications as a precursor to implementing functional enhancements within the application. She overcame this challenge through direct communication with seniors to clarify her questions as well as perusing existing documentation.

Supervisors: Varun Sequeira and Ron Crawford

Placement Three Summary

Centre of Clinical Research in Emergency
Medicine, Royal Perth Hospital,
East Metropolitan Health Service

Jocelyn worked on a proof-of-concept project which involves developing a Statewide Toxicology Reporting System to better inform clinical and public health responses to acute drug-related harm in Western Australia. She worked closely with emergency physicians, clinician toxicologists, researchers and a developer from Curtin University to establish ICT solutions that would enable more efficient communication and reporting pathways between stakeholders.

Jocelyn worked on developing reports in PowerBI, utilising data exported from the REDCap project through API tokens. She worked on data cleansing, data modelling and writing back-end queries written in DAX language, for further analysis of the data.

A challenge faced in the placement was determining data to be displayed on her reports in PowerBI, which Jocelyn overcame through active stakeholder engagement. Through her placement, she was able to provide unique insight and ICT expertise to a newly established statewide initiative that brings together clinicians, toxicologists and public health authorities across WA Health.

Supervisors: Jennifer Smith and John Barrett

A day in the life of a Graduate ICT Officer

By Andy Russ

Data and Information Systems, Purchasing and System Performance, Department of Health



7:00am

Wake up

I usually wake up before my alarm, which is ironic given I am not a morning person.

7:05am

Get ready for work

7:15am

Get dinner out of the freezer

I like to do big cook-ups on the weekends and bulk freeze meals (usually stews, curries – things that microwave well). This frees up time in the evenings. I choose a meal for dinner and pop it in the fridge.



7:20am

Get bus into city

I spend most of the bus trip staring wistfully out of the window daydreaming about coffee.



7:45am

Get train

The second leg of my journey is from Wellington Street to Claisebrook (usually still in a coffee-daydream haze).



8:00am

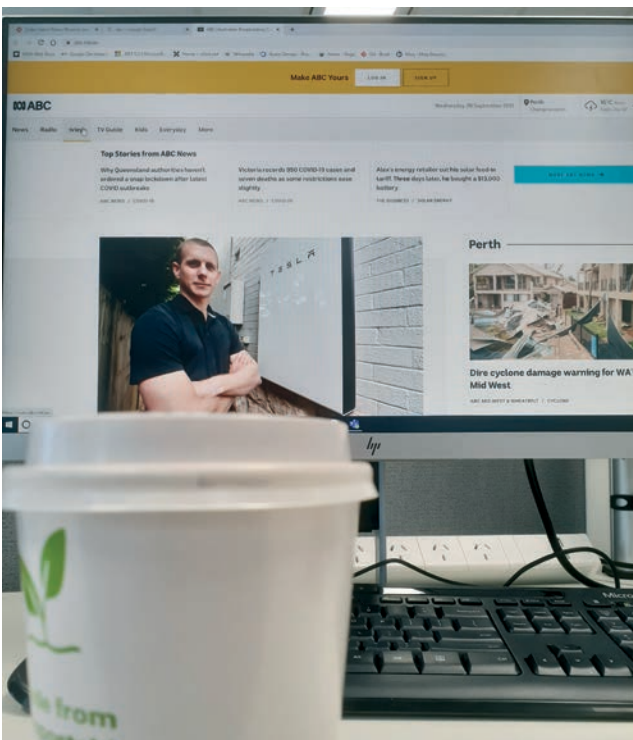
Coffee and breakfast

Manifest the coffee dream. And also have breakfast – lately I've been partaking in the Cafés veggie rice paper rolls, which are a nice, fresh start to the day.

8:10am

Check news

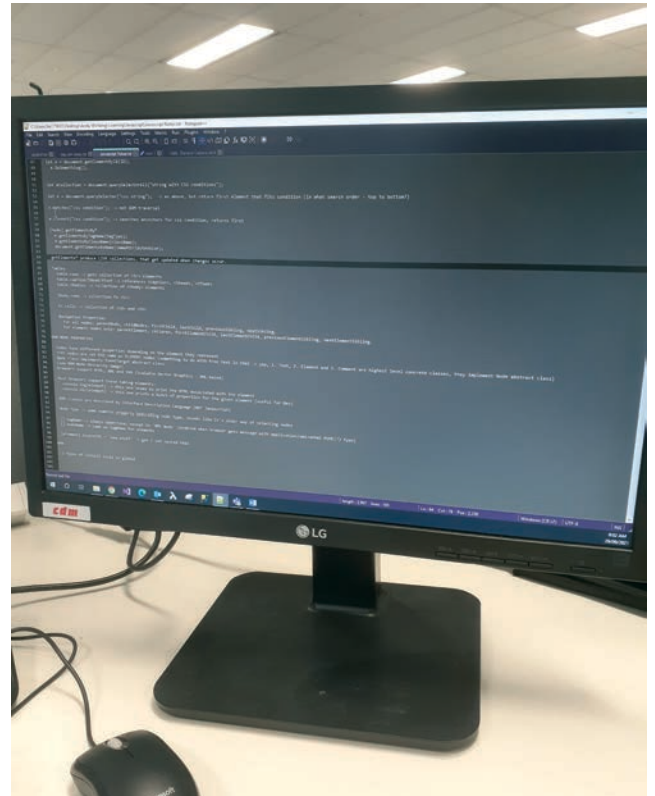
I do a quick scan for any major headlines.



8:30am

Revise where I was the previous work-day

As a Graduate Officer in the ICT stream, I chose placements emphasizing software development. I spend most of my day coding, and the systems look dense to a new programmer, so I like to re-orient myself with where I was when I finished work the day before.



8:40am

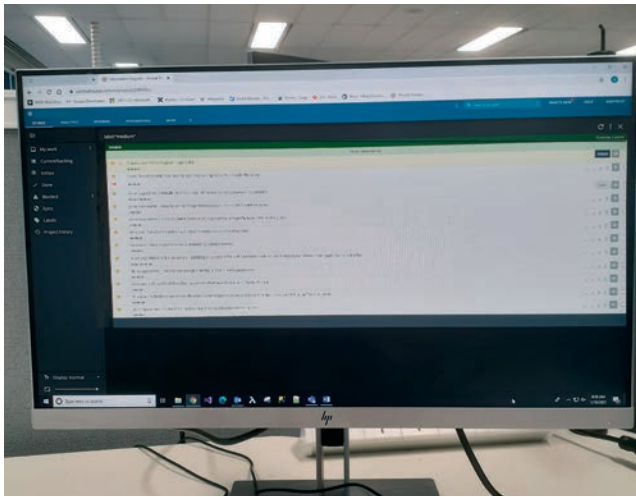
Check emails and Teams

I quickly eye-ball my emails and Teams. My work is fairly autonomous, so my inbox usually doesn't require much attention in the morning; it's usually just announcements. I send a few quick Teams messages.

8:45am

Check the task board

On my project, we're using a task board to create and track project tasks. I work with a Systems Analyst to figure out what work needs to be done and create Tasks. Tasks represent a unit of work to be done on the project. For me, this usually translates to programming some new functionality into the software.



8:50am

Start a task

At the moment, I'm building software that gets user input, either from a web-page or a file, then sends it off to another system for formatting. Each Task represents a bit of programming work that needs to be done. There is a bit of Googling, but it's been very rewarding in terms of skill-building.

9:30am

Stand-up meeting

Each team member shares and what they did the day before, and what work they have lined up for the current day.

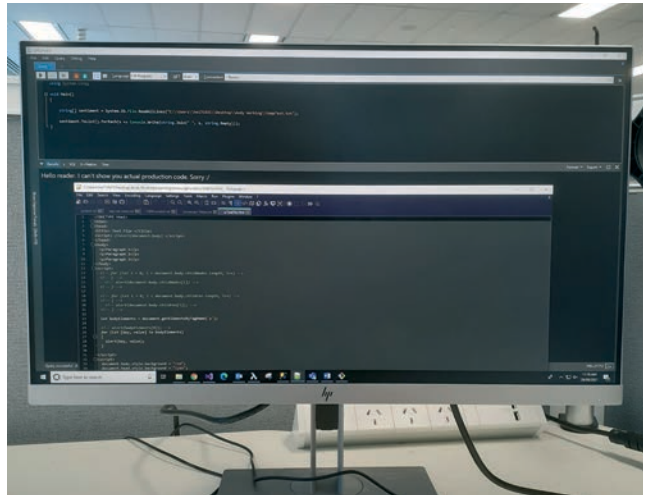


9:40am

Continue task

The challenge with learning coding is the problem solving. You can get stuck for extended periods of time, and you just need to stick with it until you solve the problem. Computing has taught me that if you're stuck, you're probably about to

learn something useful. I'll ask one of the other developers for some guidance if I get stuck for too long though.



12:30pm

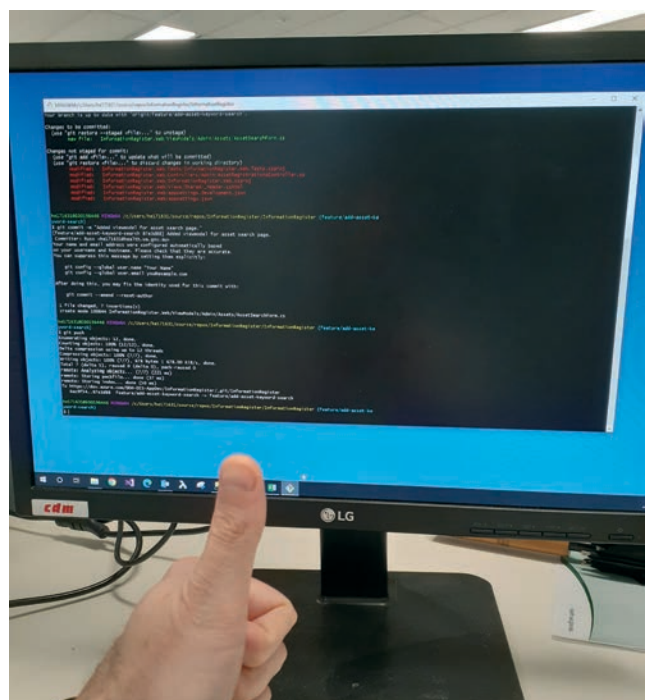
Get lunch

I eat lunch and do a bit of internet browsing.

1:30pm

Complete task

I commit the code I wrote this morning and push it to the remote repository we use to store the work we do. This is just a back-up process that creates multiple way-points for the project. If anything goes really wrong, I can just download the code again, or back up to a previous waypoint.



2:00pm

Get coffee

I recaffeinate.

2:10pm

Start another task

I grab another task from the task board. I try to choose something I think I can get done before the end of the day.

3:00pm

Read

If I have the time, I try to read about new concepts I've encountered throughout the day. This helps me retain the things I've learned.

4:30pm

Complete timesheet

Graduate Officers currently track their flexi-time in an Excel sheet. I fill out my hours.

4:45pm

Train

I head back to Wellington St, now in a code-daydream haze, trying to recall what new coding tricks I learned throughout the day.



5:00pm

Bus

I think about what housework I need to do, maybe start mentally compiling a shopping list.

5:30pm

Home

I do a bit of housework and put my dinner in the microwave.

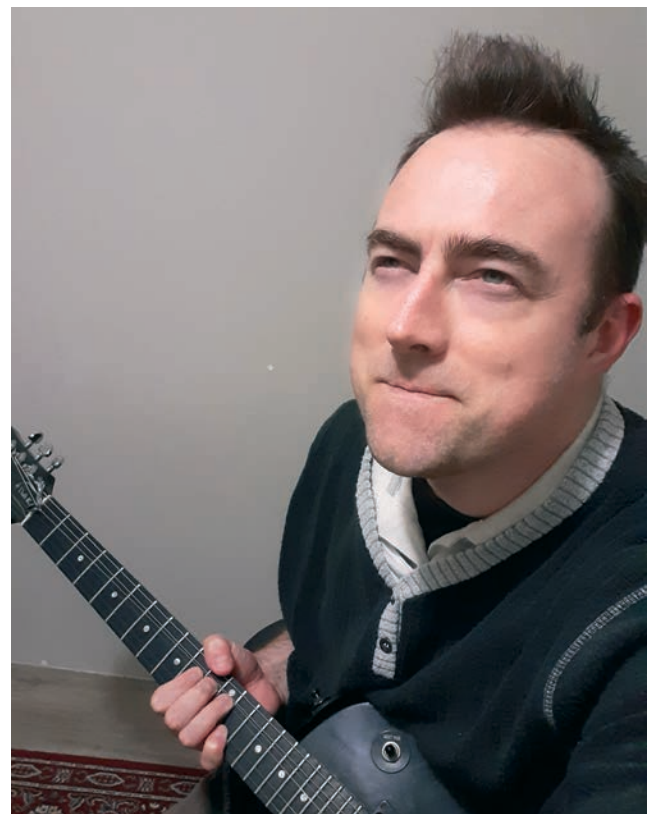
5:40pm

Dinner

Sometimes I cook, depending on my mood. Sometimes I just microwave something.

6:15pm

I spend this time engaged in some combination of TV, guitar, computer games. Sometimes I do housework as needed.



9:00pm

Reading

I've been trying to read more in the late evening to get away from screens.

Events, tours and activities By Elena Kagi

The 2021 graduate cohort were offered a variety of opportunities to undertake activities and attend events outside their regular work patterns. This contributed greatly to their overall growth and development, particularly in developing a broader understanding of the complex health system in which we work.

Australian College of Health Service Management (ACHSM) 2021 State Leadership Conference



In May, a group of graduates had the opportunity to attend the ACHSM 2021 State Leadership Conference, held at the Perth Convention and Exhibition Centre and attended by individuals from many organisations and Western Australian regions. This conference included a range of presentations and breakout sessions, focusing on topics including digital innovation in health care, working from home, career progression, and consumer engagement. The graduates who attended took away a range of key messages and ideas, including Jemima, who reflected that she “learnt the importance of following your passion and taking all opportunities as they arise. Even if you are worried you might not be able to do something, you should always attempt it.” The conference also allowed graduates to learn about the backgrounds of some of the key leaders in the

WA health system. It was particularly interesting to learn that many of those in leadership positions now did not plan on pursuing senior positions, but their careers guided them into these positions. There were also opportunities to network, something graduates are always keen to do.

End of Life and Palliative Care in Residential Aged Care Collaborative Forum

Alice and Michelle had the opportunity to each facilitate a table at the End of Life and Palliative Care in Residential Aged Care Collaborative Forum held at Optus Stadium in July. The aim of the forum was to bring stakeholders together to consider how to best support Western Australian residential aged care facilities to meet the end-of-life and palliative care needs of residents, families and carers. Alice and Michelle’s roles involved facilitating discussion and ensuring that all participants’ views were heard and documented, to inform the prioritisation of the remaining National Partnership Agreement funds – a unique opportunity to network and gain new skills!



East Metropolitan Health Service (EMHS) Autism Spectrum Disorder (ASD) Hackathon

The EMHS Innovation Hub regularly runs 'hackathon' events, which involve multi-disciplinary subject matter experts working together to solve complex problems facing the WA health system. Jemima and Elena attended the ASD Hackathon in June, in which Human-Centred Design Thinking was applied to consider strategies to improve clinical pathways for young adult patients (17-30) with ASD who present to EMHS with 'behaviours of concern'. Jemima has previous experience working in the community and private sector with young adults with ASD, so she found it particularly interesting to see how some of the key challenges this cohort face are being addressed in the public sector. At the end of the workshop, teams pitched their ideas in an attempt to sell their proposed solution to the rest of the group. It was exciting to see the range of diverse ideas proposed and participate in true innovative practice. After the hackathon events, the EMHS Innovation Hub team assess the proposed strategies and present viable options to the Chief Executive, EMHS, and the most favourable option is selected for trialled implementation. This means that Elena and Jemima's contributions to the hackathon will have real benefits to the WA community which is very exciting!

Sir Charles Gardiner Osborne Park Health Care Group (SCGOPHCG) Research Symposium

Each year, Sir Charles Gardiner Hospital (SCGH) hosts a 'Poster Showcase' as part of the SCGOPHCG Research Symposium, including research from Allied Health, Nursing, and Medical/Scientific. Clarecia had the opportunity to take part in this fantastic event to present the outcomes of her 2nd and 3rd placements with the Medical Physics group at SCGH. A number of her colleagues dropped by to show their support of her poster, entitled "Target motion assessment during CyberKnife® stereotactic radiotherapy treatment", and she had the opportunity to explain the research to a range of researchers present at the event. She is very proud to say that her poster tied for first place in the people's choice competition! Clarecia said: "I am incredibly grateful to the Graduate Program

for the opportunity to complete project work on the forefront of modern medicine and present research I am so passionate about!"

Perth Children's Hospital (PCH) junior doctor simulation training

During her placement at PCH, Daisy was invited to observe some simulation training undertaken by PCH Junior Medical Officers (JMOs). This involved sitting behind a two-way mirror and watching as the JMOs ran through a mock emergency scenario using a realistic training dummy. The design of the training was incredible (the dummy could make noises, had a heartbeat and could be hooked up to a real IV drip), and Daisy gained a great deal of respect for emergency clinicians. She felt the pressure of the situation from the other side of a glass screen even though the 'child' wasn't real and there were no stakes whatsoever. Daisy reflected: "I can't imagine the mental strength it must take for healthcare workers to have patients' lives in their hands every day!"



Clinical Service Improvement Program Term 3 presentations

A group of Grads attended the Term 3 Clinical Service Improvement Program (CSIP) presentations in August. The CSIP is another program facilitated by the Institute for Health Leadership which provides junior clinical staff an opportunity to undertake clinical improvement projects to benefit their sites and develop project management skills. The Grads really enjoyed attending the presentations as they provided great insight into some of the strategies being implemented at health service providers to improve clinical service delivery.

Professional development

The Graduate Program, coordinated by the Institute for Health Leadership, is designed to provide graduates with plentiful opportunities for personal growth and professional development. Alongside work placements, graduates engage in developmental activities including formalised training, workshops, reflection sessions, coaching and online courses, as well as the mentor and buddy system.

Graduates undertake a nationally recognised Diploma of Leadership and Management, funded by WA Health and coordinated by Integral Development. Workshop sessions spread out over the year focus on leadership and planning skills, personal interactions and workplace relationships, project and risk management, engagement and innovation. They also provide an opportunity for the graduates to get together and discuss their placements. Experienced Integral staff from diverse backgrounds in leadership and management lead the training workshops. Integral staff also provide graduates with personalised one-on-one developmental coaching sessions, providing

guidance on practical applications of the concepts covered in the diploma. The WA Health Graduate Program also provides assistance to finance and business graduates who wish to achieve CA/CPA certification.

As well as formalised training, graduates are given the opportunity to engage in diverse learning sessions throughout their placements, online or in person, on topics such as cultural awareness, public speaking, mental health first aid training, and more specialised areas like clinical service redesign (through the Clinical Services Improvement Program) and Power BI training. Graduates working in health administration were able to attend professional development sessions and conferences including Nexus Human Factors and the ACHSM conference, providing development and networking opportunities. All 2021 graduates attended a PRINT reflection session, designed to identify unconscious motivators, understand personality types and provide capabilities to manage personal negative triggers. This session was seen as greatly beneficial by all who attended.





Data Analysis Stream

Data analytics is important across all levels and organisations within WA Health, allowing data-driven decision making, the production of public-facing data dashboards for education and transparency, and the analysis of clinical research within hospitals.

The 2021 Data Analysis graduates come from similar education backgrounds, both having studied physics, with one specialising in medical physics and the other in theoretical. They share an interest in data analysis, and have had the opportunity to grow their data skills in a health context across several diverse placements during the Graduate Development Program.

Based at the Information and System Performance Directorate (ISPD) at the Department of Health, the data grads had opportunities to understand how data can inform innovation and change at a systemwide level, and learned valuable skills in project management. Both graduates also took placements in hospitals, where they had opportunities to work on the statistical analysis for clinical trials and develop predictive models to improve radiotherapy precision for cancer patients.

Over the course of the 2021 Graduate Development Program, the data grads have had the chance to work with small datasets and huge databases, and both qualitative and quantitative data. They've gained skills in database design in REDCap, statistical analysis using Stata and data visualisation using R, Python and Power BI.

Daisy Evans

Academic Qualifications

Bachelor of Science, Physics and Synthetic Chemistry, University of Western Australia

Master of Physics, Theoretical Physics, University of Western Australia

LinkedIn profile

<https://www.linkedin.com/in/daisy-evans-42b1a7182>

Why the Graduate Program?

Daisy was drawn to the opportunity to develop real-world data analysis skills with the support of the Graduate Program while making a positive contribution to the lives of Western Australians.

Hobbies/interests outside of work

Painting, sewing, anything in nature, and tasting the food at as many restaurants as possible.

Fun fact

Daisy lived and worked on Rottnest over weekends and uni breaks during her undergraduate degree.

Mentor

Michael Moltoni, Director Analytics and Performance Reporting.

Buddy

Brooke McQuade, Project Support Officer, Strategy, Policy and Planning

Placement One Summary

Department of Health,
Purchasing and System Performance,
Information and System Performance
Directorate

During her placement at APR, Daisy assisted the Funding and Commissioning Reform team with research relating to the implementation of Recommendation 17 of the Sustainable Health Review. Daisy researched and produced 24 factsheets based on funding for high-value health care, and linked these to a thematic network analysis she performed on 11 health reviews for WA spanning 17 years. She also worked on data analysis and visualisation tasks for other teams in APR throughout her placement.

One challenge Daisy faced was understanding the role of different teams within the Department, including what information can and can't be shared and how the work of other SHR implementation teams affected her own team's priorities. Daisy's role required her to understand an organisational system much larger than any she had previously worked in.

Daisy's placement at APR gave her the opportunity to develop data visualisation skills in R, learn qualitative research techniques and enhance her written communication skills. She also had the opportunity to observe and learn from an experienced project manager.

Supervisors: Michael Moltoni and Detlev Kerkovius

Daisy's background in maths and science means she loves to apply herself to find the best way of doing things, and is driven by the joy of learning new skills.

Placement Two Summary

Child and Adolescent Health Service,
Perth Children's Hospital,
Research Department, Medical

While at Child and Adolescent Health Service (CAHS), Daisy analysed the data for medical research projects under the supervision of the CAHS Biostatistician. This involved using Stata to clean and reformat data, perform statistical analyses, and produce plots and figures for projects ranging from allergy test audits to sleep studies. Daisy also developed REDCap clinical registries for two teams at Perth Children's Hospital, which required significant stakeholder engagement to determine the required functionality, and repeated prototyping to meet the teams' needs.



Daisy felt continually challenged to improve her understanding of statistics throughout her time at CAHS, and was constantly presented with conceptual problems. With the strong support of her supervisor, Daisy learned a huge amount about analysing clinical data, despite limited prior experience in the field.

Daisy's placement at CAHS afforded her an invaluable opportunity to learn the ins and outs of medical research, including ethics requirements, clinical study design and statistical analysis methods.

Supervisor: Natasha Bear

Placement Three Summary

Department of Health,
Information and Performance Governance,
Information and System Performance
Directorate

The Maternal and Child Health (MCH) team at IPG manage databases relating to maternal and infant health. Daisy's project with MCH involved developing a method for matching the Perinatal and Infant Mortality Committee (PIMC) database with birth records from the Midwives Notification System. The process used Python, which can be installed by the user without administrative rights or costly licenses. She also designed a Power BI dashboard to enable timely reporting of PIMC data, showing demographic and chronological trends in stillbirths and infant deaths.

Daisy became familiar with several software processes for data management, including MS Access macros, Windows Task Scheduler, Python and Power BI. Although the learning curve was steep, Daisy received support from the MCH team along with experts in Python and Power BI from other areas in ISPD and the department.

After her previous placements focused largely on data analysis, statistics and data visualisation, Daisy was pleased to be able to develop skills in data management, and learn about the legal and practical requirements of managing health databases.

Supervisors: Maureen Hutchison and
Daniel Bonner

Clarecia Rose

Academic Qualifications

Bachelor of Science, Physics and Mathematics, Edith Cowan University

Master of Medical Physics (In Progress), University of Western Australia

LinkedIn profile

<https://www.linkedin.com/in/clarecia-murray-438682180/>

Why the Graduate Program?

Clarecia chose the WA Health Graduate program because she was interested in applying her STEM background in health context to bring about positive change.

Hobbies/interests outside of work

Clarecia enjoys training, motorbikes, gaming, sci-fi, cartoons, painting, coffee and whiskey.

Fun fact

Clarecia's first car was a 1972 LJ Torana.

Mentor

Kathleen Alloway, Principal Policy Officer, Purchasing and System Performance

Buddy

Rebecca O'Donnell, Scientific Officer, Environmental Health Directorate, Public and Aboriginal Health Division, Department of Health

Placement One Summary

Department of Health,
Purchasing and System Performance,
Information and System and Performance
Directorate,
Information and Performance Governance

Clarecia's project for placement one was to review National Reporting. The project commenced with an initial planning stage where a project plan was drawn up and stakeholders met. The project deliverables were the standardisation of the "Statement of Assurance", the build of Power BI dashboards and a "Current State of Assessment" report. Due to submission deadlines, the "Statement of Assurance" was completed alongside the first dashboard, which was used to confirm data points in the Statement. Once the new template was finished, Clarecia continued to build dashboards for other data collections. In the last four weeks of the placement Clarecia put together a "Current State of Assessment Report" detailing the current processes for National Reporting and highlighting where and how things can be improved.

Clarecia's project involved a significant amount of stakeholder liaison, meetings and the follow up of information requests. The project allowed Clarecia to develop Power BI skills and an understanding of data processes involved in health funding.

Supervisor: Shannon Carter

Clarecia's love of investigative analysis, computer programming as well as an interest in long term health measures influenced her to pursue projects working with data within the WA health system.



Placement Two and Three Summary

Sir Charles Gairdner Hospital,
Radiation Oncology,
Cancer, Imaging and Clinical Services

During the project, the occurrence of organ motion during high precision radiation delivery via CyberKnife at Sir Charles Gairdner Hospital was analysed. The primary deliverables were the analysis of the motion data, so that current treatment margins and imaging frequency could be assessed, and the building of a predictive model, considering possible patient motion covariate factors.

There were a couple of challenges for Clarecia during this project, albeit welcome ones. First was the tedious nature of the data extraction process. The second was the steep programming learning curve.

The placement provided several opportunities including: working in a clinical environment; the advancement of data analysis and machine learning skills in Python; the opportunity to increase presentation skills including presenting a research poster at the SCGHOG Research Symposium; and finally, the opportunity to gain real experience in the field of Medical Physics.

Supervisors: Dr Martin Ebert and
Dr Godfrey Mukwada

A Day in the Life of a Graduate Data Analyst

By **Clarecia Rose**

Edith Cowan University, Bachelor of Science, Graduated Mid-year 2020

5:30am

My alarm goes off and I get straight out of bed, driven purely by the motivation of a good coffee. I stumble my way over to my coffee machine and brew myself a strong black coffee. I usually like to start the day with something simple, so I unstack the dishwasher while I wait for my coffee to brew. With my coffee in hand or close by, I get myself dressed and hang out the load of washing that I put on delay start the night before. I put my premade lunch in my bag and once my daughter and I are both ready, we head out. I drop her at before school care and then head to work.

6:55am

I generally get in to the office as early as possible. Not only am I most productive in the mornings, I also find that an early start and early finish helps me balance my work and family life. I turn on my computer and open my email, task manager and timesheet. I start working through my inbox. Any new tasks to be considered from going through my email are then put into my task manager so that I can prioritise and execute them. My supervisor has asked me to complete a few urgent tasks, so I do them right away. By about 7:45am, I like to go and make myself a coffee in the kitchen which I then drink at my desk.

7:50am

I now look over my task manager and pick off the task with the highest priority, as well as noting what I may move on to after. I see that I need to prepare for my 10am meeting by completing some final edits to the 'Proof of Concept High Priority Tasks', designed for the Director of my department. The spreadsheet is a task oversight tool that a colleague and I built, which uses complex excel formulas and conditional formatting

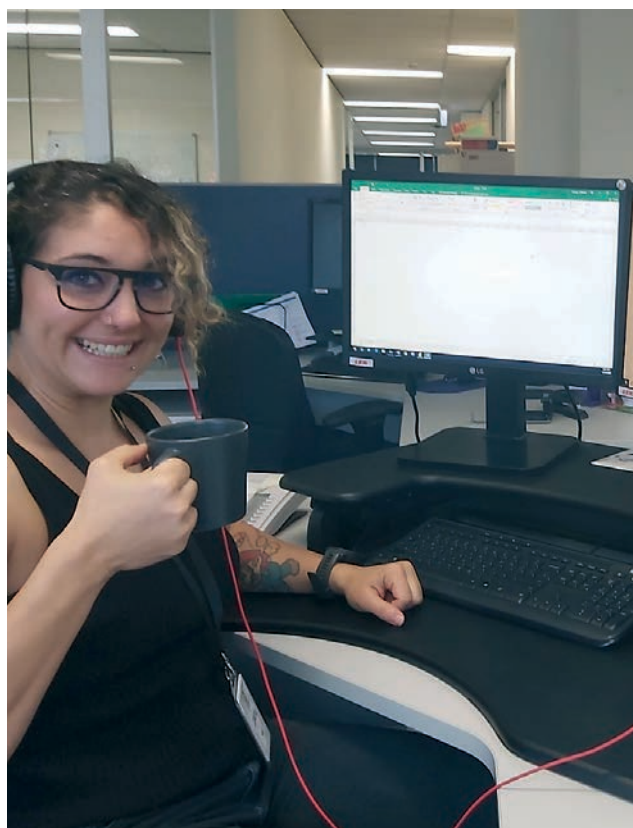
to generate the most recent project updates, displayed in a single location for review by the Director. I work on this for the next 2 hours and then hold the meeting at 10am.

10:00am

I host a meeting to demonstrate the functionality of the new spreadsheet with the Managers in my Department. They are all happy with the spreadsheet, so I spend another 30 minutes working on the final copy and send it through to my supervisor for approval.

10:30am

Time to do some work on my project! My project is to review, assess and improve the process of National Reporting. To have everything completed



on time, there are several deliverables that I need to work on simultaneously. Today, I need to seek extra information for the 'Current State of Assessment' document from some stakeholders in my department. I send an email out requesting the information needed and then it's time for some fun... working with data! One of my deliverables is the design and build of a PowerBI dashboard that will improve data transparency in our department for National Reporting. I open PowerBI and start working on transforming the data and working on some visuals.

12:00pm

Lunchtime! I eat the lunch that I have brought with me and, as I am currently undertaking a Master of Medical Physics, I usually use the time to catch up on some study or go for a walk and enjoy some sunshine.

12:30pm

Time for more work. I like to stand at my desk in the afternoon. I find it helps prevent an afternoon slump in energy and helps with productivity. I tend to any emails that have come through since I checked them earlier in the day and then return to work on my project. I have found that I have hit a snag in my dashboard development and seek the advice of the PowerBI experts over in Data Library. The staff in Data Library are very helpful and assist with the data transformations and calculations in PowerBI so that I can then continue working on my dashboard.

3:00pm

Time to finish work and leave the office. I head out to pick up my daughter and head to the gym. After spending some time training, we head to afterschool sports.



5:00pm

My daughter is usually involved in at least one outside of school sporting activity. Currently it is cricket season! I usually take a bit of study down with me so that I can get a little work done – although this week there weren't enough kids present to make up the team, so I joined in for a bat and a bowl!

6:30pm

We now head home for dinner and unwind by watching a bit of TV or by playing video games.

8:30pm

After reading some Harry Potter to my daughter while putting her to bed, I head off to bed myself and sit up and read some of my course notes.

9:30pm

By now its lights out ready to do it all again tomorrow.

Community involvement

By Holly Spencer

The WA Health Graduate Officers of 2021 were fortunate enough to contribute to a range of community engagement events throughout the year. Whether these be external events, or initiatives started by the graduates, the cohort made a real effort to make an impactful contribution to the wider community and help those in need. The below stories are just a snapshot of the causes that this year's graduates were able to contribute to, with the fun had along the way.

Food Drive for the Wooroloo Bushfires

Following the devastation of the February 2021 Wooroloo bushfires that saw the loss of 86 properties and burnt through 10,900 hectares, there was a real need to support the victims that the fire left behind. With hundreds flocking to evacuation shelters, access to food and water was essential. To assist, the graduates initiated a food drive through Foodbank WA to collect non-perishable food items.

Over four days, the graduates made posters and put food collection boxes around their offices to inform colleagues, encouraging the donation of non-perishable food items. The response was far greater than could have been anticipated. Requiring the manual labour of many of the graduates to load the food into a car that wasn't quite big enough, the food was delivered to Foodbank coming in at an impressive 166 kg!



With jokes of disappointment from the Foodbank volunteers that no tequila had been donated, WA Health was greatly thanked for its efforts. It was inspiring to see that despite COVID-19 restrictions being tightened over the period of the bushfire, WA Health was still able to band together for a worthy cause.



DFL's Trivia Fun Night for Rescue Dogs

A great initiative that some of the graduates got involved with was the Desperate for Love Dog Pound Rescue (DFL) Trivia Fun Night. Committed to saving as many dogs from pounds as possible, DFL are a dog rescue based in Perth, run entirely by volunteers.

With a sold-out event, teams competed in general knowledge, history, picture and audio rounds and movie trivia. The graduates began the night well, remaining optimistic in their choice of "High Hopes" for their team name. As the night progressed it became evident that "high hopes" were in fact all the graduates had in the way of



Trivia. Admittedly being the youngest team in the room, banter between tables raised everyone's spirits, as well as the stakes. Coming in second to last (yes you read that correctly, not completely last!), the graduates had a night of laughs, brain wracking and raising money for a worthy cause.

By the end of the night an amazing \$3900 had been donated, with every dollar going directly to the dogs, helping support the volunteers that make this organisation possible.

ASICS Bridges Fun Run for Cancer Council

To help support the amazing work of WA's Cancer Council, several graduates participated in the ASICS Bridges Fun Run 2021. Relying on donations and support from Western Australians, the Cancer Council works across advocacy, prevention, research and support to assist thousands of WA families affected by cancer.



The graduates committed to the 10km run, which was impressive given the novice running ability of the group. Through the persistent rain and cold (the only day to rain during the entire week!), the graduates' commitment and enthusiasm got everyone across the finish line – some hobbling more than others.

With 1130 participants, the fun run raised valuable funds for the Cancer Council. Soaked to the core and extremely sore, the graduates gave everything they had to contribute to this worthy cause.

Hello Initiative (HI)

The Hello Initiative (HI) is an organisation that supports the youth justice community to successfully exit the justice system. HI offers a 'Mobile Support' program that connects the youth justice community with supports through the provision of a recycled smartphone device and reliable access to credit.



This initiative began through the dedication of an ex WA Health graduate Ashleigh Small. With the support of the Hello Initiative, the 2021 graduates were able to collect 43 phones through colleagues and external networks. Over snacks, the graduates then held a busy bee to get these phones and an additional 73 prior donations ready for use. Not only were the graduates able to support work assisting the youth justice community, but it was also great to support Ashleigh and her organisation.



This document can be made available in alternative formats on request for a person with disability.

Produced by Institute of Health Leadership
© Department of Health 2021

Copyright to this material is vested in the State of Western Australia unless otherwise indicated. Apart from any fair dealing for the purposes of private study, research, criticism or review, as permitted under the provisions of the *Copyright Act 1968*, no part may be reproduced or re-used for any purposes whatsoever without written permission of the State of Western Australia.