



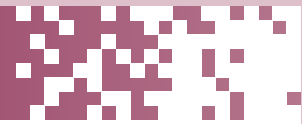
Government of **Western Australia**
Department of **Health**

Graduate Focus

WA Health Graduate Development Program 2022



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Director General's foreword



Since 2004, the WA health system has recruited talented university graduates from across the state into the Graduate Development Program.

The program is a unique opportunity for high-achieving students, who are passionate about public health outcomes, to launch their careers in the public sector.

Through a series of dynamic placements across WA Health, graduates can develop their skills and experience while contributing to the health and wellbeing of Western Australians.

Successful candidates are well-rounded and come from a broad range of backgrounds. They have the opportunity to work in a variety of placements across health service providers, enabling a better understanding of the many facets of our health system.

This year, the department welcomed 22 Graduate Officers across 4 streams:

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

Over 12 months, each graduate completed 3 different placements. Across the cohort, these ranged from health system reform to strategic planning, research to analysis, project management to public health promotion, and workforce to business planning.

During the program, the participants received:

- inside stories and experience from the leadership journeys of high-level system executives
- a vast support network including a dedicated program coordinator, an experienced mentor, a past graduate buddy, a careers coach and several placement supervisors
- an extensive array of professional development opportunities including executive shadowing and on-the-job learning
- a fully-funded, industry-recognised Diploma of Leadership and Management.

I am pleased to see that our graduates have risen to the occasion and excelled across their respective placements. During the past year, they have also cooperated to complete a number of community and charity initiatives, from planting trees to raising money for people living with neurological conditions.

I commend the graduates for their accomplishments during the program and would also like to extend my thanks to the many teams, supervisors and mentors who have hosted a graduate, or assisted with the program.

Congratulations to the 2022 cohort and I look forward to welcoming the graduates of 2023.



Dr D J Russell-Weisz
Director General



Editor's note

22 in 2022

More than 700 applications flooded through for the WA Health Graduate Program in the middle of 2021, with 22 strong contenders selected to be the graduate cohort of 2022. A lot happens behind the scenes in healthcare and the past year has seen the graduates embrace new challenges in 4 different streams: Finance and Business, General Corporate, ICT and Data Analysis.

The program provided countless personal and professional development opportunities for the graduates. Not only did they complete 3 placements across WA Health, but the graduates also fine-tuned their leadership skills, taking home a Diploma of Leadership and Management while becoming more aware of their learning and working styles through personality workshops, mentoring and career coaching.

We all know it's important to maintain a healthy work-life balance, so the graduates were encouraged to foster meaningful connections with their buddies, mentors and most importantly, each other. Whether it was collaborating at Integral workshops, helping to plant trees at Blue Gum Lake or cheering each other along while climbing 1,103 steps for charity, it's an understatement to say that this program was an incredibly diverse journey for the cohort, and they had a lot of fun along the way!

As WA opened its borders to confront the COVID-19 pandemic head-on, the graduates provided support to the largest government agency in WA in a time when they were needed most.

This Graduate Focus magazine is a tribute to all the hard work of our 2022 graduates and a testament to the Institute of Health Leadership at WA Health. This is a showcase of their achievements and stories, and a source of inspiration to others who are interested in the industry.

On behalf of the graduates, I would like to extend a big thank you to Jessica Matheson for her coordination of the program and for putting us first! Thank you as well to our supervisors and colleagues for your support and contribution to our experience. We also want to thank all the buddies who were our confidants and our mentors who were our career advice experts. And last, but not least, thank you to my co-editors of this publication – Jean Chong, Sophia Manucay, Clare Langford and Thomas Boscutti. Thank you everyone for adding your piece of the puzzle to this wonderful year!

Aimee Kilpa
Chief Editor

Graduate Coordinator Q&A



Jess Matheson

Tell us a bit about yourself

Growing up in Melbourne, relocating to Perth in 2006, I started my career at the Department of Health within the Purchasing and System Performance Division in 2011.

My journey in WA Health has included working with the State Health Incident Coordination Centre, assisting the WA Hotel Quarantine Team, working in the Office of the Assistant Director General of Purchasing and System Performance and supporting the Chief Finance Officer within the System Finance team. In August 2021 I had the pleasure of joining the Institute for Health Leadership to coordinate the systemwide Graduate Development Program.



What do you enjoy most about managing the Graduate Program?

Although being the Graduate Development Program Coordinator is a very busy role, it has such a wide range of projects to work across and challenges to solve which make it very interesting, and an ideal role for me.

My key responsibilities within the role include marketing and promotion, attending career fairs, collaborating with the Public Sector Commission and the tertiary sector, conducting multi-stage recruitment, procurement, stakeholder engagement and facilitating events.

Another great part of managing the program has been the Leadership and Management Diploma sessions which I have attended with the graduates.

It has been such a great journey getting to know the 2022 cohort, from welcoming the graduates at induction, providing support during their placements to watching them deliver their project presentations. I look forward to January when the 2022 cohort graduates – it has been a very fulfilling experience to be part of their kickstart into WA Health and I am eager to see where they all end up in their careers.

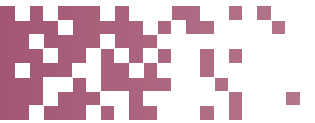
How would you describe this year's Graduate Officers?

The 2022 Graduate Officers are such a diverse pool of talented individuals, and have been a great bunch to get to know. It has been really rewarding seeing them push through the challenges that 2022 has presented.

Adapting to new work environments all while navigating WA's first community spread of COVID-19, they have continued to display resilience and determination. It has truly been an honour to see how they have taken on the wide variety of projects and have received such positive feedback from supervisors across the WA Health System.



General Corporate Stream

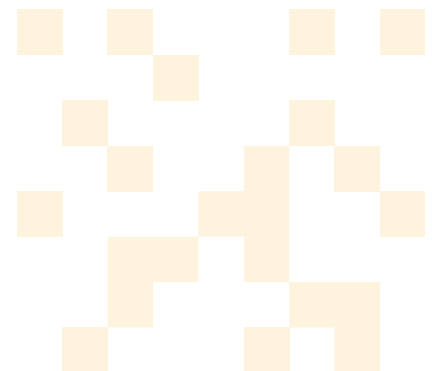


The General Corporate stream enables graduates from various disciplines to work in a range of health-related areas, moving between 3 different divisions and projects. Graduates have the opportunity to contribute to projects for various health service providers using existing and new skills. General Corporate graduates may contribute to educational materials, written documents, planning, analysis and research for fields such as chronic illness, mental health, regional and rural health, staff education and more.

In early 2022, 9 General Corporate graduates embarked on this comprehensive program to develop their skills and employability in a supportive, hands-on environment. The graduates worked on an array of exciting projects, including the establishment of innovation hubs, launching new services, and researching maternity policy. They also undertook placements in a variety of locations, including Fiona Stanley Hospital, Perth Children's Hospital, and the May Holman Building in East Perth.

The graduates came from a variety of disciplines, including Nutrition and Dietetics, Law and Society, Management and Public Health. There was also a mix of Bachelors, Masters and other postgraduate qualifications, from an array of institutions and in a range of different fields, giving the stream a multidisciplinary outlook.

Clare Langford



Madelaine Chedid



Academic Qualifications

Bachelor of Biomedical Science
(Population Health; Exercise and Health),
University of Western Australia

Master of Public Health,
University of Western Australia

Why the Graduate Program?

Madelaine chose to apply for the Graduate Program because of the opportunities available for her to develop her skills whilst making a meaningful contribution to the health of Western Australians.

Interests that influenced career

Madelaine's interest in project management has helped her to learn how to better manage her time at work, prioritise tasks and achieve project goals.

Hobbies/interests outside of work

Madelaine plays social netball and enjoys cycling. She loves to travel, read and spend time with family.

Fun fact

Madelaine has been to Ireland three times!

Mentor

Jodi Graham, Executive Director, Sir Charles Gairdner and Osborne Park Healthcare Group, NMHS

Buddy

Lauren Preedy, Quality Improvement Lead, Safety Quality and Consumer Engagement, SMHS

Placement 1 Summary

Health Support Services
Transformation and Strategy
Transformation

Madelaine supported the Transformation Office within the Joornanginy Program to complete a range of tasks. She helped to develop and maintain program-level registers and logs, and produced and communicated a range of guidelines and procedure documents for the Program team to follow. Madelaine undertook research into the barriers and enablers of transformation program success and presented her findings to the team. She also developed a program-level quality plan.

Madelaine supported the Change Management team with the launch of the Joornanginy Program to the organisation. This involved writing a script for a video, supporting the design of a program booklet, and producing various communication pieces. Working within the transformation team enabled Madelaine to further develop her project management skills.

Due to the growing COVID-19 case numbers, Madelaine spent most of her placement working from home. However, regular virtual meetings and catch ups and the support from her supervisor and team helped to make the experience a positive one.

Supervisor: Gabriella Re-Matthews,
Project Manager

Placement 2 Summary

Department of Health
Clinical Excellence
Clinical Workforce and Leadership

During Placement 2, Madelaine supported the development of the Mental Health Clinical Workforce Action Plan. Initially her role involved analysing responses collected during the Action Plan's second phase of consultations. Upon identifying and summarising her findings,

Madelaine supported the project team to update the draft Action Plan and progress it through the final stages of approvals.

During her placement, Madelaine learned about workforce planning and the barriers and enablers to having an efficient, well-supported workforce. Working at the Department of Health was also a valuable opportunity for Madelaine to understand the role of the Department in functioning as system manager and the Department's relationship with the Health Service Providers.

A key highlight of Madelaine's time at the Department was her role in coordinating and



organising a masterclass for the Institute for Health Leadership, presented by Dr Stephen Duckett. This included managing all the communications and registrations and producing the Teams Live event. The event was a success with 300 attendees online and in-person.

Supervisor: Natalie Gray,
Senior Development Officer

Placement 3 Summary

South Metropolitan Health Service
Fiona Stanley Hospital
Office of the Chief Executive Safety,
Quality and Consumer Engagement

During her final placement, Madelaine worked on the development, launch and delivery of the SMHS online community engagement platform, 'Put it to the People'. The platform was initiated to provide patients and community members with a space to contribute to the design and delivery of healthcare services across SMHS.

Madelaine helped with the design of the platform and produced several engagement activities to include as part of the launch. Her role then involved working on the promotion of the platform across the organisation and developing a sustainability plan for the platform. Madelaine's role included a range of tasks such as developing governance documents, developing a process to monitor the platform's usage, planning and delivering communication activities, and liaising with stakeholders to create buy-in and encourage uptake of the platform.

Working within the Safety, Quality and Consumer Engagement team at SMHS provided Madelaine with the opportunity to develop upon her presentation and communication skills, and as well as her ability to communicate and engage with stakeholders.

Supervisors: Sarah Glover, Patient Experience and Consumer Engagement Lead

Alisha Davis



Academic Qualifications

Bachelor of Science (Genetics),
University of Western Australia

Master of Public Health,
University of Western Australia

Graduate Diploma of Health Administration,
Curtin University

Why the Graduate Program?

Alisha chose the program for the opportunity to work in a dynamic environment and to utilise the skills she developed in her public health studies and work experience to protect and enhance the health of Western Australians on a large-scale.

How program explores passion/interest

It has enabled Alisha to explore different areas of the WA health system, where she has been able to pursue her interests particularly in organisational planning/development, policy and decision making and data analysis.

Hobbies/interests outside of work

Outside of work, Alisha enjoys spending time with friends and family. She also loves to create art, in particular drawing and painting.

Fun fact

Alisha is an avid DIYer and will try to create a self-made solution for almost anything!

Mentor

Emma Morony, Project Manager, RPBG
Executive Office

Buddy

Jemima Robinson Lake, Child Protection
Worker, Department of Communities

Placement 1 Summary

Department of Health
Public and Aboriginal Health Division
Epidemiology Directorate

During her placement at the Epidemiology Directorate Alisha was involved in a range of activities. She supported the Director of Epidemiology to prepare a stakeholder engagement strategy to further enhance and prioritise the Directorate's engagement efforts with key stakeholders. This included the creation of a stakeholder database and the running of two workshops with staff to map and prioritise stakeholders and develop strategies for engagement. She also led the development of the Directorate's 2021 Yearbook, summarising and promoting key achievements, projects, and available services. Additionally, Alisha assisted the Manager of Analysis to develop, disseminate, compile, and present the results of the Directorate's annual Service Standards Client Feedback Survey to assess client satisfaction and areas for improvement in the services the Directorate offers.

Alisha had the opportunity to develop a range of skills during her placement, particularly through the introduction to and use of different software such as REDCap, Citizen Space, PowerBI and ArcGIS. She was also able to enhance her problem solving, written and verbal communication skills by identifying and navigating project barriers, developing project reports and briefing notes, and coordinating and facilitating workshops.

Supervisors: Dr Laura Kirkland, Director of Epidemiology and Tim Landrigan, Manager Analysis



Placement 2 Summary

Child and Adolescent Health Service
Community Health
Corporate Nursing

Working in the Community Health team at the Child and Adolescent Health Service (CAHS), Alisha assisted with the development of a best-practice Service Level Specifications document for the service's School Health Program. The aim of this document is to provide Health Service Provider and Department of Education leads with detailed information on the current health priorities and areas where school health nursing can make an impact. During her placement, Alisha undertook a literature review to gain insights into best practice methods for developing service specifications for child and adolescent health services. Through this experience she gained an appreciation and understanding of the key role documentation such as service specifications, policies and guidelines play in setting the foundation for service management to ensure clear communication and understanding among stakeholders of their role, and the priorities and scope of services.

Supervisors: Nicola Palmer, Clinical Nurse Specialist – Initiatives and Anne-Marie McHugh, A/Nurse Co Director

During placement 2, Alisha accepted a permanent position with the Epidemiology Directorate at the Department of Health as an Analyst and Research Officer.

Jeremy Hansen



Academic Qualifications

Bachelor of Arts
(Law and Society; Management),
University of Western Australia

Why the Graduate Program?

Jeremy chose the WA Health Graduate Development Program to practically apply the various skills he learnt during university to an organisation that would contribute to society in a meaningful way.

Interests that influenced career

Jeremy's interest in the arts has led him to embrace the creativity in his work, with promotion and design activities often being his favourite tasks to complete.

Hobbies/interests outside of work

Jeremy loves performing, writing and producing theatre, as well as playing video games.

Fun fact

Jeremy once performed a song called 'I punched a Shark in the Face'.

Mentor

Julia Maybee, A/Manager Integrity and Ethics, Office of the CE CAHS

Buddy

Julius Aasberg Pipirs, Senior Project Officer, Office of the Executive Director RPBG

Placement 1 Summary

East Metropolitan Health Service
Royal Perth Hospital
Office of the Executive Director

In Jeremy's first placement, his project was to support the commissioning of the \$26 million state-of-the-art Intensive Care Unit (ICU) at Royal Perth Hospital (RPH). His role included writing staff communications, producing a training and orientation video, developing a staff wellness plan, and physically stocking and setting up the unit with the ICU clinicians. After the project was closed, Jeremy worked on other critical projects within the team, including the commissioning of the new authorised Mental Health Unit (MHU) at RPH.

Jeremy found that joining the ICU project during the delivery phase was challenging. It was a high-stress environment and he felt he had a limited understanding of the background to the project. To overcome this, he researched the project's history and established relationships to support his understanding of the project. Jeremy is grateful for the opportunity he was given to learn about the interesting process of commissioning a hospital service.

Supervisor: Emma Morony

Placement 2 Summary

Women and Newborn Health Service
King Edward Memorial Hospital
WNHS Executive Services

Jeremy's second placement at the Women and Newborn Health Service (WNHS) was focussed on the Next 100 Program, specifically on launching and commencing implementation of the Culture Action Plan. Jeremy's role included ideas generation and scoping of activities for implementation and collaboration with the Next 100 Steering Committee. Jeremy also worked on setting up some project management processes



and developed a range of templates to be used in project delivery.

The main challenges of this placement were engagement with key stakeholders and managing organisational priorities in a time of increased workforce pressures. Working in an at times

unpredictable environment required Jeremy to be adaptable and identify new ways to support the Next 100. This consisted of developing initiative specific resources and establishing an evaluation framework. This experience taught Jeremy how to manage unexpected changes in a project and adapt accordingly. Noting these challenges, Jeremy still thoroughly enjoyed this placement and is excited to hear how the Next 100 continues to support WNHS in the future!

Supervisor: Courtney Koenig

Placement 3 Summary

South Metropolitan Health Service
Fiona Stanley Hospital
SMHS Sustainability Team

The final placement Jeremy undertook was focussed on improving environmental sustainability at SMHS. This led to him completing a variety of tasks, from supporting the development of an eLearning module accessible to all of SMHS, to setting up a collaborative SharePoint site, where staff could post about the sustainability initiatives they've implemented in their workplaces. Jeremy thoroughly enjoyed the variety of this placement and came away learning just how important environmental sustainability is in healthcare.

The main challenge of this placement was the shorter timeline Jeremy was operating on. With him ending his placement a month early, there was significant time pressure to deliver on his tasks. To mitigate this, Jeremy incorporated many of the organisational lessons he'd learnt throughout the year to deliver his work as effectively as possible. His final placement taught him much about the importance of environmental sustainability and he looks forward to incorporating this knowledge into his work and personal life beyond this placement!

Supervisor: Bridget Egan



Academic Qualifications

Bachelor of Science
(Microbiology and Immunology),
University of Western Australia

Master of Infectious Diseases,
University of Western Australia

Why the Graduate Program?

The opportunity to work across different areas of the health system and develop her knowledge of the system as a whole is what initially drew Roisin to choose the Graduate Development Program.

How program explores passion/interest

It has enabled Roisin to pursue her passion for collaborative problem solving, decision making, data analysis and research.

Hobbies/interests outside of work

Roisin loves film photography, reading and catching up with friends.

Fun fact

Roisin learnt about primate behavioural ecology while taking a special unit in Yunnan Province, China.

Mentor

Tanya Adair, Executive Director,
Major Infrastructure Projects,
North Metropolitan Health Service

Buddy

Elena Kagi, Project Officer,
Office of the Chief Executive,
East Metropolitan Health Service

Placement 1 Summary

East Metropolitan Health Service
Community and Population Health
Health Promotion
Smoke Free Project Team

Roisin's first placement was at East Metropolitan Health Service (EMHS) as part of the Smoke Free Project Team. The Smoke Free team is responsible for the implementation of a sitewide policy across EMHS which looks to improve clinical practice that supports the implementation of, and compliance with, the WA Health Smoke Free Policy.

Roisin's role involved developing the project communication and evaluation plans, as well as being heavily involved in the drafting and production of a suite of public facing resources for the EMHS hospital sites, consisting of posters, brochures and flyers.

Through the extensive consultation process that occurred as a critical part of the Smoke Free Project process, Roisin had the opportunity to take part in many different consultation activities including attending the East Metropolitan Health Service Cultural Security Working Group and receiving feedback from the Consumer Advisory Committee and Lived Experience Advisory Group.

Supervisor: Rachel Wixon,
Smoke Free Coordinator

Placement 2 Summary

South Metropolitan Health Service
Fiona Stanley Hospital
Office of the Chief Executive
Transformation
Kaartdijin – SMHS Innovation Centre

Roisin's second placement was at South Metropolitan Health Services as part of Kaartdijin – The organisation's centre for innovation. The centre is responsible for developing an organisation wide innovation culture where people

are empowered to be pioneering, collaborative problem solvers and to take risks in designing, rapidly testing, evolving and implementing solutions.

Roisin worked across several projects during her time at the Kaartdijin, including the Virtual Emergency Medicine (VEM) project and the Spinal Rehab App project. Her role at VEM included reviewing the VEM activity data and presenting it for use in high level meetings and reporting. Roisin was responsible for developing



and implementing an evaluation plan for the Spinal Rehab App, undertaking activities such as conducting interviews with patients and designing a staff survey.

Roisin had the opportunity to participate in and facilitate Clinical Service Improvement workshops, including process mapping and solution finding sessions. This gave her an understanding of how even small changes can make a significant difference in the efficiency of workflows and patient satisfaction.

Supervisors: Hazel Hudson, Innovation Consultant and Chloe Goodred, Innovation Consultant

Placement 3 Summary

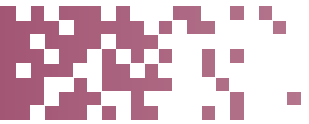
Department of Health
Clinical Excellence
Chief Nursing and Midwifery Office

Roisin's third placement was at the Department of Health at the Chief Nursing and Midwifery Office. The Chief Nursing and Midwifery Office provides high level advice and leadership on nursing and midwifery professional, workforce and policy matters across WA Health.

During her placement, Roisin was responsible for managing the review of state-wide mandatory policies held under the midwifery portfolio. The policies reviewed included the Safe Infant Sleeping Policy and the Water Birth Policy. This involved planning and initiating the review utilising project management frameworks, conducting a literature review of the new evidence for both policies and organising an advisory group of relevant clinicians and other stakeholders.

Roisin was able to develop her critical analysis and stakeholder engagement skills, as well as her understanding of the role the Department of Health plays as the system manager of WA Health.

Supervisors: Sarah Baxendale, Senior Project Officer and Klair Bayley, Principal Midwifery Advisor



Academic Qualifications

Bachelor of Arts (Political Science and International Relations; Japanese),
University of Western Australia

Master of Public Policy,
University of Western Australia

Why the Graduate Program?

Clare has a strong public service ethos and applied for the Graduate Program to give back to the community and support positive change.

How program explores passion/interest

Over Clare's three placements she has been enabled to explore her passion for the disability and aged care sectors while also discovering new areas of interest.

Hobbies/interests outside of work

Outside of work Clare enjoys writing fiction and poetry, dancing, singing, and watching political satire.

Fun fact

As a historical re-enactor, Clare hits people with swords (for educational purposes).

Mentor

Peta Pring, Principal Policy Officer,
Intergovernmental Relations and Strategic
Program Support, Department of Health

Buddy

Ashleigh Small

Placement 1 Summary

Department of Health
Strategy and Governance Division
Strategy, Policy and Planning Directorate
Strategy, Policy and Intergovernmental
Relations Unit

Clare's placement concerned the delivery of a comprehensive Stakeholder Engagement and Communications Plan for Sustainable Health Review Recommendations 14, 15 and 19, which relate to seniors, disability, interface issues and Commonwealth funding. Having no prior learnings or experience in stakeholder engagement, each stage of the plan's development was a steep learning curve navigated alongside an introduction to WA Health. COVID-19 and re-prioritisation also presented challenges to liaising with internal stakeholders to finalise the plan.

In addition to the rapid development of stakeholder engagement skills, Clare was given opportunities to undertake further training in leadership and impromptu speaking, and to perform executive shadowing. She was enabled to complete business-as-usual work within the intergovernmental relations team, such as composing briefing notes and letters for the Minister and researching emerging opportunities. Over the course of the placement, Clare developed skills in written communication, applied research, workplace practices and meeting organisation.

Supervisors: Priya Jagadeesan and
Sam Lequaietermaine

Placement 2 Summary

Child and Adolescent Health Service
Medical Division
Rare Care Project

The Rare Care – Clinical Centre of Expertise for Rare and Undiagnosed Diseases was launched just months before Clare was accepted for her second placement. As part of a dynamic project, Clare was actively engaged in a variety of tasks



including research, designing instruments on REDCap, editing, drafting communications and engaging with external stakeholders. Her most significant contribution involved guiding the REDCap data collection tools from early drafts through continual refinement to approval.

Clare found herself challenged by the ever-changing directions and expectations of a new service which had limited precedent to draw from. Further challenges emerged with significant staff movements to and from the Centre. Clare assisted in upskilling and educating new team members as part of this process.

Over the course of her placement, Clare developed skills in REDCap and Microsoft Forms, while expanding her knowledge of other applications such as Microsoft Word.

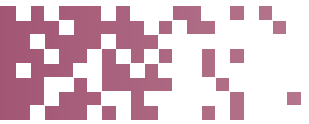
Supervisors: Kaila Stevens and Sian Gannon

Placement 3 Summary

WA Country Health Service
Office of the Chief Executive
Policy

For her third rotation Clare was placed with the WACHS policy team in Bennet St, overlooking the marvellous Swan River. She was engaged to undertake a Strategic Policy Review to identify gaps in WACHS policies and propose solutions. Clare initially focused on disability, an area of passion, and investigated Disability Access and Inclusion Plans. She then branched off into cyber security, a challenging topic to those with no prior experience (including herself), and later investigated employee wellbeing and volunteering. Through her work on this project, Clare was able to refine her research and report-writing skills and further develop her ability to consult with internal stakeholders such as cyber security experts and human resource professionals.

Supervisors: Amy Collins and Phillip Winn



Academic Qualifications

Bachelor of Science (BSc) (double major Biomedical Sciences) – The University of Western Australia

Bachelor of Medical Sciences Honours (BMedSciHons) (Pathology and Medical Genetics) – The University of Western Australia

Master of Public Health (MPH) – Flinders University

Why the Graduate Program?

Denisha was interested in having the opportunity to complete three, 4-month rotations across WA Health and was particularly enticed by the opportunity to undertake a rural placement during the program.

Interests that influenced career

Denisha thoroughly enjoys sports and fitness. She believes that athletics ability is malleable, meaning that you can always set new goals and learn new skills. Extending this to public health principles, Denisha believes that physical activity and mental health and wellbeing is critical to chronic disease prevention by reducing lifestyle risk factors that precede preventable conditions.

Hobbies/interests outside of work

Denisha plays a variety of sports outside of work (netball, tennis, athletics, swimming, basketball) and enjoys reading a variety of non-fiction (psychology, philosophy) and fiction (literature) books.

Fun fact

Denisha has never done a cartwheel before because she is terrified of snapping her arm or her neck.

Mentor

Richard Clark, Project Manager, EMHS

Buddy

Dr Priya Jagadeesan, Senior Policy Officer, Clinical Excellence Division

Placement 1 Summary

North Metropolitan Health Service
Women's and Newborn Health Service
Women's Health,
Genetics and Mental Health
Women's Health Strategy and Programs

Denisha's first placement was based at King Edward Memorial Hospital, within the Women's Health Strategy and Program's team as part of the Women's and Newborn Health Service (NMHS). She had two main projects. The first was to develop a service evaluation framework for a 12-month pilot of a women's health service in Karratha. The second was to develop a culturally appropriate service model of care for a women's health service in the Kimberley. Both services focused on providing sexual assault, unplanned pregnancy and female domestic violence support, in addition to broader chronic disease management and healthy lifestyle promotion.

The challenge that Denisha faced was that both projects were completely novel women's health services, and she was commissioned early on to focus on a large part of the tendering process for the Kimberley. Developing the Community Services Tender Request that would essentially be signed off by senior leaders was an interesting learning curve in the area of contracts and procurement, which she was previously unfamiliar with. In a similar vein, for the Karratha health service, there was significant 1:1 mentorship and guidance which Denisha provided to the local service provider, as they had not previously had any experience in implementing a women's health service. Considering all the service delivery requirements for this to be a success, as well as monitoring the budget requirements, organising program resources and developing a service evaluation framework, it was a comprehensive task.



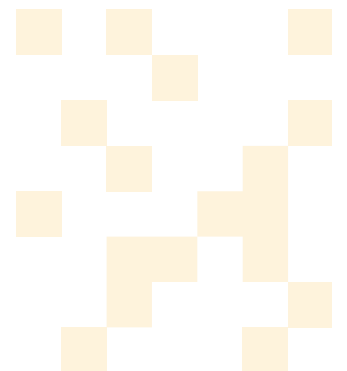
Denisha learned a lot about service implementation, the practicalities of needs assessments (and not always having the data you want!) as well as engaging with local communities and stakeholders at a grassroots level.

Supervisors: Chloe Merna – Manager Women’s Health Strategy and Programs (Primary Supervisor)

Soo-Ming Chung – Contracts and Procurement Officer (Secondary Supervisor)

Louise Bromly – Project and Policy Officer (Secondary Supervisor)

Denisha was successful in obtaining a Project and Policy Officer role mid-placement with the Child and Adolescent Health Service based at Perth Children’s Hospital and CAMHS Corporate (Nedlands).



Ashleigh Parker



Academic Qualifications

Bachelor of Biomedical Science,
University of Notre Dame

Why the Graduate Program?

Interested in pursuing a career in health, Ashleigh was excited by this opportunity to gain exposure to the different areas of WA Health, develop new skills and challenge herself.

How program explores passion/interest

The GDP allowed Ashleigh to explore both clinical and non-clinical aspects of healthcare service delivery, an invaluable opportunity which assisted Ashleigh to decide whether to pursue a clinical or non-clinical role in the future.

Hobbies/interests outside of work

Being active, socialising with friends and reading.

Fun fact

Ashleigh broke three bones in her foot by slipping on water in the bathroom which she herself had spilled.

Mentor

Paola Morellini, Retired
(Former Director Clinical Planning,
Sir Charles Gardiner Hospital)

Buddy

Emerson Lambert, Project Officer,
North Metropolitan Health Service

Placement 1 Summary

Child and Adolescent Health Service
Perth Children's Hospital
Office of the Chief Executive
CAHS Infrastructure, Procurement and
Contract Management (PICM)
Community Hubs Project Team

For her first placement, Ashleigh worked on the CAHS Community Hubs Project at PCH. This project is establishing a network of child and adolescent Health Hubs – new purpose-built community health facilities offering a range of community-based health services – across the Perth metropolitan area. Of high political and public priority, these Hubs will help to resolve urgent facility issues facing CAHS's community-based health services.

As part of this project, Ashleigh was assisted by the CAHS Director of Aboriginal Health to undertake targeted consultation with Aboriginal consumers and community members. This consultation aimed to identify infrastructure and service delivery factors that would make the environment and services at the Hubs more welcoming and culturally safe for Aboriginal people. Ashleigh also supported the Project Team by completing several ad hoc and business as usual tasks.

In collaborating closely with Aboriginal stakeholders, Ashleigh improved her cultural competence and deepened her understanding of the social and structural determinants of Aboriginal Health in WA. Ashleigh also developed her ability to liaise with and manage project stakeholders, and learnt a lot about risk management!

Supervisor: Alan Kuipers-Chan

Placement 2 Summary

WA Country Health Service
Central Office
Nursing and Midwifery Services
Surgical Services Program

Ashleigh's second placement was with the WACHS Surgical Services Program – a Program recently established to support the WACHS regions in the delivery of safe, quality and patient-centred surgical services. With the Program only being launched on 24 August 2022, Ashleigh spent this placement assisting with the development of the Program and its initial key priorities. While Ashleigh was primarily responsible for developing a Clinical Governance Framework for surgical and

sterilisation services, and for drafting content for the internal WACHS intranet and external patient-facing internet, she also completed many ad hoc tasks and was provided with countless development opportunities.

This placement was an incredible opportunity to gain an understanding of the challenges of country healthcare service provision, staffing and support. It improved Ashleigh's project management and stakeholder consultation skills, deepened her understanding of clinical service delivery on the ground, and furthered her interest in rural and remote healthcare. Ashleigh really enjoyed this placement and loved working with such a supportive, skilled, passionate and close-knit team.

Supervisors: Brodene Straw and Shannon Ball

Placement 3 Summary

South Metropolitan Health Service
Fiona Stanley Hospital
Transformation
Kaartdijin Innovation Centre

Ashleigh spent her final placement in the South Metropolitan Health Service (SMHS) Transformation team at the Kaartdijin Innovation Centre. Ashleigh worked across multiple projects including LifeFit-SurgFit, in which she assisted with the establishment of a Surgical School for surgical patients; Virtual Reality (VR) Simulation Based Education, which aims to improve junior doctors' ability to identify and manage deteriorating patients and perform selected clinical procedures; and the GET FED App, an education and communication app for parents of premature babies on the early discharge program at Fiona Stanley Hospital Neonatal Intensive Care Unit.

This placement enabled Ashleigh to gain an understanding of innovation processes, improved her project management and stakeholder management skills, and, by exposing her to health care service delivery in a major tertiary metropolitan hospital, provided her with a more holistic understanding of WA Health.

Supervisors: Grace Gatt-Lodding and Clair McKeown and Hazel Hudson





Academic Qualifications

Bachelor of Arts (Social and Developmental Psychology, Cognitive Neuroscience and Health Psychology), Murdoch University

Graduate Diploma of Psychology, Murdoch University

Master of Public Health, University of Western Australia

Why the Graduate Program?

Ashleigh chose the Program because of the breadth of opportunities on offer and the support available through the buddy and mentor programs.

How program explores passion/interest

Ashleigh was able to experience different styles of working and different subject matter areas across her placements, furthering her interest in mental health while also fostering new interest in innovation.

Hobbies/interests outside of work

Cooking and baking, live music, going to the gym, catching up with friends and watching the footy.

Fun fact

Ashleigh once spent a week bike riding around Taiwan.

Mentor

Tessa Jones, Project Manager, Peel Health Campus Transformation, SMHS

Buddy

Alice Di Vincenzo, Project Officer, Outpatient Reform Program, WACHS

Placement 1 Summary

South Metropolitan Health Service, Fiona Stanley Hospital
Clinical Service Planning and Aboriginal Health Strategy
Clinical Service Planning and Population Health

During her first placement at the South Metropolitan Health Service (SMHS), Ashleigh worked across two mental health projects in the Clinical Service Planning team. Ashleigh led several stakeholder engagement activities for the Peel Mental Health Taskforce project. She also contributed to the development of a directory of local mental health services and supported the project team to host a stakeholder engagement workshop to discuss implementation of an interagency Model of Care. Ashleigh also led the SMHS Mental Health Education Pathways project, developing education and training pathways for mental health staff through extensive stakeholder consultation.

Ashleigh was challenged by the difficulty of engaging stakeholders and progressing with deliverables while COVID-19 caused staff shortages and increased competing priorities. This challenge allowed Ashleigh to gain valuable experience in managing stakeholders and deadlines in a time of uncertainty. Working across two projects gave Ashleigh the opportunity to gain an understanding of the mental health system from both the consumer and service provider perspective.

Supervisors: Simone Kerrigan and Adriana Mannino



Placement 2 Summary

East Metropolitan Health Service,
Royal Perth Hospital
Research and Innovation
Innovation Team

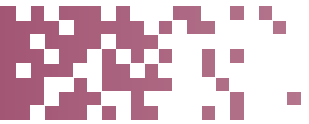
During her placement at East Metropolitan Health Service (EMHS) Ashleigh worked on several projects within the Innovation Team. Ashleigh was responsible for the coordination of the Youth Innovation Think Tank (YITT), a flagship community engagement event for EMHS. The YITT engages local schools to participate in an innovation workshop and then develop and pitch solutions to real world problems being faced by EMHS in a series of preliminary and Grand Final rounds.

Ashleigh also led the planning of an EMHS Innovation staff recognition program and a staff ideas challenge.

Ashleigh gained experience of three key innovation theories used within EMHS: Problem Reframing, Human Centred Design Thinking, and Behavioural Insights. She was also able to further develop her complex stakeholder management skills while navigating the logistical challenges of coordinating 20 EMHS staff and 24 local high schools across five YITT preliminary round events. Ashleigh also had the opportunity to develop her government writing skills, preparing two large project proposals and accompanying briefing notes.

Supervisor: Lindsay Rowe and Ashleigh Small

After completing Placement 2, Ashleigh commenced a Project Officer role with the East Metropolitan Health Service, in the Safety, Quality and Consumer Engagement team.



Academic Qualifications

Bachelor of Science
(Biochemistry and Molecular Biology),
University of Western Australia

Master of Nutrition and Dietetics
(coursework and research),
Edith Cowan University

Why the Graduate Program?

Andrea gravitated towards the GDP as it presented itself as an opportunity to foster strong collegial relationships whilst creating a meaningful contribution to WA's healthcare system.

How program explores passion/interest

The GDP has provided Andrea several opportunities to explore her love of conducting research and evaluation and engaging with stakeholders across WA Health via a variety of dynamic projects.

Hobbies/interests outside of work

Keeping fit by lifting weights every day, walking in nature and brunching with friends.

Fun fact

Andrea spent a summer in South Korea studying at Seoul University during her undergraduate degree.

Mentor

Esther Pattison, Senior Project Officer,
System Clinical Support and Innovation

Buddy

Grace Gatt-Lodding, Innovation Project
Officer, SMHS Kaartdijin Innovation

Placement 1 Summary

WA Country Health Service
Central Office
Population Health

For her first placement, Andrea worked on enhancing regional compliance with the Healthy Options WA Food and Nutrition Policy. Andrea facilitated regional action planning via stakeholder consultation, developed 3-year compliance frameworks tailored to each region, amended a compliance dashboard, developed resources based on regional consultation and garnered Executive support for Policy implementation.

Andrea was challenged by the fluid, tumultuous COVID-19 climate and the associated pressures this placed upon the regions. This often resulted in meetings being placed on hold, reduced capacity for staff to provide feedback and shifting priorities. Despite the challenges she faced, Andrea had the opportunity to liaise with a range of diverse regional stakeholders, facilitate an Auditor Training workshop and develop her skills in data analysis and resource development.

Supervisors: Megan Knuckey and Sharon McBride



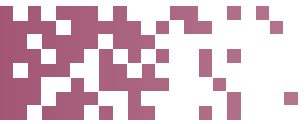
Placement 2 Summary

Department of Health
Clinical Excellence
Clinical Leadership and Reform
Health Networks Unit

Andrea assisted the Health Networks Unit at the Department of Health with the development of a suite of consumer information resources for people living with overweight and obesity. The factsheets aimed to support people in their health and wellbeing journey and advocate for their needs. The consumer-led resources were developed in partnership with Health Consumers' Council (HCC) and WA Primary Health Alliance (WAPHA) and published on the joint initiative, The WELL Collaborative, website.

This placement was an exceptional opportunity for Andrea to develop her project management skills and improve her ability to engage with a range of stakeholder groups, including consumers and clinical experts to develop a range of non-stigmatising resources. Through consumer workshops and one-on-one interviews, this placement enabled Andrea to increase her awareness and understanding of the complexities and multifactorial nature of overweight and obesity.

Supervisor: Whitney Darlaston-Jones and Jessica Clements




A day in the life of

Ash Spano – General Corporate

6:30
Alarm goes off. It's cold and dark, so I snooze until 6:45.

6:45 – 7:20
Get ready for the day, pack my lunch and make a coffee to take with me to work.

7:45
Catch the train into the city and walk to Royal Perth.



8:10
Arrive at work and check my calendar for the day – not too many meetings today. I look through my inbox and respond to a few emails.

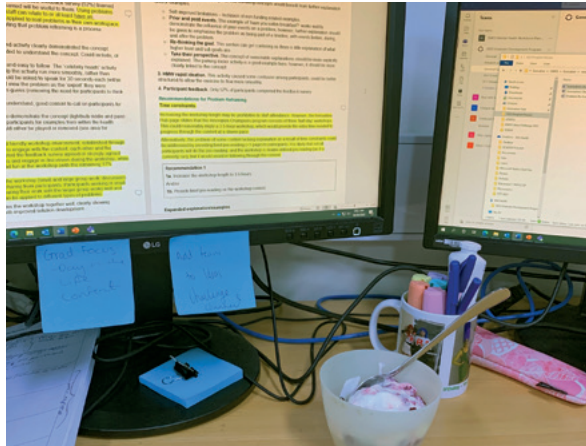
8:40
Catch up with everyone in the office about their weekend, finish my coffee and settle in for the day.

8:55
Receive positive emails about a proposal I've written (yay). So, I clean up the most recent draft to send to my Director for her review.

9:20
Receive an email from someone withdrawing from an upcoming event – so I send some more emails to try put out the fire and find a replacement!

9:40
Eat my breakfast and review our team Kanban board to check off all the tasks I completed last week ahead of our weekly stand up meeting.

10:00
Weekly Innovation team stand up meeting where we catch up on everyone's tasks and current workloads. This helps us keep track of where all our projects are at and redistribute work among the team if we need to. This is also a good opportunity to ask questions about anything I'm working on that I'm not sure of.



10:30

Fortnightly Innovation and Research team meeting. This bigger team meeting is a time for our Director to provide any important updates to the team and for everyone to share what they've been working on. This helps with identifying any complementary workstreams and helping the team to collaborate.

12:00

Next, I attempt to start writing a briefing note for the proposal I sent off this morning... it's slow going for half an hour before I decide it's well and truly time for lunch.

12:30

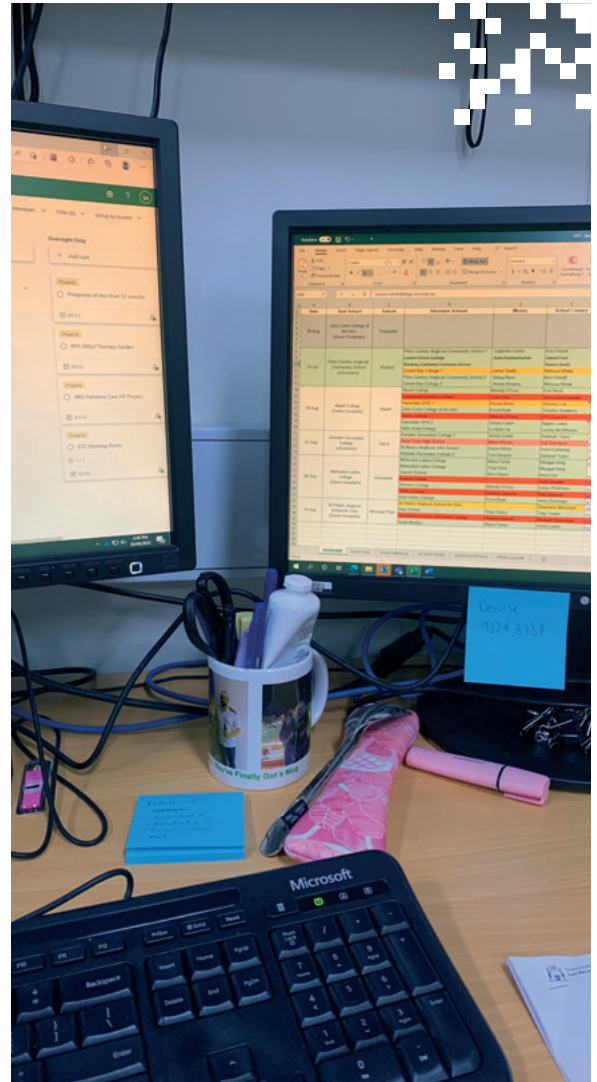
It's finally stopped raining every day, so I get some fresh air and sunshine sitting outside for lunch and treat myself to a Banh Mi.



11:00

Back to my desk and I send some more emails ahead of the upcoming event we're hosting. I also review and update the event tracker spreadsheet to try keep everyone in the loop on what's going on.

I also realise my desk is in chaos, so do a quick tidy to return it to some sort of organised mess.



1:00

Back to work and I spend the next couple of hours getting back into writing the briefing note from this morning and continuing a program review I'm doing for an internal professional development program run by my team.

2:30

In need of a break from my computer screen, I go out for a quick walk outside to refresh my brain! I fight the internal battle of whether I need an afternoon coffee and the responsible side of me wins, so I head back to the office with no coffee.



2:40

Back into my program review for the next couple of hours until home time!

4:10

Time to head home. I make the walk back to the train station.

5:00

Home and the responsible side of me wins again, so I get ready and head to the gym.



6:30

Home from the gym for dinner. I try to prepare dinners on the weekend to do as little cooking as possible during the week, so all I have to do is heat up some leftovers and we're ready to go!

7:00

There's a morning tea in the office tomorrow, and I've promised cookies, so I have to get baking.

9:15

It's just about bedtime so I read my book for half an hour before going to sleep.

8:30

Watch a very heart-warming episode of Ted Lasso before bedtime.





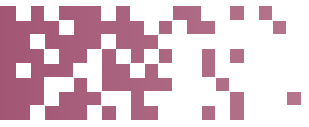
ICT Stream



The ICT stream offers graduates exciting opportunities in the Information Technology space. This year, the ICT graduates were introduced to a wide range of projects at WA Health including Cloud Data Collection, Application Development, Infrastructure Security and Containerisation.

ICT graduates explored and developed solutions for several Health Service Providers across the state. Graduates were given the opportunity to work with the Metropolitan Health Services, the WA Country Health Service, the Child and Adolescent Health Service, and Health Support Services. The ICT graduates of 2022 provided solutions for a number of different platforms including REDCap (Research Electronic Data Capture) and OBM (Outcome Based Management).

Thomas Boscutti



Academic Qualifications

Bachelor of Computer Science
(Cyber Security),
Edith Cowan University

Why the Graduate Program?

Thomas chose the WA Health Graduate Development Program because it was a great opportunity to work as part of the Government and was a great first step in his career.

Interests that influenced career

Thomas's interest in Cyber Security has influenced his first placement choice, giving him the opportunity to work in an environment he is comfortable with and enjoys.

Hobbies/interests outside of work

Making music, making games and videos and server maintenance.

Fun fact

Thomas plays a variety of rhythm games in his spare time.

Mentor

Grae Saunders, Team Leader Application Development, Information and System Performance, Department of Health

Buddy

Henry Clarkson, Data Analyst, Business Intelligence Unit, Perth Children's Hospital

Placement 1 Summary

Health Support Services
ICT Infrastructure
Infrastructure Security

In Placement 1, Thomas created a database to keep track of access rules for external vendors. From the database, he created an application to view the data in a presentable format. Getting the data was a difficult task at first, but through experimenting with different tools, Thomas was able to create an automated solution to parse the data into the database without the need for user intervention. Using PowerApps, the data can be presented in a table with functionality to filter it. Through the course of the placement, Thomas learnt about Microsoft's Power Platform applications, including Power Automate. The placement also gave him the opportunity to learn about SharePoint lists, a method of storing data. While developing the project, there were challenges related to limitations of Power Automate, encouraging the use of problem-solving skills to find ways around them. At the end of the placement, Thomas was able to deliver a successful solution to the project, wrote comprehensive documentation with detailed flowcharts and presented the project outcome to the team with an engaging demonstration.

Supervisor: Damien Toland

Placement 2 Summary

Department of Health
Information and System Performance
Directorate
Data and Information Systems
Data Innovation

In Placement 2, Thomas was introduced to the Data Innovation projects at the Department of Health. In an environment where constant updates to code are made, there needed to be a way to test each update for security issues. To



solve this problem, Thomas created automated pipelines, performing security tests on the team's web applications. Now the projects at Data Innovation can be tested every time updates are pushed to them. By learning about Visual Studio and the Model-View-Controller programming concept, Thomas helped make the projects at Data Innovation more secure and provided code updates to deliver new features. Some of the challenges Thomas faced were code errors and failing pipeline tests, but he was able to fix them and present a solution to the team. Thomas learnt how to create web applications and interact with development environments. He presented his project to the team with a great understanding of the problem and explained in detail the products he developed.

Supervisor: Grae Saunders

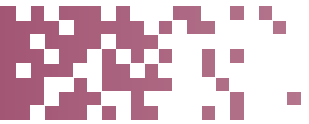
Placement 3 Summary

South Metropolitan Health Service
Complex Needs Co-Ordination Team (CoNeCT)

In Placement 3, Thomas worked with the South Metropolitan Health Service to create a new database for clinical data. Thomas was introduced to REDCap, a research data capturing software widely used in many applications in WA Health. Thomas created a database project in REDCap for the Complex Needs Co-Ordination Team (CoNeCT) and developed user documentation to help clinicians migrate data to the project.

While developing the database for the REDCap project, Thomas learnt how to use PowerBI to create a comprehensive dashboard for stakeholders, displaying the data collected in many different formats. This allowed stakeholders to visualise the data and discover trends and similarities. Using the dashboard and data collection in REDCap, Thomas contributed to the innovation of the CoNeCT service.

Supervisor: Sarah Pearson



Academic Qualifications

Bachelor of Commerce
(Finance; Software Engineering),
University of Western Australia

Why the Graduate Program?

Previously Jakob had experience in health care part time at St John of God Murdoch. The exposure opened his eyes to new possibilities in health. The Graduate Program seemed a perfect fit.

Interests that influenced career

Jakob's interests centre around app development, cloud computing and automation. He loves learning about and implementing new technologies that can help the community.

Hobbies/interests outside of work

Jakob loves to enjoy nature whether walking or running. He also likes to travel and experience new places and their culture and food.

Fun fact

Jakob was born in Aberdeen Scotland and moved to Perth Australia when he was 7 years old.

Mentor

Paul Perdichizzi, Manager, Service Capacity and Forecasting, Health Support Services

Buddy

Michael Hodgkins, Senior Systems Analyst, Information and System Performance

Placement 1 Summary

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

Jakob's first placement centred around the containerisation of an existing application called OBM (Outcome Based Management). The application is used throughout the WA health system by different health service providers to keep track of cost centre figures.

Containerisation involves making the application more scalable, lightweight and portable. Containerisation can also reduce the need for dedicated computers (virtual machines) running applications thanks to container services provided by cloud services. This can dramatically decrease costs associated with managing and running virtual machines.

This predominately solo project required a lot of research, experimentation and optimisation to find the best approach to containerising the application. The solutions Jakob came up with would act as a guide for the Data and Information Systems team in the future when they wish to repeat the process with other existing applications or new applications that they create. The project is important as moving to a more containerised future will increase efficiencies within many aspects of application development as well as subsequently reduce costs within the Department of Health.

Supervisor: Grae Saunders



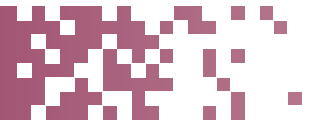
Placement 2 Summary

Health Support Services
ICT, Planning and Architecture
Customer Engagement and Solutions

In Jakob's second placement his project was focused on the improvement of a CAR (Concept Approval Request) tracker list. This outdated list system was put in as a temporary solution several years ago and due to severe workload for the team using it, there has been no time to address its shortcomings. Jakob's project was to research, design and implement a more efficient, user-friendly and robust solution. This involved gaining requirements through the primary stakeholders of the list, the solution consultants. Managing different priorities was one of the main challenges he faced when trying to figure out what would work the best for the new CAR tracker. Jakob took a methodical and analytical approach to deciding design requirements and worked to try and maximise overall benefits for all users of the system. In gaining requirements Jakob completed some project management documentation. He had guidance from experts in the project management field thanks to help from individual sessions with the Enterprise Portfolio Management office. In terms of the technological space Jakob improved his skills in PowerBI, SharePoint Online and Power Automate which was required to provide an effective modern alternative solution to the CAR tracker.

Supervisors: Steven Wills and Patrick Yong

A day in the life of



Jakob Craigie – ICT

6:00

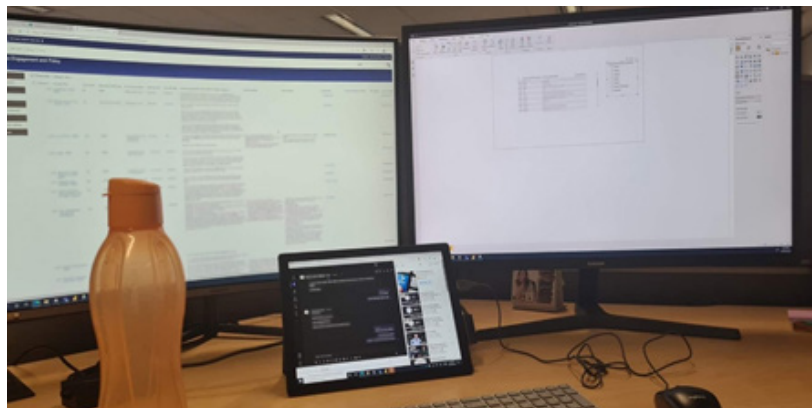
Slowly struggle to get out of my comfortable bed. Worst part of my day is waking up for running, but I like to get it out of the way. I much prefer doing my exercise in the morning prior to work, rather than following, when I just want to relax.

6:40

Back from my run and I put my porridge in the microwave and hop in the shower while it's cooking. Then get out, get ready for work and eat my breakfast.

8:15

Arrived at the office and I'm looking over my emails and today's news. I look at my agenda for today and if I don't already have a list of items to do for the day, I quickly add them to my Microsoft To Do app list.



7:30

Head to the train station in the car with my brother who also works in the city. Working in Perth CBD at HSS for my current placement is very convenient – only a 5 minute walk from Elizabeth Quay station!

9:30

Have a couple of meetings with some of the solution consultants. My project right now is to design and implement a new solution for an outdated SharePoint list. These meetings are crucial to try and define specific requirements for what's required in the system.

10:45

Time to get a coffee! I am spoilt for choice in the city, but I have grown to love a place nearby called Mo Espresso. A little on the expensive side, but very nice.



11:00

Time to work on filling in the Project Initiation Document. I work on putting those requirements in a clear, concise and readable manner.

12:00

Lunch time, I usually like to bring in food because buying out every day can be expensive. However, today is Friday so I'll treat myself! So many options on St George's Terrace, but I have a soft spot for Zambreros and a beef burrito never does me wrong.



12:30

Back to work and time to get my hands dirty with some PowerBI dashboards. It's been identified that visual dashboards would be extremely handy to the end users of the new system I am creating. My PowerBI skills are fairly limited but I enjoy the challenge of learning and progressing my skills as I work.

3:30

Meeting over. I will finish my workday by completing admin related tasks. This might be organising new meetings, graduate program related items or replying to emails. I usually listen to podcasts or music to make some of the more tedious items a bit more interesting.

2:30

Time for a meeting with the rest of the graduate volunteer committee. I put my hand up to be a part of the volunteering committee who organise community focused volunteer events for the graduate cohort. Today we're discussing the success of our recent events as well as possible ideas for the next one coming up.

5:00

Once home, I try to unwind. Usually, I try to do some extra studying but it's a Friday, so I have the afternoon off. I watch some YouTube videos and plan my evening.

4:15

That's the end of the day! I pack up my stuff and head to the train station to get home.

9:00

Exhausted! With some sore hands, I head off home. I take the evening to chill out and watch a recommended film, "Whiplash", which I quite liked.

6:30

This evening I am catching up with my friends, we are off to the driving range.



10:30

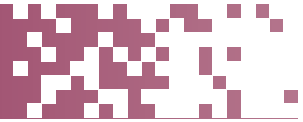
I try to end the night with some reading to try and get away from any screens. The novel I am reading currently is a Crime Mystery called, "If I Die Tonight" by A.L. Gaylin which I have only recently started.

11:00

I go to bed happy that I can sleep in tomorrow!



Professional development



Integral

Over the course of the year, graduates were given the opportunity to study a fully funded Diploma of Leadership and Management, delivered by Integral through a series of workshops and one-on-one coaching sessions. Topics covered were strongly applicable to the work setting and individual placements, and included:

- emotional intelligence
- project management and risk
- culture and conversations
- team-building and leadership
- innovation and creative thinking
- change management
- critical and systems thinking
- communication.

Graduates appreciated the ability to work collaboratively to apply learnings in the professional and personal spheres, not to mention the beautiful views and excellent catering!

Clare Langford

Australasian College of Health Service Management Conference

Several graduates were invited to attend this year's Australasian College of Health Service Management Conference, held in Perth. A major theme was the importance of communication and sharing knowledge with others. Hon Mark McGowan MLA opened the conference and shared his 3 essential leadership tips:

1. Keep going
2. Be prepared to do the things you don't want to do
3. Communicate well with others – if people don't agree with what you are doing, they will respect that you told them.

3. Communicate well with others – if people don't agree with what you are doing, they will respect that you told them.

Other behaviours emphasised throughout the conference as essential in developing leadership skills included:

- having the best team beneath you and trusting them to provoke, challenge and inspire you to become a better leader
- seeking diversity (age, ethnicity, gender, experience, etc.)
- understanding your purpose and having the courage and conviction to carry it out
- being able to be flexible when implementing identified goals.

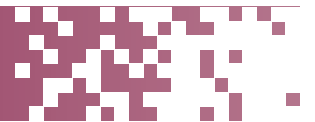
A major highlight of the conference was a moving presentation from Professor Peter Klinken AC, Chief Scientist of WA. His optimistic vision for the future of Western Australia and its potential to be a hub of health and life sciences research and investment was inspiring, and reinforced graduates' excitement to be starting their careers in such an important sector. The graduates extend their gratitude to the Institute of Health Leadership for the opportunity to attend such a significant event.

Roisin Henry





Finance and Business Stream



With backgrounds in finance, accounting, management, marketing, taxation, Japanese and anthropology, the Finance and Business stream graduates were able to build upon their university experience in a real-world setting among different health service providers across Western Australia. The graduates had the unique opportunity to complete a host of interesting projects across the system, all the while exploring different environments in which they would like to continue working in upon completion of the program.

Graduates were also supported to pursue their professional development, with WA Health partially funding those undertaking Chartered Accountant (CA) or Certified Practising Accountant (CPA) studies.

The Finance and Business graduates have gained a wide breadth of experience working with not only their respective finance teams, but also clinical staff at the various hospitals. The graduates were able to see the progress they were making to WA's Health system, while deepening their learning. In the words of New York Times bestselling author, Daniel Pink, in his book *To Sell is Human: The Surprising Truth About Moving Others*, 'This is what it means to serve: improving another's life and, in turn, improving the world'. Read more about how the Finance and Business graduates have served WA Health and the wider WA community this year.

Aimee Kilpa



Academic Qualifications

Bachelor of Commerce (Accounting),
University of Western Australia

Currently Studying:
Graduate Diploma of Chartered Accounting,
Chartered Accountants Australia and
New Zealand

Why the Graduate Program?

Alex chose the WA Health Graduate Program as it provided an exceptional platform to develop his financial and analytical skills in a unique multidisciplinary context.

How program explores passion/interest

The graduate program has allowed Alex to pursue postgraduate studies while balancing his work and personal commitments.

Hobbies/interests outside of work

Alex likes to remain active by running, going to the gym, cycling, and playing golf.

Fun fact

Alex competed in the Australian Junior Volleyball Championships in both 2014 and 2015.

Mentor

Michael Roberts, Manager Finance and Accounting, Health Support Services

Buddy

Jake Gorman, Data Analyst,
Child and Adolescent Health Service

Placement 1 Summary

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

As part of Alex's first placement, he has been heavily involved in the Unwarranted Variations Project. This piece of work looks at system and funding variances identified in preliminary reviews and seeks to provide recommendations to improve the system performance of North Metropolitan Health Service. This project plays a pivotal role in the financial reform anticipated for the 2022/23 financial year.

The project presented numerous challenges, including managing project timelines, developing recommendations within the constraints of the Independent Hospital Pricing Authority's (IHPA) Activity Based Funding (ABF) Framework and the presentation of complex health data suitable for the report's anticipated audience.

Through the support Alex received at NMHS he has further developed his project and time management skills, knowledge of ABF frameworks and data analytic and visualisation skills.

Supervisor: Scott Goder, Director Finance and Business MHPHDS and WNHS

After completing Placement 1, Alex accepted a position to continue working with Women and Newborn Health Service in the Finance and Business team.





Academic Qualifications

Bachelor of Commerce (Finance) and
Bachelor of Arts (Anthropology/Sociology),
Curtin University

Why the Graduate Program?

Mason chose the WA Health Graduate Development Program as it aligned with his interests in improving public health and learning more about financial business management.

How program explores passion/interest

The program has allowed Mason to explore a variety of diverse work experiences at different HSPs which has developed his understanding of the health system and helped guide where his interests lie.

Hobbies/interests outside of work

Exercise and sport is always a big part of Mason's day, whether it's basketball, Martial Arts, running or the gym. He enjoys movies, TV shows, video games and spending time with friends and family.

Fun fact

Mason used to be a passionate Star Wars cosplayer, dressing up at conventions and midnight premiers.

Mentor

Chris Forsey, Senior Project Manager,
Infrastructure and Major Capital Projects

Buddy

Hayden Watts, Finance Officer,
Finance Operations, CSU 3 Surgical

Placement 1 Summary

Department of Health
Purchasing and System Performance
System Resourcing
System Finance

Mason's roles involved preparing monthly financial reporting on Whole of Health and Department of Health (DOH) which were used by Senior Executives within DOH to inform financial decisions for internal and external stakeholders. Mason was required to collect, validate and consolidate all Divisional financial information, analyse key drivers and risks, and prepare monthly DOH financial reports. This also included identification of significant monthly movements and further investigation into the causes.

Mason found the main challenges centred around ensuring the consistency in data treatment across different entities and the requirement to quickly adapt to comply with dynamic reporting formats while maintaining tight monthly deadlines from when information is available to when the report is due. Mason developed his analytical skills and conceptual knowledge in the financial reporting space, advancing his skills in Excel.

Supervisors: Andrew Frontino and Davina Ang

Placement 2 Summary

WA Country Health Service
Central Office
Infrastructure and Environment
Reporting and Systems

Mason's second placement dealt in Data where he was tasked with reviewing and reforming existing reporting and data management processes in the Asset Database System in order to generate automated Excel and PowerBI reporting dashboards to ensure best practice strategic and operational asset management.



The main challenges of the project were mitigating limitations in data availability and data quality in the system that impacted the depth of possible analysis. This led to a shift in scope in the project after the dashboards were completed to focus on data-improving initiatives where progress could be measured via the new reporting tools.

Mason deeply developed his asset management knowledge and data analytical skills in Excel, Power Query and PowerBI tools.

Supervisors: Devon Spaapen and Rachel Grice

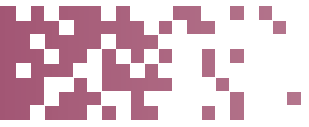
Placement 3 Summary

South Metropolitan Health Service
Fiona Stanley Fremantle Hospitals Group
Fiona Stanley Hospital Service 4 – Emergency,
Acute and Aged Care Services

Mason's project was to continue the review and development of the Acute Medical Unit (AMU) Dashboard that is used both operationally and strategically by a variety of clinician stakeholders. By analysing patient flow data, we were able to inform clinicians of the key factors driving congestion in the AMU ward, generating meaningful discussions on improvements.

This project was an entryway for Mason to use his analyst skills to enhance patient care and hospital efficiency. Mason's biggest challenge was understanding the complexity and nuance of patient data between various hospital wards, as well as learning SQL code to create complex data queries between multiple databases.

Supervisor: Cheng Chiou



Academic Qualifications

Bachelor of Commerce
(Accounting; Taxation),
Curtin University

Currently Studying: Graduate Diploma
of Chartered Accounting, Chartered
Accountants Australia and New Zealand

Why the Graduate Program?

Joe chose the WA Health graduate program as it allowed him exposure to different roles within WA Health, all the while making a difference to the WA community.

How program explores passion/interest

The graduate program has allowed him to explore his passion for accounting and business functions, on top of his desire to make a meaningful impact to the WA community.

Hobbies/interests outside of work

Joe loves his sport, particularly Australian football and soccer. He also enjoys going to the gym, occasionally cooking and spending time with family and friends.

Fun fact

Joe's real name is Giuseppe, with his nickname often being "Sep".

Mentor

Pratthana Hunt, A/Director Budget Strategy,
Purchasing and System Performance,
Department of Health

Buddy

Adam Rosato, Project Officer, Infrastructure
Unit, WA Country Health Service

Placement 1 Summary

Health Support Services
Finance and Operations
Finance and Accounting

In Joe's time at HSS, he worked on Business as Usual (BAU) tasks and the Human Resource Management Information System Program (HRMIS), liaising with both finance analysts and program accountants.

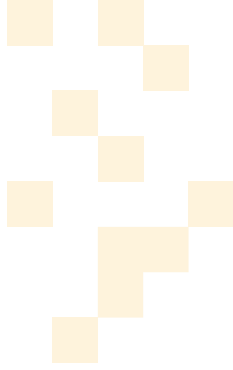
The placement allowed Joe the opportunity to drill into large sets of financial data, prepare financial reports/journals, develop his accounting knowledge and gain valuable Excel skills. The placement allowed Joe to become entrenched in the daily tasks of the HSS Finance and Operations team.

A big portion of Joe's time was spent dealing with the roll out of Rapid Antigen tests to the WA community. In particular, ensuring all accounting principles were correctly applied to the issuance of these RATs to WA Health entities and dealing with inventory issues.

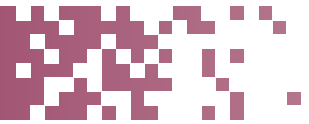
The biggest challenges Joe faced whilst on his placement at HSS were interpreting large data sets and developing the ability to present large data sets in a way which is easy to navigate. A large part of Joe's development in this space was his development of both Excel and PowerBI skills.

Throughout Joe's time at HSS, he was able to develop his accounting skills by being exposed to complex issues that the finance and operations team deal with on a regular basis. On top of this, Joe was able to develop his time management skills, particularly around period-end tasks, and also his interpersonal skills in terms of communicating with people from different business units and WA Health entities.

Supervisors: Michael Roberts and Carrie Wilson



Before finishing his 1st Placement, Joe accepted a position to continue working with HSS in the Finance and Operations team.



Academic Qualifications

Bachelor of Commerce
(Economics; Japanese),
University of Western Australia

Master of Finance,
Curtin University

Why the Graduate Program?

The program was a great opportunity for Stephen to get involved with WA Health and learn from some of the best in the industry.

How program explores passion/interest

The program has given Stephen many opportunities to challenge himself and learn new things whilst making new friends and meeting new people.

Hobbies/interests outside of work

Stephen enjoys exercising and walking his dog in his free time.

Fun fact

Stephen likes to try new food and seeks out new experiences.

Mentor

Bing Rivera, Manager National ABF
Program, Department of Health

Buddy

Ian Cainap, Finance Officer, Perth Children's
Hospital

Placement 1 Summary

Perth Children's Hospital
Finance and Budget
Finance
Budgeting and Reporting

Stephen's project was to help create a new financial model that focused on Activity Based Funding (ABF) and Weighted Activity Units (WAUs) to help forecast the 22/23 budget. Previous models only used total dollar amounts given to each directorate in the previous financial year which meant forecasting was less accurate. Stephen also helped to update the Outcome Based Management (OBM) program mapping which resulted in better budget allocation to directorates.

Some of the challenges he faced included being able to manipulate and transpose data so that the model could be easily updated after the project concluded. Stephen needed to effectively communicate with other teams so that deadlines and outcomes were clearly communicated.

The placement offered a valuable experience and opportunity to refine fundamental business skills such as Excel, interpersonal and organisation skills. It also offered a greater insight into the budgeting process and how budget is allocated to directorates.



Placement 2 Summary

Health Support Services
Finance and Operations
Finance and Accounting

Stephen assisted the finance and accounting team with improving business as usual (BAU) tasks using Power Query and SQL along with month end and year end BAU tasks. Monthly tasks involved ensuring accounts were updated and journals submitted before the deadlines closed. Stephen was also lucky enough to get experience in helping with year end tasks such as assisting in the creation of financial statements and following up on auditor queries.

Some of the challenges faced included juggling the amount of work done in July as it was both month and year end. This tested his organisational and prioritisation ability as not only was there a lot to do, but things constantly changed and needed to be amended or updated.

Being at HSS allowed Stephen to get some experience with SQL which helped a lot with improving some of the BAU tasks and reducing the time taken to do them. It also gave good insight into the year end process and how HSS puts together their financial statements.

Supervisor: Michael Roberts

After finishing his 2nd Placement, Stephen accepted a position to continue working with HSS in the Finance and Operations team.



Academic Qualifications

Bachelor of Commerce
(Finance; Marketing),
University of Western Australia

Diploma of Contemporary Music
(Music Artist, Voice), Western Australian
Academy of Performing Arts

Why the Graduate Program?

Aimee chose Health because she wanted to be involved in improving Health services in WA, particularly in the middle of a pandemic, while developing financial analysis skills in a hands-on environment.

How program explores passion/interest

The program has given Aimee the opportunity to explore a variety of potential careers in Health, while also maintaining creative interests in her spare time, such as singing performances.

Hobbies/interests outside of work

Aimee can sing, play trumpet, guitar and some piano.

Fun fact

Aimee worked in hospitality for 5 years as a waitress, bartender and barista.

Mentor

Lucy Ellis, Director Finance and Corporate Services, Royal Perth Bentley Group

Buddy

Sophie Leitch, Senior Analyst, Business Intelligence, CAHS

Placement 1 Summary

South Metropolitan Health Service
Fiona Stanley Fremantle Hospitals Group
Fiona Stanley Hospital Service 4 – Emergency,
Acute and Aged Care Service

Aimee's project was to investigate the clinical notes from Emergency Department presentations and report on patient referral patterns for the Head of Emergency Medicine at Fiona Stanley Hospital. Her findings articulated inefficiencies in patient flow, and her efforts facilitated meaningful discussion with senior consultants and executives, ultimately providing tangible evidence to support changes in the agreed Internal Professional Standards between clinical teams.

This project was a sublime way for Aimee to use her analyst skills to enhance patient care. Her biggest challenge was grappling the nuanced clinical notes without having a clinical background. She learned how to manipulate big data using SQL code, create interactive dashboards on PowerBI and detailed process charts on Visio, as well as several business as usual tasks including Procurement, Costing Models, Adjustment Journals and Budget Transfer Adjustments. Supported by two previous Graduates in a very engaged team with a wide skillset, this was a unique and interesting placement and particularly rewarding amidst the COVID-19 pandemic, where hospitals endured added pressure.

Supervisors: Jagdave Singh and Ali Khandoker

Placement 2 Summary

Department of Health
Purchasing and System Performance
System Finance
Financial Policy

Aimee's project was to review and identify commercial activities occurring system-wide at WA Health. She needed to develop an understanding of commercial activities, identify



the different activities that could potentially be commercial in nature and build some key policy criteria for making her assessment. Initial investigation included a review of financial data, financial reports and interjurisdictional research. After conducting extensive investigation into the background of each Health Service Provider, she met with various finance and revenue managers to enrich her knowledge and verify assumptions to curate a matrix of existing commercial activities. Aimee also gained experience in policy writing, with her work helping to identify opportunities for WA Health to grow revenue and will act as a platform for further financial reform in system-wide revenue functions at WA Health.

Supervisors: Harry Armstrong and Kate Southcott

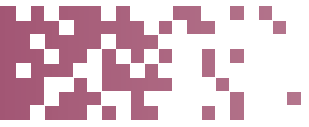
Placement 3 Summary

East Metropolitan Health Service
EMHS Finance
Finance
Corporate Finance

East Metropolitan Health Service are the custodians of the largest hospital art collection in Australia, with more than 1,600 paintings, drawings and sculptural works on display throughout the hospitals. Aimee was tasked with reviewing the management of the artwork collection and the associated policies and procedures. The project aligned well with Aimee's interest in art and was a perfect opportunity for her to engage with a wide range of stakeholders and learn more about Fixed Asset Management. Aimee's work also involved analysing historical auction sales results for prolific artists in the portfolio for insurance purposes. There was also the opportunity for Aimee to expand her accounting skills by creating and uploading journals into Oracle, capitalising assets in the Fixed Assets register and maintaining the Portable and Attractive Inventory Register.

Supervisors: Amanda K. Griffin and Shilen Haria

Sophia Manucay



Academic Qualifications

Bachelor of Commerce
(Accounting; Finance),
Curtin University

Why the Graduate Program?

Sophia thought it was a great opportunity to develop an understanding of the WA Health system from a service delivery and financial perspective.

How program explores passion/interest

With the diverse nature of her projects and BAU work during her placements, Sophia has been able to explore different areas within finance and infrastructure.

Hobbies/interests outside of work

Sophia likes trying new things – lately it has been badminton and cycling.

Fun fact

Sophia once worked at a shoe store after the store manager suggested she apply after taking so long to decide between pairs of shoes.

Mentor

Sharon Stewart, Director, Perth Children's Hospital

Buddy

Pauline Ngo, Financial Policy Officer,
Department of Health

Placement 1 Summary

East Metropolitan Health Service
Royal Perth Hospital
Facilities Management and Infrastructure
Finance and Infrastructure

During her time at EMHS Facilities Management, one of Sophia's projects involved developing a dashboard to capture the accuracy of monthly expenditure forecasts of capital projects. Sophia had also reviewed the documents used for various project stages including project initiation, lessons learnt and project close. Sophia had developed an infrastructure project close checklist which outlines the documentation to be delivered at the close of EMHS infrastructure projects, for the use of project managers and facilities operations to maintain a consistent record of final project work and capture its long-term value. Stakeholder engagement skills have been developed in meeting with several members within the Facilities Management, Capital Works and Minor Works team to establish an understanding of project close-out tasks and determine documentation requirements.

Sophia had also completed several business as usual (BAU) and writing for government tasks including examining audit reports and contracts and drafting briefing notes and recommendations.

Supervisor: Angela Tooker



Placement 2 Summary

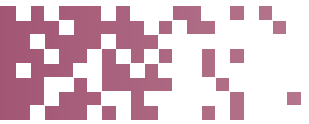
South Metropolitan Health Service
Corporate Finance
Fiona Stanley Fremantle Hospital Group

Sophia's project involved examining non-urgent patient transport, where the objective was to conduct a review of the pricing structure and cost effectiveness of the External Transport Service at Fiona Stanley Hospital (FSH). The review also examined the processes and systems of booking patient transport, with a view to identify areas of operational efficiency to support patient flow. Sophia had the opportunity to engage with members of the transport team, contract management and clinical teams at FSH and Fremantle Hospital (FH), to gain an understanding of patient transport services and the processes and performance parameters involved in arranging patient transport. In addition, Sophia had the opportunity to be involved in the finance team's month-end processes. Sophia assisted in the Demand & Capacity program for External Transport at Service 4 in FSH to examine patient transport activity and manage the demand for non-urgent transport services between FSH and FH.

Supervisors: Masilamany Dhanojanan and Daniel Dalby

After finishing her 2nd Placement, Sophia accepted a position to continue working at SMHS in the Emergency, Acute and Aged Care Service 4 team.

Claudia Phang



Academic Qualifications

Bachelor of Commerce
(Finance; Management),
Curtin University

Why the Graduate Program?

Claudia was intrigued by the rotational nature of the GDP as she had just graduated from university and was exploring her options and career prospects.

How program explores passion/interest

This position challenged Claudia to develop her finance skills, whilst providing a unique opportunity to network as well as share skills that have a greater impact on the community.

Hobbies/interests outside of work

Claudia enjoys going to the beach when the weather permits and finding great food spots around!

Fun fact

Claudia completed a finance internship in the Maldives at the beginning of 2020.

Mentor

Yating Mei, Senior Finance Officer,
Department of Health

Buddy

Sakshi Sindhwani, Financial Analyst,
Purchasing and System Performance,
Department of Health

Placement 1 Summary

WA Country Health Services
Central Office, Grace Vaughn
Service 4 – Business Performance and
Improvement

Claudia's project was a review of WACHS' OBM Framework to improve its accuracy and efficiency. She completed an initial review of 1552 cost centres and through consultation and engagement with her supervisor, Regional Finance Managers and Central Office, she was able to provide recommendations to Central Office Finance relating to profile allocations.

The greatest challenge was the substantial number of anomalies and changes required to improve the accuracy of the OBM program mapping. The initial timeline was affected, resulting in the incompleteness of the review by the end of the placement. Another challenge faced was the lack of IT capability required to improve the profiling system of WACHS' OBM. Due to IT's priority on COVID-19 related matters, this remained unresolved.

The placement solely focused on the OBM review, rather than other BAU tasks in the business performance and improvement team, to achieve as many deliverables as possible before the end of the placement. Claudia was able to engage with Regional Finance Managers (a unique experience from other HSPs) as well as tasks that improved her skills in management accounting, budget allocation accuracy and policy standardisation.

Supervisors: Jonathan Patroni and
Mohammed Huque



Placement 2 Summary

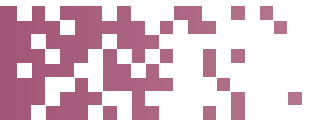
Child and Adolescent Health Services
Perth Children's Hospital
Procurement and Contracts Management

Claudia participated in the Purchasing Reform Project at CAHS. The Reform is a detailed review of how goods and services are being purchased, and identifying any anomalies against policies and appropriate purchasing requirements. The analysis performed in this part of the reform was documented and used in the Forward Procurement Plan.

Unfortunately, there were a lot of technical errors that needed to be attended to by Finance which resulted in delays in the analysis of important data from PowerBI. Whilst working with her supervisor Eloise to continue to reach the deliverables of the project, Claudia engaged with the CAHS Finance team to assist in other BAU work.

Due to these delays in the initial project Claudia utilised her time and skills to redesign the Procurement and Contract Management intranet page and worked on expiring contracts where she completed numerous Contract Management Plans, Contract Review Reports and Extension Letters to be signed off by the Director. This was a unique experience and enhanced Claudia's understanding of the importance and management of documents, policies and standards.

Supervisors: Eloise Hodge and Ken Fowle



A day in the life of

Mason Bogunovich – Finance and Business

6:40

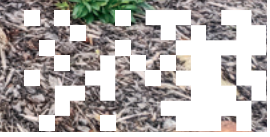
Wake Up

Alarm goes off and the day starts. Struggling to get out of bed I head downstairs and make some breakfast. After I've eaten, I pack my lunch and get dressed ready for work.

8:00

Arrive at work

Once I get to work I have a quick look over my emails (and the stock prices) and see if anything new is on the calendar today.



8:15

Coffee Run

Time for the morning coffee run. A group of us head down the road to the best Bagel place in town. Always a great time to check in with everyone and ask how their week is going.



9:15

Weekly Stand-up

Once a week we do a Teams meeting where we go around and talk about the focus for the current week and any identified roadblocks. This fosters collaboration between everyone in the reporting team and their respective projects.

9:40

Work time

12:00

Lunch

Time for lunch. Half the time I bring my own, otherwise a food truck stops by my office at 11:20am. I always go outside to get some sun and fresh air. My office is pretty social, so lunchtime is always great to catch up with everyone and have some banter.

12:30

Back to work

1:00

Project update meeting

This meeting I have weekly with my supervisors and other team managers to discuss the current state of my project. Currently, the focus has been on planning out the Asset Improvement Template which will allow asset managers across the regions of Country Health to update asset information, which we can then update the database with.

3:00

Ping Pong Break!

4:15

Home time

Another day completed. I pack up my things and head home in lovely peak hour traffic.

6:30

Dinner Time

After my workout I grab some dinner and catch up with my family.

5:00

Time to Exercise

I'm definitely not a morning person, so I always leave my exercise to after work. Depending on the day I will either do a weights session at home, go for a run or either play basketball or go to karate. Even if I'm feeling tired my body always feels like it needs to move after work.

7:00

Unwind time

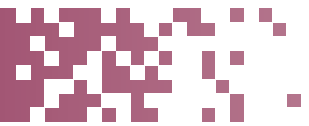
The part of the day I look forward to the most. Depending on what I feel like I will watch a show, game with friends or even just browse online, as there is always something I get obsessed with buying (haha!). If I have the energy, I will go out and catch up friends.

10:00

Bedtime

My goal is to always try to be in bed by 10pm. Though generally I like to stretch before bed and go on the foam roller. It's a lot harder to sleep if your back is sore!

Community events



Gum Lake tree planting

On a humid Saturday morning in early April, the 2022 Graduate Officers journeyed to Blue Gum Lake, volunteering their time to plant seedlings and regenerate bushland.

Getting their hands dirty, graduates helped plant 20,000 native tree saplings in the space of 4 hours! These efforts will hopefully go a long way to helping restore the wildlife habitat potential of the lakebed.

Whilst this event allowed the graduates to give back to the community, it also served as a team building and bonding activity. With the Grads having to squat ankle-deep in mud for much of the time, the event provided a truly memorable experience.

The Grads would like to thank the South East Regional Centre for Landcare and Friends of Booragoon for organising the event.

Ashleigh Parker and Denisha Lee

Australian Red Cross

Throughout the year, several graduates rolled up their sleeves and donated blood to the Australian Red Cross Lifeblood service. With COVID-19, colds and flu continuing to sideline many donors, the Graduates donated blood alongside other WA Health staff members to help ensure that patients continue to receive the blood and blood products they need. The Graduates' donations will serve to support and save the lives of people in need, with every blood donation helping to save up to three lives.

Ashleigh Parker

Step up Challenge for MSWA

On 19 June, the 2022 Graduate Officers laced up their shoes and took part in the annual Step Up for MSWA event to raise awareness and money for Western Australians living with neurological conditions, including multiple sclerosis, stroke, Parkinson's disease, Huntington's disease, motor neurone disease and acquired brain injury.

This unique stair climbing challenge saw graduates race up the 1103 steps of Central Park, Perth's tallest building, alongside over 1000 other dedicated climbers.

Thanks to colleagues, family and friends, graduates raised over \$1500 for MSWA, who work to support the thousands of Western Australians living with neurological conditions.



Ashleigh Parker

Little Things for Tiny Tots

On 28 August, Graduate Officers volunteered for Little Things for Tiny Tots at the Tuart Hill Community Centre. Little Things is an Australian registered charity that provides Perth families with the essentials they need to care for their newborn babies.

Graduates formed part of an assembly line for boxes packed with a selection of clothes, nappies, wipes, blankets and other essential items. These boxes were then labelled and stacked for delivery.

Little Things partners with a number of WA organisations who distribute their New Baby Boxes to families in need. The families they support may be impacted by domestic violence, homelessness, mental illness, drug or alcohol addiction, financial stress, sickness, bereavement and a range of other issues.



Madelaine Chedid



Data Analysis Stream



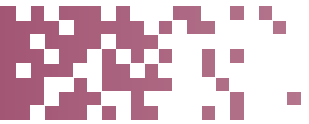
The Data Analysis stream offers graduates opportunities to use data analytics to support health service planning, performance management and workforce planning across WA Health. It is an exciting time for data graduates with initiatives born from the WA Health Digital Strategy 2020–2030 providing opportunities to translate data into meaningful and accessible insights for evidence-based and informed decision making at all organisation levels.

In 2022, 4 graduates completed placements in the Department of Health and WA Primary Health Alliance where they identified trends in the growing population of frequent flyers, developed a dashboard to automatically ingest project risk registers and improved data collection processes. The graduates came from diverse academic

backgrounds including Data Science, Economics, Neuroscience and Nursing. Nonetheless, they share an interest in data analysis and how data can inform decisions to improve the health system and patient outcomes.

In addition to further developing technical skills in various business intelligence tools and programming languages, the Graduate Development Program afforded a multitude of professional development and networking opportunities such as the 2022 Data Science for Business Conference & Exhibition and visits to the emergency department at Fiona Stanley Hospital.

Jean Chong



Academic Qualifications

Bachelor of Science
(Neuroscience; Korean Studies),
University of Western Australia

Bachelor of Science
(Statistics; Philosophy; Korean Studies),
Yonsei University

Master of Biomedical Science
(Neuroscience),
University of Western Australia

Why the Graduate Program?

Jean chose the WA Health Graduate Development Program because it offered both personal and professional support for her career growth while providing invaluable opportunities to learn and network with other graduates.

How program explores passion/interest

The graduate program has given Jean numerous opportunities to explore the vast datasets to find novel solutions in health service planning and delivery.

Hobbies/interests outside of work

Exploring new cities, keeping fit and a big foodie.

Fun fact

She is classically trained in piano and has a 3rd dan black belt in taekwondo.

Mentor

Dr. Christina Read
Analytics and Insights Manager, PPI –
Health Analytics and Performance Reporting

Buddy

Daisy Evans
Data Analyst – Telethon Kids Institute

Placement 1 Summary

WA Primary Health Alliance
Primary Care Analytics

During her first placement, Jean primarily worked on developing an analytical model using General Practice data to evaluate a pilot program to improve care for people with Chronic Heart Failure. This involved defining the KPIs to measure the program's success according to WAPHA's Quadruple Aim. Jean researched and identified relevant data fields and produced two reports including an analytical plan to measure KPIs from available data and a document with suggestions to use surveys and interviews to collect other forms of data for evaluation. Jean was also involved in other ad-hoc analysis work and created reports and dashboards in diverse health spaces and provided support for COVID-19 and Health Pathways teams.

One challenge Jean faced was the lack of face-to-face engagement with stakeholders due to the working-from-home arrangement for the first three months of the placement. Jean's role required her to develop background knowledge in a variety of health spaces and engage with different teams across the organisation to provide analytical support. Jean's placement in WAPHA afforded her many opportunities to familiarise with PowerBI and The Practice Aggregation Tool for the Clinical Audit Tool (PAT CAT), develop stakeholder engagement skills and learn Python coding.

Supervisors: Darshi Wanniarachchi and
Dr. Christina Read

Placement 2 Summary

WA Primary Health Alliance
Commissioned Services Analytics

Jean undertook data-related work in Mental Health, Alcohol and Other Drugs (AOD), Chronic Diseases and Aboriginal Health. Specifically, she compared the headspace mental health dataset (hAPI) and

headspace Primary Mental Health Care Minimum Dataset (PMHC-MDS) data model to understand the differences and identify key insights. She undertook analyses on mental health services in the Great Southern region, profiled mental health patients with records of not attending psychological appointments, and investigated whether Aboriginal mental health practitioners achieve greater outcomes amongst Aboriginal patients, compared to non-Aboriginal practitioners.

Jean was heavily involved in conducting data quality checks on Patient-Reported Experience Measures (PREMs) and Patient-Reported Outcomes Measures (PROMs) for WAPHA-funded services and programs. She supported the team in preparing and peer-reviewing data to report to



the Commonwealth Department of Health in the Primary Health Network 12 Month Performance Reporting, in which PHNs across Australia are assessed against a series of Performance Quality indicators.

Jean faced challenges while negotiating with key stakeholders as she has not previously engaged with them. To ensure report submissions were received in a timely manner, she consulted her supervisor and co-workers to gain contextual understanding of the service providers' circumstances to facilitate productive conversations. Jean expanded her business knowledge and improved her technical skills through attending a Data Science conference and upskilling with Microsoft Learning.

Supervisor: Brooke Williams and Dr. Christina Read

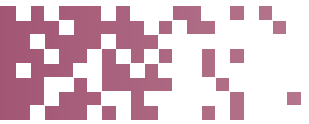
Placement 3 Summary

Department of Health
ISPD, Data and Information Systems
Data Library, Product Management Team

Jean joined the Data Library team and primarily worked on developing a training program for WA Health users to uplift their REDCap capabilities. After reviewing existing training programs, she developed a practical guide and delivered online training sessions across the system. Jean engaged with stakeholders from different Health Service Providers to provide best practice support to help them map project processes. She worked closely with her supervisor to brainstorm ideas and contextualise the users' requirements.

Jean continued to build on her communication skills through facilitating training sessions and engaging with a range of audience groups. She enjoyed developing her technical skills further in a suite of software including Adobe Photoshop, R Studio and REDCap.

Supervisors: Anthony Tavernity and James Godfrey



Academic Qualifications

Bachelor of Science (Nursing),
Edith Cowan University

Graduate Certificate (IT Fundamentals),
La Trobe University

Why the Graduate Program?

The GDP offered David a unique opportunity to work on higher-level problems within the healthcare system and develop new skills in a supportive environment, while leveraging his clinical experience.

Interests that influenced career

An interest in problem solving and decision making under uncertainty led David to a new career in data.

Hobbies/interests outside of work

In his spare time, David enjoys live music, reading, dance, weightlifting, and watching concerning amounts of Netflix.

Fun fact

David played ice hockey for the WA state team for several years.

Mentor

Devon Spaapen
Program Manager – Reporting and Systems
– Infrastructure Operations, WACHS

Buddy

Kimberley Walters
Safety Improvement Lead – Safety, Quality
and Consumer Engagement, SMHS

Placement 1 Summary

Department of Health
Purchasing and System Performance
Information and System Performance
Directorate
Analytics and Performance Reporting,
Funding and Commissioning Reform

To reduce the burden of reporting for the Funding and Commissioning Reform Project team, David developed a PowerBI dashboard that automatically ingests all the project risk registers from Sharepoint and delivers them in one interactive dashboard. Created in consultation with users, the dashboard enables rapid risk analysis and facilitates effective reporting and decision making. Due to its portability, the tool is being adopted by multiple teams in ISPD.

Using PowerBI, David visualised how funding flows into the health system across the patient care journey. This work will inform the development of innovative funding models as part of Funding and Commissioning Reform.

David was unfamiliar with PowerBI prior to his placement but developed his knowledge through self-directed learning including experimentation, feedback, and reflection. The placement allowed him to improve his technical abilities, research skills, and stakeholder engagement, and learn about project management and design from experienced leaders.

Supervisors: Detlev Kerkovius and Steph Tomlin



Placement 2 Summary

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

David's software development work on web applications enhanced the user experience and reduced demand on system administrators. He made quality-of-life code improvements to REDCap (Research Electronic Data Capture, an application used for building online surveys and databases) and Taiga (a project management application). David developed a proof-of-concept for a self-serve user unsuspension mechanism, relieving REDCap administrators of this time-consuming task. He also built a module allowing REDCap users to select and customise background images for their projects, and worked on a number of other features in Taiga and REDCap.

The highly technical nature of the work presented a formidable challenge and an excellent learning opportunity. David learned to set up development environments and use a variety of coding languages (including PHP, JavaScript and Python) to develop software, improving his capacity for technical problem-solving in the process.

Supervisors: Grae Saunders and Damon Brown

After the second placement, David has secured a Project Officer role with the Infrastructure Unit, WA Country Health Services.



Academic Qualifications

Diploma of Data Science,
James Cook University

Why the Graduate Program?

Reece is passionate about using his data analytics and machine learning skills to help the health system tackle problems such as resource allocation and inequity.

How program explores passion/interest

By offering diverse placements that have allowed Reece to hone his skills in data analytics and develop new skills in data engineering and application development.

Hobbies/interests outside of work

Reece is a huge footy fan and history buff. He loves using data to try and predict results for the next footy season.

Fun fact

Before joining the grad program Reece spent 14 years in the mining industry.

Mentor

Jamie Wilson
Senior Analyst, Planning,
Innovation and Commissioning,
East Metropolitan Health Service

Buddy

Dion Kickett
Aboriginal Project Officer,
Aboriginal Health Strategy,
Child and Adolescent Health Service

Placement 1 Summary

Department of Health
Purchasing and System Performance
Information and Performance Governance
Metadata

Reece's primary focus was to make recommendations to implement improvements to practices in data collection for Culturally and Linguistically Diverse (CaLD) populations across the health system. This work is important because it contributes to Recommendation 3b of the Sustainable Health Review which is to increase health outcomes for people with culturally and linguistically diverse backgrounds.

The key tasks to getting this work completed included reviewing the current data collections, performing a literature review around any sources that have contributed to the collection of CaLD data, presenting findings to stakeholders for comment, and producing two options papers. The first options paper focussed on introducing more variables into the system to help reduce inequity within the CaLD population and the second paper made recommendations around making the list of languages more user friendly for staff.

Supervisors: Dr. Annette Tyler and
Shannon Carter

Placement 2 Summary

Perth Children's Hospital
Neonatology
Newborn Emergency Transport Service

The Newborn Emergency Transport Service (NETS) operates over the largest land area for a health service in the world, collecting babies under 30 days old from all over WA. Reece was tasked with designing a REDCap (Research Electronic Data Capture) survey to capture their clinical patient data and remove manual data entry while also designing a PowerBI report to visualise

and support the data collected and inform the team's decision making.

While designing the REDCap survey Reece worked closely with the clinicians to ensure that the questions were in a logical sequence and the amount of questions were kept as low as possible. The team's highest priority was that the tool remained practical to use while in a highly stressful environment.

NETS is also a member of an inter-agency working group that consists of the agencies that are involved in the safety and transportation of the babies from rural areas to PCH. As part of his business as usual tasks Reece contributed data analytics to the group so they could gain understanding of their historical data, set KPIs and predict the future activity levels of the service.

Supervisors: Tanyana Bailey and Debbie Chiffings



Placement 3 Summary

Department of Health
Purchasing and System Performance
Information and Performance Governance
Policy and Governance

and

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

Reece had the opportunity to work on 2 separate projects throughout his third placement. His work with the Policy and Governance team provided support for the data analytics maturity assessment process. This included liaising with external stakeholders to develop a self-assessment tool and developing a PowerBI report to support the data collected from a REDCap survey. His main challenge was ensuring the report kept the results of all Health Service Providers (HSPs) anonymous while still providing the user of the report with a benchmark to understand what is required to improve.

The Data Innovation Lab team are currently working on developing a synthetic data set and Reece was tasked with testing the known algorithms in R Studio and Python for their feasibility and applicability to the current health data collections. The intention of a synthetic data set is to mimic the distribution of real data while removing the risk of identifying real people. Through a process of elimination Reece has identified some algorithms that are not suitable to be used due to the complexity of our real datasets.

Supervisors: Ruth Alberts, Stewart Sandon, Dr. Sylvia Young and Chris Dorrian



Academic Qualifications

Bachelor of Commerce
(Economics; Finance), Honours,
University of Western Australia

Why the Graduate Program?

Asad has always been interested in health economics and wants to do a PhD one day. The opportunity to get real world experience in how the system works was something he wanted.

How program explores passion/interest

The opportunity to try different roles and work with people from diverse backgrounds.

Hobbies/interests outside of work

Surfing, camping, travelling and cooking.

Fun fact

He services his car in Albany, no family connections but the surf is good there.

Mentor

Antony Monaco
Department of Health

Buddy

Baldave Singh

Placement 1 Summary

Department of Health
ISPD
APR, Economic Modelling team

Since 2018/19 there has been significant growth in the number of frequent re-presentations at EDs across WACHS. The aim of this project was to quantify the frequent re-presentations population, identify trends driving growth and provide an economic cost of the issue.

Across WACHS there are currently 16,898 frequent re-presentations who last year were responsible for 108,725 presentations. Since 2018/19 the number of frequent re-presentations and the presentations they were responsible for grew at an average of just under 3% per year.

Two main presentation categories appear to be driving the growth in frequent re-presentations: 1. A rise in GP type visits to ED; largely in response to the GP shortage in Northern WA. 2. A rise in individuals presenting with low complexity injuries.

Whilst the department has a mountain of data at its disposal there are still many contextual variables that are unable to be collected making it difficult to truly ascertain why trends are occurring.

Going to Fiona Stanley ED was a great opportunity that opened my eyes to just how complicated and intense emergency departments are.

Supervisor: Michael Winter



Placement 2 Summary

Department of Health
Funding and Commissioning Reform Team
ISPD

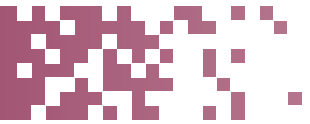
One issue facing WA Health is that demand for health services is outstripping supply. In order to maintain the quality of health services into the future we need to work more efficiently with our current funding pool and an easy way to do this is to treat people early and keep them out of hospital. Asad's project aimed at mapping potentially preventable hospital admissions (PPAs) across WA in order to identify spots where public health interventions would be of the most benefit.

The main challenge Asad faced was mapping PPAs across the state. The geographic data at a patient level was not available in the hospital data set meaning Asad had to create a model that would link ABS geographic data to patient data set.

As part of his placement Asad felt that to truly understand how the health system works you need to be a part of it. As a result, he decided to break his hand surfing which slowed his progress but taught him a valuable lesson in how emergency departments work.

The main skill Asad developed in this placement was creating PowerBI dashboards – this was a really useful tool to show stakeholders key information in a succinct format.

Supervisor: Detlev Kerkovius



A day in the life of

Reece Pedley – Data Analysis



6:00

Wake up! (yell it like a toddler)

Who needs alarms when you have children to jump on you? Get up, jump in the shower, organise breakfast for the household and coffees for the adults, sort out lunches and bags for the day, make sure the children are dressed and haven't misplaced their shoes since having them put on, get in the car and get the kids to school and day care.



9:00

Work time

Arrive at work for the start of our monthly team meeting, one of the many items on the agenda is a chance for me to receive feedback from the greater team cohort regarding a PowerBI report I'm putting together which summarises the data entered into a REDCap (Research Electronic Data Capture) survey by the nurses who go and retrieve critically ill babies from other hospitals.

10:00

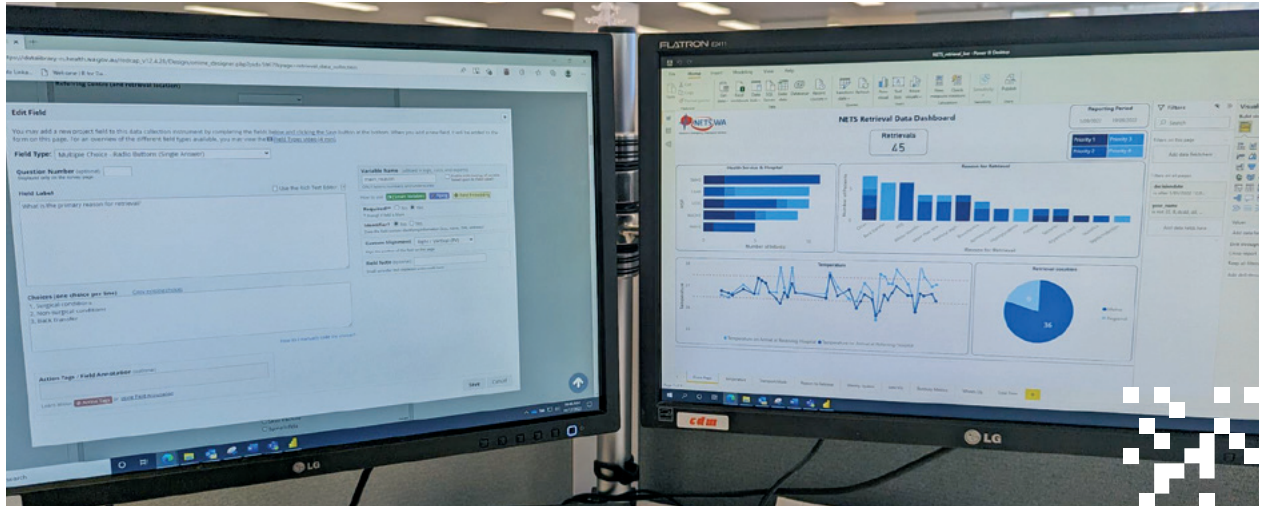
Emails, Teams and Tasks

I have a quick look at my emails but most of my communication comes through the various groups and chats on Teams. I find Teams easier to discuss work as it's a more informal way of communicating and any documents I'm making edits to are updated live so any formula or wording issues can be discussed in real time.

10:10

Report formulating and REDCap survey updates

Today I'm continuing work on my report now that I've received the feedback I was after; the report is live in a PowerBI online workspace but given that most of the team are clinicians they have limited time to view it. During the meeting we also went through some minor bugs in the REDCap survey that have been giving the nurses a bit of grief and these are now on my list of things to fix.



11:00

Coffee

One is not enough; this is also a good opportunity to go for a walk with my supervisor and get to know her better.

11:15

Back to work

Reinvigorated with coffee, now is the time to knock out some serious work before lunch.

1:00

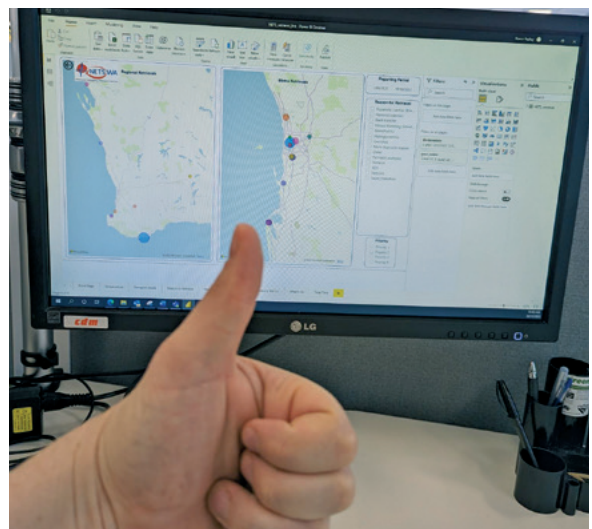
Lunch

A later start time means a slightly later lunch time. I tend to study a history topic or update my fantasy team while I eat – today I opt for the former as teams won't be announced until later in the week. I'm currently hooked on the history of Byzantium, with today's focus being the siege of 717 AD.

1:30

Back to work (pt. 2)

This is usually the best time to get my supervisor's attention to have a quick discussion about the options going forward. I fixed the gremlins in REDCap earlier today so I ask her to try and break the tool. Before she does this we discuss the worth of adding a map page to the report (spoiler alert, we added it).



5:00

Home time

I battle through the rain and peak hour traffic to make it to children collection facilities.

6:30

Unwind and chores

The kids spend their evenings playing with their toys, watching TV and playing video games while the adults clean the dishes and put on a load of washing.

7:30

Kids bedtime

It's been a big day; we get the usual rebuttals but succeed in getting the children to bed.

8:00

Adult time

We finally get some peace and settle in to watch something on TV. Somewhere between 10 and 11 we call it a night.

6:00

Dinner time

I usually get home and dinner is already served which is fantastic because I usually get asked for something to eat while we are in the car!





What a time to be working in health

2022 has certainly been an interesting time to be involved in the WA health system. The grads' year has been drastically affected by COVID-19, with impacts of the pandemic affecting each grad to some capacity in their placements. This challenge, and the current time period of immense change in the workplace, meant that the grads were all able to deliver a significant array of substantial outcomes for WA Health.

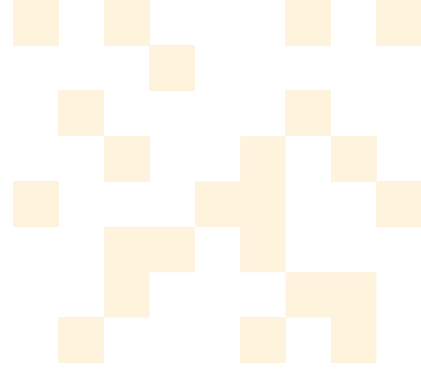
One placement that highlights the significance of the grad's work this year was Jeremy's third placement at SMHS, where he worked in the sustainability team. With environmental sustainability being described by the Lancet in 2009 as "the biggest global health threat of the 21st century", there is a significant amount of exciting work currently being done in this space. Jeremy's main project was to develop an eLearning module aiming to increase the knowledge of SMHS staff on this issue and provide them with the tools and agency to implement environmental sustainability initiatives in their workplace. He also developed a sustainability activity tracker, a virtual marketplace for SMHS staff to exchange workplace items and an environmental sustainability SharePoint page that has a range of resources and information available for staff to use. These

deliverables have enhanced the environmental sustainability capacity in the organisation, and will be expanded on in the future to further support environmental sustainability at the HSP.

Accomplishments like these were certainly not easy to achieve, due to the many adversities that the pandemic instigated in the health system. Despite these issues however, the grads were inspired by the resolve and perseverance of staff throughout this challenging time. This was evident through clinical staff's determination to provide the highest level of patient care while managing staff furlough, and non-clinical staff's willingness to continue working from home to ensure deliverables were achieved, despite the illness they may have faced. The grads were nothing short of inspired by what they saw over the year, and all realised the remarkable calibre that staff in the WA health system possess.

There is no doubt that when the grads reflect on this year, they'll remember the inspiring dedication of all health staff who overcame every challenge they faced to ensure the vision of a healthy WA was achieved.

Jeremy Hansen



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