



Improving care together

Quality Account

2025

Contents

Message from CEO and CMO	3
01. Patient experience	4
02. Consumer participation	8
03. Disability Action Plan	10
04. Aboriginal Health	12
05. Rainbow Health	14
06. Language services	16
07. National Standards Accreditation	17
08. Patient safety at Austin Health	18
09. Escalation of care	20
10. Falls	21
11. Pressure injuries	22
12. Infection control	23
13. Blood products	26
14. Mental Health	27
15. Building strong leaders at Austin Health	28



Acknowledgement of Traditional Owners

Austin Health is on the lands of the Wurundjeri Woi Worrung People of the Kulin Nations. We acknowledge the Aboriginal, Torres Strait Islander People and all Indigenous nations of the world, who continue to uplift communities and champion rights to land, water, language and traditions. We support the important role Indigenous People continuously hold in our society.

We pay our respects to their Elders past and present and acknowledge the ongoing connections to land, skies, waterways, culture and lore of the oldest living culture in the world.



Inclusion

Austin Health celebrates, values, and includes people of all background's genders, sexualities, cultures, bodies and abilities.

Message from CEO and CMO

We are pleased to present the Austin Health Quality Account for 2024-25. This is an opportunity to share how Austin Health keeps step with community expectations of care, and reflects our commitment to clinical excellence and patient safety – which is at the heart of everything we do.

The Quality Account highlights how patient feedback drives improvement at our hospital, how we monitor patient safety, and the steps we take to keep our community safe. It also seeks to show the incredible role our consumer partners play in developing and introducing improvement initiatives at Austin Health. Indeed, this report itself was developed in collaboration with consumer partners who helped to ensure it is clear, meaningful and accessible to our community.

Over the past year we have introduced several important improvements to how we deliver care. The launch of our new patient portal has given patients better access to their health information and supports more connected care, we have strengthened falls prevention strategies, ensuring safer environments for patients, and we have improved processes for prioritising urgent blood products, enhancing safety in critical situations.

We have also focused on improving patient experience across our health service, listening to feedback and working closely with consumer partners to make care more responsive and inclusive.

Thank you to our dedicated teams, including our consumer partners, for your ongoing work to constantly improve care, and thank you to our community for your ongoing support. Together, we are continuing to shape a health service that values safety, quality, and continuous improvement for every patient.



Jodie Geissler
Chief Executive Officer

Heidi Gregory
Interim Chief Medical Officer



This report has been co-created with our highly valued consumer partners. Their insights, ideas, and suggestions have helped shape a report that is both meaningful and inclusive. We are grateful for their contributions and proud to reflect their voices throughout.



Have an idea for what we should include next time?
We'd love to hear from you! Reach out to us at
consumerpartners@austin.org.au

01.

Patient experience

How we manage feedback

We listen. We learn. We improve.

At Austin Health, we welcome feedback from our patients, visitors and consumers — it helps us improve care and services for everyone.

You can share feedback by:

- Filling out a feedback form at any of our sites
- Calling, emailing, or using our online feedback form on the website

Complaints are reviewed by senior staff and used to make improvements.

Compliments are shared with the appropriate area manager and team to acknowledge great work and foster a positive, supportive culture.

2024–2025 Feedback snapshot

Compared with last year, results show a positive trend:



932
compliments
13.2% More than
2023–2024




1,257
complaints
1.6% fewer than
2023–2024

Your feedback helps us make Austin Health better — every voice counts.


Austin HEALTH

We welcome your feedback

Your feedback helps us improve our health service and ensure we're providing the best experience for our patients, their families and carers.



We welcome your compliments, complaints and suggestions. Follow this QR code to provide feedback about your experience at Austin Health.



Tell us what you think!

Help us improve our services and the care we provide. What did we do well? How can we improve?



Our Patient Experience Survey provides you with an opportunity to tell us about your hospital stay. A survey link will be sent to your mobile, via SMS, the day after you go home from hospital. You can also provide a comment about your experience. The anonymous survey takes just 1 minute to complete. Please ask staff to check your mobile number is recorded correctly on your file.

Austin HEALTH

Victorian Health Experience Survey (VHES)

Listening to patients to improve care.

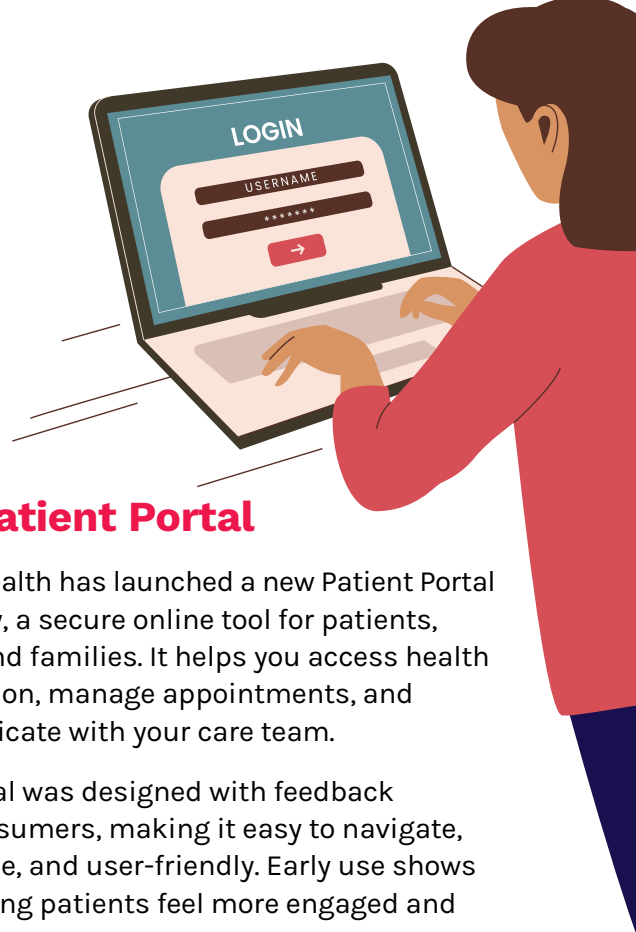
The Victorian Health Experience Survey (VHES) collects feedback from patients about their experiences at Austin Health. This helps us understand what’s working well and where we can improve.

The Department of Health sets a target of 95% positive responses for overall patient experience.

Quarter	Time Period	Austin Health Result	Dept of Health Target
Q1	Jul-Sep 2024	92.4%	Below target
Q2	Oct-Dec 2024	94.2%	Almost achieved
Q3	Jan-Mar 2025	94.2%	Almost achieved
Q4	Apr-Jun 2025	94.6%	Almost achieved

Austin Health 2024/25 Adult inpatient results





Emergency Department — “ED: About Us”

Helping you feel prepared and confident when visiting the Emergency Department (ED).

Our Emergency Department has created a new consumer-focused video called "ED – About Us." The video was made in response to feedback from patients and carers who wanted clearer information about what to expect when coming to the ED.

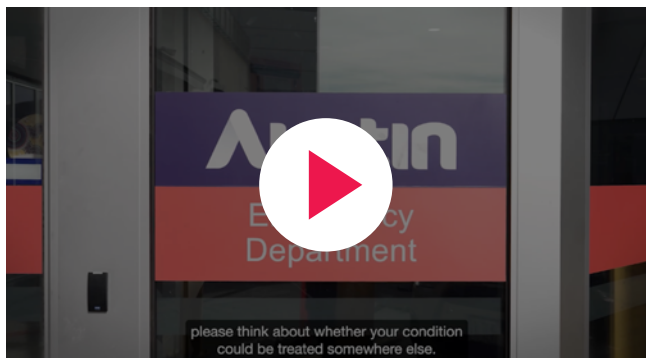
It explains:

- **Interpreter services:** how to get help from an interpreter if English isn't your first language.
- **PACE (Patient and Carer Escalation):** how patients and carers can raise concerns or ask for help.
- **What to bring:** tips like bringing your medications and leaving valuables at home.
- **Leaving the ED:** reminders to collect your medicines, understand your care plan, and ask for any medical certificates.

The "ED – About Us" video helps make visits to the Emergency Department easier, clearer, and more comfortable for patients, carers, and visitors.



Scan the QR code to
watch the video or visit
austin.org.au/emergency

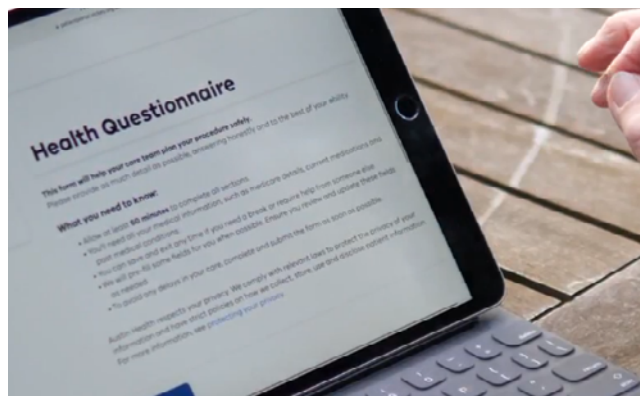
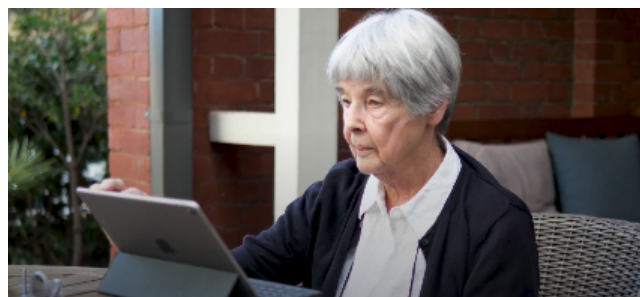


The Patient Portal

Austin Health has launched a new Patient Portal on VicKey, a secure online tool for patients, carers, and families. It helps you access health information, manage appointments, and communicate with your care team.

The portal was designed with feedback from consumers, making it easy to navigate, accessible, and user-friendly. Early use shows it is helping patients feel more engaged and informed.

Lessons from our rollout are now being shared across Victoria to improve digital health for everyone.



For more details about
the Patient Portal, visit
the Austin Health Patient
Portal page.



Consumer participation

Building the capacity of Consumers, Carers and community members to participate fully and effectively in their healthcare.

Supporting someone in Hospital – A new resource for carers and families

We're proud to introduce a new brochure, **Supporting Someone in Hospital**, co-created with Carers Victoria. This resource offers practical tips to help carers and family members continue their vital support role in the hospital setting. It recognises that carers know the person best and can be key partners in care and safety.

- Co-designed with Carers Victoria to reflect real experiences and needs.
- Offers practical guidance for continuing their support during hospital stays.
- Encourages collaboration between carers, families, and healthcare teams.
- Aims to enhance patient safety and involvement in care.



Supporting someone in Hospital brochure.

[DOWNLOAD](#)



Helping patients and families prepare to go home

Leaving hospital can feel stressful, especially when there's a lot to think about. Feedback from patients and families told us they want to be more involved in planning for discharge. That's why we've created a simple guide to help everyone feel ready and supported when it's time to go home.

- Discharge planning starts early to help make things smooth and safe.
- Your planned discharge date may be written on your bedside patient communication board.
- Talk with staff about transport options, medicines, and follow-up appointments so you have all the information you need before you leave hospital.
- Equipment and home support may be arranged if needed.
- Ask for a medical or carer's certificate before you leave.
- You'll receive key documents like your discharge summary if available. Otherwise, these can be found on your My health Record.



Preparing for Home brochure and discharge planning checklist.

[DOWNLOAD](#)

Improving our appointment text messages

We know that getting to your hospital appointment can be hard, and many patients told us our text messages were confusing. That's why we've worked with staff across Austin Health to improve them. We've created clear and consistent SMS templates to help you feel more confident about your upcoming visit.

- Messages now include the hospital campus name and department.
- Clear appointment day, time and date.
- Location details to help you find where to go – including building and level.
- Contact information if you need to reschedule or ask questions.

These changes aim to make your hospital visit easier and more organised.



Consumer partners

We work closely with patients, families, and carers to improve healthcare. We partner with over 60 consumer representatives across 19 committees to help shape services, review patient information, and guide important projects.

In 2024/2025, we made it easier for consumer partners to get involved by:

- launching a Consumer Partner Portal for training and remuneration
- improving IT support and meeting access
- creating a clearer role description and smoother onboarding process.

A recent survey showed 87% satisfaction, reflecting our commitment to listening and working together. We value every voice and believe that care is better when it's shaped by the people who use it.



Scan this QR code to hear from Alex and Greg sharing what it's like to be a Consumer Partner at Austin Health



Disability Action Plan

Austin Health's Disability Action Plan — Entering its final year in 2026

(2024–2025)

Austin Health's **Disability Action Plan (DAP)** is in its final year!

Together with our Disability Inclusion Committee and Disability Liaison Officers (DLOs), we're building a health service that's more inclusive, accessible and effective for everyone.

Our plan aligns with national safety and quality standards and helps make sure we meet our legal and social responsibilities.



Priority 1: Inclusive

We've worked closely with consumers and staff to make Austin Health more welcoming for people with disability.

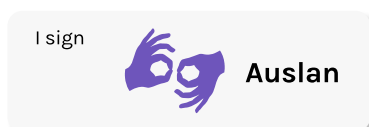
- **Improving vision access:** Co-designed a new inpatient poster with a consumer partner.
- **Learning together:** Shared and adapted Alfred Health's SPEAK disability awareness training. This is now available for Austin Health staff.
- **Building understanding:** More than 400 staff took part in disability education, including:
 - a webinar for **International Day of People with Disability** featuring the relaunch of the Autism Care Plan on our electronic medical record (85 attendees)
 - an Allied Health education showcase presentation on disability education projects
- **Representation matters:** Updated our consumer onboarding process to ask about disability or impairment so more voices are heard on committees.



Priority 2: Accessible

We're making our spaces and communication easier to use for everyone.

- New Changing Places bathrooms coming soon – one in the Emergency Department redevelopment and another on Level 3 of the Harold Stokes Building.
- Auslan added to our Language **Skills Badge Program** so staff can identify if they can sign with patients.



- Formed a Wayfinding Working Group to improve signs and navigation across our sites.



Disability Identifier: It's an Australian first – a way for patients and their families to self-report their disability and any assistance or adjustments they may need when accessing healthcare, within our Electronic Medical Record. It was co-designed with people with lived experience of disability.



The project has also been announced as the **winner of the Partnering with Consumers to Improve Patient Experience category at the 2024 Victorian Public Healthcare Awards.**

Priority 3: Effective

Our Disability Liaison Program continues to deliver strong, reliable support.

- Supported 1,000+ patients with disability to access care this year – maintaining consistent referrals over three years.
- Asked more than 50,000 patients the disability identifier question – with 18% identifying as having a disability.
- Partnered with Parkville Precinct and University of Melbourne on publishing the 'Implementation of a Disability Identifier in Electronic Medical Records: Evaluation of Utility and Acceptability' report, Accessible Care Toolkit and a research manuscript.
- Our DLOs hold the Victorian lead role for sector development. Key achievements include:
 - released a video for Deaf and Hard of Hearing Victorians with Deaf Victoria and Department of Health
 - hosted 25 community of practice sessions and shared 24 newsletters with 23 health services
 - provided 169 expert consults, tripling in the latest quarter!
- Successfully completed the **National Disability Insurance Scheme Quality and Safeguards Audit.**

Together, we're making Austin Health a more inclusive place for all.



To see our full Disability Action Plan (DAP) and progress please visit austin.org.au

04.

Aboriginal Health

Supporting First Nations patients, families & staff

At Austin Health, we're working to make our hospital a culturally safe and welcoming place for First Nations people. This means listening, learning, and making real changes.



Here's what we've done this year:

- We worked with Weenthunga Health Network to review how culturally safe our care is. They gave us 30 recommendations, and we've already started making improvements.
- We've built a stronger First Nations Health team, including a new Director and more Aboriginal Hospital Liaison Officers (AHLOs), with plans to offer support every day from 8am to 9pm.
- We've recently added beautiful murals and artworks by First Nations artists to enrich our spaces and create a more welcoming environment. Wurundjeri artist Alex Kerr created the mural at the Austin Hospital Level 3 entrance, as well as the pieces featured in the Ngarra Jarra Office and carpark. Other artworks across our sites were commissioned from talented artists representing a range of First Nations mobs.



- We asked First Nations staff and patients what matters most to them. 88% of patients said they feel culturally safe here.
- We created a staff immersion program where doctors spend time with the Ngarra Jarra team to learn more about First Nations culture and care.
- We're improving how staff ask and record identification questions, helping us better support mob.
- We celebrated NAIDOC Week with events across all sites, including a smoking ceremony.
- We're offering possum skins to mob during Sorry Business and other tough times—this connection means a lot.
- We're working with pharmacy and RMIT students on a project to improve how First Nations patients receive and understand their medicines after leaving hospital.



- We've started work on an anti-racism policy and are educating our leaders about the history of the Frontier Wars.
- We're building stronger relationships with Aboriginal health organisations to improve care and support.

We're proud of these steps and will keep working with our First Nations community to make Austin Health a place where everyone feels safe, respected, and heard.



05.

Rainbow Health

Introducing the Rainbow Health Working Group

Austin Health has launched the Rainbow Health Working Group—a new team focused on improving care and support for our LGBTIQ+ community. This includes people who identify as lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual, and other diverse sexualities and genders.

The group is made up of passionate staff from across the organisation. Together, they're working to:

- make sure LGBTIQ+ patients feel safe, respected, and understood
- help staff learn how to provide affirming and inclusive care
- improve policies and systems to support diversity and inclusion
- create spaces where everyone feels welcome and valued.

This is an important step in making Austin Health a place where people can be their true selves—whether they're a patient, a family member, or a staff member. We're proud to support a culture of equity, respect, and belonging for all.



Inclusive care: Welcoming the Mx title and updating patient records

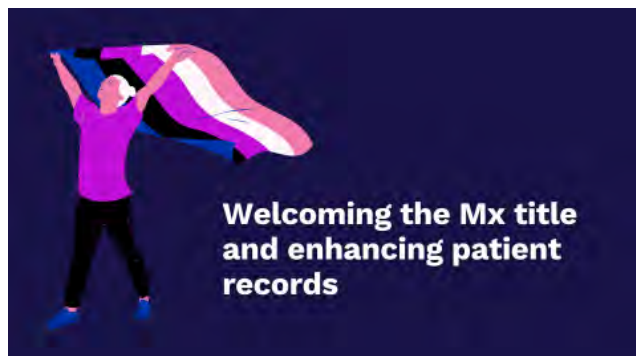
Austin Health is making it easier for patients to feel respected and included. We've added the **Mx title** to our patient record system. This title is often used by people who are **nonbinary** or prefer not to be identified by gender. It joins other titles like Mr, Mrs, and Miss, and helps us provide care that's **person-centred and respectful**.

We've also updated our other system, Cerner, to:

- record **sex at birth** instead of just "sex"
- include a new field for **gender identity**.

These changes mean our staff can better understand and support each patient's needs—both medically and personally. Patients are asked for this information when they register, and they can update it anytime.

By making these updates, we're helping all patients feel **safe, seen, and supported**—especially those in the **LGBTIQA+ community**. It's one more way we're working to make Austin Health a place where everyone receives the best care possible.



06.

Language services

Helping everyone understand their care

At Austin Health, we know that good communication is key to safe, high-quality care. That's why we offer **professional interpreter services** to help patients who speak languages other than English.

In the past year, **15% of our outpatients** came from culturally and linguistically diverse backgrounds. To support them, our Language Services team provided over **17,800 interpreter appointments**, including:



Face-to-face interpreting



Phone interpreting



Video interpreting

We also helped **Auslan users**, with 96% of requests successfully filled. When interpreters weren't available, we found other ways to make sure patients could still understand and be involved in their care.

The most requested languages included

Mandarin

Greek

Arabic

Vietnamese

and Italian.



We also translated **88 written resources** into the top languages used by our patients.

These services help patients:

- understand their health and treatment
- ask questions and make informed decisions
- feel safe, respected, and included.

Austin Health is committed to making sure **language is never a barrier to care**. We'll keep improving how we support all patients—no matter what language they speak.

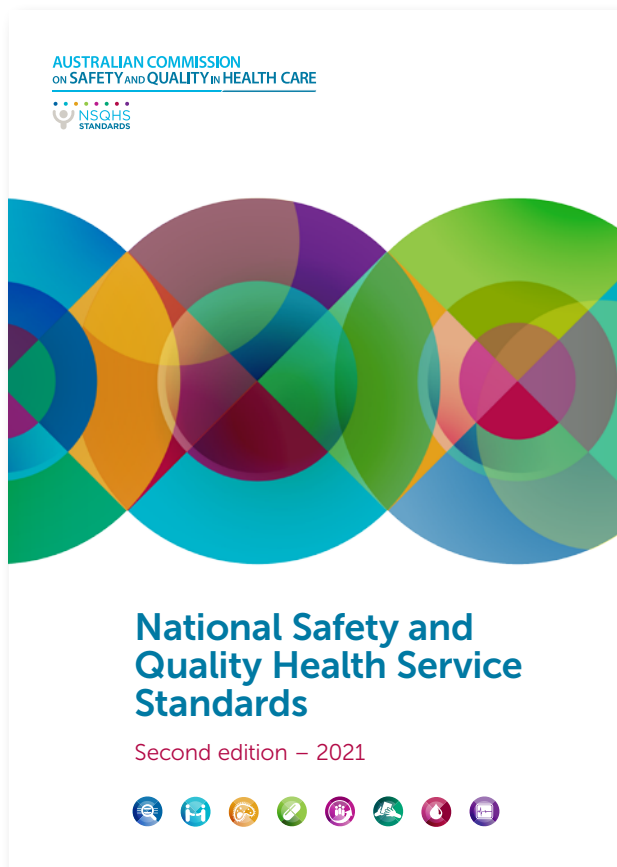


07.

National Standards Accreditation

In February 2025, Austin Health underwent its National Safety and Quality Health Service (NSQHS) Standards assessment, conducted by a team of 10 assessors from the Australian Council on Healthcare Standards (ACHS). The outcome was very positive – Austin Health successfully met all standards, with just one recommendation.

During the assessment week, assessors saw firsthand the dedication of our staff, who spoke passionately about their work and commitment to patient care. Patients also shared that they felt informed and confident in the care they received. This feedback reflects what we already know – that Austin Health staff live our values every day and are always working to improve care for our community.



08.

Patient safety at Austin Health

At Austin Health, keeping patients safe is a top priority. We aim to deliver care that's effective, safe, and compassionate.

How we keep patients safe

We focus on:

- preventing harm by identifying risks early
- learning from incidents and listening to patients and families
- being open and honest about safety
- supporting staff with training and tools.

Our safety team tracks incidents, checks policies, and monitors performance. A dedicated committee leads safety efforts across all departments.

Reporting incidents

All staff can report incidents that affect patients. Each report is rated using a system called the Incident Severity Rating (ISR), which goes from 1 (most serious) to 4 (least harm). A high number of reports shows that staff are paying attention and care about making things better.

In March 2025, Austin Health helped update the ISR system across Victoria. Since then, we've seen more ISR 3 reports, which means we're capturing and learning from less serious events too.



Serious events and how we respond

Some incidents are very serious. These are called **Serious Adverse Patient Safety Events (SAPSEs)** and include ISR 1 and ISR 2 cases. They don't happen often, but when they do, they can deeply affect patients and families.

When a SAPSE occurs, a team of experts—including doctors, managers, and safety specialists—review the case within 50 business days. We also include patient and family voices in the review and ask outside experts to help us learn and improve.

Under Victorian law, hospitals must tell patients in writing when harm occurs, say sorry, explain what happened, and describe how they're working to prevent it from happening again.

In the 2024–25 financial year:

- 57 SAPSEs were reported.
- 41 patients or families joined the review process.
- 16 chose not to participate.
- 4 incidents were reported to Safer Care Victoria's Sentinel Event Program—half as many as the year before.

Learning from mistakes

Here's one example: A patient was given the wrong dose of pain medicine and experienced temporary harm. After reviewing the case and speaking with the patient and their family, we added new safety checks to our Electronic Medical Record system. This change helps protect future patients.

Oversight and improvement

The **Adverse Events Committee (AEC)** reviews all serious incident cases. They make sure safety recommendations are followed and track how long it takes to put changes in place. Their work helps make our safety systems stronger and more effective.



Escalation of care

Helping patients speak up about their care: PACE at Austin Health

Austin Health wants patients and families to feel safe and supported during their hospital stay. That's why we have a system called **PACE**, which stands for **Patient and Carer Escalation**. PACE helps patients or their loved ones speak up if they're worried that the patient's health is getting worse. It's a simple three-step process, and if needed, a senior staff member will listen and take action to help.

From July 2024 to June 2025, there were 45 PACE calls, which is about the same as last year. You can find PACE posters in ward areas, and it's also included on the My Communication Board in patient rooms, so everyone knows what to do if they're concerned.

Do you have concerns about your condition?

Austin
HEALTH



Do you think you need urgent medical help?

1

Talk to a nurse about your concerns

2

Are you still worried?
Please speak to the Nurse in Charge

3

Still worried?
Phone **90** (internal) or **9496 5000** (external) and ask for a **"PACE Call"**

Patient and Carer Escalation:

Patient and Carer Escalation (**PACE**) Call enables **You** to act on concerns for urgent medical review.



10.

Falls

Preventing falls in hospital: a new team approach

Falls in hospital can be serious, and Austin Health is working hard to prevent them. A new approach called "Eyes On" is being used in four wards. Staff stay more visible and check in with patients more often, especially during busy times.

We learned from patients that falls often happen when:

- They feel stronger than they are.
- They don't want to bother staff.
- They can't reach the call bell.

So, we created three simple messages:

**"We are not too busy to help.
If you need help, ask."**

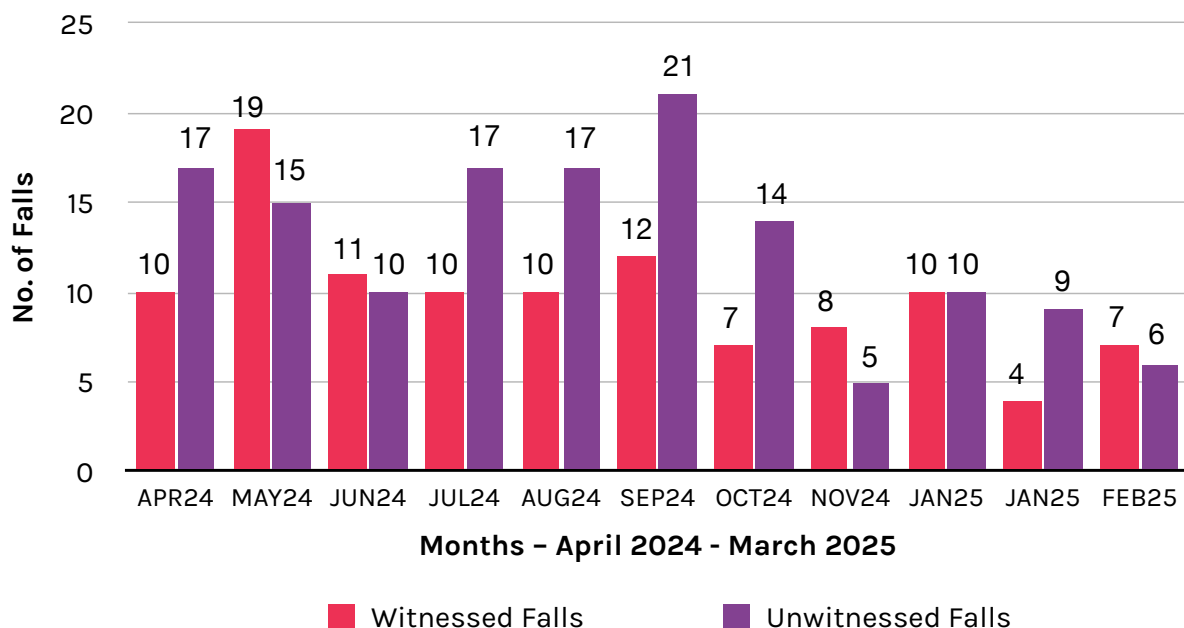
**"Your balance and strength may
be different in hospital."**

"Calling is better than falling."

Staff share these messages with patients and make sure the call bell is within reach. Early results show fewer falls, so we're now expanding this approach to more wards.



Falls by Month April 2024 – March 2025



Pressure injuries

Preventing pressure injuries in hospital

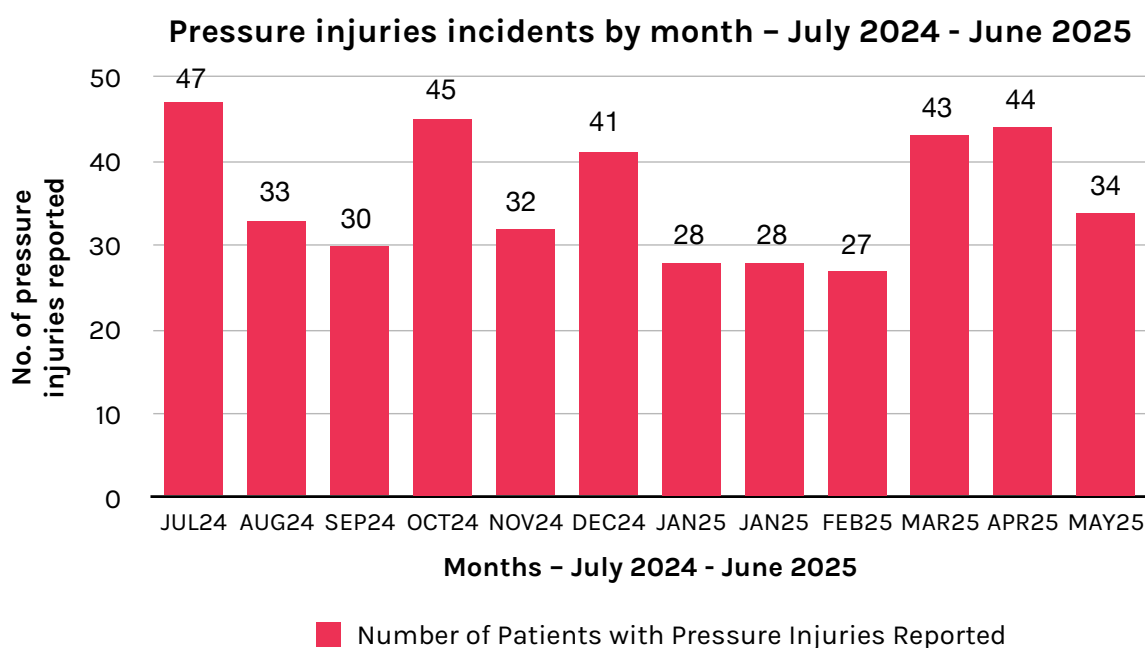
Pressure injuries (also called bedsores) can happen when someone stays in one position for too long. They often appear on heels, hips, or the bottom and can be painful and slow healing.

At Austin Health, fewer patients had pressure injuries this year – about 9% less than last year. But more patients had serious injuries that went deeper into the skin. This may be because we are caring for patients with more complex health needs.

To help prevent pressure injuries, our team is working on:

- More thorough skin checks
- Improved reporting of injuries caused by medical devices (like tubes or masks)
- Education for staff, patients, and families

We're focused on finding early signs and helping patients at risk to stay safe and comfortable.



Infection control

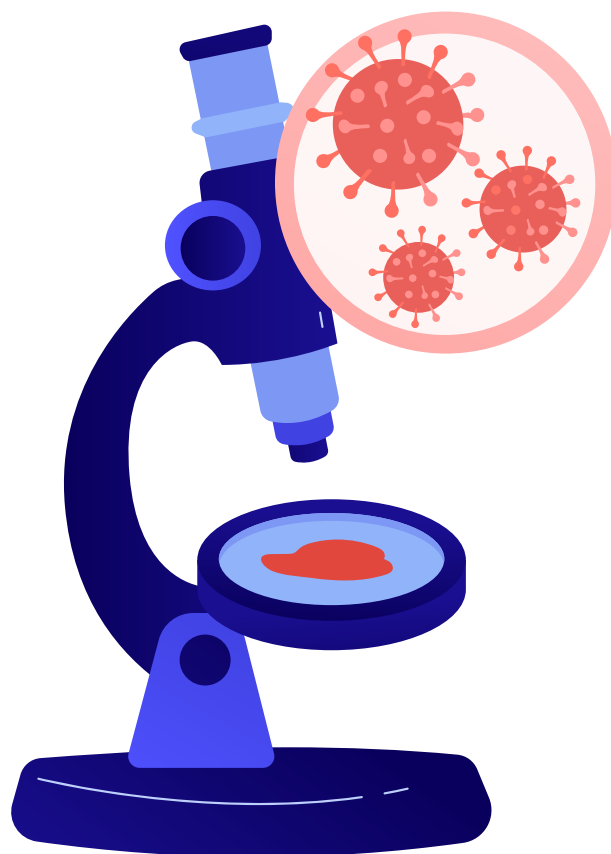
Infection prevention and control

Austin Health staff have worked hard to reduce infection rates across the organisation. We are pleased to report their hard work is showing positive results for patients.

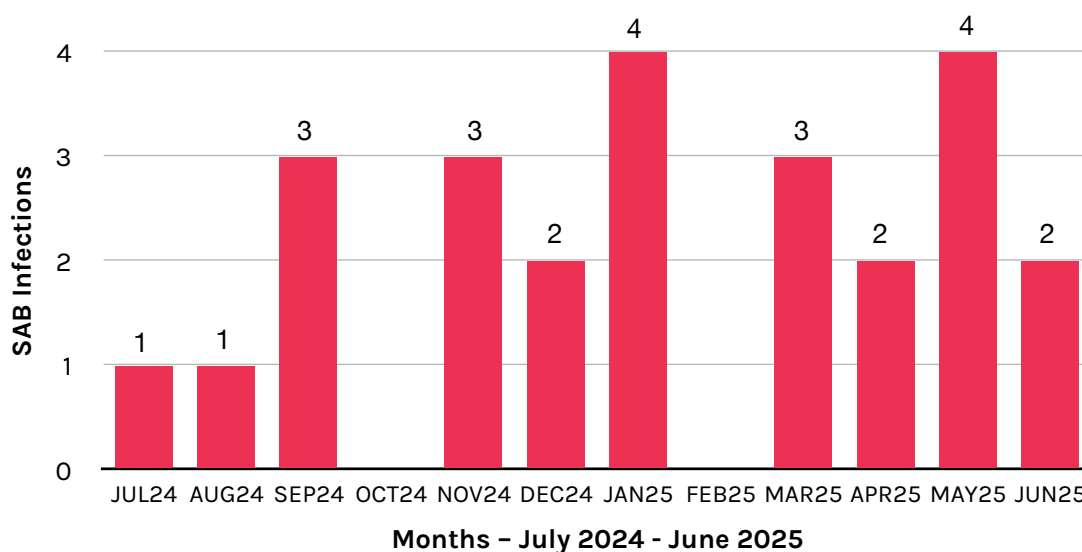
Keeping bloodstream infections low

Staphylococcus aureus bacteraemia (SAB) is a serious bloodstream infection that can happen during hospital care. At Austin Health, our SAB rate has increased slightly and sitting at 0.9 infections per 10,000 occupied bed days — slightly above the Victorian target and staying below the national benchmark of 1.0.

Our goal is zero infections. To get there, we focus on safe and consistent care when inserting and managing Intra Venous lines.



Staphylococcus aureus bacteraemia (SAB) infections



■ Number of Patients with SAB Infections

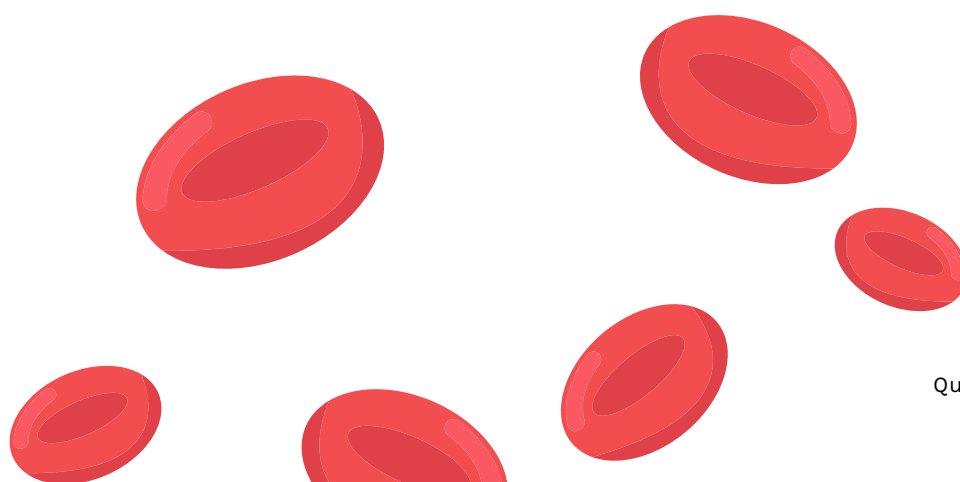
Reducing bloodstream infections from central lines

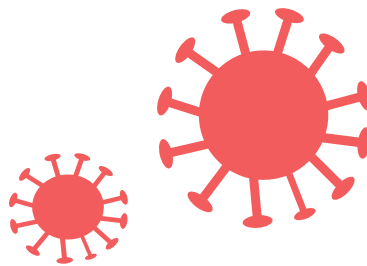
Austin Health has reduced central line-associated bloodstream infections (CLABSI) from **1.2 to 1.0 per 1,000 line days** this year. While this is still above the Victorian Hospital Acquired Infection Surveillance System (VICNISS) five-year aggregate rate average of 0.5, it's a step in the right direction. Our goal is **zero infections**.

To help keep patients safe, we've taken several actions:

- daily body washes with Chlorhexidine for patients with central lines
- improved hand hygiene
- better technique when handling lines
- regular checks on intra venous line placement and how long they're used
- daily reviews to see if the intra venous line is still needed.

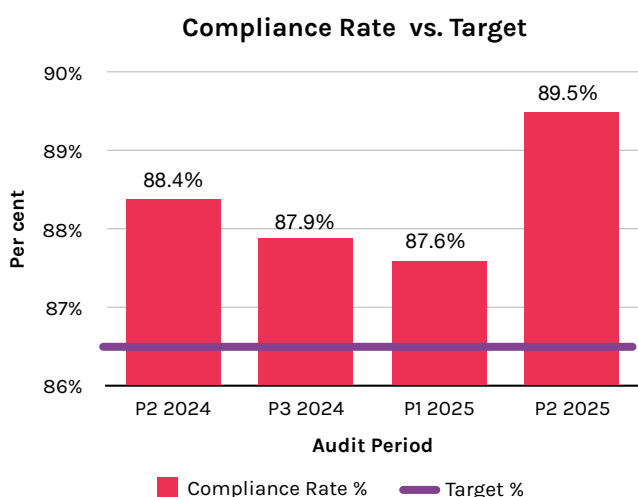
2018/2019	6	4349	1.4
2019/2020	3	4985	0.6
2020/2021	2	5701	0.4
2021/2022	4	4027	1.0
2022/2023	13	7165	1.8
2023/2024	8	6670	1.2
2024/2025	6	5769	1.0
VICNISS 5 Year Aggregate	117	232838	0.5





Clean hands save lives

Austin Health checks how well staff follow hand hygiene practices as part of the National Hand Hygiene Initiative. Over the past four audits, our staff had over **85% compliance**, which is **better than the national target**. This means our team is doing a great job keeping hands clean to help prevent the spread of germs and keep patients safe.



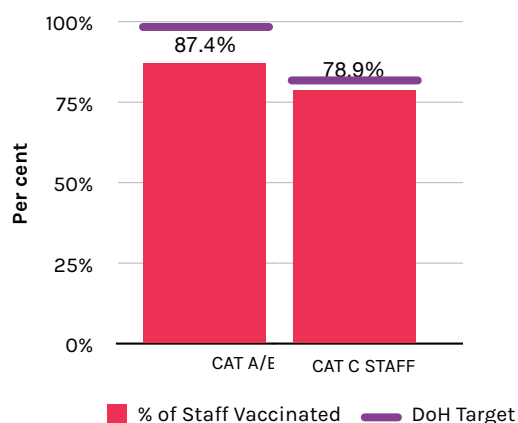
Protecting staff and patients from the flu

Each year, Austin Health offers free flu shots to staff to help protect them and our patients.

In 2025, **86.3% of staff** were vaccinated.



Staff Vaccinated vs. DoH Target



This includes:



87.4% of Category A/B staff
(those staff who work closely with patients)



78.9% of Category C staff
(staff in non-clinical roles)

While these numbers are strong, they are **below the Department of Health's target** of 100% for Category A/B staff and 94% overall. We'll keep working to improve vaccination rates to help keep everyone safe.

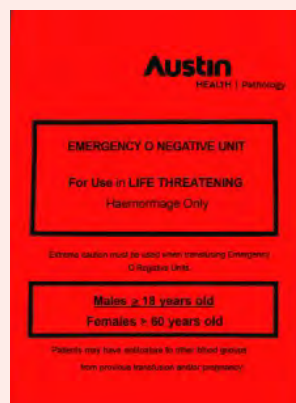
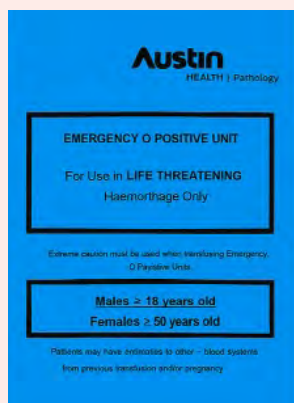


13.

Blood products

Blood products

Austin Health has implemented a new emergency blood issuing process in response to recent ongoing shortages of Group O Negative blood throughout Australia. The new process only applies to emergency critical bleed situations when the patient's blood group is unknown, or when it's time critical and there is no valid blood type information on file for the patient.



In a critical bleed emergency, Group O Negative blood will now be saved for:

- females under age 50 years
- males under age 18 years, and
- patients with an unknown age or sex.

Group O Positive blood can now be safely given to:

- females over age 50 years, and
- males over age 18 years.

The benefits of this change in practice reduces the burden on the precious O Negative blood supply; and we can protect the child-bearing population against developing Anti-D Antibodies.



14.

Mental Health

Safe and respectful mental health care

At Austin Health, keeping people safe while treating them with respect is our top priority. We follow the **Mental Health and Wellbeing Act 2022**, which protects the rights of people in care – including staying connected with family and friends.

We carefully track the use of **seclusion, restraint, and communication restrictions**, and only use them when absolutely necessary. In 2024-25, we shared this information with key safety groups and worked hard to reduce these practices.



Even with challenges like high demand and staff shortages, we saw real progress. In **June 2025**, there were **no episodes of seclusion or mechanical restraint** – a big step forward thanks to staff training and new ways to support patients safely.

Austin Health is working to make mental health care even safer and more respectful.



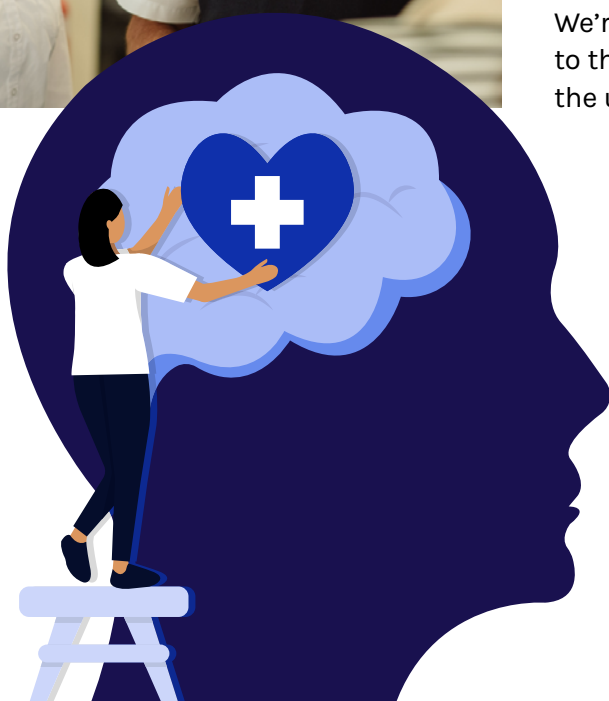
OUR GOALS INCLUDE

Reducing restraint and seclusion.

Protecting communication rights.

Supporting recovery-focused care.

This means safer wards, fewer restrictions, and care that puts people and their recovery first. We're committed to keeping people connected to their families and working toward ending the use of restraint and seclusion.



15.

Building strong leaders at Austin Health

At Austin Health, we're helping our people become great leaders. We offer a mix of programs and online resources to build skills in leadership and management—so our teams can succeed together.

We focus on developing leaders who:



Are curious and thoughtful.



Want to make a difference.



Have the right mindset and skills to lead well.

Staff also have chances to grow by taking on new roles or short-term secondments.

Emerging Leaders Program

In 2025, we launched the **Emerging Leaders Program** for future leaders. It helps participants build confidence and learn the basics of leadership for their current and future roles.

Leadership Masterclasses

Also new in 2025: a series of six online **Leadership Masterclasses**. These focus on real-life leadership challenges and offer practical tips backed by research. Each session gives participants something useful they can apply right away.

The masterclasses are open to all Austin Health staff—not just those in leadership programs. So far, more than 600 people have signed up!



Leadership programs we offer

We continue to invest in programs that support leaders at different levels:

- **Emerging leads program (ELP).**
- **Frontline Leadership Program (FLP).**
- **Specialist Certificate in Clinical Leadership (SCCL).**

These programs help leaders deliver high-quality care and manage everyday challenges.



Austin Health

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Health**



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Health**