



# Navigating resource constraints in geriatric medicine.

Attend short course **in person or online**

**Friday 24th July 2026**

## Resource constraints in the health care system continue to grow and impact on clinical practice.

The demographic shift in our ageing population, prevalence of dementia and other chronic diseases, increasing economic pressures and rising patient and community expectations are a constant challenge for medical specialists in geriatric medicine. The impact of these resource constraints on patients includes an increased risk of harm through contested clinical decisions, missed diagnoses, under-treatment, and missed or inappropriate treatment. The impact on medical practitioners is increased medicolegal exposure due to breaches in duty of care and the risks of moral distress and burnout. It is not easy to balance the competing demands of clinical practice within the context of the public hospitals limited operational capacity as well as limited home-based aged care services. These rival pressures may result in premature discharge of patients into the community at high-risk.

The Australian Centre for Evidence Based Aged Care is offering an important workshop—Navigating resource constraints in geriatric medicine—to be held on Friday 24th July 2026 from 9:00am – 5:00pm at La Trobe University City Campus, 360 Collins Street, Level 2 Room 2.11, Melbourne VIC 3000. Learn from the wealth of knowledgeable and experienced speakers including Ms Louise McKinley (CEO, Safer Care Victoria), Adj Prof Bernice Redley (Victoria's Health Complaints Commissioner), Adj Prof Erwin Loh (President, Royal Australasian College of Medical Administrators) Prof Paul Komesaroff AM (Monash University), Dr Owen Bradfield (MIPS), Dr Melanie Tan (Clinical Governance Consulting) & Dr Simon Grof (Jewish Care Victoria and Dr Simon Brown-Greaves (Director JBG Consulting Pty Ltd).

The mode of learning is through didactic presentations and participant discussions to share insights. This is an important workshop for medical specialists in Geriatric and General Medicine. It is relevant to clinicians, managers, leaders, and policy-makers who work in Victoria and across Australia. Attend in person or online. Places are limited to enhance the learning experience.

Our facilitators include senior experienced legal (Mr Bill O'Shea AM and Mr Phil Grano OAM) and medical professionals Professor Joseph Ibrahim).

## WORKSHOP DETAILS

### FACILITATOR

Prof Joseph Ibrahim PhD  
FAFPHM FRACP  
Ms Amelia Grossi LLB(Hons)  
Mr Bill O'Shea AM  
Mr Phil Grano OAM

*An electronic information pack is included with the short course registration fee.*

### TARGET AUDIENCE

Consultant Physicians in Geriatric Medicine, General Medicine, Senior Health Service Executives and Managers, Heads of Clinical Units providing care to older people.

### WHEN

Friday 24 July 2026  
9:00am – 5:00pm

### WHERE

La Trobe University City Campus  
360 Collins Street, Level 2,  
Room 2.11  
Melbourne Victoria 3000

### COST

\$1250.00

### ENQUIRIES TO

Amelia Grossi by email  
[a.grossi@latrobe.edu.au](mailto:a.grossi@latrobe.edu.au)

**Online payment and registration**

[https://pay.latrobe.edu.au/EvProvost/booking?e=PRO\\_EV361](https://pay.latrobe.edu.au/EvProvost/booking?e=PRO_EV361)

**Terms and Conditions:** Refunds will only be given if cancellations are advised at least fourteen days before the event. Please note that a colleague is always welcome to attend in your place. Refund requests need to be received in writing to [a.grossi@latrobe.edu.au](mailto:a.grossi@latrobe.edu.au). Registration is finalised once you receive a registration confirmation email from the administrator. For the finance office, use only WBS 4.0101.29.25, ACEBAC cost centre 1346. GL Account 401356 Conference Revenue.

**Program Outline** (timing and order of the sessions may change)

Time	Topic	Speaker
08:45	Registration	
09:00	Welcome, introduction to facilitators and learning outcomes	Prof Joseph Ibrahim Mr Bill O'Shea AM Mr Phil Grano OAM
09:15	[1] Resource Constraints: The reality of today's health care system	Ms Louise McKinley (CEO, Safer Care Victoria).
10:00	[2] The medical specialist's duty of care in a constrained system	Dr Owen Bradfield (MIPS)
10:45	Coffee	
11:15	[3] The community, family and patient expectations	Prof Bernice Redley (Health Complaints Commissioner)
12:00	[4] Consulting in Residential Aged Care Facilities	Dr Melanie Tan (Clinical Governance Consulting) Dr Simon Grof (Jewish Care Victoria)
12:45	Lunch	
13:30	[5] Moral Distress: The Psychological Toll	Dr Simon Brown-Greaves (Director JBG Consulting Pty Ltd)
14:15	[6] The role of AI: will it solve inequity or make it worse	Prof Erwin Loh, (President, Royal Australasian College of Medical Administrators)
15:00	Refreshment break	
15:15	[7] Professional practice to influence reform beyond the bedside	Prof Paul A. Komesaroff AM Monash University
16:00	[8] Reflection	Small group work
16:25	Wrap-up, evaluation	Prof Joseph Ibrahim
16:30	Close	

## Precis of individual session learning objectives

### 09:15

#### [1] Resource Constraints: The reality of today's health care system

- To describe and analyse the structural drivers of scarcity leading to resource constraints in the Australian context.
- To identify the gaps at a system-level that contributes to patient harm using James Reason's model.
- To describe and evaluate the institutional risk-mitigation strategies often not visible to clinicians.

### 10:00

#### [2] The medical specialist's duty of care in a constrained system

- To define the standard of care, when preferred resources are unavailable.
- To identify the type of reasoning and actions required for defensible rationing decisions.
- To appraise the legal implications for informed consent when scarcity of resources is at play.

### 11:15

#### [3] The community, family and patient expectations

- To understand primary triggers for complaint related to delays in care due to system-level factors.
- To describe the nature and extent of high-level communication required to disclose resource gaps.
- To proactively recognise and identify the clinical scenarios in family interactions that lead to a mismatch in expectations.

### 12:00

#### [4] Consulting in Residential Aged Care Facilities

- To clarify the professional boundaries in a practice model of shared-responsibility.
- To assess the liability risks in prescribing and restrictive practices.
- To develop a framework for shared clinical risk in a low-resource setting.

### 13:30

#### [5] Moral Distress: The Psychological Toll

- To recognise and differentiate the features of moral injury and clinical burnout.
- To understand and apply techniques for strengthening individual resilience and junior medical staff.
- To advocate and promote psychological safety within clinical teams in periods of resource constraint.

### 14:15

#### [6] The role of AI: will it solve inequity or make it worse

- To understand the emerging role of AI in resource constrained environments—the difference between AI tools for administration and clinical decision-making.
- To be aware of the AHPRA and TGA regulatory requirements for AI use in clinical practice.
- To critique AI applications for misinformation and bias in older populations.

### 15:15

#### [7] Professional practice to influence reform beyond the bedside

- To understand how ethical pillars can be applied into daily bedside decisions.
- To apply the core roles of a physician into practice to influence system-wide policy and practice.
- To understand and apply professional obligations to justify clinical decisions that prioritise patient care over health care system efficiencies.

### 16:00

#### [8] Reflection

- To strengthen clinical decision-making by applying current evidence and best practice to complex geriatric presentations.
- To improve communication and collaboration with patients, families and interdisciplinary teams to support safe, person centred care.
- To enhance systems awareness and resource stewardship to make ethical, efficient and sustainable care decisions.

## Speaker Biographies

**Ms Louise McKinley** is the Chief Executive Officer, Safer Care Victoria. Louise is a values-driven, strategic and compassionate executive leader, with a reputation for driving quality and safety across large and complex health systems and health services. She is a registered nurse with twenty-five-plus years of experience working across the health sector in both the UK and Australia. Louise's expertise in teaching, policy, clinical governance, quality improvement, and patient safety led to her being appointed as one of the 8 inaugural directors that created Safer Care Victoria. Louise's extensive experience in clinical governance and strategic quality and safety systems management has resulted in significant policy and practice reforms across Victoria.

**Dr Owen Bradfield** is a Medical Practitioner, Health Lawyer and 2020 Fulbright Future Scholar who aspires to solve complex dilemmas at the intersection of medicine, ethics and the law. He graduated from Monash University's pioneering Bachelor of Medicine/Bachelor of Surgery and Bachelor of Laws double degree programme in 2003 with First Class Honours. He was recently appointed Chief Medical Officer of the Medical Indemnity Protection Society and is the current Chairperson of the Patient Review Panel. His research at the University of Melbourne focusses on the impact of medico-legal claims, complaints and disciplinary processes on the mental health and wellbeing of doctors. He is also a Member of the Australian Institute of Health and Welfare Ethics Committee.

**Adjunct Professor Bernice Redley** is a highly respected health academic with leadership experience across the university, health service, and government sectors. Prior to her appointment as the Health Complaints Commissioner, Bernice was at the School of Nursing and Midwifery at Deakin University and Monash Health leading clinical and academic patient safety research – including on preventing harm during hospitalisation, consumer participation in health care, interprofessional teamwork and use of technology to support health care.

**Dr Melanie Tan** is an independent Clinical Governance and Medico-legal Consultant. With experiences as a medical practitioner, lawyer (aged care, health and medical negligence), and co-carer at home. Melanie also understands how technology impacts clinical governance, and how clinical governance supports health technology. Melanie assists organisations across all sectors to identify, define and resolve complex issues at the intersection of law, medicine, care and governance, taking an independent and objective view.

**Dr. Simon Grof** is an experienced medical professional currently serving as Chief Medical Officer at Jewish Care Victoria since March 2022. With a strong background in geriatrics, Dr. Grof has held multiple roles at Eastern Health since February 2014, including Clinical Director of Care@Home and Consultant Geriatrician, as well as Clinical Director in Ambulatory Care overseeing community rehabilitation and health services. Dr. Grof also contributed to education as a Clinical Lecturer at Deakin University.

**Dr Simon Brown-Greaves** is a senior executive and organisational psychologist currently serving as a Senior Expert at Right Lane Consulting. He is widely recognised for his work at the intersection of individual wellbeing and organisational performance. He was the founder and former Managing Director of FBG Group, a specialist organisational psychology and management consulting firm and served as the inaugural Chief Mental Health Officer for Australia Post from 2022 to 2024, a first-of-its-kind role in a large Australian enterprise.

**Professor Paul Komesaroff AM** is a practising physician and Professor of Medicine, and Executive Director of the international NGO Global Reconciliation. He has a PhD in philosophy and an international reputation in health care ethics and has made a major impact on the field of clinical ethics in Australia. He has developed expertise in both qualitative and quantitative investigations of the social and cultural dimensions of health and health care. As a physician, Paul's field of specialty is endocrinology. He is Director of the international ethics centre, the Centre for Ethics in Medicine and Society.

**Adjunct Professor Erwin Loh** has been recognised for his dedication to health leadership and system improvements when he was awarded the Distinguished Fellow Award "for commitment to governance, research and publication, health services improvement through training and mentorship" by the Royal Australasian College of Medical Administrators in 2017. He is recognised globally as a leader in the field of AI in medicine. He was invited by the World Health Organisation to be a panellist for the 'WHO Roundtable on AI Enabled Virtual Humans' in October 2024. He was the invited keynote speaker on AI and medicine at the Hospital Authority Convention in Hong Kong in May 2025, the BC Cancer Virtual Academic Forum, British Columbia, Canada, in November 2024, the IHI/ BMJ International Forum on Quality and Safety in Health care in Hong Kong in August 2024 and at the Irish Society for Rheumatology Meeting in Dublin, Ireland, in April 2024.

## Facilitators Biographies

**Professor Joseph Ibrahim** is an actively practicing geriatrician and academic researcher at the Australian Centre for Evidence-Based Aged Care, La Trobe University and Adjunct Professor at School of Public Health and Preventive Medicine Monash University. Joseph's research aims to protect residents from abuse and poor practices and ensure proper clinical and medical care standards are maintained and practiced. This work has informed the Australian Law Reform Commission into Elder Abuse, the Commonwealth Senate, House of Representatives Inquiries, the Royal Commission into Aged Care, and the United Nations. Joseph is the inaugural and current editor of the Residential Aged Care Communiqué.

**Ms Amelia Grossi LLB(Hons)** Amelia graduated from Monash University with a Bachelor of Laws (Hons) and Biomedical Science in 2022. Amelia has collaborated with Professor Ibrahim to investigate capacity and consent issues impacting the quality of life of older people in aged care. Amelia is completing her post-graduate studies at the University of Melbourne toward becoming a Doctor of Medicine.

**Mr Bill O'Shea AM** was recognised for his significant service to the legal profession and the community as Member (AM) in the 2020 Australia Day honours list. Bill is a Life Member of the Law Institute of Victoria and a member of its Elder Law and Health Law Committees. He is an Honorary Fellow of the College of Law and Chair of the College's Chapter Board in Victoria. Bill was appointed as Alfred Health's first General Counsel in 2003, a position he held until 2017. Before joining Alfred Health, he was managing partner and head of the Commercial Law Practice Group of the national law firm Hunt & Hunt. He was President of the Law Institute of Victoria in 2003 and a member of its Council for seven years.

**Mr Phil Grano OAM** Phil was admitted to practice as a solicitor and became a member of the Law Institute of Victoria in 1981. Previously employed as the Legal Officer in the Office of the Public Advocate. In 2006, he was awarded a certificate of service for voluntary work and commitment to the Law Institute of Victoria Human Rights and Elder Law Section. Phil has always been committed to improving the lives of persons with a disability, access to justice and human rights. In 2010, he awarded an Order of Australia Medal in recognition of his advocacy work on behalf of the disabled and disadvantaged.

### *CPD Activity – Royal Australasian College of Physicians (RACP)*

This activity has been designed in alignment with the Royal Australasian College of Physicians (RACP) MyCPD Framework. Participation in this course supports CPD claims across the following categories:

**Category 1 – Educational Activities**, through structured presentations, expert-led discussions, and engagement with current evidence, ethical frameworks, and professional guidance relevant to geriatric and general medical practice.

**Category 2 – Reviewing Performance**, by prompting critical reflection on professional practice, duty of care, communication with patients and families, contested clinical decision making, and the personal and organisational impacts of working in resource constrained environments.

**Category 3 – Measuring Outcomes**, where participants apply course learning to review practice outcomes, quality and safety data, audits, incident reviews, or improvement activities relevant to patient care and service delivery.

The course content also explicitly incorporates and supports CPD requirements relating to ethics, professionalism, and professional behaviour, including ethical decision making, accountability, system stewardship, psychological safety, and managing moral distress. Discussion of health system constraints and their impact on vulnerable older populations further supports reflection on equity, fairness, and responsible professional practice.

Participants may self record CPD hours under the relevant categories in accordance with RACP MyCPD guidance, based on activities undertaken and time spent.