

Australasian College of  
Health Service Management

**74<sup>TH</sup> ANNUAL REPORT**  
**2019–2020**

# Vision, Mission and Values

## Vision

Better leadership. Healthier communities.

## Mission

Recognise, develop and support effective health leadership and management to deliver quality services and improve health and wellbeing.

## Values

- Leadership
- Innovation
- Collaboration
- Learning
- Respect
- Community

The 2019–2020 Annual Report of the Australasian College of Health Service Management.

ACN 008 390 734 ABN 4100 839 0734

REGISTERED OFFICE

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ANNUAL GENERAL MEETING

This report was presented at the Annual General Meeting of the Australasian College of Health Service Management held on Tuesday 27 October 2020 via Zoom Conferencing.

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# Governance

## National Board

|                              |   |
|------------------------------|---|
| Dr Neale Fong, FCHSM (Hon)   | President, Branch Councillor Director       |
| Ms Carrie Marr, FCHSM        | Vice President, Additional Director         |
| Mr Michael Kalimnios, FCHSM  | Treasurer, Additional Director              |
| Ms Rosemary Kennedy, FCHSM   | Branch Councillor Director                  |
| Mr Paul Preobrajensky, FCHSM | Branch Councillor Director                  |
| Prof. Len Notaras, AM, FCHSM | Branch Councillor Director                  |
| Mr Richard Olley, FCHSM      | Branch Councillor Director                  |
| Ms Roslyn Chataway, AFCHSM   | Branch Councillor Director                  |
| Ms Amanda Quealy, FCHSM      | Branch Councillor Director                  |
| Ms Briana Baass, FCHSM       | Branch Councillor Director                  |
| Ms Karen Orsborn, FCHSM      | President NZIHM, Branch Councillor Director |
| Kate Plowman                 | Additional Director                         |
| Prof. Andrew Way, AM, FCHSM  | Additional Director                         |

## Invitee

|                   |                  |
|-------------------|------------------|
| Dr S H Liu, FCHSM | President HKCHSE |
|-------------------|------------------|

## Branch Presidents

|                             |                              |
|-----------------------------|------------------------------|
| Mr Tony Gill, AFCHSM        | Australian Capital Territory |
| Ms Karen Patterson, FCHSM   | New South Wales              |
| Prof Len Notaras, AM, FCHSM | Northern Territory           |
| Mr Mark Avery, FCHSM        | Queensland                   |
| Ms Roslyn Chataway, AFCHSM  | South Australia              |
| Ms Amanda Quealy, FCHSM     | Tasmania                     |
| Ms Briana Baass, FCHSM      | Victoria                     |
| Dr Neale Fong, FCHSM (Hon)  | Western Australia            |
| Ms Karen Orsborn, FCHSM     | New Zealand                  |
| Dr S H Liu, FCHSM           | President HKCHSE             |

## Attendance at Board Meetings

Board Meetings were held via Zoom conferencing with two face to face meetings.

## Our Team

### National Office

|                   |                                     |
|-------------------|-------------------------------------|
| Catherine Chaffey | Chief Executive Officer             |
| Alison McCann     | Executive Assistant to CEO          |
| Richa Apte        | Membership Administrative Officer   |
| Melissa McLennan  | National Congress Manager           |
| Erica Jones       | National PD & Events Coordinator    |
| Robin Dosoruth    | Marketing & Communications Manager  |
| Dionne Barton     | Finance Manager                     |
| Dee Mahon         | National Education Programs Manager |
| Yaping Liu        | Librarian                           |

### Australian Capital Territory

|                  |                        |
|------------------|------------------------|
| Melissa McLennan | Administrative Officer |
|------------------|------------------------|

### New South Wales

|              |                   |
|--------------|-------------------|
| Kate Leonard | Executive Officer |
|--------------|-------------------|

### Queensland

|                  |                   |
|------------------|-------------------|
| Tracey Silvester | Executive Officer |
|------------------|-------------------|

### South Australia

|             |                   |
|-------------|-------------------|
| Lisa Hester | Executive Officer |
|-------------|-------------------|

### Victoria

|               |                        |
|---------------|------------------------|
| Julie Owen    | Executive Officer      |
| Shanee Trehan | Administrative Officer |

### Western Australia

|                 |                   |
|-----------------|-------------------|
| Ashleigh Copson | Executive Officer |
|-----------------|-------------------|

### International

|                         |                  |
|-------------------------|------------------|
| Ms Karen Orsborn, FCHSM | President NZIHM  |
| Ms Macky TUNG FCHSM     | Honorary, HKCHSE |

# President and CEO's Report



**Dr Neale Fong**  
PRESIDENT

It has been a privilege to serve as President of the Australasian College of Service Management during what has proved to be an extraordinary year for the health sector, the leaders within it and the entire planet for that matter. I trust this report finds you both well and in good spirits during these difficult times that have shone such a dramatic light on not only the health system but our lives and society as a whole.

This year the College has launched a significant initiative by introducing credentialing to the profession of health services management and leadership through a Certification process. This Certification which will commence in December 2020 is important for many reasons but crucially because it is both an important message for the sector as a whole, as well as a personal and individual commitment for each and every one of us to our own lifelong learning. Through credentialing we signal to our health colleagues that leadership and management is a true profession with its own discrete body of knowledge, skills and competencies. Through maintaining that credential each triennium we signal that we commit to the professional values of ensuring we maintain currency in these competencies. The future success of this program is built solidly on our vision of "Better Leadership: Healthier Communities".



**Catherine Chaffey**  
CHIEF EXECUTIVE OFFICER

The 2019 Congress in the Gold Coast, Queensland was an outstanding success and the impact of the networking and educational program has been widely felt. My thanks to the hardworking national team and the Queensland Branch for hosting such a memorable event.

The 2019 Fellowship exam inducted 45 Fellows into the College from Australia, New Zealand, and Hong Kong, 6 new RACMA Equivalency and 15 Alternative Pathway to Fellowship, a total of 66 new Fellows being awarded at the College's Annual General Meeting preceding the Fellow's Dinner at the picturesque Skydeck Tower, Gold Coast. This is a wonderful success story for the College with growth year on year indicating how valuable this capstone program is in recognising achievement in health managers and leaders. My sincere thanks all the examiners and especially to our Chief Examiner team of Christine Dennis, John Rasa and Richard Olley. We would also like to thank Griffith University for hosting the online Fellowship portal.

The Master Health Service Management Competency Framework continues as our central guide and statement across our programs including HMIP, mentoring, education, accreditation, fellowship and soon certification.

# President and CEO's Report (continued)

## CEO commentary

Thank you to all College staff who pivoted seamlessly in March this year to working from home whilst ensuring we maintained a strong collegiate spirit and continued to provide services to all College members. Each team member's support, willingness, sympathetic approach and sense of humour is appreciated not just by myself and the Board, but I am sure by many, many of our members.

The Universities and SHAPE continue to be important partners in our research and learning development process through our collaboration in producing the Asia Pacific Journal of Health Management. Thanks to David Briggs in his ongoing role as Chief Editor of the Journal, now recognised on Scopus and delivered fully on-line.

A notable change this year has been the needed increase in providing professional development to members through high quality webcasts by senior health leaders. The College's work over the past years to embed this capability allowed us to shift rapidly to increase these monthly webcasts to a higher frequency. We will deliver at least 20 webcasts per annum and will continue to deliver these free of charge to all College members.

Heading into the future we are planning to develop and use more digital professional development delivery and whilst these will not be free like the webcasts, it will represent great value for College members. When the circumstance of the pandemic permits, we also plan to provide more frequent opportunities to network with your College peers – we feel sure these will be most welcome when "we meet again".

A vote of thanks to our sponsors, who help make events like this Congress and branch seminars and breakfasts more affordable.

## CEO commentary

This shift to free webcasts for members makes for compelling membership value and that is our focus – to provide great value. Thank you, too, to all our health leaders who so freely give of their time to share with College members on these webcasts, including:

- Professor Christine Kilpatrick AO, Chief Executive of Melbourne Health
- Dr Michael Walsh, Chief Executive, Cabrini Health
- Professor Peter Brooks AM, Hon Prof Centre for Health Policy, Uni of Melbourne, Research Lead Northern Health
- Geoff Rowe, CEO, Aged & Disability Advocacy Australia
- Professor Paul Worley, National Rural Health Commissioner
- Kate Carnell AO, Australian Small Business and Family Enterprise Ombudsman
- Dr Alex Cockram, Commissioner, Royal Commission into Victoria's Mental Health System
- Dr Monica Trujilo, Sen. Director, Chief Medical Officer and Chief Clinical Information Officer, Australia and Asia-Pac

### 2019 Congress Major Sponsors:

HESTA, QLD Health, WA Health, Business Events Perth, Prospitalia-htrak, Serco, Ventia, Turner & Townsend and Civica 2019 Exhibitors- ACHS, Australian Institute of Clinical Governance, The Cognitive Institute, Deakin University, Bond University, Emprevo, Mater Education, Meerqat, Inregration QA, Studer Group, Telstra Health, University of Tasmania, University of Technology Sydney, NSW Health-Workforce Planning & Development Branch.

### National Fellowship Sponsor:

Griffith University.

### One-day conference:

Prospitalia-htrak, 3M, HESTA, Ventia.

### Branch:

HESTA, QUT, International SOS, PwC, Careflight NT, EY, NCCTRC, Springfield City Group, Royal Flying

Doctor Service, SA Health, RDNS SA, Chessman Architects, Spotless, Celsus, Flinders University, ZED, Finlaysons Lawyers, St Andrew's Hospital, University of SA, KPMG, Epworth, VMIA, NAB Health, WA East Metropolitan Health Service, WA Country Health Service, Serco.

We appreciate that support and commend these supporters to all to our members.

On behalf of the Board I would like to thank all ACHSM members for their significant contribution to the College either on College level Committees, Branch Councils or attending events or participating in the many Branch level activities. The vibrancy and commitment of our Branch Council network is crucial to the growth of the College and as such the strength of the College will be demonstrated in membership, peer support and participation in each Branch.

- Dr David Russell-Weisz, Director General, WA Health
- Professor Catherine Stoddart, CEO, NT Health
- Dr Chris McGowan, Chief Executive, SA Health
- Nancy Howell Agee, President & CEO, Carilion Clinic, Virginia, USA
- Professor Paul Kelly, Deputy Chief Medical Officer, Department of Health
- Em Professor Gerry Fitzgerald, Professor Emeritus of Public Health, QUT
- Professor Len Notaras AM, Executive Director, NCCTRC
- Georgie Harman, CEO, BeyondBlue
- Lucy Brogden, Chair & Commissioner, National Mental Health Commission
- Dr Stephen Duckett, Director of the Health Program, Grattan Institute
- Jane Halton AO, Australian National COVID-19 Coordination Commission & Chair, Coalition for Epidemic Preparedness Innovations (CEPI)

# President and CEO's Report (continued)

To my fellow Board members and all Branch Councillors who volunteer significant personal time and effort to ensure the College continues to grow, thank you. I especially thank our committee chairs in Graham Hyde (Audit & Risk) Rosemary Kennedy (Awards), Richard Olley (Education Committee, College Programs, Assistant Chief Examiner Readings), Christine Dennis, (Chief Examiner), John Rasa (Chief Examiner Alternative Pathway and International) Michael Kalimnios (Finance), Kate Plowman (Governance), Godfrey Isouard (Accreditation) and David Briggs (Journal Editorial Advisory Committee).

It is some years ago now that the College was looking down the barrel of financial oblivion. Through a massive amount of hard work and diligent planning the Executive team and the Board have enabled the College to get back on to a more secure foundation for the future years. We are grateful to members' loyalty, sponsors support and generous giving of time by speakers and leaders to various College events, programs and conferences.

Finally, my thanks to all our hardworking staff, including our CEO, who have worked to ensure the College did not just survive but truly thrived for the benefit of all members this year.

## ACHSM celebrates 75 years of supporting health leaders

ACHSM had its inception in the Australian Institute of Hospital Administrators which was incorporated on 24 December 1945 as a public company. On 8 August 1990 the company changed its name to Australian College of Health Service Executives and is a public company limited by Guarantee. Then, on 23 February 2010 ACHSE became the Australasian College of Health Service Management (ACHSM).

We are proud that your College continues to grow and change to meet the needs of current and future leaders during increasingly complex times. Whilst we are unable to formally celebrate in person this year, we plan to honour this milestone at our annual Congress next year in Canberra and hope to see you then.



# Board Directors 2019–2020



**Dr Neale Fong**  
FCHSM (Hon), MBBS DipCS MTS  
MBA FAICD FAIM  
**President/  
Branch Councillor Director**



**Ms Carrie Marr**  
FCHSM, BSc Nursing,  
Dip. Ed (Nurse Teaching),  
MSc (Organisation Consulting)  
**Vice President**



**Mr Michael Kalimniois**  
FCHSM, Bch of Comm,  
FCA, MIACD  
**Treasurer**



**Ms Briana Baass**  
FCHSM, BPO Grad Cert Hlth Pol  
Mgmt MHA MAICD  
**Branch Councillor Director**



**Ms Roslyn Chataway**  
AFCHSM  
**Branch Councillor Director**



**Ms Rosemary Kennedy**  
FCHSM MPH BHA ADPM DGP RN  
RM GAICD  
**Branch Councillor Director**



**Prof Len Notaras AM**  
FCHSM  
**Branch Councillor Director**



**Mr Richard Olley**  
FCHSM JD MHA BAppSc DipAppSc  
**Branch Councillor Director**



**Ms Karen Orsborn**  
FCHSM, President NZIHM



**Ms Kate Plowman**  
BA, LLB (HONS)  
**Additional Board Director**



**Mr Paul Preobrajensky**  
FCHSM  
**Branch Councillor Director**



**Ms Amanda Quealy**  
AFCHSM, Economics (Hons) and  
Social Work, MBA, PG DIP HSA,  
Chartered Institute of Public Sector  
Finance & Accountancy, GAICD,  
ACHS Hospital Surveyor  
**Branch Councillor Director**



**Prof Andrew Way AM**  
FCHSM RN BSc (Hons) MBA FAICD  
**Additional Director**

For all Board Directors and Invitees bios  
please go to  
[http://www.achsm.org.au/about-us/  
board-of-directors/](http://www.achsm.org.au/about-us/board-of-directors/)



## Board Invitee

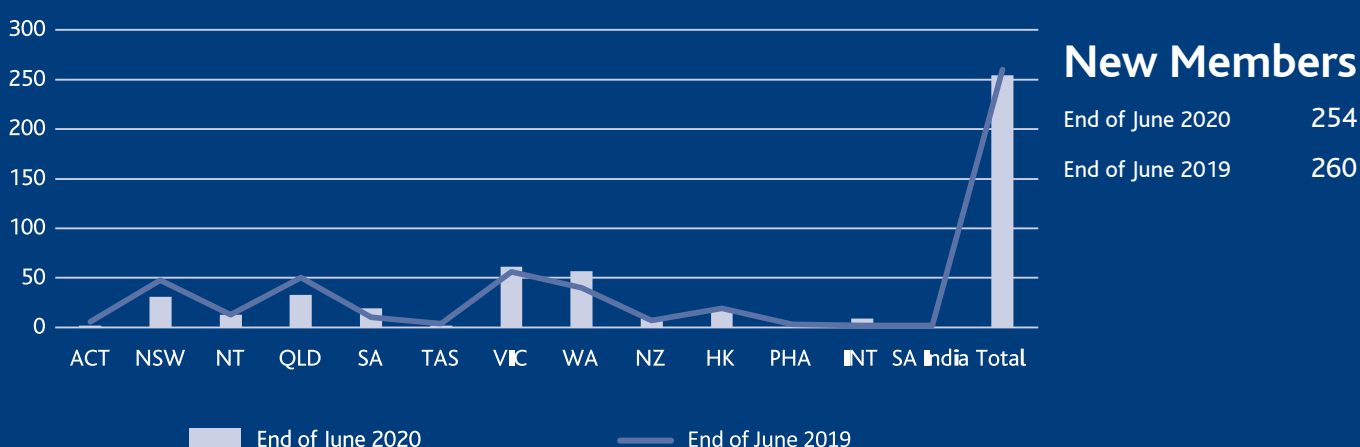
**Dr Liu Shao Haei**  
FCHSM  
**President HKCHSE**

# Membership Statistics

## Membership growth

The 2019 Fellowship exam inducted 45 Fellows into the College from Australia, New Zealand, Hong Kong, 6 new RACMA Equivalency and 15 Alternative Pathway to Fellowship, a total of 66 new Fellows.

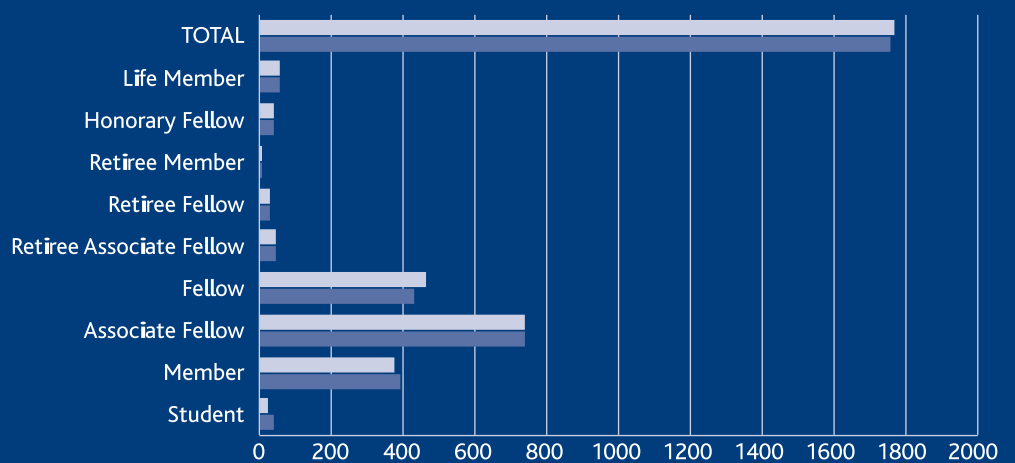
| MEMBER CATEGORY          | As of 30 June 2019 | As of 30 June 2020 |
|--------------------------|--------------------|--------------------|
| Student                  | 41                 | 24                 |
| Member                   | 389                | 372                |
| Associate Fellow         | 736                | 737                |
| Fellow                   | 427                | 465                |
| Retiree Associate Fellow | 44                 | 44                 |
| Retiree Fellow           | 26                 | 26                 |
| Retiree Member           | 2                  | 3                  |
| Honorary Fellow          | 38                 | 40                 |
| Life Member              | 53                 | 56                 |
| <b>TOTAL</b>             | <b>1756</b>        | <b>1767</b>        |



## Membership Categories

The Associate Fellow category remains the largest group with the most number of members.

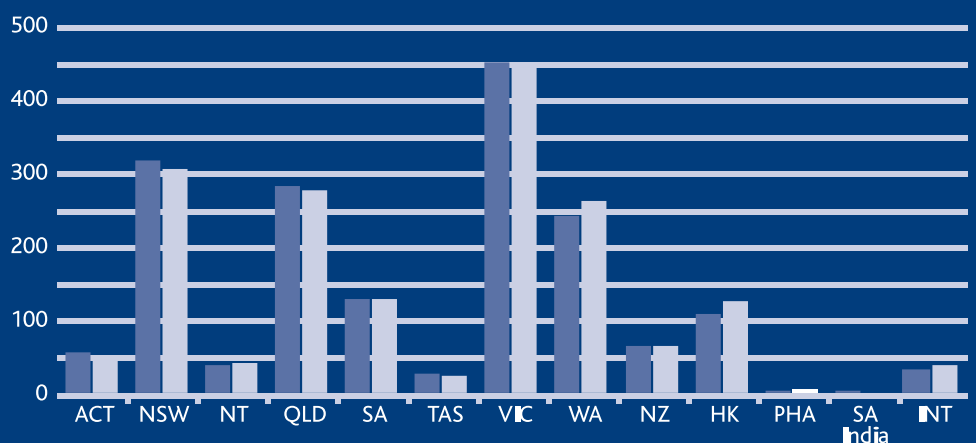
■ June 2019 ■ June 2020



## Branch Membership

The branches with the most number of members are Victoria and New South Wales.

■ June 2019 ■ June 2020



# Fellowship Graduates of 2019

Fellowship is the highest level of membership within the College. It demonstrates an ongoing commitment to excellence in health service management. Fellowship is gained by meeting the requirements set by the Board. The College would like to welcome the following members as new fellows of the College for 2019.

## From Australia

**NSW:** Andrew Partington, Paul White and Dr Khizar Ashraf

**NT:** Dr Brian Spain

**QLD:** Gaery Barbery, Glenn Hokin, Jennifer Kosiol, Alice Evans Moira McInerney, Racheal Smithson, Sheree Lloyd, Sharon Dowman, Sharon Sweeney and Dr Graham Beacom

**SA:** Dr Rachael Swift

**VIC/TAS:** Anthony Gust, Suzanne Sinni, Stephanie Allan, and Mary De Gori

**WA:** Dr James Harris, Anne Hawkins, Rob Pulsford, Karen Horsely, Dr Viney Joshi, Dr Erica Davison, Dr Caroline Walker, Bernadette Kenny and David Naughton

## From Hong Kong

(names to come)

## From New Zealand

Julie Lucas



*NSW: Andrew Partington and Paul White with NSW Branch President Karen Patterson.*



*NT: Dr Brian Spain.*



*QLD: Mark Avery (President Qld Branch), Richard Olley (Assistant Chief Examiner Readings) Gaery Barbery, Glenn Hokin, Anneke Fitzgerald (Study Coordinator) Jennifer Kosiol. Front Row: Alice Evans Moira McInerney, Racheal Smithson, Sheree Lloyd, Sharon Dowman and Sharon Sweeney.*



*NZ: Julie Lucas.*



*WA: Dr James Harris, Anne Hawkins, Rob Pulsford, Karen Horsely, Dr Viney Joshi, Dr Erica Davison, Dr Caroline Walker, Bernadette Kenny and David Naughton.*



*Hong Kong New Fellows*



*Vic/Tas: CMDR Robert Curtis, Briana Bass (Vic Branch President), Anthony Gust, Andrew Way AM (Board Director), Suzanne Sinni, Stephanie Allan, and Mary De Gori.*

## Fellowship of ACHSM through the Alternative Pathway

*(pictured from top left)*

Prof Allan Cripps (Qld)  
 Dr S. Geethalakshmi  
 Dr Umesh Gupta  
 Andrew Newton  
 Amanda Quealy  
 Dr Sukumar Ramamurthi  
 Jennifer Richter  
 A/Prof Ledua Tamani  
 Dan Weeks  
*(absent)*  
 Dr Karen Luxford (NSW)  
 Stephen Walker (SA)



Dr Chun Yee Tan (NSW)

Dr Jayanthi Jayakaran (SA)

Dr Peter Thomas (NSW)

## ACHSM/RACMA Dual Recognition:

Dr Chun Yee Tan (NSW)  
 Dr Jayanthi Jayakaran (SA)  
 Dr Peter Thomas (NSW)

# Awards and Prizes 2019



## Gold Medal

The College Gold Medal is awarded annually for outstanding achievement to the College and health management in general.

Congratulations are extended to:

**Dr Neale Fong FCHSM (Hon),  
ACHSM National President**

*Gold Medal Winner Dr Neale Fong*



## Life Membership

Life Membership to the College is an award and honour that is bestowed by the Board after a Branch Council nomination. Congratulations to the Life Membership recipients for 2019 (pictured with Dr Neale Fong):

**Paul Dyer FCHSM (ACT) (left)**

**Faye Gardiner AFCHSM (NZ) (bottom left)**

**A/A Prof John Rasa FCHSM (Vic) (bottom)**



## Honorary Fellowship

Honorary Fellowship of the College is an award and honour that is bestowed by the Board after a Branch Council nomination. This year an Honorary Fellowship has been bestowed upon:

Adj Prof Kylie Ward – Chief Executive Officer, Australian College of Nursing (ACT) *(right)*

Ashley Bloomfield – Director-General of Health and Chief Executive, New Zealand *(far right)*



## Academic Prizes

In 2019, the College offered awards for academic achievement and excellence in the study of health services management. Congratulations are extended to the following:

### The Ian Brand Prize

- for the best grade point average in a Masters Course in Health Management conducted throughout Australia. This year's winner was:

Eva Wegner – University of New South Wales *(right)*



### The Anthony Suleau Prize

- for the best grade point average in a Postgraduate diploma course in Health Management conducted throughout Australia. This year's winner was:

Tessa Ann Pascoe – Queensland University of Technology *(right)*



### The Grace Suleau Prize

- for the best grade point average in an Undergraduate diploma course in health management conducted throughout Australia. This year's winner was:

Patricia Ann Fleming – Western Sydney University *(bottom right)*



## CONGRATULATIONS TO ALL OUR WORTHY WINNERS!

For all past award winners please go to the College's website:  
<https://www.achsm.org.au/education/awards-and-prizes>

# Branches in Review

## Australian Capital Territory

### Branch Council

The Branch Council for 2019/20 was:

|   |                       |
|---|-----------------------|
| <b>Branch President:</b>                      | Tony Gill             |
| <b>Treasurer:</b>                             | Glenys Wilkinson      |
| <b>Professional Development Co-Ordinator:</b> | Tania Dufty           |
| <b>Branch Fellowship/Mentee Co-Ordinator:</b> | Marina Buchanan-Grey  |
| <b>Registrar/Member Relations:</b>            | Stuart Manoj-Margison |
| <b>Branch Board representative:</b>           | Rosemary Kennedy      |
| <b>Councillor:</b>                            | Doug Randell          |

### Professional development

As with all other parts of the College, the ACT PD program was adversely affected in 2020 by COVID-19. However, the ACT branch still held four face to face forums and one webinar. These covered diverse topics including:

- What are the opportunities in Public Health;
- Panel discussions on:
  - the Journey from Clinician to Manager; and
  - Planning for the Future Healthcare Workforce – Opportunities and Challenges with PWC;
- The National Nursing Strategy; and
- ACT Health Services response to COVID-19.

### Branch sponsors

The ACT Branch continued their sponsorship agreements with HESTA and International SOS during this reporting period. The ACT Branch thanks both sponsors for their continued support and investment in our branch.

### Awards and recognition

The ACT Branch specifically recognises the awarding of Life Membership to Paul Dyer, our previous Branch President and Board Member. The Branch was delighted to welcome Adjunct Professor Kylie Ward, CEO of the Australian College of Nursing, as an Honorary Fellow.

### Thanks and acknowledgment

The Branch acknowledges the work of its Councillors for their input in what has been a difficult year.

The Branch also acknowledges the excellent support by its Branch.

Dr Tony Gill AFCHSM  
**ACT Branch President**



# Tasmania

## Professional development

With the impact of COVID-19, we have looked to all members utilising Webinars hosted by National office. In these difficult times all professional development has moved to be online.

During the year we had a very successful Women in Leadership session. Thank you to the University of Tasmania for providing the venue.

We heard from two outstanding female leaders: Associate Professor Nicola Stephens, member of the public health team in the School of Medicine, University of Tasmania and Katrena Stephenson, Chief Executive Officer, Tasmanian Local Government Association. These inspiring women captured the audience with their personal and professional experiences and perspectives on leadership.

## Fellowship Program

I would like to encourage all health managers to consider the Fellowship Program. It is a fantastic professional development opportunity and where you will establish a professional peer group to support your career aspirations. In 2019, I became a Fellow through the Alternative Pathway. Managers and executives can have their prior experience and expertise recognised to gain Fellowship.

Tasmania is actively recruiting to the Fellowship Program.

## Branch sponsors

This year we again were grateful for the ongoing support of HESTA superannuation fund and in particular, Ms Carmen Ransley, in the Tasmanian office, to support events for professional development and networking for members and health professionals last year. The Hobart Clinic also provided valuable support with the provision of meeting rooms, event catering and administrative support for the Branch Council.

## Awards and recognition

We celebrated the retirement of long standing ACHSM leader and member Julie Tate. Julie has made an outstanding contribution to the development of the ACHSM on the national board as well as with the Tasmanian Branch Council. There have been many young and emerging health leaders who have benefitted from her mentorship.

Julie Crowe also retired as a long-term member of the Tasmanian Branch council, bringing the public health perspective to our branch.

This year ACHSM was awarded the delivery of the Australian Mental Health Leaders fellowship program. Julie Tate and Wendy Quinn from the Tasmanian Branch are active mentors in the program.

## Thanks and acknowledgment

Thank you to all my fellow Branch Councillors for their support an ongoing commitment to the College and the profession.

Amanda Quealy <sup>FCHSM</sup>  
Tasmania Branch President

# Branches in Review

## New South Wales



NSW SACHSM UTS State Conference



L-R: NSW Branch President Karen Patterson with Gerry Marr and Rebecca Pinheiro

### Branch Council

The NSW Branch council has spent the past year focused on supporting the organisation's mission to be a leader in professional growth and development – to develop, equip and support high performing health community and aged care leaders to deliver quality services and improve community health and wellbeing.

### Professional development

The Professional Development program is a major activity for the NSW Branch Council and the 2019-20 period has seen both a diversity of educational opportunities for members and a significant shift in the way in which professional development is now delivered.

In the last half of 2019 and early part of 2020, the NSW branch council held a number of face-to-face educational events featuring a wide range of health management leaders, including:

- NSW Mental Health Commissioner, Catherine Lourey;
- NSW Chief Nursing and Midwifery Officer, Jacqui Cross;
- National CEO of Calvary Health Care, Martin Bowles;
- Telstra Health Managing Director, Mary Foley;
- A one-day conference in partnership with the University of Technology

As a result of the COVID-19 pandemic, NSW expedited the planned shift to offer more Professional Development online. In a bid to provide a diversity

of educational options to members, NSW introduced an online Community of Practice under the banner of Bright Spots and Wicked Problems. Designed to be interactive and more informal in nature, the sessions provide a forum for peer to peer leaning and sharing of insights and experiences.

The sessions have been very well received by members and will be delivered throughout the remainder of 2020.

## Fellowship Program

Dr Khizar Tauseef Ahmed Ashraf, Andrew Partington and Paul White were successful with their examinations and have been awarded Fellowship.

Dr Karen Luxford, Tracey Lee Burton, Bernadette Teresa Harrison and Andrew Newton were successful in achieving Fellowship by alternative pathway.

RACMA Fellowship was awarded to Dr Chun Yee Tan and Dr Peter Thomas.

We congratulate all the 2019 Fellows on their achievements. Seven NSW associate fellows enrolled in the 2020 Fellowship Program.

## Branch sponsors

The NSW Branch would like to formally acknowledge the ongoing sponsorship of HESTA. Their long running support has been invaluable to our branch, with HESTA's Client Partnership Manager, Mark Ashby, demonstrating great commitment and enthusiasm for NSW Professional Development activities.

We would also like to thank Alison Choy Flannigan and her team at Hall & Wilcox. Alison's facilitation of regular in-kind support of professional development and branch events has been invaluable. In addition, Alison's attendance and knowledge sharing at many of these events has helped enrich the overall experience for those in attendance.

The NSW Branch is grateful for the in-kind sponsorship of NAB Health through the use of their centrally located venue spaces.

We wish to thank all our sponsors and look forward to working with them in the future.

## Mentoring Program

The NSW mentoring program continues to be well utilised, with 33 mentoring pairs commencing the 2020 program in February.

We look forward to continuing to grow this important and highly valued offering to our NSW membership base in 2021 and beyond.

## Thanks and acknowledgment

I would like to thank my fellow Councillors and NSW Executive Officer, Kate Leonard for their efforts.

Karen Patterson FCHSM

**New South Wales Branch President**

## Health Management Intern Program (HMIP) 2020 New South Wales

The NSW HMIP 2020 cohort consisted of eleven second-year and four first-year Interns placed in a wide range of NSW Health hospitals, a public/private hospital and a not-for-profit residential drug and alcohol treatment facility. All Interns are achieving strong results with their university studies and are on track to complete the Master of Health Management within the timeframe.

We would like to acknowledge and thank the placement organisations of the current Interns:

- Activity Based Management
- Independent Hospital Pricing Authority
- Justice and Forensic Mental Health Network
- E-Health
- NSW Ambulance
- Healthscope
- Mid North Coast Local Health District
- Southern NSW Local Health District
- Odyssey House (NSW)
- Sydney Children's Hospital Network
- Western Sydney Local Health District

### Covid-19 Pandemic

This Cohort has had a uniquely challenging year in 2020 – one that will not be forgotten by HMIP Interns or others due to the onset of the Covid-19 Pandemic from March 2020. This cohort of Interns have experienced an emergency response to a pandemic from a front-line health perspective and many were seconded to join the response team within their organisation or to support the team.

A survey of interns to discover what their involvement in the pandemic response had been showed that HMIP interns contributed in significant ways to the excellent outcomes achieved by NSW. A brief summary of involvement follows:

The first-years were in their placement organisations for less than a month before the Covid-19 stage 1 lockdown restrictions were put in place and three of the four were asked to work from home full time. This change of routine was quite a challenge for the three first-years asked to work from home. They had little time to form social or collegial bonds with colleagues face to face, before commencing work from home in relative isolation. Two interns coped well, and one

experienced some challenges understanding and achieving the standard of work required and establishing workable communication routines with the supervisor. Expectations were renegotiated with the support of the National Education Programs Manager and the Intern is now performing at a satisfactory level.

### Professional Development

In keeping with the national health advice, the College cancelled all face to face events from 11 March until such time as we were advised that large group events are permitted. As all placement organisations were involved in the emergency response to the pandemic, the decision was made not to schedule any online PD or other intern activities or expect any assessment submissions until further notice. This left the interns free to focus entirely on the pandemic response or any other tasks that their supervisors or coordinators required of them in support of the response.

Communications with the interns regarding rescheduling PD commenced in June 2020. Fourteen hours of PD was delivered online by Zoom video conference in seven, two-hour sessions. As NSW is now permitted to hold gatherings of more than 20, the next PD days are scheduled as face to face events for September 17 and 18.



| Comments regarding direct contributions   |  |  |
|---|--|--|
| <i>Two Interns with clinical backgrounds were seconded or volunteered to participate in or manage the Covid-19 clinic within their hospital.</i>  | <i>Worked with a consultant to develop a Response and Business Continuity Plan. Then worked with the consultant in recovery phases and health screening protocols across outreach service sites.</i> | <i>Directly involved in the Covid response through writing letters, guidelines and factsheets for members of the public</i>  |
| <i>Supported the finance supply chain team with PPE stock, stock allocation and stocktake</i>   | <i>Identify/ mobilise secondary workforce through recruitment/ upskilling</i>  | <i>Meeting minutes and various activities from daily COVID catchups</i>  |
| <i>Joined the Procedures Team in the Public Health Emergency Operations Centre (PHEOC)</i>  | <i>Support managers to minimise workforce supply risks</i>   | <i>Implementing recovery plans</i>   |
| <i>Lead the COVID-19 workforce response for one regional LHD</i>  | <i>Recognised at the organisation, for her contribution as the youngest person on the COVID response team</i>  | <i>Joined the COVID-19 Response and Business Continuity Planning team</i>  |
| Other comments  |  |  |
| <i>Several comments were about enjoying working from home and two commented on how much they hated working from home. One sought permission to return to the office and one could not return to the office- but would have if the opportunity had been available.</i> | <i>Strange to catch the bus and train to and from work and be the only person on an entire train at times, yet when I got to work it was just business as usual.</i>                                 | <i>Inspiring to witness our health system come to life in response to the bushfires and COVID-19 and to see how effectively we were able to respond as an adaptive, capable and unified group of skilled individuals</i> |
| <i>The was an extremely insightful time to be an intern in health. Observing and contributing to an LHD's response to the pandemic has been eye opening regarding disaster management.</i>  | <i>Advantage/s were – flexibility, ability to maintain physical distancing and increased safety and time with family</i>   | <i>Disadvantage/s – resolving competing priorities (home-school and work), ability to maintain self-care when work/ home/ leisure/ fitness etc all in one space</i>  |

## Graduation

The 2019 cohort HMIP Award Ceremony scheduled for April 2020 was also cancelled due to the pandemic. The 2019 Cohort of five interns will join with the 2020 cohort at the ceremony scheduled for April 2021.

## Recruitment for 2021 HMIP

The recruitment and selection process for 2021 has been delayed and will commence later in July. As budgets have been severely restricted due to the budget impacts of the pandemic, it is expected that the intake for 2021 will be approximately four interns.

# NSW celebrates 45 years of the HMIP

## NSW Health Management Internship Program 1975–2020

One of the important ongoing leadership development programs the College has undertaken in its history is the Health Management Internship Program. Under several name changes, this Program has provided a framework for trainees or interns to undertake a structured experiential Program over two years while undertaking a university level qualification in Health Service Management.

### First flush of the Program – Balmain Hospital

The seeds of this Program started in 1965 at the Balmain Hospital when Ken Boylan was CEO (a Fellow of the College who went on to be one of the first Commissioners of the NSW Health Commission when it was established in 1973). This Program was conducted until 1973 and included graduates such as Wayne Cahill, Bill Lawrence and Ralph Watson who all went on to be President of the NSW Branch and hold other offices.

### Hornsby Hospital Program

The Program that is seen as the beginning of the current HMIP is the Hornsby Hospital Management Training Program (Hornsby MTP) which started in 1975. Stan Williams was the CEO of the Hospital at the time and a legend in the NSW Branch of the College. He managed to get the Health Commission to commit to fund a management trainee program based at the Hospital with ten trainees. It was a great success and very sought after for prospective Health Managers.



*Stan Williams, former CEO of Hornsby Ku-ring-gai Hospital and the first Director of the Management Training Program.*

### HMIP Network in action

Dr Sally Torr was a graduate of the first intake of the Hornsby Management Training Program in 1975. She became Manager of the Bourke Health Service in 2006 and mentored Pat Canty from the first cohort of the Aboriginal Health Management Trainee Program and later employed her. Pat then replaced Dr Torr as Manager when she retired from her role in 2016.

*Right: Pat Canty and Dr Sally Torr August 2020*



## Aboriginal Health Management Training Program 1997–2004

Another significant achievement of the NSW Branch was the establishment of the Aboriginal Health Management Program in 1997. One of the graduates of the AHMP was Dea Delaney-Theile, who went on to be CEO, NACCHO (National Aboriginal Community Controlled Health Organisation).

## Graduate Health Management Program

The Hornsby Hospital Program has continued until now, with several name and academic requirement changes over the 45 years of its existence.

The College has also seen considerable contributions made from many Graduates of the Program. Dr Sally Torr, and Paul Preobrajensky, both became State President of the NSW Branch. Other Graduates among many making major contributions in Health include Dr Stewart Dowrick FCHSM (CE MNCLHD) and Craig McNally (CE Ramsay Health).

The GHMP/HMIP Program has prospered over the last 45 years due to the tremendous work of the placement organisations, the NSW Branch and the College in general. On this 45th anniversary, we pay tribute to every supervisor and coordinator who has contributed to the development of the trainees and interns over the years. We look forward to reconnecting with the Graduates and hearing about their careers at several online events planned for later in the year. These will be announced on the website and by email.

**Warren Westcott** FCHSM

Program Manager for the GHMP 2001–2007

**Dee Mahon**

National Education Programs Manager 2019 – current

# Branches in Review

## Northern Territory

### Branch Council

The NT Branch Council membership was amended during 2019/20, with the addition of three new council members. The Council now comprises Professor Leonard Notaras (President), Associate Professor Sue Hawes (Treasurer) and Raelene Burke (Secretariat), Allison Grierson, Linda Lukitsch and Craig Willingham.

The Council held five formal Council meetings during the year in addition to frequent informal engagement to facilitate membership promotion and professional development events for members.

### Professional development

- One successful professional development event occurred during 2019/2020:
- Members were provided with an overview of Careflight NT by Philip Roberts, General Manager Northern Territory CareFlight followed by professional networking opportunity. Mr Roberts and his staff provided information about Careflight's current operations in addition to future initiatives.
- Unfortunately a scheduled event for members to meet with the Chief Executive Officer, Darwin City Council had to be cancelled. It is proposed to reschedule this event in 2020/21.

### Fellowship Program

In December 2019 the new NT Health Notaras ACHSM Fellowship Program for 2020 was launched with multiple candidates submitting applications from across the NT Health agency. The program provides senior health leaders an opportunity to develop their leadership capability recognising their experience, competence and contribution to their individual chosen profession in health leadership and management. The February 2020 intake had 10 NT Health participants completing 10 months of online program work and monthly study groups with Alumni Fellowship Coordinators.

All of the following were successful candidates.

Sitting the fellowship exam in 2020:

- Justine Glover – A/Operations Manager, Non Clinical Support Services (TEHS)

Deferred the fellowship exam until 2021 in Canberra:

- Murray Brown – Chief Finance Officer, Business and Information Services (CAHS)
- Michelle Evison-Rose – General Manager, East Arnhem Region (TEHS)
- Sarah Griffin – Co-Director (Nursing), Division of Surgery and Critical Care RDPH (TEHS)
- Dr Mohan Kandasamy – Clinical Manager, Top End Oral Health Service (TEHS)
- Heather Malcolm – Chief Allied Health Advisor (DoH)
- Joanne Norton – Executive Director, People, Organisational and Capability (DoH)
- Dr David Reeve – General Manager, Primary Health Care (CAHS)
- Kylee St. George – Nursing Director of Operations, Division of Emergency Medicine (TEHS)
- Justine Williams – Allied Health Workforce Development Officer (AHD)

### Branch sponsors

The NT Branch are delighted and honoured with the continued support of our sponsors during 2019/20:

- Ernst & Young
- ZED Consulting
- HESTA

### Thanks and acknowledgment

The Council recognise the efforts of its members in promoting the role of the ACHSM, their participation in ACHSM events and their promotion to colleagues of the benefits of ACHSM membership.

Such promotion has continued to seek members from outside the public health sector.

Dr Len Notaras AM FCHSM

**Northern Territory Branch President**



## Victoria

### Branch Council

Briana Baass continued with her work as President of the Victorian Branch in 2019-20 supported by Greg Allen, Treasurer and Adam Stormont, Vice President. Gemma Ricketson has commenced as Secretary. Other branch councillors are Wendy Davis (Chair of Education Committee), John Rasa, Mark Garwood, Sandra Leggat (Education invitee), Paul Butler, Marg Way, Deb Stuart and Fiona Sherwin. Also invited to the Council are the co chairs of the Emerging Health Managers special group Hannah Kennedy and Eloise Evangelista.

Wendy Davis (former Victorian Branch President) and Mark Garwood have retired from Branch Council at the end of the year. Their significant contribution is greatly appreciated.

### Professional development

The Professional Development program is a major activity of the Branch and continues to be supported as an important service we provide to our members. The Branch Education Committee chaired by Wendy Davis put together a Program for our well attended Breakfast Forums and Evening Workshops

In addition, the Emerging Health Managers group had excellent attendances at their evening seminars and the two half day workshops they held.

Event attendance up until March 2020 was up 30% on previous year. However, due to COVID-19 we were unable to complete the years Professional Development Program. We look forward to re commencing in 2021.

The annual congress was well attended by Victorians this year in the Gold Coast and again 2 interns submitted abstracts of which Ren Cazar received the best Poster award.

### Fellowship Program

Four candidates sat the Fellowship examination prior to the Congress on the Gold Coast in October 2019.

All were successful in obtaining their Fellowship and congratulations go to Mary DeGori, Suzanne Sinni, Stephanie Allen and Anthony Gust. A big thank

you to Peiter Walker and Sue Sestan our Fellowship Coordinators for a fabulous job in facilitating the study program. It was also great to welcome Robert Curtis from Tasmania to the study sessions. The fellowship study group met regularly with occasional face to face meetings at the Epworth Hospital in Richmond. Congratulations also go to Dan Weeks and Beverly Sutton who was awarded Fellowship by the Alternative Pathway and to Sean Ording-Jespersen, A/Prof Vikras Wadhwa and Ken Seong Cheng who obtained Fellowship via the RACMA dual recognition pathway.

### Branch sponsors

Victorian Managed Insurance Authority (VMIA) and HESTA have continued sponsoring the Victorian Branch this year and we thank them for their ongoing support. In addition, in-kind support has been provided by KPMG, EY, Nous, HESTA, VMIA, LaTrobe University, Hall and Wilcox and Epworth Healthcare.

The contribution of these groups to the development of our health service managers, not only in sponsorship but also through injecting their expertise into conversations and networking opportunities for our managers, helps to create a richness in the College community and we look forward to continuing to build these relationships.

### Mentoring Program

The Mentoring Program continues to be very popular with Victorian members with a large number of people seeking the opportunity to be mentored by a senior member of the College. Mentors in the 2018 program were acknowledged with the presentation of a certificate.

### Awards and recognition

The Victorian Branch would like to acknowledge the hard work and efforts of all involved in the COVID-19 response.

**Briana Baass** FCHSM  
**Victoria Branch President**

## Health Management Intern Program (HMIP) 2020 Victoria

This year marked the 30th anniversary for the Victorian stream of the Health Management Intern Program (HMIP). The Program's principal aim is to develop future leaders for the health system by offering graduates the opportunity to develop their knowledge and understanding of the health sector and skills relevant to health management. Throughout the two years of the HMIP, Management Interns (Interns) are exposed to a variety of different workplace and educational opportunities. Interns complete three key components during the HMIP: academic, through attaining their Master of Health Management; professional development, through access to a series of ACHSM activities; and experiential component, through four, six-month placement rotations across a range of relevant (rural and metropolitan) organisations, something which is a unique feature to the Victorian HMIP.

Much like previous years, recruitment for the 2020 program was highly competitive. A number of high quality applications were received, with six interns being selected. The new interns come from diverse backgrounds – both clinical and non-clinical – and, along with the now second year Interns, made for a total of 13 interns for 2019/20.

In 2019, two Victorian interns had abstracts accepted and presented at the College's Annual Congress held at the Gold Coast. Congratulations to both interns and, in particular, to Ren Cazar who won the best poster award. All interns attended Congress and found it to be a valuable learning experience.

In March the Graduation Ceremony was held for six interns who successfully completed the Program at the end of 2019. The Ceremony was held at the Stamford Hotel in Melbourne and Professor Andrew Way AO, CEO of Alfred Health and ACHSM National Board Director addressed the interns on Leadership. We would also like to thank HESTA for their continued support of our intern Program.

All interns graduated with a Masters of Health Management from the University of New England. Ren Cazar was awarded the prestigious New England Award which is presented to students who have embraced the



*2018 Interns Graduation: from L to R: Ren Cazar, Caitlyn Brennan, Victoria Warner, Tegan Cotter, Lachlan Crowe. Missing Kylie Roper*

full UNE experience. Recipients of the award are exemplar citizens who demonstrate service to both their community and the University. In addition, both Tegan Cotter and Lachlan Crowe were Awarded Certificate of Commendation for being high-achieving students.

The Victorian Branch would like to thank everyone that has contributed to the program as a preceptor or workplace supervisor, professional development presenter, interviewer, sponsor and those involved in other groups, events and committees. It is this collective input that helps to make the Intern Program a part of the fabric of the Victorian system. We would also like to acknowledge the Department of Health and Human Services (Vic) for their ongoing support of the Intern Program.



*Back L to R: Kelvin Yap, Ian Cambelj, Steven Hallissey, Matthew Macaulay, Yang Su, Lucy Sutherland, Oluwafunmilayo Lamidi, Sabrina Pilla, Front: Ellie Searle, Jaspret Pannu, Peta Wright, Simonne Collins, Noni Chan*

## Victoria celebrates 30 years of HMIP

Victoria is also celebrating its 30th year of the MRP/HMIP. Over 150 graduates of the Victorian Program now hold many senior positions in Health organisations including CEOs and Executive Director positions. The program is a part of the fabric of the Victorian system and continues, with strength, largely due to the commitment to developing tomorrow's leaders from many organisations across the whole state.

**Julie Owen** AFACHSM  
Executive Officer (Vic)

# Branches in Review

## Queensland

### Branch Council

Queensland Branch has supported and facilitated a strong professional development; education and learning; and career development throughout the year for members and colleagues across the State.

Queensland Branch Council elections brought continuing and new members to the Branch Council Team. Branch Council has two main sub-committees for Professional Development and Membership and Marketing to progress the Branch's work and activities. Members have given a lot of time and energy to the governance, planning and facilitation on behalf of Queensland members and partners working at local, regional and national levels.

During the year Frances Cunningham concluded her term and did not seek reappointment and Paul Manuell left the Branch Council and we extend sincere thanks and gratitude for their work and contributions.

### Professional development

The Branch continued its successful Breakfast Forum events; symposia; live interactive webinar opportunities for members and colleagues throughout Queensland, Australia and internationally. Digital connections enabled delivery of regular events cross the regional, rural and remote areas of Queensland. In the last quarter, the pandemic impact meant all Branch development activities needed to be converted to online delivery. An extensive program from keynote presenters has been successfully delivered. Evaluation and feedback demonstrated high levels of acceptance and value in this program.

### Fellowship Program

Professor Anneke Fitzgerald as the Queensland Study Co-ordinator for the Fellowship learning, engagement and advancement program delivers a highly successful program and Branch Council is grateful for the work and commitment Anneke makes. Griffith University kindly supported this professional development in the provision of electronic learning platforms for access for all candidates in the College to benefit from on-line learning.

Ten new Fellows were admitted to this level of membership (Alice Evans, Gaery Barbery, Graham Beacom, Glenn Hokin, Jennifer Kosiol, Moira McInerney, Rachael Smithson, Sheree Lloyd, Sharon Sweeney and Sharon Downman) and Chris Raftery was admitted through the alternative pathway. State Branch Council extended sincere congratulations and welcome to the new Fellows.



*Left to right:*

*Mark Avery, Alice Evans, Richard Olley, Moira McInerney, Gaery Barbery, Racheal Smithson, Glen Hokin, Sheree Lloyd, Anneke Fitzgerald, Sharon Dowman, Jennifer Kosiol, Sharon Sweeney.*

## Branch sponsors

Branch Council is sincerely grateful to these organisations who have directly enabled professional development success for the College and we extend our thanks HESTA Super Fund; QUT University – School Public Health and Social Work; and Griffith University School of Medicine for their ongoing support.

## Mentoring Program

The Mentoring Program enables the sharing of professional and personal skills and experiences as well as enhance career development, demonstrated again its professional relevance and value with many participants during the year. Queensland Branch Councilor, Dr. Dennis Campbell has developed and facilitated this highly successful initiative across the State. Eight mentors from across Queensland engaged with individual mentees participating in the program.



*Prof Anne Snowdon, Chair of the World Health Innovation Network and Scientific Director of SCAN Health joined us for one of our many successful webcasts in May from her home in Canada to give her views on how digital solutions may assist health services in a post COVID era.*

## Health Management Internship Program

The Health Management Intern Program (HMIP) was re-established in Queensland in 2015 and at the end of 2019 three Interns successfully completed the program which involves two years employment and experiential learning; professional development; and completion of a Masters program in health management. On behalf of the College, Branch Council members have offered congratulations and best wishes to Nicole Page, Olivia Penna and Kate Thomas.

## Awards and recognition

Queensland Branch sponsors several academic prizes in conjunction with Griffith University and the QUT University to recognise both student achievement in health management and also the significant contributions made to the College by high achieving graduates in the health management programs. The award in 2019 was made to:

**Griffith University – Sister Angela Mary Doyle Award**  
Sheril Kumar

## Thanks and acknowledgment

Branch Council extends sincere thanks and appreciation to our Executive Officers, Molly Carlile (who left the Branch in 2019) and to Tracey Silvester who has now taken up the role, for their contributions in enabling and growing the work of the College in Queensland.

Mark Avery FCHSM  
**Queensland Branch President**

# Branches in Review

## South Australia

### Branch Council

**Branch President:** Roslyn Chataway

**Vice President:** Chris Barber

**Treasurer:** Anthony Wong

Following the 2019 Annual General Meeting several new members joined the SA State Branch Council (SBC):

Christine Dennis, Anthony Wong, Adrienne Copley and Jenny Richter (secondment).

We would also like to thank retiring SBC members including Bronwyn Masters, Mark Diamond, Shane Mooar and Michele Smith for their input and passion on Council and we wish them all the best in your future endeavours.

### Professional development

A full calendar of professional development and networking events has been delivered in the last 12 months. With the onset of COVID-19, the format changed in 2020 to ensure the safety of our presenters and participants. Member feedback has been positive, with electronic access to state, national and international speakers welcomed.

Professor Paul Worley, the Rural Health Commissioner presented on closing health 'gaps' initiatives and the quality of rural clinicians who deliver sustainable health services to all regional communities. Interesting discussions ensued about rural workforce retention, with a wide variety of members in attendance.

Professor Mike Shaner from Saint Louis University discussed failure and how individuals and organisations can still be winners.

Our Women in Leadership Breakfast enabled robust discussion with three knowledgeable guest speakers: Cara Miller, Sue Dewing and Mary Patetsos.

An evening event with Chris Martin from Korda Mentha provided insight and financial tips for health leaders and managers.

The SA Branch Annual Conference ensured that members and non-members were able to hear from numerous leaders in health care, to learn, network and share ideas throughout the day.

Commissioner Paddy Phillips provided an interesting presentation on exciting work being undertaken at the SA Commission on Excellence and Innovation in Health (CEIH).

The Minister for Health and Wellbeing, the Hon. Min Stephen Wade provided an annual update on SA Health activities and accomplishments.

Navigating Aged Care during COVID-19 discussions with Frank Weits, Jane Pickering and Jane Mussared provided our first state zoom event.

Local Health Networks (LHN) Chairs, Jim Birch, Bevan Francis, Michele Smith, Mark Butcher and Grant King provided updates on activities occurring within their LHN, with robust discussions via the question and answer session.

### Fellowship Program

SBC wish to acknowledge the successful completion of the Fellowship Program in 2019 by:

- David Naughton
- Viney Joshi
- Rachel Swift
- Jayanthi Jayakaran
- Stephen Walker
- Jennifer Richter

South Australia currently has four (4) ACHSM members undertaking Fellowship and will sit their Fellowship. We wish our four candidates' success with their October 2020 exams and thank our Fellowship Coordinators – Alan McLean and John Dennis who are currently supporting both the SA candidates and are Co-Coordinators for the NT Fellowship candidates.

## Branch sponsors

We are very grateful and indebted to a range of sponsors for their continued support. I would like to acknowledge:

**Platinum Sponsor:** SA Health

**Lead Sponsor:** HESTA

**Local Sponsors:** Celsus and Flinders University (Health Care Management)

**In-kind Sponsors:** St Andrew's Hospital, UniSA and Spotless.

We do not take sponsorship for granted. We understand that in the current economical climate that it is important for us to foster strong relationships with our sponsors ensuring that they are duly recognised for their support for our branch and that we work in partnership.

Without sponsorship support, we would not be as well positioned to achieve our goals and realise our vision of "Better Leadership – Better Communities" through our continuing professional development program.

To all of our sponsors – a sincere thank you.

## Awards and recognition

Our long association with the Department of Health Care Management at Flinders University continued throughout the year.

The 2020 ACHSM SA Branch Health Management Prize was awarded to **Ms Suzanne Mann**.

The Award Ceremony was cancelled due to COVID-19 restrictions with the Health Management Prize being awarded virtually. We congratulate Suzanne and look forward to officially acknowledging her accomplishment at a future face to face event.

## Thanks and acknowledgement

Whilst COVID-19 has certainly kept us on our toes, I would like to thank SBC, ACHSM members and colleagues for their positive, proactive approach to professional development opportunities. Their collaboration and collegiate nature have been a shining light for leadership during these unprecedented times.

Thank you to all SA members for their ongoing support of the College, as well as our sponsors and members for their ongoing assistance and feedback over the past year.

The SA Branch Council looks forward to the next 12 months, where our focus will be on seeking and providing the high-quality professional development activities requested by members.

I look forward to your continued involvement with the SA Branch into the future and hope everyone stays healthy and safe.

Roslyn Chataway <sup>AFCHSM</sup>  
South Australia  
Branch President



Roslyn Chataway, ACHSM SA Branch President and Jayanthi Jayakaran, Fellowship recipient.



Fellowship recipient, Jenny Richter and Neale Fong, ACHSM National President.

# Branches in Review

## Western Australia

### Branch Council

The WA Branch Council continues to grow, bringing together senior health leaders from public, private and not-for-profit areas in WA health. All have a wealth of experience that allows us to put together such a rich and diverse professional development calendar each year for our members.

Dr Neale Fong continues as President, with Karen Bradley (ED, Clinical Leadership and Reform, Department of Health WA) stepping up as Vice-President. Bryan Pyne (COO, St John of God Health Care) now volunteers his time as Treasurer. We thank the following members who have served over 2019/20: Trenton Greive, Karen Bradley, Bryan Pyne, Suzanne Robinson, Kim Gibson, Leanne Durrington, Chris Hanna (retired), Daniel Mahony, Elizabeth Rohwedder, Dianne Bianchini, Renee de Prazer, Karen Gullick, Mary Miller, and Kerry Winsor.

It is very pleasing to have several councillors from our rural areas.

### Professional Development

Members and guests were fortunate enough to sit down for lunch with Craig Drummond (CEO, Medibank), John Van Der Wielen (CEO, HBF) and Dr Shane Kelly (Group CEO, St John of God Health Care) to hear their views and join a lively debate on the future of private health insurance in Australia.

WA also had the rare opportunity to hear from international guest speaker Rupert Soames OBE in November. Rupert is Serco Group's, Group Chief Executive. The lunch was attended by over 100 people who were given intimate access to Rupert's views on disruption and change becoming the norm in business, and how they can become proactive leaders when it comes to reassessing direction and priority in the face of shifting economic and political markets.

The Women in Leadership series again proved to be popular. Dale Fisher (CEO Silver Chain) discussed



*Rupert Soames OBE*

the importance of mentorship in supporting career development and creating opportunities. The series was rounded out for the year with Dr David Russell-Weisz (Director General, Department of Health), Lisa Brennan (CEO Senses Australia) and Margi Faulkner (Regional Director, WACHS Pilbara), all who spoke about their courageous transitions from clinician to organisational leaders. These series have proven to be highly valued by our members and we thank the Liz Macleod, CE East Metropolitan Health Service for sponsoring the series and Karen Bradley for putting together such fantastic programs.

Dr Karen Luxford (CEO, ACHS) was a guest speaker at a forum hosted by EY and we were pleased to get this up as the lock-down occurred a few weeks after. Karen provided inspiration and insight into leading for excellence.

The highlight of our professional development calendar, the WA Leadership Conference, was unfortunately, like so many other events, postponed due to COVID-19. We look forward to hosting another excellent conference in 2021.



## Stars Of Covid-19 Campaign

The Branch wished to show its appreciation to so many people during the unprecedented Coronavirus pandemic by hosting the Stars of COVID-19 campaign in April. We invited colleagues to nominate individuals or teams who they felt showed the characteristics of compassionate and excellent leadership during the ongoing pandemic. The campaign was not a competition, but rather an opportunity to celebrate effort, commitment, and very hard work. The branch was overwhelmed by the support of the Minister for Health, our sponsors and colleagues, and the participation rate, with over 220 nominations! A four-page spread in the daily newspaper was great recognition of the campaign. The nominations demonstrated that great leadership in health care occurs at every level of an organisation.

## Cuppa with the Chief Series

We had some fantastic health executives participate in this year's Cuppa with the Chief program. The concept, which has been taken up by most of the other states, gives our members access to high level leadership journeys and experiences at an intimate level. Thank you to Kim Gibson for putting together such a full program this year.

Hosts included: Geraldine Ennis (Regional Director, WACHS Goldfields), Jenny Campbell (Chief Allied Health Officer, Clinical Excellence Division, Department of Health), Dr Andrew Robertson (Assistant Director General and Chief Allied Health Officer, Public Aboriginal Health, Department of Health), Ian Smith PSM (Board Chair, East Metropolitan Health Service), Tanya Basile (Nurse Co-Director, Medical Specialties Division, Sir Charles Gairdner Hospital and Chair, Clinical Senate of WA), Angela Kelly (Assistant Director General, Purchasing & System Performance, Department of Health), Dr Aresh Anwar (CE, Child and Adolescent Health Service) and Dr Nathan Gibson (Chief Psychiatrist of WA).

## Fellowship Program

A special thank you to Trenton Greive for heading the WA Fellowship program again this year. WA has gone from strength to strength, with 9 Fellows graduating in 2019 to add to a total of 67 WA Fellows. The WA Branch would like to congratulate the 'class' of 2019 for being successful in gaining college Fellowship. In 2020 we have 16 Associate Fellows sitting the exam, studying under different circumstances due to the pandemic.

## Branch Sponsors

The WA Branch has fantastic relationships with its sponsors who understand the importance of building, supporting and recognising health leadership in such a large and diverse state. A special thank you to our 2020 Leadership Conference sponsors for standing by us and allowing these funds to be carried over to the rescheduled 2021 date. A special thank you to Ramsay Health Care, St John of God Health Care, the WA Department of Health, Silver Chain, HESTA, WA Country Health Service, East Metropolitan Health Service, Curtin University, WA Primary Health Alliance, Bethesda Health Care, Mount Hospital, Mindful Meditation Australia, Perth Radiological Clinic, PriceWaterhouse Coopers, Royal Flying Doctor Service WA, EY and Mineral Resources.

## Thanks and acknowledgement

Thank you to the WA State Branch Council for putting in copious voluntary hours to ensure our PD calendar grows each year in its relevance, value and reputation. This year has seen us have to adapt the way we deliver our PD program, so thank you to everyone behind the scenes who has ensured the success of our new digital platforms. Ashleigh Copson part-time Executive Officer continues to provide great support to the Branch and its activities.

**Professor Neale Fong (Hon) FCHSM**  
**President, Western Australia Branch**

# Branches in Review

## New Zealand

### Branch Council

The National Council has eight members meets monthly.

Mala Grant had been a member of the Council since at least 2010 sadly passed away during the year. After 10 years on the National Council, including three years as President Jayanthi Mohanakrishnan stepped down. Catherine Epps also stepped down and Charmaine Pene joined the Council in June 2020.

The Council have developed a strategic plan to guide us over the next few years. The main focus is to build the value we offer to members in New Zealand and promote health management as a profession. The key priorities are:

1. Recognised as the voice for health managers and leaders
2. Provide high value services to members
3. Advance the professionalisation of health management

Dr Ashley Bloomfield, Director-General Health is supportive of the college activity in New Zealand and has agreed to be Patron. We look forward to working with Ashley and the Ministry of Health.

### Professional development

Regular networking sessions with a guest speaker have been held in Auckland and Wellington. We were increasing session available via zoom and this has accelerated as Covid had an impact on our ability to meet in person.

We are developing a journal club and intend to have this up and running during 2020.

### Fellowship Program

We are delighted to congratulate our new Fellows:

Honorary Fellow: Dr Ashley Bloomfield

Examination: Julie Lucas, 2019

Alternative Pathway: Gary Lees

Tamzin Brott

### Awards and recognition

Silver Fern: Dr Jagpal Benipal

Mala Grant

Life membership: Faye Gardiner

## ACHSM and NZIHM

At the Annual General Meeting members discussed the proposal to align the operating name more closely with ACHSM. There was an overwhelming majority support to move our name to ACHSM-Aotearoa.

## ACHSM Congress 2019

There was a successful congress on the Gold Coast in late 2019. There was a good New Zealand contingent and it was fabulous to recognise New Zealanders at this event.

## Regional approach

We are hosting a mix of regional and national events and using zoom to make these events more accessible. National Councillors are taking the lead in their respective regions.

## Thanks and acknowledgment

On behalf of NZIHM we thank our sponsors and members for their contribution to advancing the profession of health management in New Zealand during the year.

Karen Orsborn FCHSM

President, New Zealand Institute of Health Management



*The New Zealand Branch Council*



*New Zealand contingent at the 2019 ACHSM Congress*

# Branches in Review

## Hong Kong College of Health Service Executives (HKCHSE)

### Branch Council

2019/20 was a challenging year of the Hong Kong College of Health Service Executives (HKCHSE) not only because of the social unrest in Hong Kong in the later half year of 2019 but also the worldwide pandemic of coronavirus in 2020. To achieve our long term goals as committed in our strategic plan developed in 2018, we connected different health care authorities and professionals to initiate a free medication refill service called the *Community Interim Medication Refill Scheme* for the public of Hong Kong during the pandemic in Feb 2020, and we initiated a series of training and seminar for the development of healthcare professionals in Hong Kong.

### Professional Development

#### Community Interim Medications Refill Service (CIMRS)



"Patients participating in our Community Interim Medication Refill Scheme (CIMRS) pilot are those with chronic illnesses who require long term medication. The outbreak of the Coronavirus Disease 2019 (COVID-19) has unexpectedly disrupted their scheduled follow-up and

medication refill at the Hospital Authority (HA). With the objective to bridge this service gap leveraging community resources and inspired by the use of the Electronic Health Record Sharing System (eHRSS), we and our collaborators sparked off this pilot scheme with the aim to contribute to the continuity of care for patients at the community level, as well as to help release precious resources in the public healthcare sector at this critical time to fight against the pandemic." said Dr LIU Shao Haei, President of HKCHSE and Society for Innovative Healthcare Hong Kong at the eHealth News of the HKSAR Government in June 2020.

Due to the outbreak of coronavirus, chronic disease patients were unable to attend follow-up appointments resulting in interruptions of their medications. The College conjoined the free medication service, CIMRS with



Photo from news report of the Apple Daily in Hong Kong

other health care professional organisations to serve the public of Hong Kong. The service, funded by donations, commenced on 22nd Feb 2020. Patients could enroll the service through the hotline or via online application, while pharmacists would use the electronic Health Records System Service to access the patients' electronic health records such as lab results and medication histories to determine the suitability of patients for joining the CIMRS. By mid-April, around 300 patients and their relatives had made inquiries and the Service had dispensed over 250 drug items in the first seven weeks.

The service was welcomed and appreciated by the public and received widespread local media reporting in Hong Kong.

Through the leadership and the commitment of our council members, together with the collaboration of supporting organizations, we spent 10 days overcoming all the administrative and funding application procedures to make it happened. The pandemic came fast, unprepared and overloaded the public healthcare system in Hong Kong. The success of CIMRS demonstrated a private partnership model in the primary care setting benefiting the traditionally hospital based outpatient services for chronic diseases patients and released some of the burdens of the public healthcare system in Hong Kong.

#### Health Service Management Training, Seminars and Sharing Sessions

With the potential funding support of Professional Services Advancement Support Scheme, seminars and sharing sessions will also be organized in the 2020/21 for healthcare professionals in Hong Kong.

## Greater Bay Area Initiatives and Collaboration

Under the initiatives of the Greater Bay Area, the HKCHSE had organized a number of activities in 2019/20. A health service management training program designed for 30 senior healthcare managers of the Chen Xing Hai Hospital in Zhongshan City of the Guangdong Province of China was completed in October 2019. A conjoined Greater Bay Area Healthcare Management Seminar cum visit to a hospital in Macau was organized with the Macau Association of Health Service Executives in July 2019. The HKCHSE had also participated in a sharing session on collaboration strategies among the executives of hospitals and healthcare organizations of the Greater Bay Area in Clifford Hospital of the Guangdong Province of China in July 2019.

## Continuous Professional Development (CPD) Point Scheme

To align with the initiative of ACHSM in continuous professional development of our members, the College has initiated a proposal to ACHSM about the reciprocal arrangements of CPD activities so that members can be benefited from both Colleges to gain CPD points.

## Fellowship Program

Seventeen candidates enrolled the Dual Fellowship Program in 19/20 and participated actively in the Study Group Meetings of theme discussion, case studies and journal presentation. Experienced fellow is assigned to each candidate as mentor to help the candidates to walkthrough the journey. Candidates went through the Mock Examination on 18 July 2020 and will take part in the Viva Examination to be held on 20 & 21 Aug 2020 in Hong Kong.



HKCHSE Fellowship Gala Luncheon Talk 2019 in the presence of Secretary for Food and Health of the Hong Kong Government

## Newsletters

The College published three issues of newsletters with circulation by electronic to our members. Through the newsletters, we provide our members with the skill & knowledge of public healthcare and management as well as enhancing their understanding of the latest development.

## Membership

As at 22 July 2020, the number of our members remains at around 230 and we are committed to re-connect our past Fellows and explore opportunities to reach out for the healthcare professionals in the industry.

| Year  | Fellows | Associate Fellows | Associates | Total |
|-------|---------|-------------------|------------|-------|
| 19/20 | 120     | 64                | 43         | 227   |
| 18/19 | 105     | 60                | 66         | 231   |
| 17/18 | 94      | 60                | 38         | 192   |
| 16/17 | 87      | 56                | 14         | 157   |

With the support of our fellow members, the College would be continuing to grow and structure a competency framework in collaboration with the partners in Australasian region. I am confident that our College will be a force to reckon with for the foreseeable future!

Dr LIU Shao Haei FHKCHSE, FCHSM  
HKCHSE President



HKCHSE Fellowship Conferment 2019 of Class 18/19

# National Treasurer's Report

## 2019–2020 Financial Year



### Michael Kalimnios

FCISM B.COMM FCA GAICD  
NATIONAL  
TREASURER

On behalf of the board I am pleased to present the financial report for the year ended 30 June 2020. Despite a challenging second half to the year we have managed to achieve a surplus of \$245,212 (year ended 30 June 2019: surplus of \$207,810).

A notable change in operations for ACHSM was the decision by the board in March 2020 to suspend all face to face activities due to COVID-19. This resulted in a 43% reduction in our professional development revenue, but this has partially been negated by the high-quality webcasts that ACHSM has implemented to continue to provide our members with ongoing professional development.

With the decline in revenue ACHSM qualified for several government subsidies for the COVID-19 pandemic. This included JobKeeper, cashflow stimulus and various payroll tax relief measures.

An accounting process change was implemented in the 2020 Financial Year. Historically the Victorian intern salary income from placement organisations and the Victorian intern salary expense was held on the balance sheet and consolidated at the end of each semester (December and June), in 2020 the income and expense were recognised in the month that they occurred. This has impacted the revenue and expenses for the financial year (Revenue increase 103%/Expenses Increase 121%).

### The results in detail

As can be seen from the Accounts

- 94% (93% FY19) of our revenue is derived from:
  - Professional Development Events \$281k (\$496k FY20)
  - Health Intern Programs conducted in NSW, VIC, QLD and WA \$1,547k (\$761k FY19)
  - Program Grants \$205k (\$206k FY19)
  - Congress \$483k (\$489k FY19)
  - Membership Fees \$638k (\$655k FY19)
  - Government COVID-19 subsidies \$296k
- 97% (97% FY19) of our expenditure incurred from:
  - Employment Costs \$1,161k (\$1,110k FY19)
  - Information Technology, Marketing and Office Expenses \$338k (\$362k FY19)
  - Cost of Professional Development Events \$159k (\$181k FY19)
  - Congress Expenses \$352k (\$270k FY19)
  - The Health Intern Program \$1,316k (\$596k FY19)

In comparison to the previous year, total revenue increased by \$848k (30%), with the increase mainly attributable to the change in the Victoria Intern Program accounting treatment which was \$786k more than FY19. This increase is offset against the corresponding increase in expenses of \$720k.

As noted, expenditure increased significantly by \$810k in comparison to the previous year (31%). The increase in expenditure can be attributed to increase in the Victorian Intern Program employment expenses.

The results compared favourably to budget.

| Item                  | Budget       | Actual       | Variance   |
|-----------------------|--------------|--------------|------------|
| Income                | \$ 3,003,863 | \$ 3,664,444 | \$ 660,578 |
| Expenditure           | \$ 2,891,011 | \$ 3,419,232 | \$ 528,222 |
| Net Surplus/(Deficit) | \$ 112,852   | \$ 245,212   | \$ 132,356 |

## Sponsorship

Sponsorship support to the Branches for the year was \$111k and for the National Congress \$147k which was a decrease of \$97k on last year's sponsorship due to the suspension of face to face events. We are very grateful to our various sponsors for their ongoing support without which we would have to increase costs to members. We also have many organisations who provide sponsorship in kind either with guest speakers or venues or both. Their support is also gratefully acknowledged.

## Events arising since the end of the reporting period

The Directors recognise that at the date of this report, the potential financial effect of the COVID-19 pandemic on future income streams is unknown.

No other matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company,

the results of those operations or the state of affairs of the Company in future financial years.

## Future development and results

The COVID-19 pandemic will impact the future operations of the Company, however at this time we are unable to quantify the extent of the impact. In response the Company has moved face to face professional development events to an online delivery model. Other than COVID-19 there are no likely developments that will affect the expected results from operations in future years known at the date of this report.

Please note that the accounts provided in this annual report are summarised and the full FY20 Financial Statements are available on the ACHSM website.

*For the full audited Financial Reports please visit:  
<https://achsm.org.au/Portals/15/documents/governance/agm-2020/ACHSM-General-Purpose-Financial-Statements-2020.pdf>*

# Financial Report

## Australasian College of Health Service Management

| STATEMENT OF PROFIT OR LOSS AND OTHER<br>COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2020 |                  |                  |
|---|------------------|------------------|
|   | 2020<br>\$       | 2019<br>\$       |
| <b>REVENUE</b>  |                  |                  |
| Membership fees   | 638,164          | 655,283          |
| Advertising and sponsorship   | 67,573           | 84,173           |
| Education activities  | 372,805          | 593,090          |
| Sales   | 3,269            | 4,089            |
| National Congress   | 483,857          | 489,575          |
| Trainee management programs   | 1,547,656        | 761,137          |
| Program grants  | 205,287          | 206,366          |
| Sundry income   | 345,833          | 22,710           |
| <b>TOTAL INCOME</b>   | <b>3,664,444</b> | <b>2,816,423</b> |
| <b>EXPENDITURE</b>  |                  |                  |
| Congress expenses   | 352,308          | 270,445          |
| Depreciation  | 56,295           | 33,691           |
| Distribution to overseas branches   | 7,356            | 10,617           |
| Educational expenses  | 217,933          | 235,349          |
| Employee benefits   | 1,123,374        | 1,043,687        |
| Interest expense  | 6,443            | 4,241            |
| Trainee management scholarships   | 1,311,678        | 595,670          |
| Other expenses  | 343,845          | 414,913          |
| <b>TOTAL EXPENSES</b>   | <b>3,419,232</b> | <b>2,608,613</b> |
| <b>NET SURPLUS FOR THE YEAR</b>   | <b>245,212</b>   | <b>207,810</b>   |
| Income tax expense  | -                | -                |
| <b>SURPLUS AFTER INCOME TAX</b>   | <b>245,212</b>   | <b>207,810</b>   |
| Other Comprehensive Income  | -                | -                |
| <b>TOTAL COMPREHENSIVE INCOME</b>   | <b>245,212</b>   | <b>207,810</b>   |



**STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2020**

|                                      | 2020<br>\$       | 2019<br>\$       |
|--------------------------------------|------------------|------------------|
| <b>CURRENT ASSETS</b>                |                  |                  |
| Cash and cash equivalents            | 1,848,382        | 1,413,533        |
| Receivables                          | 116,377          | 101,940          |
| Financial assets                     | 6,875            | 6,875            |
| Other assets                         | 103,583          | 198,537          |
| <b>Total Current Assets</b>          | <b>2,075,219</b> | <b>1,720,886</b> |
| <b>NON-CURRENT ASSETS</b>            |                  |                  |
| Financial assets                     | 1,688            | 1,688            |
| Property, plant, and equipment       | 101,483          | 56,996           |
| Intangible assets                    | 6,587            | 10,889           |
| <b>Total Non-Current Assets</b>      | <b>109,758</b>   | <b>69,573</b>    |
| <b>TOTAL ASSETS</b>                  | <b>2,184,977</b> | <b>1,790,459</b> |
| <b>CURRENT LIABILITIES</b>           |                  |                  |
| Trade and other payables             | 463,326          | 302,373          |
| Provisions                           | 168,350          | 108,857          |
| Other Liabilities                    | 839,887          | 945,846          |
| <b>Total Current Liabilities</b>     | <b>1,471,563</b> | <b>1,357,076</b> |
| <b>NON-CURRENT LIABILITIES</b>       |                  |                  |
| Provisions                           | 27,840           | 42,233           |
| Other liabilities                    | 49,212           | -                |
| <b>Total Non-Current Liabilities</b> | <b>77,052</b>    | <b>42,233</b>    |
| <b>TOTAL LIABILITIES</b>             | <b>1,548,615</b> | <b>1,399,309</b> |
| <b>NET ASSETS</b>                    | <b>636,362</b>   | <b>391,150</b>   |
| <b>EQUITY</b>                        |                  |                  |
| Accumulated Funds                    | 636,362          | 391,150          |
| <b>TOTAL EQUITY</b>                  | <b>636,362</b>   | <b>391,150</b>   |

# Financial Report

## Australasian College of Health Service Management

| STATEMENT OF CHANGES IN EQUITY<br>FOR THE YEAR ENDED 30 JUNE 2020 |                         |
|---|-------------------------|
|   | Accumulated Funds<br>\$ |
| <b>Balance as at 1 July 2018</b>                                  | <b>183,340</b>          |
| Other comprehensive income  | 207,810                 |
| Total comprehensive income  | 207,810                 |
| <b>Balance as at 30 June 2019</b>                                 | <b>391,150</b>          |

|                                   |                |
|-----------------------------------|----------------|
| <b>Balance as at 1 July 2019</b>  | <b>391,150</b> |
| Other comprehensive income        | 245,212        |
| Total comprehensive income        | 245,212        |
| <b>Balance as at 30 June 2020</b> | <b>636,362</b> |

| STATEMENT OF CASH FLOWS<br>FOR THE YEAR ENDED 30 JUNE 2020 |                  |                  |
|--|------------------|------------------|
|  | 2020<br>\$       | 2019<br>\$       |
| <b>Cash flows from operating activities</b>                |                  |                  |
| Receipts from customers                                    | 3,649,121        | 2,741,022        |
| Receipts from government stimulus                          | 206,000          | -                |
| Interest received  | 2,821            | 6,523            |
| Payments to suppliers and employees                        | (3,417,186)      | (2,536,592)      |
| Interest paid  | (1,061)          | (4,241)          |
| <b>Net cash provided by operating activities</b>           | <b>439,695</b>   | <b>206,712</b>   |
| <b>Cash flows from investing activities</b>                |                  |                  |
| Dividends received   | 62               | 144              |
| Proceeds from investments                                  | -                | 24,901           |
| Purchase of plant & equipment                              | (4,908)          | (28,530)         |
| Purchase of intangible assets                              | -                | (12,907)         |
| <b>Net cash used in investing activities</b>               | <b>(4,846)</b>   | <b>(16,392)</b>  |
| <b>Cash flows from financing activities</b>                |                  |                  |
| <b>Net cash provided by financing activities</b>           | <b>-</b>         | <b>-</b>         |
| Net change in cash and cash equivalents                    | 434,849          | 190,320          |
| Cash and cash equivalents at beginning of financial year   | 1,413,533        | 1,223,213        |
| <b>Cash and cash equivalents at end of financial year</b>  | <b>1,848,382</b> | <b>1,413,533</b> |



**ACHSM** Australasian College of  
Health Service Management

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**Better leadership. Healthier communities.**

Australasian College of Health Service Management

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