



**Australasian College of Health Service Management**

ANNUAL REPORT

**2011/2012**

# Our Vision, Mission and Plan

## Our Vision

To promote innovation and excellence in health leadership and management.

## Our Mission

To equip health leaders for success.

## Our Plan

### Goal One

To provide the best professional development and networking opportunities for health managers.

### Goal Two

To advocate for and promote the health management profession.

### Goal Three

To recognise the achievements of health managers.

### Goal Four

To promote innovation and excellence.

The 2011/2012 Annual Report of the Australasian College of Health Service Management.

The Australasian College of Health Service Management is a company limited by guarantee.  
ACN 008 390 734 ABN 4100 839 0734

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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 14 August 2012 at the Surfers Paradise Marriott Resort and Spa, Gold Coast QLD Australia

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# Governance

## National Board

<i>Ms Kate Copeland</i>	FCHSM President
<i>Associate Professor John Rasa</i>	FCHSM Senior Vice President
<i>Associate Professor Godfrey Isouard</i>	FCHSM Junior Vice President
<i>Mr Colin Xanthis</i>	FCHSM Honorary Treasurer
<i>Ms Jennie Baker</i>	FCHSM Director
<i>Mr Richard Baldwin</i>	FCHSM Director
<i>Mr Mick Davis</i>	FCHSM Director
<i>Mr Mark Diamond</i>	FCHSM Director
<i>Mr Robert Grima</i>	FCHSM Director
<i>Ms Anne-Marie Stranger</i>	FCHSM Director
<i>Mr Greg Allen</i>	FCHSM Director
<i>Mr Neale Fong (Hon)</i>	FCHSM Director
<i>Ms Jennifer Coles</i>	FCHSM Director

## Invitees

<i>Dr Hok Cheung Ma</i>	FCHSM
<i>Dr Sandy Leggat</i>	FCHSM (SHAPE)

## Outgoing Board Members

<i>Ms Kate Copeland</i>	FCHSM President
<i>Mr Robert Grima</i>	FCHSM Director
<i>Ms Jennifer Baker</i>	FCHSM Director

## Branch Presidents

<i>Mr Mark Gaukroger</i>	FCHSM ACT
<i>Dr Hok Cheung Ma</i>	FCHSM Hong Kong
<i>Associate Professor G Isouard</i>	FCHSM NSW
<i>Ms Robyn Cahill</i>	AFCHSM NT
<i>Ms Jennifer Coles</i>	FCHSM New Zealand
<i>Mr Mick Davis</i>	FCHSM QLD
<i>Ms Kae Martin</i>	FCHSM SA
<i>Mr Ken Campbell</i>	AFCHSM TAS
<i>Mr Greg Allen</i>	FCHSM VIC
<i>Dr Neale Fong (Hon)</i>	FCHSM WA

## Our Team

<i>Daryl Sadgrove</i>	Chief Executive Officer
<i>Alison McCann</i>	Executive Assistant to CEO

## Business and Commercial Operations

<i>Zenda Arckwright</i>	Chief Operations Officer
<i>Mary Potter Forbes</i>	Program Manager, GHMP
<i>Wendy Bryan-Clothier</i>	Development Officer Aboriginal Health Management
<i>Billie Antasanova</i>	Manager, Management Training Program
<i>Christine Graff</i>	Librarian
<i>Audrey Panetta</i>	Office Manager
<i>Debbie Simula</i>	Accounts Officer
<i>Rozena Ghany</i>	Accounts Officer

## Membership and Marketing

<i>Colin Coster</i>	Executive Director
<i>Di-dee Knight</i>	Business Support Officer
<i>Melissa McLennan</i>	Membership & Communications Officer

## Professional Development

<i>Sue Thomson</i>	Executive Director
<i>David Briggs</i>	Editor APJHM
<i>Carolyn Marsh</i>	Production Manager APJHM

## Business Engagement and Events

<i>Mike Knowles</i>	Executive Director
<i>Debra O'Brien</i>	Events Coordinator
<i>Melinda McConnell</i>	Administrative Officer
<i>Jan Properjohn</i>	Executive Officer ACT
<i>Adrienne Copley</i>	Executive Officer Sa
<i>Sally Clarke/Ashleigh Fong</i>	Executive Officer WA

## International

<i>Linda McKay</i>	Executive Officer New Zealand
<i>Anders Yuen</i>	College Secretary Hong Kong

# Membership Statistics

Category	2011	2012	% Change
Under Graduate Student (new category 2012)	0	7	
Post Graduate Student (new category 2012)	0	75	
Affiliate	210	137	4.30%
Associate Fellow	1682	1655	-1.60%
Fellow	294	288	-0.30%
Discounted Member	42	29	-31%
Retiree	138	163	18.10%
Life Member	26	30	15.30%
Honorary Fellow	26	29	11.50%

## Membership growth

The ratio of male to female members of the College remains on par compared to the previous financial year. This balance is reflected across most Branches. In 2011/2012 membership was static across the Branches. This can be attributed to a continuous turnover factor from people who have left the health care industry as well as the downturn in the economy overall. The College welcomed 408 new members this year.

## Membership Categories

The category of Associate Fellow retains the largest contingent of members as per the previous year.

## Branch Membership

The College has members across eight states and territories within Australia, and branches in New Zealand and Hong Kong. The greatest representation is in Victoria and New South Wales with member number of 719 and 606.

# Fellowship Graduates of 2011



## Australia

*Raelen Craft  
Christine Dennis  
Kae Martin  
Jeanette Ward  
Mary-Jane Stolp  
Sharon White  
Jason Sun  
Jane Morehen  
Elaine Krassas  
Anthony Wong*

## Hong Kong

*Chan Kam Hoi  
Chan Nim Chi Cecilia  
Chan Lai Ching Pearl  
Chan Woon Tong Joseph  
Cheung Yip Sing Leo  
Cheung Wai Yee  
Cheung Ngan Tai Liza  
Chung Lai Har  
Ho Ka Wai Wendy  
Ku Wai Yin Ellen  
Tang Fung Ki Ivy  
Tse Wing Sze Cindy  
Tung Man Kei  
Wan Yuet Mei  
Yuen Cheuk Pun Eddie*

## New Zealand (2010)

*Catherine Cooney  
Carolyn Cooper  
Jayanthi Mohanakrishnan*

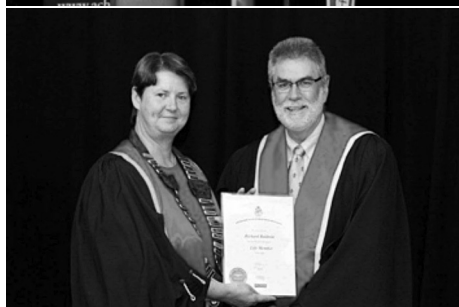
# 2011 Awards



## Gold Medal

The College Gold Medal is awarded annually for outstanding achievement to the College and health management in general. Congratulations are extended to Assoc Prof John Rasa.

(top left) **Assoc/Prof John Rasa** Gold Medal Winner 2011



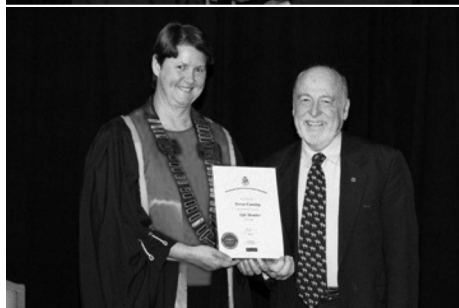
## Life Membership

Life Membership is an Award and honour that can be bestowed by the Board after a Branch Council nomination. It requires a unanimous resolution of the Board. The principal criterion is "conspicuous service to ACHSM".

(left) **Richard Baldwin** (NSW) – Life Member 2011

(bottom left) **Trevor Canning** (WA) – Life Member 2011

(in absentee) **Anne Bergin** (VIC) and **Bernard Deady** (NSW) Life Member 2011



## Honorary Fellowship

**Fran Thorn**, Secretary, Department of Health Victoria

**Dr. Mary Foley**, Director General, Department of Health New South Wales

**Dr. Neale Fong**, Director – Curtin Health Innovation Research Institute, Chair – Bethesda Hospital

# Life Members

**John Blandford**  
**Neville Boyce** OAM  
**Ian Brand** AM  
**David Briggs**  
**Anne Cahill** AM  
**Murray Clarke**  
**James Cornwell** OAM  
**Arthur Cunningham** MBE  
**Gerald Garrity**

**Colin Grant**  
**Eric Hale**  
**Mary Harris**  
**Allan Hughes**  
**John Joel** BEM, OAM  
**Brendon Kelly**  
**James Kerrigan** OAM  
**Douglas King**  
**Michael Kirk**

**Royce Kronborg** MBE  
**Grant Lennox**  
**Brian Mahaffey** PSM  
**Ray Marshall**  
**John McClelland** AM  
**Janet Mould**  
**Milton Noble**  
**William Powell**  
**Colin Rankin**

**William Richards**  
**Brian Scanlan**  
**Arthur Smith** OAM  
**Horace Smith** ISO  
**Leonard Swinden** AM  
**Stanley Williams** BEM  
**Yvette Winter**

# Presidents' Report



Kate Copeland, FCHSM  
President

I use the opportunity of the ACHSM Annual Report and the President's Report to thank all members of the College past and present for their contribution to the College. I first joined the College in 1992 – a mere two decades ago – and 2012 marks the completion of my second year as President.

My sincere thanks to each of the members of the ACHSM Board – your support and feedback during my term as President has been appreciated. The Board continues to meet regularly through monthly teleconferences – this remains a coordination challenge as we span multiple time zones from New Zealand to Western Australia – but it continues to provide a key forum for engagement and participation.

A key undertaking during 2012 has been a review of the College Constitution. At the 2011 Board meeting At Rotorua, a decision was made that the Constitution needed to be updated, to ensure that the structure and functions of the College are consistent with the Australian Corporation Act 2001 under which we operate, and to reflect contemporary approaches to corporate Constitutions.

The Board established a working group to progress this work, ably chaired by Mick Davis, President, Queensland Branch who has participated in this process for other organizations. The revised draft Constitution will be discussed at the Annual General Meeting at the Gold Coast in August 2012, and will be web-published by the College for feedback by the membership, prior to formal approval processes.

The various reports included within the Annual Report detail the activities of the College and its status – but it has been an active year for the Board and the CEO. My thanks to our CEO Daryl Sadgrove for another year of development. 2013 will provide an opportunity for the College to review and revise the three year Strategic Plan – to celebrate the successes to date, and build towards the future.

One of the new initiatives of the College this year has been the preparation and delivery of the Clinical Leadership in Quality and Safety (CLiQS) program for the Victorian Quality Council, in conjunction with partners La Trobe University, Qualityworks and ACLD. Feedback from participants on the program outlined *“inspiring and heartfelt stories about the value of the program to their personal and professional development, the impact it has had on the organizations they work in, and on the patients they touch”* [email from Daryl Sadgrove, 29 June 2012].

The participation of all Branch Presidents and Branch Councilors is also vital to the continued development of the College, and I thank you all for your continued contribution. I appreciate the time and commitment that each member of each Committee brings to the College and thank you for your continued support.

In 2011, the College hosted the first International congress – held in conjunction with the New Zealand Branch – the New Zealand Institute of Health Service Management – at Rotorua in August 2011.

This Congress lived up to the usual high standards of College Congress – with the added appeal of exposure to Maori culture and health services in Rotorua. Like many of the participants, I took away some life affirming memories of my time in Rotorua, including a new insight into the haka.

In 2012, the Congress will be hosted by Queensland and held at the Gold Coast. As my home base, it will give me great pleasure to welcome



you all to Queensland for another stimulating and thought provoking Congress.

Fellowship is the highest level of membership within the College and demonstrates an ongoing commitment to excellence in health service management. In 2012, I had the opportunity to participate in the fellowship examinations in Hong Kong with a large contingent of candidates. I would like to thank all the members of the Hong Kong College of Health Service Executives for their support for the fellowship candidates and their study program, with special mention of the role of Dr Ma in organizing and facilitating the study program.

Participants from Australia and New Zealand undertook Fellowship examinations just prior to the Annual General Meeting and the Congress. My thanks to Chief Examiner John Rasa, who was ably

assisted by Alison McCann from the National Office and the Fellowship Coordinators which have been established in each Branch.

Special thanks to Mark Gaukroger (ACT), Tina Magennis (NSW), Gwenda Freeman (QLD) Gareth Shaw and Linda McCoy (Vic), Geoff Tattersall (SA), Catherine McKinley (WA), Anne-Marie Stranger (TAS), Bruce Parkes (New Zealand), and Dr MY Cheng (Hong Kong) who gave of their own time freely for the College in coordinating Fellowship Study Groups. In 2011, we had 10 successful candidates from Australia, 3 from New Zealand who sat for their Fellowship in 2010 and were presented with their Fellowship certificates and 16 from Hong Kong.

I would like to note the significant and ongoing contribution of all ACHSM staff. The College has had a number of long standing staff leave in the past year – we have

farewelled Christine Callaghan and Sue Brockway from NSW, and David Webb from Victoria. The contribution of each staff member is gratefully acknowledged.

I thank our major sponsors ashurst, Baxter Healthcare, DLA Piper Lawyers, Hesta Super Fund and Hill-Rom for their continued support of the College and look to work with them to mutual benefit.

I recognize the strong links with our ACHSM International Colleagues from New Zealand and Hong Kong, and look to continue to build and strength relations with colleagues from other Asia Pacific nations.

It is an honor to serve as ACHSM President. Thank you all for this privilege.

## Past Presidents of the College

<b>Mr R Grima</b>	August 2008	<b>Mr R F Gordon</b>	June 1986	<b>Dr J C Fulton</b>	December 1963
<b>Dr S J Torr</b>	August 2006	<b>Mr K Dodd</b>	June 1984	<b>Mr A Morcom</b>	June 1962
<b>Mr T V Canning</b>	July 2004	<b>Mr E G Hale</b>	June 1982	<b>Mr J Griffith</b>	June 1960
<b>Mrs M E Smith</b>	August 2002	<b>Mr M C Clarke</b>	June 1980	<b>Mr C G Rankin</b>	June 1958
<b>Mr D S Briggs</b>	June 2000	<b>Mr J W Joel</b>	June 1978	<b>Mr W M Powell</b>	June 1956
<b>Mr R J Smith</b>	July 1998	<b>Mr A J Smith</b>	June 1976	<b>Dr H Selle</b>	January 1954
<b>Mr G J Sam</b>	August 1996	<b>Mr T A C Griffith</b>	June 1974	<b>Mr R L Williams</b>	June 1954
<b>Mr A D Hughes</b>	July 1994	<b>Mr J E McClelland</b>	June 1972	<b>Mr J L Plummer</b>	June 1952
<b>Mr W B Cahill</b>	June 1992	<b>Mr C G Rankin</b>	June 1970	<b>Mr R E Fanning</b>	July 1947
<b>Dr I A G Brand</b>	June 1991	<b>Mr A J Cunningham</b>	July 1969	<b>Mr F S Meddows</b>	April 1946
<b>Mr L J Payne</b>	July 1989	<b>Mr R B Golsby</b>	June 1968		
<b>Mr R J Marshall</b>	June 1987	<b>Mr G Nice</b>	February 1966		

# Board Directors



Kate Copeland BPhy BBus(HealthAdmin) GradCertHealthEcon FCHSM CHE

**President – Appointed to the Board: 2001**

Kate is currently Program Director, Capital Delivery Program – Northern, Health Planning and Infrastructure Division, Queensland Health and her role currently includes overseeing four major hospital redevelopments at Cairns, Townsville, Mackay and Rockhampton, together

with multiple smaller projects from Rockhampton to the Torres.

Kate has held a range of clinical and management positions during the past three decades in Victoria, South Australia, Tasmania, and Queensland.



Associate Professor John Rasa BA MHP FCHSM CHE FAIM MAICD FAHRI

**Senior Vice President – Appointed to the Board: 2009**

John is Chief Executive Officer of General Practice Victoria and is heavily involved in the development of Medicare Locals in Victoria as well as sitting on the National Medicare Locals Transition Advisory Committee. John is still Executive Director of the Australian Centre for

Leadership Development and continues to be involved in clinical and health management leadership programs.

John is Senior Vice-President of the Australasian College of Health Service Management nationally and in Victoria.



Associate Professor Godfrey Isouard BSc MHA PhD FCHSM CHE AFAIM

**Junior Vice President – Appointed to the Board: 2009**

Godfrey Isouard is Associate Professor in the School of Health at the University of New England. He has a medical science and public health background, and prior to moving to academia, held senior clinical and health service executive positions. Godfrey is the Immediate Past President of the Society for Health Administration Programs in Education. He is also President of ACHSM (NSW), Director of the Western Sydney Academy of Sport, and a NSW Vice-Chancellor's Committee

Representative Specialist for Health Programs, and serves on the Editorial Advisory Boards of Facta Universitatis and the Asia Pacific Journal of Health Management. His health management research interests focus on leadership and organisational performance, quality improvement, broadband enabled self-care environments for the elderly, ICT-enabled health innovation, and health sciences education and research.



Colin Xanthis BAppSc, DipMgt, MHM, FCHSM, CHE

**Honorary Treasurer – Appointed to the Board 2010**

Colin has been a member of the ACHSM since 1991. During this time has served as State Branch Councillor for seven years. He has also served as Senior Vice President for four years. He was appointed to the Board in 2010. In 2011 he was appointed as the Honorary Treasurer.

During his time in WA Health Colin has had appointments in major teaching hospitals, secondary hospitals, Country health services and more recently in the Department of Health as the Acting Chief

Information Officer, Acting Executive Director Health System Support and Director of Health Workforce.

Currently, Colin leads the Performance Directorate and oversees the monitoring, reporting, development and management of information and related business systems for strategic and operational directives within WA Health. He has represented the Department of Health and WA on many Local and National Committees.



Jennifer (Jennie) Baker BHSc(Mgt), BBus(IR), MLegSt, MIR, FCHSM, CHE

**Appointed to the Board: 2005**

Jennie is the Director of Biomedical Support within the ACT Government's Health Directorate. She has had experience in medical imaging, allied health and workforce planning as well as her current role with the biomedical

support services within the ACT. She has worked both in New South Wales and the ACT. Jennie is the administrative colleges representative on the Australian Council on Healthcare Standards Board.



Richard Baldwin BHA MBA RN FCHSM CHE

**Appointed to the Board: 2008**

Richard divides his time between health care consulting, teaching and research with the Centre for Health Services Management and the Faculty of Nursing Midwifery and Health at the University of Technology, Sydney. Richard is the Treasurer and immediate past President of the NSW Branch of the ACHSM and has been a member of the Council of the NSW Branch since 1996. He had

been a Director in the Health Advisory Practice in the Sydney Office of PricewaterhouseCoopers and the Chair of the Board of the Sisters of St Joseph Aged Services (NSW) Ltd. Richard has four decades of extensive experience in health management, policy and planning, research and consulting in both the public and private sectors.

# Board Directors



Mick Davis AM – FCHSM FPA LMFPA FAIES MBA GradDipMgt BBus

## **Appointed to the Board: 2011**

Mick is currently Queensland Branch President. He joined the Australian College of Health Service Executives in 1998 and was elected to State Branch Council in 2002. In 2006 he was elected as the Queensland Branch Registrar and in 2008 elected QBC Vice President.

Mick has 47 years experience in ambulance service delivery in both state administration and regional operations. He began his ambulance career in Rockhampton (Qld) as an Honorary

Officer in 1964 and was appointed to the permanent staff in 1969. Mick has served in road and air ambulance operations, in training, special projects, and in supervisory and senior management roles including Acting Assistant Commissioner, District Superintendent, Superintendent Planning & Personnel (GBR) and State Manager Staff Development in QAS leading many innovative changes. His current appointment in QAS is Manager Workplace Health & Safety and Heritage & History.



Robert Grima BBus GradDipHA FCHSM CHE

## **Appointed to the Board: 2000**

Robert commenced his career in health administration and management in 1974 at the Broken Hill and District Base Hospital in the payroll office where he spent over seven years, the final three as Paymaster. Robert then completed a Bachelor of Business (Accounting) at Deakin University, Warrnambool, Victoria and moved to Adelaide and held finance positions at Queen Elizabeth Hospital and Child Adolescent and Family services followed by 11 years as Director of

Finance and Administration at St Andrews Hospital. More recently Robert was the CEO of the Australian Dental Service South Australian Branch, and then Acting Director of Corporate Services Calvary Health Care, Adelaide. Robert is currently the Practice Manager – Alexander and Associates Oral Health Care. Robert has been a member of the College for 23 years and has served as both Federal President 2008-2010 and South Australian Branch President 1997-1999 and 2005 – 2008.



Mark Diamond BA (BCAE - Latrobe University) and BSW (University of Melbourne) FCHSM

## **Appointed to the Board: 2009**

Mark is currently the Executive Manager, Strategy Implementation and Community Reform, Mental Health, SA Health. He is responsible for the implementation of Social Inclusion Board reforms relating to the community mental health sector in South Australia, including the reconfiguration and integration of community mental health services in the Adelaide metropolitan area.

Mark has had senior management experience in three states of Australia

over the past 20 years. He has worked exclusively in the Community Services and Health sectors at Regional Director, General Manager and Chief Executive levels. Mark has a history of achievement in operational management and leadership positions. He has gained extensive experience in rural environments in regional Victoria, New South Wales and South Australia and more recently in metropolitan hospital settings and for the past three years at central agency level at SA Health.



Anne-Marie Stranger MPH BSc BBus (HA) Dip PM Dip ADR GC (Lean Principles)  
FCHSM CHM AFAIM GAICD MADR

**Appointed to the Board: 2004**

Anne-Marie is currently Manager Strategic and Portfolio Services for the Department of Health and Human Services in Tasmania. She has extensive experience in the public health sector both in Australia and overseas having held clinical, senior and executive management positions. She has also held various lecturing posts and represented her employer on several National

committees and working parties. Anne-Marie has a particular interest in workforce management, dispute resolution, mediation, change management, health service planning, health information management and health informatics. She has been a member of the College since 1985 and held executive positions with the College in Qld, NSW and currently Tasmania.



Greg Allen BSc (Melb) MBA (Monash) FCHSM CHE

**Appointed to the Board: 2011**

Greg is currently the President of the ACHSM Victorian State Branch. He has been actively involved with the College for 15 years since commencing in the Victorian Management Residency Program in 1997. Greg has extensive experience in the Public and Private hospital sector and his current role is Divisional Business Manager at Epworth

Freemasons Hospital, where he is responsible for managing the non-Clinical Departments and Services of the hospital. He previously worked at Healthscope for 5 years as General Manager of Geelong Private Hospital and John Fawkner Private Hospital, and prior to this established his career in public acute care hospitals in Melbourne and Geelong.



Dr Neale Fong MBBS DipCS MTS MBA FCHSM (Hon). FAICD

**Appointed to the Board: 2011**

Dr Fong has over 25 years' experience in medical, health care and aged care delivery and leadership roles. He is currently Chairman of Bethesda Hospital and Professor of Healthcare Leadership at Curtin University. He was Director General of the WA Department of Health and Chief Executive Officer of St John of God Health

Care Subiaco. He currently consults through Australis Health Advisory to a number of key health clients in Australia. He holds Bachelor Degrees in Medicine and Surgery, a Masters in Theological Studies and a Masters of Business Administration.

# Board Directors



Ms Jenni Coles Dip Occ Therapy, NZOTR, Dip Ergonomics, MBA, FCHSM

## **Appointed to the Board: 2011**

Jenni currently holds the position of Director Hospital Services for the Counties Manukau District Health Board (CMDHB) where she has the responsibility for the day-to-day operational activity hospital services. CMDHB's main hospital has 1000+ beds and provides a range of secondary and community services in a deprived community with a total staff of over 5500 (including community units). Jenni comes from an allied health

background and has experience across a number of clinical areas. Prior to her current role, Jenni was the General Manager of the Adult Rehabilitation and Health of Older People at CMDHB with the responsibility of delivering to the Health of Older people, Positive Ageing and Disability strategies. Jenni was admitted to the status of Fellow of ACHSM in 2009 and elected to the position of president of NZIHM in 2011.



Daryl Sadgrove Chief Executive Officer ACHSM

Daryl has come to ACHSM with a successful history of transforming healthcare organisations and developing strategic relationships with government and industry. He has been involved in lobbying for and implementing over \$2 billion dollars of initiatives in the Australian healthcare sector and is a previous recipient of the Young Australian Business Person of the Year award. Daryl was integral in growing an allied health association which had a declining membership base of only 600 members,

to being a federally appointed self-regulating authority with 3000 members and over \$1M in long term investments. Daryl has also held executive level health management positions in both the public and private sector, and has owned and managed a chronic disease management service in a primary care setting. He is a leader with an exceptional track record, and has well and truly made his mark on the 'reinvigoration' of the College since being appointed to this position in April 2010.

# Invitees



Dr Hok-cheung MA MBBS(HK) MHA DCH(Lond) MRCP(UK) FRCP(Edin) FRCP(Lond) FHKCP FHKCCM FHKAM(Med) FHKAM(Com Med) FCHSM FRACMA FHKCHSE

## **President Hong Kong College of Health Service Executives**

Dr Hok-Cheung MA is currently the President of the Hong Kong College of Health Service Executives. He is the Hospital Chief Executive of Caritas Medical Centre and also serves as the Service Director (Human Resources) and Cluster Clinical Stream Coordinator (Medical) of the Kowloon West Cluster, Hong Kong Hospital Authority. His previous positions include the Hospital Chief Executive of the Ruttonjee & Tang Shiu Kin Hospitals as well as Hospital Chief Executive of the Chung Hom Kok Cheshire Home.

Besides his official capacity, Dr MA also serves as: Programme Director

of the Dual Fellowship Programme of the Hong Kong College of Health Service Executives; Honorary Clinical Associate Professor of the Department of Community Medicine, University of Hong Kong; Part-time Lecturer of the Jockey Club School of Public Health and Primary Care, the Chinese University of Hong Kong; Censor of the Administrative Medicine Subspecialty Board, Hong Kong College of Community Medicine. He is also a member of the Education Committee, CME Subcommittee and Training Centre Accreditation Subcommittee of the Hong Kong College of Community Medicine.



Dr Sandra G. Leggat BSc (Physical Therapy) Toronto, MHSc (Health Administration) Toronto, MBA York, PhD (Organisational Behaviour) Toronto, Graduate Certificate (Higher Education) La Trobe, CHE, FCHSM

## **Shape Representative**

Dr. Sandra Leggat is Professor of Health Services Management and Head of School of the La Trobe University School of Public Health and Human Biosciences. Sandy trained as a Physiotherapist, is a Certified Health Executive from the Canadian College of Health Services Executives and a Fellow of the Australian College of Health Service Managers. Prior to joining La Trobe University, Sandy was a Principal Consultant with PricewaterhouseCoopers where she managed large health care and broader public sector engagements throughout Asia Pacific. She has extensive

experience as a senior manager in the Canadian and Australian health systems.

Dr Leggat has a strong track record in research in management in the public sector, with an emphasis on clinical leadership, teamwork, and planning and performance management for public sector organisations. Her doctoral research examined the transformation in the practice of medicine and human resource management resulting from a change in financial incentives provided to a group of paediatricians. She understands writing for publication as past Editor of Australian Health Review.

# Chief Executive Officer Report



Daryl Sadgrove, CEO

What an exciting year to be a health leader!

It has been a privilege and an honour working with you over the past twelve months, a year which has been full of both challenges and opportunities to the health management industry. From the College's perspective, we have been working hard to support you with the best information, education and career support to help you to navigate this challenging time.

This year we provided a vibrant and comprehensive professional development program which included over 150 face to face seminars, workshops and conferences that were attended by over 6000 health managers. As usual, we engaged numerous key influencers in the region, including national agency CEO's, Health Ministers, leading academics and practitioners from around the world.

Over the past year we have seen a doubling in the number of fellowship and mentoring candidates. In 2011 we had over 50 emerging health leaders involved in our health management internships and 25 also successfully completed our exciting new *Clinical Leadership Program* pilot in Victoria. We also hosted an extremely well received Canadian study tour of Australia and New Zealand, and facilitated a tour of health facilities across Europe, the UK as well as the Huandong and Guangdong provinces of China.

Probably the most significant shift we have seen over the last twelve months is the rapid change in the way our members and stakeholders want to engage with us. After making a number of strategic investments over the last two years, there has been a

profound uptake of our new online technologies including over 3000 health managers choosing to access their professional development online. The number of hits on our website has trebled over the past year, more than 850 'followers' have engaged with us through Twitter and LinkedIn, and we have had approximately 7000 unique visitors to the CEO blog. We also delivered over 150 webcasts and online courses this year.

In fact it was only twelve months ago that we launched our online and social media engagement strategy, and since then we have consistently been ranked in the top five online health influencers in the Australasian region. Our achievements in online engagement have been picked up by the media, and as such, have made us the envy of many other health professions. As we continue to explore different ways to engage with the world, I can see the value, reach and influence of our services realising a potential that was previously never thought possible.

We were also a proud partner in the launch of the Rural Health Channel – the first free to air health channel aimed at those who live and work in the most remote corners of the country. This channel is a breakthrough in being able to provide regular and sorely needed health information and education to healthcare teams, patients and communities. The ACHSM is a foundation partner



in the Rural Health Channel, with several segments being broadcast since the launch. We look forward to continuing to distribute our content through this medium and supporting health managers who may have not previously benefited from the College's services.

This year we have made a conscious effort to better support our rural and remote members. After implementing our first *Rural and Remote Health Management Plan* in 2011, we have profoundly changed the way we plan our services. For the first time we took our two largest events of the year to regional locations, the first event, a regional conference held in the Hunter Valley of NSW, and secondly, the ACHSM Congress which, for the first time, was hosted in Rotorua, New Zealand. We also successfully implemented a rural mentoring pilot in Victoria with a view to expand across all jurisdictions in 2013. In regards to rural health policy and advocacy we have been involved in several key initiatives, and have maintained our strong partnership with the National Rural Health Alliance which continues to make huge achievements in improving health outcomes in rural and remote communities.

The ACHSM Health Management and Planning Library continues to curate and deliver the best health management and planning research, with the library's bulletins and reading lists being accessed over 100,000 times per annum. As well as maintaining a hardcopy collection of over 1800 texts, we recently launched a new capability for members to access major health journal databases, including Medline and ProQuest Health Management, online. This now provides members access to over 10,000 additional publications and journals.

To wrap up what was a very exciting year, it is very pleasing to report that the College has achieved a \$325,000 turnaround of our financial bottom line over the last two years, bouncing back from a significant loss in 2009, to a modest profit of \$47,000 in our last financial year.

## So what can you look forward to over the next 12 months?

Due to the overwhelming success of our new online engagement technologies we will be continuing to invest in broadening these services including rolling out a new online member community and e-learning platform. You will soon be able to network and share with your colleagues like never before. This will provide features such as personal profiles, groups, blogs, collaborative wikis, file sharing and a new careers centre. And don't worry if you don't know what these things are, I didn't until a short time ago either, however I have come to learn that they are truly exceptional communication tools.

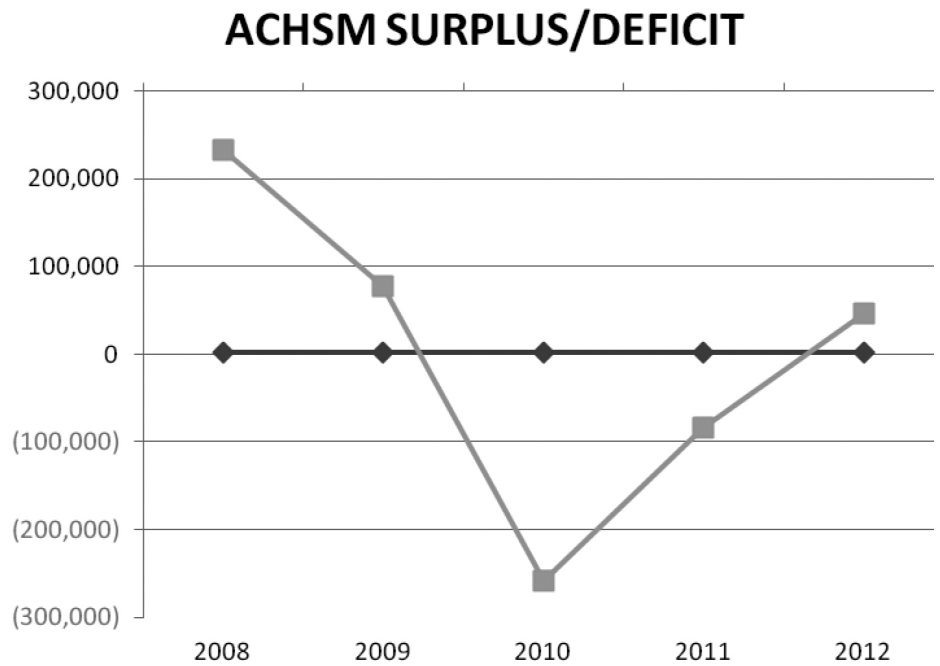
We will also be launching a new e-learning portal where you will be able to search and view hundreds of online seminars, workshops and conferences online or from any mobile device (including iPhone, iPad or android devices). We are also working on developing a phone app so that all of our key services are only a touch away. We also have a major project underway which has the potential to impact on health managers and the communities we serve in a very big way. I won't give too much away just yet, but let's just say it will be big. Stay tuned.

It has been an absolute pleasure to serve you over the last twelve months. It is a very exciting time to be part of the College and I am truly looking forward to the year ahead.

# Honorary Treasurers Report



Colin Xanthis, FCHSM  
Honorary Treasurer

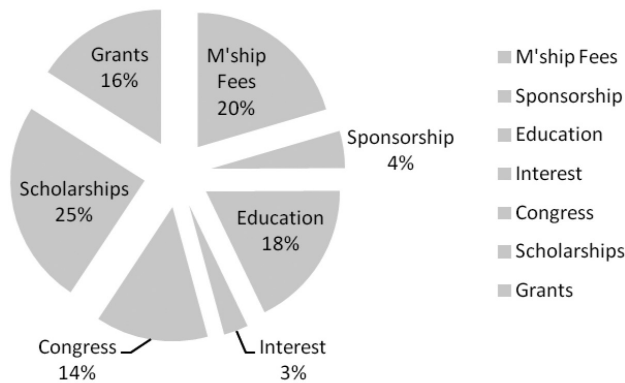


The significant financial turnaround achieved in 2010–11 continued in 2011–12. The reported audited surplus for 2011–12 of \$46,977 represents a turnaround of around \$130K from 2010–11 and is the first reported surplus since 2009.

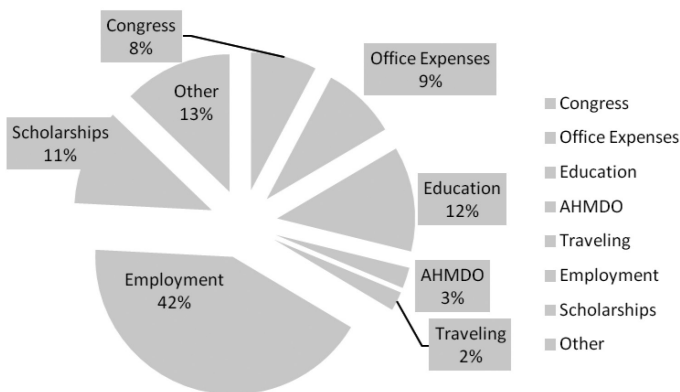
After adding back non-cash items of depreciation and employee entitlements the effect on operational cash flow excluding capital purchases was a positive \$128K.

The surplus was underpinned by the sound financial result of \$142K surplus from the Victorian Clinical Leadership Program and Interest from College Cash Investments of \$123K. The Consolidation of Investments across the College and sound cash flow management resulted in a 35% increase to income from interest.

## Income



## Expenditure



The ACHSM Board with fiscally sound oversight from the Finance & Audit Committee ensured that the strategy of returning to a surplus and replenishing reserves remained on target. However the Finance & Audit Committee noted that it is imperative to clear the next hurdle of achieving an operating surplus before interest. Whilst challenging the quality of financial reporting across the College is now at a level to enable early intervention if expected targets are falling short.

The quality of financial reporting across the College was also noted by the College's External Independent Auditor in their Audit Findings:

*With reporting structures in place as they are now, it is possible for management to obtain up to date reports on many variables which allows the College to make decisions in a timelier manner and from a position of much improved understanding and awareness of its true financial performance. Also, it is now possible to analyze individual programs more effectively as costs are able to be applied more accurately than in the past. All of this leads to improved decision making and more effective planning in the future which should lead to better profitability. The current performance of the College does bear this trend out.*

The Auditors also advised that in the 2012 financial year the College's financial and reporting systems matured to the point whereby the audit was extremely straightforward and smooth. The financial accounts were fully completed prior to the beginning of the audit and the fully consolidated account structure, including bank accounts and term deposits made verification very simple.

It is also pleasing to report that the Final Accounts as presented to the External Auditor were not subject to change and were signed off without any qualifications.

The excellent work of Stephen Allen, lead auditor of the Colleges External Auditors Alkermaide & Associates is acknowledged along with Bev Howell and Charlotte Martin of Chapman Eastway the College's Accounting Consultants.

The dedication and commitment of the ACHSM financial team led by David Webb and capably assisted by Alison McCann, Debbie Simula and Rozena Ghany at the Corporate Office is also acknowledged.

# Executive Directors' Report



Sue Thomson

Executive Director  
Professional Development

## Webinars

In May 2011 we launched the first of a series of Lunch 'n Learn webinars to bring national and international subject matter experts straight to the desktops of health leaders. The convenience of skills development and learning via the simple combination of internet (video) and telephone (audio) was hugely successful and many organizations took advantage of the access to international speakers at a low registration point by inviting their employees to congregate in a meeting room, armed with a speaker phone and a data projector. By providing sandwiches and a speaker/content via the internet, they were able to leverage off the opportunity for learning and subsequent group discussion easily and inexpensively and were able to embody the spirit of the aptly titled 'lunch 'n learn' series!

## Study Tours

ACHSM developed, delivered and hosted a small group of senior Canadian health managers to our region in February 2012. The program kick-started in Sydney with a welcome networking evening to meet with key ACHSM staff including our National President, Kate Copeland. The participants spent 2.5 days in Sydney; 2 days in Melbourne and 4 days in Auckland meeting with key health leaders from across the sectors to observe how the latest health reform agenda is impacting on health service delivery and leadership issues in Australia and New Zealand. The presentations tended to cluster around five themes:

- The national health reform agenda
- Hospital sector
- Primary Health – particularly Medicare Locals
- Quality, safety, clinical effectiveness and health information; and
- Private Health insurance

Separate reports (Australia and New Zealand) on their observations/ insights and lessons learnt have been published and are available from the College website – [www.achsm.org.au](http://www.achsm.org.au).



## 2011 International Annual Congress

For the first time in its corporate history, the College crossed 'the ditch' to co-host its annual flagship event with its New Zealand branch, the New Zealand Institute of Health Management. Nearly 300 College members, industry supporters and non members came together in the heart of the cultural centre of the North Island, Rotorua and enjoyed a warm and memorable hospitality from the locals. Even though the destination did create access issues for some, those who attended the 2011 event were exuberant in their

enthusiasm for the decision to attend this unique event and spoke highly of the program that aligned with it. An absolute highlight was the Congress dinner – kindly hosted by HESTA Super Fund – where some brave HAKA novices entertained us with their new warrior skills.

## Accreditation

Last year we reported on the review of our Accreditation processes – new guidelines have been produced as a result of the review and are being considered by all stakeholders. The new system should be rolled out by December 2012.

## Journal

Members wishing to submit articles to the College's peer-reviewed journal, the Asia Pacific Journal of Health Management, will shortly be able to submit the articles through a dedicated abstract management system which is being trialled and tested before we go live in mid 2012. This automation will greatly assist with the review process and the throughput of articles to allow us to work more effectively.

Keep your eyes open at [www.achsm.org.au](http://www.achsm.org.au).

# Executive Directors' Report



Colin Coster  
Executive Director  
Membership  
and Marketing

I was fortunate to gain a joint position with the College in late April this year in the joint positions of Executive Director Victoria, Tasmania and South Australia and the national role of Executive Director Marketing and Membership. Therefore my comments for this report still relate to some extent as an external observer.

Firstly I would like to acknowledge the warm welcome I have received from so many members, office bearers of the organisation and our team nationally. I have been overwhelmed by people's generosity and very impressed in the manner in which many people volunteer and support the College in such a professional manner. While I bring some extensive background in membership based associations I can honestly say that given the resources available to this organisation it well and truly 'punches above its weight' in service provision, professionalism and overall stakeholder engagement.

My charter and focus is to seek opportunities for growth and collaboratively improve the value of the relationship with our members. I am critically involved in much of the strategic planning that is currently being undertaken to create an organisation that not only delivers progressive and relevant leadership development but demonstrates such by example.

Through this coming year we will deliver a vastly improved membership services interface. One that is not only responsive to member queries and issues, but seeks to proactively value-add to the relationship through improved communication, consistency in standards of service delivery and progressive online service provision. Our communications will interface more efficiently to provide high standards of delivery in all of our member benefits, whether they be events, learning, knowledge resourcing or new services, our standards will reflect the position we believe our members expect from us.

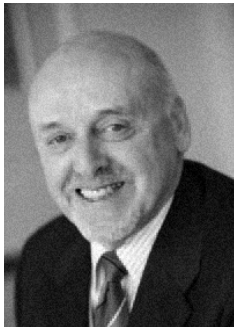
In my brief time here the organisation has already undertaken a significant internal event

in determining our core values. These values were predominately created to reflect the view of what we believe our customers should expect of us. While we will communicate much of this over time, they represent an important watershed for the organisation in gearing its 'reason for being' against unified and shared standards. So our services, our management practices, our interface and our internal culture will be geared to reflect the values we believe to be important in being a leader and providing you exemplary value.

Among the initiatives I intend to steer this year will be:

- Consistent and high quality communication disciplines
- A customer relationship management system and processes that integrate through all of our service provision and operations
- Marketing processes that leverage and integrate all of our operational and service activity
- Improved member value offer to increase our engagement with our market and increase membership and/or market engagement.
- Seek and develop new revenue generation opportunities and overall organisational growth.

I am very grateful for the opportunity of working with Daryl, my executive colleagues and a tremendous team of people in each of our offices. I also look forward to working with my state and our national committee members to realise our vision and continue to support our member's impact on quality health service delivery.



Mike Knowles

Executive Director  
Business Engagement  
and Events

## Events

It's been a busy year for the Events Team but pleasing to note the fantastic response by all states to the use of the Cvent registration system. Not only has this system made it much easier for people to register for events, it has saved a tremendous amount of unnecessary administration work and this was verified by a survey of state event coordinators.

In all the team managed 93 events during the 2011–2012 period that also included extensive, long-term monitoring of events such as the National Congress, Victorian State Conference and the Regional Conference in the Hunter Valley.

The state coordinators are to be congratulated for their efforts as must the National Events Coordinator, Debra O'Brien, who painstakingly set up and managed all the events.

Events vary in nature and format and, as well as conferences, include breakfast sessions, workshops, panel discussions, satellite broadcasts, evening seminars. Many of these sessions are live webcasts, allowing virtual participation in real time and then become available on the College website. A summary of total events by state appears below:

ACHSM Events  
1 April 2011 to 31 March 2012

<i>State</i>	<i>Number of Events</i>	<i>Total Attendees</i>
<i>QLD</i>	<i>33</i>	<i>1688</i>
<i>NSW</i>	<i>8</i>	<i>425</i>
<i>ACT</i>	<i>9</i>	<i>336</i>
<i>VIC</i>	<i>22</i>	<i>1470</i>
<i>TAS</i>	<i>3</i>	<i>68</i>
<i>SA</i>	<i>7</i>	<i>318</i>
<i>WA</i>	<i>7</i>	<i>334</i>
<i>National</i>	<i>4</i>	<i>535</i>
<i>Grand Totals</i>	<i>93</i>	<i>5174</i>

## Sponsorships

The College is fortunate to have a number of regular and loyal supporters that have migrated from state to national corporate partners as well as those businesses that continue to provide support at state level. Most notable amongst our National Sponsors during the period of 2011–2012 were Telstra, Baxter, Hesta and Hill-Rom. We look forward to continuing to work with these companies and others to providing them with a solid return on investment.

In today's tight fiscal markets and uncertain political climate, attracting people to events and encouraging corporate support is often a difficult call. It is testament to the dedication and expertise of our state and national committees that maintain the high quality of speakers and content that continues to command support. Our business partners recognize this and enjoy the profiling and networking opportunities that the College continues to provide.

# Victoria (CLIQS) Program

## Clinical Leadership in Quality & Safety

Associate Professor John Rasa, Senior Vice-President and Anne Bergin, Project Manager

### Background

The College entered into a partnership with La Trobe University, Quality Works and the Australian Centre for Leadership Development to tender for the provision of a Clinical Leadership in Quality and Safety (CLiQS) Program for the Victorian Quality Council (VQC) in 2010. It represented a significant opportunity for the College to deliver a leadership development program to senior clinicians in order to improve the quality of health services in Victoria.

The tender was successful and a contract was signed by ACHSM and the Victorian Department of Health on the 13th of April 2011.

The College is responsible for project management and has been actively involved with the project partners in the curriculum development, stakeholder engagement, project implementation and evaluation.



### Outcome

CLiQS was successfully designed and commenced delivery in December 2011 with 29 participants initially enrolling through La Trobe University. Five students have decided not to continue the course for reasons ranging from personal to work changes.

College members Sandra Leggat, Cathy Balding, John Rasa and Daryl Sadgrove contributed to the design, delivery and evaluation of the CLiQS Program as well as performing the important roles of Mentors to CLiQS participants. The team was also ably supported by Les Fitzgerald and Ian McAlpine from La Trobe University as well as the ACHSM team of Anne Bergin, David Webb and Clare O'Reilly.

A draft evaluation plan and first draft Evaluation Report was forward and accepted by the Department of Health in March 2012.

At the request of the Department of Health, a successful presentation by two of the CLiQS participants was given at a farewell dinner to the VQC attended by the Minister for Health, Victoria on 29 June 2012. It was also attended by ACHSM CEO Daryl Sadgrove, Prof Sandra Leggat, La Trobe University and Anne Bergin, ACHSM Project Manager, all members of the College.

The project will conclude in August 2012 and will be considered for funding by the Department of another contract to train a second cohort of clinical leaders.

The final project presentation by the CLiQS participants will be held on 23 July 2012 showcasing CLiQS participants' workplace projects and will represent the end of the formal course.

A CLiQS Evaluation Report will be provided to VQC on 13 August 2012 and the final Evaluation Report is due to be forwarded to the Department on 27th August 2012.



# Branches in Review

## Australian Capital Territory

ACT Branch would like to acknowledge the kind sponsorship support of HESTA during the year and in particular Elaine Lawler.

## Professional Development Program

We have been privileged this year to have had a varied and stimulating professional development program. While the professional development program is our core business, it also remains as the single most effective way to engage and network with our colleagues.

Speakers over the last year have included:

- Dr Tony Sherbon – Australia's National Health Reform – *What's in, what's not and where are we up to?*
- Ms Megan Cahill – *Interactive Discussion on Ethical Decision-making and Leadership Dilemmas*
- Ms Jane Halton – *Australia's Health Reform – What's Required of our Health Leaders to Make it Happen?*
- LTGEN Peter Leahey – *Wounded Soldiers, Wounded Workers – An Alternate Approach to Rehabilitation*
- Dr Peggy Brown – *Health reforms and potential impact on the ACT*
- Half-day workshop – *Regulating, Reforming, Realising – the Contemporary Aged Care Landscape*
- Breakfast with Professor Rhian Parker on the social determinants of health and recent APHCRI research
- Mr David Morton – *Cultural Change in the Defence Health Services – A Leadership Perspective*

Each speaker has provided us with information and reflections that continually impact on our day to day work. I thank them for their contributions.

A highlight of this past year was the half day workshop. This workshop was timely in that it coincided with many national reforms that were occurring in the aged care arena at the time. It was also important as this was the first time that the ACT Branch embarked on creating webinars from our PD sessions. I would especially like to thank Bev Gow – Wilson for her enthusiastic support of this event and Wendi Batri for ensuring that it all happened. It was a fantastic event that had very positive feedback from participants.

## Branch Council

As President of the ACT Branch, I have been fortunate in having a branch council that is diverse in its membership, skill and interests. I acknowledge that all of our members have positions in their employment spheres that are demanding and I appreciate the efforts and contributions that everyone makes. It is in the collective that things are achieved.

I would particularly like to acknowledge the ongoing support and advice that I have received from Rosemary Kennedy in her role as immediate past president and current vice-president. Also Jenny Baker has continued to be our presence as our national board representative. Their long standing support of the College is appreciated by all.

### Current Members:

Current members can be found on the College website [www.achsm.org.au](http://www.achsm.org.au):

- Mark Gaukroger - Branch President
- Rosemary Kennedy – Vice-President and Registrar
- Jennie Baker- Federal Council Director
- Angela Magarry – Professional Development coordinator
- Dayle Thomas - Treasurer
- Robyn Staniforth - Membership
- Wendy Batti- Communications
- Lesley Dickens
- Patrick Henry
- Peter Loa
- Karen McCarthy
- Bronwyn Wheeler

### Former Council Members

- Nick Masotti (Resigned 2012)
- Nigel Carlton (Resigned 2011)

We wish them all the best in their new endeavours.

Finally, I would like to extend my appreciation to Jan Properjohn, who, with her years of experience and background knowledge of the college in the ACT, continues to provide us with her enthusiastic support.

Mark Gaukrodger, FCHSM

**ACT Branch President**

# Branches in Review

## New South Wales

This has been a challenging year for the health system and its managers with the health reform process continuing to evolve. The Branch has seen a number of developments in the past twelve months, most significantly being organisational changes which strengthened the national identity of the College. Branch activities are being refocused around local membership engagement rather than governance. There has been a turnover of personnel too with the resignation of Christine Callaghan, Executive Director - Leadership Development and Member Services (ED, LDMS), in September 2011 to take up a senior position with the Department of Family, Community Services - Ageing, Disability and Home Care. The functions of that directorate have been allocated across a number of areas, and the position of Graduate Health Management Program Manager created. Mary Potter Forbes was appointed Program Manager in December 2011. Mary brings a wealth of experience in health service management training and education in both the tertiary and private sectors. The year also saw the appointment of Wendy Bryan-Clothier who commenced in July 2011 as the Aboriginal Health Management Development Officer and the resignation of our stalwart Librarian Sue Brockway. Sue retired in November 2011 after 18 long years of service.

## Key Highlights:

The Branch has seen a number of developments, most significantly being organisational changes which strengthened the national identity and functioning of the College.

- There has been a significant change in staff. Firstly, the resignation of Christine Callaghan, Executive Director - Leadership Development and Member Services to take up a senior position with the Department of Family and Community Services. The functions of that directorate have been allocated across a number of areas, and the position of Manager, GHMP created. Wendy Bryan-Clothier was also appointed as the Aboriginal Health Management Development Officer.
- The year also marked the retirement of Librarian Sue Brockway after 18 years of service.
- The NSW Branch welcomed 23 new GHMP trainees. An Aboriginal trainee will graduate from the program in July. However, due to the loss of placements pursuant to the restructure of NSW Health, only 14 trainees could be invited to join the 2012 Program. There were 35 trainees as at 31 March 2012.
- A key performance indicator of the Program is the employment of the graduates. I am pleased to report that 83% of trainees who graduated over the last 4 years are working in management roles in the health sector.
- Fellowship is the highest level of membership within the College. In 2011 Jeanette Ward from NSW was granted Fellowship of the College.
- 8 PD events were held, with 510 attending. In addition, a Regional Conference organised jointly by NSW/Qld/ACT was successfully held in the Hunter Valley. It was titled 'Controversy', 'Collaboration' and 'Innovation'.
- The new Librarian Christine Graff started in February. The Library continues to provide an excellent service to members in the fields of HSM, management and health facilities planning and design.
- The NSW Branch team delivered a significant financial turnaround. The NSW Branch delivered a surplus of \$159K. This is a wonderful achievement.

## Thanks and acknowledgement

### Our staff

I would like to take this opportunity, on behalf of the SBC, to extend our appreciation and sincere thanks for the outstanding efforts of key staff members:

- Christine Callaghan, Executive Director Leadership Development and Member Services (to September 2011)
- Mary Potter Forbes, Graduate Health Management Program Manager (from December 2011)
- Wendy Bryan-Clothier, Aboriginal Health Management Development Officer (from July 2011)
- Audrey Panetta, Office Manager
- Sue Brockway, Librarian (to November 2011)
- Christine Graff, Librarian (from February 2012)
- Michka Mahabadi, Events Manager
- Chapman Eastway Accountants

### Our State Branch Council

I would like to also thank my fellow Councillors for their tremendous effort in the past 12 months. The Vice Presidents Dominic Dawson, Paul Preobrajensky Treasurer Richard Baldwin. Councillors- Duane Attree, Frances Cunningham, Mary Ditton, Caroline Hong, Chris Kewley, Maria Kokkinakos, Matthew Noone, and Nancye Piercy.

### The NSW Ministry of Health

I would like to formally acknowledge the support of NSW Health for the funding of the Graduate Health Management Program, the Health Planning and Management Library, and for the position of the Aboriginal Health Management Development Officer.

### Our sponsors

Our sponsors are very important to the Branch's operations and I would like to take this opportunity to express our appreciation to all our sponsors during this period: HESTA Super Fund and Holman Webb Lawyers.

Associate Professor Godfrey Isouard FCHSM

**NSW Branch President**

# Branches in Review

## Queensland

ACHSM exists primarily to support its members and to achieve the vision “To promote innovation and excellence in health leadership and management”. This vision is achieved by the many volunteers at Branch Council (QBC), Continuing Professional Development Committee (CPD) and other groups that assist Debra and Mike to achieve the outcomes that make the Branch the success that it is. As well, Kate Copeland, serving as National President, has continued to support the Branch from the the National Executive during 2010–2011.

May I especially acknowledge the contribution of our Registrar, Russell Linwood ASM, who has coordinated a wide range of Branch activities. Russell has also played a key role in College initiatives both at branch and National level, including providing leadership in the planning and preparation for the 2012 National Congress to be held on the Gold Coast here in Queensland. I also acknowledge the on-going contribution of Paul Monaghan, Branch Treasurer, which he is currently achieving in absentia from his overseas volunteer posting.

On behalf of our Queensland Branch members may I congratulate those successful in the 2011–2012 College Awards program.

Sponsorship continues to play an important role in supporting our branch. It assists in the delivery of many of our educational activities and helps supplement running costs in our office. I would then like to recognize our principal sponsors **Queensland Health** and **DLA Piper** who have demonstrated a strong commitment to the College again. The ongoing support from Queensland Health assists with making our regular satellite broadcasts accessible to health managers across the State. DLA Piper kindly host our Branch Office and provide considerable logistical support to the office and some our events.

Our annual sponsors, **Hill-Rom**, **IBM**, **HESTA**, **QUT** and **Baxter Healthcare** also have been strong supporters of our Queensland Branch activities and services to our members. It is a privilege to recognize our sponsors and we were able to do this in practical ways during the year.

A keynote presentation of our year is the Jack Richards Oration. Our orator in 2010 was Professor Andrew Wilson, Dean of the School of Public Health at QUT. His address was “*Golden Fleece or Golden Casket? Funding the Australian Health System Post 2016*”. His insight into the contribution of Jack Richards in conjunction with his 2012 address was a fitting tribute to the memory of this founding father of our College.

We congratulate Professor Wilson and our Prize and Award recipients for their excellence which also honour the traditions of our founders.

The primary events of our annual CPD calendar were the annual International Congress and our Regional Symposium held in conjunction with the NSW and ACT Branches of the College. Congress rotates in venue between each Branch. In 2011 it was held in Rotorua NZ from 23 to 26 August 2011 and was titled “*World Class Health Reform – Kicking for Goal*”. The organising committee did an excellent job of developing a Maori theme into the educational program, which was evaluated as of a very high standard by participants. The MC, Ngahihi o te ra Bidois added enormously to the congress atmosphere through his own unique experiences and background.

From a national perspective, the Board of the College commenced a review of the College’s governing documents in the form of the Constitution and Rules. Your Qld Branch President was appointed to lead the review and significant progress has been achieved at this time.

I acknowledge also the contribution of each and every member of our Queensland Branch Council. All have either led and/or contributed to the wide range of College initiatives, projects and tasks all of which are intended to service our members and make their membership of the college a worthwhile and enjoyable experience.

Into the future, your Queensland Branch Council will focus on our Branch goals set at our planning meeting last December (2011). Our ongoing challenge is to remain relevant to our members and to maintain and increase our membership base. We are also closely monitoring and participating in the current nationwide healthcare reforms and contributing to the continuing quality improvement of our College. Noel Gillard has led our Branch Council efforts in this regard.

Finally, but not least, I would like to personally thank all the current and retiring members of Branch Council, all the members of our Continuing Professional Development Committee, and all our members who work to support the activities of our College. I would also like to acknowledge our Executive Officer Mike Knowles, administrative officer Debra O’Brien and Business Support Officer, Melinda McConnell for their ongoing support to me in my role as President, and for their contribution to the smooth functioning of our college.

Mick Davis FCHSM

**QLD Branch President**

# Branches in Review

## South Australia

Once again, the year commenced well for the South Australian Branch with three members being successful at the Fellow examinations at the national congress in 2011 – Kae Martin, the SA Branch President, Dr Christine Dennis and Dr Anthony Wong.

The SA Branch contributed to the review of the ACHSM Work Plan 2012–13 and the associated Business Plan for 2012. We considered how these plans, in light of our activities in SA, can continue to provide a high quality service to our members. We also provided feedback on the revised university accreditation program policy and manual, and the constitution that is currently under review.

The key objective of the SA Branch continues to be to provide relevant professional development (PD) for its members and supporters. Every effort is made to keep in mind the feedback provided by members in the membership survey conducted towards the end of last year along with current local issues.

Branch Council welcomed four new members at the elections in 2011 – Ms Heather Baron, Ms Linda South, Professor Philip Darbyshire and Mr Alan McLean – all of whom have made a significant contribution to Branch Council in the last 12 months.

## Professional development events

In August 2011, a presentation by Dr Prasuna Reddy, Director of Research, Department of Rural Health, Greater Green Triangle University attracted 40 people to hear about the book she had co-authored with Professor James Dunbar and Stephen May titled *Deadly Healthcare*. This book revealed how institutional weaknesses are able to be exploited by individuals with serious personality problems, such as Dr Jayant Patel. Feedback from those present indicated an increased understanding of the impact that staff with different personalities can have on an organisation.



*Kae Martin & Christine Dennis*

The Branch hosted two successful professional development events with a theme of ‘looking forward’ and both underpinned by exciting and new technology. In October 2011, Dr Simon Kos from the Microsoft Corporation presented an insight into the way IT technology will drive health care delivery in the future. This was followed in November by a presentation by Telstra representatives Graham Scriven, Manager Health Solutions and Tanya Felton, National General Manager, Healthcare about the way Telstra is working with SA Health on a new patient administration system, known as EPAS. This major e-health strategy aims to deliver an integrated statewide electronic health record to assist clinical decision making at the bedside by 2017.

For the 2011 end of year event, we welcomed home Professor Chris Baggoley, the Commonwealth Chief Medical Officer. This well-attended event heard Chris discuss how ideas are turned into policy and sometimes implemented into practice. In his humorous and open style, Chris drew on words by Jeffrey Braithwaite from the University of NSW that one way of thinking about health and reform is “... is it a rock or a bird?” He provided the audience with responses to ‘the open book exam questions’ he had sought prior to the event.

The beginning of 2012 commenced with an excellent breakfast session featuring Jim Birch AM speaking in his role as Deputy Chairman of the Independent Hospital Pricing Authority. Opening his presentation with the question: ‘National pricing – will form follow function?’ Jim spoke of the journey that the interim (and now permanent) IHPA has been on since its introduction under the National Health Reform Agreement in 2011.



*Professor Chris Baggoley*

## Awards

The winner of the 2011 ACHSM SA Branch, Health Management Prize awarded each year by the Department of Health Care Management at Flinders University for the best project or thesis by a graduating student in the Master of Health Administration program is Ms Phillipa Hetzel. Phillipa and the winner of four other health care management awards will be presented during the forthcoming conference. This is an excellent opportunity for these winning students to be exposed to the College at its key event for the year.

The inaugural EFM Innovation and Excellence Award sponsored for the first time in 2011 saw four excellent projects submitted for consideration. The adjudicating panel found it extremely difficult to make a decision and awarded two prizes. The first to a team from the Central and Northern Adelaide Local Health Networks for the implementation of integrated falls assessment clinics servicing older people that resulted in less ambulance calls, emergency department presentations and admissions. The second award went to a team from the Women's and Children's Hospital Physiotherapy Department for a project that improved the health and fitness and reduced admission for cystic fibrosis patients through targeted intensive ambulatory physiotherapy. One of the other submitted projects about improving the number of Aboriginal and Torres Strait Islander clients accessing a transitional care program will be presented at the forthcoming conference.

## Sponsors

Telstra, HESTA and Spotless and EFM continue to provide ongoing sponsorship with HESTA taking up the opportunity to be the lead sponsor for the next 12 months. This generous and ongoing support of our sponsors is recognised and acknowledged.

## Newsletter

The SA Branch newsletter that is published four times each year continues to receive excellent feedback from our readers. The committee is continually looking at new and different articles to be included and is receiving interesting submissions for a new section titled 'A personal view'. We are extremely grateful to Jeremy Schultz at Finlayson Lawyers who contributes an editorial for each edition on current legal topics.

I would like to thank and acknowledge the valuable contribution from Rob Dempsey and Hamza Vayani who recently retired from Branch Council. I would also like to thank Felicity Griffith and Phil Calvert, long standing members of the Newsletter Committee who retired from this group during the year to take on other commitments.

In addition, the Branch is extremely grateful to the ongoing contribution by Mr Jim Birch AM. Jim's willingness to act as MC at events, help with our conference program and participate as a presenter at PD events is acknowledged and gratefully received.

Kae Martin FCHSM

**SA Branch President**

# Branches in Review

## Tasmania

I am pleased to report that the Tasmanian Branch has had a successful year. With the National Health Reform process unfolding, it has been an intensely busy time for many of our local members and branch councillors.

During the past year our local professional development activities have focussed on the ongoing changes, challenges and opportunities currently facing the health sector and managers.

In August Professor Ric Marshall hosted a workshop on Activity Based Funding in Launceston which was well supported. In November, a workshop and tour of newly renovated facilities at the Launceston General Hospital allowed participants to learn more about new models of care and capital work projects.

During the year, the Department of Health and Human Services (DHHS) Health Management Trainee's hosted three professional development workshops with local speakers on a range of topics including strategic planning and communication skills. With the support of the ACHSM these events were provided free to members.

In April we were fortunate to host a Future Health Leaders Series event in Hobart. It was great to have Daryl Sadgrove and Colin Coster making the trip south to attend. This was a successful session and a great chance to promote the work of the college. Thank you to both the DHHS and the University of Tasmania for their support of this session.

The National Congress in New Zealand was a highlight with local members both attending and presenting. As in previous years, the Branch provided sponsorship for some members to attend the congress.

The Tasmanian Annual General Meeting (AGM) was held late last year in conjunction with a breakfast networking session with special guest speaker Greg Johannes, Acting Secretary DHHS discussing health reform. It was also a pleasure to have Daryl Sadgrove in attendance.

Congratulations to graduating Health Management Trainee Jonathan Bugg, who was awarded a certificate and prize at the AGM. The College's partnership with UTAS and DHHS has altered this year with regards to the delivery of the Health Management Trainee program, however local branch members continue to provide support and mentoring to the program participants.

Of course, these events could not happen without the assistance of the local PD committee, and I would like to thank the committee for their work over the past year. This group has also been undertaking significant planning for the Combined State Colleges Conference which is scheduled for later this year. I would also like to recognise HESTA for their ongoing support and sponsorship.

Following the AGM and elections, there were some changes on the State Branch Council. We welcomed new councillors Kieran McDonald and Pip Leedham to Branch Council and farewelled retiring councillors Elizabeth Shannon and Grant Lennox. Grant Lennox has a long and distinguished record of service in the health sector and the College and was appointed a life member of the ACHSM in 2010. Elizabeth has been chair of the Professional Development Committee for the last year and a councillor for the past 5 years. On behalf of the Branch, I would like to acknowledge Grant and Elizabeth for their commitment to the State Branch Council and ongoing service to the College.

In the past year there was a small increase in branch membership. This includes existing ACHSM members from NSW and Victoria, Matthew Daly incoming DHHS Secretary and Graeme Houghton Chair of the Tasmanian Health Organisations. The experience that Matthew and Graeme bring to Tasmania will be a great opportunity for the branch to progress the College within the Tasmanian health sector.



Another major change during the year was the creation of the Executive Director roles in the College. We welcomed Colin Coster who will take on the Executive Director role for both the Victorian, South Australian and Tasmanian branches. For a small branch, this provides many benefits and possibilities and the State Branch Council looks forward to working closely with Colin.

It is with some regret that I will be retiring and will step aside as State President in July 2012 due to interstate work commitments. I would like to especially acknowledge the strong support and camaraderie that I have received from present and past councillors and members. After 37 years in the health industry, I have had the privilege of sharing many long hours with colleagues in the delivery of health care throughout Tasmania and Australia. These experiences will provide many positive and warm memories into the future. I would like to take this opportunity to thank the Tasmanian Branch, national colleagues and Daryl Sadgrove and team for their support during my time as Branch President.

Ken Campbell AFCHSM  
**TAS Branch President**

## Victoria

The last 12 months in the life of the Victorian State Branch has been anything but routine, with significant change to our Branch's 'status quo' challenging and invigorating the State Branch Council as we seek to implement our National Strategic Plan for the benefit of our local members.

One of these changes was the decision to relocate the State Branch Conference in March 2012 to a central city location for the first time, in this instance the Hilton on the Park. Supported by a strong and interesting Conference Program this move increased attendance and was a financial success, and generated great feedback about how to further improve this event next year. I thank the members of the Conference Organising Committee for the huge amount of work that was put in to make the Conference the success that it was.

Another watershed change was the retirement of our State Branch Manager David Webb, following 10 years in the role. David's role in the growth and success of our Branch has been profound, and I was pleased with the wonderful farewell dinner attended by many members and colleagues to recognise his contribution, and share a good 'Roast' with him!

As one door closed another opened, and we have been fortunate to be able to recruit Colin Coster into the role of Victorian State Branch Manager, in conjunction with his role as National Marketing and Membership Manager. This combination of roles (all senior State Based roles are combined with a National Management role) is an ideal fit for the State Branch as we continue to lead the way in Membership numbers, and professional development quality and quantity. Our focus in the coming year is to use Colin's expertise to direct us in new and improved Member Service delivery either as a pilot for national programs, or as part of integrated national implementation.

# Branches in Review

## Victoria (continued)

I would particularly like to recognise the members of the Education Committee for their work in maintaining a consistent and high quality professional development program. We again held a full complement of 11 Breakfast Seminars in the College financial year with a mixture of strategic, operational, local and national topics and presenters. This is a valuable program for members and an opportunity to attract new members. In excess of 500 individual attendees came to at least 1 breakfast through the year.

The Education Committee also provides oversight on behalf of the Victorian State Branch Council for:

### **The Graduate Management Programs**

**(Metropolitan and Rural)** – Currently there are 10 Metropolitan and 5 Rural Trainees in the program. In 2011/12 the Academic component was strengthened in partnership with Latrobe University to enable Trainees to complete a MHA qualification over the 2 years of their participation in the MRP program. Over the last 12 months 20 different organisations have supported 1 or more trainees and I thank and acknowledge each organisation for their ongoing commitment to developing the next generation of Health Service Managers

**The Mentor Program** – The Victorian Branch is supporting 22 pairs of Mentors/Mentees in 2012, and I commend all participants for the time they put in to make this program valuable for both Mentors and Mentees

**Emerging Health Managers** – The Branch is particularly proud of the Emerging Health Managers group who hosted 14 evening events over the last 18 months. This series of events is a more intimate and targeted forum for both junior and senior managers to learn from senior health leaders in a ‘Chatham House’ environment

**Fellowship Program** – Victoria was pleased to support 5 local members in their efforts that culminated in successfully achieving their Fellowship in August 2011.

On behalf of the Victorian Quality Council, in 2011 and 2012 the ACHSM with partners LaTrobe, Qualityworks and ACLD has successfully tendered, developed and delivered The Clinical Leadership Program in Quality and Safety (CLiQS Program) in Victoria. This was groundbreaking for the College in terms of proving our capacity to utilise our staff, members and networks to successfully deliver a professional development ‘product’ that is of high quality and commercially rewarding. The learning from this project will inform the College’s efforts to win and provide other programs of this nature, consistent with the National Strategic Plan. I thank and commend the Victorian members who have been heavily involved in securing and then delivering this great program.

I would like to recognise and thank several State Branch Councillors who have or are about to retire from the Council. They are Penny Newsome, Terry O’Byrne and Dane Huxley. All three have brought a varied and deep knowledge of the Health Sector and what it is to be a professional health manager to their role representing Victorian members.

In closing, I would like to thank the Victorian State Branch Councillors and Registrars for their commitment to their profession and fellow members and their support for me in the role of President. I thank and commend Didee Knight and Billie Atanasova in the State Branch Office for their work in ensuring our Management Program and Member Services run smoothly and professionally. I would also like to acknowledge John Rasa who represents Victoria on the National Board with me in my role as State Branch President.

Greg Allen FCHSM

**VIC Branch President**

## Western Australia

The 2011–2012 year for the Australian College of Health Service Management (ACHSM/the ‘College’) has been a significant year both nationally and at state level, with a reinvigoration and renewal of all aspects of College activities to ensure the organisation remains relevant and in touch with its members. Our members are health leaders at all levels and stages of their careers and ACHSM remains focussed on equipping them for success.

The College’s vision, to promote innovation and excellence in health leadership and management, continues to underpin WA Branch activities, as we foster new initiatives that result in benefits for members. Providing the best professional development and networking opportunities, advocating for and promoting the health management profession, recognising the achievements of health managers and promoting innovation and excellence remain as the four key goals of the College as we move through an exciting era in health in Western Australia.

At national level, the year saw a consolidation of a period of financial restructuring, resulting in a positive outcome to the overall financial result for the year. This has resulted in the WA Branch ensuring that the new financial structure at national level is supported by smaller but more focussed and financially sustainable activities at WA level that meet specific local member needs.

The year saw the further strengthening of very important partnerships and collaborations for the ACHSM WA branch that I believe will only result in better outcomes for health leaders, and for the industry at large. WA ACHSM members predominantly fall into the public sector category however membership also comprises the private health sector, aged care, community-based services, indigenous health, universities and the non-government sector.

The WA branch has recognised the need to be active in external forums with like-minded individuals and groups in the health industry. Moreover, young and emerging leaders continue to be a focus with the demands in

health in WA requiring these new leaders to be well prepared with skills and experiences to be able to take on the future demands. The WA branch is committed to contribute to this future in WA.

Collaboration during the year with the Institute of Health Leadership (Department of Health WA) and the Australian Institute of Company Directors, represented ACHSM WA’s intention to penetrate the various avenues to reinforce its presence and relevance.

Changes and improvements in the way technology can better services ACHSM members through the website and using multimedia have contributed to the College remaining relevant to its members. These have included activities such as e-news formats, videoconferencing, online event registration, social networking tools and enhanced e-learning capability, resulting in timelier and more relevant information being provided to members.

The Public Policy Forums (as part of the Continuing Professional Development Calendar) are events where topical issues are presented and debated with these forums attracting large numbers of participants this year.

The WA branch Board of Reference continued to have interested individuals with an outstanding presence (past and present) in WA health leadership being part of the College’s activities. Having them involved in specific forums presented as wonderful opportunities to share their experiences and views on a range of current health related topics. The annual Board of Reference breakfast at Parliament House, hosted by the Minister for Health has proved to be an event that has attracted much interest, with the inaugural event in 2011 being a very successful occasion.

I take this opportunity to thank our sponsors for their ongoing commitment to our endeavours. I also formally acknowledge the tireless work of the WA State Branch Council who are outstanding health leaders in their own right, with a commitment to contribute to the present and future of health leadership in Western Australia.

Dr Neale Fong (Hon) FCHSM

**WA Branch President**

# Branches in Review

## New Zealand

This year has been one of growth and development for the New Zealand branch. We have experienced many successes and have a committed Executive. We have also had to face the challenges post the 2011 earthquakes and their impact on the region's health services and spinoff to the national economy. As in all times of adversity, there are times of sadness and times to look with fresh eyes at our opportunities. Our challenge has been for health managers to look carefully at the services and resources that are required to meet the needs of our communities. It is at times such as these that the value of ACHSM and NZIHM is demonstrated in supporting health managers in the critical thinking skills they require to plan for the communities' health services.

A major event for us this year was the ACHSM Congress held in Rotorua. The opportunity for the international congress to be held in New Zealand was appreciated and a strong contingent of New Zealanders attended. Networking opportunities were appreciated and the line up of speakers was impressive.

NZIHM also thoroughly enjoyed working with the team at ACHSM. It was a great opportunity to meet with our Australian colleagues and we are looking forward to the Gold Coast meeting in August this year. We are currently working on a Collaboration Conference with the Auckland Tertiary Hospitals Association – more details to follow.

This year has been very successful for NZIHM. The activity of the Branches has moved to new highs and we have had a steady increase in members. We are also very pleased with the numbers of new managers joining the Institute.

The growth in membership is particularly satisfying in challenging economic times. It reflects the value provided by the branch activity and the value placed on the learning and collegial support provided. In particular the Christchurch branch, despite the earthquakes Canterbury has suffered over the last 18 months, has shown a commitment to reinvigorating the local branch. A small group has been arranging breakfast meetings with great attendance and an increase in membership.

Over this past year, the value of the partnership with ACHSM has again been demonstrated with the sharing of information and education, but also with the development of workforce plans.

The visit by Daryl Sadgrove and the establishment of the personal link for the NZIHM with Sue Thompson – this is something we will all work hard to keep vibrant. The Operations Group Meeting held in Sydney recently was most beneficial for us to attend and I look forward to seeing the combined outcomes of this initiative over the next few months.

Jenni Coles, FCHSM

**President NZIHM**

## Hong Kong

With the mission of “to link up and equip health leaders for success”, the Hong Kong College of Health Service Executives continues to provide a series of activities ranging from seminars, hospital visit, fellowship program and academic activities to the members of the College.

Our new college council members were elected and 16 new fellows were conferred in our 2011 Annual Conference, Annual General Meeting and Fellowship Conferment on 30 July 2011. During the Annual Conference, 4 panel speakers shared their insight and wisdom in the theme “Ensuring Sustainability – Change To Last”

During 2011–2012, the College invited various renowned speakers and organized 5 seminars on different fields for the college members. These interactive seminars provided an opportunity for the senior health executives/ top civil servants to share their professional experience and knowledge to our college members.

The Hong Kong College had also organized two overseas study tours including the hospital visits (one in Shanghai and another in New Zealand) during 2011.

In August 2011, the Rotorua, New Zealand Study Tour cum the National Congress of Australasian College of Health Service Management was organized. There were around 30 delegates participated this study tour which is one of the largest groups in recent years. Some delegates have even tried the Kiwi dress during the Congress Dinner. Meanwhile, the study group also attended the forum organized by ACHSM and attended the 2011 National Congress fellowship conferment ceremony.

All participants responded the study tours/ visits are not just fruitful and educational but also giving a chance for them to explore new challenges on Hong Kong healthcare reform ahead.

On 16 Mar 2012, the College held a members’ night with the theme of “Those were the Days”. Around 50 members gathered in the Bigpack Café of Kowloon and had a great chat with Dr. Katherine SO (senior fellow of the College), Dr. Geoffrey LIEU and Professor Peter YUEN, both are the Honorary Advisors of the HK College.

Same as previous years, the Education and Examination Committee of the College organized a study group for the Fellowship Examination. For year 2011–2012, 16 candidates joined this comprehensive study group and have participated various case studies and journal presentation.

The group has just completed their viva examination and will confer as Fellow in our coming Annual General Meeting that will be held on 28 July 2012.

Looking ahead, the College will continue to focus on expanding our membership base, establishing on professional identity and developing structured fellowship training program.

Dr Hok-Cheung Ma, FCHSM

**President HKCHSE**

# Financial Report

## AUSTRALASIAN COLLEGE OF HEALTH SERVICE MANAGEMENT INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

### **CONSOLIDATED - FEDERAL BODY AND STATE BRANCHES**

	<b>2012</b> <b>\$</b>	<b>2011</b> <b>\$</b>
<b>INCOME</b>		
Membership Fees	645,513	633,251
Advertising & Sponsorship	215,194	138,450
Education Activities	475,148	554,806
Interest Earned	123,011	91,352
Sales	5,104	7,118
National Congress	338,748	419,402
Scholarships	764,495	764,629
Grants from Other Sources	865,439	488,356
Sundry Income	134	104
<b>Total Income</b>	<b>3,432,785</b>	<b>3,097,469</b>
<b>LESS EXPENDITURE</b>		
Audit Fees	9,950	10,850
Bank & Government Charges	15,758	12,667
College Prizes	7,757	11,961
Consultants Fees	153,741	32,318
Congress Expenses	262,346	329,634
Depreciation	108,054	50,301
Educational Expenses	416,670	460,978
Functions	32,332	41,564
Distribution to Overseas Branches	28,280	17,933
Insurance	21,601	15,615
Legal Fees	0	0
Office Expenses	297,352	382,568
Publications, Newsletter, Subscriptions	14,532	15,789
Rent & Outgoing	41,174	31,740
Employment Expense	1,431,763	1,356,234
AHMDO Expenses	83,102	0
Scholarships	385,369	363,372
Traveling Expenses	76,029	48,627
<b>Total Expenditure</b>	<b>3,385,808</b>	<b>3,182,150</b>
<b>Net Surplus For Year</b>	<b>46,977</b>	<b>(84,681)</b>

Transferred to Accumulated Funds

AUSTRALASIAN COLLEGE OF HEALTH SERVICE MANAGEMENT  
BALANCE SHEET AS AT 31 MARCH 2012

**CONSOLIDATED - FEDERAL BODY AND STATE BRANCHES**

	<b>2012</b>	<b>2011</b>
	<b>\$</b>	<b>\$</b>
<b>ACCUMULATED FUNDS</b>	<b>1,622,589</b>	<b>1,575,612</b>
Represented by:		
<b>FIXED ASSETS</b>		
Office Equipment and Fitouts at Cost	355,613	333,379
Less Depreciation	(274,108)	(237,181)
Intangible Assets at Costs	241,614	176,165
Less Depreciation	(94,086)	(17,397)
<b>INVESTMENTS</b>		
Term Deposits	2,031,418	1,270,022
Listed Shares	1,688	1,688
<b>CURRENT ASSETS</b>		
Cash	277,098	881,270
Accrued Income	13,598	7,002
Debtors	782,446	585,352
Prepayments	36,688	27,192
Deposits	57,966	3,719
<b>Total Assets</b>	<b>3,429,935</b>	<b>3,031,210</b>
<b>LESS CURRENT LIABILITIES</b>		
Creditors & Accruals	573,474	342,846
Income in Advance	1,071,390	971,257
Provisions	83,282	75,313
<b>LESS NON CURRENT LIABILITIES</b>		
Provisions	79,200	66,182
<b>Total Liabilities</b>	<b>1,807,346</b>	<b>1,455,598</b>
<b>Net Assets</b>	<b>1,622,589</b>	<b>1,575,612</b>

# Financial Report

## PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2012

### CONSOLIDATED - FEDERAL BODY AND STATE BRANCHES

	<b>2012</b>	<b>2011</b>
	<b>\$</b>	<b>\$</b>
<b>ACCUMULATED FUNDS</b>		
Net Surplus for year	46,977	(84,681)
Accumulated funds at the start of the year	1,575,612	1,681,480
Adjustment to Prior Year Retained Earnings	0	(21,187)
<b>Accumulated funds at the end of the year</b>	<b>1,622,589</b>	<b>1,575,612</b>

## CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

### CONSOLIDATED - FEDERAL BODY AND STATE BRANCHES

	<b>2012</b>	<b>2011</b>
	<b>\$</b>	<b>\$</b>
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>		
Receipts from Customers	3,042,342	3,006,117
Payments to Suppliers & Employees	(2,926,007)	(3,113,428)
Interest Income	123,011	91,352
<b>Net Cash provided by operating activities</b>	<b>239,346</b>	<b>(15,959)</b>

### CASH FLOW FROM INVESTING ACTIVITIES

Purchase of Investments	761,396	(246,756)
Purchase (sale) of Fixed Assets & Software	82,121	166,380
<b>Net Cash used in Investing Activities</b>	<b>843,517</b>	<b>(80,376)</b>
Net Increase (Decrease) in Cash held	(604,172)	64,417
Cash at beginning of year	881,270	816,853
<b>Cash at end of year</b>	<b>277,098</b>	<b>881,270</b>
<b>Reconciliation of Cash</b>		
Cash on Hand and at Bank	277,098	881,270
<b>Cash on Hand and at Bank</b>	<b>277,098</b>	<b>881,270</b>

### RECONCILIATION OF CASH FLOW FROM OPERATIONS TO THE NET SURPLUS

Net Surplus & Transfer to reserves	46,977	(84,681)
Depreciation	108,054	50,301
(Increase) / Decrease in Debtors, Prepayments & Accruals	(267,433)	(308,799)
Increase / (Decrease) in Creditors & Provisions	351,748	327,220
<b>Cash Flow from Operations</b>	<b>239,346</b>	<b>(15,959)</b>



# Independent audit report to the members of Australasian College of Health Service Management

## Scope

We have audited the attached financial report, being a special purpose financial report of Australasian College of Health Service Management for the year ended 31 March 2012, as set out in the report. The Directors are responsible for the financial report and have determined that the accounting policies used and described in Note 1 are appropriate to meet the requirements of the Corporations Act 2001 and are appropriate to meet the needs of the members. We have conducted an independent audit of the financial report in order to express an opinion on it to the members of the College. No opinion is expressed as to whether the accounting policies used, and described in Note 1, are appropriate to the needs of the members.

The financial report has been prepared for distribution to members for the purpose of fulfilling the Directors' financial reporting requirements under the Corporations Act 2001. We disclaim any assumption of responsibility for any reliance on this audit report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

Our audit has been conducted in accordance with Australian Auditing Standards. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report and the evaluation of significant accounting estimates. These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with the accounting policies described in Note 1, so as to present a view which is consistent with our understanding of the College's financial position, and performance as represented by the results of its operations and its cash flows. These policies do not require the application of all Accounting Standards and other mandatory professional reporting requirements in Australia.

The audit opinion expressed in this report has been formed on the above basis.

## Audit Opinion

In our opinion, the financial report of Australasian College of Health Service Management is in accordance with:

1. the Corporations Act 2001, including:
  - (a) giving a true and fair view of the College's financial position as at 31 March 2012 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1; and
  - (b) complying with Accounting Standards to the extent described in Note 1 and the Corporations Regulations; and
2. Other mandatory professional reporting requirements to the extent described in Note 1.

ALKEMADE & ASSOCIATES  
Certified Practising Accountants



DONALD ALKEMADE  
Melbourne  
Date: 31st day of May 2012

# Financial Report

## Auditor's Independent Declaration

To Australasian College of Health Service Management,

As lead auditor for the audit of Australasian College of Health Service Management for the year ended 31 March, 2012, I declare that, to the best of my knowledge and belief, there have been:

- (i) No contraventions of the independence requirements of the Corporations Act in relation to the audit, and
- (ii) No contraventions of any applicable code of professional conduct in relation to the audit.



Donald K Alkemade  
Registered Auditor 8040  
ALKEMADE & ASSOCIATES  
31st day of May 2012

# Notes to the Financial Statements for the year ended 31 March 2012

## Statement of Significant Accounting Policies

The financial report is a special purpose financial report prepared for use by Directors and members of the company. The Directors have determined that the company is not a reporting entity.

## Principles of Consolidation

All inter-company balances and transactions between entities in the economic entity, including and unrealised profits or losses, have been eliminated on consolidation.

## Inventories

Inventories are measured at the lower of cost and net realisable value.

## Plant and Equipment

Plant and equipment are measured on the cost basis. The carrying amount of plant and equipment is reviewed annually by Directors to ensure it is not in excess of the recoverable amount from these assets.

## Depreciation

The depreciable amount of all fixed assets is depreciated on a straight line basis over their useful lives commencing from the time the asset is held ready for use.

## Investments

Non-current investments are measured on the cost basis. The carrying amount of non-current investments is reviewed annually by Directors to ensure it is not in excess of the recoverable amount of these investments.

No other Australian Accounting Standards, Urgent Issues Group consensus Views or other authoritative pronouncements of the Australia Accounting Standards Board have been applied.

The financial report is prepared on an accrual basis and is based on historical costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

## Director's Declaration

The Directors have determined that the company is not a reporting entity. The Directors have determined that this special purpose financial report should be prepared in accordance with the accounting policies outlined in the note to the financial statements.

The Directors of the company declare that:

1. The financial statements and notes, as set out on pages 38 to 43 present fairly the company's financial position as at 31 March 2012 and its performance for the year ended on that date in accordance with the accounting policies described in the notes to the financial statements;
2. In the Directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors:

  
Kate Copeland  
Director

  
Robert Grima  
Director



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