



Australasian College of Health Service Management

ANNUAL REPORT

2012/2013

Our Vision, Mission and Values

Our Vision

Brilliant leadership for healthy communities.

Our Mission

To develop leaders and managers who transform the quality and value of services, and improve the health and wellbeing of the community.

Values

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

The 2012/2013 Annual Report of the Australasian College of Health Service Management is a company limited by guarantee.

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ANNUAL GENERAL MEETING

This report was presented at the Annual General Meeting of the Australasian College of Health Service Management held on Tuesday 27 August 2013 at Rydges Lakeside Hotel, Canberra ACT, Australia

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Governance

National Board

<i>Adjunct Associate Professor John Rasa</i>	<i>FCHSM President</i>
<i>Associate Professor Godfrey Isouard</i>	<i>FCHSM Senior Vice President</i>
<i>Mr Mark Diamond</i>	<i>FCHSM Junior Vice President</i>
<i>Mr Colin Xanthis</i>	<i>FCHSM Honorary Treasurer</i>
<i>Mr Mark Gaukroger</i>	<i>FCHSM Director</i>
<i>Mr Richard Baldwin</i>	<i>FCHSM Director</i>
<i>Mr Mick Davis</i>	<i>FCHSM Director</i>
<i>Ms Glynda Summers</i>	<i>FCHSM Director</i>
<i>Ms Kae Martin</i>	<i>FCHSM Director</i>
<i>Ms Anne-Marie Stranger</i>	<i>FCHSM Director</i>
<i>Mr Greg Allen</i>	<i>FCHSM Director</i>
<i>Mr Neale Fong (Hon)</i>	<i>FCHSM Director</i>
<i>Ms Jennifer Coles</i>	<i>FCHSM Director</i>
<i>Ms Kate Copeland</i>	<i>FCHSM Immediate Past President</i>

Invitees

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

Branch Presidents

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

Attendance at Board Meetings

Board Meetings were held via teleconference with one face to face meeting.

Our Team

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

Business and Commercial Operations

<i>Zenda Arckwright</i>	<i>Chief Operations Officer</i>
<i>Sharlene Chadwick</i>	<i>Program Manager, GHMP</i>
<i>Comalie Manolis</i>	<i>Development Officer Aboriginal Health Management</i>
<i>Billie Antasanova</i>	<i>Manager, Management Training Program</i>
<i>Christine Graff</i>	<i>Librarian</i>
<i>Audrey Panetta</i>	<i>Office Manager</i>
<i>Rex Matthews</i>	<i>Accounts Officer</i>
<i>Rupal Ghany</i>	<i>Accounts Officer</i>

Membership and Marketing

<i>Colin Coster</i>	<i>Executive Director</i>
<i>Ben Zipper</i>	<i>Member Services Coordinator</i>
<i>Jane Docherty</i>	<i>Events and Customer Service Coordinator</i>

Professional Development

<i>Sue Thomson</i>	<i>Executive Director</i>
<i>Melissa McLennan</i>	<i>Project Manager – PLD</i>
<i>David Briggs</i>	<i>Editor APJHM</i>
<i>Carolyn Marsh</i>	<i>Production Manager APJHM</i>

Business Engagement and Events

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

International

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

Membership Statistics

CATEGORY	2012	As of 31 March 2013	% change from 2012–2013
All Students	82	185	125.61%
Affiliate	137	132	-3.65%
Associate Fellows	1655	1573	-4.95%
Fellow	288	310	7.64%
Retiree	192	207	7.81%
Life Member	29	34	17.24%
Honorary Fellow	26	25	-3.85%
TOTAL	2491	2466	

Membership growth

Membership growth is down marginally compared to the previous financial year. This balance is reflected across most Branches. This can be attributed to a continuous turnover factor from people who have left the health care industry as well as the overall downturn in the economy.

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.

Fellowship Graduates of 2012

Fellowship is the highest level of membership within the College. It demonstrates an ongoing commitment to excellence in health service management.



Australia

Carolyn Bell
Gunther De Graeve
Kashmira De Silva
Mark Duncan
Peter Faulkner
Dianne Fletcher
Mark Garwood
Linda Kurti
Alastair Mah
Linda Malone
Alan McLean
Gerald Moss
Helen Rizzoli
David Rosaia
Anoop Sankaranarayanan
Dianne Senior
Donna Sherringham
Megan Slattery
Tracey Tobias
Talat Uppal
Chris White



Hong Kong

Dr. Arthur SHAM See King
Ms. Sarah CHEUNG
Ms. Jessica LAM Yan Yee
Mr. Herman LEE
Dr. Sharon WONG Ming Yan
Ms. Flora Suk Lan KO
Ms. Alice CHAN Mei Ling
Dr. Katherine SIU Lai Sheung
Ms. Winnie CHENG
Ms. Peggy FUNG
Dr. Joyce CHAN Ka Yin
Dr. WONG Wing Nam
Ms. Sania KWAN Yee Fun
Ms. Tammy TAM May Ling
Ms. Szeto Oi Chun Scarlet
Dr. LEE Tsz Leung

2012 Awards and Prizes

Gold Medal

The College Gold Medal is awarded annually for outstanding achievement to the College and health management in general. Congratulations are extended to Dr Hok Cheung MA, from Hong Kong.



Dr Hok Cheung MA, Gold Medal Winner 2012

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".



Sr Angela Mary Doyle (QLD),
Life Member



Warren Westcott (NSW)
(in absentee) **Sally Toor (NSW)** and
Raad Richards (NSW), Life Members



Dr Gerald Moss (QLD), Life Member

Honorary Fellowship

Dr Tony O'Connell – Director General, Department of Health QLD Government

Professor Andrew Wilson, Executive Dean of the Faculty of Health, QLD University of Technology.

Academic Prizes

In 2012, the College offered awards for academic achievement and excellence in the study of health services management.

Congratulations are extended to the following:

Anthony Suleau Prize – for the best grade point average in a postgraduate diploma course in health management

Janet Watts – La Trobe University

Ian Brand Prize – for the best grade point average in a masters course in health management

Benjamin Dewar and **Larissa Freeman** - both from La Trobe University.

President's Report



John Rasa
Adjunct Associate
Professor
FCHSM

I would like to take this opportunity through the ACHSM President's Report to thank all our members of the College past and present for their significant contribution to the College both nationally and through State Branch activities. Having been a member of ACHSM for over three decades, 2013 is my first year as National President and I would like to thank Kate Copeland for her leadership over the last two terms and that of our CEO Daryl Sadgrove as well as the whole ACHSM team.

My sincere thanks to each of the hard-working members of the ACHSM Board who gave their time freely – your support and thoughtful contribution during a very busy and often difficult year has been much appreciated. The Board continues to meet regularly through monthly teleconferences and has had to approve the new ACHSM Constitution, the new ACHSM Strategic Plan and deal with significant financial challenges. These challenges were associated with a downturn in face to face event participation in 2012. This resulted from a tightening of staff development expenditure in healthcare organisations, and a rapid shift towards online event participation which has yet to fully yield the projected revenues.

Additionally, investments into long-term capital infrastructure – including new a technology platform to support a new online member community, and the capacity to produce industry-leading webcasts, has seen revenue grow slower than was expected. However, the new Strategic Plan 2013-2016 articulates a well considered and exciting direction which the College believes will position ACHSM strongly for the future and there still more work required to achieve our four key goals. As President, I want to see ACHSM grow to be a sustainable and vibrant College where emerging managers and leaders can see opportunities for professional development and networking that will assist their career development.

The new on-line eLearning platform will not only improve accessibility to important leadership resources, particularly for our rural members, but stimulate innovation in the way we share ideas and knowledge that builds healthier communities. The College is developing a rigorous certification and ongoing professional development by providing pathways using our learning platforms and mentoring program. The Universities and SHAPE will continue to be important partners in this learning development process and we look forward to their continued support.

Increasingly the College is also looking to work with employers in the health system to deliver leadership and management education programs that are relevant to build a strong health workforce equipped to lead innovation and service improvement. Our collaborative work with Health Workforce Australia and the new LEADS Framework signals new opportunities to shape the identification of needed leadership capabilities but also the means to acquire the necessary skills to be successful in the health and aged care industry in the twenty-first century.

My thanks to Colin Xanthis, Chair of the Finance and Audit Committee, for the hard work done on our finances by that Committee during some difficult times. In addition, an important new development for the College has been the ACHSM Policy and Advocacy Committee chaired by Neale Fong. Of particular note was the development of the Framework for Large-Scale Transformational Change of the Australasian Health System outlining how we, as a College, can positively influence change and bring about health system improvement.

A key milestone achieved in 2012–13 has been a review and approval of the new College Constitution which will see some significant change to our college governance processes. 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 working group, chaired by Mick Davis, previous President of the Queensland Branch, brought about the final adoption of a revised Constitution earlier this year.

The various reports included within the Annual Report detail the activities of the College and its status – but it has been an extremely busy year for the Board and the CEO. My thanks to our CEO Daryl Sadgrove for his support to the Board of the College. 2013-14 will require the College to implement our new Strategic Plan in a very tough financial and political climate. We remain very positive that we can build towards a sustainable and successful future with the support of our members and key partners.

ACHSM was very pleased the Victorian Department of Health again funded the College this year for the delivery of the Clinical Leadership in Quality and Safety (CLiQS) Program, in conjunction with partners La Trobe University, Qualityworks and the Australian Centre for Leadership Development. After very positive feedback last year from participants and employers that the program had made a positive contribution to participant's personal and professional development, to the change they brought to their organizations, and their patients' experience of the health system.

The participation of all Branch Presidents and committed Branch Councilors is vitally important to the continued development of the College, and I thank you all for participating in College events, in mentoring and the Fellowship program. I appreciate the valuable time and commitment that each member of each Committee brings to the College and I look forward to your continued support in the coming year.

In 2012, the College hosted its Congress on the Gold Coast. Thanks to Sue Thomson and the Congress Committee, participants experienced the usual high standard of the College Congress speakers and networking events. Certainly coming from Melbourne in the depths of winter, the pleasant mild temperatures of the Gold Coast set the scene for a really enjoyable experience. Unfortunately, the recent changes to the health system in Queensland in 2012 reflected in lower numbers at the Congress than in previous Congress events on the Gold Coast.

In 2013, the Congress will be hosted by ACT Branch and it will be held in Canberra during its centenary year. With the many events planned during the year, we expect Congress participants will not only enjoy a stimulating and thought provoking Congress but a wonderful social program.

The College's Fellowship Award is the highest level of membership within the College and recognises an ongoing commitment to learning and professional development in health service management. In 2013, 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 rigorous 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 Richard Baldwin, who was ably assisted by Alison McCann from the National Office and the Fellowship Coordinators which have been established in each Branch. This year we have recognised the contribution of our Fellowship Coordinators who are stepping down. 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 2012, we had 21 successful candidates from Australia, who sat for their Fellowship in 2012 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 building and strengthening relations with colleagues in Thailand. In particular the recent signing of an MOU signals the beginning of a strong collaboration and hopefully the development of a close partnership into the future.

It has been a rewarding year as ACHSM President and I look forward to overcoming the challenges ahead and build on our proud reputation.

Board Directors 2012/2013



Adjunct Associate Professor John Rasa BA MHP FCHSM, FAIM MAICD FAHRI

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 also Senior Vice-President of the Australasian College of Health Service Management in Victoria.



Associate Professor Godfrey Isouard BSc MHA PhD FCHSM, AFAIM

Senior Vice President – Appointed to the Board: 2009

Godfrey Isouard is Associate Professor of Health Management 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 within NSW Health. Godfrey is also President of ACHSM NSW Branch Council and member of the National Management Committee of the Society for Health Administration Programs in Education (SHAPE). He is currently a member of the National ACHSM Accreditation Working Party, Foundation Member of the Editorial Advisory Board for the Asia Pacific Journal of Health Management and Past President SHAPE. His research interests focus on leadership and organisational performance, health management workforce, quality and safety improvement, international and regional health management collaboration, and NBN-enabled tele-health and smarter safer homes for Older Australians.



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

Junior Vice President – 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.



Colin Xanthis

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 7 years. He has also served as Senior Vice President for 4 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.



Mark Gaukroger Mast of Pub Admin, FCHSM

Appointed to the Board: 2012

Mark has over 30 years of experience in nursing. His initial nursing training was undertaken at Tamworth Base Hospital.

While living in Tasmania, he obtained extensive experience in emergency nursing and disaster management as the Clinical Nurse Manager of the Department of Emergency Medicine at the Royal Hobart Hospital. His midwifery qualifications were also obtained in Hobart.

Mark has also worked in Community and Rural and remote nursing as well as refugee health and aged care.

In 2008 Mark joined the Department of Health and Ageing working in a variety of programs within the Ageing and Aged Care Division. In January 2012, Mark was appointed as the Director of Dementia Policy and Programs, Ageing and Workforce Branch.



Richard Baldwin BHA MBA RN FCHSM

Appointed to the Board: 2008

Richard divides his time between health care consulting and research with the Faculty of Health at the University of Technology, Sydney. Richard is the 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 was previously a Director in the Health 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

2012/2013 (continued)



Mick Davis AM – FCHSM FPA LMFPA FAIES MBA GradDipMgt BBus

Appointed to the Board: 2011

Mick is currently Queensland Branch President. He joined the Australasian 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 48 years experience in ambulance service delivery in both state administration and regional operations. He began his ambulance career in Rockhampton (Queensland) 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.



Glynda Summers FCHSM, FACN, RN, MHA, MPubPol, BA, Dip Admin (Nsg), JP (Qual)

Glynda is currently the State Branch Councillor and Senior Vice President (Queensland Branch) and Director for the Australasian College of Health Service Management.

Glynda is the District Executive Director of Nursing and Midwifery with Cairns and Hinterland Hospital Health Service, part of Queensland Health.

In addition to her current executive position, which she assumed in 2003, Glynda also serves as DEDON-Informatics and Senior Clinical Advisor for Queensland Health, where she is responsible for the implementation of clinical systems focusing on the Integrated Electronic Medical Record in Queensland.

Prior to taking up this position she was the Director of Nursing at Redcliffe Hospital in Brisbane and was relieving in senior and executive positions in Queensland Health around the state including: Acting Director of Nursing – Rockhampton Base Hospital, Acting District Manager – Fraser Coast Health Service District, Acting District Manager – Tablelands Health Service District, Senior Project Officer – Capital Works and Acting Director of Nursing – Caboolture Hospital, Redcliffe Caboolture Health Service District.

For two years, Ms Summers was the Director-Strategic Support Division in the then Brisbane North Regional Health Authority. The major function of this position was to provide support to the Regional Director by assisting to adequately develop articulate and implement broader strategic agendas within the region, especially in relation to casemix, communications, planning, information technology and corporate development including project management.



Kae Martin FCHSM, LLB, MHSA, BA Hlth Sci (Nsg)

Appointed to the Board: 2012

Kae is the Executive Director, Transition, Central Adelaide Local Health Network and has an extensive background in clinical, health services planning and health management across both rural and metropolitan health services.

Kae has been the State President of SA Branch of ACHSM for the past four years and has been actively engaged in supporting new managers and health professionals who are in the pursuit of advancing their careers within the health and community sectors.



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 employers 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 Queensland, 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 Fawcner 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

2012/2013 (continued)



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

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.



Kate Copeland BPhy BBus(HealthAdmin) GradCertHealthEcon FCHSM CHE

Immediate Past 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. Kate is the Immediate Past President of ACHSM and has been a Director and State Branch Councillor for over 12 years.



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.



Professor 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 Australasian 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
ACHSM CEO

It continues to be a privilege and an honour to serve the members of a professional community that I have been proud to be part of for the best part of my professional career. As a health manager, I take much personal and professional pride in holding this leadership position and look forward to taking on the challenges and opportunities that lie ahead.

A challenging year

2012/13 will go down in history as a year of roller-coaster emotions, from the highest highs to some sobering lows. Clearly our end of year financial result of a \$1M loss was extremely regrettable, and the fact that the gravity of this loss only came to light in the final weeks of our financial year made the situation even more difficult to digest for our team.

Following humbling reflection that only a root cause analysis can bring, we identified that a combination of three key factors contributed to a significant financial deterioration between February 13 and March 13. They were: transitional issues experienced during a shift from external accounting firm to an internal accounting function, a simultaneous restructure of financial reports and coding, and the absence of a purchase order policy. The combination of these factors led to a number of expense provisions not being accounted for in our forecasts, and the changes made to financial reports and coding meant that even those with a deep understanding of business operations, including myself, did not pick up the omissions until too late.

However, I am very proud to say that the response to this situation,

from all at the ACHSM, has been remarkable. The board and executive team responded decisively and introduced strategies that aim to return the college to a profitable position as soon as practicable. I am also confident that the reasons for these issues have been identified and addressed, and the ACHSM's financial management and governance standards are now considered to be far in excess of those seen almost anywhere in the NFP sector.

But a productive one

However despite this, 2012 also saw the ACHSM cement its position as global leader in service delivery for member-based organisations. Our strategic investments in online technologies and communications over recent years were this year recognised with not one, but two global awards! The first award was for Innovation in Education awarded in Toronto, Canada, and the second for Rich Media Impact and Global Reach awarded in Michigan, USA. While many businesses face the challenges of grappling with rapid shifts in the way we do business, I am proud to say that the ACHSM is definitely at the forefront of the movement.

In 2012 we delivered over 100 F2F Professional Development seminars, workshops and conferences across the business attracting over 4000 face-to-face participants. We launched a new portal where members can now access the largest library of health leadership and management webcasts in the world, as well as a new online community that provides access to some of the latest social media and online

technologies where our members can connect, learn and share.

2012 saw the number of people who participated in our online learning services triple compared to the previous year to over 7000 views. In 2012 the College produced over 200 webinars which, in one year, has increased access to professional development activities by more than 10 fold for most members who can now access almost every event that we conduct, from any type of device, located anywhere in the world.

This year, we had 38 candidates sit their fellowship exams, 48 mentoring pairs, 48 graduates undertaking Health Management internship programs, 36 clinicians undertaking our Clinical Leadership in Quality and Safety Program, and acquired over a thousand new Twitter and LinkedIn followers.

Governance and strategic direction

From a strategic perspective, we implemented some important reforms for the future including a new constitution and rules, a new Strategic Plan 2013–2016 and completed a major review of our University Course Accreditation program.

Our new Strategic Plan sets out a bold and inspiring direction for the college that cuts right to the heart of how we can make a real and tangible difference to the health of the communities that we serve. A key element of the plan is the introduction of a universally-endorsed health management certification program and transformational policy and advocacy agenda which I believe

have the potential to be ‘game changers’.

The operating environment

Like many businesses, the impact of constantly evolving technologies has forced us to almost completely reinvent the way we do business over the last 5 years.

Rather than sitting by idly, the ACHSM has tried to harness the technological revolution and use it to our advantage. We have done so by introducing services such as world leading webcasted events, a highly successful social media strategy, virtual conferences, video blogs, workplace broadcasts, satellite television segments, e-commerce stores, and even an enterprise level community platform. We have introduced video-conferencing into our mentoring and fellowship programs, online journal database access in our library, mobile conference apps, online media monitoring as well as a contemporary web 2.0 website.

Despite this, we expect the roll-out of the NBN to again unlock a new paradigm of opportunities and challenges to businesses like ours. Allen Consulting Group (2011) expects the NBN to derive a new generation of applications using richer media, improved quality and reliability, more personalisation of content and even better user experiences.

These technological changes have already had a profound impact on the way we do business, and we expect this trend to continue for the foreseeable future.

Values and culture

A high priority for me over the next 12 months is to develop a culture that is at the forefront of innovation in professional development and member services. As we continue to face the challenges of a changing health landscape, and rapid technological advances, we need to be flexible and dynamic. We need to be constantly looking over the horizon for opportunities, and we need to reinforce our position as market leader in the hearts and minds of our members. This will only be achieved by demonstrating strong industry leadership on key issues and by harnessing the collaboration and support of our members and stakeholders.

The policy environment

The healthcare policy environment is ever changing. A quite important new policy introduced in Australia over the last 12 months was the launch of the first national health leadership framework called Health LEADS Australia. This will hopefully provide significant opportunities for the Australian health system to raise the importance of leadership, increase investment into leadership development and improve evaluation of programs on a national scale.

As CEO I will continue to work towards the creation of Brilliant Leadership for Healthy Communities by harnessing the collective wisdom and support of our health leadership community.

It has been an absolute pleasure to serve you over the last twelve months and I am truly looking forward to the exciting and challenging year ahead.

Honorary Treasurers Report

2012–2013 Financial Year



Colin Xanthis
 FCHSM
 Honorary Treasurer
 ACHSM

The Treasurers Report for the 2012–13 financial year is presented as factual with no attempt to conceal the serious nature of the significant reported loss of \$1.022m.

By and large the loss was due to expenditure predicated on income expectations that were unmet. As detailed below:

Income 2012–13			
	Actual \$000's	Budget \$000's	Variance \$000's
Accreditation Fees	0	60	(60)
PD Events	415	701	(286)
Sponsorship	124	255	(131)
Congress	379	613	(234)
E-Learning Fees	0	100	(100)
Employee Benefit Campaign	0	100	(100)
Total	918	1,829	(911)

On the expenditure side the most glaring item was salaries and wages which increased by 28%. It was also apparent that the College overreached in regard to its short term investment for long term benefit in the new membership system and the Strategic Plan for the Future.

A contributing issue to the end result was the turnover of finance staff in 2012-13 which left the College with no financial corporate memory which led to the uncovering of accounting treatments not consistent with recognized accrual accounting standards. This led to a significant deterioration to the financial results as reported to the ACHSM Board and Finance & Audit Committee up to February 2013.

The accounting work carried out between February and April 2013 resulted in major write downs of previously reported financial results. In addition in recognition of the unsustainable level of salaries and wages a staff re-structure provision of \$75K was made.

An action plan which targets tight controls on all discretionary expenditure is in place.

As recognized by the External Auditor the accounting side of the college is now much better balanced with people properly skilled for their roles without the need for much retraining. All reconciliations requested were properly prepared in a most professional manner which made the audit straightforward and, despite several issues arising with the financial performance of the college in 2013 the audit was able to be performed in the budgeted time without overruns.

The External Auditors observations in the audit management letter included:

- Insufficient due diligence on new and standing contracts.
- Staffing costs out of control
- Conference Costs and Sponsorship Revenue

In particular the External Auditor noted that the salaries and wages cost for 2012-13 is unsustainable and requires intervention.

The External Auditors summary conclusion is detailed below:

The effect of the last financial year has been a significant reduction in cash reserves as the losses incurred were largely cash losses as opposed to book losses. This will continue in 2013/14 with the redundancy payouts. However, whilst significant issues have arisen, so have some positive initiatives been put in place to address them. These have been discussed in detail above and it is prudent to mention that without those initiatives regarding required staff cuts, new strategic appointments and due diligence initiatives the college would have a serious going concern problem. We trust these changes and the points raised above, if addressed, will enable the college to return to profitably in the future.

As instanced previously an action plan overseen by the ACHSM Board is in place to address the issues raised by the External Auditor.

ACHSM Programs

Clinical Leadership in Quality & Safety (CLiQS) 2013

Background

'Effective clinical leadership is an important driver of healthcare quality and safety improvement.'

Following on from the international award-winning 2011–12 CLiQS pilot program¹, the Victorian Department of Health again engaged the Australasian College of Health Service Management (ACHSM) and consortium partners La Trobe University, the Australian Centre for Leadership Development and Qualityworks to develop and deliver a leadership program for clinical health professionals. CLiQS aims to equip clinicians with the leadership skills and knowledge required to successfully lead and improve the safety and quality of consumer care.

Over the eight month program the 36 participants learnt to apply best practice clinical leadership that addresses quality and safety issues within healthcare settings. The unique program uses Enquiry based learning, face to face workshops, an online learning management system (LMS) and mentored learning sets.

The curriculum is an innovative approach to leadership development and was created by Prof Sandra Leggat, Dr Cathy Balding, Dr Les Fitzgerald, Iain McAlpine, Daryl Sadgrove and Adjunct Associate Professor John Rasa. The project is being managed by Veronica Strachan (accuteque) and Clare O'Reilly (O'Reilly Consulting).

Progress to date

The program is currently in delivery phase with the 36 participants from acute, community, public and private health and aged care providers in metropolitan and rural Victoria.

The first workshop held in May 2013 was opened by the Secretary, Department of Health, Dr Pradeep Phillip.

The second workshop in July 2013 had the six learning sets present to a distinguished executive healthcare panel. For many of the clinicians this was the first time they had been involved in a presentation to a panel of this seniority.

Between workshops, participants communicate over the LMS and progress their workplace learning project with the support of their learning set mentor and an executive sponsor from their organisation.

Program evaluation includes the collection of baseline data for current participants and feedback on the face-to-face sessions.

A short, online survey to all of the participants and their sponsors in the first CLiQS 2011–2012 pilot program was disseminated in July 2013. Evaluation questions seek to identify the longer-term learning and impact the CLiQS 2011–2012 pilot program has had on participants and their organisations.

As well as continuing their workplace projects to deliver a quality and safety improvement in their organisation, the program has one further enquiry based element and two face to face sessions to complete. At the final session in December 2013, participants are asked to present a 'minute with the Minister' as part of their final workplace project report.

A comprehensive evaluation of the first two years of the program will be presented to the Commission for Hospital Improvement, Department of Health on 1 April 2014.

Veronica Straughan

Project Manager

¹Ted Freeman Award for Innovation in Education

NSW Graduate Health Management Program

The past 12 months has presented challenges for the Program with changes in staff at the College, significant restructure within the NSW Ministry of Health and the evolving reform agenda.

Highlights:

- 14 trainees commenced at the start of 2012
- Rural Study Tour – Broken Hill 2012
- 157 applicants for the 2013 intake
- 20 trainees commenced at the start of 2013
- Total 32 trainees as at 31 March 2013
- Tendering process for new academic provider for both the GHMP and MRP
- Transfer of responsibility of sponsorship from NSW Ministry of Health to the NSW Health Education and Training Institute (HETI)
- Aligning GHMP and MRP to share resources and expertise (planned combined recruitment process)
- Aligning trainee Professional Development Days (formerly Study Days) with NSW Breakfast Forums
- 21 graduating trainees from 2011–2012 cohort plus three from previous cohorts
- All graduating trainees are currently working within the health sector

The Program was very fortunate to have NSW SBC Vice-President Dominic Dawson move into the role of Director on a temporary basis while recruitment to the Manager position took place in the latter part of 2012. His role was instrumental in ensuring all trainees had placements from the commencement of 2013. I acknowledge his support and assistance.

I would like to extend our thanks to all those who have contributed to the Program by presenting at Study Days, Professional Development Days, Orientation Week, interview panels and other important events and committees. We would also like to acknowledge the NSW Ministry of Health and HETI for their ongoing support of the Program.

I would also like to acknowledge the tireless efforts from the NSW SBC and the support and advice they have provided to me in my new role.

Sharlene Chadwick JP

Manager – Health Internship Program



The 2013 1st and 2nd Year ACHSM Graduate Health Management Program Participants

ACHSM Programs

Library Report

The Library is pleased to announce that the library funding has been renewed by Health Infrastructure New South Wales to 30 June 2014.

Health Planning and Management Library

The Health Planning and Management Library provides information on health services management, management and health facilities planning and design. The Library does this by providing managers, clinicians and planners with information critical to the effective planning, management, development and delivery of effective evidence based health care.

Tailored services to Health Infrastructure

This year the Library has continued to build up a very strong working relationship with HI and their key people. Health Infrastructure has been using the library services: the Online Journals, the Library Bulletin, request of Journal articles and requests for specialised research. Tailored Alert services are also delivered to HI staff.

Library tailored services have been extended to the Australasian Health Infrastructure Alliance, Australia and New Zealand. Representatives of AHIA enjoy access to the Journal databases and the Library services.

The library services being provided are well acknowledged and praised.

Services to college members

The services include:

- Monthly Library Bulletins of recent journal articles, reports, new books and new websites.
- A Library Bulletin is included in the College journal, *The Asia Pacific Journal of Health Management*. Book reviews of new acquisitions also appear in APJHM.
- A new annual publication "10 Landmarks in Health Care" was produced for the first time in December. The publication was produced with the participation, contributions and final selection, of ACHSM members, specially ACHSM Fellows.
- Reading Lists cover topics of interest to members. Recently the Emergency Departments, Leadership, Aged-Care and Workforce Planning lists were updated.

All these publications are available on the College website.

- Research: Members have taken advantage of the free two hours research offer.

- In-depth research was also undertaken at the request of members. In-depth research is research taking more than four hours.
- Research has also been undertaken to support ACHSM Strategic Plan.

The most important development has been the free online access to major journals.

From EBSCO:

Health Business™ Elite contains full-text content for nearly 600 journals.

Health Policy Reference Centre offers indexing for more than 400 publications, including journals, monographs, magazines, and trade publications, all directly dealing with health policy and closely aligned topics; and

MEDLINE Complete contains the full text for more than 1,940 journals.

From ProQuest:

Health Management™ covers over 850 key journals with over 4,500 Doctoral Dissertations and Theses.

From Informit:

The Informit Health Collection, *with a focus on Australian contents*, covers a range of subjects within a health context including therapeutic, diagnostic and preventative health, mental health, complementary therapies, and health services management. This full text Collection contains journals, books, conference proceedings and reports.

Services to the health community

The library Bulletin is sent to a large number of non-members: Health libraries, Architects, Engineering firms and Private Health organisations. This is generally followed by articles requests.

The library is also a member of the GRATIS group of Health libraries and requests are received from members of the network.

Website

Library publications are available from the ACHSM website.

The Librarian updates the website for NSW Branch Council and the GHMP program.

Christine Graff

Librarian

Management Residency Program (MRP)

The Management Residency Program (MRP) is an element of the ACHSM that provides emerging health managers the best professional development (via the post-graduate qualification of a Master of Health Administration, from La Trobe University, and bi-monthly MRP specific professional development sessions) and networking opportunities (via monthly Breakfast Forums, the state Conference and Emerging Health Managers information sessions).

The principal aim of the MRP is to attract, qualify and train individuals from a diverse range of education and work experience [predominantly] already working in the health system. The program provides Trainees the opportunity to excel in a variety of health service workplace settings and the Department of Health, and recruits individuals that are passionate about a career in health leadership.

The College has a history of attracting graduates with vibrant backgrounds into the MRP, and in 2013 recruitment was very competitive with over 80 applications received, many of which came from various states outside of Victoria. In 2013 there is a combined total of 16 Trainees in the MRP, 12 in the metropolitan stream and 4 in the rural. The Trainees were from a diverse range of backgrounds such as nursing, physiotherapy, biomedical sciences, and several with a generalist health science background. Each applicant presented having a real interest in health care, the role it plays in the community, and a strong personal motivation to become a 'leader' and transform the health care system.

In 2013 we have seven Trainees that have progressed immediately into various vibrant roles post-program including: Ambulatory Access Coordinator, Northern Health; Strategic Manager, Loddon Mallee Integrated Cancer Service; Executive Projects, Bairnsdale Regional Health Service; Audit & Information

Coordinator, Cabrini Health; Business Manager, General Practice Victoria; Senior Project Officer, Dandenong & District Aborigines Co-operative; and Executive Projects Officer, Latrobe Regional Hospital.

The agencies that have offered 'real life work experience' for the Trainees over the past 12 months include: Alfred Health, Austin Health, Barwon Health, Barwon Medicare Local, Bendigo Health, Cabrini Health, Dental Health Services Victoria, Department of Health, East Grampians Health Service, Epworth Health, ISIS Primary Care Ltd., KPMG, Latrobe Regional Hospital, Melbourne Health, Peter MacCallum Cancer Institute, Southern Health, The Women's, and Western District Health Service. All of the aforementioned assisted in providing, the ever so important and vital, experiential component of the program.

We would like to acknowledge each and every one of the College members whom volunteered their time to present to the Trainees during the MRP Professional Development sessions, and each and every one of the many the Mentors and Preceptors for their invaluable time and support.

Billie Atanasova
Manager, MRP



Branches in Review

Australian Capital Territory

ACT Branch would like to formally acknowledge the kind sponsorship support of HESTA during the year. Elaine Lawler, with whom we have maintained a valuable relationship over the years, has changed her role within HESTA. While we in the ACT Branch were saddened to see her move on, we were delighted to welcome back Mark Ashby as the Client Relationship Manager NSW/ACT.

Professional Development Program

Our core business remains the provision of the Professional Development Program. During the year we were again fortunate to have a diverse range of quality speakers for our forums and workshops. Speakers over the last year have included:

Jeremy Nicholls, Chair, Social Impacts Analysts Association & Chief Executive SROI Network (UK)
Measuring social impact to drive innovation and improved performance

Melissa Sweet, independent journalist, media columnist and author
The digital revolution: challenges and opportunities for the health and ageing sector

Ric Marshall, Epidemiologist, Hon. Professor, Faculty of Health Sciences, University of Sydney
New developments in activity based funding for health

Mark Cormack, Chief Executive Officer at Health Workforce Australia
Health Workforce Reform - current status and future directions

Ray Dennis, CEO Calvary Health Care ACT
Reflections on change management and system improvement initiatives in the Healthcare Sector: a personal journey

I would like to thank Penny Lucas, assisted by the Branch Councillors for their dedication to putting together a fantastic program over the last twelve months.

Health Management Training Program

Our Branch continues to support the ACHSM Health Management Training Program although we have not had any placements over the last twelve months.

Fellowship Study Program

There have been no candidates for the Fellowship program this year.

Branch Council

This year has seen significant changes within the ACT Branch Council. Of note is the resignation of Jennie Baker, ACT Director. Jennie has served on the ACT Branch Council for a significant period of time. Rosemary Kennedy (past President of the ACT Branch), Robyn Staniforth, Karen McCarthy, Patrick Henry and Peter Loa have all had to move on, due to their family and work commitments. I thank them all for their contributions to the life of the College and the ACT Branch.

Current Members (as at 30 March 2013) are:

- Mark Gaukrodger – Branch President
- Angela Magarry
- Wendy Batti
- Lesley Dickens
- Bronwyn Wheeler
- Penny Lucas
- Karen Cook
- Kerry Clifford
- Secretariat, Jan Properjohn

Mark Gaukrodger FCHSM / Angela Magarry FCHSM
ACT Branch President

New South Wales

The Branch has seen a number of developments in the past twelve months, most significantly being the College positioning ourselves at the forefront of the latest technology and online learning experiences to achieve our vision of brilliant leadership for healthy communities. Within the past 12 months, we have more than doubled member engagement, experienced more than 8500 webcast views, produced over 500 webcasts, and now online participation has already overtaken face to face event participation. This is a huge benefit to our members.

While there have been some key staff changes over the 12 months, the full Branch team is now in place with Sharlene Chadwick heading up the Graduate Health Management Program (GHMP), Comalie Manolis recruited to the position of Aboriginal Health Management Development Officer (until June 2013) and Christine Graff continuing to provide the services of Health Planning and Management Library.

During this past 12 months, Health Education and Training Institute (HETI) undertook funding administration of the Graduate Health Management Program. The Branch acknowledges the continued and valuable support of HETI to ensure the Program remains relevant, dynamic and meets the needs of the health workforce.

Key Highlights:

- There were 12 trainees in July 2012 who progressed to their 2nd year of the Program in 2013. At the start of 2013, 20 1st year trainees were welcomed to the GHMP. There were 32 trainees as of 30 June 2013. 21 trainees graduated from the 2012 cohort and 18 have secured employment in the health industry. One of these is an Aboriginal trainee and we anticipate another Aboriginal trainee to graduate with the 2013 cohort.
- Four PD events were held, with 344 attending and an additional 238 taking advantage of the webcasts. In addition to the PD events, NSW members were also invited to attend the General Meeting/Graduation with Dr Gaynor Heading delivering the Kevin Dodd Oration and the Christmas Party.
- The Librarian, Christine Graff, continues to provide an excellent service to members in the fields of HSM, management and health facilities planning and design. The Library now offers, to ACHSM members, free access to the major journal database providers

EBSCO, ProQuest and Informit. There is also a new service providing free search to members. The library has continued to deliver the library bulletin, which is now more sophisticated and in-depth because of the newly acquired access to journal databases.

- Fellowship is the highest level of membership within the College. In 2012, Kashmira De Silva, Linda Kurti and Talat Uppal from NSW were granted Fellowship of the College.

Thanks and acknowledgement

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

- Mary Potter Forbes (to August 2013)
- Sharlene Chadwick, Health Internship Program Manager (from January 2013)
- Wendy Bryan-Clothier (to August 2013)
- Comalie Manolis, Aboriginal Health Management Development Officer (from February 2013 – June 2013)
- Christine Graff, Librarian
- Audrey Panetta, Office Manager
- Julie Darnell, Program Support Officer

Our Funders

I would like to formally acknowledge the support of Health Education and Training Institute for the funding of the Graduate Health Management Program and the NSW Ministry of Health for the position of the Aboriginal Health Management Development Officer. I would also like to acknowledge the support of Health Infrastructure for the funding of the Health Planning and Management Library.

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

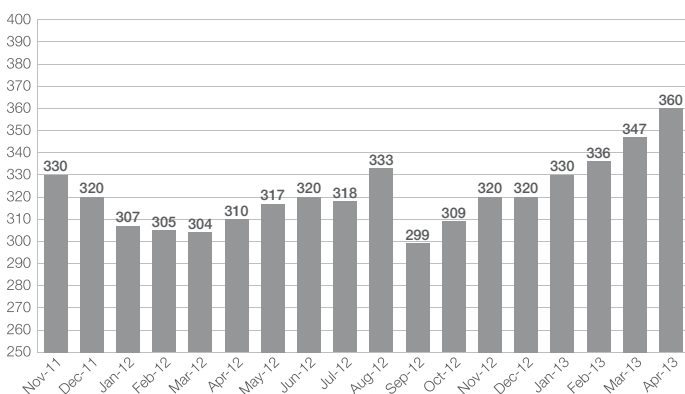
Queensland

During College Year 12/13, the branch enjoyed an extremely successful and professionally positive range of activities, continuing a long run of very positive and creative activities for the benefits of its member. This was soured late in the piece with the disturbing events associated with the massive overspend and forced staff reductions arising entirely out of national level failures.

During the year, membership climbed steadily as shown in the graph below which includes the annual “culling” of non-renewing members. This increase is considered to be in part a reflection of the popular CPD program managed by Mike Knowles and the CPD committee, targeted recruiting of students and recent graduates and others, and also through a high level of involvement by Queensland Branch members in national initiatives where the provision of free professional skills and labour led to many improvements.

Qld Branch Membership Figures

Oct 2011 – April 2013



A highlight of the year was the hosting of the international Congress at the Gold Coast. Aside from providing an excellent event – reported in formal feedback as the best ever conducted by the College – the flagship of the College’s CPD offerings netted a \$83,000 profit as well as a range of new learning offerings and a top class social program. A Queensland branch member chaired the Congress Committee, and the Academic sub-committee was similarly led by a local with almost half of the organisers being unpaid Queensland staff.

The detailed monthly CPD program was a great success also, albeit with numbers down in some areas, it was a Queensland initiative to make available many of the presentations via interactive broadcast, and this went

national as well. A study tour was conducted, again profitably, of the Northern Territory during 2013, while in 2012 a regional Queensland conference was actually conducted in northern NSW to lend support to that branch in their northern (and close to our southern) rural/regional areas. Combined with significant sponsorship, Queensland went against the national trend and played a major role in deriving College income, testimonial in large part to both the Branch Council and the Queensland-based staff of Mike Knowles, Debra O’Brien and Melinda McConnell.

Branch Council remained at full strength and continued with invited student representatives to provide a “younger” perspective to its deliberations. With the most geographically dispersed population, Queensland nonetheless enjoyed a very high participation by members in events, including some local initiatives such as College awards.

Three Branch members were recognised in the federal honours list with Peter McMurtrie receiving the Officer of the Order of Australia (AO), Noel Gillard the Medal of the Order of Australia (OAM) and Mick Davis the Ambulance Service Medal (ASM). All three recipients’ citations included in part, their very substantial service to the nation through ACHSM. Mick also received the Queensland Ambulance Service’s Distinguished Service Medal (DSM).

A range of other College awards were made within the branch to both members and the community, and university graduates for whom a range of suitable encouragements are made for stellar performance in the field of Health Services Management. A small range of Life Membership and Honorary Fellow awards were made by the College on the recommendations of the branch. Disappointingly, no Fellowships were awarded through the examinations process, and efforts were greatly increased in the current year to support Fellowship aspirants.

The branch is extremely proud of its major contribution to national initiatives including the revision of the Constitution and Rules, National Accreditation of Universities project, the Policy and Advocacy Committee, Strategic Plan (where members actually worked over the Christmas break to suit the national deadline) and several other high value initiatives.

Graham Hyde AFCHSM

QLD Branch President

Victoria

Like much of the last 12 months in the life of the Victorian and Australian Health Sector, the Victorian State Branch of the College has experienced a mixture of invigorating professional discourse and challenging environmental conditions!

A highlight was our State Branch Conference in March 2013, which presented what I consider to be the strongest program in my time with the College, centred on the theme of Leadership in Challenging Times. I would like to thank the members of the Conference Organising Committee and our State Executive Director Colin Coster for the huge amount of work that was put in to make the Conference the success that it was.

More broadly in the area of Professional Development I would like to thank Felix Pintado and the members of the Education Committee for their work in maintaining a consistent and high quality professional development program. The Branch ran 11 Breakfast Seminars through the College year with an average attendance of 85 attendees, focussing on a mix of topical operational and strategic industry speakers. Our aim in 2013–14 is to more closely align our PD program with the ACHSM Management Competency Framework as a way of giving added relevance and motivation to our members to attend and enhance their professional development.

The State Branch Council also continued to support and promote the Mentor Program, the Graduate Management Programs (Metropolitan and Rural), the Emerging Health Managers and the Fellowship Program. The Graduate Management Programs continue to be a great link between the Health Sector and the College, and we had 14 excellent trainees across year one and two of the Programs during the year. All 7 graduating trainees from the 2012 intake have been successful in obtaining employment in the Industry which is a great validation of the Program. Thank you to Billie Atanasova for her management and stewardship of the Graduate Management Programs.

The State Branch was very proud of the 8 successful Fellowship candidates who sat their Fellowship Exam on the Gold Coast at the 2012 National Congress. I would like to commend Gareth Shaw, Linda McCoy and Wendy Davis for facilitating the Fellowship Study Group in 2012–13. The Emerging Health Managers Group continued to actively organise and promote a series of

intimate wine and cheese evenings with local Health Industry Executives as a way of learning from their experience and insight.

I would like to recognise and thank two State Branch Councillors who have retired from the Council. They are Jill Hutchison and Simon Brewin. Jill has moved to South Australia to take up a great job there, and promised to lend her vast experience and energy to the SA Branch. After many years on the State Branch Council, including two years as State Branch President, Simon is passing the baton to a new 'crop' of State Branch Councillors. While we will miss his wisdom and counsel, we trust that his experience and quiet words of advice will pop up on the phone, or at the next Breakfast!

It is also important that I acknowledge the work and support for the College of DiDee Knight, who moved to Wagga early in the College year. DiDee was a friendly voice on the phone, and face of events, for us all, and we wish her well in her new endeavours up north.

I would sincerely 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 would like to acknowledge the ongoing work of Colin Coster and Billie Atanasova in the State Branch Office for their work in ensuring our Member Services and Management Program run smoothly and professionally. I would also like to welcome Jane Docherty into her role of providing administrative support to our State Branch Events.

This is my last official 'missive' as State Branch President, following two years in the role. I have valued the support and advice of many members, and have felt energised by the commitment shown by so many to the profession of Health Service Management. I look forward to my ongoing involvement in the State Branch Council and the National body as required, and to actively working to ensure that the Victorian Branch is an active participant in successfully progressing the ACHSM Strategic Plan.

Greg Allen FCHSM

VIC Branch President

Branches in Review

South Australia

The South Australian Branch was well represented at the 2012 national congress with three councillors receiving well-deserved recognition. Alan McLean



Robert Grima, Alan McLean and Mark Diamond

achieved Fellow status, Robert Grima was awarded the ACHSM President's Award for his outstanding contribution to ACHSM and Mark Diamond was elected Junior Vice President to the National Board.

The Branch has continued contributing to policy and document development at the request of the national board and CEO, and takes the opportunity to consider the impact these policies or proposals may have on activities in SA. Nine new members were welcomed during the last 12 months. We realise that there is always work to do to maintain the ongoing support of our members and every effort is taken to keep them informed of branch events and activities through the newsletters.

The key objective of the Branch continues to be to provide relevant professional development for its members and supporters. Feedback provided by members after each event is used to tailor events to current topics of the day, to enhance skills and knowledge, plus challenge thinking and raise awareness. The SA Branch newsletter continues to receive excellent feedback from our readers.

Four mentors and mentees are participating in the 2012–13 mentoring program. We were not able to interest members in applying for Fellow credentials this year but will continue our search for candidates in 2014.

Two new councillors were elected at the elections in 2012 – Mrs Jane Pickering, CEO, Society of Saint Hilarion Aged Care and Ms Roslyn Chataway, Manager, Safety and Quality Unit, Country Health SA. Both have made a significant contribution to Branch Council in the last 12 months.

The 2012 annual dinner and conference was an outstanding success receiving positive feedback from the participants. Nearly 100 registrants attended the conference to hear keynote speakers give their insight

into the implementation and impact of the national health reform agenda followed by representatives from key health care agencies providing overviews of their pathways that support consumer options for care in the community.

In October 2012, Professor Philip Darbyshire opened discussion on “a very uncomfortable conversation to have but necessary so action can be taken” when he discussed the crisis of care in the National Health Service in the United Kingdom (UK) and its implications for Australia's health reform agenda. This topic set the agenda for other presentations on this topic.



Some of the Mount Gambier participants with Philip Darbyshire

At the first 2013 PD event, Dr Anne Johnson, a community engagement consultant gave a very moving presentation and showed a video that challenged our emotions. For those people who attended the session, one could not help thinking “... where have we gone wrong...” when it comes to caring and providing information to our patients, families and carers when they are the most vulnerable and need us the most!

Branch Council agreed the story of ‘where has the caring gone’ needed to be heard by a wider audience. For the first time in the Branch's history, we journeyed to three regional centres – Whyalla, Renmark and Mount Gambier. Participants were enthusiastic in discussing the topic, but sadly could relate stories about times when similar issues had arisen in their own organisations.

In May 2013, the CEO of Southern Cross Care SA & NT presented his views on the crisis in care in the UK

Tasmania

and how he believes such a crisis can be avoided in Australia. He spoke 'first hand' having recently moved to Adelaide from the UK to take up his appointment. The



Ross and Mary Harris with Andrew Larpent

professionalisation of care, nurse and care education, governance and leadership are the three key requirements to prevent such a crisis. In his organisation he promotes leaders being "out and

about" and "managers working on shift". Above all, organisation must place quality first!

Roy Sneddon, a SA Branch member was awarded the 2012 Flinders University / SA Branch ACHSM Health Management Prize and he and the winners of three other health care management awards and the winner of the 2013 David Southern Merit Award will receive their prizes during the conference on 26 July 2013. This is an excellent opportunity for these winning students to be exposed to the College at its key event for the year.

The winner of the 2012 EFM Innovation and Excellence Award was a project nominated by SA Ambulance Service titled 'Rural, Remote, Environment, Medical Assist, Optimal Treatment and Evacuation Project' with a commendation made to Steven Holmes from SA Ambulance Service for his Heart Attack Awareness Program.

The Branch is indebted to its local sponsors Telstra, HESTA, Spotless and EFM Gyms whose generous support is acknowledged. SA Health is again the platinum sponsor for the annual conference in July. These generous sponsorships enables us to keep registration costs for the professional development activities at an affordable cost. SA Branch Council looks forward to the next 12 months where our focus will be on providing the professional development that members want and working to increase our local membership.

Kae Martin FCHSM

SA Branch President

I am pleased to report that the Tasmanian Branch although small in comparison to mainland Branches has continued to support the local members over the last twelve months. However, we acknowledge the fiscal restraint affecting the College and the broader health sector and this has impacted our ability to host events that are financially viable.

In September 2012 the Branch held the joint ACHSM, RACMA, ANC – State Health Conference 'Changing Altitude – Changing Attitude' in Hobart. It was very successful with speakers including the DHHS Secretary Matthew Daly, Tasmanian Health Organisations Chair Graeme Houghton and Tasmanian Medicare Local CEO Phil Edmonston. Other speakers included Steve Simpson, Dr Paul Barach, Professor Richard Marshall and AHHA CEO Prue Power. Daryl Sadgrove set the scene by speaking on leadership in the new world.

Of course, this event could not happen without the assistance of the local PD committee, and I would like to thank Lee McGovern, Richard Sadek and Kieran McDonald for their work in preparing for the conference. I would also like to recognise HESTA for their ongoing support and sponsorship.

Tasmania is in a strong financial position; however as a ACHSM Board Director I am particularly concerned about the financial viability of the College. It is important that all current members support the work of the College during this difficult time to ensure that the College is able to support managers and leaders across the health and aged care sectors into the future.

I would like to thank the Branch Council and members for their support during the last twelve months and to the staff at Corporate Office who are always helpful and supportive when attending to requests.

Anne-Marie Stranger FCHSM

Tasmanian Branch President

Branches in Review

Western Australia

The 2012/2013 year has been another solid one for the WA Branch. A mixture of very informative master classes, public policy forums and guest speaker events has seen positive growth in attendance and relevance. The support of both the Ministers of Health and Mental Health have been much appreciated. In July we invested patronage of the WA Branch in the Director General of the Health Department with Kim Snowball accepting the honour with grateful thanks to the College's contribution in supporting health managers. Kim has subsequently resigned from his position and we wish him well for his future.

In WA we saw a State Election come and go with the incumbent Liberal/National Barnett Government returned with an increased majority. Interestingly Health did not feature prominently in the election campaign. We congratulate Dr Hames on the success and are pleased that the health portfolio has continuity.

The Barnett Government continues to roll out the final components of the Reform Agenda commenced in 2003/2004. Ten years on it is pleasing to all those involved in health management to see a health agenda adhered to despite a change in political leadership in that period.

The Branch faces a real challenge over the next few years in remaining relevant as an organisation which can impact individuals' growth and development as well as impact the wider system through a policy and advocacy role.

Nationally, the Board has set up the Policy and Advocacy Subcommittee, which I Chair in a personal capacity (not as WA Branch President). It is through looking at the issues confronting health systems and health managers that the College can play an integral part in both setting and implementing effective and relevant change.

At the close of this year, membership of the WA Branch Council will see some significant turn-over and we look forward to some renewal to generate more creativity and energy for the future.

On that note can I thank the retiring and continuing Council members for their contribution and their journey with ACHSM, some over a lengthy period of time.

Dr Neale Fong (HON) FCHSM

WA Branch President

*Dimidium facti qui coepit habet.
(He who has begun has the work half done)*

New Zealand

This year has been a steady one for NZIHM. We have a stable membership base, a committed national executive and enthusiastic branch committees. Our branch committees have all hosted regular meetings; covering a wide range of health, quality and environmental sustainability topics.

In this report, I note the resignations of Trisha Dunn, Fiona Ritsma and Bruce Parkes; all who have held regional and national roles. They have stepped down after many years of valuable and valued contribution to NZIHM and ACHSM. Thank you.

This year the Institute held a successful planning day; with the support of Sue Thompson. This resulted in adoption of the ACHSM strategic plan as the framework. Changes will be made to the NZIHM website, including integrating functionality from the ACHSM website.

A successful conference was held in Auckland last December and NZIHM had the pleasure of having John Rasa, Adjunct Associate President of ACHSM as the keynote speaker. This was very positively received, and the request has gone out to John to join us again at the 2013 conference to be held in Auckland in October. This year NZIHM will be working in collaboration with Auckland District Health Board for this conference.

Looking forward, we have been given the challenge by our members to include a greater attention on the health and health leadership needs of our indigenous population and what that means to NZIHM and ACHSM. The health inequities for our indigenous population groups are unacceptable, and we as health managers and leaders have a responsibility to become involved in this work.

Finally we are all aware that these are challenging times for health management and leadership. This is, in my view, where the peer support and opportunities for learning, development and collaboration as provided by NZIHM and ACHSM are essential.

Jenni Coles FCHSM

President NZIHM

Naku te rourou nau te rourou ka
ora ai te iwi.

NZ Maori proverb

(Translation: "With your basket and my basket the people will thrive". Refers to the importance of cooperation and the combination of resources to get ahead.)

Branches in Review

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 2012 Annual Conference, Annual General Meeting and Fellowship Conferment on 28 July 2012. During the Annual Conference, four panel speakers shared their insight and wisdom in the theme “Healthcare as a Pillar Industry of Hong Kong – Truth or Illusion?”

During 2012/2013, the College invited various renowned speakers and organized two 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 an overseas study tours including the hospital visit to Gold Coast, Australia during 2012.

In August 2012, the Gold Coast, Australia Study Tour cum the National Congress of Australasian College of Health Service Management was organized. There, around 30 delegates participated in this study tour which is one of the largest groups in recent years. Meanwhile, the study group also attended the forum organized by ACHSM and attended the 2012 National Congress fellowship conferment ceremony.

All participants commented that study tours/visits are not just fruitful and educational but also give a chance

for them to explore new challenges on Hong Kong healthcare reform ahead.

On 22 Mar 2013, the College held a Members’ Night with the theme of “Dancing Party Night”. Around 50 members gathered in the Cityview of Kowloon and had a great night of chats and dance among members.

Mr. Daryl Sadgrove, CEO of ACHSM came to Hong Kong in March 2012 to discuss with our College Council ways of achieving better collaboration, especially leveraging on the recent ICT investments made by ACHSM. He also joined one of our Study Group Meetings for fellowship candidates and spent a happy evening with our members during the Members’ Night.

Same as previous years, the Education and Examination Committee of the College organized a study group for the Fellowship Examination. For the year 2012/2013, 12 candidates joined this comprehensive study group and have participated various case studies and journal presentation. The group has just completed their oral examination and 11 of them will confer as Fellow in our coming Annual General Meeting that will be held on 27 July 2013.

Looking ahead, the College will continue to focus on expanding our membership base, establishing our professional identity and developing structured health service managers training program both locally and for the regions around Hong Kong.

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 2013 CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES		
	2013 \$	2012 \$
INCOME		
Membership Fees	651,831	645,513
Advertising & Sponsorship	240,031	215,194
Education Activities	409,922	475,148
Interest Earned	72,910	123,011
Sales	3,594	5,104
National Congress	379,136	338,748
Trainee Management Programs	681,867	764,495
Program Grants	851,261	865,439
Sundry Income	154	134
TOTAL INCOME	3,290,707	3,432,785
LESS EXPENDITURE		
Audit Fees	22,468	9,950
Bank & Government Charges	18,416	15,758
College Prizes	4,209	7,757
Consultants Fees	220,751	153,741
Congress General Expenses	274,068	262,346
Depreciation	107,388	108,054
Educational Expenses	409,904	416,670
Functions	31,920	32,332
Distribution to Overseas Branches	11,365	28,280
Insurance	27,656	21,601
Legal Fees	37,697	0
Information Technology, Marketing & Office Expenses	306,979	297,352
Publications, Newsletter, Subscriptions	13,354	14,532
Rent & Outgoing	48,383	41,174
Employment Expense	1,836,680	1,431,763
Program General Expenses	455,308	83,102
Trainee Management Scholarships	308,762	385,369
Traveling Expenses	176,722	76,029
TOTAL EXPENDITURE	4,312,030	3,385,808
NET SURPLUS FOR YEAR	(1,021,323)	46,977

Financial Report

Australasian College Of Health Service Management

BALANCE SHEET AS AT 31 MARCH 2013		
CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES		
	2013 \$	2012 \$
ACCUMULATED FUNDS	601,266	1,622,589
Represented by:		
FIXED ASSETS		
Office Equipment and Fitouts at Cost	383,088	355,613
Less Depreciation	(315,910)	(274,108)
Intangible Assets at Costs	374,658	241,614
Less Depreciation	(162,421)	(94,086)
INVESTMENTS		
Term Deposits	600,000	2,031,418
Listed Shares	1,688	1,688
CURRENT ASSETS		
Cash	649,751	277,098
Accrued Income	5,498	13,598
Debtors	206,870	782,446
Prepayments	40,578	36,688
Deposits	11,971	57,966
TOTAL ASSETS	1,795,772	3,429,935
LESS CURRENT LIABILITIES		
Creditors & Accruals	349,971	573,474
Income in Advance	561,275	1,071,390
Provisions	249,456	83,282
LESS NON CURRENT LIABILITIES		
Provisions	33,803	79,200
TOTAL LIABILITIES	1,194,505	1,807,346
NET ASSETS	601,266	1,622,589

ACCUMULATED FUNDS CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES		
	2013 \$	2012 \$
ACCUMULATED FUNDS		
Net Surplus/(Deficit) for year	(1,021,323)	46,977
Accumulated funds at the start of the year	1,622,589	1,575,612
Adjustment to Prior Year Retained Earnings	0	0
Accumulated funds at the end of the year	601,266	1,622,589

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2013 CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES		
CASH FLOW FROM OPERATING ACTIVITIES		
Receipts from Customers	3,291,357	3,042,342
Payments to Suppliers & Employees	(4,265,263)	(2,926,007)
Interest Income	72,910	123,011
Net Cash provided by operating activities	(900,995)	239,346

CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of Investments	(1,431,418)	761,396
Purchase (sale) of Fixed Assets & Software	160,519	82,121
Net Cash used in Investing Activities	(1,270,899)	843,517

Net Increase (Decrease) in Cash held	372,653	(604,172)
Cash at beginning of year	277,098	881,270
Cash at end of year	649,751	277,098

RECONCILIATION OF CASH		
Cash on Hand and at Bank	649,751	277,098
Cash on Hand and at Bank	649,751	277,098

RECONCILIATION OF CASH FLOW FROM OPERATIONS TO THE NET SURPLUS		
Net Surplus & Transfer to reserves	(1,021,323)	46,977
Depreciation	107,388	108,054
(Increase) / Decrease in Debtors, Prepayments & Accruals	625,780	(267,433)
Increase / (Decrease) in Creditors & Provisions	(612,841)	351,748
Cash Flow from Operations	(900,995)	239,346

Independent Audit Report

to the 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 2013, 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 2013 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 Corporation Regulations; and
2. Other mandatory professional reporting requirements to the extent described in Note 1.

ALKEMADE & ASSOCIATES
Certified Practising Accountants



DONALD ALKEMADE

Melbourne

Date: 9th day of May 2013

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, 2013, 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
9th day of May 2013

Notes to the Financial Statements

for the year ended 31 March 2013

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:

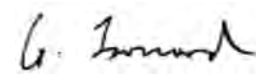
1. The financial statements and notes, as set out on pages 35 to 40 present fairly the company's financial position as at 31 March 2013 and its performance for the year ended on that date in accordance with the accounting policies described in the notes to the financial statements;
2. In the Directors' 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:



Adjunct Associate Professor John Rasa

Director



Godfrey Isouard

Director



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