

Australasian College of Health Service Management

ANNUAL REPORT

2013–2014

Vision, Mission and Values

Vision

Brilliant leadership for healthy communities.

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 2013–2014 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 23 September 2014 at Mercure Grosvenor Hotel Adelaide, South Australia.

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Governance

National Board

A/Assoc. Prof. John Rasa	FCHSM President
Assoc. Prof. Godfrey Isouard	FCHSM Vice President
Mr Graham Hyde	AFCHSM Treasurer
LTCOL Kerry Clifford	FCHSM Director
Ms Glynda Summers	FCHSM Director
Mr Mark Diamond	FCHSM Director
Ms Anne-Marie Stranger	FCHSM Director
Mr John Turner	FCHSM Director
Mr Neale Fong (Hon)	FCHSM Director
Mr Michael Gorton	MCHSM Director
Maj Wendy McEwan	FCHSM Director
Ms Kate Copeland	FCHSM Immediate Past President

Invitee

Dr Hok Cheung Ma	FCHSM (President HKCHSE)
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Branch Presidents

Ms Lesley Dickens	AFCHSM ACT
Dr Hok Cheung Ma	FCHSM Hong Kong
A/Assoc. Prof. Dominic Dawson	FCHSM NSW
Mr Graham Hyde	AFCHSM QLD
Ms Kae Martin	FCHSM SA
Mr John Kirwan	AFCHSM TAS
Mr John Turner	FCHSM VIC
Dr Neale Fong (Hon)	FCHSM WA

Attendance at Board Meetings

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

Our Team

Shared Services

Catherine Chaffey	Chief Executive Officer
Alison McCann	Executive Assistant to CEO
Melissa McLennan	Congress & Events Manager
Robin Dosoruth	Marketing & Communications Manager
Therese El-Bayeh	Events Coordinator
Richa Apte	Membership Administrative Officer
Rex Matthews	Finance & IT Manager
Rozena Ghany	Accountant

New South Wales

Sharlene Chadwick	Executive Officer
Kate Stark	Administrative Officer, GHMP
Audrey Panetta	Office Manager
David Burt	Librarian

Queensland

Mike Knowles	Executive Officer
Debra O'Brien	Events Coordinator

South Australia

Adrienne Copley	Executive Officer
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Tasmania

Jonathan Bugg	Registrar
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Victoria

Billie Atasanova	Executive Officer
Jane Docherty	Office Manager

Western Australia

Sally Clarke	Executive Officer (job share)
Ashleigh Fong	Executive Officer (job share)

International

Linda McKay	Executive Officer, NZIHM
Anders Yuen	College Secretary, HKCHSE

President's Report



John Rasa
Adjunct Associate
Professor FCHSM
PRESIDENT

As National President of the Australasian College of Health Service Management I would like to thank all ACHSM members for their significant contribution to the College either on national level Committees or attending events or participating in the many State Branch level activities. 2014 was my second year as National President which I have greatly enjoyed but it has been a hectic year of rebuilding and strengthening the College in line with our strategic goal of having a sustainable and vibrant College through the support of our members and key partners.

The various reports included within the Annual Report detail the numerous activities of the College and its current status. 2013–14 required the College to implement our new 2013–16 Strategic Plan in a very tough financial and political climate where many state governments have been reducing their expenditure on training and development. We continue to grow our online event offerings as well having well attended events at each of our Branches.

In late 2013 we appointed our new CEO Catherine Chaffey who has done a great deal in a short time to start growing the membership of ACHSM and help put in place our new College structure consistent with our newly approved 2013 Constitution. My sincere thanks to Catherine, Alison McCann and the whole ACHSM team for their tireless efforts throughout the year. They have helped to strengthen the Branches, and provide an improved service to our members.

The Strategic Plan 2013–2016 continues to be implemented and articulates a well considered and exciting direction which the College believes will position ACHSM strongly for the future. However, due to our need to restore our financial position work is progressing a steady but slower pace 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 important networking that will assist in their career development.

Kate Copeland as Chair of the Infrastructure and Member Committee is working to ensure not only that our membership continues to grow by adding value but that investments into long-term capital infrastructure are paying dividends. This has included a new a technology platform to support a new online member community, and the capacity to produce webcasts to tackle the tyranny of distance for rural members and for our time-scarce health service managers.

The new online eLearning platform will not only improve accessibility to important leadership resources, but stimulate innovation in the way we share ideas and knowledge that build healthier communities.

The College is developing a rigorous certification and ongoing professional development by providing pathways using our learning platforms and mentoring program. We continue to embrace the Health LEADS Framework in shaping the identification of required leadership capabilities guiding our development of suitable learning opportunities for our membership in the health and aged care sectors.

My thanks to our Vice-President and Chair of the National Education Committee, Godfrey Isouard, who has helped shape our CPD and Fellowship Programs as well as other educational offerings. The Universities and SHAPE continue to be important partners in this learning development process and we look forward to their continued support.

President's Report (continued)

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 management residency programs in NSW and Victoria continue to thrive and we are looking to opportunities in Queensland. My thanks to Graham Hyde, President of the Queensland Branch and Chair of the Finance Committee, for the hard work done on our College finances by that Committee as part of our sustainability strategy. Graham has helped improve financial reporting to the Branches and, ably assisted by Kate Copeland and Glynda Summers, has contributed greatly to improving the overall performance of the Queensland Branch in terms of its membership growth and service to members.

In addition, an important new development for the College has been the ACHSM Policy and Advocacy Committee chaired by Neale Fong, the WA Branch President of the College. The College has looked to this Committee to contribute to provide thought leadership and positively influence change as well as ultimately bring about health system improvement through policy development.

A key milestone achieved in 2013–

14 has been the implementation of necessary changes arising from the new College Constitution which saw significant changes to our college governance processes. Michael Gorton was invited to join the Board to provide important legal advice and we thank Michael for his valuable contribution.

My thanks also to David Briggs and the Editorial Committee of the Asia Pacific Journal of Health Management, who are on track for producing three journal issues in 2014. Thank you to ACHSM and SHAPE members for their continued contribution to the College's research efforts and in build our overall management and leadership knowledge base.

My thanks go to John Turner, Victorian Branch President and ACHSM Board member, for another successful year in terms of CPD activities. ACHSM was very pleased the Victorian Department of Health funded the College in 2013 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. Despite very positive feedback from participants and employers that the program had made a positive contribution to participant's personal and professional development, as well as bringing needed change in quality and safety to their organisations, the Department has

put funding on hold till 2015.

The participation of all Branch Presidents and committed Branch Councillors 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 Branch Committee brings to the College and I look forward to your continued support in the coming year.

In 2013, the College through its ACT Branch hosted the 2013 Asia-Pacific Annual Congress. Thanks to Angela Magarry as Chair of the organizing committee, Sue Thomson, Executive Director Professional Development, Kerry Clifford, College Board member, and the Congress Committee, participants experienced the usual high standard of the College Congress speakers and networking events. Thanks to a strong technical program the Canberra Congress proved to be a really enjoyable experience particularly being held during its centenary year. I am sure Kae Martin as SA Branch President and Christine Dennis NT 2014 Congress organising committee Co-Chairs, assisted by Mark Diamond from our Board, will ensure this year's participants will not only enjoy a stimulating and thought provoking Congress but a great social program.

I would like to acknowledge the

Chair of our Awards Committee and College Board member, Anne-Marie Stranger, whose committee deliberated over who will be awarded the Gold Medal, Honorary Fellowships and Life memberships of the College. The recipients are truly deserving of their awards and will be acknowledged at our Annual General Meeting to be held on 23 September in Adelaide.

The College's Fellowship Award is the highest level of membership within the College and recognises College member's ongoing commitment to learning and professional development in health service management. In 2013 and 2014, 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. In particular I would like to give special mention of the role of Dr Hok Cheung Ma in organising and facilitating the study program.

Participants from Australia and New Zealand undertook Fellowship examinations just prior to the Annual General Meeting in 2013 in Canberra. My thanks to our 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 I would like to recognise the contribution of our Fellowship Coordinators. Special thanks to:

State	Name
ACT	Kerry Clifford
NSW	Mary Ditton Linda Kurti
QLD	Gwenda Freeman Anneke Fitzgerald
SA	Gary Day
TAS	Anne-Marie Stranger
VIC	Helen Rizzoli
WA	Trenton Greive Thelma Burnett
NZ	Jenni Coles Jagpal Benipal
HK	Dr Fowie Ng

who gave of their own time freely for the College in coordinating Fellowship Study Groups. In 2013, we had 20 successful candidates from Australia, one from New Zealand who sat for their Fellowship in 2013 and were presented with their Fellowship certificates and 10 successful candidates from Hong Kong.

I thank our sponsors for Congress 2013, Health Workforce Australia, Hesta Super Fund, Telstra, Thinc Health, Polyflor, Pfizer, Francis Group, and Lightfood Solution. Also our Branch sponsors who have sponsored our PD events:

Hesta Super Fund, Holmann Webb, UTS, ISSS Facility Services, Hill Rom, QUT, Spotless, EHM Gyms, VHIA, VHA, Mercury, First State Super and Workplace, for their continued support of the College and look to work with them to mutual benefit.

I recognise 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.

I would like to particularly mention Major Wendy McEwan as New Zealand President of the NZ Institute of Health Service Management, who joined the Board in 2013 and has been a really active Director on the ACHSM Board. Also Dr Ma who continues to build a strong presence in professional development in health services as President of the Hong Kong College of Health Service Executives.

It has been a rewarding year as ACHSM President and I look forward to continuing to grow the College, not only in Australia but in the Asia Pacific Region, hopefully in Malaysia, and build on our proud reputation.

Board Directors 2013–2014



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

President – Appointed to the Board: 2013

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 was the Senior Vice-President of ACHSM nationally and in Victoria, he was also the Chief Examiner for the College's Fellowship program for the last three years.



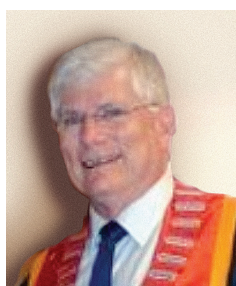
Associate Professor Godfrey Isouard FCHSM, BSc MHA PhD AFAIM

Vice President – Appointed to the Board: 2013

Godfrey Isouard BSc MHA PhD FCHSM CHE 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 the Immediate Past President of the NSW Branch Council and a member of the National Management Committee of the Society for Health Administration Programs in Education (SHAPE). He is currently chair of the National ACHSM Education Committee, Foundation Member of the Editorial Advisory Board for the Asia Pacific Journal of Health Management and Past President SHAPE. On NSW ACHSM State Branch Council he has served as President, Senior Vice President, Chair of various sub-committees including the Education Committee, Policy and Research Committee and State Conference Committees.

His research interests focus on leadership, evaluation and review of organisational performance, the health management workforce, and, quality and safety improvement.



Mr Graham Hyde AFCHSM, FIPA, FAIM, FRSH, AFCHSM, CHM, AFAAQHC, PHF, MASQ, MNTAA

Treasurer – Appointed to the Board: 2013

Graham is currently Queensland Branch President. He joined ACHSM in 1974 and has represented the NSW Branch of the College on the NSW Health Department Fire Advisory Committee the Education and Seminar Committee. He was elected to Queensland Branch Council in 1991. He served as Registrar, President and Immediate Past President and retired from QBC in 2001. He was re-elected to QBC in May 2013 and was elected President again. Graham was appointed Executive Officer Gosford District Hospital (Woy Woy) Medical/Rehabilitation Unit in 1974. In 1979 he was appointed Chief Executive Officer Brunswick Byron Area Health Service.

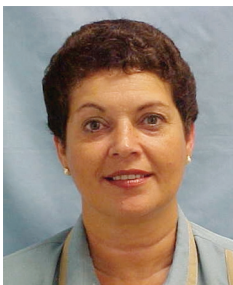


Lt Col Kerry Clifford

FCCHSM, RN, GradCertEmerg, GradDipMid, GradDipMHNur, MHA, MPH, MACMHN, FACN

Director – Appointed to the Board: 2013

Lieutenant-Colonel Kerry Clifford is a full time Nursing Officer of the Australian Regular Army. Kerry undertook General Nursing training and post-registration civilian practice in Queensland 1986-1992 before joining the Army as a nursing officer. His military nursing experience encompassed emergency, trauma and retrieval specialities in deployable units before moving on promotion into command and management responsibilities. He deployed to the United Nations mission to East Timor in 2000 and again in 2001 in clinical support roles. His health management experience has included project, policy and capability development experience as well as primary health service, military hospital and Defence regional health leadership roles. He is a Fellow of the Australian College of Health Management and the Board Director for ACT Branch.



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

Director – Appointed to the Board: 2013

Glynda is currently the State Branch Councillor and Senior Vice President (Queensland Branch) and Board Director.

Glynda is currently working as Executive Director of Nursing and Midwifery, Cairns and Hinterland Health Service – Informatics (EDNMS) as Clinical Advisor and Clinical Lead for Release one of the Queensland Integrated Electronic Medical Record (ieMR). Her substantive role is the EDNMS Cairns and Hinterland Health Service. Prior to taking up this position in February 2003 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.



Mr Mark Diamond FCHSM, BA (BCAE – Latrobe University) and BSW (University of Melbourne)

Director – Appointed to the Board: 2013

Mark has in excess of 25 years management experience in the health and community services industry in three states of Australia. He has worked in both metropolitan and rural environments and has been involved in the implementation of significant reforms in the mental health sector in South Australia.

Mark now provides management consulting services to the health and community service industry and is sought after for his expertise in providing strategic and operational support to government, non-government and private sector organisations. Mark first joined the College in 1997, is currently the Vice President SA Branch (since 2010) and was appointed to the former Junior Vice President position of the Board in 2012.

Board Directors 2013–2014 (continued)



Ms Anne-Marie Stranger

FCHSM, MPH BSc BBus (HA) Dip PM Dip ADR GC (Lean Principles) AFAIM GAICD MADR

Appointed to the Board: 2013

Anne-Marie is currently Executive Manager Tasmanian Health Organisations. 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 governance, workforce management, advanced 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.



Mr John Turner FCHSM, JP FCHSM CHE Grad Dip H Sc (Admin), Cert Bus

Director – Appointed to the Board: 2013

John has been Chief Executive of Bentleigh Bayside Community Health for the past seventeen years. He has worked in healthcare administration in both South Australia and Victoria for nearly fifty years in city and rural hospitals, community health services and specialist medical institutions. A member of the College since 1969 and is currently Victorian State Branch President, convenor of the Community Health CEO Special Interest Group for eleven years and a member of the Education & Seminar Committee.



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

Appointed to the Board: 2013

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.



Mr Micheal Gorton AM, LLB, B.Comm, FRACS (Hon), FANZCA (Hon)

Independent Director – Appointed to the board 2013

Michael Gorton AM is a principal with Russell Kennedy, Solicitors, with experience in corporate and commercial law, and a special interest in Health Law. Michael has qualifications in Law and Commerce, and has an extensive background in the community sector. He has written extensively on medico-legal matters. Michael was awarded Honorary Fellowships by the Royal Australasian College of Surgeons and the Australian and New Zealand College of Anaesthetists. He was made a Member of the Order of Australia in January 2004. Michael is currently a Board member of Melbourne Health (Royal Melbourne Hospital); President of the National Ageing Research Institute; and a Committee Member of the Australian Health Professional Regulation Agency (Agency Management Committee).



Ms Kate Copeland FCHSM CHE, BPhy BBus(HealthAdmin) GradCertHealthEcon

Immediate Past President – Appointed to the Board: 2013

Kate is currently Senior Director, Clinical Infrastructure, Health Infrastructure Branch, Queensland Department of Health.

Her role currently includes supporting Hospital and Health Services in identifying clinical solutions to service needs, clinical design standards and guidelines, building performance evaluation and health technology replacement.



Maj Wendy McEwan FCHSM, CHE, MHSM, BHSc(Nursing)

Appointed to the Board: 2014

Maj Wendy McEwan is a Generalist Health Officer with the NZ Defence Force. Wendy has a clinical background in Nursing and joined the NZ Army initially as a Territorial Force soldier in 1994 then as a All Arms Officer in 1997. She has completed Operational Tours in East Timor under INTERFET then UNTAET in 1999/2000 as the Second In Command of the Forward Surgical Team, and in the Middle East (Israel and Lebanon) with UNTSO in 2004 as a Military Observer. She has also completed an exchange with the British Army.

Maj McEwan has a Masters In Health Service Management, and completed her Fellowship in 2013. She has held multiple health and non-health roles within the NZDF, and is currently employed as the Officer Commanding 1 Health Support Company. Her employment with the NZDF finishes in December 2014.

Invitee



Dr Hok-Cheung Ma

MBBS(HK) MHA DCH(Lond) MRCP(UK) FRCP(Edin) FRCP(Lond) FHKCP FHKCCM FHKAM(Med) FHKAM(Com Med) FCHSE 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.

Chief Executive Officer Report



Catherine Chaffey
CHIEF EXECUTIVE OFFICER

There is almost certainly some clever leadership maxim that alludes to the need to remember the lessons of the past whilst looking to a more optimistic future and that would certainly be useful in considering this annual update for ACHSM.

As a fairly new CEO, having taken on the role in late November 2013, I am confident that ACHSM is now performing well financially after a somewhat difficult 2013. The challenge, as I view it, is to retain the good initiatives and value in the College whilst continuing to build value for all members – and indeed the health community as a whole – based on solid business foundations. I was very fortunate to have Robert Grima and David Webb take on much of the restructuring of the College for the future which enabled me to step in and focus on small operational adjustments to tighten our result further for this financial year. We have minimised

the financial loss in FY14 and based on very conservative forecasting are projecting a modest profit in the coming year.

I am very pleased that in the past year we have continued to provide a variety of opportunities for networking and professional development in every Branch including a number, albeit reduced, of webcasts, delivered three issues of our academic publication, the Australasian Journal of Health Service Management, delivered well subscribed and successful Mentoring and Fellowship programs and produced a successful Annual Congress in Canberra in August 2013. We have also reinvigorated activity in smaller Branches such as ACT and Tasmania.

Over the past few months, I have enjoyed working with the staff and Branch Councils across the College. It is always a pleasure to work with people who are passionate about

the contribution their work (and in the case of Branch Councils their unpaid contribution to the future of health leadership) makes to the health sector and hence the wider community. Everyone has been very gracious with their time and knowledge to empower my rather steep learning curve on the incredible challenges facing leaders in the health sector and I thank the Board, Branches and staff for their support.

The College is very fortunate in having a number of valuable programs that deliver on our commitment to developing and fostering leadership and management capability in the health sector. I have recently worked closely with the NSW and Victorian Executive Officers to enhance the management internship programs (Management Residency Program in Victoria and Graduate Health Management Internship Program in NSW) and these programs will remain a firm platform in developing capable future leaders.

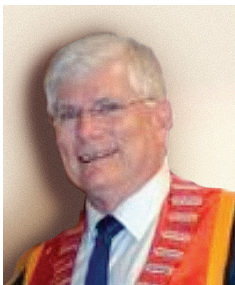
In the past few months the College has also committed to a new member communications platform in the form of the new College magazine, The Health Leader with the first issue already delivered and the second issue coming together now. This magazine will provide a “place” for your views, debates and dialogue in a rapidly changing health environment.

The key objective for the coming year will be to continue to build and develop a stimulating program of events and services for members everywhere with a particular focus on how we can encompass services to members working in rural and remote areas. This is a real challenge but an important one to ensure a vibrant College. The recent Membership Survey highlighted the need to deliver more relevance and support to rural and remote leaders in health as well as the demand for up to date information on leadership policy and trends. In addition, I am keen to ensure we become more accessible to emerging and new managers – the health sector rhetoric would certainly suggest the need for not just transformative practices but also robust collaborative behaviours to deliver change and I feel strongly, that in the alchemy of the energy of new managers and the wisdom of senior managers, the College can provide a place for supporting that change.

I very much look forward to continuing to ensure the College moves forward, both growing and ensuring relevant and timely value to members and future members in the coming year.

National Treasurer's Report

2013–2014 Financial Year



Graham Hyde
AFCHSM
NATIONAL
TREASURER

Due to a change in the financial year from April to March to July to June this Report will cover 15 months and as a result there are two sets of financial data. April to June 2013 (the first period) and July 2013 to June 2014 (the second period). This Report will deal with the two periods separately.

First Period

The audited results for the first period (April to June 2013) showed ACHSM sustained a loss of \$152,065 before the recovery of a previous bad debt of \$31,600 which left a loss at 30 June 2013 of \$120,465 after bad debt recoveries. After the financial audit process, the Auditors had detailed discussions separately with Robert Grima who had been commissioned to undertake an organisational review, the then Chief Executive Officer and the then Chief Operations Officer to discuss the strategic direction of the College and to determine what steps would be put in place, in conjunction with steps already made after the March 2013 audit, as it was clear that after the June 2013 quarter that the College was continuing to make losses which again raised the Auditors concerns for the long term profitability of the College. Of particular concern was the very high proportion of employment expenses as a percentage of earnings.

The Organisational Review

As was mentioned by the President at the last Annual General Meeting the Board commissioned Robert Grima (a Past President and CPA) and David Webb to conduct a full review of the organisational structure and internal control processes of the College. Their Report detailed the issues resulting in the 2013 financial results and made a number of recommendations. Their Report was presented to the new Board on 4 September (after the last AGM) and accepted. Robert and David were appointed as joint General Managers and charged with the responsibility of implementing the recommendations. The most significant of these changes were:

- The cessation of three senior executive positions – Executive Director Professional Development; Chief Operations Officer and Executive Director Marketing;
- The revision of all Position Descriptions to reflect what was required for the sound functioning of the College;
- The appointment of full time Executive Officers for the New South Wales and Victorian Branches and part time Executive Officers for the Queensland, South Australian and Western Australian Branches;
- The role of the Executive Officers was changed to focus on membership and Branch activities;
- The Position Description of the Chief Executive Officer was revised with the position becoming more of a general manager to support the Branch Executive Officers and provide leadership to staff;
- The Chief Executive Officer salary was reduced to affordable limits with Key Performance Indicators included in the Position Description;
- The Finance staff were allowed to undertake their respective roles and given additional reporting responsibilities which has greatly assisted the Finance and Audit Committee;
- Financial Policies and Internal Control Procedures were revised;
- All external contracts were reviewed which led to cancellation of some and re-negotiated charges for others;
- The membership function and system transferred to the National Office to work in concert with Finance staff which allowed for greater leverage and enhance the ability to provide value to members; and
- The role of National Office and Branches were more clearly defined which hopefully will help build a stronger relationship between both parties.

David and Robert handed back the 'baton' to our new Chief Executive Officer, Catherine Chaffey in November 2013 and it was up to the CEO, Finance staff and Finance and Audit Committee (the Team) to improve the financial outcome for the 2014 year.

Second Period

We did achieve a better outcome and it is my pleasant duty to advise the deficit for the year is \$136,308 which is a reduction of \$825,005 from the previous full financial year. The Board has accepted that a return to profit was not possible within one year but on present indications the 2014–2015 should show a small surplus or at least a break-even result.

It was clear to me on becoming Treasurer that the Finance staff had been very hampered in providing appropriate reporting and there was a lack of sensible accurate financial data available to the Finance and Audit Committee and the Board. Effective decision making had not been possible without clear data. It was not from want of trying by the Finance staff to provide this data but adequate reporting had not been appropriately enabled under the previous executive structure.

The Finance and Audit Committee and Board now have a suite of data which is produced monthly by the Finance Manager and Finance Officer and whilst readers may consider what I am going to list should be routine for any organisation I can inform you these reports were not previously available to the Finance and Audit Committee or Board.

Current Reports include:

- Balance Sheet and Consolidated Profit and Loss for each Branch and National Office on a monthly and year to date basis. Each Branch is now provided with their Profit and Loss and the Consolidated Profit and Loss so they can see their results and the National results as part of our 'Open Disclosure' framework;
- Financial Manager's Report which provides explanations as to budget and actual variations;
- A one page 'Board Briefing Summary' which contains revenue and expenditure analysis, risks to the bottom line; cash and investments and is 'signed off' by the President and myself;
- Compliance Schedule 'signed off' by the Chief Executive Officer and Finance Manager;
- Aged Debtors and Creditors Schedules;
- Cash Flow Statement;
- Selected Cost Report which details the income and cost of events for each Branch and National Office. This Report was only introduced in February so each Branch can see how they are performing. One of the sources of income for all Branches (and in some cases the only form of income) is events and it is very obvious when the data was analysed there is great disparity in charges and profit. The report also details wages as a percentage of income which the Board has set at 42% and again there are disparities between Branches.

The changes have meant some anguish for Branches as the previous 'management regime' stripped the Branches of any responsibility for managing income and expenditure and the Grima and Webb Review made it very obvious this approach was not acceptable or sustainable. The Team sees it is our role to ensure financial data is available to improve accountability and understanding.

The 2014–2015 Budget

The 2014–2015 Budget has proved to be a challenge as the Finance and Audit Committee wanted to involve each Branch in developing their own Budget which did not occur in all cases. In fairness it needs to be appreciated State Branches have not been part of the budgetary process for some years and neither have Branches been given access to the current range of financial data and they may not have the infrastructure to support budget development. However with a sense of humour and great skill the Chief Executive Officer, Finance Manager and I put together what we believe is a reasonable budget for the 2014–2015 year. The budget was accepted by the Board in June and as stated should show a small surplus or break even.

Conclusion

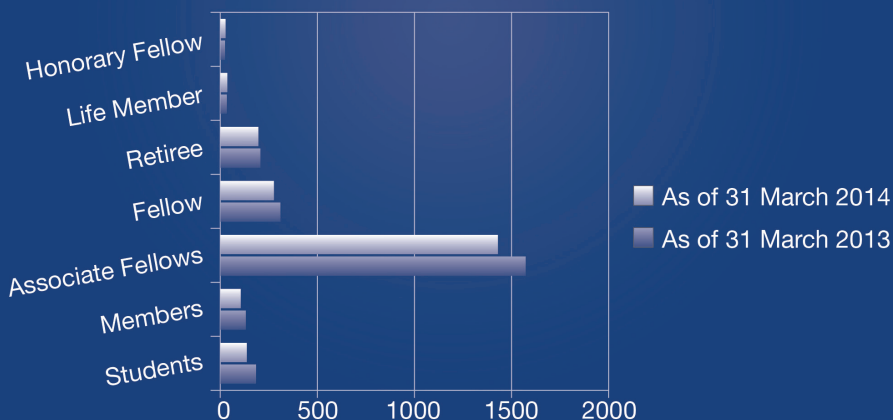
As stated, this year has been one of significant change for the financial reporting and hard work by the Finance and Audit Committee and very hard work by the Chief Executive Officer and Finance staff (Rex and Rozena). I also want to record my thanks to Robert Grima and David Webb for their help and advice and the completeness of their September 2013 Report.

Membership Statistics

Membership growth

Membership growth is down 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 downturn in the economy overall.

CATEGORY	2013	As of 31 March 2014	Movement	%
Students	185	137	-48	-25.95%
Members	132	106	-26	-19.70%
Associate Fellows	1573	1430	-143	-9.09%
Fellow	310	280	-30	-9.68%
Retiree	207	197	-10	-4.83%
Life Member	34	37	3	8.82%
Honorary Fellow	25	28	3	12.00%
TOTAL	2466	2215	-251	-10.18%



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 2013

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

From Australia and New Zealand

Terry Clout

Dominic Dawson

Dan Douglass

Ann Elkins

Nigel Fidgeon

Anneke Fitzgerald

Stuart Gordon

Cherie Hearn

Bernadette Loughnane

Wendy McEwan

Karen Minne

Michael Moodie

Annette Owttrim

Jeff Parker

Frances Peart

Paul Preobrajensky

Sandeep Reddy

Peter Robertson

Roslyn Sorensen

Victor Tripp

Val Usatoff

From Hong Kong

CHOI Yu Sze Cissy

FUNG Phiona Pui

HA King Hang Tony

CHONG Yuen Chun Samantha

WONG Siu Fong Fanny

LEUNG Fung Yee

LAU Mei Te Angela

CHENG Yuk Yu Alice

HO Kit Yee Celina

LO Shuk Fun Jess

LEUNG Po Shan Melissa



Victorian Fellows



Hong Kong Fellows with HKCHSE President

2013 Awards and Prizes



Dominic Dawson (President NSW Branch) and Robert Grima, Gold Medal Winner 2013.

Gold Medal

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

Robert Grima, FCHSM

Honorary Fellowship

Honorary Fellowship of the College is an award and honour that is bestowed by the Board after a branch Council nomination.

Nominee's qualities include demonstration of the following:

Currently holding a key role in the health system and making a notable contribution to health services. This award provides recognition of this contribution. A nominee will have an outstanding reputation in the health system and will be supportive of the College and its objectives.

This year Honorary Fellowships have been bestowed upon:

David Butt – Deputy Secretary, Commonwealth Department of Health and Ageing

Dr Pradeep Philip – Secretary, Department of Health Victoria

Dr Jeanette Young – Chief Health Officer Queensland Health

Hon Jillian Skinner – MP NSW



David Butt, Deputy Secretary, Commonwealth Department of Health and Ageing with John Rasa, President ACHSM.

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.

This year recipients were:

Bill Lawrence

Nancye Piercy

Wayne Cahill



Academic Prizes

In 2013, the College offered awards for academic achievement and excellence in the study of health services management. Congratulations are extended to the following:

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

Louise Deady – University of Western Sydney

Grace Suleau Prize – for the best grade point average in a under graduate diploma course in health management

Kerrie-Anne Jones – University of Western Sydney

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

Linda Nottle – La Trobe University



John Rasa, President ACHSM with Louise Deady.

* For all past award winners please go to the College's website – <http://www.achsm.org.au/members-services/awards--grants/>

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).

2013 Program

Thirty-three participants from acute, community, public and private health and aged care providers in metropolitan and rural Victoria completed the 2013 Program.

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.

The Minister for Health, David Davis presented at the October 2013 workshop along with guest speakers reflecting on leading quality and safety.

Between workshops, participants communicate over the LMS and progress their workplace learning project to deliver a quality and safety improvement in their organisation with the support of their learning set mentor and an executive sponsor from their organisation.

The final Enquiry was the three minute presentation ‘a minute with the Minister’ where participants presented their final workplace project reports. This was presented at the final face-to face session in December 2013.

Program evaluation included 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 sought to identify the longer-term learning and impact the CLiQS 2011–2012 pilot program has had on participants and their organisations.

In addition, telephone interviews with 17 participants and their corresponding sponsors from the 2013 program took place directly after its completion.

A comprehensive evaluation of the first two years of the program was 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 2013–2014

Highlights:

- 110 applicants for the 2014 intake
- 39 were short-listed to progress to skills assessment and from this, 24 were short-listed to progress to formal interviews with placement organisations
- 27 trainees commenced at the start of 2014; nine first year, three of whom identify as being Aboriginal and Torres Strait Islander and 18 second year
- Rural Study Tour – Western NSW LHD – July 2013
- Rural Study Tour – Murrumbidgee LHD – June 2014
- La Trobe University was appointed, by an open tender process, as the academic provider for the period 2014–2017. Trainees will complete a Master of Health Administration
- Nine trainees graduated from the 2012–2013 cohort
- All graduating trainees are currently working within the NSW health sector

Placement organisations were closely involved in the recruitment process and ongoing supervision and development of trainees.

The following placement organisations were involved in the Program during this period.

- Agency for Clinical Innovation
- Ambulance NSW
- Far West Local Health District
- Hunter New England Local Health District
- Illawarra Shoalhaven Local Health District
- Justice Health and Forensic Mental Health Network
- Mid North Coast Local Health District
- Ministry of Health

- Murrumbidgee Local Health District
- Nepean Blue Mountains Local Health District
- North Shore Ryde Local Health District
- Northern Sydney Local Health District
- St Vincent's Health Network
- South Eastern Sydney Local Health District
- Sydney Children's Hospital Network
- Western Sydney Local Health District

I would like to extend our thanks to all those who have contributed to the Program by presenting at our professional development days, orientation week, interview panels and other important events and committees. We would also like to acknowledge the Health Education and Training Institute (HETI) for their ongoing support of the Program.

Sharlene Chadwick JP

Executive Officer, NSW



The 2014 first and second year ACHSM Graduate Health Management Program Trainees.

ACHSM Programs (continued)

Health Planning and Management Library

The Library is pleased to announce that the library funding has been renewed by Health Infrastructure New South Wales to 30 June 2015.

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 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 and requesting Journal articles and requesting 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 Librarian.

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.
- 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.

E-resources

Members have been taking up the opportunity to assess e-journals and databases via the website. Services are:

- *Health Business™ Elite* full-text content for nearly 600 journals
- *Health Policy Reference Center* offers indexing for more than 400 publications directly dealing with health policy and closely aligned topics
- *MEDLINE Complete* full text for more than 1,940 Health/Medical journals
- *Health Management™* covers over 850 key journals with over 4,500 Doctoral Dissertations and Theses
- *The Informit Health Collection*, with a focus on Australian contents, covers a range of subjects within a health context.

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.

Branches in Review

Australian Capital Territory

ACT Branch would like to formally acknowledge the kind sponsorship support of HESTA during the year. With Mark Ashby and Kim Wilcke as Client Relationship Managers we have been supported very well.

The ACT was fortunate to host the ACHSM Annual Congress in August 2013. The Congress, themed Energising Healthcare: Engaging People, Policy and Practice, was a highly successful event for the College. I would like to formally recognise the tireless efforts of Angela Magarry in making this event the success it enjoyed.

It has been a challenging year for the ACT Branch with some disappointing support at planned events resulting in the cancellation of a number of breakfast forums. The ACT Council was already very lean and experienced a number of resignations for personal reasons and conflict of interest throughout the year. The uncertainty around the financial challenges and loss experienced by the College was of great concern to the ACT membership, and resulted in a special meeting in October with the incumbent ACHSM President.

In April 2014 a special meeting of members was held to discuss the best way forward for the ACT Chapter of ACHSM. Participants supported the continuing of an independent ACT Branch, and committed to provide support to achieve a successful program for members in a small jurisdiction.

Professional Development Program

Our core business remains the provision of the Professional Development Program. During the year we struggled to generate sufficient registrations to hold independent professional development forums. The Congress provided an avenue for professional development for many ACT members.

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 Angela Magarry, ACT Director. I thank Angela for her tireless efforts on the ACT Branch Council over many years, including the organisation of the 2013 National Congress, held in the ACT. We also experienced resignations from Bronwyn Ferrier, Penny Lucas, Karen Cook and Wendy Batri, and our council misses their valuable contributions.

Following a special members meeting in April 2014 a new look ACT Branch Council has emerged and is committed to re-invigorating the activities and direction of the ACT ACHSM Chapter.

Current Members (as at 1 July 2014) are:

- Lesley Dickens – Branch President
- Kerry Clifford – Federal Council Director
- Ian Bull
- Paul Dyer
- Kieran Gleeson
- Jennie Gordon
- Tracy Muddle
- Secretariat, Jan Properjohn

Angela Magarry FCHSM / Lesley Dickens AFCHSM
ACT Branch President

Branches in Review

New South Wales

NSW Branch is very pleased to welcome Catherine Chaffey as CEO of the College and her participation in the work that we all do. NSW Branch Council embarked on establishing key areas to focus our efforts in order to provide a better and more responsive service to our members. These areas include: Membership Needs, Emerging Health Leaders, Education Programs & Professional Development. NSW Executive Officer, Sharlene Chadwick, continues to work with the Branch Council and staff members to deliver services to members of the NSW Branch. Following are some highlights of the year:

Graduate Health Management Program

- Interest in the Graduate Health Management Program continues to grow with 125 candidates applying for the 2014 intake. Nine first year trainees commenced in January 2014, three of whom identify as being Aboriginal and Torres Strait Islander. 18 trainees have continued into the 2nd year of the Program and are due to complete in 2015.
- A Skills Assessment Component was introduced this year whereby short-listed applicants were required to participate in 3 key assessment activities (In-tray exercise, Team work and Executive Briefing Task) in small groups. Each group was assessed by a panel consisting of representatives from Placement Organisations, ACHSM and HETI. As a result of the Skills Assessment a further short-listed process was undertaken and these applicants progressed to a face-to-face interview with Placement Organisations who identified potential 'trainees' from the Skills Assessment.
- This year also resulted in a change to the academic provider for the GHMP. La Trobe

University is contracted to provide the Master in Health Administration for the period 2014–2017.

- Nine trainees completed the mandatory requirements of the GHMP and were commended and recognised as NSW Health Graduate Health Management Program Graduates at the 39th Ceremony conducted on 1 May 2014 at Harbourview Hotel. Tim Smyth delivered the Kevin Dodd Oration which was well received and insightful. All graduating trainees are currently working within the NSW health sector.
- There is a new direction planned for recruitment for the 2015 intake. ACHSM has made the decision to develop the Program with a National perspective and greater flexibility over the next few years. Applicants will be considered for positions in Placement Organisations ranging from private health and private organisations within health. In addition, organisations are encouraged to identify existing high potential employees within the health sector to place into the Program and continue in their current employment.

NSW Events

- Our core business remains the provision of the Professional Development. During the year in review, we held 14 professional development activities with 713 attendees and 104 webcast attendees.



- In addition to the breakfasts, evening forums and workshops held throughout the period, a successful Promotional event was conducted in March this year at Westmead Hospital with Nick Farr-Jones (pictured right) as the guest speaker.



His presentation focused on 'Leadership' from his wealth of experience in world class sport and global business in banking and law.

- An Emerging Health Leaders group was established this year with the view to conducting a range of professional development sessions aimed at this group of health managers. Plans are underway to hold such events.

Mentoring

- The Mentoring Program has 40 participants this year, 20 mentors and 20 mentees.
- An Orientation session facilitated by Carole Du Bern, Education and Training Services Consultant for Leadership and Management, Western Sydney LHD was well attended and participants provided positive feedback.

Library

- The Library continues to offer members free access to the major journal database providers EBSCO, ProQuest and Informit and a service providing free search to members as well as delivery of a monthly Library Bulletin.
- David Burt has been appointed to the position of Librarian following the resignation of Donna Campbell.

Fellowship

- Several members from the NSW Branch sat for the fellowship examination in 2013. Terry Clout, Dominic Dawson, Stuart Gordon, Paul Preobrajensky and Zamir Yusuf were granted Fellowship of the College.

Thanks and acknowledgements

I would like to thank my fellow Councillors for their tremendous effort in the past 12 months. The Vice President Paul Preobrajensky, Honorary Treasurer Matthew Noone, Board Representative Godfrey Isouard and Councillors Duane Attree, Richard Baldwin, Lynette Bruce, Terry Clout, Caroline Hong, Emily Janov and Nancye Piercy. I would like to thank Caroline Hong and Duane Attree who resigned from Council for their contribution over the past three years.

I formally acknowledge the support of Health Education and Training Institute for funding of the Graduate Health Management Program and their ongoing support in the enhancement of the Program to meet the challenges Health Managers face today. I would also like to formally acknowledge the support of Health Infrastructure for funding of the Health Planning & Management Library and their ongoing commitment and collaboration with the college.

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 for their ongoing support.

And finally on behalf of the NSW Branch Council I would like to thank the staff of the NSW Branch who have worked effectively and efficiently to deliver member services.

Adjunct Associate Professor Dominic Dawson FCHSM

NSW Branch President

Branches in Review

Queensland

In 2002 I resigned as a member of the Queensland Branch Council (QBC) having served two years as a member, six years as Registrar, three years as President and one year as Immediate Past President and in my opinion it was time for the 'young Turks' to take over. In March 2013 I was asked to consider standing for Branch Council for a three year period. I did so with some reluctance but was glad to – provided I could contribute something to the College.

The next little surprise was that I was elected President again a task which I believe was, and in due course still is, more suited to other longer serving members. I was also unaware at the time that the College was facing a financial loss for the 2012–2013 year of \$1.02m and that as part of reducing the national expenditure levels the former Chief Executive Officer had chosen to make positions in Queensland redundant without sufficient consultation or consideration of Branch needs. QBC negotiated Mike Knowles retention on a six month contract and he was appointed into a permanent part-time role as Queensland Executive Officer in April this year.

As reported by the National President at the last AGM the Board commissioned Robert Grima (a Past President and CPA) and David Webb to conduct a full review of the organisational structure and internal control processes of the College in August 2013. Their Report was presented to the new Board on 4 September and accepted. The new structure removed the various Executive positions and established a flatter and more financially sound organisation. Much to my surprise I also found I ended up being appointed to the Board as National Treasurer.

Given the above my main task for the year was to mend some bridges and establish a good working relationship between our staff, the National Office and the Board. I believe this has been achieved: with the assistance of Catherine Chaffey (the new Chief Executive Officer) we have negotiated a new Contract for Mike as Executive Officer – Queensland which has flexible hours to suit both parties; the relationship with the National Office and Board has improved; and there is now a good level of respect and trust by both parties.

The main source of income for QBC is our Continuing Professional Development (CPD) Program which seems to go from strength to strength and I am still amazed at the numbers attending the various events. For the fourteen month period ended 3 June QBC conducted: fourteen Breakfast Forums and live webcasts; two half day and one full day symposiums and a one day tour of the new Gold Coast Hospital. The total attendance as at these events was 2228 persons. In May 2014 we started a new series entitled the 'Emerging Managers Forum' which aims to provide practical assistance for emerging managers (not just health managers) in other words how to put theory into practice. The Forums are held from 1730hrs to 1900hrs and early indications are they have been successful and we will continue to develop themes of interest to the Group. I sincerely thank Mike and Deb for the hard work in ensuring the planned events went ahead during a sometimes difficult working environment. It needs to be remembered that there is a huge amount of work behind the scenes to ensure events are successful.

Our Sponsors continue to play an important role in supporting our Branch. They assist in the delivery of many of our educational activities and helps supplement running costs in our office. I would then like to recognize our principal sponsor DLA Piper who has demonstrated a strong commitment to the College for the last seven years. DLA Piper kindly hosts our Branch Office and provides considerable logistical support to the Qld Branch office and to some of our events. This changed in May as a result of a downsizing of DLA Piper's office and the loss of our office. We are grateful for seven years of free accommodation. Our annual sponsors, Hill-Rom, HESTA, QUT, Telstra, .Qsuper and Baxter Healthcare also have been strong supporters of our Queensland Branch activities and services to our members. We have also been fortunate in attracting a number of sponsors for specific 'one off' events which has added to the profitability of events which is now essential given the Branch is responsible for all costs associated with the Queensland Branch.



Graham Hyde awards Dr Jeanette Young the Honorary Fellowship

Seven members were awarded Fellowship by examination Bernadette Loughnane, Michael Moodie, Frances Peart, Cherie Hearn, Anneke Fitzgerald, Ros Sorensen and Sandeep Reddy. Gwenda Freeman from Rockhampton has acted as the Coordinator of this program for a number of years and we are grateful for her patience and hard work. The National Board also awarded Honorary Fellowship to Dr Jeanette

Young Queensland's Chief Health Officer to recognise her significant contribution to public health services in Queensland. QBC has continued to be part of the mentorship program. We currently have three mentors and three mentees.

In February we held a Planning Session at which Councillors and members of the CPD Committee looked at ways we can advance the College in Queensland. At the time of writing this Report we still had to do some work to fine tune our goals and aspirations for 2014–2015. The current National Strategic Plan will also be reviewed in light of the current resources in September and this will flow into the finalization of the Queensland plans.

For the 2014–2015 year we are aiming to have three major themes – *Leadership in a changing world*; *Quality and safety excellence in health services*; and *Hints for emerging managers*. To do this we will continue with Breakfast Sessions, Symposiums, a Study Tour, and

twilight get togethers. QBC recognises that we need to provide CPD services outside the South Eastern corner of the State so subject to viability it is proposed to hold two one day Symposiums- one in the Northern and one in Western part of the State.

Finally, but not least, I would like to personally thank all the current and retiring members of Branch Council, all the members of our CPD Committee, and all our members who work to support the activities of our College. I would also like to acknowledge our Executive Officer Mike Knowles and Administrative Officer Debra O'Brien for their loyalty and ongoing support to me in my role as President, and for their contribution to the smooth functioning of our College in Queensland.

Graham Hyde AFCHSM

QLD Branch President

Branches in Review

South Australia

Our year in review!

We are fortunate that the South Australian Branch Council is representative of a diverse range of organisations across various health sectors and independent consultants. Council increased its membership with four extra councillors for 12 months as part of a succession plan as a number of councillors are retiring in 2014.

The key objective of our Branch is to provide relevant, informative and high-quality professional development activities for members and our supporters. We feel we have achieved this over the last 12 months and will use the feedback in the members' survey to develop the professional development program for the next 12 months. Communicating with our members and supporters is of paramount importance. A newsletter is distributed every three months together with the occasional e-news.

The SA Branch continues to attract one or two new members each month despite an overall decline in membership. Only one mentor/mentee team are participating in the national mentoring program in 2014. This is not representative of previous years and the Branch Council is working on a plan to raise the profile of the program for 2015. Under the guidance of Professor Gary Day, two members and one from Tasmania are preparing for the Fellow examinations at this year's congress. We wish them every success.

Professional development

2013 Annual dinner and conference

The 2013 annual conference day held on Friday 26 July with the theme *'Where did the Caring Go? Critically examining care and compassion in Australian health care'* was again another successful one-day event. The conference commenced with our annual dinner held on the preceding evening at which Senator Nick Xenophon was our guest speaker. Once again, we had assembled a number of high quality guest presenters who all embraced our topic about 'putting caring back into care' many of whom discussed some personal, professional

and very practical experiences. The conversations during the break sessions were all concluding "... this resonates with us ..."; "...we need to focus on this topic more...".

September 2013 breakfast

Mr Jim Birch, Lead Partner, Health and Human Services, Asia Pacific for Ernst & Young outlined the increasing trends in mobile technology in the context of health care delivery and the emergence of the patient as the focal point. Initial concerns in Australia relating to the introduction of mobile technologies and issues of privacy and security do present a potential risk. However, this risk needs to be balanced against empowering consumers to access and own their own health data.

End-of-year event in December 2013

Not just a wine tasting but an insight into the passion and hard work of two people who have created a unique biodiversity environment. Sean Delaney of Sinclair's Gully Winery provided an insight into the unique environment he, his wife and like-minded friends and supporters have created in the Adelaide Hills. This unique environment has been recognised with numerous land care awards, awards for the conservation of endangered The bush land, induction into the SA Tourism Hall of Fame and numerous wine show awards. Sean's top tips – only drink hand-picked wines as they are free of matter other than grapes and those red patches on your cheeks are an allergy to sulphur used in most wines and treat the land as a privilege and your custodial responsibility.

Into the new year – March 2014

Bronson Horan, the SA & NT Manager for the organisation 'Soldier On' was the guest at our first breakfast for 2014. He was a commissioned officer in the United States and Australian armies serving in combat missions in Bosnia, Philippines, Iraq and Afghanistan. His presentation provided an insight into the importance of ensuring that people who are in leadership positions are the right people with the right knowledge, with the right training and with the right amount of respect from within their team.

PD event in June 2014

Ms Erma Ranieri, Chief Executive, Office for Public Sector Renewal and Deputy Chief Executive, Department for Manufacturing, Innovation, Trade, Resources and Energy (DMITRE) presented many examples of successful reform projects. Erma oversees sector-wide reform programs in her 'public sector renewal' role, including Change@SouthAustralia, executive development and leadership, and developing a sustainable approach to workforce management.

2014 Asia-Pacific National Congress

South Australia is privileged to be co-hosting the 2014 National Congress with Northern Territory and Tasmania to be held at the Adelaide Convention Centre from 24 to 26 September 2014. The academic and social committees have been actively planning their programs. The theme '*Top to Bottom – Healthcare's three day International*' underpins an eclectic and motivating program of keynote speakers and 19 presentations from the large number of abstract submissions received.

Awards

Six applications were received for the 2013 EFM Award for Innovation and Excellence. The winner was the Country Health SA Local Health Network 'BloodMove Project'. This project has resulted in improved safety, quality and efficiency of blood and blood product usage and wastage reduction. The project saved over \$1m.

The SA Branch has a long association with the Health Management Unit at Flinders University. We were pleased to continue the tradition of hosting the presentation of the university's annual health management prizes at the professional development breakfast on 20 June 2014. The winner of the ACHSM 2013 SA Branch Health Management Prize was Ms Sally Neumann who is the Clinical Services Coordinator at the Mount Gambier & District Health Service Emergency Department.

Branch Council is currently working on the criteria for a new award as we felt it was time to take a different approach given the reduction in the number of applications for the David Southern Award.

In conclusion

The Branch is indebted to its local sponsors Telstra, HESTA, Spotless and EFM Gyms whose generous support is recognised and acknowledged. SA Health continues to support the annual conference; this year supporting the national congress being held in Adelaide. This generous sponsorship enables us to keep registration costs for the dinner preceding the conference and the conference to a very affordable price. Sponsorship from Baxter has also been allocated from the national sponsorship monies for which the SA Branch is very grateful.

The SA Branch Council looks forward to the next 12 months where our focus will be on seeking and providing the professional development that the members want and working to further increase our local membership.

Kae Martin FCHSM

SA Branch President

Branches in Review

Tasmania

The Tasmanian Branch of the College has undergone significant change in recent months, and is progressing well with refocusing Branch activities.

In December, John Rasa and David Webb hosted two forums of local members to determine the future of the Tasmanian Branch. From these forums it was evident that while the Tasmanian Branch is smaller in size, it has an enthusiastic and supportive membership base. It also identified the importance of the College in delivering networking and education events within Tasmania.

Following the forums, a new State Branch Council was elected: John Kirwan, President; Amanda Quealy, Vice President; Richard Sadek, Treasurer; with Branch Councillors: Julie Tate; Pip Leedham; David Nicholson; Assoc Prof Len Crocombe; Julie Crowe; Phil Edmondson; Michael Pervan and Jonathan Bugg as Registrar. The Branch continues to be represented at a national level by Anne-Marie Stranger as Board Director.

The Branch hosted a Political Health Leaders Forum in Launceston prior to the State Election in March. The three major political parties were represented, and this provided a good opportunity for discussion and debate. The event was well attended by both ACHSM members and non-members. This was the first event to be held in Tasmania for over 12 months, and it was pleasing to receive positive feedback from attendees. ACHSM Chief Executive Officer Catherine Chaffey was special guest.

Following the success of this event, the Branch has a number of professional development activities planned for the 2014-2015 year. Themes include safety and

quality, aged care, emerging leaders, and universal health care. In addition, networking events with the new State and Commonwealth Health Ministers are planned later this year. Attention is also focussed on supporting the 2014 National Congress and hosting a Tasmanian State Conference in 2015.

The Tasmanian Branch acknowledges the National Office in supporting the revitalisation of the College. Tasmania's Department of Health and Human Services (DHHS) has also been generous in providing administrative support to the Branch. This has greatly assisted to progress College activities locally.

Anne-Marie Stranger FCHSM

Tasmanian Branch President



Western Australia

Never before in the WA health arena has the importance of leadership been as significant as at this juncture.

The leadership I refer to is not the heroic grandstanding leadership aimed at satisfying individual's egos; rather it is servant leadership where reflection and vital conversations lead to excellence in outcomes, vibrant and rewarding workplace cultures, and respect for diversity in opinion and actions. It is leadership from all; at every level of the health sector and its variety of organisational structures.

The growing demand for knowledge about care options and the consumer/patient need to be involved in the decision-making surrounding their health and illness is growing exponentially. The management challenges and complex financing arrangements affecting these expectations will tax the capabilities (rightfully so) of all of us into the coming years. The College exists to assist the health sectors' leaders to grow and learn and aspire to even better outcomes for their organisations, staff, clients and patients.



Neale Fong, Brodene Straw – Winner 2014 Health Management Award and Bryant Stokes (A/DG WA Health)

The 2013–2014 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 memberships, attendance and networking. The support of both the Ministers of Health and Mental Health have been much appreciated. The Board of Reference has also been extremely supportive.

The membership of our State Branch Council attempts to cover the breadth of leaders and managers from the WA health sector. We remain very keen to widen our reach and work alongside managers in the aged care industry and are hopeful that 2015 will see the start of something there. The health and aged care sectors are so entwined that we could only enrich each other by closer collaboration and learning in the professional development (PD) space.

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. At the National level we have stabilised the budget and are looking forward to being the leader in health and aged care PD.

I want to take the opportunity to thank members for their support of the College over the past year and remind them that the recent national survey of the membership ranked learning from each other and networking with each other as the most important things the College can provide.

I also wish to thank the retiring and continuing Council members and the Executive Officers for their contribution and their journey with ACHSM, some over a lengthy period of time. All branch councillors are volunteers and their time is gratefully acknowledged.

Dr Neale Fong (HON) FCHSM

WA Branch President

Branches in Review

Victoria

Over the past 12 months the Victorian Branch has had a very active professional development (PD) calendar of events providing its members and non-member topical and engaging professional development and networking opportunities.

The December 2013, and 2014 May and June breakfast forums saw a plethora of panel members coming together debating and discussing three of the most invigorating topics in the health sector at the time:

- *The State Budget and its influence at an operational level – is there a disconnect between the two?*
- *The future of the primary health sector in 2015 and beyond – what will it look like?*
- *Challenges in Mental Health*

The December 2013 breakfast forum, facilitated by Associate Professor Alex Cockram, Chief Executive of Western Health Victoria, had Alex engaging a panel of experts from the mental health sector such as: Rob Knowles AO, Mental Health Commissioner; Dr Ruth Vine, Executive Director, North Western Mental Health; Pier De Carlo, Director, Mental Health Act Implementation Department of Health; and Dr Margaret Grigg, Deputy Chief Executive Mind Australia, whom all debated the new Mental Health Act and its impact on acute, aged and community health services, and the direction of the mental health in Victoria, nationally and internationally

The Victorian breakfast forum audiences were privileged to witness interactive panel discussions between Nigel Fidgeon, CEO, Merri Community Health Services; Dr. Kathryn Antioch, CEO, Guidelines and Economists Network International (GENI); Nick Bush, Chief Executive, East Grampians Health Service, and Lance Wallace, Deputy Secretary, Corporate Services, Department of Health (Victoria), facilitated by Trevor Carr, CEO, Victorian Healthcare Association for the May 2014 breakfast, and again for the June 2014 breakfast forum between Jason Trethowan, CEO, Barwon Medicare Local, Elizabeth Deveney, CEO, Bayside Medicare Local, Alan Lilly, Chief Executive, Eastern Health, and Jon Evans, Director, Office of Health Innovation and Reform, Minister's Health Innovation and Reform Council.

The first half of 2014 saw Professor Jim Bishop, AO, Executive Director of VCCC presenting at the February breakfast forum on the topic *Leadership and Health*

Research – is there a correlation between the two?

This was followed by the March breakfast forum where Andi Sebastian, Project Manager – Leadership from Health Workforce Australia presented to the audience *Developing Health Leaders using the Health LEADS Australia*. Our April breakfast forum, themed in accordance with the symposium which followed, had Assoc. Prof. of Clinical Leadership Grant Phelps, Deakin University & Medical Director Service Quality and Improvement, Tasmanian Department of Health and Human Services, speak on the topic *Engaging clinicians to transition into leadership roles – how does this actually happen?*

One of the highlights of the Victorian Branch's PD calendar of events was its first Health Leadership Series Symposium titled 'Accelerating the Transition from Clinician to Health Manager'. The symposium held on April 11 provided delegates the opportunity to hear individuals from diverse backgrounds come together, discuss and 'unpack' what the key priorities are for a successful 'transitional phase' from clinician to health manager. It provided delegates the opportunity to:

- Learn how others have 'transitioned' into management roles and the secrets to their success
- Understand how competency development can act as a catalyst in an individual's career progression
- Learn about the essential skills and attributes for current and aspiring health managers
- Listen to real-life Mentor-Mentee relationships and the important role of a Mentorship
- Meet and network with presenters and other like-minded individuals that are keen to identify management strengths and understand weaknesses in order to progress in their careers.

The symposium was a huge success and had over 100 attendees on the day.

The Branch's second Health Leadership Series Symposium titled 'Women in Health Leadership Roles' was held on July 18th and discussed workplace culture; gender stereotypes, role flexibility, personal and professional development, and provide an engaging program of insights, inspiration and networking.

I would like to thank the members of the two Symposium Working Groups and our State Executive Officer, Billie Atanasova and Office Manager, Jane Docherty for the huge amount of work that was put in to making the April symposium such a success. More broadly in the area of Professional Development, I would like to thank the Chair, Felix Pintado and the members of the Education Working Group for their work in maintaining a consistent and high quality professional development program. The Branch ran 10 Breakfast Seminars over the course of the last 12 months with an average attendance of 85 attendees, focussing on a mix of topical operational and strategic industry speakers. Our aim in the next 12 months is to more closely align our PD program with the ACHSM's vision, values and ACHSM Management Competency Framework as a way of giving added relevance and motivation to our members and enhance their professional development.

The State Branch Council continued to support and promote the Mentoring Program, the Management Residency Program (MRP), the Emerging Health Managers and the Fellowship Program. The MRP continues to be a great link between the Health Sector and the College, The Management Residency Program currently has 15 Trainees enrolled in all three streams, all of which are working diligently at their placement rotations, on their uni assignments, actively talking part at the MRP PD events, and networking with attendees at each of the breakfast and EHM forums. I would like to thank each and every one of our preceptors, supervisors and host organisations for providing such inspirational learning opportunities for each of our Trainees and for building the future leaders of the workforce. All

graduating trainees from the 2013 intake have been successful in obtaining employment in the Industry which is a great validation of the Program

The State Branch was very proud of the seven successful Fellowship candidates who sat their Fellowship Exams at the 2013 ACHSM National Congress in Canberra. I would like to commend the co-ordinator Helen Rizzoli and the assistance of Linda McCoy and Gareth Shaw for facilitating the Fellowship Study Group in 2013.

I would sincerely like to thank the Victorian State Branch Councillors for their commitment to their profession and fellow members, and their support for me in the role of President. I would like to thank our previous State President, Greg Allen for this two years as State President and wish him all the very best in his future endeavours. I would also like to recognise and thank a State Branch Councillor who has retired from the Council, Felix Pintado. After many years on the State Branch Council Felix is passing the baton to a new 'crop' of State Branch Councillors. His wisdom and counsel will truly be missed.

And last, but by all means not least, I would like to congratulate Billie Atanasova on her appointment as Executive Officer (which took place in late 2013) and again acknowledge and thank Billie and Jane Docherty in the State Branch Office for their work in ensuring the operational activities of the Branch run smoothly and professionally.

John Turner FCHSM

VIC Branch President



Branches in Review

New Zealand

While the year has again been a steady one for NZIHM in that we have a core of committed individuals and enthusiastic members who continue to facilitate regular Branch Activities, the stagnation of membership over the last few years has become a concern and will be a focus for the National Council for the next reporting period.

NZIHM obtained another Fellow during this period and February saw a change of NZIHM President with the stepping down of Jenni Coles who continues to serve on the National Council.

The National Council has just signed off on the latest Strategic Plan which while cognisant of NZ/NZIHM needs has greater visible alignment to the ACHSM Strategic plan than in previous years.

The new NZIHM Website is expected to go live in late July and provides an enhancement to current linkages with the ACHSM website.

Unfortunately the planned collaborative Conference between Auckland District Health Board (ADHB) and the Institute did not go ahead, with ADHB pulling out. Collaboration with HINZ has instead been planned for the latter part of 2014 and the Institute is looking for additional collaborations moving into 2015.

Looking forward, we acknowledge the outcomes of the membership survey and will look to shape NZIHM activities to meet their needs. In addition, NZIHM plan to engage in varied marketing campaigns in order to enhance its overall in-country profile and effect; to attract members from across the NZ Health

Sector; and to highlight the global journey towards the Professionalising of Health Managers.

Finally, we acknowledge that the NZIHM/ACHSM relationship remains central to our forward progress and to ensuring we can meet the current and future local, national and global challenges in Health Management and Leadership.

Wendy McEwan 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.)

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, study tours, fellowship program and academic activities to the members of the College.

Our new College Council was elected with 16 new fellows conferred in our 2013 Annual Conference cum Annual General Meeting and Fellowship Conferment on 27 July 2013. During the Annual Conference, 4 panel speakers shared their insight and wisdom on the theme “Collaboration for Health”

For the past year, the College has invited various renowned speakers and organized 4 seminars on different topics for college members. These interactive seminars provided opportunity for the senior health executives/top civil servants to share their professional experience and knowledge with our college members.

In collaboration with the Health Bureau, the Government of Macau Special Administrative Region, PRC, the Hong Kong College has organized the first Healthcare Managers Training Program for the healthcare executives of Macau. The first training session of such Program had been started in Macau on 1 March 2014.

In August 2013, a Hong Kong delegation under the name of the College was organized to attend the National Congress cum Fellowship Conferment of the Australasian College of Health Service Management at Canberra, Australia. There were around 20 Hong Kong delegates participated in this National Congress. All participants gave high regard to the Canberra trip

and treasured the opportunity to learn from overseas experience on healthcare reform.

On 28 February 2013, the College held the forth Members’ Night with a nostalgic theme of “Welcoming the Year of Horse”. Around 70 members gathered in the Cityview Hotel of Waterloo Road, Kowloon and had a great chat, good food and big fun among the new & old fellows of the College.

Same as previous years, the Education and Examination Committee of the College organized a series of study group meetings for the Fellowship Examination candidates. For the year 2013–2014, 14 candidates joined this program and participated in various case studies and journal presentations. All candidates passed their viva examination and would be conferred College Fellow in the Conferment Ceremony just preceding this AGM.

Looking ahead, the College will continue to focus on expanding our membership base, building more prominent professional identity, improving our structured fellowship training program and partnering with professional bodies outside Hong Kong on developing new healthcare leaders.

Dr Hok-Cheung Ma FCHSM

President HKCHSE

Financial Report

Australasian College Of Health Service Management

INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 30 JUNE 2014 CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES		
	2014 \$	2013 \$
INCOME		
Membership Fees	602,308	638,072
Advertising & Sponsorship	61,091	105,945
Education Activities	409,177	422,911
Interest Earned	32,558	74,040
Sales	4,284	5,182
National Congress	404,327	379,136
Trainee Management Programs	604,182	823,923
Program Grants	694,715	708,331
Sundry Income	(212)	31,758
TOTAL INCOME	2,812,430	3,189,299
LESS EXPENDITURE		
Audit Fees	8,155	13,500
Bank & Government Charges	17,214	20,165
College Prizes	2,631	5,843
Consultants Fees	0	69,776
Congress General Expenses	222,896	318,602
Depreciation	117,128	39,164
Educational Expenses	303,775	558,650
Functions	11,796	16,742
Distribution to Overseas Branches	11,719	14,365
Insurance	15,825	27,245
Legal Fees	3,603	29,697
Information Technology, Marketing & Office Expenses	229,844	419,517
Publications, Newsletter, Subscriptions	66,538	60,440
Rent & Outgoing	80,163	54,359
Employment Expense	1,240,124	1,279,204
Program General Expenses	110,431	700,039
Trainee Management Scholarships	442,441	401,976
Travelling Expenses	64,454	121,328
TOTAL EXPENDITURE	2,948,738	4,150,612
NET SURPLUS FOR YEAR	(136,308)	(961,313)

BALANCE SHEET AS AT 30 JUNE 2014
CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES

	2014 \$	2013 \$
ACCUMULATED FUNDS	344,493	480,801
Represented by:		
FIXED ASSETS		
Office Equipment and Fitouts at Cost	384,712	383,834
Less Depreciation	(343,708)	(321,658)
Intangible Assets at Costs	425,938	426,862
Less Depreciation	(265,429)	(182,763)
INVESTMENTS		
Term Deposits	700,000	600,000
Listed Shares	1,688	1,688
CURRENT ASSETS		
Cash	556,717	937,290
Accrued Income	13,276	21,098
Debtors	358,311	309,698
Prepayments	85,900	22,559
Deposits	12,416	455
TOTAL ASSETS	1,929,820	2,199,062
LESS CURRENT LIABILITIES		
Creditors & Accruals	397,452	536,141
Income in Advance	1,068,465	922,320
Provisions	68,932	181,964
LESS NON CURRENT LIABILITIES		
Provisions	50,479	77,837
TOTAL LIABILITIES	1,585,328	1,718,261
NET ASSETS	344,493	480,801

Financial Report

Australasian College Of Health Service Management

ACCUMULATED FUNDS		
CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES		
	2014 \$	2013 \$
ACCUMULATED FUNDS		
Net Surplus/(Deficit) for year	(136,308)	(961,313)
Accumulated funds at the start of the year	480,801	1,442,114
Adjustment to Prior Year Retained Earnings	0	0
Accumulated funds at the end of the year	344,493	480,801
CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2014		
CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES		
CASH FLOW FROM OPERATING ACTIVITIES		
Receipts from Customers	2,885,226	3,149,253
Payments to Suppliers & Employees	(3,185,990)	(3,462,614)
Interest Income	32,558	74,040
Net Cash provided by operating activities	(268,207)	(239,321)
CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of Investments	(100,000)	1,030,000
Purchase (sale) of Fixed Assets & Software	(12,366)	(113,704)
Net Cash used in Investing Activities	(112,366)	916,296
Net Increase (Decrease) in Cash held	(380,573)	260,315
Cash at beginning of year	937,290	676,975
Cash at end of year	556,717	937,290
RECONCILIATION OF CASH		
Cash on Hand and at Bank	556,717	937,290
Cash on Hand and at Bank	556,717	937,290
RECONCILIATION OF CASH FLOW FROM OPERATIONS TO THE NET SURPLUS		
Net Surplus & Transfer to reserves	(136,308)	(961,313)
Depreciation	117,128	39,164
(Increase)/Decrease in Debtors, Prepayments & Accruals	(116,093)	750,127
Increase/(Decrease) in Creditors & Provisions	(132,934)	(67,299)
Cash Flow from Operations	(268,207)	(239,321)

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 30 June 2014, 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 30 June 2014 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
Registered Auditor 8040
ALKEMADE & ASSOCIATES
8th day of August 2014

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 30 June 2014, 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

8th day of August 2014

Notes to the Financial Statements

for the year ended 30 June 2014

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. The financial reports are prepared with a change of financial year from 31 March 2014 to 30 June 2014. Therefore the financial reports for 2014 relates to the period 1 July 2013 to 30 June 2014 and the comparisons to 2013 relates to the period 1 July 2012 to 30 June 2013.

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 noncurrent 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.

Notes to the Financial Statements

for the year ended 30 June 2014

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 notes to the financial statements.

The Directors of the company declare that:

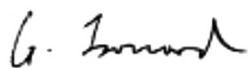
- The financial statements and notes, present fairly the company's financial position as at 30 June 2014 and its performance for the year ended on that date in accordance with the accounting policies described in the notes to the financial statements;
- In the Directors' opinion there are reasonable 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:



John Rasa

Director



Godfrey Isouard

Director

ACHSM Australasian College of
Health Service Management

Brilliant Leadership For Healthy Communities

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