

Better leadership. Healthier communities.

**Australasian College of
Health Service Management**

71ST ANNUAL REPORT
2016–2017

Vision, Mission and Values

Vision

Better leadership. Healthier communities.

Mission

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

Values

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

The 2016–2017 Annual Report of the Australasian College of Health Service Management, which 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 26 September 2017 at the Hilton Hotel, Sydney, Australia.

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Governance

National Board

Prof. Neale Fong, FCHSM (Hon)	President, Branch Councillor Director
Assoc. Prof. Godfrey Isouard, FCHSM	Vice President, Branch Councillor Director
Mr Graham Hyde, FCHSM (Hon)	Treasurer, Additional Director
Ms Angela Magarry, FCHSM to May 2016	Branch Councillor Director
Mr Paul Dyer, FCHSM	Branch Councillor Director
Mr Mark Avery, FCHSM	Branch Councillor Director
Mr Mark Diamond, FCHSM	Branch Councillor Director
Ms Julie Tate, FCHSM	Branch Councillor Director
Ms Jayanthi Mohanakrishnan, FCHSM	President NZIHM, Branch Councillor Director
Dr Tim Smyth, FCHSM	Additional Director
A/Assoc. Prof. John Rasa, FCHSM	Additional Director
Mr Daniel Mahony, AFCHSM	Additional Director

Invitees

Dr S H Liu, FCHSM	President HKCHSE
Dr Len Notaras, FCHSM	President NT

Branch Presidents

Mr Paul Dyer, FCHSM	Australian Capital Territory
Dr S H Liu, FCHSM	Hong Kong
Mr Paul Preobrajensky, FCHSM	New South Wales
Ms Jayanthi Mohanakrishnan, FCHSM	President NZIHM
Mr Mark Avery, FCHSM	Queensland
Mr Stuart Schneider, FCHSM	South Australia
Ms Amanda Quealy, AFCHSM	Tasmania
Ms Wendy Davis, FCHSM	Victoria
Prof. Neale Fong, FCHSM (Hon)	Western Australia

Attendance at Board Meetings

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

Our Team

National Office

Catherine Chaffey	Chief Executive Officer
Alison McCann	Executive Assistant to CEO
Richa Apte	Membership Administrative Officer
Melissa McLennan	Congress Manager
Erica Jones	National PD & Events Coordinator
Robin Dosoruth	Marketing & Communications Manager
Rex Matthews	Finance & IT Manager
Sylvia Chin	Accountant

Australian Capital Territory

Rebecca Brynes	Branch Support Officer
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New South Wales

Sharlene Chadwick	Executive Officer
Kathy Maxwell	Administrative Officer, HMIP
Yaping Liu	Librarian

Queensland

Adam Leniham	Branch Manager
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South Australia

Lou Williamson	Executive Officer
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Tasmania

Jonathan Bugg	Registrar
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Victoria

Julie Owen	Executive Officer
Jennifer Allen	Administrative Officer

Western Australia

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

International

Anders Yuen	College Secretary, HKCHSE
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President and Chief Executive Officer's Report



Professor Neale Fong

FCHSM (Hon) MBBS DipCS
MTS MBA FAICD FAIM
PRESIDENT

In this my first year as National President of the Australasian College of Service Management the College has experienced some considerable challenges alongside significant and important achievements. Overall, we remain passionate about the need to realise our vision of "Better Leadership: Healthier Communities".

Firstly, I would like to thank all ACHSM members for their significant contribution to the College on national level Committees, Branch Councils, attending events or participating in the many State Branch level activities including webcasts. The various reports included within the Annual Report detail the numerous activities of the College and their current status. The enormous variety and number of opportunities for learnings that are being provided by the College are indeed testament to the vast and complex capabilities and competencies required for effective health care leaders.



Catherine Chaffey

CHIEF EXECUTIVE OFFICER

At our Annual General Meeting in October 2016 we ratified a number of changes to the ACHSM Constitution with the aim of shifting towards a skills based National Board. Key changes included enabling a number of applications from each Branch Council to our new Nominations Committee for selection to the Board and extending the number of additional directors. This highlights the importance of the Branch Councils and member representation on those Councils to assist in ensuring the most skilled and qualified step up to leadership in the College.

The vibrancy and commitment of our Branch Council network is crucial to the growth of the College and as such, earlier

this year I undertook a visit to some of the larger Branches and plan to do more in the coming year, with the aim of affirming, reframing and refreshing the pivotal role of Branches.

CEO commentary

Similarly we have seen a significant turnover and change in Branch staff over the past year. I'd like to take this opportunity to thank outgoing Executive Officers – Andrea Hutchinson in Victoria, Jan Properjohn in ACT, Adrienne Copley in South Australia and Mike Knowles in Queensland. Each of these individuals have made significant contributions to the College. I commend all members on their welcome to the new members on our team – Julie Owen in Victoria, Adam Lenihan in Queensland, Rebecca Byrnes in ACT and Lou Williamson in South Australia.

A key challenge for the College in the past year has been a number of adverse and largely unexpected financial events which have impacted the financial year results. Key to these were downturns in professional development events, the stalling (hopefully temporary) of the Queensland Health Management Internship Program (HMIP), static membership growth and additional costs in the Victorian HMIP. In addition we were advised that NSW Health Infrastructure will no longer provide funding for our Library services which will impact the coming year. The Board

President and CEO's Report (continued)

progressively addressed individual issues throughout the year and a subcommittee of the Board are actively developing initiatives to address these downturns and ensure we both deliver membership value whilst return to positive financial results in the coming years.

CEO commentary

At time of writing we are developing a further survey for members to seek your views on the ACHSM membership services that matter to you. This year we provided more professional development, more information services and more job opportunities than ever before and yet membership has remained static. As such, in developing strategies for the future our focus needs to be ever more sharpened on what you need from the College to enhance your career and by doing so the wellbeing of the health sector and the communities it serves.

The 2016 Congress in Brisbane was an outstanding success with close

to 500 people in attendance. It was vibrant, interesting, challenging and acclaimed by members, sponsors and presenters alike as "our best Congress ever!" My thanks to the hardworking national team and the Queensland Branch for hosting such a memorable event on the calendar.

Alongside our Congress each year we hold our Fellowship Examinations and this is a wonderful success story for the College with growth year on year indicating how valuable this program is in both developing and certifying health managers and leaders. In 2017, we have close to 50 individuals preparing to sit these prestigious examinations, nearly double our 2016 cohort. My sincere thanks to Richard Baldwin who is a prodigious and committed Chief Examiner without whose leadership and guidance managing this substantial growth would have been difficult. Richard has also been pivotal in developing our new and revitalized membership application points-based system which makes clear what is expected of each level of membership in terms of experience and knowledge.

CEO commentary

I am delighted with the reviewed membership application process and in particular the capability the College now has to recognize very senior health executives with an alternative pathway to Fellowship. The points based system is clear and objective and is invaluable in aligning real value to having achieved the College postnominals.

Over the past year I have consulted with leaders in the Northern Territory and was very pleased to be able to attend the launch of the NT Branch of the College by the NT Health Minister Natasha Fyles. Under the leadership of Professor Len Notaras as Branch President, we hope to see further growth in the NT Branch over the coming year, remembering they will also host the 2018 National Congress in Darwin.

I continued to represent the College through leading the Special Interest Group in Healthcare Management of the International Hospital Federation which is looking at embedding clear capability frameworks in all countries

and encouraging their use by health management associations of all kinds. This has led to significant renewed interest in the Asia Pacific region in the ACHSM itself, significant progress to date with our contextualized Master Health Service Management Competency Framework and a host of other benchmarks that the College has achieved. As a result the College Board is looking to expand our sphere of influence and collaboration in the region with developing MOUs with likeminded organisations. I presented a paper to the Board on our international strategy and approach and the potential benefits to current members in terms of recognition and opportunities for exchanges and I am confident we will report further progress over the coming year or so.

On the subject of the Master Health Service Management Competency Framework, work continues on this key platform which is being embedded across all our key programs progressively including HMIP, mentoring, education Accreditation and Fellowship. You may well have noted that our events now carry indicators of which domain of practice is being covered in that professional development. Further, we have completed work on three iterations

for the Framework across Emerging, Middle and Senior Executive roles as well as developed draft tools for self-assessment against the competencies. Again, you can expect to see more of these tools over the coming year.

The Universities and SHAPE continue to be important collaborative partners in this research and learning development process and we appreciate the continued support of its President, David Briggs, and for his continuing work on the Editorial Committee of the Asia Pacific Journal of Health Management

There are three very important groups of people I would like to thank on behalf of all our members. Firstly, our sponsors, who help make events like this Congress and branch seminars and breakfasts, more affordable and effective.

2016 Congress Major Sponsors – HESTA, Johnson&Johnson, Queensland Government, Medline, EY, Broadspectrum, Australian Technology Network of Universities & Francis Health. 2016 Congress Exhibitors – Spotless, Lightfoot Solutions, Deakin University, EY, Johnson&Johnson, Premis Solutions, Cognitive Institute, UNE, Adec Preview solutions, QLD Health, Medline Roche, Schneider Electric,

Medirest, Cabrini Technology, Bureau of Health Information. In addition there are all the branch sponsors who so generously contribute.

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

Secondly, my fellow Board members and all State Branch Councillors who give up significant personal time and effort to ensure the College continues to grow and change to meet the needs of current and future health leaders. I especially thank our committee chairs in Robert Grima (Audit & Risk) Julie Tate (Awards) Christine Dennis (Congress Academic Committee) Paul Preobrajensky and John Rasa (Congress Organising Committee) Richard Baldwin (Chief Examiner, Fellowship Committee), Graham Hyde (Finance), Tim Smyth (Governance), Godfrey Isouard (Education) Mark Avery (Accreditation) and David Briggs (Journal Editorial Advisory Committee).

Finally, my thanks to all our hardworking staff, including our CEO Catherine Chaffey, who have worked through considerable challenges, including a change of premises, a new IT system and difficult financial pressure whilst maintaining quality services to all members.

Board Directors 2016–2017



Professor Neale Fong
FCHSM (Hon), MBBS DipCS MTS MBA
FAICD FAIM

President
Branch Councillor Director



Mr Mark Avery
FCHSM BHA MBUS(RES) FAIM FAICS

Branch Councillor Director



**Associate Professor
Godfrey Isouard**
FCHSM, BSc MHA PhD AFAIM

Vice President
Branch Councillor Director



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

Branch Councillor Director



Mr Graham Hyde
FCHSM (Hon), FIPA, FAIM, FRSH, AFAAQHC,
PHF, MASQ, MNTAA

Treasurer
Additional Director



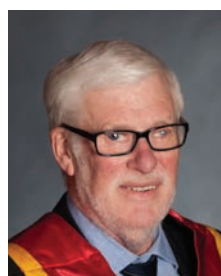
Ms Julie Tate
FCHSM, FIR, MBus, GradDipHSM, GradDipEd,
DipDiagRad, MAICD

Branch Councillor Director



Mr Paul Dyer
(May 2017)
FCHSM, BHA CERTCOMM

Branch Councillor Director



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

Branch Councillor Director



Ms Jayanthi Mohanakrishnan
FCHSM, MSc, MLIS, PG Dip
Health & Hospital Management

**Branch Councillor Director
President NZIHM**



Mr Daniel Mahony
B.Physio G.DipHSM AFCHSM APAM MAICD

Additional Director



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

Additional Director



Dr Tim Smyth
FCHSM MB BS LLB MBA

Additional Director

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

Board Invitees



Dr Liu Shao Haei
FCHSM

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

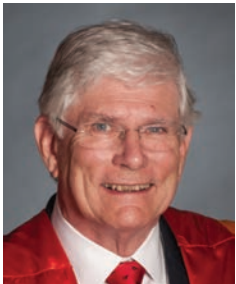


Prof Len Notaras AM
FCHSM

President NT Branch

National Treasurer's Report

2016–2017 Financial Year



Graham Hyde

FCCHSM (Hon), CHM, FIPA, FFA,
NATIONAL
TREASURER

It is my formal duty to report to the membership on what has not been a great financial year for the College. In doing so I would like to clarify that the year's losses are not akin to the losses of 2012–3 which were exacerbated by poor financial controls and reporting.

The 2016–2017 Year

During the 2017 financial year period, a number of unforeseen expenses which were not budgeted for have impacted heavily on College results to deliver a \$197,560 loss. Whilst there was movement in a number of budget lines both positively and negatively – for example the 2016 Congress was a great success for the College – three key expense items are highlighted below to explain the final financial outcome.

Firstly, in June 2016, the host of the Victorian interns were transferred into the direct employment of the College. As part of their

contract they do receive FBT benefits typically available to employees of organisations able to offer this with an exemption from FBT. The College is not this type of exempt entity and whilst we have moved to cease offering this benefit from the 2017 cohort intake, we have had to accrue and pay for this quite material significant expense of about \$114,843 to the College in the 2017 financial year. The Health Management Internship Program is, and remains, important and integral to the College's mission to develop health leaders.

Secondly, having taken on this employment, the Victorian interns were awarded a significant backdated pay increase in December 2016 at an expense of about \$31,000 across the cohort in total.

Finally, the fledgling Queensland internship program did not commence any interns in 2017 with an impact of about \$36,000 on the budgeted outcome.

The 2017–2018 Year

In preparing the forecast for this current financial year, an additional focus has been the loss of the funding for the College's Library Services which had been supported for some decades by NSW Health Infrastructure. These financial adversities have had and will continue to have the full attention of the ACHSM Board who acknowledge that the intent must not simply be to breakeven as we have in the past 2 years before 2017 but to rebuild College financial resources. The challenge in doing so will be to also ensure that we continue a high quality of support and customer service to all College members.

The forecast for the current year is to deliver a \$75,000 positive to increase nett equity whilst also delivering new and more services to all members. It's a challenge and I ask that the College members, if they believe in the work of the College and the need to assert that Health Management should be a recognised and pivotal health profession, continue to support our programs and recommend both membership and programs like this Congress to their peers. Your support will mean that "many hands make light work".

Sponsorship

Sponsorship support to the Branches and National Congress was \$242,947 which was slightly less than the previous year. It is also important to acknowledge that Branches often receive donations in kind such as: the use of venues for a range of academic and social functions; free rental or lower than market value rent for venues/premises; guest speakers at events and health intern/mentors sessions.

Most members would appreciate that sponsorship gets harder and harder to get each year but that said there are some sponsors who have been with us for a long time and some new ones who believe they get good value for money because their name is promoted at events and they get the opportunity to be seen and heard.

Conclusion

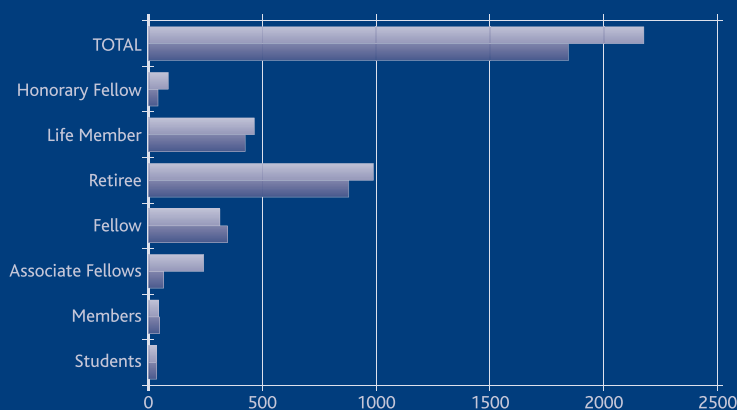
This coming year will be the last of my time on the Board as Treasurer and I expect to deliver my final report in this capacity in 2018. I have been honoured to serve the College and I look forward to being able to report on our success in the 2018 financial year.

Membership Statistics

Membership growth

Membership has slightly decreased compared to the previous financial year, much of which was due to a large number of retiree members resigning when a small annual fee was introduced. This fee may be reviewed again in the new year in light of concerns from these members. The 2016 Fellowship exam inducted 41 Fellows into the College from Australia, New Zealand, Hong Kong, RACMA Equivalency and the Alternative Pathway to Fellowship.

CATEGORY	As of 30 June 2016	As of 30 June 2017
Students	87	42
Members	465	425
Associate Fellows	988	880
Fellow	314	347
Retiree	243	67
Life Member	45	48
Honorary Fellow	34	36
TOTAL	2176	1845



Membership Categories

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

■ As of 30 June 2017 ■ As of 30 June 2016

Branch Membership

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



Fellowship Graduates of 2016

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

From Australia

Sergio Diez Alvarez

Bronwyn Baker

Karen Bradley

Marina Buchanan-Grey

Wayne (David) Bullock

Edward Fraser

Christine Hanna

Heather Johnson

Dr Thomas Keating

Lisa Kennedy

John Krygger

James McGuigan

Mary Miller

Donelle Rivett

Michael Robertson

Sue Sestan

Heather Smith

Assoc Prof Alastair Vickery

From Hong Kong

Ms. CHOW Fung Yee, Carrie

Dr. CHEUNG Tsuen Yuen, Simon

Ms. LEUNG Oi Chu, Sharron

Mr. WONG Kin On, Dicky

Ms. CHEUNG Yuk Hung, Kathy

Dr. HO Ka Yee, Jasperine

Ms. CHIM Chun King

Ms. LAM Yin Ming

Ms. MA Po King

Dr. HO Yuen Ha

Mr. CHAN Fai Lap, Philip

Ms. WONG Yuen Ching, June

Dr. CHEUNG Wai Man

Mr. CHEUNG Fat Kwong, Lawrence

Ms. LAW Ka Yee Rainbow

Dr. LAM Chun

Mr. LI Man Pan, Stephen

Mr. CHENG Wang

From New Zealand

Marion Dixon

Angela Francis

RACMA (Royal Australasian College Medical Administrator) 2016

Leah Barrat-Beck

Melissa Naidoo

Daniel Heredia



Leah Barrat-Beck



Melissa Naidoo

Awards and Prizes 2016



Gold Medal

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

Congratulations are extended to:

- Kate Copeland, FCHSM

Gold Medal Winner Kate Copeland

Academic Prizes

In 2016, the College offered awards for academic achievement and excellence in the study of health services management. Congratulations are extended to the following:

- Edmund Ying-Hao Ng, La Trobe University
Ian Brand Prize – for the best grade point average in a masters course in health management

- Jessica Burton, Queensland University of Technology

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

For all past award winners please go to the College's website – http://achsm.org.au/Public/Education/Awards_and_prizes_/Public/Education_/Awards_and_prizes_folder/Awards_and_prizes.



Jessica Burton, QUT – Anthony Suleau Prize

Honorary Fellowship

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

This year Honorary Fellowships have been bestowed upon:

- Air Commodore Tracy Smart
- Elizabeth Koff, Secretary NSW Department of Health
- Russell Linwood, ASM, QLD
- Emeritus Professor Robert Stable, QLD



Russell Linwood, ASM



Emeritus Professor Robert Stable

Life Membership

Life Membership to the College is an award and honour that is bestowed by the Board after a Branch Council nomination. Congratulations to the Life Membership recipients for 2016:

- Jennifer Baker - ACT
- Bruce Parkes - NZ
- Stan Capp - VIC

ACHSM Programs

NSW Health Management Internship Program (HMIP) 2016–17

Highlights:

- 11 Interns completed the HMIP at the end of 2016 and all are currently employed in the health sector
- 10 Management Interns continued into the second year of the HMIP in 2017
- 61 external applicants for the 2017 intake
- 29 were short-listed to progress to Skills Assessment
- 20 were then short-listed to progress to formal interviews with Placement Organisations
- 15 Management Interns commenced their first year in 2017; two of these were existing employees in their Organisations
- 1 Management Interns is a member of the Emerging Health Leaders Committee
- 2 Management Interns are representatives on NSW Branch Council



42nd graduating cohort – April 2017

Placement Organisations

Placement Organisations were closely involved in the recruitment process and ongoing supervision and development of Interns.

The following Placement Organisations were involved in the HMIP during this period.

- Activity Based Funding Taskforce
- Agency for Clinical Innovation
- Bureau of Health Information
- Far West Local Health District
- Health Infrastructure
- Justice Health and Forensic Mental Health Network
- NSW Ambulance
- NSW Pathology
- North Shore Ryde Local Health District
- Northern Sydney Local Health District
- South Eastern Sydney Local Health District
- St Vincent's Health Network
- Sydney Children's Hospital Network
- Western Sydney Local Health District

2017 First Year Management Interns (as at 30 June 2017)

- Chloe Ashton
- Andrew Bullen (absent)
- Leo Clayton
- James Comerford
- Jamie Dallimore
- Kylie Dixon
- Michael Donnelly

- Megan Hart
- Christian Jansen
- Madeline Johns
- Katie Lau
- Jack Roach
- Lea Sugay
- Bertina Wong
- Jessica Youngberry

2017 Second Year Management Interns (as at 30 June 2017)

- Jessica Harris
- Justin Lyons
- Zach Martin-Dennis
- Angus McDowell
- Gideon Meyerowitz-Katz
- Rebecca Pinheiro
- Natasia Seo
- Joshua Tatham
- Michaela Ward

I would like to extend our thanks to all those who have contributed to the Program by presenting at our professional development days, orientation program, mentoring program, interview panels and other important events and committees.

Sharlene Chadwick JP
Executive Officer, NSW

ACHSM Programs (continued)

VIC Health Management Intern Program Summary Report 2016–17

The Health Management Internship Program (HMIP) commenced in 1990 and operates under the auspices of the Australasian College of Health Services Management (ACHSM) (the College). The program's principal aim is to develop future leaders for the health system by offering graduates the opportunity to develop their knowledge and understanding of the health sector and skills relevant to health management.

Throughout the two years of the HMIP, Management Interns (Interns) are exposed to a variety of different workplace and educational opportunities. Interns complete three key components during the HMIP, which are: attaining their Master of Health Administration qualification through La Trobe University, access to a series of ACHSM Professional Development activities over the course of their program and four, six-month placement rotations in full time, paid employment across a range of (rural and metropolitan) organisations, something which is a unique feature to the Victorian HMIP. In 2017 we farewelled six interns who are now all employed in the health sector.

Much like the 2016 process, recruitment for the 2017 program was highly competitive with a number of high quality applications received, with nine Interns being eventually being selected. The new interns come from diverse backgrounds and from around Australia. One new intern identifies as Aboriginal and Torres Strait Islander. The new interns, along with the (now second year) Interns, made for a total of 16 interns for 2016.

The Victorian Branch would like to thank everyone that has contributed to the program as either a preceptor



Victorian Interns attended the Breakfast Forum "Safer Care Victoria"

or workplace supervisor, education/professional development presenter, interviewer and those involved in other groups, events and committees. We would also like to acknowledge the Department of Health and Human Services (Vic) for their ongoing support of the program.

Julie Owen
Executive Officer, VIC

QLD Health Management Intern Program Summary Report 2016–17

All eight interns from the 2015–16 Queensland Health Management Internship Program (HMIP) – Amie Raymond, Billy Bragg and Coralie Scott from the Townsville HHS; Sinead Taylor and Megan Lochrin from Wide Bay HHS and Chantal Casey, Craig Kennedy and Carmen Francis from West Moreton HHS – successfully completed the program; most will be in attendance at the 2017 Joint ACHSM-ACHS Asia-Pacific Congress to collect their ACHSM HMIP Certificates.



PD Day on Emotional Intelligence at RBWH with the 2016–17 interns. (L to R, Jessica Toleman; Simon Bugden; Samuel Coleman; Emily Coad; James Hodges; Mary Watt; Jodie Gordon and Guest Facilitator Dr Sean O'Connor)

All seven interns from the 2016–17 Queensland Internship Program – Emily Coad, Samuel Coleman and James Hodges from Townsville HHS; and Jessica Toleman, Mary Watt, Jodie Gordon and Simon Bugden from Brisbane Metro North HHS – are well on their way to successfully completing the program this year, with just a few academic and professional development components remaining in 2017.

The first professional development (PD) day in 2017 was delivered in March by Adjunct Associate Professor Sue Hawes from Sue Hawes Consulting Pty Ltd. As a senior clinician with executive, strategic and operational experience, Sue spoke of the reform agenda and how small and large scale transformational change projects contribute to that agenda.

The second PD day of 2017 was delivered in May and the topic was Emotional Intelligence and Professionalism. Dr Sean O'Connor flew up from Sydney to facilitate the session. We had four interns attend the Professional Development Day in person at RBWH and three joined via Video Conference from Townsville HHS (see picture).

In August 2017, the penultimate PD day of the year will be held at the Townsville Hospital with Directors from the Townsville HHS Service Group joining our Interns as part of a discussion panel that will focus on the topic of negotiating and influencing others.

In November 2017, we conclude the PD program for 2017 with a workshop on leadership, transformational change and health trends.

Looking forward to 2018, using ACHSM's national bargaining power, the Queensland Branch will deliver a HMIP filled with greater options, value and benefits for placement organisations and interns. Choice is the fundamental difference from 2018, as each program can be tailored and delivered to meet both educational and budgetary requirements. Queensland branch has restructured its HMIP, offering greater choice, flexibility and affordability through increased collaboration with placement organisations across public and private sectors, including allied health and aged care services. Flexible study schedules and a broader range of professional development options combine with College membership to deliver more choice, value and benefits.

Organisations interested in becoming an ACHSM HMIP Placement Organisation are encouraged to contact Adam Lenihan at the Queensland branch for more information. For an overview of the HMIP, check out the education section on the ACHSM website.

Adam Lenihan
Branch Manager, QLD

Branches in Review

Australian Capital Territory

The ACT Branch would like to formally acknowledge the ongoing sponsorship and support of HESTA during this year. Our Client Relationship Manager, Sharon Bruzga, has been able to attend a number of our Professional Development events and has shown tremendous enthusiasm and support. We look forward to the continuation of a long and mutually fulfilling relationship with HESTA.

The ACT Branch membership has been relatively stable through the 2016-17 year, and looks as though it will remain that way into this next year. Our Council intends to place some significance in growing our member base through the remainder of 2017 as we believe that there is significant scope for this to occur. We trust that our members feel that they receive value for money from their membership, and our Branch Council is always receptive to approaches from members about activities that are of interest to them.

I would like to take the opportunity to recognise the previous Branch President Lesley Dickens who held this role for almost four years through what was a most difficult and challenging period for the Branch. Lesley's hard work and dedication was obvious and a real motivation to others on Branch Council. I would also like to thank Angela Magarry, a past President of the Branch, who represented us on National Board for a period of time. We thank you both for your efforts!

Professional Development Program

Our core business remains the provision of the Professional Development Program to our members and our Branch places a significant emphasis on delivering value through the quality of this program. We have taken the step of appointing two Professional Development Councillors this year to both spread the load and to bring a more diverse skill set to this role – we thank both Tania and Tony for taking on this demanding task with such energy and aplomb!

This year we have held five breakfast forums, although attendance has been quite varied. Our new venue for these fora has proved popular and beneficial from both an aesthetic and financial perspective, and we look forward to continuing our relationship with the EQ Café in the ACT. We have several events either planned or in the

planning up to the end of 2017 and we would encourage our members to support these activities.

Health Management Mentor Program

Our Branch continues to support the ACHSM Health Management Mentor Program, with three mentees graduating from this program at the end of 2016. We look forward to the possibility that new mentees will join the program next year.

Branch Council

At our Branch Member meeting in April a new committee was elected, with only a few of the existing Councillors from previous years remaining. Attendance and enthusiasm at our monthly Branch Council meetings has been very high, with the level of energy injected by our new Councillors most obvious. I would like to place on record my sincere thanks to outgoing Councillors for your efforts over a number of years in some cases – they have not gone unnoticed!

The Branch has designated key responsibilities for the Councillors and this has resulted in an inclusive active council.

Current Branch Council Members (as at 01 July 2017) are:

- Paul Dyer - Branch President and National Board Member
- Glenys Wilkinson – Communications, Marketing, ACHSM Magazine Coordinator
- Steven Sant - Treasurer
- Jennie Gordon – Registrar / Membership Relations
- Tania Dufty - Professional Development Co-ordinator
- Dr Tony Gill - Professional Development Co-ordinator
- Lesley Dickens – Councillor
- Robert Curtis - Councillor

Our Branch has been particularly fortunate to be supported by Rebecca Byrnes in the position of Executive Officer, and we are most grateful to her for her thoughtful support and hard work over the last 12 months.

Paul Dyer FCHSM

ACT Branch President

Tasmania

The past year has been another busy period for the Tasmanian State Branch. The 2016–2017 year commenced with transition in the Branch leadership, with Amanda Quealy welcomed as the Branch President for Tasmania, taking on this role from outgoing President John Kirwan (however John remains as a State Branch Councillor). Julie Crowe was appointed to the Vice President position.

The State Branch nominations process in 2016 also saw two new State Branch Councillors appointed in Lauren Parr and Kieran McDonald, FCHSM.

Professional Development and Mentoring

The State Branch Council remains committed to delivering a high quality professional development program. It is the State Branch Council's goal that Tasmanian members can access opportunities to assist with progressing and navigating their careers in the health sector.

Branch events were well attended during the past year from both members and non-members. The highlights from the 2016–2017 Tasmanian Branch calendar include:

- A presentation and networking session featuring Dr David Alcorn, Chief Executive Officer of the Tasmanian Health Service. Dr Alcorn's presentation drew a large crowd in Hobart who were interested in learning about his experiences in health leadership;
- End of year networking drinks, well attended by both members and non-members;
- Support of the annual Tasmanian Health Conference;
- A joint event with the University of Tasmania's Health Services Innovation Tasmania (HSIT) to deliver a workshop on health care improvement projects;
- Launch of the 'cuppa with the chief' series in Tasmania with the first session featuring Kathryn Berry, Chief Executive Officer of Calvary Health Care Tasmania.

These events and activities would not be possible without the generous support provided by our sponsors and volunteers. In particular, the State Branch Council acknowledges HESTA Superannuation as a long term supporter of the Tasmanian Branch.

In addition to the professional development events,



the Tasmanian Branch continued to link members with the broader opportunities offered through the College. This included one Tasmanian member entering into the mentoring program and another member entering into the fellowship program.

Membership

The Tasmanian Branch has a small and dedicated membership base. Membership numbers during 2016–2017 remain at similar levels to previous years. The State Branch Council is focussed on membership growth into the future to ensure both sustainability and diversity.

Looking forward

A key focus for the Tasmanian branch over the next twelve months is building closer relationships with senior health leaders in the state. This is aimed at facilitating greater professional development and networking opportunities, while also providing an avenue for promoting the membership benefits of the College.

Ongoing support for professional development activities, including the 'Cuppa with the Chief' series, partnership activities with Health Services Innovation Tasmania, and networking events are also planned during the next year as part of a high quality events program.

Thanks and acknowledgements

Outgoing State President John Kirwan is acknowledged for his support of the Tasmanian Branch during a period of reformation and renewal. Branch Councillors retiring in 2016, Richard Sadek and Pip Leedham, are also recognised and thanked for their support and commitment to the ACHSM.

Amanda Quealy ^{AFCHSM}
Tasmanian Branch President

Branches in Review

New South Wales

This year has been one of consolidating our Strategic Plan and our Branch Portfolios, by ensuring we continue to focus on our Professional Development offerings, the Mentoring Program and the Health Management Internship Program. There has been a range of vibrant speakers and events.

Following are some specific achievements of the year:

Health Management Internship Program (HMIP)

Eleven Health Management Interns graduated from the inaugural re-developed HMIP with all graduands currently employed in the health sector in NSW, Queensland, United Kingdom and Hong Kong. This is a testament to the truly global reach of the health industry and the calibre of the HMIP in the national and international context.

The Graduation ceremony celebrating the 42nd cohort was held on 6 April 2017 at the Hilton Sydney with over 80 people in attendance. Kate Munnings, Chief Operating Officer, Ramsay Health Care provided the Opening Address where she spoke about the health industry needing to continue to invest in the development of our future leaders. She also acknowledged the work of ACHSM in this regard. Professor Stephen Kent, Head of School from La Trobe University was also in attendance for this occasion.

The Kevin Dodd Oration was delivered by Adjunct Assoc Professor John Rasa, Director ACHSM Board John stated that only by having competent managers and highly professional leaders, can Australia sustain a relentlessly evolving health system that improves health outcomes for the communities we serve.

Audrey Lazaris responded on behalf of the graduands.

Recipients of the Awards presented for 2016 year:

Mark Shepherd, Deputy Chief Executive and Director of Programs and Performance, South Eastern Sydney Local Health District – Placement Organisation of the Year 2016.

Justin Lyons, NSW Pathology – Stan Williams Young Leaders' Award 2016 – 1st Year Intern.

William Hackworth, St Vincent's Hospital Network – Stan Williams Young Leaders' Award 2016 – 2nd Year Intern.

I would like to thank the Placement Organisations who participated in the 2016/17 Program.

Professional Development Program

The Professional Development program is a major activity of the Branch and continues to be supported as an important service we provide to our members.

NSW Branch hosted a forum to introduce the new Secretary of Health, Ms Elizabeth Koff to the broader NSW health system and NSW Public Health Sector with over 100 people in attendance.

Elizabeth provided insights as to how she plans to build on systems and reforms to lead the implementation of the next stage of the journey of NSW health Service delivery. She also outlined her vision for the future and what she expects from the leaders of the health system.

Elizabeth was also awarded an Honorary Fellowship to ACHSM. We congratulate Elizabeth on this award as recognition of her contributions and commitment to health over many years.



Elizabeth Koff, Secretary of Health, NSW



ACT/NSW Fellowship Awards 2016

Prof Anthony Schembri, CEO St Vincent's Health Network Sydney hosted and chaired an interactive Q&A panel with some of healthcare's benefactors, debating philanthropy's current and potential role in healthcare.

We also conducted our annual NSW Health Budget update. John Roach, Chief Financial Officer NSW Health provided highlights for the 2015–2016 state health budget.

Mentoring

The Mentoring Program continues to grow and commenced this year with 43 Mentors and 46 Mentees being matched ranging from those beginning their health management career to those who are seeking the opportunity to further network and enhance their skills for career progression. An Orientation Breakfast was held in January with participants providing positive feedback. During the early half of 2017 we received further interest and the numbers participating continue to grow. The Program is progressing well with mid-year evaluations distributed for feedback and suggestions for improvement. Thanks to the Mentors who give their time so freely to develop colleagues and to contribute to the profession. I would also like to thank Terry Clout who is our Mentoring Coordinator for his time, commitment and expertise.

Fellowship

Fellowship is the highest level of membership within the College and appointment as a Fellow is recognition by the College of the ability to achieve excellence in health service management. In October 2016 the following advanced to the status of Fellowship:

- Sergio Diez Alvarez
- Lisa Kennedy
- James McGuigan
- Heather Smith
- Marina Buchanan-Grey (ACT)

I would like to take this opportunity to congratulate you all on your achievement. I would also like to thank Dr Christine Dennis who is our Fellowship Coordinator for her time and guidance given to the Study Group.

General Meeting

The 64th General Meeting was held on 25 August 2016 at the ACHSM Offices, Sydney. President's Awards were presented by Paul Preobrajensky, the President and the recipients were Mark Ashby, Client Relations Manager at HESTA Superfund and Caleb Teh, an outstanding former, ACHSM Health Management Trainee. Caleb acknowledges the Program as an avenue which has provided networks and exposure and ultimately be in a position to pursue some very real and exciting opportunities. He is identified as a health leader of the future.

Branch Council

The following members were elected to NSW Branch Council in April 2017:

- Karen Patterson
- Connie Porter
- Rebecca Pinheiro (HMIP Representative)
- Natasia Seo (HMIP Representative)

Paul Preobrajensky FCHSM
NSW Branch President

Branches in Review

Victoria

Congratulations

Life member of ACHSM and long standing member of the Victorian Branch Council, John Turner was awarded an Officer of Order of Australia (OAM) in the Queen's Birthday Honours for services to Community Health. Congratulations to John on a well-deserved award.

Branch Council

The structure of the Victorian Branch Council was reviewed during the year and has resulted in the inclusion of two appointed representatives as members of the Victorian Branch Council. Professor Sandy Leggat is providing representation from the Higher Education sector and the Chair of the Emerging Health Manager (EHM) group, Adam Stormont, is now a member of the Branch Council. I would like to thank all members of the Branch Council for their active contribution to the College in Victoria and in particular supporting the events program.

Professional Development

The Victorian Branch Council has continued to run a regular breakfast program throughout the year with speakers presenting a range of topics from across the spectrum of healthcare, including, clinical governance, acute health, aboriginal health, and leadership development. The speakers have been well received by those in attendance.



Sponsorship

Workplace Legal and HESTA have continued sponsoring the Victorian Branch this year and we thank them for their ongoing support. The Victorian Managed Insurance Authority (VMIA) is a new sponsor of the professional development program. In addition to sponsorship VMIA has provided speakers for two breakfasts – one on Clinical Governance and another on Cybersecurity – we now all know that on the black market a medical record is worth 20 times what personal credit card details are.

Nous Group have recently agreed to support the EHM professional development events. NAB Health also sponsors the College in kind with the provision of a venue. Both Nous and NAB are centrally located and offer a variety of spaces for events.

Health Management Intern Program

In December 2017 we farewelled six interns who had completed the two year program. Eight new interns were recruited to the program in January 2017. A variety of placements across public, private and community health services have been sourced for the interns as well as placements in the Department of Health and Human Services (DHHS). DHHS continues to sponsor rural placements that the interns are finding valuable as they gain insight into the operational areas of a smaller health service.



Emerging Health Managers

The Emerging Health Managers (EHM) group has gone from strength to strength this year with the committee organising a series of seminars and other events. Adam Stormont who took over from Francisco Lopez in December 2016. The program is varied with topics focussed on the needs of those new to management.

Mentoring

The Mentoring Program continues to be very popular with Victorian members with a large number of people seeking the opportunity to be mentored by a senior member of the College. Mentors in the 2016 program were acknowledged with the presentation of a certificate at the College dinner last September. I would like to thank all the mentors in both the 2016 and 2017 program for their support.

Fellowship

Five candidates successfully sat the Fellowship examination prior to the Congress in Brisbane in September 2016. In 2017, Victoria has continued with the Study Group to support seven candidates with Peter Robertson and Sue Sestan facilitating. The College has continued to be supported by EY with the provision of facilities in the city providing a centrally located venue and access to teleconferencing.

All the best for examination in Sydney in September and thank you to Peter and Sue for their commitment as Study Group Coordinators.

Victorian Office

We have had a number of changes in the Victorian office with the resignation of the Events Coordinator, Melissa Willcocks in December 2016 and the Executive Officer, Andrea Hutchinson in January 2017. Sherryn Hind remained with the Branch Office until April which supported the transition for the new EO. I would like to acknowledge the contribution of Melissa, Andrea and Sherryn in supporting the Victorian Branch programs.

A number of changes in personnel occurred at the same time across the eastern seaboard allowing the ACHSM CEO to review roles. An acting Executive Officer, Julie Owen was appointed in February took to the role with enthusiasm and commitment, Julie has since accepted the role part time. In June Jennifer Allen joined the Victorian office team as an Administrative Officer.

Notification was received in late January that the lease on the office space we were occupying was not going to be renewed necessitating relocation at the end of March. The offices are now in East Melbourne in a building previously occupied by Peter Macallum Cancer Centre.

I would like to acknowledge Julie Owen who took over as Executive Officer at a very challenging time for the College in Victoria and just got on with the job of supporting the Branch Programs.

Rex Matthews, National Finance Manager, has relocated to Melbourne and located in the Victorian Branch offices.

Wendy Davis FCHSM

Victoria Branch President

Branches in Review

Queensland

The Queensland Branch delivered another successful year of professional development; education and learning; and career development. This has been achieved through effective collaboration and partnership involving Branch Council, sponsors, members, colleagues and health and aged care facilities throughout Queensland.

The ACHSM/ACHS Asia-Pacific Congress was held in Brisbane in October, 2016 and was a successful program with over 520 national, regional and international delegates attending. The Branch contributed to the event, program development, and social functions and in arranging health facility site visits.

Partnering dialogue commenced with colleagues in Papua New Guinea for future plans for common joint education, development and networking opportunities as well as the potential for a group or branch structure to be established in PNG.

Professional Development

A full calendar of professional development and networking events was delivered during the year. The Branch continued its successful Breakfast Forum events; several symposia; live interactive webinar opportunities for members and colleagues throughout Queensland and Australia; and the series of short interview recordings of the keynote speakers who delivered sessions.

Sponsors and Support

Several organisations, companies and media organisations contributed to the educational and development agenda during 2016/2017. Branch Council is sincerely grateful to these organisations who have directly enabled professional development and we extend our thanks to Baxter Healthcare Pty Ltd; GE Healthcare; HESTA Super Fund; Hill-Rom Australia; popUPradio Australia; and QUT University – School Public Health and Social Work.

Health Management Intern Program

The Health Management Intern Program (HMIP) was re-established in Queensland in 2015 and at the end of 2016 seven Interns successfully completed the program involving two years employment and experiential

learning; professional development; and completion of a Masters program in health management –

Chantal Casey
Craig Kennedy
Amie Raymond
Sinead Taylor

Carmen Francis
Megan Lochrin
Coralie Scott

Branch Council extends sincere congratulations and best wishes to the 2016 HMIP Graduates and wishes them the very best in their future careers in leadership and management for health care.

Mentoring and Support

The College's Mentoring Program, that enables the sharing of professional and personal skills and experiences as well as enhance career development, demonstrated again its professional relevance and value with a large number of participants during the year. In Queensland, this program is facilitated and developed by Dr. Dennis Campbell and 22 mentors from across Queensland and northern New South Wales engaged with 28 mentees participating in the program.

Fellowship Program

Professor Anneke Fitzgerald, Mr Richard Olley and Dr. Frances Peart acted as the Queensland Study Co-ordinators for the Fellowship learning, engagement and advancement program. Two new Fellows were admitted to this level of membership. Two others were admitted as Fellows through the RACMA Equivalency Fellows program. State Branch Council extends sincere congratulations and welcome to Major Wayne Bullock, Dr. Leah Barratt-Beck, Mr Edward Fraser and Dr. Mellissa Nadioo.

Awards and Recognition

Queensland Branch sponsors several academic prizes in conjunction with Griffith University and the QUT University to recognise both student achievement in health management and also the significant contributions made to the College by those these awards honour and remember. 2016 high achieving graduates in the health management programs were:

Griffith University – Sister Angela Mary Doyle Award
(*equal achievement winners*)

Travis Hodgson Angela Trezise

QUT University – ACHSM Jack Richards Memorial Award

Tanya Shearer

QUT University – ACHSM Duncan Palmer Memorial Award

Carol Martheze

As President, I was very pleased to be able to present the College's 2017 Australia Day Achievement Medallion award to Mr Kevin Hegarty AFCHSM. This award is made in conjunction with the awards and recognitions established by the Australia Day Committee. Kevin Hegarty, as Chief Executive Officer, Sunshine Coast Hospital and Health Service and throughout his health management career, has made significant contribution to the life of the College; demonstrated significant responsibility for the profession; and gifted talent and time for health professionals and the community.



Kevin Hegarty receiving his Australia Day award.

Queensland Branch Council

Queensland Branch Council Members take on the significant role of governance, planning and facilitation

on behalf of Queensland members and colleagues and I extend a personal thanks to all members of Council for their work and contributions across this year of change, redevelopment and professional responsibility.

My sincere thanks goes to our Immediate Past Queensland Branch President, Graham Hyde, who has provided leadership over the previous three years and worked across issues and initiatives of growth and development both at Branch Council and National Board levels.

During the year Mick Davis and David Bullock left the Branch Council and we extend sincere thanks and gratitude for their work and contribution over the years. Mick has been a strong supporter of the Branch, the profession and the Queensland Ambulance Service and is a past Registrar and Branch President. David has contributed to the life of the College and in his work in the establishment and support to the Defence Special Interest Group which is a voice for continuous improvement and development of health services management within Australian Defence.

Queensland Branch Office

During the year Mike Knowles our Executive Officer and Debra O'Brien our Administrative Officer left the College. Mike and Deb provided professional development events and opportunities, new programs and connection and involvement with Queensland members, sponsors, Queensland Health and many other organisations and colleagues over many years. I take this opportunity to highlight their contributions, extend Branch Council's thanks and wish them both well into the future.

Adam Lenihan has been appointed to a new role of Queensland Branch Manager and we extend a warm welcome to Adam to this role and his future working towards the growth and development of the College in Queensland.

Mark Avery FCHSM

Queensland Branch President

Branches in Review

South Australia

Our year in review

The past year has seen great opportunities to extend the impact and reach of the SA Branch. However, we continued to face the challenges in not only maintaining attendance rates at professional development and networking events but to increase the number of attendees.

We are delighted to have Professor Brenda Wilson, Lieutenant-Governor for South Australia as the SA Branch Patron. Brenda's ongoing support for the SA Branch is greatly appreciated.

27 new members joined the SA Branch in 2016/2017 and we trust these new members will support our activities in the coming year and that their membership brings meaningful professional development and networking opportunities. The mentoring and fellowship programs are promoted to all new members and we are committed to providing value for money and opportunities for all of our members to reap the benefits of ACHSM membership.

The SA Branch is planning to introduce an Executive Development Management Program commencing in 2018 with the program duration of 12 months and I look forward to progressing this important initiative in the coming months.

Soldier On was the SA Branch's chosen community organisation to support in lieu of gifts to speakers during the last 12 months and we have been pleased to support such a worthy organisation.

In December 2016, we officially farewelled Adrienne Copley and acknowledged her significant contribution to the SA Branch as the Executive Officer. Adrienne held the position for seven years and we wish her well in her future endeavours. In late January 2017, we welcomed Lou Williamson as the new Executive Officer. Lou has brought a strong network of connectivity and energy with her into this position.

SA Branch Council Elections

In November 2016, Dr Neal Fong, President, ACHSM, asked that all Branches hold elections to Branch Councils no later than the end of March 2017. This was to enable time for duly elected members to express interest and to be considered for placement on the National Board. Heather Baron, Heidi Silverston and I re-nominated and were duly elected. Linda South retired as a Council member and Hon Treasurer, Madhan Balasubramian stepped down due to a move to Sydney, and Amanda

Shields took a leave of absence while overseas. I would like to acknowledge the tireless efforts of Linda, Madhan, and Amanda and we are indebted to them for their significant contributions to our Council and Branch.

I am delighted to advise that Ms Bronwyn Masters, General Manager Health, RDNS SA was duly nominated and elected to the Council and took up her post in June 2017.

Professional development

The 2016 annual conference day was held on Friday 29 July. The conference theme focused on the readiness for the system reforms impacting the various health sectors in 2016 and beyond and how those sectors were 'turning to face the change'. The event was held at the Adelaide Convention Centre and showcased an excellent group of keynote speakers and leading experts who reflected on the reforms, described the impact on their consumers and the future challenges.

In the year ending 30 June 2017, we adopted a slightly different approach to professional development events by inviting leaders from a wide variety of industries and sectors, in addition to our focus on the health sector.

These included:

- 22 September 2016 breakfast event – Mr Marco Baccanti, Chief Executive, Health Industries South Australia
- 8 December 2016, end-of-year event – Mr Roger Drake AM, Owner and CEO of Drake's Supermarkets
- 15 February 2017 breakfast event – Ms Vickie Kaminski, Chief Executive, SA Health
- 6 April 2017 breakfast event – Mr Tony Harrison, CE, Department for Communities and Social Inclusion
- 25 May 2017 breakfast event – Mr Tim Jarvis AM, Environmental Scientist, Author and Polar Explorer

Evaluations on the events have been very positive from members and non-members alike. I wish to extend to all of our guest speakers sincere gratitude for sharing their experiences and insights into the domains of leadership, change management and for challenging us to think outside of our own industry. We will continue to deliver a professional development and networking program that focuses on contemporary issues and the challenges we all face day-to-day.

Awards

Our long association with the Department of Health Care Management, Flinders University continued with the SA Branch hosting the presentation of the 2015 health management student prizes at the annual conference on Friday 29 July 2016.

Fellowship Program

Michael Robertson was successful in achieving Fellow status in late 2016 and I would like to congratulate Michael on his achievement. Madhan Balasubramian moved to Sydney and he has taken up the Fellowship program there. Unfortunately, there were no nominees for the Fellowship program in 2017. The SA Branch Council is reviewing ways to promote the program and encourage seasoned and emerging managers and leaders who qualify, to participate in 2018. Alternative Pathways to Fellowship are currently being progressed and promoted.

Mentor Program

In 2017, three mentoring teams were matched with the Mentees aiming to further opportunities for networking, professional development and enhance their skills in career progression. Thanks to the Mentors who give so freely of their time to develop emerging leaders and contribute to the profession.

Branch newsletter

The SA Branch newsletters continue to be valued by our members. I would like to acknowledge the efforts of Adrienne Copley, former Executive Officer, in the production of the newsletter along with Heather Baron as chief editor. Heather provides a précis of each SA Branch professional development and networking event and her contribution is commendable. We greatly appreciate the ongoing support of Finlaysons Lawyers who provide articles on relevant legislative updates keeping us abreast of relevant changes. Thank you to everyone who has contributed in some way to the newsletter.

Sponsorship

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

- Platinum sponsor – SA Health who sponsor our annual conference along with our gold sponsor Silver Chain Group (RDNS SA)



Ms Vickie Kaminski, Chief Executive, SA Health and Stuart Schneider

- Lead sponsors – HESTA and Spotless
- Local sponsors – Flinders University, Department of Health Care Management and Finlaysons Lawyers
- Event sponsors – Australian Institute of Company Directors, HardyGroup International and McLeod Watzdorf Financial Planning.

We do not take sponsorship for granted. We understand that in the current economic climate that it is important for us to foster our relationships with our sponsors ensuring that they are duly recognised for their support for our Branch and that we work in partnership. Without this support, we would not be well positioned to achieve our goals and realise our vision of “better leadership – better communities”. To all of our sponsors – thank you.

In conclusion

The SA Branch Council looks forward to the next 12 months. We are committed to continuing our efforts in growing our membership; sustaining partnerships with our key sponsors; continuing to seek out new funding opportunities; and working towards ensuring our Branch's future financial viability. More importantly, through our commitment to professional development and networking opportunities we will continue to strive to bring together seasoned and emerging leaders to learn, network and share ideas.

Adj A/Prof Stuart Schneider FCHSM
South Australia Branch President

Branches in Review

Western Australia

The WA State Branch Council (SBC) of the Australasian College of Health Service Management (College) thanks all its members, supporters and sponsors for another year of growth, challenge and partnership, in advancing the College's goal to build better health leaders and better communities.

Our State Branch Council is formed by committed and hardworking individuals and their voluntary service on Council sets an example in growing leaders for health by their commitment to the College's activities in planning, attendance at events, mentoring and financial support. I take this opportunity to thank our Honorary Treasurer David Simmelman who has resigned from



Members of the WA State Branch Council attending the WA Conference: Trenton Grieve, Neale Fong, Kim Gibson, Elizabeth Rohwedder, Daniel Mahony, Karen Bradley, Chris Hana and Frank Daly.



From left to right - Kevin Cass-Ryall, Operations Executive Manager, Ramsay Health Care; Prof Deborah Terry, Vice-Chancellor Curtin University; Dr Aresh Anwar, Executive Director, Royal Perth Bentley Group; Stephanie Buckland, CEO, Amana Living.

his day job at Ramsay's to return to Melbourne, and thus left the SBC. David has been a meticulous and committed treasurer and represented WA on the national finance committee. Good luck David. We also thank Caroline Yates for her work on SBC and welcome A/Prof Suzanne Robinson (Curtin University), A/Prof Kim Gibson (South Metro HS Board) and Andrew Tome from Hollywood Private Hospital (D. Simmelman vacated position). We welcomed back C Hanna, K Bradley E Rohwedder, D Bianchini.

Our education program for 2016/17 was crowded but extremely well received by members and the health leadership community of WA in general. It continues to meet needs of helping health leaders grow in mastering the art and science of health care management and leadership. Our up close and personal 'Cuppa with the chief' events continue to be popular and are an excellent way for senior leaders to share their leadership journeys. A half day workshop in Bunbury attracted over 40 participants and was a pilot to see how we can better serve our country-based members.

A highlight again was our State Conference Day, held at the iconic Esplanade Hotel in Fremantle. Over 340 attendees enjoyed humour, learnings, networking, mindfulness and great food, and gained a sense of belonging to a strong and vibrant health leadership group in WA in all its sectors. An amazing line-up of speakers provided knowledge, inspiration and challenges for the assembled audience. Tremendous cash and in kind sponsorship was provided and we thank all of our sponsors.

Hon Roger Cook, Deputy Premier, Minister for Health.



We attract great support from both sides of the political fence. The College acknowledges the former Ministers for Health Dr Kim Hames and John Day and the newly elected Minister Roger Cook who have, and continue to be, strong supporters of the College. Added to that are the senior private hospital, primary health, academic and department and health service provider executives, Boards and the Director General (our patron), who also support all the College's initiatives.

Over the past four years, WA has seen over fifteen individuals receive Fellowship and this year we will see fourteen more candidates sit their Fellowship examination. In 2016 we congratulate A Vickery, C Hanna, K Bradley, D Rivett, M Miller, B Baker for passing the exam. We are proud that so many people are committing to achieve by examination the highest achievement in the College. We also welcome Dr Chris McGowan as a Fellow through the alternate pathway route. Our Fellowship coordinator in Trenton Greive is to be commended for his good work.

Congratulations to the 2016 State Branch Award winners in Elizabeth Rohwedder (President's Award), WA Primary Health Alliance (Innovation Award) and Jaspreet Panu (Student Prize). We note the great work done by our part-time Executive Officers in Ashleigh Fong and Sally Clark and sadly farewell Sally who has resigned due to work commitments.

Our Branch punches above its weight financially and this is in part due to our strong sponsorship support, both in cash and in-kind. Ramsay Health Care, HESTA, MDA National, Silver Chain, Paxon Group, Bethesda Health Care, CBRE, Curtin University, Murdoch University, St John of God Health Care, WA Country Health Service and the Department of Health, have been generous sponsors over the last year. In addition, EY, PwC and Deloitte have also provided support through in-kind and cash sponsorship and this is greatly appreciated.

The SBC along with the National Board is committed to bringing value and quality programs, events and career development for members. Lifelong learning means no leader, no matter how experienced or credentialed, ever gets to be complete in their leadership, capabilities and behaviours. We always need to grow so stay with us or join us in continuing to be a life-long leadership learner through Australia's leading and peak health leadership and management member organisation.

Professor Neale Fong FCHSM (Hon)
Western Australia Branch President

DATE	PROFESSIONAL DEVELOPMENT ACTIVITY
21 July 2016	Annual General Meeting and Awards Presentation Speaker: Dr David Russell-Weisz, Director General DOH
27 September 2016	Cuppa with the Chief Speaker: Dianne Bianchini, Chief Health Professions Officer DoH
10 October 2016	Public Policy Forum: Clinical Human Factors in Health Care Leadership Speaker: Prof Francis Lannigan, ENT surgeon
10 November 2016	Public Policy Forum: Pre State Election Speaker: Roger Cook, Shadow Minister for Health
17 November 2016	Bunbury Event Speakers: Professor Neale Fong, Karen Bradley, Samantha Bowen, Suzanne Robinson
30 November 2016	Public Policy Forum: Pre State Election Speaker: Hon John Day, Minister for Health
14 February 2017	Cuppa with the Chief Speaker: Dr Aresh Anwar, Executive Director Royal Perth Bentley Group
14 March 2017	Annual Leadership Dinner Speakers: Dr Geoff Gallop and Dr Ingrid Van Beek
6 April 2017	Breakfast Forum: Challenges of the Health Economy Speaker: Stephen Duckett, Health Program Director Grattan Institute
12 April 2017	Breakfast Forum: Leadership for Safety and Quality Speaker: Kim Jelphs, Organisational Development & Leadership Consultant
28 April 2017	Breakfast Forum: Why the Patient Experience Matters to Health Leaders Speakers: Jason Wolf, President The Beryl Institute and Simon Towler, Senior Clinical Co-Lead Fiona Stanley Hospital
23 May 2017	Breakfast Forum: Engaging Stakeholders in Healthcare Speakers: Megan Burley, A/Director Health Networks DoH; Daniel Heredia, Medical Director Hollywood Private Hospital; Paul Forden, Executive Director Fiona Stanley Hospital
20 June 2017	Annual State Leadership Conference – The Big Issue: LEADERSHIP Speakers: Hon Roger Cook, Deputy Premier; Minister for Health Gary Adshead: State Political Reporter The West Australian Jessica Strutt: State Political Reporter, ABC Cathy O'Leary: Medical Editor, The West Australian Brayden Zeer: Meditation Mindfulness Australia Lee Blake: CEO, Finance House Group Kevin Cass-Ryall: WA/SA State Manager, Ramsay Health Care Prof Deborah Terry: Vice Chancellor, Curtin University Dr Aresh Anwar: Executive Director, Royal Perth Hospital Stephanie Buckland: CEO, Amana Living Bill Farrell: Managing Partner, EY Oceania Advisory Dr David Russell-Weisz: Director General, WA Department of Health Dr Mark O'Brien: CEO, The Cognitive Institute Dr Alexius Julian: National Medical Information Officer, St John of God Health Care Geoff Lewis: Founder, ASG Dr Felicity Hodder: ICT Clinical Commissioning Lead, PCAHS Jennifer Grove: Partner, Gerard Daniels Julie Colvin: Partner, Derwent Geoff Blades: Partner, Lester Blades Prof Suzanne Robinson: Director of Health Systems & Health Economics, Curtin University A/Prof Matt Anstey: ASQHC Richard Royle. PwC lead Partner Digital Health

Branches in Review

New Zealand

Memorandum Of Understanding

The revised Memorandum of Understanding between New Zealand Institute of Health Management and Australasian College of Health Service Management was signed on 26 October 2016 at the ACHSM annual Congress in Brisbane.



MOU signing Jayanthi Mohanakrishnan (NZIHM President) and John Rasa (then ACHSM president).

Branch Activities

The theme for the Branch Seminars this year is 'Accountability in Leadership'. In addition to the Auckland branch this year we have seen activity in the Lakes branch and Wellington branch. The National council will continue to support the Branches in their activities.

Auckland Branch

Auckland Branch started the year with a bang on 14 March. Professor Kevin Lowe spoke on *Life stream: Exploring Your Leadership from the Inside Out*.

11 April Journal Club

09 May: Jacqueline La Grand spoke about the

requirements for compliance under the new Health and Safety Legislation Act which came into force last year.

17 May: *Management Challenges and Issues in the Health Sector: The Perspective of Practitioners* – this event was in collaboration with AUT for their Health administration students and six senior managers from Health spoke at this session.

11 July: Marion Dixon, last year ACHSM fellow, spoke on *Reflections on the ACHSM Fellowship Process and Building Accountability* into service improvement programs.

08 August: Bruce Northey spoke on *What a Manager Wants From a Lawyer*.

Lakes Branch

23 May: Jacqueline La Grand spoke on the differences between acts and standards, and parts of the Health and Safety acts and where they fit in NZ law, what requirements are expected from healthcare providers with respect to accountability and meeting the requirements of the new legislation.

The next event planned is on *Vulnerable Children Act – Accountability for Managers/Leaders*.

Wellington branch

23 March: Julie Patterson, Chief Executive, Whanganui DHB, spoke on a leader's journey and leadership in the New Zealand Health sector.

25 July: Session with Brigadier Andrew Gray, Director/ Surgeon General, Defence Health Services, New Zealand Defence Force, spoke on his leadership journey and how it should be viewed to make a difference.

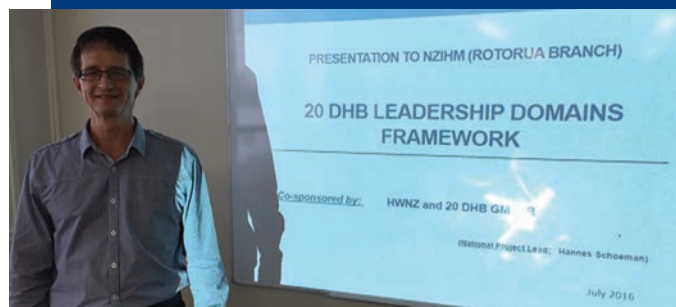
Special mention

ACHSM Fellow and NZIHM National Council Treasurer Cathy Cooney has taken up the Ministerial appointed role of Chair of Toi Ohomai Institute of Technology for the Bay of Plenty New Zealand region during 2016. During



Toi Ohomai Institute of Technology Chair Cathy Cooney with the newly arrived CEO Dr Leon Fourie.

December, Toi Ohomai welcomed Dr Leon Fourie to the position of CEO with powhiri held in both Rotorua and Tauranga. This was followed by graduation week in Tauranga which included a parade in the main street of the city and then five graduation ceremonies over three days. In the speeches given at the graduation ceremonies Cathy stressed the importance of on-going learning for transforming lives, families and communities. Cathy was proud to wear her ACHSM Fellowship stole to the graduation ceremonies.



Other news

NZIHM has an MOU with Health Informatics New Zealand (HiNZ) and we collaborate on events of mutual interest to our members. Each year we encourage our members to attend the HiNZ Conference and NZIHM has an exhibition booth at their event. This year the conference is to be held at Rotorua from 1–3 November 2017.

NZIHM is proud to support HiNZ bid to host MEDINFO 2021 in Auckland, New Zealand.

Jayanthi Mohanakrishnan FCHSM
NZIHM President

Branches in Review

Hong Kong

Hong Kong College of Health Service Executives has continued to make significant strides in terms of connecting and equipping health care professionals to achieve excellence in health care service. The activities of the College for the year are reported as followings.

Annual Scientific Conference 2016

The Conference and dinner banquet was held on 23 July 2016 at Hotel Cordis, Mongkok, Kowloon. The theme was "People, Technology and Innovation" with 5 renowned speakers. This occasion was attended by over 200 members and guests.

Monthly Leadership Seminars and Visits

Series of activities were organized for our members, including 8 monthly talks and 4 visits to Xcelom and Sanomics Ltd, Hong Kong U-Shenzhen Hospital and Macau Health Department. In these events, senior health executives and healthcare leaders shared their valuable management experiences to our delegates. All these activities were well received by our members with participants ranging from 30 to 40 per event.

Singapore Study Tour

Singapore Study Tour was organised from 19 to 22 November 2016. We met the CEOs from cluster hospitals in Singapore and shared our ideas regarding health care financing and model of service delivery. We also discussed the future challenges in both Singapore and Hong Kong in order to foster future collaboration and interflow.

CPCE Health Conference 2017 & Work Experience Scheme of Education Bureau

In January 2017, we co-organized with College of Professional and Continuing Education, Hong Kong

Polytechnic University. This year, our President was invited moderator for the session theme on 'Health Care Delivery, Financing Reform'. The Conference provided a great platform for members to share our views. Besides, we have participated in the 'Work Experience Scheme' with Education Bureau to promote health management career to the secondary school leavers.

Fellowship Programme

The College had organized a series of study group meetings for the Fellowship Program. This year, we had recruited 16 candidates from various specialties for public and private health sectors. The participants had learned more about the health management skills through the interactive sessions such as case studies, institution visits and small group discussions. All candidates have passed their viva examination and will be conferred dual fellowship of our College as well as Australasian College of Health Service Management.

Newsletters

The College issued 4 newsletters with circulation by both electronic and hard copies. These newsletters serve as the bridge between members and the Council for effective communication and rapid promotion of College's programs & activities. We provided our members with the skill & knowledge of public healthcare and management as well as enhancing their understanding of the latest development.

Members' Night

The 7th Members' Night organised in March 2017 attracted around 100 ladies and gentlemen dressed in the sixties to the Ballroom, Royal Plaza Hotel, Kowloon. We had a great time and got a precious chance to socialized among new and old fellows.



Membership

The 16/17 statistics reflect steady development. The College is exploring re-connection with past Fellows and initiative to encourage their involvement in College activities.

Year	Fellows	Associate Fellows	Associates
16/17	87	56	14
15/16	92	70	15

Strategic Planning Workshop

The Council organised a half day retreat with the formulation of 5 strategic deliverables for further

development in next 2-3 years. The first track is to refine our College's flagship program with timely review on how fellowship education could enhance executives' competence under various domains. Track 2 is the focus on engagement of stakeholders, adding value to connections among health sectors, establishment of collaborative programs and maintaining relationship.

A further track is the financial sustainability

through membership development and liaising potential contributors. Fourthly, the College shall take step out of comfort zone to embrace stakeholders who shared our mutual destination. Last but not least, succession and capacity building should be the key planning objectives for passing on the remembrance of strive for excellence in management.

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

Dr S H Liu FCHSM
HKCHSE President

Financial Report

Australasian College of Health Service Management

INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 30 JUNE 2017		
CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES		
	2017	2016
	\$	\$
INCOME		
Membership Fees	609,181	664,666
Advertising and Sponsorship	74,084	112,343
Education Activities	439,467	565,105
Interest Earned	14,071	23,015
Sales	1,808	2,521
National Congress	576,431	481,351
Trainee Management Programs	901,907	888,353
Program Grants	334,545	374,584
Sundry Income	663	1,189
TOTAL INCOME	2,952,157	3,113,128
LESS EXPENDITURE		
Audit Fees	9,625	8,330
Bank, Government Charges and Foreign Exchange	21,821	22,368
College Prizes	2,851	2,369
Consultants Fees	5,820	2,700
Congress General Expenses	303,624	299,733
Depreciation	59,862	63,458
Educational Expenses	256,080	330,355
Distribution to Overseas Branches	8,868	9,270
Insurance	14,753	18,255
Legal Fees	3,187	0
Information Technology, Marketing & Office Expenses	200,810	206,696
Publications, Newsletter, Subscriptions	73,430	105,607
Rent & Outgoing	108,828	122,667
Employment Expense	1,379,203	1,333,326
Program General Expenses	213,474	129,381
Trainee Management Scholarships	429,410	406,720
Travelling Expenses	58,071	45,733
TOTAL EXPENDITURE	3,149,717	3,106,965
NET SURPLUS/DEFICIT FOR YEAR	(197,560)	6,162

BALANCE SHEET AS AT 30 JUNE 2017

CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES

	2017 \$	2016 \$
ACCUMULATED FUNDS	153,297	350,857
Represented by:		
FIXED ASSETS		
Office Equipment and Fitouts at Cost	184,918	162,158
Less Depreciation	(142,254)	(121,148)
Intangible Assets at Costs	195,237	195,237
Less Depreciation	(168,610)	(129,854)
INVESTMENTS		
Term Deposits	48,110	1,022,653
Listed Shares	1,688	1,688
CURRENT ASSETS		
Cash	1,244,496	216,481
Accrued Income	8,390	14,028
Debtors	15,000	42,620
Prepayments	199,600	107,326
Deposits	27,066	10,462
TOTAL ASSETS	1,613,640	1,521,651
LESS CURRENT LIABILITIES		
Creditors and Accruals	674,856	444,986
Income in Advance	636,092	618,930
Provisions	115,317	74,215
LESS NON CURRENT LIABILITIES		
Provisions	34,079	32,664
TOTAL LIABILITIES	1,460,343	1,170,795
NET ASSETS	153,297	350,857

STATEMENT OF CHANGES IN FINANCIAL POSITION 30 JUNE 2017

CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES

	2017 \$	2016 \$
ACCUMULATED FUNDS		
Net Surplus/(Deficit) for year	(197,560)	6,162
Accumulated funds at the start of the year	350,857	344,695
Adjustment to Prior Year Retained Earnings	0	0
Accumulated funds at the end of the year	153,297	350,857

Financial Report

Australasian College of Health Service Management

CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2017		
CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES		
	2017	2016
	\$	\$
CASH FLOW FROM OPERATING ACTIVITIES		
Receipts from Customers	2,988,505	3,111,799
Payments to Suppliers and Employees	(2,926,344)	(3,164,927)
Interest Income	14,071	23,015
Net Cash provided by operating activities	76,232	(30,113)
CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of Investments	974,544	(100,597)
Purchase (sale) of Fixed Assets and Software	(22,761)	(45,090)
Net Cash used in Investing Activities	951,783	(145,687)
Net Increase (Decrease) in Cash held	1,028,014	(175,800)
Cash at beginning of year	216,481	392,282
Cash at end of year	1,244,495	216,481
RECONCILIATION OF CASH		
Cash on Hand and at Bank	1,244,496	216,481
Cash on Hand and at Bank	1,244,496	216,481
RECONCILIATION OF CASH FLOW FROM OPERATIONS TO THE NET SURPLUS		
Net Surplus and Transfer to reserves	(197,560)	6,162
Depreciation	59,862	63,458
(Increase)/Decrease in Debtors, Prepayments and Accruals	(75,620)	212,926
Increase/(Decrease) in Creditors and Provisions	289,549	(312,659)
Cash Flow from Operations	76,232	(30,113)

Independent Audit Report

to the Members of Australasian College of Health Service Management

Scope

We have audited the attached financial report, being a special purpose financial report of Australasian College of Health Service Management for the year ended 30 June 2017, 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.

Material Uncertainty Related to Going Concern

The Auditor draws attention to the Going Concern Note in the Notes to the Financial Statements which states that the events disclosed therein indicate that a material uncertainty exists that may cast significant doubt on the entity's ability to continue as a going concern. This matter of ongoing profitability has been discussed with management who have stated that the Board has addressed the matter and has put in place strategies to improve profitability. Because of this disclosure in the financial accounts this auditor's opinion is not modified in respect of the matter.

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 2017 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1; and
 - (b) complying with Accounting Standards to the extent described in Note 1 and the Corporations Regulations; and
2. Other mandatory professional reporting requirements to the extent described in Note 1.

ALKEMADE & ASSOCIATES
Accountants & Auditors



SAM MAROTTA
Registered Company Auditor 8799
Dated: 11th August 2017

Auditor's Independent Declaration

UNDER SECTION 307C OF THE CORPORATIONS ACT 2001

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 2017, I declare that, to the best of my knowledge and belief, there have been:

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

ALKEMADE & ASSOCIATES
Accountants & Auditors



SAM MAROTTA
Registered Company Auditor 8799
Dated: 11th August 2017

Notes to the Financial Statements

for the year ended 30 June 2017

Statement of Significant Accounting Policies

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

Principles of Consolidation

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

Inventories

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

Plant and Equipment

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

Depreciation

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

Investments

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

Going Concern

The College made a deficit of 197,560 in 2017 predominantly due to FBT obligations of \$114,843. The Board has implemented a strategy to restructure its payroll liabilities to reduce FBT obligations and has made other strategic decisions to improve profitability in the years ahead. The Board believes the College is able to fully realise its assets and liabilities going forward.

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 2017

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 2017 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:



Professor Neale Fong FCHSM (Hon)
President/Branch Councillor Director



Assoc Prof Godfrey Isouard FCHSM
Vice President/Branch Councillor Director



Better leadership. Healthier communities.

Australasian College of Health Service Management

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