



**Australasian College of
Health Service Management
Annual Report 2010/2011**

Our Vision, Mission and Plan

Our Vision

To promote innovation and excellence in health leadership and management.

Our Mission

To equip health leaders for success.

Our Plan

Goal One

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

Goal Two

To advocate for and promote the health management profession.

Goal Three

To recognise the achievements of health managers.

Goal Four

To promote innovation and excellence.



Statutory Information and Contents

The 2010/2011 Annual Report of the Australasian College of Health Service Management.

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 August 2011 at the Millennium Hotel Rotorua, New Zealand

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Governance

NATIONAL BOARD

Ms Kate Copeland FCHSM	President
Associate Professor John Rasa FCHSM	Senior Vice President
Associate Professor G Isouard FCHSM	Junior Vice President
Mr Paul Monaghan FCHSM	Honorary Treasurer
Ms Jennie Baker FCHSM	Director
Mr Richard Baldwin FCHSM	Director
Mr Mark Diamond FCHSM	Director
Mr Robert Grima FCHSM	Director
Ms Anne-Marie Stranger FCHSM	Director
Mr Simon Brewin FCHSM	Director
Ms Thelma Burnett FCHSM	Director
Mr Colin Xanthis FCHSM	Director
Mr Peter Reynolds AFCHSM	Director
Dr Hok Cheung Ma FCHSM	Director

Outgoing Board Members

Mr Paul Monaghan FCHSM	Honorary Treasurer
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BRANCH PRESIDENTS

Ms Rosemary Kennedy FCHSM	ACT
Dr Hok Cheung Ma FCHSM	Hong Kong
Associate Professor G Isouard FCHSM	NSW
Ms Robyn Cahill AFCHSM	NT
Mr Peter Reynolds AFCHSM	New Zealand
Mr Mick Davis FCHSM	QLD
Ms Kae Martin AFCHSM	SA
Mr Ken Campbell AFCHSM	TAS
Mr Simon Brewin FCHSM	VIC
Ms Thelma Burnett FCHSM	WA

ATTENDANCE AT BOARD MEETINGS

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

OUR TEAM

Daryl Sadgrove	Chief Executive Officer
Alison McCann	Executive Assistant to CEO

LEADERSHIP DEVELOPMENT AND MEMBER SERVICES

Christine Callaghan	Executive Director, Leadership Development and Member Services
Audrey Panetta	Office Manager
Wendy Bryan-Clothier	Aboriginal Health Management Development Officer
Melissa McLennan	Membership & Communications Officer
Sue Brockway	Librarian
Michka Mahabadi	Events Support Officer

BUSINESS DEVELOPMENT AND FINANCE

David Webb	Executive Director, Business Development and Finance
Billie Antasanova	Manager, Management Training Program
Di-dee Knight	Business Support Officer
Debbie Simula	Membership and Accounts Officer

PROFESSIONAL DEVELOPMENT

Sue Thomson	Executive Director, Professional Development
Adrienne Copley	Executive Officer SA
David Briggs	Editor APJHM
Carolyn Marsh	Production Manager APJHM

BUSINESS ENGAGEMENT, MARKETING AND EVENTS

Mike Knowles	Executive Director, Business Engagement and Marketing
Debra O'Brien	Events Coordinator
Melinda McConnell	Administrative Officer
Anna Herrmann	Executive Officer WA
Jan Properjohn	Executive Officer ACT

INTERNATIONAL

Linda McKay	Executive Officer New Zealand
Tammy So	Secretary Hong Kong

Membership Statistics

CATEGORY	2010	2011	%CHANGE
Associates	190	210	10.5%
Associate Fellows	1698	1701	0.17%
Fellow	269	295	9.6%
Discounted Member	41	42	2.4%
Retiree	139	138	0.7%
Life Member	23	26	13%
Honorary Fellow	24	26	8.3%

Membership Growth

The ratio of male to female members of the College remains on par compared to the previous financial year. This balance is reflected across most Branches. In 2010/2011 membership was static across the Branches. This can be attributed to a continuous turnover factor from people who have left the health care industry as well as the downturn in the economy overall. The College welcomed 333 new members this year.

Membership Categories

The category of Associate Fellow retains the largest contingent of members as per the previous year. There has been an increase in the number of Fellows of 295 or 9.6% in the College in recent years.

Branch Membership

The College has members across eleven countries with the greatest representation in Australia followed by New Zealand and Hong Kong. New South Wales and Victoria have the highest number of members with 640 and 720.

2010 Awards

Fellowship Graduates of 2010



Gold Medal – Not Awarded

Life Membership

Peter Murchie

Janny Maddern

Honorary Fellowship

Dr John O'Donnell

Fellowship

AUSTRALIA

Lynette Bruce
 Nigel Carlton
 Renee Cassidy
 Len Crocombe
 Frances Cunningham
 Lyn David
 Mary Ditton
 Aaron Garvie
 Athina Georgiou
 Trenton Grieve
 David Kandiah
 Jordan Kelly
 Warren Kerr
 Erwin Loh
 Keith McDonald
 Mark Newton
 Tony Nippard
 Gordon Stacey
 Chad Stewart
 Marc Tennant
 Tony Wilsmore
 Martin Wischer

HONG KONG

Sham So Yuen Alice
 Siu Wing Sze Venus
 Yu Wai Ling Linda
 Ng Sin Yee, Anita
 Chan Chi Keung, Steve
 Cheng Sau Kong, Kelvin
 Fung Yuk Kuen Sylvia
 Wong King Chi, Ellen
 Yu Dick Fung, Josephine
 Ziea Tat Chi, Eric
 Lee Wai Man, Fion
 Lee Lai Yin Irene
 LeeYunn Mar, Libby
 Lin Shao Haei
 Fowie Ng
 So Mun Yee, Tammy
 Lam Oi Ching, Cindy
 Poon Wai Kwong

Academic Prizes

In 2010, the College offered awards for academic achievement and excellence in the study of health services management.



*Anthony Suleau Prize winner **Roxanne Gleeson***



*Ian Brand Prize winner **Charlotte Dart***

Congratulations are extended to the following:

The **Anthony Suleau Prize** for the best grade point average in a Post Graduate Course in Health Management conducted throughout Australia was won by:

Roxanne Gleeson – La Trobe University

The **Grace Suleau Prize** for the best grade point average in an Undergraduate Course in Health conducted throughout Australia was won by:

Leanne Hunter – University of Western Sydney

The **Ian Brand Prize** for the best grade point average in a Master Course in Health Management conducted throughout Australia was won by:

Charlotte Dart – La Trobe University

Presidents' Report



Kate Copeland FCHSM
ACHSM President

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

It is with much pleasure that I submit my first annual report as Federal President. 2010/11 has continued the journey outlined by our previous President Robert Grima, and has further developed our College as a national organisation with strong and growing international linkages. It has also provided a platform for our CEO, Daryl Sadgrove, and the Directors to implement the Strategic Plan and work with members to move forward as the Australasian College of Health Service Management.

Since becoming President in July 2010 I have mostly dealt with College activities at the end of a telephone or by email, which I recognise has limitations. Whenever possible I have spent one day each month in Sydney so that I can meet face to face with Daryl Sadgrove, and touch base with staff in the Sydney office. I look forward to future opportunities to visit other Branches and participate in relevant Branch functions.

The 2010 National Congress held in Fremantle Western Australia and jointly hosted by the Western Australia and South Australian branches was again an enjoyable educational and social event. We had over 400 delegates and speakers from around Australia, New Zealand, Canada, the UK, Hong Kong, Singapore and Thailand.

In 2011, for the first time, the Congress will be held offshore – and is being organized in conjunction with our colleagues in the New Zealand branch – the New Zealand Institute of Health Service Management. I look forward to sharing this exciting educational and social event with participants.

Fellowship is the highest level of membership within the College and demonstrates an ongoing commitment to excellence in health service management. A contingent of people from Australia and New Zealand undertook Fellowship examinations just prior to the Annual General Meeting and the National Congress. As has been in previous years, the standard and quality of the applicants was exceptionally high and all thoroughly enjoyed the process and the challenge of the exam. This is in no small part due to the efforts of Chief Examiner, John Rasa, who was ably assisted by Alison McCann from the National Office and the Fellowship Coordinators which have been established in each Branch.

Special thanks to Mark Gaukroger (ACT), Tina Magennis (NSW), Glenda Summers (QLD) John Anderson (Vic), Len Payne (SA and NT), Catherine McKinley (WA), Anne-Marie Stranger (TAS), Bruce Parkes and Jenni Coles (New Zealand), and Dr MY Cheng (Hong Kong) who gave of their own time freely for the College in coordinating Fellowship Study Groups. Last year we had the highest number of candidates sitting for fellowship, 22 successful candidates from Australia and 13 from Hong Kong.

I would like to thank our Board members for their dedication and contribution to the management of the College.

Our regular monthly teleconferences span multiple time zones from New Zealand to Western Australia, but it provides a good opportunity for engagement and participation. The participation of all Branch Presidents and Branch Councillors is also vital to the continued development of the College, and I thank you all for your continued contribution.

April 2011 marked the end of the first year as CEO of our College for Daryl Sadgrove. From my perspective it has flown past, but Daryl and the staff have certainly managed to pack a lot of activity into the year.

I would like to note the significant and ongoing contribution of all ACHSM staff:

ACHSM Team Staff

Alison McCann, Debbie Simula, Sue Thomson, Melissa McLennan and Glenys Wilson led by Daryl Sadgrove

Our Executive Directors

Christine Callaghan (*Leadership Development & Member Services*), David Webb (*Business Development & Finance*), Sue Thomson (*Professional Development*) and Mike Knowles (*Business Engagement and Marketing*), – and all Branch staff.

I thank our major sponsors Blake Dawson, Spotless Health Services, and HESTA, for their continued support of the College and look forward to working with them to mutual benefit.

I recognize the strong links with our ACHSM international colleagues from New Zealand and Hong Kong, and look to continue to build and strengthen relations with colleagues from Thailand and Singapore.

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

Past Presidents of the College

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

Chief Executive Officers' Report



Daryl Sadgrove ACHSM CEO

As a result of the achievements made this year I expect we will be able to inject more energy and resources into improving the member experience than ever before

I am pleased to report that it has been an exciting 12 months for the College! My primary focus has been on “getting the house in order” by strengthening the College’s systems, internal processes and human resource management. To this effect we have successfully planned and implemented a major reform of our banking and financial management systems. We have simplified our banking arrangements by appointing a single financial institution to manage our financial affairs, previously we were dealing with 7, and we have consolidated 36 bank accounts into 5. The positive impact of these changes are already being felt with our end of month financial reporting lag being reduced from 2 months down to only 2 hours, and the College will be able to invest an additional \$50,000 pa into member services as a result of reduced bank fees and improved investment performance. From a human resource perspective we completed a major staff restructure including the development of new Position Descriptions and contracts for all staff, we have increased the resourcing in our events and project management functions, and we have centralised a number of operational functions including, accounts, payroll, events management, investments and IT. I believe these changes to our operations have been a major achievement for the College and I am sure they will pay great dividends in the years to come.

From a member perspective our most significant achievement would be the transformation of the College’s communication mechanisms and online technologies. Over the last 12 months we have delivered a range of new technologies including a new College website, new e-news formats, videoconferencing, online event registration, social networking tools, enhanced e-learning capability and much more.

I have also launched my own blog which is a great way for members to keep in touch with the latest news, and hear some of my own personal perspectives.

The feedback we have received so far suggests that these initiatives have contributed to the revitalisation of the College’s brand, increased the engagement of rural members, and enhanced the range and appeal of member services. As a result the monthly hits on the ACHSM website have increased from 400 per month in May 2010 to over 5500 in the same period this year. We have also seen a dramatic increase in the proportion of members who are consuming online learning, increasing from about 1% a year ago, to almost 20% this year. Furthermore I have just approved the next phase of our website and online technology development which will include even more exciting functionality. Once complete I believe this will place the ACHSM at the forefront of professional associations.

Some other significant achievements over the last 12 months include:

- Improved clarity with our strategic direction and enhanced governance arrangements in the College. This has included developing and rolling out a new strategic plan, creating the College's first Professional Development strategy, and implementing 6 new policies, 7 guidelines and 19 new templates as well as a number of cultural change strategies.
- Earlier this year we secured the largest tender in the College's history to design and deliver a Clinical Leadership Program in Victoria.
- We have completed the filming of a promotional video and an educational video to promote the health management profession, and these will be launched at the Congress in Rotorua, New Zealand.
- Daryl Sadgrove and ACHSM NRHA Rep Gordon Stacey met with the Federal Independents – Meeting filmed by *Four Corners*).

I am sure you will agree that we are making progress, but we still have a long way to go. Our major challenge over the next 12 months is to consolidate these achievements into creating a more sustainable financial position for the College.

Although we have achieved a significant improvement on our previous financial years' performance, we still reported a negative financial position in 2011 which should not be the case for such a large and well respected organisation as ours.

Over the next year my focus will be on "improving member services". As a result of the achievements made this year I expect we will be able to inject more energy and resources into improving the member experience than ever before.

In conclusion I hope that my leadership since starting in the College 12 months ago is consistent with your expectations, and if not I am always very happy to receive feedback and ideas about what I could be doing better.

I appreciate the opportunity to serve the members of the ACHSM in these exciting times, and I wish you a successful and prosperous year ahead.

Treasurers' Report

The strategy of the ACHSM Board over the past two years of enhancing governance underpinned by the consolidation of financial reporting and banking arrangements by and large came to fruition during the 2010/2011 financial year. Under the direction of our Chief Executive Officer, Daryl Sadgrove, the ACHSM Finance Team ably led by David Webb Executive Director Finance and Business Development, implemented significant changes which has led to major improvements to financial reporting. The assistance and guidance of Bev Howell from Chapman Eastway, ACHSM Accountants, has been highly commendable and has led to consistency in accounting procedures and reporting across the College as a whole.

A significant financial turnaround has been achieved with a reported consolidated loss of \$84K compared to a loss of around \$258K for the previous year. After adding back non-cash items of depreciation and employee entitlements the effect on operational cash flow excluding capital purchases was neutral.

The financial recovery was driven by cost savings. Income was down by 0.8% whilst expenditure decreased by a significant 5.8%. Capital expenditure of around \$166K was funded from reserves. During the financial year ACHSM made significant investment in technology. As noted by the College Auditor (Alkemade & Associates Pty Ltd) led by Stephen Allen.

Under the auspices of Daryl Sadgrove, the College has embraced technology and made significant improvements to its website as well as utilising multimedia to further reach members and provide value added services. This is of prime importance to ensure the College remains relevant to its members who increasingly rely on the internet and social media in their lives.

This direction is considered a positive step and should significantly increase the penetration by the College into its target market as well as providing timelier and therefore more relevant information to its members.

The College Auditor acknowledged the audit in 2011 was a very well organized and efficient process and this is due in large part to the systems put in place at the College in 2011. No significant issues were noted during the audit and the adjustments made were immaterial.

The ACHSM Board with valued input from the Finance & Audit Committee led by Paul Monaghan, Honorary Treasurer (until March 2011) with considered counsel from Terry O'Bryan has now laid the foundations for financial sustainability but acknowledges the task ahead to restore reserves and continue to achieve a margin necessary for capital investment is challenging and requiring constant attention.

The dedication and commitment of the ACHSM financial team led by David Webb and capably assisted by Alison McCann and Debbie Simula at the National Office, Audrey Panetta NSW Branch and Di Dee Knight Victorian Branch is acknowledged. It is through their outstanding work that the consolidation of financial reporting and banking arrangements by and large came to fruition during the 2010/2011 financial year.

Robert Grima FCHSM
Acting Honorary Treasurer

Executive Directors' Report



Christine Callaghan
Executive Director
Leadership Development
and Member Services

In reading an interesting report “Where the Winners meet – Why Happier, More Successful People Gravitate towards Associations”¹ it gave me the opportunity to reflect on the finding that association membership is associated with higher incomes and greater job satisfaction – not that causality is clear. What is clear is that Associations such as the College “provide a critical venue for successful people in a profession or industry to access resource, identify themselves, network with their peers and form mutually beneficial communities.” The data in this report unequivocally shows that associations are where the winners meet.

In August 2010 my role expanded to include the national focus on Leadership Development and Member Services. In light of the considerable NSW based role of running the NSW Graduate Health Management Program the focus has necessarily been on the most time pressing activities including:

- The review of membership categories, eligibility criteria, fees and payment options which required Board endorsement by December 2010 for implementation from January 2011.
- The review of the Gold Medal, Life Member and Honorary Fellowship Process for implementation from May 2011.

This has been an exciting time where we have been able to review the ACHSM membership categories, eligibility criteria, fees and payment options which is an important part of the strategy to increase both recruitment of new members and retention of existing members.

A comprehensive review of twelve membership models in Australia and internationally was completed and a paper was presented to the Board in mid December 2010. Key recommendations were endorsed and implementation from January 2011. As a result the following enhancements have been implemented:

1. AMEX was introduced as a payment option.
 2. Direct debit payment options were introduced.
 3. An Affiliate category was adopted for those unable to meet the requirements of the “Associate Fellow” category. In particular, to be an Associate Fellow member there is a requirement to be a health manager. The Affiliate category opens up membership to clinicians and administrative staff who are interested in a career in health management, or want to know more about health management, but who do not currently hold a management role.
 4. The Student category was more clearly defined and now means that anyone earning less than \$60,000 per annum and studying part time or full time can become a student member for a maximum of 2 years.
 5. The Retired category was more clearly defined. Retired category members are members who no longer wish to attend events or receive the e-journal. A Retired Plus option is recommended for members who wish to continue to have access to events and the e-journal.
 6. Review of the Gold Medal, Life Member and Honorary Fellowship Process for implementation from May 2011
- One of the College’s four core strategic goals is to “Recognise the achievements of health service managers”.

¹ “Where the Winners Meet – Why Happier, More Successful People Gravitate Toward Associations” Report to the William E Smith Institute for Association Research, SmithBucklin Corporation 2008

Executive Directors' Report

Awards and recognition programs are important means of recruiting members, retaining members, enhancing career opportunities and raising awareness of the industry and the College as a whole.

Within this strategic goal are a number of specific strategies which the College has committed to deliver by 2013 including:

- Establishing a national Leadership Industry Awards event including a range of new industry awards voted by peers, employers and stakeholders.
- To strengthen the national credentialing system for health managers.
- Assess national awards (including gold medal and life member); and
- To develop a College strategy for recognising the career progression of members.

The Board has recently endorsed a proposal to broaden the terms of reference for the Awards Committee, and this Committee will now initiate work on enhancing the College's suite of national and international awards and recognition programs.

As a starting point the eligibility and award criteria, and associated documentation for the awards of Gold Medal, Life Member and Honorary Fellow were reviewed and recommendations for enhancement implemented in May 2011. Feedback from the Awards Committee and the Board has confirmed that this has streamlined the process and enhanced the transparency and quality of the information provided to support effective decision making.

Acknowledgements

I would like to thank the members of my team, Audrey Panetta, Sue Brockway and Michka Mahabadi, who have been a great support during a time of expansion and enhancement of the NSW Graduate Health Management Program as well as the additional work on the national portfolio. I would also like to acknowledge the excellent contribution of the NSW State Branch Council, the ACHSM Executive team and the key Committees such as the Membership Committee, the Awards Committee and the Education Committee.

The year ahead

A key focus for the year ahead is to progress a range of Leadership and Management Development pathways and to enhance membership recruitment, retention and engagement. It is an exciting time for the College and a time for members to take advantage of joining us where the winners meet!



David Webb
Executive Director
Business Development
and Finance

The Finance and Business Development Section was established as part of the College reorganization in August 2010. The major activities of this area have been:

- The consolidation of bank accounts and the use of one bank.
- The revision Business and accounting practices.
- Major change to the duties and responsibilities of staff engaged in finance and accounting work.
- The development and implementation of an investment policy and strategy.
- Restructuring financial reports.
- Extensive consultation with Branches in implementing changes to accounting policy and practice.
- The oversight of the 2010/2011 audit.
- Developing a successful tender bid for the Victorian Quality Council's Clinical Leadership tender and the management of this tender.

Consolidation of Bank accounts and the use of one bank

Over approximately six months bank accounts were progressively consolidated with the final result being that there is now only one operating account for the College and a small number of investment accounts.

Revision of business and accounting practices

The consolidation of bank accounts is a means to an end and the end is the centralization of the accounts receivable and the accounts payable functions. To successfully achieve this centralization, business and accounting procedures and practices needed to fundamentally change.

All staff involved in finance and accounts activities have been extensively consulted in this change process as have Branch Treasurers. Whilst the changes to procedures and practices is still a work in progress the majority of the changes that were needed have been made having regard to the specific needs and concerns of staff and branches.

Major change to the duties and responsibilities of staff engaged in finance and accounting work

Major systems and procedure change has necessitated significant change to the role and responsibilities of finance and accounts staff. New position descriptions have been developed for staff in full consultation with each of them. There has been a willing acceptance of the new roles and responsibilities and a recognition that once the financial and accounting system beds down further changes may need to occur.

Development and implementation of an investment policy and strategy

In the past multiple investments were held by Branches, rates and terms varied considerably and the return on investment was not maximized. An investment policy was developed and submitted to the Board for approval and subsequently approved. While policy is conservative in nature and takes a short to medium term view of rates, it also specifies that competitive quotes need to be obtained from prudentially guaranteed financial institutions.

Funds have been invested in accordance with this policy and the College has approximately \$1.7 million dollars in term deposits.

Monitoring cash flow is an important part of the investment strategy and this is done with assistance from our Accountants Chapman Eastway.

Executive Directors' Report

Restructuring financial reports

The production of meaningful and useful financial reports for the Board and Branches has been a priority. The reports to the Board are designed to ensure that Board members are fully able to comply with their responsibilities as directors in accordance with corporate law.

Branch reports are being designed to provide key financial data that enables Branches to monitor performance and to take any corrective action necessary by reporting variances to budget. Once again this is a work in progress and Branch feedback will inform as to how these reports are presented in the future.

Extensive consultation with Branches in implementing changes to accounting policy and practice

There have been frequent meetings with Branch staff and Treasurers to discuss various changes to finance and accounts policy and practice and these meetings will continue.

These meetings are a very useful forum and have provided information that has modified a number of procedures.

The oversight of the 2010/2011 audit

The 2010/11 audit was a much more straight forward undertaking than it was in previous years and this was largely due to the consolidation of accounts and the changed systems and procedures. There is an expectation that future audits will be even more straight forward once all the system and procedure changes bed down.

It is pleasing that the auditor was very complimentary of the changes to management systems and practices, particularly the financial ones over the last year. His recommendation that staff training be undertaken and procedures be developed so that highly specialized staff may be replaced with appropriate trained and skilled staff when they are absent on leave is being actioned as a priority.

Developing a successful tender bid for the Victorian Quality Council's Clinical Leadership tender and the management of this tender

During the course of the last 12 months a tender was submitted to the Victorian Quality Council to design, develop and deliver a Clinical Leadership Program. Our CEO, Daryl Sadgrove put a considerable amount of effort into this tender document and with support from the project partners, La Trobe University, Quality Works and the Australian Centre for Leadership Development (John Rasa) the College was awarded the tender. Work began in April 2011 to deliver the desired outcomes of the tender, this contract which will be completed in July 2012.

Conclusion

In conclusion I would like to thank the members of my team, Debbie Simula and Didee Knight, Alison McCann, the Finance and Audit Committee, Branch finance and accounting staff, Branch Treasures, my fellow Executive Directors, Bev Howell from Chapman Eastway, Stephen Allen (College Auditor) and particularly Daryl Sadgrove for the support and dedication in the work mentioned above.



Sue Thomson
Executive Director
Professional Development

It has been a big year for the College for internal reflection and how we can better serve the interests of our members. Our new governance structure has given us organisational efficiencies and created clarity and purpose which have assisted us in delivering professional development (PD) to our members more widely and more effectively.

We focused on some pieces of work to help us deliver meaningful PD services to members :

- A national Professional Development Strategy to articulate purpose, benefits and guiding principles for the development and delivery of those services. It also highlights the role of management competency frameworks to inform PD activities for more targeted learning outcomes.
- A national Events Guidelines document for the Branches to give them clarity and guidance on planning and managing events with the intention of improving the member experience at events, including the quality, accessibility , ease of use, relevance and value for money of College events.
- Put in place a dedicated national events management team to streamline the processes, freeing up time in our smaller Branches to enable them to move away from the machinery of managing an event in order to engage in more appropriate membership services.
- Introduced some e-learning initiatives which are being run out in 2011/2012. These are hitting the mark for members seeking to get access to leadership and skills development via the convenience of the internet.

For all our strategic thinking, we also continued to rollout PD events nationally – with over 4200 participants attending nearly 90 events during the course of the year.

2010 National Annual Congress

The National Annual Congress saw us congregate in Western Australia (Fremantle) in July 2010. It was jointly hosted by South Australian and Western Australian Branches. We had a record number of international delegates (63 –nearly 16% of the total delegates) with strong representation from both Thailand and Hong Kong in particular. Their enthusiasm and energy levels were palpable and this led to a truly international health management experience.

We also introduced for the first time a dedicated social networking website which extended the life of the event – creating opportunities for delegates to interact with each other as well as with sponsors, exhibitors and speakers ahead of the event itself – and of course during and after the event. We even had our first virtual registrations – with registrants able to log into the website to view live sessions from the comfort of their own offices.

Accreditation

Early in the new year, ACHSM and the Society of Health Administration Programs in Education (SHAPE) assembled a key group of representatives from each organisation (including an independent observer) to review some preliminary work that had taken place previously to review the College's Accreditation Program which had last been reviewed in 2006.

Those key players and ACHSM members are Richard Baldwin, Sandy Leggat, Godfrey Isouard, David Briggs and Brian Johnston (independent observer) with key input from Judith Dwyer.

Executive Directors' Report

The ACHSM has been managing an accreditation program for over 20 years. It accredits health services management degree courses including graduate diplomas and certificates through to masters and doctorates. 45 University degree courses across 12 universities are currently accredited and several other universities are keen to be involved but are waiting for this review to take place before engaging with the process again.

Resources have been made available and the review process is underway to deliver on:

- Definition of a professional Health Service Manager: this discussion paper will form the basis for the accreditation process.
- Standards Discussion paper: will consider different options for an accreditation process giving consideration to assessing inputs and outcomes, against standard and mixed models.
- Policy manual for ACHSM: this paper will outline the way that the ACHSM will operate the accreditation program.
- Operational guidelines for universities seeking accreditation: this paper will provide detailed guidelines for universities seeking accreditation. This will include the method of application for accreditation, cost of accreditation, preparation for accreditation, the accreditation process and the different categories of accreditation findings, awarding of certificates etc.

Journal

We are now five years down the track from the launch of the first issue of the College's own peer-reviewed journal (the *Asia Pacific Journal of Health Management*) in 2006. In 2010 it was agreed that it was time to move into an electronic version.

Backed up by members' and subscribers' requests for this type of delivery, our first electronic version was emailed out to the readership in November 2010.

The journal continues to build on its reputation as a solid research-based and peer-reviewed publication and authority on health management and it now appears on established, international databases which enables readers in the wider health sector to cite and publish the journal.

Acknowledgements

The College's new corporate governance structure has brought new responsibilities to the Professional Development portfolio and with it new challenges and opportunities and I would like to acknowledge the members of this small team; Adrienne Copley and Jan Properjohn. Adrienne has been particularly valuable working alongside our Accreditation Working Party – whose commitment to the review process is also acknowledged here.

I would like to thank Sue Brockway for her assistance in managing the transition to our electronic Journal and of course the dedication and hard work of our Journal Editor, David Briggs and Journal Production Manager, Carolyn Marsh.

Our reinvigorated College, brought about by the leadership and vision of our CEO Daryl Sadgrove, has created a more effective national membership-based organisation ready and able to take us to the next level of excellence and innovation in delivering our professional development services to members and the wider health community.



Mike Knowles
Executive Director
Business Engagement
and Marketing

The transition from a group of disparate states to that of one uniform organisation has caused the College to identify and capitalise on its strengths and to work more harmoniously on improving its governance, communication, financial management and event coordination. The net result is a more cohesive body striving to achieve the best outcome for its members and the healthcare industry.

By assuming the strategic management of all College event registrations we believe that the penetration into the healthcare environment has improved considerably bringing with it an increase in registrations and general efficiency whilst reducing the tedious and time-consuming administrative work at state level.

The increasing use of technology by the College to communicate with its members has distinct advantages for Corporate Partners who might share in these added exposure and profiling opportunities.

Through the design and printing of the College's Corporate Partnership brochure we expect to attract support from the corporate sector that will allow for further development of College educational offerings and perhaps bring down the cost of attending College events for members.

The generation of corporate funding will enable the College to develop a strong marketing and membership drive and to provide more benefits to members whilst assisting with the recruitment of new members.

As Executive Director of Business Engagement and Marketing, I have been meeting with a number of large corporations with the view of developing mutually beneficial relationships. I am confident that the College will engage with new partners in the near future as well develop stronger relationships with existing ones.

Executive Directors' Report

Professional development activities conducted in 2010/2011

MONTH	DATE	STATE	EVENT	MONTH	DATE	STATE	EVENT
April	8/2010	SA	Workshop	October	11/2010	QLD	Workshop
	9/2010	NSW	Workshop		14/2010	VIC	Workshop
	15/2010	QLD	Breakfast		20/2010	QLD	Breakfast
	16/2010	NSW	Breakfast		21/2010	ACT	Breakfast
	16/2010	QLD	Workshop		21/2010	WA	Workshop
	21/2010	QLD	Breakfast		22/2010	VIC	Breakfast
	21/2010	WA	Workshop		28/2010	SA	Breakfast
	22/2010	QLD	Satellite Broadcast		28/2010	QLD	Satellite Broadcast
	23/2010	VIC	Breakfast	November	10/2010	VIC	Dinner
	28/2010	ACT	Breakfast		11/2010	QLD	Webcast Live
	28/2010	QLD	Seminar		11/2010	ACT	Workshop
May	7/2010	QLD	Workshop		11/2010	NSW	Workshop
	19/2010	ACT	Breakfast		19/2010	VIC	Breakfast
	19/2010	QLD	Breakfast		19/2010	QLD	Workshop
	20/2010	NSW	Conference		24/2010	QLD	Breakfast
	20/2010	QLD	Workshop		24/2010	QLD	Workshop
June	11/2010	QLD	Workshop	26/2010	VIC	Breakfast	
	20/2010	ACT	Meeting	26/2010	QLD	Webcast Live	
	23/2010	QLD	Breakfast	29/2010	WA	Workshop	
	23/2010	QLD	Webcast Live	30/2010	VIC	Workshop	
	24/2010	QLD	Satellite Broadcast	December	7/2010	WA	Breakfast
25/2010	VIC	Breakfast	8/2010		SA	Breakfast	
July	8/2010	NSW	Workshop		9/2010	QLD	Satellite Broadcast
	12/2010	VIC	EHM		10/2010	VIC	Breakfast
	21/2010	ACT	Breakfast		15/2010	QLD	Breakfast
	23/2010	SA	Workshop		15/2010	QLD	Webcast Live
	27/2010	VIC	Workshop	16/2010	VIC	Workshop	
	28/2010	QLD	Breakfast	February	18/2011	VIC	Breakfast
	28/2010	QLD	Webcast Live		18/2011	QLD	Workshop
	30/2010	VIC	Breakfast		23/2011	QLD	Breakfast
August	9/2010	WA	Workshop		23/2011	QLD	Webcast
	12/2010	VIC	Breakfast		24/2011	QLD	Satellite Broadcast
	13/2010	QLD	State Conference	March	4/2011	QLD	Workshop
	19/2010	ACT	Breakfast		12/2011	QLD	Short Course
	19/2010	QLD	Workshop		15/2011	QLD	Workshop
	25/2010	QLD	Breakfast		16/2011	NSW	Workshop
	25/2010	QLD	Satellite Broadcast		17/2011	SA	Workshop
September	7/2010	WA	Workshop		18/2011	TAS	Workshop
	15/2010	ACT	Breakfast		24/2011	VIC	State Conference
	15/2010	QLD	Breakfast		24/2011	NSW	Breakfast
	15/2010	NSW	Breakfast		25/2011	WA	Workshop
	16/2010	VIC	Workshop		31/2011	QLD	Breakfast
	20/2010	SA	Breakfast				
	24/2010	VIC	Breakfast				

Branches in Review

Australian Capital Territory

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

ACT Branch has successfully implemented the use of a centralized registration process on line for PD sessions via Accuvent. This has helped in refining accounting practices. Greater efficiency has been achieved through centralising all accounts and investments

Professional Development Program

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

- Dr Tony Sherbon - National Health Reform
- Air Commodore Tracy Smart – Contemporary Leadership
- Dr Peter Levy - Correctional Health in the ACT
- Mark Cormack - Overview of Health Workforce Australia
- Hon Mark Butler Minister for Mental Health and Ageing – Mental Health
- Mr John Goss, Adjunct Professor University of Canberra, Australia's Ageing: Costs and opportunities?
- A/Prof. Rod O'Connor 'The Galois Paradox: why intellect needs passion' The way we make decisions and knowing how to make better decisions
- David Crosbie - Thriving or just surviving? Current response to mental health issues
- General Practice since Rudd – what's been done, what do the politicians want to do, and what do the grassroots workers think? Perspectives of a GP Registrar, a GP Practice Principal, and a local Policy Maker- a panel presentation from Dr Alex Stevenson, Dr Rashmi Sharma, and Mr Ross O'Donoghue
- Dr Peggy Brown - Health reforms and potential impact on the ACT
- Professor Marilyn Walton - Workplace education and training: Is there a disconnect between education and service delivery?
- Professor Mohamed Khadra - Finding the Humanity in Health

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.

Evening Leadership Seminars

The ACT Branch has undertaken a new program of evening forum with a guest speaker discussing aspects of leadership. This program was established in response to feedback from Members via a survey indicating that not all members can attend the breakfast seminars.

Speakers this year have included:

- Megan Cahill – Ethical decision making
- Air Commodore Tracy Smart – Contemporary Leadership
- Professor John McMillan AO, Australian Information Commissioner, Privacy and Information – Reforms and Changes

Branch Council Changes

Current Members are:

Rosemary Kennedy – Out going Branch President (2011)

Jennie Baker (2011) Karen Murphy (to 2010) Bev Gow-Wilson (2011)

Nick Masotti (2013) Robyn Staniforth (2013) Nigel Carlton (2013)

Wendy Batti (2013)

Mark Gaukrodger - In coming Branch President (2013)

New members of Branch Council are:

Karen McCarthy Patrick Henry Peter Loa

Bronwyn Wheeler Lesley Dickens Angela Magarry

I would like to thank Bev Gow-Wilson assisted by Nigel Carlton, Mark Gaukrodger and Wendy Batri for their dedication in putting together a fantastic program over the last twelve months. Ellen O'Keeffe was awarded a scholarship to attend the National Conference in Freemantle last July. We also thank the following retired Branch members for their contribution over the last year Roberto Rojas-Morales, Treasurer, Dayle Thomas, Vice President, Helen Murphy for her role as Membership Co-ordinator and Ellen O'Keeffe for her amazing contribution to the supporting fellowship candidates. We wish them all the best in their new endeavours.

Rosemary Kennedy FCHSM

ACT Branch President

Branches in Review

New South Wales

This has been a challenging year for the health system and its managers with the health reform process continuing to evolve. In February every Australian government signed a Heads of Agreement on National Health Reform and a revised National Partnership Agreement on Improving Public Hospital Services and committed to signing a full National Health Reform Agreement by 1 July 2011. The year ended with a change of government with further significant changes to health reform in NSW. The new Liberal government has outlined their priorities for the health system and has already begun the process and timeframe for reviewing and determining the appropriate location of functions, roles and responsibilities across the Department and organisations in the public health system including Local Health Districts, shared services entities, the Bureau of Health Information, the Clinical Excellence Commission, Agency for Clinical Innovation and Clinical Education and Training Institute.

After years of drought, the State was faced with heavy rain and floods which impacted on much of New South Wales. We acknowledge that at times of national disasters, our College members are called upon to ensure all health services are operating efficiently and providing services to affected communities. We acknowledge the contribution of all health managers to delivering quality health care.

Key Highlights:

- Appointment of Daryl Sadgrove, as Chief Executive Officer and in September 2010 the College agreed the 2010-2013 Strategic Plan.
- A management restructure which has seen our former State Director, Christine Callaghan take on additional national responsibilities as Executive Director Leadership Development and Member Services.
- 2011 saw a record number of Graduate Health Management Program trainees with 41 trainees undertaking placements in 15 placement organisations across NSW and ACT.
- 23 first years Graduate Health Management Program Trainees commenced in January 2011 and 18 trainees progressed to their second year.
- The College is committed to increasing opportunities for Aboriginal people to progress into management roles in the health system and in August 2010 submitted a proposal to NSW Health to establish a jointly funded position for an Aboriginal Health Management Development Officer. The proposal was supported by the NSW Department of Health and at the end of March 2011 the Minister for Health, Ms Carmel Tebbutt, approved ACHSM's proposal to engage an Aboriginal Health Management Development Officer for a period of three years (2011 - 2013).
- The new Capability Framework for the Graduate Health Management Program was evaluated and the operationalisation of the framework further enhanced.
- 100% of trainees completing the program in January 2011 were successful in securing employment in health management.
- 10 Mentoring pairs completed the 2009/2010 program and 10 Mentoring pairs commenced the 2010/11 Program.
- Eleven library bulletins were produced and distributed to all members across Australia and New Zealand.
- Library funding is secured until June 2011, with negotiations underway for 2011/2012.
- Seventeen Professional Development events were held during the year with 863 attendees (533 members and 330 non-members).
- Five candidates achieved Fellowship in 2010 and one member is enrolled in the 2011 Program.
- The Board endorsed the NSW Branch recommendations for changes to the ACHSM membership categories, eligibility criteria, fees and payment options and implementation is now underway.
- The NSW Branch team have worked effectively and efficiently to deliver the existing services and in doing so have delivered a significant financial turnaround for the Branch. The NSW Branch delivered a surplus of \$58,350.

Thanks and acknowledgement

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

- Christine Callaghan, Executive Director, Leadership Development and Member Services
- Audrey Panetta, Office Manager
- Sue Brockway, Librarian
- Genevieve Tilleard, Events Manager (to June 2010)
- Ellie Stephanou GHMP Trainee (until January 2011)
- Chapman Eastway Accountants

The NSW Department of Health – I would like to formally acknowledge the support of NSW Health for the funding of the Graduate Health Management Program and the Health Planning and Management Library.

Our sponsors – Our sponsors are very important to the Branch's operations and I would like to take this opportunity to express our appreciation to all our sponsors during this period: HESTA Super Fund; DLA Phillips Fox; Sword-Ciboodle, IBM; Kingscroft Consulting and Baxter.

Associate Professor Godfrey Isoard

President, New South Wales

Queensland

ACHSM exists primarily to support its members and to achieve the vision of "equipping health leaders for success". However, this is achieved by the many volunteers at Branch Council, Continuing Professional Development Committee (CPDC) and other groups that assist Debra and Mike to achieve the outcomes that make the Branch the success that it is. As well, both Kate Copeland and Paul Monaghan have continued on the National Executive during 2010–2011, with Kate now as Federal President and Paul, as Honorary Treasurer.

Mick Davis

May I especially acknowledge the contribution of our Registrar, Russell Linwood ASM, who has coordinated and completed a full review of Branch policies in the past 12 months in addition to maintaining our Branch administration at a high quality level.

On behalf of our Queensland Branch members may I congratulate those successful in the 2010–2011 College Awards program.

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

Our annual sponsors, **Medicraft Hill-Rom**, **IBM**, **HESTA**, **Cooper Grace Ward**, **Sanofi-Aventis**, **Frontline Health**, **Health Super** and **Baxter Healthcare** also deserve mention. It was a privilege to recognize our sponsors and we were able to do this in practical ways last year, as well as recognise their contribution by presenting them with plaques of appreciation for their support. A keynote presentation of our year is the Jack Richards Oration. Our orator in 2010 was Dr Mark O'Brien of the Cognitive Institute. His address was "The Leadership Challenge – Transforming Health Outcomes by Improving Inter-professional Communications".

Branches in Review

His insight into the contribution of Jack Richards in conjunction with the 2011 address was a fitting tribute to the memory of this founding father of our College. We congratulate Dr Mark O'Brien and our Prize and Award recipients for their excellence which also honour the traditions of our founders.

The primary events of our annual CPD calendar are the annual International Congress and our Queensland Branch Symposium. Queensland Branch's one Day Symposium was held at the Royal on the Park in Brisbane on 13 August 2010 with the theme of "Quality Leadership – Transforming Healthcare Outcomes". The Queensland Deputy Premier and Minister for Health, The Honourable Paul Lucas, MP opened the inaugural Symposium. The new format for this annual event was well received by attending members and will be repeated again in 2011, bringing us back to a dedicated annual Branch event.

Into the future, the Queensland Branch Council will focus on our Branch goals set at our planning meeting last November (2010). Our ongoing challenge is to remain relevant to our members and to maintain and increase our membership base. We are also closely monitoring and participating in the current nationwide healthcare reforms and contributing to the continuing quality improvement of our College.

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 of our members who work to support the activities of our College in other ways. I would also like to acknowledge our Executive Officer Mike Knowles and administrative officer Debra O'Brien for their ongoing support to me in my role as President, and for their contribution to the smooth functioning of our College.

Mick Davis AM, MBA, FCHSM FPA, FAIES
President, Queensland Branch

South Australia

The year commenced well for the South Australian Branch with two announcements made at the National Congress about significant South Australian members. Firstly, Janny Maddern was awarded Life Membership by the College Board in recognition of her significant contribution to the College at both a state and national level.

Secondly, Dr Mary Harris had the National Fellows Dinner named in her honour for her amazing contribution to the College on recommendation from the then Federal President (Robert Grima).

The South Australia Branch held a strategic planning session in February 2011 focussing on how as a local branch we can support the national strategic plan and importantly continue to provide relevant professional development and support to our members. As a Branch we confirmed that our directions were within the agreed national strategic directions and that our focus was consistent with other state and territory branches. A framework that links to and supports the national strategic plan has been developed for the Branch's planning. A review of membership data indicated the critical need to retain and increase the number of members and strategies, such as linking with other professional organisations, SA Health and the private sector are constantly monitored. The SA Branch welcomed 10 new members during the last 12 months.

The key objective of the Branch is to provide relevant professional development (PD) for its members and supporters. Every effort is made to keep in mind the need to link learning and development to the key competencies of our current and future health service managers when planning PD events.

Eighty members and guests attended a successful half day forum on Friday 23 July 2010 to hear about and debate a suggestion that 'Aboriginal Health is all about money'. This topic was placed in the context of the suggested new health reforms where, surprisingly, Aboriginal health was scarcely mentioned in the material released immediately following the former Prime Minister's announcement. The children from the Kurna Plains School delighted the audience with traditional welcome dances and set an agenda where guest speakers and an expert panel discussed Aboriginal health in an open forum.

In September 2010, 120 people from public and private, primary health and aged care sectors attended a breakfast with The Hon John Hill MP, the SA Minister for Health, Mental Health and Substance Abuse.

The group heard about the government's agenda for health and mental health following the outcome of what was described by the then Treasurer as "a tough budget" prior to the budget release several days later.

The 2010 end-of-year event was a very interesting presentation by Joe Hay from the Adelaide Thinkers in Residence Program. Not only did the presentation provide a valuable insight into the process and outcomes of the program, but it became very clear that the 'health factor' can have an impact right across the range of topics.

Mark Cormack from Health Workforce Australia (HWA) was invited to present the work and challenges of this national organisation (conveniently located in South Australia) at the PD event held in April, 2011. He gave an overview of the HSW work plan and the key domains for action, and he outlined the national strategy for health workforce innovation that includes the goal of workforce self sufficiency by 2025.

A very successful annual State Branch dinner and conference was held on the 9 and 10 June 2011. The dinner speaker – Mr Jim Birch, the Global Health Partner from Ernst & Young – provided a thoughtful look at the global health care scene and challenged the audience to the need to redesign the way health service is delivered if we want sustainability in the future. He also emphasised the importance of "looking after" and supporting our health service managers.

The conference the following day attracted 80 participants from the public, private and aged care sectors. The Branch was privileged to have high calibre speakers who provided insight into the two main themes for the day – the national and state health reform agenda and disaster management. The generosity of our sponsors enabled us to invite Ms Evon Currie, General Manager, Population and Public Health, Canterbury District Health Board in New Zealand and Professor Kathy Eagar from the University of Wollongong in New South Wales to be among the guest speakers. This event met all of the expectations we had hoped for. It was informative, with lots of high energy and in some parts quite emotional. As a group whose primary objective is the professional development of our members, we hope to harness this energy as we plan our events for the rest of the year.

The South Australia Branch collaborated with the SA universities in 2010 to provide an award for graduating students in masters of health management programs in the SA universities.

Anne-Marie Gillard from the Aged Care and Housing Group – a leading aged care provider in South Australia – was the inaugural South Australia Branch Australasian College of Health Service Management Health Management Prize for the best project or thesis by a graduating student in the Flinders University Master of Health Administration program. Anne-Marie also won the 2010 SA Health Prize in Health Administration for the highest grade point average. Anne-Marie was presented with her awards at the recent South Australia Branch annual conference.

A new South Australia Branch award was announced at the recent conference to be known as the EFM Innovation and Excellence Award. This new and important award aims to encourage people to write up their own work, foster awareness of innovative ideas and concepts that lead to excellence in health management service delivery, and promote discussion and learning among health service management practitioners.

Mr Alan McLean, Manager, Clinical Quality and Safety, SA Ambulance was the winner of the 2010 David Southern Merit Award for his work on developing a pandemic influenza plan for the SA Ambulance Service.

Telstra, HESTA and Spotless have been long-time sponsors of the South Australia Branch and their generous and ongoing support is recognised and acknowledged. The Branch is pleased to have a new sponsor – EFM Gyms – an organisation that provides affordable and personal training in many of our members' work places.

The South Australia 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 increase our local membership.

Kae Martin AFCHSM
President, South Australian Branch

Branches in Review

Tasmania

Our Branch has had a small increase in membership while maintaining a balance of gender and representation from the public, private and voluntary sectors, including from various fields ranging from hospital management, aged care, management of health professionals and ambulance services to health planning and health consulting.

We welcome the following new members to the Tasmanian Branch:

Existing members Julie Tate (relocated from Victoria), Dianne Aldious (relocated from Queensland) and Kieran McDonald, Suzanne Pohlner, Dr Stella Stevens and Graduate Management Trainees: Sophia Avery, Tracy Richardson, Michelle Robinson, Mark Willoughby, Heather Stokes, Mark Wakefield, Caitlin Brain, Melissa Kim.

Branch Council has held regular meetings to report back on Board initiatives and plan the Branch activities.

- The major event this year was the Combined College and Associations Conference held on 21 and 22 July 2010 and we were delighted to have the CEO Daryl Sadgrove attend and also participate as a discussion panel member. ACHSM Tasmanian Branch members were offered free registration for this event. I would particularly like to thank Richard Sadek, Lee McGovern, Anne-Marie Stranger, Elizabeth Shannon and Lyndon Walsh and the Graduate Management Trainees Claire Cunningham, Sarah Bowles, Jonathan Bugg and Lauren Dazeley for assisting in the organisation of the conference
- A particularly successful workshop on Engaging Leadership delivered by Beverly Amilo-Metcalf with good attendance including participants flying into Hobart from Victoria and South Australia
- Dinner with the CEO and Branch Councillors was also a highlight allowing for more in-depth conversations about the directions of the College.

The Branch remains in a healthy financial position following several successful workshops, lunch time forums and sponsored in-service education sessions which were well-attended by healthcare staff from all sectors. The Branch continues to support members attending the ACHSM Congress and this year supported a Graduate Management Trainee, Jonathan Bugg, to attend the Congress in Fremantle, Western Australia.

The ACHSM partnership with the Department of Health and Human Services (DHHS) and UTAS to deliver the Tasmanian Graduate Management Trainee Program achieved good results with 13 trainees participating over the two years and several of the trainees being offered permanent positions. An exciting milestone will be the first to graduate Jonathan Bugg in July 2011.

It is with great sadness that I report that DHHS has decided due to financial constraints to deliver the Graduate Management Trainee Program in house from next year. However, the Tasmanian Branch will continue to support the program through involvement in professional development activities and providing mentors for the trainees. I would like to thank the Victorian Branch and in particular David Webb for their continuing commitment to the trainee program, time and support of the Tasmanian Branch in making the program a success.

The Annual General Meeting was held later than usual on the 9th December 2010 due to the Presidents' major illness and unavailability of Councillors due to work commitments. Ken Campbell assumed the role of President with Elizabeth Shannon and Lee Mc Govern as Vice Presidents. Lyndon Walsh is taking a well earned break from the Registrars' role with Jonathan Bugg stepping into the role. We wish Lyndon all the best in his new endeavours and thank him for his long years of support in the Registrars' role.

I would like to thank the Branch Councillors for their support and guidance during my transition and in particular Anne-Marie Stranger for her capable stewardship and commitment during her years as President. As a small Branch the workload of the Council is high and we appreciate the on-going support from National Office staff.

Ken Campbell AFCHSM
President, Tasmania Branch

Victoria

As my second term of State Branch President comes to a close I've asked myself the question: is the College now in better shape? In considering this we must reflect on the changes that have occurred, not only at a State Branch level, but also at the National Office. The Victorian Branch State Council has in recent years continued to strengthen the value proposition for members and to stay relevant as a professional development network for leaders in health management. This has been delivered through offerings such as a comprehensive Professional Development Program, mentoring activities, support for Emerging Health Managers (EHM), extending the Management Residency Program, to mention a few.

On a local level we can look back over another successful year for the Victorian Branch of ACHSM. Professional Development activities continue to be a core offering of the Branch and there has been a lot of activity with continuation of the Breakfast Programs supported by our Major sponsor VHIA. A very successful annual conference on the theme of sustainability was supported by HESTA. The College is fortunate to stability in sponsorship and I thank all our sponsors for the benefit of this partnership.

The Mentoring Program continues to be attractive to membership with 14 active mentees and mentors paired. In 2011 the application of information and communication technology is enabling the Mentor Program to be piloted in rural and regional Victoria.

The future of the College to a large extent is dependent on our young and emerging leaders being active in the College. Victoria continues to have a very active Emerging Health Managers program which provides high quality professional development and networking opportunities, as well as a voice at State Branch Council meetings. I thank the EHM for this active support.

Relationships with the Victorian Department of Health continue to be strong. The College enjoys support at the highest level and I thank Fran Thorn, Secretary of the Department of Health for her active involvement in College activities once again in 2011. We appreciate this commitment.

Other highlights for the year have included the completion of the development of a web enabled competency self-assessment tool. Pending successful pilot in Victoria it is anticipated this will grow to become a National offering for College members to self assess competency against national competency standards.

Aligned with this work has been participation with La Trobe in a research project into competencies of Health Managers.

The Management Residency Program continues to undergo enhancement with the commencement of Billie Atanasova as the Manager of the Management Residency Programs and upgrade of the program of study now leading to the awarding of a degree at Masters level.

In concluding, I recognise the work of our office staff. David Webb has served the College so very well for almost 10 years. This year David has carried the additional role of taking on a National Portfolio in Business and Financial Development with great success. Di Dee Knight continues to provide strong administrative and program support and I also acknowledge and thank her contribution to the College.

Finally, I also acknowledge the support of the ACHSM Chief Executive Officer, Daryl Sadgrove. Daryl joined the College in turbulent times with the need for change to position and secure the College's future. In 12 short months there has been strong progress on a number of fronts and I'm confident that the College is now positioned for a strong future as the peak professional body for health managers in Australasia.

Simon Brewin FCHSM
Victorian Branch President

Branches in Review

Western Australia

In this report you will find that the Western Australia Branch continues to expand its scope and profile. The report will also give you an insight into the wide ranging work of the Western Australia Branch Council, our secretariat and its members.

Of particular interest are the changes to our governance structure with the financial management now being undertaken at national level. The support and commitment of all Branch Councillors' means the Western Australia Branch Council is in great shape and continues to seek new opportunities to deliver additional services and professional development programs. We farewelled Caroline Yates and Alain St Flour from Council in 2010 and welcomed Yasmin Naglazas and Chris McGowan who joined the Branch Council.

Board of Reference

The Western Australia Board of Reference, launched early last year under the leadership of Dr Neale Fong, brought together a reference group of outstanding past and present health care leaders. The Board of Reference continues to provide an unsurpassed opportunity to provide support, advice and guidance on the development of health and aged care leaders in WA and the promotion of the ACHSM as a leading voice in this area.

Professional Development Programs

One of the most important services ACHSM offers to our members and others is the opportunity for ongoing access to professional development. This may occur through College conducted Seminars, Workshops, Conferences or presentations. In 2010/2011 we have had many successful professional development programs. The Education Sub Committee have and continue to actively seek out opportunities to provide members with a broad range of speakers to meet their needs.

The ACHSM WA Health Policy Forums have continued throughout the year, taking the opportunity to provide timely information and debate with key speakers on the topical health leadership issues. The Health Policy Forums have been extremely well supported by ACHSM members and the wider health care industry.

The College national education program has provided further opportunity for members and non-members. These included national 'Road-Show' events such as the Beverley Alimo-Metcalf workshop, on Engaging Leadership: Creating Sustainable Change and Maximising Employee Potential and the Webinar seminars that are being increasingly attractive to our members both in rural and metropolitan areas.

Looking Forward in 2011/2012

The year ahead will continue to see many positive opportunities for the College to shape and influence health management and leadership in WA.

I wish to take this opportunity to thank all our members who remain committed to the College, fellow Councillors for their commitment to our code of ethics, particularly in the pursuit of knowledge, excellence in leadership and the support of your colleagues. In particular, I would like to thank Donelle Rivett, for her tireless and exceptional work as the Executive Officer for the Branch for the past two years.

Thelma Burnett BAppSC MHIthSc FCHSM
WA Branch President

International Report

New Zealand

4 September 2010, 4.35am. 22 February, 1.04pm. Two dates that will remain the focus of many in Canterbury and around the country. Our deepest sympathies go to our colleagues and their families in Canterbury, who have not only survived these two massive, destructive events, but who endure the ongoing seismic activity in the region.

The Canterbury earthquakes have been a strong feature on our economic landscape during the last quarter of 2010 and throughout 2011. While the year may have started with the best intentions – “better, sooner, more convenient health care” among them, these intentions have been somewhat overshadowed.

We should also acknowledge our colleagues in Queensland who endured significant flooding late last year/early this year, and the many stresses such an experience places on the health system in that state. Our thoughts are with you as you recover from that event.

The year for health managers, particularly those in the public health sector, has been fraught because of these factors and the ongoing drive by government to do more with less. For the New Zealand Institute of Health Management, we have had a busy year with some successes and some static ground. Among the successes has been the work with Workforce New Zealand and Health Minister Tony Ryall; the joint conference held late last year with Auckland District Health Board; an increased level of Branch activity around the country, with particular thanks to those involved in our newest Lakelands Branch. Membership of the Institute has, however, remained fairly static at around 130.

The single most significant focus for many of us has been the forthcoming Congress. We are excited about the program – with a wealth of health management expertise involved in presenting, making the opportunity to learn, share and network that much more valuable. The venue, particularly for those travelling, promises some exciting experiences too. Our efforts are presently focused on increasing registrations, both across New Zealand and internationally.

Peter F Reynolds AFCHSM
President NZIHM

Hong Kong

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

Our new College council members were elected and 14 new fellows were conferred in our 2010 Annual Conference, Annual General Meeting and Fellowship Conferment on 10 July 2010. During the Annual Conference, 4 panel speakers shared their insight and wisdom in the theme “Error-free System – Mission Impossible?”

During 2010/2011, the College invited various renowned speakers and organized 5 seminars on different fields for the College members. These interactive seminars provided an opportunity for the senior health executives/ top civil servants to share their professional experience and knowledge to our College members.

We believe “travel makes a man wiser”, as such we organised two overseas study tours including the hospital visits (one in Macau and another in Perth) and one local hospital visit in 2010. In April 2010, 10 of our college members went to Macau and visited the Hospital Conde S Januario and Clinics under Ministry of Health in Macau.

In July 2010, the Perth Study Tour from the National Congress of Australasian College of Health Service Management was organized. 30 members participated this study tour which is the largest group in recent years. The study group visited the St John of God Murdoch Hospital and the Fiona Stanley Hospital. Meanwhile, the study group also attended the forum organized by ACHSM and attended the 2010 National Congress fellowship conferment ceremony.

In September 2010, 17 college members joined a pre-opening site visit of the new block of the Prince of Wales Hospital. All participants responded the study tours/ visits are not just fruitful and educational but also giving a chance for them to explore new challenges on healthcare reform ahead.

On 12 Mar 2011, the College held a members’ night with the theme of “Meeting the Chiefs”. Around 60 members gathered in the function room of the Hong Kong Academy of Medicine and had a great chat with Dr Leung Pak Yin (Chief Executive of Hospital Authority) and Dr Lei Chin Ion (Director of Government of Macao SAR Health Bureau).

International Report

Same as previous years, the Education and Examination Committee of the College organized a study group for the Fellowship Examination. For year 2010/2011, 16 candidates joined this comprehensive study group and have participated in various case studies and journal presentation. The group has just completed their viva examination and will confer as Fellow in our coming Annual General Meeting that will be held on 30 July 2011. Looking ahead, the College will continue to focus on expanding our membership base, establishing on professional identity and developing structured fellowship training program.

Dr Hok-Cheung Ma

President of Hong Kong College of Health Service Executives (2010-2011)

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Income and Expenditure Statement for the year ended 31 March 2011

Consolidated – Federal Body and State Branches

	2011 \$	2010 \$
INCOME		
Membership Fees	633,251	635,177
Advertising & Sponsorship	138,450	437,992
Education Activities	554,806	499,315
Interest Earned	91,352	124,637
Sales	7,118	8,080
National Congress	419,402	443,410
Scholarships	764,629	504,183
Grants from Other Sources	488,356	468,590
Sundry Income	104	104
TOTAL INCOME	3,097,469	3,121,488
LESS EXPENDITURE		
Audit Fees	10,850	30,502
Bank & Government Charges	12,667	14,317
College Prizes	11,961	18,399
Consultants Fees	32,318	35,293
Congress Expenses	329,634	324,483
Depreciation	50,301	11,888
Educational Expenses	460,978	675,887
Functions	41,564	12,363
Distribution to Overseas Branches	17,933	17,374
Insurance	15,615	24,222
Legal Fees	0	53,862
Office Expenses	382,568	233,747
Publications, Newsletter, Subscriptions	15,789	55,711
Rent & Outgoing	31,740	39,673
Employment Expense	1,356,234	1,256,992
Scholarships	363,372	467,156
Traveling Expenses	48,627	108,247
TOTAL EXPENDITURE	3,182,150	3,380,116
NET SURPLUS FOR YEAR	(84,681)	(258,628)

Transferred to Accumulated Funds

Balance Sheet as at 31 March 2011

Consolidated – Federal Body and State Branches

	2011 \$	2010 \$
ACCUMULATED FUNDS	1,575,612	1,681,480
Represented by:		
FIXED ASSETS		
Office Equipment and Fitouts at Cost	333,379	343,165
Less Depreciation	-237,181	-200,261
Intangible Assets at Costs	176,165	0
Less Depreciation	-17,397	0
INVESTMENTS		
Term Deposits	1,270,022	1,516,778
Listed Shares	1,688	1,688
CURRENT ASSETS	881,270	816,853
Accrued Income	7,002	67,256
Debtors	585,352	204,826
Prepayments	27,192	42,384
Deposits	3,719	0
TOTAL ASSETS	3,031,210	2,792,689
LESS CURRENT LIABILITIES		
Creditors & Accruals	342,846	344,289
Income in Advance	971,257	664,454
Provisions	75,313	45,778
LESS NON CURRENT LIABILITIES		
Provisions	66,182	56,688
TOTAL LIABILITIES	1,455,598	1,111,209
NET ASSETS	1,575,612	1,681,480

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Profit and Loss Account for the year ended 31 March 2011

Consolidated – Federal Body and State Branches

	2011 \$	2010 \$
ACCUMULATED FUNDS		
Net Surplus for year	-84,681	-258,628
Accumulated funds at the start of the year	1,681,480	1,940,945
Adjustment to Prior Year Retained Earnings	-21,187	-837
Accumulated funds at the end of the year	1,575,612	1,681,480

Cash Flow Statement for the year ended 31 March 2011

Consolidated – Federal Body and State Branches

	2011 \$	2010 \$
CASH FLOW FROM OPERATING ACTIVITIES		
Receipts from Customers	3,006,117	2,996,851
Payments to Suppliers & Employees	-3,113,428	-2,931,906
Interest Income	91,352	124,637
Net Cash provided by operating activities	-15,959	189,582
CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of Investments	-246,756	-247,344
Purchase (sale) of Fixed Assets & Software	166,380	37,225
Net Cash used in Investing Activities	-80,377	-210,119
Net Increase (Decrease) in Cash held	64,417	-20,537
Cash at beginning of year	816,853	837,390
Cash at end of year	881,270	816,853
Reconciliation of Cash		
Cash on Hand and at Bank	881,270	816,853
	881,270	816,853
Reconciliation of Cash Flow from Operations to the Net Surplus		
Net Surplus & Transfer to reserves	-84,681	-258,628
Depreciation	50,301	118,88
(Increase) / Decrease in Debtors, Prepayments & Accruals	-308,799	72
Increase / (Decrease) in Creditors & Provisions	327,220	436,520
Cash Flow from Operations	-15,959	189,852

Independent Audit Report to the members of Australasian College of Health Service Management

Scope

We have audited the attached financial report, being a special purpose financial report of Australasian College of Health Service Management for the year ended 31 March 2011, 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:
 - giving a true and fair view of the College's financial position as at 31 March 2011 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1; and
 - complying with Accounting Standards to the extent described in Note 1 and the Corporations Regulations; and
2. Other mandatory professional reporting requirements to the extent described in Note 1

Alkemade & Associates

Certified Practising Accountants



Donald Alkemade

Melbourne

Date: 31st day of May 2011

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Auditor's Independence Declaration to Australasian College of Health Service Management

As lead auditor for the audit of Australasian College of Health Service Management, for the year ended 31 March, 2011, 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.



Donald K Alkemade

Registered Auditor 8040

Alkemade & Associates Pty Ltd

12th day of May 2011

Notes to the Financial Statements for the year ended 31 March 2011

Statement of Significant Accounting Policies

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

Principles of Consolidation

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

Inventories

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

Plant and Equipment

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

Depreciation

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

Investments

Non-current investments are measured on the cost basis. The carrying amount of non-current investments is reviewed annually by Directors to ensure it is not in excess of the recoverable amount of these investments. No other Australian Accounting Standards, Urgent Issues Group consensus Views or other authoritative pronouncements of the Australia Accounting Standards Board have been applied.

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

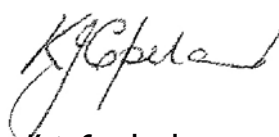
Director's Declaration

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

The Directors of the company declare that:

- The financial statements and notes, as set out on pages 30 to 34 present fairly the company's financial position as at 31 March 2011 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:



Kate Copeland
Director



Robert Grima
Director



Australasian College of Health Service Management

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