

Better leadership. Healthier communities.

**Australasian College of
Health Service Management**

69TH ANNUAL REPORT
2014–2015

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 2014–2015 Annual Report of the Australasian College of Health Service Management is a company limited by guarantee.

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ANNUAL GENERAL MEETING

This report was presented at the Annual General Meeting of the Australasian College of Health Service Management held on Tuesday 27 October 2015 at Sofitel on Collins, Melbourne Victoria, Australia.

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Governance

National Board

A/Assoc. Prof. John Rasa	FCHSM President
Assoc. Prof. Godfrey Isouard	FCHSM Vice President
Mr Graham Hyde	FCHSM (Hon) Treasurer
LTCOL Kerry Clifford	FCHSM Director
Ms Glynda Summers	FCHSM Director
Mr Mark Diamond	FCHSM Director
Ms Anne-Marie Stranger	FCHSM Director
Mr John Turner	FCHSM Director
Dr Neale Fong	FCHSM (Hon) Director
Dr Tim Smyth from August 2014	FCHSM Director
Maj Wendy McEwan	FCHSM Director
Ms Kate Copeland	FCHSM Immediate Past President

Invitee

Dr Hok Cheung Ma	FCHSM (President HKCHSE)
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Branch Presidents

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

Attendance at Board Meetings

Board Meetings were held via teleconference with two face to face meetings.

Our Team

Shared Services

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

New South Wales

Sharlene Chadwick	Executive Officer
Audrey Panetta	Office Manager
David Burt	Librarian

Queensland

Mike Knowles	Executive Officer
Debra O'brien	Events Coordinator

South Australia

Adrienne Copley	Executive Officer
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Tasmania

Jonathan Bugg	Registrar
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Victoria

Andrea Hutchinson	Executive Officer
Jane Docherty	Office Manager

Western Australia

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

International

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

President's Report



John Rasa
Adjunct Associate
Professor FCHSM
PRESIDENT

This past year was my third year as National President of the Australasian College of Service Management and I would like to thank all ACHSM members for their significant contribution to the College either on national level Committees or attending events or participating in the many State Branch level activities. In 2015 the College has performed well, strengthening our core services, increasing the quality of communications and increasing our membership. I am confident that the Board and the College are working together to achieve our strategic goal of having a sustainable and vibrant College through the support of our members and key partners.

The various reports included within the Annual Report detail the numerous activities of the College and its current status. I am particularly pleased to confirm that in the past year the College achieved the balanced financial results promised to our members last year. My thanks to the National Treasurer Graham Hyde and the Finance team, who have worked with Branch Treasurers and State Branch Councils to deliver this promising result.

A solid growth of 9.5% in ACHSM membership has been achieved over the past financial and my sincere thanks to our CEO, Catherine Chaffey and the whole ACHSM team for their tireless efforts throughout the year. In addition to actively promoting membership of the College, they have helped to strengthen the Branches, and provide an improved service to our members.

The Strategic Plan was reviewed by the Board in May this year leading to a revised vision of "Better Leadership. Healthier Communities" and a commitment to

our mission to "recognise, develop and support effective health leadership and management to deliver quality services and improve health and wellbeing".

Our goals remain clear:

1. Develop and support health leaders and managers.
2. Promote the profession of health and community leadership and management.
3. Ensure a sustainable and vibrant College for the future.

Over the coming few months the Board with the CEO will review the wider Strategic Plan and Implementation Plan in line with these streamlined objectives. As President, I want to see ACHSM continue to grow and be recognized as a College where emerging managers and leaders can see opportunities for professional development and important networking that will assist in their career development.

Kate Copeland as Chair of the Infrastructure and Member Committee is working to ensure not only that our membership continues to grow by adding value but that investments into long-term capital infrastructure are paying dividends. She is also leading a further project to lead a working group to consider our membership categories and whether they fully meet the needs of the 21st century health workforce.

As a platform for benchmarking our programs, the ACHSM Capability Framework is also undergoing a review to ensure it has currency and aligns and embraces other frameworks developed nationally and internationally. My thanks to our Vice-President and Chair of the National Education Committee Godfrey Isouard, who is leading this project and

President's Report (continued)

who continues to ensure our educational and learning offerings such as CPD, Mentoring and Fellowship continue to serve all members. The Universities and SHAPE continue to be important partners in this learning development process and we look forward to their continued support.

Increasingly the College is also looking to work with employers in the health system to deliver leadership and management education programs that are relevant to build a strong health workforce equipped to lead innovation and service improvement. Our fully reviewed Health Management Internship Program continues to develop leaders for the future in Victoria and NSW and this year, was successfully launched in Queensland.

In addition, an important new development for the College has been the ACHSM Governance Committee chaired by Tim Smyth who was invited to join the Board in mid 2015. Finally, I am pleased to advise that we sought Board representation to support our emerging health leader groups and have recently appointed Daniel Mahony, Chairman of the Future Health Leaders Network to the ACHSM Board.

My thanks also to David Briggs and the Editorial Committee of

the Asia Pacific Journal of Health Management, who are on track for producing three journal issues in 2015. Thank you to ACHSM and SHAPE members for their continued contribution to the College's research efforts and in building our overall management and leadership knowledge base.

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

In 2014, the College through its South Australian Branch, hosted the 2014 Asia-Pacific Annual Congress. Thanks to Kae Martin as Chair of the organizing committee, Adrienne Copley the SA Executive Officer, and all members of the Congress Committee for their tireless effort which made this congress a great success, attended by over 350 health managers and leaders.

I would like to acknowledge the Chair of our Awards Committee

and College Board member, Anne-Marie Stranger, whose committee deliberated over who will be awarded the Gold Medal, Honorary Fellowships and Life memberships of the College. The recipients are truly deserving of their awards and will be acknowledged at our Annual General Meeting to be held on 27 October 2015 in Melbourne.

The College's Fellowship Award is the highest level of membership within the College and recognises College member's ongoing commitment to learning and professional development in health service management. Over the past three years I have had the opportunity to participate in the fellowship examinations in Hong Kong with a large contingent of candidates. I would like to thank all the members of the Hong Kong College of Health Service Executives for their support for the fellowship candidates and their rigorous study program. In particular I would like to give special mention of the role of Dr Ma in organizing and facilitating the study program.

Participants from Australia and New Zealand undertook Fellowship examinations just prior to the Annual General Meeting in 2014 in Adelaide. My thanks to our Chief Examiner, Richard Baldwin, who was ably assisted by Alison McCann

from the National Office and Fellowship Coordinators in each of our Branches.

This year I would like to recognise the contribution of our Fellowship Coordinators. Special thanks to Kerry Clifford, (ACT), Linda Kurti and Christine Dennis (NSW), Anneke Fitzgerald and Frances Peart (QLD), Gary Day (SA), Helen Rizzoli and Peter Robertson (VIC), Trenton Greive and Thelma Burnett (WA), Jagpal Benipal (NZ), Dr Fowie Ng (HK); who gave their own time freely to the College in coordinating Fellowship Study Groups. In 2014, we had 18 successful candidates from Australia who sat for their Fellowship in 2014 and were presented with their Fellowship certificates and 14 successful candidates from Hong Kong.

I thank our sponsors for Congress 2015: Hesta Super Fund, Telstra Health, Department of Health and Human Services Victoria, Hardy Group International, PowerHouse Solutions, Medirest, University of New England, Roche Products, Polyflor, University of Technology of Sydney, Johnson & Johnson, Bureau of Health Information and Cognitive Institute. I also thank our Branch sponsors who have sponsored our PD events: Hesta Super Fund, Holman Webb Lawyers, UTS, EY, Hill-Rom, QUT, Government of South Australia,

Baxter and Bethesda Hospital, for their continued support of the College. I look forward to working with them to our mutual benefit.

I recognize the strong links with our ACHSM International Colleagues from New Zealand and Hong Kong, and look to continue to building and strengthening relations with colleagues in the region. I would like to particularly mention Wendy McEwan as New Zealand President of the NZ Institute of Health Service Management, who joined the Board in 2013 and has been a really active Director on the ACHSM Board and has worked tirelessly this year to support NZIHM growth, evident in the number of Fellowship candidates for the 2015 examination process. Also Dr Ma who continues to build a strong presence in professional development in health services as President of the Hong Kong College of Health Service Executives.

It has been a rewarding year as ACHSM President and I look forward to continuing to grow the College, not only in Australia but throughout the Asia Pacific Region.

Board Directors 2014–2015



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

President – Appointed to the Board: 2010

John is Chief Executive Officer of Networking Health Victoria and was heavily involved in the development of Medicare Locals and more recently Primary Health Networks in Victoria. John is a Director of the Latrobe Regional Hospital and chairs the Quality Committee.

John is also Director of the Australian Centre for Leadership Development and continues to be involved in clinical and health management leadership programs. John is on Victorian State Branch Council and participates in examining Fellowship candidates in Hong Kong and Australia.



Associate Professor Godfrey Isouard

BSc (UNSW), MHA (UNSW), PhD (UWS), MLE (Harvard), FCHSM, FACBS, AFAIM

Vice President – Appointed to the Board: 2009

Godfrey is Vice President Australasian College of Health Service Management (ACHSM) and Associate Professor of Health Management in the School of Health at the University of New England. He has a medical science and public health background, and over the past 20 years has held senior academic appointments, including positions of Head of School, Associate Dean and Provost. Prior to moving to academia, Godfrey held senior clinical and health service executive positions within NSW Health.

Godfrey is the Immediate Past President of the NSW ACHSM Branch Council and a member of the National Management Committee of the Society for Health Administration Programs in Education (SHAPE). He is currently Chair of the National ACHSM Education Committee, Foundation Member of the Editorial Advisory Board for the Asia Pacific Journal of Health Management, ACHSM Fellowship examiner, and Past President and Past National Secretary SHAPE. On NSW ACHSM State Branch Council he has served as President, Senior Vice President, Chair of various sub-committees including the Education Committee, Policy and Research Committee and State Conference Committees. He is also current Regional Network leader for Australasia/Asia Pacific region of the University Programs in Health Administration (AUPHA), the largest global Health Management Education professional association.

His research interests focus on leadership, evaluation and review of organisational performance, the health management workforce, and, quality and safety improvement. Over the past three years Godfrey and colleague Jo Martins have investigated the framework of competencies and skills for the management of systemic changes in the Australian health services, focussing on gaps in current MHM curricula. The findings of these investigations were presented at the recent AUPHA Conference in Miami, Florida.



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

Treasurer – Appointed to the Board: 2013

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

In 1991 he was appointed as District Manager of Bayside Health Service District, one of the Districts in the former Brisbane South. Graham retired from public health services in 2001 and established a Consultancy business specialising in Quality Management Systems, Health Service Management, Strategic Planning, Organisation Development and Financial Accounting services.

In the last 13 years he has reviewed Queensland Government and non-government services who receive Home and Community Care (HACC) funding, Queensland Department of Communities Child Safety and Disability Services funding, and organisations who are ISO AS/NZ 9001:2000 and AS/NZ 9001:2008 certified. Graham is also a Coordinator/Surveyor for the Australian Council on Healthcare Standards and surveys public and private health services across Australia.



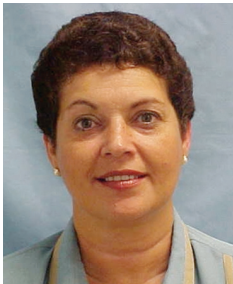
Lt Col Kerry Clifford FCHSM, FACN, RN, MHA, MPubPol, BA, Dip Admin (Nsg), CHIA, JP (Qual)

Director – Appointed to the Board: 2013

Kerry recently retired from the Australian Defence Force after more than 33 years of service in a number of different roles. Most significantly, he served since 1992 as a full time Nursing Officer of the Australian Regular Army. His military nursing experience encompassed emergency, trauma and retrieval specialties in deployable units before moving on promotion into command, project and management roles. His health management experience has included project, policy and capability development experience as well as primary health service, military hospital and Defence regional health leadership roles. His formal education in health management included Masters Degrees in health administration and public health.

He is a Fellow of the Australian College of Health Service Management and the Australian College of Nursing. He is also a member of the Australian College of Mental Health Nursing and a national committee member of the Australasian Military Medicine Association. He will be undertaking the Company Directors course through the Australian Institute of Company Directors in late 2015 with a view to continuing to support veteran health and welfare.

Board Directors 2014–2015 (continued)



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

Director – Appointed to the Board: 2012

Glynda is the Executive Director of Nursing Midwifery and eHealth (EDONMe) for the Cairns and Hinterland Hospital and Health Service (CHHHS). Prior to taking up this position in February 2003 she was the Executive Director of Nursing Midwifery at Redcliffe/Caboolture District Hospital in Brisbane and has been relieving in senior and executive positions in Queensland Health around the State including: Acting Director of Nursing – Rockhampton Base Hospital, Acting District Manager – Fraser Coast Health Service District, Acting District Manager – Tablelands Health Service District, Senior Project Officer – Capital Works and Acting Director of Nursing – Caboolture Hospital, Redcliffe Caboolture Health Service District.

Glynda returned to her substantive role of CHHHS EDONMe in 2014 after three and a half years as Clinical Advisor and Clinical Lead for the ieMR project for Queensland Health.

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



Mr Mark Diamond FCHSM, BA BSW

Director – Appointed to the Board: 2010

Mark has in excess of 30 years management experience in the health, community and aged care services in four state and territory jurisdictions in Australia. Mark has worked in both metropolitan and rural mainstream health environments as well as leading significant reforms in the mental health sector in South Australia. Mark is now responsible for the provision of residential and community aged care services throughout the Northern Territory, including in some of the most remote and isolated locations in Australia.

Mark first joined the College in 1997 and is currently the Vice President SA Branch (since 2010).



Ms Anne-Marie Stranger

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

Appointed to the Board: 2004

Anne-Marie is currently Executive Manager Tasmanian Health Service. She has extensive experience in the public health sector both in Australia and overseas having held clinical, senior and executive management positions. She has also held various lecturing posts and represented her employers on several national committees and working parties. Anne-Marie has a particular interest in governance, workforce management, advanced dispute resolution, mediation, change management, health service planning, health information management and health informatics. She has been a member of the College since 1985 and held executive positions with the College in Qld, NSW and currently Tasmania.



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

Director – Appointed to the Board: 2013

John has been Chief Executive of Bentleigh Bayside Community Health for the past 17 years. He has worked in healthcare administration in both South Australia and Victoria for nearly 50 years in city and rural hospitals, community health services and specialist medical institutions. John has been a member of the College since 1969, convenor of the Community Health CEO Special Interest Group for 11 years and a member of the Education and Seminar Committee. He is currently the Victorian State Branch President.



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

Appointed to the Board: 2011

Dr Fong has over 25 years' experience in medical, health care and aged care delivery and leadership roles. He is currently Chairman of Bethesda Hospital and Professor of Healthcare Leadership at Curtin University. He was Director General of the WA Department of Health and Chief Executive Officer of St John of God Health Care Subiaco. He currently consults through Australis Health Advisory to a number of key health clients in Australia.

Board Directors 2014–2015 (continued)



Dr Tim Smyth FCHSM MB BS LLB MBA

Independent Director – Appointed to the Board: 2014

Tim joined the Board in August 2014 as a Board appointed independent director. He is well known in the health sector having had a range of senior executive roles across hospitals, health services and the NSW Ministry of Health. Tim is a Special Counsel in corporate and commercial law with Holman Webb Lawyers, a Director of the Central and Eastern Sydney Primary Health Network and the Black Dog Institute and a management consultant.



Ms Kate Copeland FCHSM, BPhy BBus(HealthAdmin) GradCertHealthEcon

Immediate Past President – Appointed to the Board: 2001

Kate is currently Senior Director, Clinical Infrastructure, Health Infrastructure Branch, Queensland Department of Health and her role includes supporting hospital and health services in identifying clinical solutions to service needs, clinical design standards and guidelines, building performance evaluation and health technology replacement.



Wendy McEwan FCHSM, MInstD, MHSM, BHSc(Nursing)

Director ACHSM/President NZIHM – Appointed to the Board: 2014

Wendy is currently the Managing Director of the Health – Executive Development Group (H-EDG), an Organisation with the aim of providing readily available training for future health leaders and managers – through collaboration. Wendy has a clinical background in nursing and spent 20 years in the NZ Army as an All Arms Officer, where she specialised in the management of Health Units. During her tenure she completed Operational Tours to East Timor (INTERFET/UNTAET) and to the Middle East (UNTSO – Israel and Lebanon). She also completed an exchange with an armoured unit of the British Army. She has a Masters in Health Service Management, and completed her Fellowship in 2013. She is a member of the Institute of Directors and is due to complete her tenure as President of NZIHM in November of this year.



Board Invitee

Dr MA Hok-Cheung

MBBS(HK) MHA DCH(Lond) MRCP(UK) FRCP(Edin) FRCP(Lond) FHKCP FHKCCM FHKAM(Med) FHKAM(Com Med)
FCHSM FRACMA FHKCHSE

President Hong Kong College of Health Service Executives

Dr MA is currently the President of the Hong Kong College of Health Service Executives. He is also the Hospital Director of the Kiang Wu Hospital in Macau, a non-for-profit private hospital and the largest healthcare facility in terms of both number of beds as well as scope of services. He had been the Hospital Chief Executive of Caritas Medical Centre, Service Director (Human Resources) and Cluster Clinical Stream Coordinator (Medical) of the Kowloon West Cluster, Hong Kong Hospital Authority for six years before he retired in August last year. His previous positions also included the Hospital Chief Executive of the Ruttonjee and Tang Shiu Kin Hospitals as well as Hospital Chief Executive of the Chung Hom Kok Cheshire Home.

Besides his official capacity, Dr MA also serves as: Program Director of the Dual Fellowship Program of the Hong Kong College of Health Service Executives; Honorary Clinical Associate Professor of the Department of Community Medicine, University of Hong Kong; Part-time Lecturer of the Jockey Club School of Public Health and Primary Care, the Chinese University of Hong Kong and SPACE of University of Hong Kong; ex-Censor of the Administrative Medicine Subspecialty Board, Hong Kong College of Community Medicine. He is also a member of the Education Committee, CME Subcommittee and Training Centre Accreditation Subcommittee of the Hong Kong College of Community Medicine.

Chief Executive Officer's Report



Catherine Chaffey
CHIEF EXECUTIVE OFFICER

As reported elsewhere in this Annual Report, the College has delivered a sound financial result for the past financial year. This is directly attributable to a great team of people working at the College and all of the College members who give so generously of their time in Committees, Branch Council and the Board to ensure we provide and improve our services to all members. Thank you to all who have helped the College over the past year.

Last year I framed our challenge as being to retain the good initiatives and value in the College whilst continuing to build value for all members and the health community as a whole, based on solid business foundations. This challenge remains and is honed for the coming year to continue to grow our membership

as well as the information services, communications, connectivity and professional development opportunities expected of a 21st century professional body.

Over the past year we have endeavoured to ensure that the core programs such as Fellowship, Mentoring and the Health Management Internship Program continued to deliver professional advancement and development at all career stages. Grass roots programs in various Branches have seen emerging leader interest groups continue to flourish and enrich the life of the College.

The professional development and networking opportunities have definitely increased over the last year with more, and more diverse, events being conducted both face to face

and by webcasts in most Branches. It is somewhat of an understatement to say that health leaders and managers, as defined by the College membership, are very far from homogenous and I would be remiss if I did not say that stepping up to the challenge of “providing something for everyone” is not without some difficulties. I certainly hope that each and every one of you has seen an event or engaged in a professional development activity that met your professional needs this year. In addition we have conducted several regional events this year.

A real focus for the past year has been on the quality of our communications with you. Last year I noted the new *Health Leader* magazine that was launched in September 2014 with two additional issues sent to you since then. This appears to have been warmly welcomed by members generally as has the ongoing academic journal, the *Australasian Journal of Health Service Management*. In addition we have introduced the weekly bulletin email for members – with one quick click each week you can scan and see what events are coming up near you, what jobs are available around the country (and that’s a burgeoning

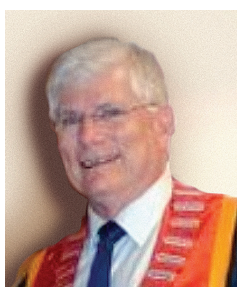
demand of benefit to all ACHSM members) and any quick news we think you might find of interest.

Over the past year I have continued to enjoy working with the staff and Branch Councils across the College. It is personally satisfying to work alongside people who truly care about the future of health leadership and the contribution our members make both to the health sector and the wider community. I continue to be astonished and thankful at how gracious and generous people have been with their knowledge, time and wisdom.

As you may be aware we have streamlined our vision statement and are looking to do the same for the Strategic Plan over the coming months. Another project for the near term is the review of our ACHSM Leadership and Management Capability Framework to benchmark it against new international and more recent national frameworks and platforms. This will inform our approach to a reintroduction of CPD requirements for membership and your capacity to point to your professional membership. I look forward to the coming year, growing your College and delivering great information, networking and events to enrich your careers.

National Treasurer's Report

2014–2015 Financial Year



Graham Hyde

FCHSM (Hon)
NATIONAL
TREASURER

It is my great pleasure to present the financial report for the year ended 30 June 2015. There are two reasons for the pleasure. Firstly we have achieved a small profit of \$202 from a turnover of \$2.9m and secondly the team efforts of National Office and each Branch to achieve the result. As mentioned in my last report we were hoping for a small profit or breakeven and collectively we have achieved a small profit.

The changes that have been made in 2013, 2014 and 2015 are now firmly embedded in our accounting framework. Although the profit is only \$202 this is an improvement of \$136,501 on the 2014 year. It is also interesting to note that if the non-cash items such a depreciation and employee provisions are discounted the profit for the year would have been \$142,154.

The results in detail

As you can see from the accounts

- 95% of our income is derived from:
 - Professional development events \$534,176;
 - Health Intern Programs conducted in NSW, Victoria and Queensland \$799,163;
 - Program grants \$436,702;

- Congress \$451,405; and
- Membership dues \$613,223.
- 84% of our expenditure is incurred from:
 - Employment costs \$1,361,117;
 - Information technology, marketing and office expenses \$216,680;
 - Cost of professional development events \$279,927;
 - Congress expenses \$240,640; and
 - The Health Intern Program \$414,045.

Income has increased by 6% over the previous year and expenditure by .009%. This has not come without an impost on our expenditure line and has meant that we maintained things as they were last year with the only new significant addition in expenditure being the publication of the magazine. Notwithstanding I believe the magazine has given added benefit to members and from all accounts has been very favourable received by members.

The results compared favourably to budget.

The balance sheet shows a slight increase in our equity over 2014 and it is hoped to increase the equity over the next two years.

Item	Budget	Actual	Variance
Income	\$2,929,558	\$2,975,479	\$45,921+
Expenditure	\$2,995,702	\$2,964,909	\$30,792-

Sponsorship

Sponsorship support to the Branches for the year was \$101,570 and for the National Congress \$151,383 – a total of \$252,953. This data is included in the professional development events and National Congress income in the audited accounts. We are very grateful to our various sponsors for their ongoing support without which we would have to increase costs to members.

Accounting framework

As mentioned in my last report our Open Disclosure Framework ensures each Branch and National Office are now provided with a comprehensive range of monthly financial data to assist in decision making. National Office and each Branch can see how they are performing against budget for their respective unit and the College as a whole. This year we built on the 'Data Analysis of Selected Costs Report' introduced in 2013/2014 and this now includes budgeted activity, income and expenditure and profit. This report covers three elements:

- Income expenditure and gross profit from professional development events. The expected

gross profit return expected from such events was budgeted at 50% and I am pleased to say we achieved 47% as a consolidated result which is an improvement of 6% on the previous year.

- Employment costs as a percentage of income. We budgeted for a 45% cost and we achieved a 45% cost. Ideally we would like this to be 42%.
- Total income expenditure and net profit.

The 2015/2016 budget process

The 2014/2015 year was our first attempt to involve Branches in the budget process and as mentioned in last year's report it proved a challenge for Branches as they did not have accurate financial data on which to make decisions and no access to financial data until such time as I took over as Treasurer. I am pleased to say the 2015/2016 process was much better. The Chief Executive Officer, Finance Manager and I drafted the initial budgets for each Branch and National Office and each Branch and National Office were given the opportunity to make comments and any proposed changes. The net result was that we now have a budget on

which all parties agree. The budget is conservative and does not allow for any new initiatives. It does allow for increased profit in professional development gross profit returns and expansion of the Health Intern program into Queensland.

As members will appreciate our main source of revenue is membership, professional development events, the congress and the health intern programs all of which we need to grow. Whilst three of these items increase each year our membership growth could certainly improve if we wish to achieve the future objectives of the College. It would be nice if each member made a commitment to 'get a member' for the 2015/2016 year.

Conclusion

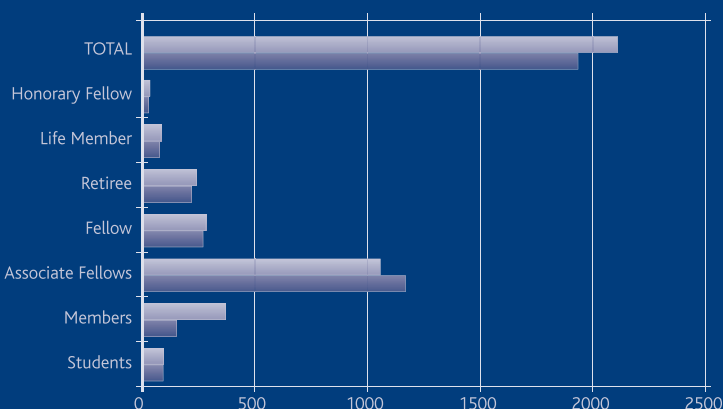
As stated this year we have continued to rebuild the finances of the College and the quality of monthly financial reporting. All Branch Treasurers are members of the Finance Committee along with the President, Chief Executive Officer and finance staff. I would like to thank all committee members for their support and their contribution to help and maintain our financial recovery process.

Membership Statistics

Membership growth

Growing the membership of the College was a key focus of the past year with notable success. This result bodes well for delivering on a key objective of 10% further growth in the coming year.

CATEGORY	As of 30 June 2014	As of 30 June 2015
Students	92	95
Members	141	377
Associate Fellows	1169	1060
Fellow	262	288
Retiree	202	219
Life Member	37	42
Honorary Fellow	28	31
TOTAL	1931	2112



Membership Categories

An initiative to make the College more accessible has led to a significant increase in the Member category of membership. Associate Fellow remains the largest contingent of members however this coming year will see further growth in the Fellowship category as we have our largest intake ever for the Fellowship examinations in October 2015.

■ As of 30 June 2015 ■ As of 30 June 2014

Branch Membership

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



Fellowship Graduates of 2014

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

From Australia

Terri Antonio

Dianne Bianchini

Julie Connell

Leanne Durrington

Prof Stephen Gatt

Tania Hobson

Jane Judd

Kieran McDonald

Debra Millist

Dr Douglas Morel

Greg Mundy

Jane Newcomb

Dr Charles Pain

Dominic Sandilands

Cindy Smith

Gowri Sriraman

Dr Ka Chun Tse

Margaret Way

From Hong Kong

Ms. CHAN Yuk Sim

Ms. TONG Chiu Hung Jennifer

Ms. CHAN Yin Ping Annie

Mr. CHOK Sik Chuen Daniel

Mr. FONG Ho Ching Jacky

Dr. TSE Chun Wai Martin

Ms. WU Ying Shi Inez

Mr. CHAN Chun Man, Raymond

Dr. MAK Siu King

Dr. NG Ming Yung Jocelyn

Dr. LI Hei Lim Felix

Mr. CHIU Tan Hoi, James

Mr. CHAN Ka Po Trevor



2014 Awards and Prizes



Gold Medal Winner

Gold Medal

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

Richard Baldwin, FCHSM



President John Rasa with Martin Bowles

Honorary Fellowship

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

Nominee's qualities include demonstration of the following:

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

This year Honorary Fellowships have been bestowed upon:

**Dr Brendan Murphy – Chief Executive Officer,
Austin Health**

Martin Bowles – Secretary, Department of Health Victoria

Life Membership

Life Membership to the College is an award and honour that is bestowed by the Board after a Branch Council nomination. Any Branch may nominate one member each year to be considered for the award of Life Member. The final decision is made by the Board of Directors and presentation is made to that member at the ACHSM Annual General Meeting. Retiree members are eligible for this award.

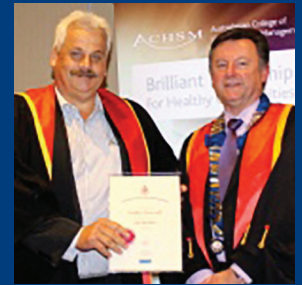
Congratulations to the Life Membership recipients for 2014:

Godfrey Isouard NSW

Geoff Tattersall SA

David Webb VIC

Stephen Duckett VIC



Academic Prizes

In 2014, the College offered awards for academic achievement and excellence in the study of health services management. Congratulations are extended to the following:

David Tremewen – La Trobe University

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

Elena Whippy – University of Western Sydney

Grace Suleau Prize – for the best grade point average in an undergraduate diploma course in health management

Antonietta Muscillo – University of Technology Sydney

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://www.achsm.org.au/members-services/awards--grants/>

ACHSM Programs

NSW Health Graduate Health Management Program (GHMP) 2014–15

Highlights:

- 18 trainees completed the GHMP at the end of 2014
- 17 of the 18 graduating trainees are currently working with the NSW health sector; one is working for WA health
- Eight trainees continued into the second year of the GHMP in 2015
- Celebrating the 40th graduating cohort of the GHMP in 2015
- Graduation ceremony in conjunction with La Trobe University

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

The following placement organisations were involved in the GHMP during this period:

- Agency for Clinical Innovation
- Far West Local Health District

- Hunter New England Local Health District
- Illawarra Shoalhaven Local Health District
- Justice Health and Forensic Mental Health Network
- Mid North Coast Local Health District
- Ministry of Health
- Murrumbidgee Local Health District
- North Shore Ryde Local Health District
- Northern Sydney Local Health District
- St Vincent’s Health Network
- South Eastern Sydney Local Health District
- Sydney Children’s Hospital Network
- Western Sydney Local Health District



40th graduating cohort of the GHMP – May 2015



2015 second year GHMP trainees (absent: Ben Ferry)

ACHSM Health Management Internship Program (HMIP) 2015

During 2014, after extensive evaluation and consultation, the ACHSM redeveloped and launched the Health Management Internship Program. In 2015, Queensland commenced an intake to the HMIP as well as Victoria.

Key changes are the:

- option of accelerating an existing employee as an internal applicant to the HMIP
- development of four learning modules per year as part of the rigorous professional development
- development of an Emerging Leader Competency Framework specifically for this career phase
- inclusion of the Asia-Pacific Congress as part of the professional development component
- flexibility of choosing other professional development events for individual management interns to attend
- inclusion of College Fellows in the professional development component
- acceptance of candidates with an existing post-graduate degree in a health related field
- option of sourcing an alternate academic provider
- broadening the scope of organisations to include public, private and not-for-profit

Highlights:

- 125 applicants for the 2015 intake
- 25 were short-listed to progress to Skills Assessment
- 18 were then short-listed to progress to formal interviews with placement organisations
- 12 management interns commenced at the start of 2015; one of whom identifies as being Aboriginal and Torres Strait Islander
- three management interns are internal applicants to their existing organisation



2015 first year HMIP Management Interns

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

The following placement organisations were involved in the HMIP for 2015:

- Activity Based Funding (ABF) Taskforce
- Agency for Clinical Innovation
- Ambulance NSW
- Justice Health and Forensic Mental Health Network
- South Eastern Sydney Local Health District
- Sydney Children's Hospital Network
- Western Sydney Local Health District

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

Sharlene Chadwick JP
Executive Officer, NSW

ACHSM Programs (continued)

VIC Health Management Intern Program Summary Report 2014–15

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 program, management interns (interns) are exposed to a variety of different workplace and educational opportunities. Interns complete three key components during the HMIP:

- I. Experiential workplace learning
- II. Master of Health Administration
- III. Professional development.

The College has a history of attracting graduates from diverse backgrounds and in 2014, the recruitment process for the 2015 program was very competitive with 56 applications received. At the conclusion of the rigorous selection process, seven Interns were selected and along with the existing (now second year) interns, which made for a total of 14 interns for 2015. Fields from which the successful 2015 and 2014 interns originated from included: nursing, allied health, health information, law, public health and pharmacy.

In the Victorian program, interns undertake four, six-month placement rotations in full time, paid employment across a range of relevant organisations. While there is no set format for placements and occasionally placements may be extended, interns usually complete:

- Two health service placements
- One Department of Health and Human Services placement
- One additional placement. This could be at another health service, a consulting firm, peak body, other not-for-profit or similar organisation in the health sector.

The organisations that have offered full time 'experiential workplace learnings' for the interns from July 2014 to June 2015 include:

- Alfred Health
- Austin Health



The 2015 first and second year HMIP orientation day – site visit to ISIS Primary Care Ltd – January 2015

- Bairnsdale Regional Health Service
- Ballarat Health Service
- Barwon Health
- Bendigo Health
- Cabrini Health
- Central Bayside Community Health
- Department of Health and Human Services (Vic)
- East Grampians Health Service (EGHS)
- Health Purchasing Victoria
- ISIS Primary Care
- KPMG
- Ernst & Young
- Aspex Consulting
- Melbourne Health
- Monash Health
- Northern Health
- Orbost Regional Health
- St Vincent's Hospital (Melbourne)

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

Andrea Hutchinson
Executive Officer, VIC

QLD Health Management Intern Program Summary Report 2014–15

After numerous years, the HMIP was re-introduced into Queensland at the beginning of 2015. The program consists of a two year internship involving four six monthly rotations through different departments, an internal Professional Development Program organised by the College whilst completing a Masters of Health Management Degree by distance education.

The Queensland recruitment process for 2015 began in September 2014 by mainly targeting the CEOs of the 16 Queensland Hospital and Health Services. It was felt that currently employed, aspiring health managers would be the prime target as the salary of such persons was already covered and the other financial components are the educational fees charged by the College and for the Masters of Health Management Degree.

The 2015 Queensland Internship program started with eight interns – 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. At the end of first semester/rotation, all interns have worked well and achieved better than average results all round. They are currently moving into their second rotation which will take them to the end of their first year.

We are now recruiting for the 2016 intake and would like to see participation from the private sector as well as more involvement from the HHSs.

This internship is an ideal way of recognising talented individuals who will benefit by involvement in the accelerated training program. It is an ideal way of boosting the middle management of healthcare in Queensland. Further information can be obtained from the ACHSM website at www.achsm.org.au or by contacting Mike Knowles at the Queensland Branch.

Mike Knowles
Executive Officer, QLD



From Left: Sinead Taylor, Amie Raymond, Coralie Scott, Billy Bragg, Megan Lochrin, (Seminar Presenter: Kerri Allwood) Chantal Casey, Craig Kennedy and Carmen Francis

ACHSM Programs (continued)

Health Planning and Management Library

The Library is pleased to announce that the library funding has been renewed by Health Infrastructure New South Wales to 30 June 2016.

Health Planning and Management Library

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

Services to Health Infrastructure (HI)

This year the Library has continued to build up a very strong working relationship with HI and their key people, with a number of meetings held throughout the year. HI has been using the library services: the online journals, the Library Bulletin and requesting journal articles and requesting specialised research.

The library services being provided are well acknowledged and praised.

Key HI service activities at a glance: 2014–15

Literature searches performed:	11
Journal articles provided:	25
Book loans:	13

Services to College members

The services included:

- Monthly Library Bulletins of recent journal articles, reports, new books and new websites – email and available on the College website.
- Reading Lists cover topics of interest to members. These lists are reviewed and updated when needed – available on the College website.
- An adaptation of the Library Bulletin is included in the College journal, *The Asia Pacific Journal of Health Management*.
- Research – members have taken advantage of the free two hours research offer.
- In-depth research (research taking more than four hours) was also undertaken at the request of members.
- Online access to major databases and journals.
 - Health Business™ Elite – contains full-text content for nearly 600 journals.
 - Health Policy Reference Center – offers indexing for more than 400 publications, including journals, monographs, magazines, and trade publications, all directly dealing with health policy and closely aligned topics.
 - MEDLINE Complete – contains the full text for more than 1,940 journals.

- Health Management™ – covers over 850 key journals with over 4,500 doctoral dissertations and theses.
- The Informit Health Collection – with a focus on Australian contents it covers a range of subjects within a health context including therapeutic, diagnostic and preventative health, mental health, complementary therapies, and health services management. This full text collection contains journals, books, conference proceedings and reports.

Key membership service activities at a glance: 2014–15

Literature searches performed:	27
Journal articles provided:	336
Book loans:	12

Services to the health community

The Library Bulletin is sent to a large number of non-members: health libraries, architects, engineering firms and private health organisations. This is generally followed by articles requests.

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

Website

Library publications continue to be available from the ACHSM website.

Key achievements in 2014–15

- Securing Health Infrastructure funding for 2015–16.
- Coordination of the Library relocation to the Gladesville site.
- Setting up of Library Reference Group (LRG).
- Commenced adding library content on the National Library of Australia, Libraries Australia Database to increase visibility of library, content and services.
- Commencement of production management handover of APJHM.

Overall key Library service activities at a glance: 2014–15

Literature searches performed:	38
Journal articles provided:	991
Book loans:	38
New items added into Library Management System (LMS):	204
Major articles covered in Library Bulletins:	544

Branches in Review

Australian Capital Territory

The ACT Branch would like to formally acknowledge the kind sponsorship support of HESTA during the year. Our new Client Relationship Manager, Peter Murphy, has been able to attend all our events this year.

The ACT Branch membership has been stable through 2014–15 with new members replacing those who have chosen not to renew their membership or have relocated interstate.

The very small ACT Council of 2013–14 expanded after a general meeting in April 2014. The newly elected councillors have been energetic and focussed on providing the ACT membership with an attractive Professional Development Program, working toward a return to a considered and stable financial position, and providing a constructive contribution to the national magazine program. The Branch Council has been supported by ACHSM Fellow Kerry Clifford, who represents the ACT on the National Board and provides excellent feedback to the local councillors.

The ACT Annual Members meeting was held on 27 August at Canberra Hospital. CEO Catherine Chaffey addressed the meeting to provide an overview of ACHSM activities during 2014–15, and insight into future directions.

Professional Development Program

Our core business remains the provision of the Professional Development Program. This year we have held five breakfast forums with varied attendance. For the last two breakfast forums we elected to change venue and caterer in order to contain costs. To date feedback has been positive and we hope this will continue for the remainder of 2015. The Annual Congress recurrently provides an avenue for professional development for many ACT members.

Mentoring Program

Our Branch continues to support the ACHSM Mentoring Program. This year we have three mentees but have struggled to attract suitable mentors. The program will be starting shortly.

Fellowship Study Program

The ACT has three members undertaking the Fellowship program this year: Jennie Gordon, Sheila Holcombe and Lesley Dickens. The study group, capably led by Kerry Clifford, includes two candidates from NSW and one from India. Monthly teleconference link-ups are being held so all candidates have an opportunity to discuss the readings and current national and international trends.

Branch Council

2014–15 saw an invigorated ACT Branch Council with excellent attendance at monthly Branch Council meetings. The Branch has designated key responsibilities for the councillors and this has resulted in an inclusive active council.

Current Branch Council Members (as at 1 July 2015) are:

- Lesley Dickens – Branch President
- Kerry Clifford – Federal Council Director, Fellowship Program Coordinator
- Paul Dyer – Communications, Marketing, ACHSM Magazine Coordinator
- Keiran Gleeson – Treasurer
- Jennie Gordon – Education and Professional Development
- Tracy Muddle – Meeting venue
- Ian Bull
- George Georgiadis
- Jan Properjohn – Executive Officer and Secretariat

[Lesley Dickens](#) AFCHSM

Australian Capital Territory Branch President

Tasmania

The past year has been successful and productive for the ACHSM Tasmanian Branch as we continue through a period of change. The main focus of Branch activities has been on re-establishing and building capacity of the College within Tasmania.

In June the Branch held its first elections since December 2013. This led to all previous Councillors being successfully renominated. The newly confirmed Branch Councillors are: John Kirwan, Amanda Quealy, Richard Sadek, Julie Tate, Pip Leedham, David Nicholson, Anne-Marie Stranger, Assoc Prof Len Crocombe, Julie Crowe, Phil Edmondson, and Jonathan Bugg. I acknowledge the assistance of previous Branch President Grant Lennox who kindly acted as Returning Officer for the election.

A core objective of Branch Council remains to provide high quality professional development and networking opportunities for the health sector in Tasmania. During 2014–15 the Branch Council was pleased with the Professional Development Program. There was strong attendance from both ACHSM members and non-members and feedback from events was positive. I must also recognise HESTA Superannuation for their generous support of our events over the past year.

The Branch aims to provide events which are wide appealing, relevant and practical, and importantly which builds knowledge and capacity of health managers. Events held during this year include:

- Q&A session with the State Minister for Health
- Update on Tasmanian Health Reform and Mental Health Services Review
- Health Management Networking Session
- Emerging Health Leaders Forum
- Healthcare Accreditation panel discussion.

A priority is further developing our Professional Development Program over the next 12 months. The Branch will also seek to increase collaboration with other organisations. This will enable our members to access more quality events in a financially sustainable way. Plans are already underway to participate in the Tasmanian Health Conference in October, as well as host joint events

later in the year with the Australian Economics Society and Aged and Community Services Tasmania.

In 2015 the mentoring program was made available to Tasmanian members for the first time since re-establishing the Branch. This has generated lots of interest, with one mentee entering the program. The mentor program is unique benefit of ACHSM membership and Branch Council would like to acknowledge the mentors who assist with this initiative.

The role of membership based professional groups is changing. We must adapt to our members needs and expectations to ensure our College provides value and relevance. The Tasmanian Branch acknowledges the National Office and fellow State Branches for their efforts to strategically reposition the College over the past few years. This work has already had positive outcomes.

A key achievement was seeing the Branch increase its membership this year. While Tasmania does hold a smaller membership base, it is pleasing that we were able to retain and attract members in a challenging environment.

This year, the Branch was also pleased to have a local member, Kieran McDonald, successfully becoming a College Fellow. Congratulations to Kieran on this achievement. It is exciting to have a Tasmanian member joining the Fellowship program for the first time in many years.

Finally, I would like to acknowledge and thank all our members for their ongoing support. We are fortunate to have engaged local members who are interested in our College. It takes enormous effort to deliver a Professional Development Program, and it wouldn't be possible without our members and councillors who assist with organising, participating and attending events and activities.

It has been a rewarding year as President and I look forward to welcoming members, both new and old, at ACHSM events during the next 12 months.

John Kirwan AFCHSM
Tasmanian Branch President

Branches in Review

New South Wales

This year has been another eventful year, with the strengthening of our Professional Development offerings, the mentoring program and the launching of the Health Management Internship Program. There has been a range of vibrant speakers and events, including the successful Women in Health Leadership Symposium. We also relocated the Branch from its location of 23 years to new premises at Gladesville. The location provides for improved offices within close proximity of restaurants/cafes, easy access to public transport and of course some stunning views.

I would like to welcome onto NSW Branch Council Mary Potter Forbes and Anuj Saraogi as new Councillors and our HMIP representatives (second year interns), Nicole McGregor and Edmund Ng.

NSW Events

- Our core business remains the provision of the Professional Development. During the year in review, we held 18 professional development activities.
- In addition to the breakfasts, evening forums and workshops held throughout the period, a successful Women in Health Leadership Symposium was conducted with over 100 delegates present. Julie McCrossin was the MC for the day and the feedback was very positive.
- The Emerging Health Leaders group has conducted its inaugural event with Tracey McCosker, Chief Executive of NSW Pathology presenting. Two further events are planned for 2015 and the interest in these events is high. Ernst & Young are interested in sponsoring these events.

Mentoring

- The Mentoring Program has 47 participants this year, 22 mentors and 24 mentees.
- An Orientation breakfast was facilitated by Terry Clout and Mary Potter-Forbes, who are the Coordinators of the Program. Feedback from the session was again positive and mid-year evaluations have been distributed for further comment and suggestions for improvement.

Library

- The Library continues to offer members free access to the major journal database providers EBSCO, ProQuest and Informit, and a service providing free search to members as well as delivery of a monthly Library Bulletin. A Library Reference Group has been established and will focus on delivering value added services for our members.

Fellowship

- Congratulations to NSW Branch members Prof Stephen Duckett, Prof Stephen Gatt, Dr Charles Pain and Gowri Sriraman who successfully gained Fellowship of the College in 2014.

Thanks and acknowledgements

I would like to thank my fellow Councillors Paul Preobrajensky, Vice President, Matthew Noone, Honorary Treasurer, Godfrey Isouard, Board Representative and Immediate Past President, Councillors Lynette Bruce, Terry Clout, Emily Janov, Mary Potter Forbes, Nancye Piercy, Anuj Saraogi and GHMP representatives on Branch Council, Nicole McGregor and Edmund Ng, for their huge effort over the past 12 months.

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

Our sponsors are very important to the Branch's operations and I would like to take this opportunity to express our appreciation to all our sponsors for their ongoing support.

And finally on behalf of the NSW Branch Council I would like to thank the staff of the NSW Branch who continue to work hard and in collaboration with the Branch Council to deliver services to our members.

Adjunct Associate Professor Dominic Dawson FCHSM
New South Wales Branch President

Branches in Review

Queensland

This is my second year as President of Queensland Branch Council (QBC) and it has been one of mixed feelings. Whilst QBC has had a very successful year in our events program we have not been able to deliver on a professional development event in a regional area or made inroads into more comprehensively meeting the needs of the aged care sector. These remain objectives for the coming year for the Branch.

On behalf of QBC may I congratulate those successful in the 2014/2015 College Awards program all have proved to be very worthy recipients.

Our sponsors continue to play an important role in supporting our Branch. They assist in the delivery of many of our educational activities and without them we would have to charge higher fees for our educational activities. This year's sponsors have included: Hill-Rom, HESTA, QUT, Qsuper, Price Waterhouse Coopers (PwC), and GE Healthcare. It is a privilege to recognise our sponsors and we were able to do this in practical ways during the year.

Dominic Sandilands, Tania Hobson, Doug Morel and Julie Connell were awarded Fellowship by examination through the Queensland program: The National Board also awarded me Honorary Fellowship to acknowledge my contribution to the NSW and Queensland Health systems and to the College. I must admit I feel very honoured by the award. Gwenda Freeman and Anneke Fitzgerald have acted as Coordinators of the Queensland Fellowship program and we are grateful for their patience and hard work.

The national mentoring scheme was continued in 2014/2015 again managed intrastate by Queensland's Dr Dennis Campbell. The mentoring program is

continuing to provide support for 16 mentees in Queensland. Fourteen experienced college members are acting as mentors with some mentors taking on two mentees. This year, mentors have been required for those college members undertaking the Health Management Internship Program.

Our Continuing Professional Development (CPD) program seems to go from strength to strength and I am still amazed at the numbers attending the various events. I particularly wish to thank Mike Knowles who has worked very hard to develop a varied and diverse education program for members. Numbers for our events has been rewarding and the number of members and participants using the webcast facility is growing. The vast size of our State makes it impossible to have all attendees as part of the face to face presentations. I would like to thank Deb O'Brien for all her work behind the scenes and the many students who help at each event.

We did not pursue the development of an annual Business Plan as the National Board agreed to review the Strategic Plan which was done in May 2015 at the face to face Board meeting. An annual QBC plan will need to be developed in line with the National Plan in 2015/2016.

In January 2015 we introduced the Health Management Intern Program (HMIP) into Queensland. This program has been in place in Victoria and New South Wales for many years. Many of Australia's senior health executives have graduated from the Victorian and NSW Programs. We currently have eight interns participating in the programme: Amie Raymond, Coralie Scott and Billy Bragg from Townsville HHS; Sinead Taylor and Meagan Lochrin from Wide Bay HHS; Chantal Casey, Craig Kennedy and Carmen Francis from West Moreton HHS.

QBC is represented at the National Board level by Glynda Summers. Queensland's Kate Copeland is on the Board in her role as Immediate Past President, and I am also a member in my role of National Treasurer. The Board meets monthly. Ten meetings are by teleconference and two are face to face. The most significant issues managed this year have been: new vision and mission statements; review of the Strategic Plan; the oversighting of the preparations for 2015 Congress; the re-accreditation of some University Health Service courses; the establishment of a Governance Committee; the improved financial results for the 2014/2015 year; the relocation to new premises at a lower rental; improved marketing processes; a decision to review membership categories and admission processes; attendance at a governance session; the development of a Skills Matrix for Board Directors; and a decision to introduce the *Health Leader* magazine to improve communication with members.

In 2014/2015 the Branch was delighted to present two Australia Day Achievement Medallions: Dr Jeannette Young for 'Outstanding contribution to the management of public health issues in the state of Queensland, especially in the role of Chief Health Officer, Queensland Health', and Professor Allan Cripps for 'Outstanding and sustained contribution to the development and growth of education, learning and research for health professionals through Griffith University and a significant commitment and demonstrable leadership towards the integration and shared working and achievements of health service delivery organisations and university programs'.

It is very important that our members continue to see value in being a member of the College and in the

benefits associated therewith. As a membership-based and focussed organisation, its success can only come from within. Becoming actively involved will continue the success of the College and enhance your networking and professional development experiences.

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

Graham Hyde FCHSM (Hon)
Queensland Branch President



Dr Jeannette Young (left) and Professor Allan Cripps (right) receiving Australia Day Awards from Graham Hyde

Branches in Review

South Australia

Our year in review

The key objective of the SA Branch remains being recognised as a Branch that provides relevant, informative and high-quality professional development activities for members and supporters, with topics focusing on current trends and issues in the health and human service areas. Once again, it appears from the feedback received that we have achieved this over the last 12 months.

The Branch newsletter and occasional e-newsletters have continued to be distributed with the new-look format of the quarterly newsletter enabling us to identify the number of people accessing the newsletter and reading the various articles. Governance activities, professional development events and changes or new legislation affecting the health sector through the legal issues editorials continue as key articles.

Nineteen new members joined during the last 12 months despite an overall trend of declining membership and we hope these new members will support our activities.

Professional development

On **Thursday 24 August 2014**, Jeff Fiebig, ACH Group's Manager, Program Development and SA Branch member welcomed members and guests to hear about and tour the new ViTA facility co-located with Repatriation Hospital. ViTA is a new concept joining the health, aged care and education space. The driving forces are getting people better and back into their own homes and communities, providing links to community health

initiatives and reducing the demand for high-level health and care services in hospitals and aged care services.

September 2014 saw the SA Branch and the Northern Territory host the 2014 Asia-Pacific Congress that was judged as 'excellent' from the positive evaluations received from participants. 240 people from Asian countries, interstate and local jurisdictions heard an excellent number of keynote and invited speakers present on a range of topics. The congress dinner at the National Wine Centre highlighted the dancing ability of those present helped along with music from one of Adelaide's top bands.

The end-of-year event on **8 December 2014** drew a capacity crowd who heard Niki Vincent, CEO of the Leaders Institute of SA discuss 'adaptive leadership'. She explained technical problems can be resolved with authoritative expertise and through an organisation's current structures and procedures. Adaptive challenges are often more complex, involve multiple systems and can only be resolved through changes in people's priorities, beliefs, habits and loyalties.

The Hon. Jack Snelling, Minister for Health was the guest speaker at the breakfast event on **Thursday 5 March 2015** to discuss the 'transforming health' reforms. The Minister spoke briefly and a lengthy Q&A session followed from which came a range of interesting questions.

Personal reflections, real circumstances and practical 'take home' messages were presented by Cathy Miller, CE Minda Inc., Dr David Panter, CE Elderly Citizens Homes and Michael Hickinbotham, Managing Director of the Hickinbotham Group on **20 May 2015**.

Michael Hickinbotham outlined how he and his team worked on the things that “were in the company’s sphere of influence” in an environment of ruthless banks and declining state finances. This took ten years of hard work and the group is now the largest builder in South Australia, in the top ten in Australia and based only in Adelaide.

Cathy Miller spoke about the \$5million project Real lives, Real People – 42 projects in 10 streams – to transform Minda to a person-centred organisation. The project is continuing in an environment of ongoing challenges such as the increasing diverse population needing care.

David Panter explained that the organisation of which he had been CE for two months “is not broken” but at a critical point in its history and is now focused on independent living and the need for a “different way of thinking” after being a traditional aged care facility for 51 years.

Awards

The 2014 EFM Health Clubs Award for Innovation and Excellence was awarded to Amanda Shields and the team from the Multi-Disciplinary Ambulatory Consulting Service (MACS) at Royal Adelaide Hospital. MACS is an outpatient service developed specifically to support the needs of patients with multi-morbidity and complex care needs, with the aim of improving care coordination, reducing hospital admissions and optimising patient health and wellbeing.

The inaugural Branch ‘celebrating health management awards’ were presented at the annual dinner. Winners were Trudy Sutton, General Manager, Residential Services, ACH Group (executive/senior manager award) and Anne Price, Executive Officer/Director of Nursing, Country Health SA (emerging leader award).

The SA Branch continues its long association with the Health Management Unit at Flinders University and was pleased to host the presentation of the 2014 annual health management prizes at the annual conference on **Friday 31 July 2015**.

In conclusion

The Branch is indebted to its local sponsors Telstra, HESTA, Spotless, Finlaysons, Smith & Nephew and EFM Health Clubs whose generous support is acknowledged. SA Health continued its support of the annual conference and this year we were grateful to receive sponsorship from Ernst & Young as the platinum sponsor.

The SA Branch Council looks forward to the next 12 months where our focus will be on seeking and providing the professional development activities requested by members.

Kay Martin FCHSM

South Australia Branch President

Branches in Review

Western Australia

It's been a very full year for the WA State Branch. Council completely overhauled its education offerings and were able to launch a full calendar for 2015 well in advance of the calendar year actually commencing, thus giving people plenty of time to plan to attend. Attendances have been magnificent.

The College exists to assist all of the health sectors' leaders to grow and learn and aspire to even better outcomes for their organisations, staff, clients and patients.

Very senior leaders and managers in all of the various health sectors have been very supportive and generous in giving their time and talent to the College. These leaders have shown they support the College's important work by their personal involvement and the Council thanks them greatly.

Support from sponsoring organisations has also been well received. Long time supporter HESTA and many groups who supported the inaugural State Conference day are particularly to be thanked. These include: Ramsay Health Care, St John of God Healthcare, Ernst & Young, Bethesda Health Care, Paxon Group, Aurora, HBF, AIM, the Institute for Health Leadership and Cerner. Without their financial and in-kind support the costs of our programs would have to be much higher.

This year we introduced the more intimate Cuppa With the Chief series and this was taken up very enthusiastically. The State Conference was also a major success and given extra prestige with the opening address being given by the Premier of WA, where he recognised the extreme importance of leaders in health care. Having over 230 people attend augers well for maintaining the momentum in increasing the professionalisation of health care management and leadership.

The successful completion of Fellowship of the College by Learne Durrington, Diane Bianchini and Jane Newcomb was a great outcome along with a very successful national congress in Adelaide this year. Currently we have record six candidates preparing for fellowship exams later in the year.

The continuing support of both the Ministers of Health and Mental Health and the Acting Director General of the

Department of Health has been much appreciated. The Board of Reference has also been a good support.

The membership of our State Branch Council attempts to cover the breadth of leaders and managers from the entire WA health sector. We welcomed three new councillors this year in Karen Bradley, Diane Bianchini and Chris Hanna and their work has been very appreciated. We farewell this year long standing fellows and councillors in Colin Xanthis and Philip Aylward. They have been stalwarts of the College over many years and have left a significant legacy. Thank you both.

The Branch continues to face real challenges over the next few years in remaining relevant as an organisation which can impact individuals' growth and development as well as impact the wider system through a policy and advocacy role. This year we have financially been very successful and we look forward to that continuing.

The College is about its members, associates and fellows and we are keen to provide support, networking and learning opportunities in innovative ways. The power of networking with each other in growing as leaders should not be underestimated.

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

Dr Neale Fong FCHSM (Hon)
Western Australia Branch President

Victoria

Over the past 12 months the Victorian Branch has overseen a busy calendar of events, providing its members and the Victorian broader health community with a number of different professional development and networking opportunities.

Some of the highlights from the 2014–15 calendar included the continuation of the Leadership Series Symposiums. The July 2014 Symposium was titled 'Women in Health Leadership Roles' and covered a broad range of topics including workplace culture, gender stereotypes, role flexibility, as well as personal and professional development. Around 140 delegates attended and the College's own CEO, Catherine Chaffey, chaired the event which was held at NAB Health – 700 Bourke Street. The Victorian Branch would like to thank our sponsors, NAB Health, VHIA, the Australian Academy of Clinical Leadership and HESTA for their generous support.

The third Leadership Series Symposium was held on 15 May 2015 and focused on IT – Healthcare and Technology. The Symposium provided delegates with information about delivering innovation in a non-agile world, cloud sourcing techniques to solve problems, the use of social media, the use of technology at the coal face, how to engage with new technologies and how to bring this into the workplace. The Symposium was again held at NAB Health and was well attended. The Victorian Branch would like to thank our sponsors, NAB Health Mercury, Data Agility, and HESTA for their generous support of this event.

The Victorian Branch continued to hold a number of successful and well patronised Breakfast Forum events, with a number of different speakers presenting for the college. Some of the highlights included presentations from Dr Brendan Murphy, Chief Executive Officer Austin Health and Alan Lilly, Chief Executive Officer Eastern Health in late 2014. The first Breakfast Forum of 2015 was held on 27 February 2015 was one of Victoria's most successful breakfast events, with over 100 attendees. The forum featured Martin Bowles, PSM as the Key Note Speaker who spoke on 'The Future of the Health System – a Commonwealth View'. Following on from that event was another well attended Breakfast Forum where

Dr Stephen Duckett, Director of the Health Program at the Grattan Institute presented. Stephen gave an extremely interesting and engaging presentation.

The popular CEO Luncheons have returned to the Victorian calendar for 2015, with the first luncheon focused on the aged care sector taking place in April 2015. Two further luncheons for 2015 are also planned and these are supported by NAB Health.

I would like to thank both Helen Rizzoli and Peter Robertson for their contribution to the Fellowship program. In 2014, seven successful candidates attained their Fellowship in Victoria and in 2015, six candidates are preparing for exams in late 2015.

I would like to thank the members of the two Symposium Working Groups, as well as the State Branch Council and members of the Education Committee for all their hard work and assistance over the past 12 months.

The Emerging Health Managers (EHM) Special Interest Group (SIG) has been reinvigorated this year with an extremely full calendar of events. The EHM SIG have secured many senior leaders from the health sector who have kindly donated their time to present. Presenters have included Andrew Way, CEO Alfred Health, who presented on 'Power, Conflict And Negotiation: Lessons For Emerging Managers', Nick Bush, Chief Executive, East Grampians Health Service who spoke about his leadership journey to becoming a Chief Executive. David Nowell, Executive Director, Epworth Freemasons presented on 'The Great Flood: Evacuation of a Tertiary Hospital'. I would like to thank the members of the EHM SIG for their hard work this year and in particular Fiona Sherwin.

Finally, I would like to thank the Victorian Executive Officers, Billie Atanasova and Andrea Hutchinson, as well as our Events/Office Manager, Jane Docherty for their work in overseeing the running of the Victorian office and the calendar of events more broadly.

John Turner FCHSM
Victoria Branch President

Branches in Review

New Zealand

NZIHM continues to have its core set of committed individuals and enthusiastic members, however membership itself has not had any growth over the last few years which remains of concern to the Council. The Auckland and Lakes (Rotorua) branches continue to see the most activity while the Christchurch and Wellington branches have had little activity during this period.

The new NZIHM website went live in late July 14 as expected and provides an enhancement to current linkages with the ACHSM website.

The Health Management Internship Programme (HMIPNZ) has now been stood up and immediately garnered significant interest from interns of all backgrounds. The financial backing from HWNZ though looking very positive initially has not yet eventuated due to their own internal direction to cut back on all costs. This is still however being pursued as it has had a direct impact on the public sector's ability to take up the programme. Regardless the programme is up and running with clients from other parts of the sector. The greatest benefit to NZIHM from this programme is that it offers a much needed second stream of income which will be used for the direct benefit of members. Additionally, it provides a source to increased membership.

Unfortunately NZIHM was not able to go forward with its planned Health Leaders 2015 Conference in Christchurch due to a lack of registrations and sponsorship during

the initial period and a lack of reserves to cover any subsequent losses. Moving forward NZIHM will look for other collaborations offering low financial risk.

NZIHM did not obtain any new Fellows in this period, however is making up for this currently with a record intake for 2015/2016 period.

A review of NZIHM was undertaken during the February/March period of this year by the current president as part of her resettlement period after leaving the NZ Army. This review brought to light a number of issues around NZIHM Governance that are now being addressed.

Looking forward, NZIHM remains keen to reinvigorate its Branch activities but is cognisant of the fact that this relies on recruiting very keen regional champions or funding an Event Coordinator. The positive outlook is that the new income stream will improve NZIHM's financial position to enable the support of this.

Finally, again we acknowledge that the NZIHM/ACHSM relationship remains central to our forward progress and to ensure we can meet the current and future local, national and global challenges in health management and leadership.

Wendy McEwan FCHSM
NZIHM President

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

NZ Maori proverb

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

Hong Kong

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

Our new College Council was elected with 14 new Fellows conferred in our 2014 Regional Conference cum Annual General Meeting and Fellowship Conferment on 26 July 2014. During the Regional Conference, seven panel speakers shared their insight and wisdom on the theme “Healthcare for All”.

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

In collaboration with the Health Bureau, the Government of Macau Special Administrative Region, PRC, the Hong Kong College had organized the first Healthcare Managers Training Program for the healthcare executives of Macau since 2013. This Training Program had just been completed in May 2015.



In September 2014, a Hong Kong delegation under the name of the College was organized to attend the National Congress cum Fellowship Conferment of the Australasian College of Health Service Management at Adelaide, Australia. Around 30 Hong Kong delegates participated in this National Congress. All participants gave high regard to the Adelaide trip and treasured the opportunity to learn from overseas experience on healthcare reform.

On 17 April 2015, the College held the fifth Members' Night and also celebrated the 10th Anniversary of the Hong Kong College. More than 100 members gathered in the L-Hotel of Kwun Tong, Kowloon and had a great chat, good food and big fun among the new and old fellows of the College.

As with previous years, the Education and Examination Committee of the College organized a series of study group meetings for the Fellowship Examination candidates. For the year 2014/2015, 15 candidates joined this program and participated in various case studies and journal presentations. All candidates have passed their viva examination and were conferred as College Fellow in the Conferment Ceremony during the 2015 Annual General Meeting held on 25 July 2015.

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

Dr MA Hok-Cheung FCHSM
HKCHSE President

Financial Report

Australasian College of Health Service Management

INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 30 JUNE 2015		
CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES		
	2015	2014
	\$	\$
INCOME		
Membership Fees	613,223	602,308
Advertising and Sponsorship	76,014	61,091
Education Activities	534,176	409,177
Interest Earned	33,044	32,558
Sales	8,132	4,284
National Congress	451,405	404,327
Trainee Management Programs	799,163	604,182
Program Grants	436,702	694,715
Sundry Income	23,622	(212)
TOTAL INCOME	2,975,479	2,812,430
LESS EXPENDITURE		
Audit Fees	10,213	8,155
Bank and Government Charges	19,785	17,214
College Prizes	3,661	2,631
Consultants Fees	5,065	0
Congress General Expenses	240,640	222,896
Depreciation	90,543	117,128
Educational Expenses	279,927	303,775
Functions	14,811	11,796
Distribution to Overseas Branches	5,008	11,719
Insurance	17,394	15,825
Legal Fees	4,050	3,603
Information Technology, Marketing and Office Expenses	216,680	229,844
Publications, Newsletter, Subscriptions	132,611	66,538
Rent and Outgoing	112,402	80,163
Employment Expense	1,361,117	1,240,124
Program General Expenses	119,914	110,431
Trainee Management Scholarships	294,131	442,441
Travelling Expenses	47,327	64,454
TOTAL EXPENDITURE	2,975,277	2,948,738
NET SURPLUS FOR YEAR	202	(136,308)

BALANCE SHEET AS AT 30 JUNE 2015

CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES

	2015 \$	2014 \$
ACCUMULATED FUNDS	344,695	344,493
Represented by:		
FIXED ASSETS		
Office Equipment and Fitouts at Cost	129,605	384,712
Less Depreciation	(98,048)	(343,708)
Intangible Assets at Costs	334,092	425,938
Less Depreciation	(240,887)	(265,429)
INVESTMENTS		
Term Deposits	922,056	700,000
Listed Shares	1,688	1,688
CURRENT ASSETS		
Cash	392,282	556,717
Accrued Income	9,210	13,276
Debtors	226,322	358,311
Prepayments	127,156	85,900
Deposits	24,674	12,416
TOTAL ASSETS	1,828,148	1,929,820
LESS CURRENT LIABILITIES		
Creditors and Accruals	397,452	397,452
Income in Advance	1,068,465	1,068,465
Provisions	68,932	68,932
LESS NON CURRENT LIABILITIES		
Provisions	55,363	50,479
TOTAL LIABILITIES	1,483,454	1,585,328
NET ASSETS	344,695	344,493

STATEMENT OF CHANGES IN FINANCIAL POSITION 30 JUNE 2015

CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES

	2015 \$	2014 \$
ACCUMULATED FUNDS		
Net Surplus/(Deficit) for year	202	(136,308)
Accumulated funds at the start of the year	344,493	480,801
Adjustment to Prior Year Retained Earnings	0	0
Accumulated funds at the end of the year	344,695	344,493

Financial Report

Australasian College of Health Service Management

CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2015		
CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES		
	2015	2014
	\$	\$
CASH FLOW FROM OPERATING ACTIVITIES		
Receipts from Customers	2,786,153	2,885,226
Payments to Suppliers and Employees	(2,747,785)	(3,185,990)
Interest Income	33,044	32,558
Net Cash provided by operating activities	71,411	(268,207)
CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of Investments	(222,056)	(100,000)
Purchase (sale) of Fixed Assets and Software	(13,790)	(12,366)
Net Cash used in Investing Activities	(235,846)	(112,366)
Net Increase (Decrease) in Cash held	(164,435)	(380,573)
Cash at beginning of year	556,717	937,290
Cash at end of year	392,282	556,717
RECONCILIATION OF CASH		
Cash on Hand and at Bank	392,282	556,717
Cash on Hand and at Bank	392,282	556,717
RECONCILIATION OF CASH FLOW FROM OPERATIONS TO THE NET SURPLUS		
Net Surplus and Transfer to reserves	202	(136,308)
Depreciation	90,543	117,128
(Increase)/Decrease in Debtors, Prepayments and Accruals	82,541	(116,093)
Increase/(Decrease) in Creditors and Provisions	(101,875)	(132,934)
Cash Flow from Operations	71,411	(268,207)

Independent Audit Report

to the Australasian College of Health Service Management

Scope

We have audited the attached financial report, being a special purpose financial report of Australasian College of Health Service Management for the year ended 30 June 2015, as set out in the report. The Directors are responsible for the financial report and have determined that the accounting policies used and described in Note 1 are appropriate to meet the requirements of the Corporations Act 2001 and are appropriate to meet the needs of the members. We have conducted an independent audit of the financial report in order to express an opinion on it to the members of the College. No opinion is expressed as to whether the accounting policies used, and described in Note 1, are appropriate to the needs of the members.

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

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

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

Audit Opinion

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

1. the Corporations Act 2001, including:
 - (a) giving a true and fair view of the College's financial position as at 30 June 2015 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1; and
 - (b) complying with Accounting Standards to the extent described in Note 1 and the Corporations Regulations; and
2. Other mandatory professional reporting requirements to the extent described in Note 1

ALKEMADE & ASSOCIATES

Certified Practising Accountants



SAM MAROTTA

Registered Company Auditor 8799

ALKEMADE & ASSOCIATES

Auditor's Independent Declaration

To Australasian College of Health Service Management,

As lead auditor for the audit of Australasian College of Health Service Management for the year ended 30 June 2015, 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
Certified Practising Accountants

A handwritten signature in black ink, appearing to read 'SAM MAROTTA', written over a horizontal line.

SAM MAROTTA
Registered Company Auditor 8799
ALKEMADE & ASSOCIATES

Notes to the Financial Statements

for the year ended 30 June 2015

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.

Notes to the Financial Statements

for the year ended 30 June 2015

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:

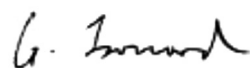
- The financial statements and notes, present fairly the company's financial position as at 30 June 2015 and its performance for the year ended on that date in accordance with the accounting policies described in the notes to the financial statements;
- In the Directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

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



John Rasa

Director



Godfrey Isouard

Director



Better leadership. Healthier communities.

Australasian College of Health Service Management

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