

Better leadership. Healthier communities.

**Australasian College of
Health Service Management**

70TH ANNUAL REPORT
2015–2016

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 2015–2016 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 25 October 2016 at Sofitel Brisbane Central, Brisbane, Queensland, 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 to Dec 2015	FCHSM Director
Ms Angela Magarry from Dec 2015	FCHSM Director
Ms Glynda Summers	FCHSM Director
Mr Mark Diamond	FCHSM Director
Ms Julie Tate	FCHSM Director
Mr John Turner	FCHSM Director
Dr Neale Fong	FCHSM (Hon) Director
Dr Tim Smyth	FCHSM Independent Director
Ms Jayanthi Mohanakrishnan	FCHSM Director
Ms Kate Copeland	FCHSM Immediate Past President

Invitee

Dr Hok Cheung Ma	FCHSM (President HKCHSE)
Mr Daniel Mahony	AFCHSM (Chair Future Health Leaders)

Branch Presidents

Ms Lesley Dickens	AFCHSM ACT
Dr Hok Cheung Ma	FCHSM Hong Kong
Mr Paul Preobrajensky	FCHSM NSW
Ms Jayanthi Mohanakrishnan	FCHSM, President NZIHM
Mr Graham Hyde	FCHSM (Hon) QLD
Mr Stuart Schneider	FCHSM SA
Mr John Kirwan	AFCHSM TAS
Ms Wendy Davis	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
Richa Apte	Membership Administrative Officer
Melissa McLennan	Congress & Events Manager
Robin Dosoruth	Marketing & Communications Manager
Lea Sugay	Administrative Officer
Rex Matthews	Finance & IT Manager
Sylvia Chin	Accountant
Rozena Ghany	Accountant

Australian Capital Territory

Jan Properjohn	Executive Officer
Rebecca Brynes	Branch Support Officer

New South Wales

Sharlene Chadwick	Executive Officer
Kate Watson	Administrative Officer, HMIP
Danielle Morgan	Events Officer
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
Melissa Willcocks	Events Coordinator
Sherryn Hind	Program Support Officer

Western Australia

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

International

Anders Yuen	College Secretary, HKCHSE
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President's Report



John Rasa

Adjunct Associate Professor
FCHSM, CHE, FAIM, MAICD, FAHRI
PRESIDENT

This past year was my fourth year as National President of the Australasian College of Service Management working to materialize our College vision of "Better Leadership: Healthier Communities". As a College we have worked hard together to support the development of effective health leadership in the Asia Pacific region resulting in growth in membership and an improvement in our financial position.

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 including webcasts. In 2015–16 the College has performed well, strengthening our core services, increasing the quality of communications, and enhancing value of ACHSM membership. I am confident that the Board and the College through its Branches are working collaboratively to achieve our three strategic goals of having a sustainable and vibrant College through the support we provide to our members and key partners.

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

A solid growth 10% in ACHSM membership has been achieved over the past financial year and my sincere thanks to our CEO, Catherine Chaffey and the

whole ACHSM team for their significant 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 again reviewed by the Board in April each year. The Board remain committed to our vision of "Better Leadership. Healthier Communities" and to strive to carry out our mission of supporting the professional development for our members so they are better equipped to deliver quality services and improve health and wellbeing in our respective communities. Our goals remain very 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.

The Board with the CEO have reviewed the College's Implementation Plan in line with these three streamlined objectives. The foundation for our professional development activities has been the review of our ACHSM Management Competency Framework. This has been an important initiative to align us to the global competencies arising from the work of the International Healthcare Federation.

I thank Godfrey Isouard, as Chair of the National Education Committee for leading the review of our existing College Framework, Neale Fong for his work in this area with the International Hospital Federation, and Richard Baldwin for his considerable efforts in the evaluation of the Framework, in which all members and

President's Report (continued)

Branches were invited to participate. As President, I have wanted to see ACHSM continue to grow and be recognised as a College where emerging managers and leaders can see opportunities for professional development and important networking that will assist in their career development.

Again my thanks to Godfrey Isouard in his role of ACHSM Vice-President and Chair of the National Education Committee who continues to ensure our educational and learning offerings such as CPD, Mentoring and Fellowship Programs continue to serve all members. The College's Fellowship Program continues to be our flagship program that is highly valued in Australia, New Zealand and Hong Kong. Godfrey and I would like to thank the Hong Kong College of Health Service Executives team for their support for the Fellowship Program and its candidates; in particular Dr MA who stepped down in July 2016 as President of HKCHSE, after six successful years as its leader. We welcome Dr Liu as the incoming President.

Our thanks also to the New Zealand Institute of Health Management and its new President Jayanthi Mohanakrishnan, for their support

of the Fellowship Program. I would also like to acknowledge ACHSM Chief Examiner, Richard Baldwin, who was ably assisted by Alison McCann from the National Office and the Fellowship Coordinators in each of our Branches. They all share in the success of the Australian, New Zealand and Hong Kong candidates receiving their Fellowship awards.

The Universities and SHAPE continue to be important collaborative partners in this research and learning development process. We look forward to the continued support of its President David Briggs, Zhanming Liang, Godfrey Isouard and the whole SHAPE organisation in building our overall management and leadership knowledge base. Also my thanks to David Briggs for his continuing work on the Editorial Committee of the *Asia Pacific Journal of Health Management*, producing three journal issues a year.

The College appreciates the work of Past President Kate Copeland as Chair of the Infrastructure and Membership Committee. Kate and her Committee have been working to ensure not only that our membership continues to grow by adding membership value, but that investments into long-term infrastructure, like a highly

functional website and good webcast facilities, are paying dividends. Kate, along with our CEO, has led a working group that reviewed our membership categories resulting in the introduction of the 'member' category, quite distinct from the Associate Fellow category. The lack of this broader category was restricting our membership growth in areas like aged care.

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 Health Management Internship Program continues to be reviewed to ensure we develop leaders for the future in Victoria and NSW and the successful growing program in Queensland. It is hoped that the College can expand this program to other states.

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 and has provided us with the best legal advice around the operation of our constitution.

The Board were keen to engage with the views of our emerging health leader groups and were pleased Daniel Mahony, Past Chairman of the Future Health Leaders Network, accepted our invitation to attend the ACHSM Board.

In particular the College appreciates the participation of all Branch Presidents and committed Branch Councilors whose efforts are vitally important to the continued development of the College, and I thank you all for organising and 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 2015, the College, in partnership with ACHS, through its Victorian Branch, hosted the 2015 Asia-Pacific Annual Congress. Thanks to John Turner as Chair of the organising committee, Catherine Chaffey and the ACHSM National Team, Andrea Hutchinson the Victorian Executive Officer, and all members of the Congress Committee for their tireless

effort which made this congress a great success, attended by over 430 health managers and leaders. Thanks also to the efforts of ACHS CEO and NSW Branch Treasurer Dr Christine Dennis and her team, for the the joint effort of the last and this Congress. The huge success of the Congress was made possible by a strong racing theme coinciding with the Spring racing carnival.

I would like to acknowledge the Chair of our Awards Committee and College Board member, Julie Tate, 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 25 October 2016 in Brisbane.

Finally I thank our sponsors for Congress 2016: **Hesta Superfund, La Trobe University, Hardy Group International, Telstra Health, Department of Health Human Services Victoria, Cognitive Institute, Polyflor Australia, Roche Products, UTS Faculty of Health, University Of New England, Bureau Of Health Information, Hardy Group International, Schneider Electric, Medirest,**

Power Health Solutions, Janssen, Law Compliance. I would also like to thank our Branch sponsors who have sponsored our PD events: **Baxter, Bethesda Health Care, Curtin University, EFM Health Clubs, Ernst & Young, Flinders University, GE Healthcare, Hesta Super Fund, Hill Rom Australia, Janssen, MDA National Insurance, Paxon Group, Queensland University of Technology, Ramsay Health Care RSL Care SA, South Australian Health, Silver Chain, Sir Walter Murdoch, Smith & Nephew, Spotless, St Andrews Hospital, St John of God, Telstra, Victorian Healthcare Association, Workplace Legal.**

This is my last year as President as it is time under our new constitution to hand over the responsibilities of President to my successor. The challenges remain significant in terms of not only continuing to grow our membership base but in preventing turnover of membership.

It has been a rewarding four years as ACHSM President and I look forward to seeing its continued grow as a College and to play an influential role in developing our health leaders, not only in Australia, but throughout the Asia Pacific Region.

Board Directors 2015–2016



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

President



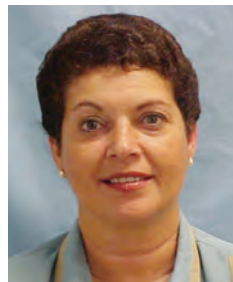
Ms Angela Magarry
(Appointed January 2016)
FCHSM, BHA, MPS

Director



Associate Professor
Godfrey Isouard
FCHSM, BSc MHA PhD AFAIM

Vice President



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

Director



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

Treasurer



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

Director



Lt Col Kerry Clifford
(Resigned December 2015)
FCHSM, RN, GradCertEmerg, GradDipMid,
GradDipMHNur, MHA, MPH, MACMHN, FACN

Director



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

Director



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

Director



Dr Tim Smyth
FCHSM MB BS LLB MBA

Director



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

Director



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

Director



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

Immediate Past President

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

Board Invitees



Dr MA Hok-Cheung
FCHSM CHE, MA MBBS(HK) MHA DCH(Lond)
MRCP(UK) FRCP(Edin) FRCP(Lond) FHKCP
FHKCCM FHKAM(Med) FHKAM

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



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

**Chairman, Future Health
Leaders**

Chief Executive Officer's Report



Catherine Chaffey
CHIEF EXECUTIVE OFFICER

This year have delivered a balanced financial outcome for the College in line with last year's results. Implicit in this positive result are the persistent efforts of the College staff in conjunction with those 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.

One of the great challenges for a professional membership organisation like ours is to not just deliver the services seemingly expected by members but to foster and encourage the shared understanding that it is through individual participation that the best returns can be experienced of College membership. In plain English – you get out what you put in! We can send you weekly Enews with job opportunities and updates on what is going on within and

outside of the College, but if you don't take a bit of time to scan it each week then maybe you won't get much out of it. The same could be said of the new *Health Leader* magazine or indeed the *Asia Pacific Journal of Health Management*. And if you don't make time to attend one of the networking events each year or a webcast or the Congress then maybe the key value you for you is to achieve postnominals – ACHSM for Associate Fellows and FCHSM (Fellows)? For each one of our members the unique motivation to be a member may be different but to be frank the College has a problem and it is not our financial stability.

Each year hundreds of people sign up to join ACHSM and each year hundreds of members do not renew so whilst our membership is ever so slowly growing again, I find myself challenged by: *Why do members leave?* Membership of a professional association is, it seems to me, an odd

nexus of perception and reality. If you join your professional association the hope is that you are signalling your commitment and willingness to be broadly connected into the network of health leaders. That may only be a perception you wish to convey but the reality is that we, as your College, are also striving to deliver on that connectedness, on undertaking projects that work to safeguard or inform your health leadership career and on finding as many avenues that will enable you to be part of that bigger picture, whether it is through growing your career or, indeed for those of us who could safely be said to have "been around the block a few times", take opportunities like being a mentor and impart some of that hard-earned wisdom.

My challenge to you is to ask that this year, please get involved – attend an event, be part of a committee, be the one to start a conversation or give your opinion on our LinkedIn

or Facebook page, stand for Branch Council, write an article for our magazine, send me an email about what we're doing right and what we're doing wrong (I may not always agree with you but I promise to answer you!).

In terms of national initiatives that are exciting, this year I am pleased to say that we near completion of a major project to review our health management and leadership framework in line with both regional and global initiatives. This is a resource that will serve the College well in underpinning many of our career support programs as well as potentially providing a benchmark for health service organisations looking to validate their own capability development activities.

The Board has also been active in robustly debating how inclusive the College can be in supporting leadership careers of members

and future members from diverse backgrounds. As a College we have chosen to stand for "Better Leadership. Healthier Communities" and in driving this vision it is imperative that we broaden the definition of how we value leadership experiences whilst still maintaining minimum expectations of members.

Each year we endeavour to ensure our information and professional development services improve and I hope you have enjoyed the weekly updates which include a plethora of news, views and job opportunities in our Enews as well as the *Health Leader* and journal we publish. 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

2015–2016 Financial Year



Graham Hyde

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

It is my great pleasure to present the financial report for the year ended 30 June 2016. There are two reasons for the pleasure. Firstly we have achieved a reasonable profit from a turnover of \$3.1m 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 and we have achieved that result with the positive changes to our forecasting and reporting now firmly embedded in our accounting framework.

The results in detail

As you can see from the accounts:

- 94.4% of our income is derived from:
 - Professional development events: \$543k;
 - Health Intern Programs conducted in NSW, Victoria and Queensland: \$888k;
 - Program grants: \$374k;
 - Congress: \$481k; and
 - Membership dues: \$651k.
- 86% of our expenditure is incurred from:
 - Employment costs: \$1,333k;
 - Information technology, marketing and office expenses: \$209k;
 - Cost of professional development Events: \$294k;
 - Congress expenses: \$300k; and
 - The Health Intern Program \$536k.

Income has increased by 4.6% over the previous year and expenditure by 4.4%. This has not come without an impact in our expenditure line hence delivering a similar, if slightly improved, result on last year.

The results compared favourably to budget.

Item	Budget	Actual	Variance
Income	\$3,138,721	\$3,113,128	-\$25,593
Expenditure	\$3,128,550	\$3,106,965	\$21,585

The key variances occurred with reduced income and increased expenditure in HMIP and Congress and a small shortfall in predicted membership income. The balance sheet shows a slight increase in our equity over 2014/2015 from \$344k to \$350k. We have set a benchmark equity figure of \$340k.

Sponsorship

Sponsorship support of \$277k was close to 10% of gross revenue with branches generating \$163k overall and National Congress \$114k. We are very grateful to our various sponsors for their ongoing support without which we would have to increase costs to members. Whilst sponsorship is increasingly difficult to achieve each year, we are pleased that many of our sponsors remain loyal to the College each year in recognition of the opportunities for promotion we provide at a variety of events.

Accounting Framework

As mentioned in my last report our Open Disclosure Framework ensures each Branch and National Office are provided with a comprehensive and transparent 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 Branch and the College as a whole. This year we built on the 'Data Analysis of Selected Costs Report'. Introduced in 2013/2014, the Report 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 46%;
- Employment costs as a percentage of income. We budgeted for a 42% cost and we achieved a 42% cost.
- The benchmark for net surplus has been set at 2% and whilst we have achieved 0.2% we still have some work to do.

In July 2016 in accordance with our Open Disclosure Framework I made a decision to provide all branches with a summary of all sponsorship by state and by sponsor.

The 2016/2107 Budget Process

This is the third year where we have conducted a comprehensive and inclusive budgeting approach with each Branch Council having the opportunity to review and amend

their local forecast for the coming year based on the previous year's actual results. Further we conduct a reforecast in February each year to ensure that the College remains on track for a balanced financial outcome. I would like to thank the branches who have engaged positively with this approach. This iterative approach ensures solid financial management controls.

As members will appreciate our main source of revenue is membership, professional development events, the Congress and the Health Intern Management Programs – all of which we continue to work to grow.

Conclusion

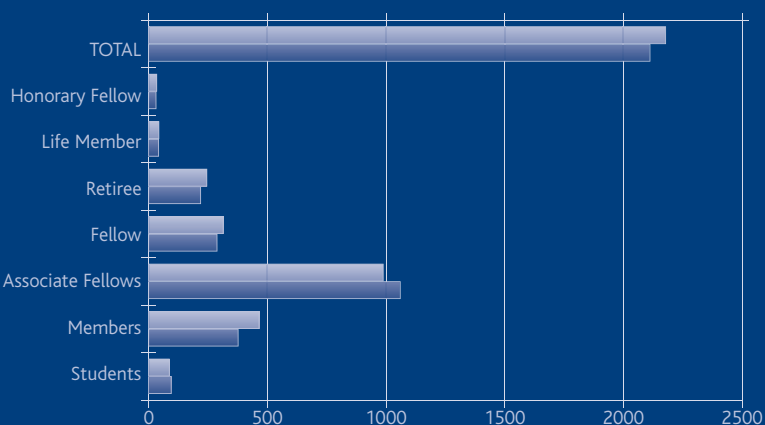
As stated this year we have continued to rebuild the finances of the College and the quality of monthly financial reporting. All Branch Treasurers are members of the Finance Committee along with the President, Chief Executive Officer and Finance staff. I would like to thank all committee members for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

Membership Statistics

Membership growth

Membership growth has slightly increased compared to the previous financial year. Personal development events are steadily attracting new members. The 2015 Fellowship exam inducted a record breaking number of 42 Fellows into the College from Australia, New Zealand and Hong Kong.

CATEGORY	As of 30 June 2015	As of 30 June 2016
Students	95	87
Members	377	465
Associate Fellows	1060	988
Fellow	288	314
Retiree	219	243
Life Member	42	45
Honorary Fellow	31	34
TOTAL	2112	2176



Membership Categories

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

■ As of 30 June 2016
■ As of 30 June 2015

Branch Membership

The branches with the most number of members are Victoria and New South Wales. The number of members has increased for each branch in comparison to the previous financial year, except for New South Wales and New Zealand.



Fellowship Graduates of 2015

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

From Australia

Mark Avery	Stephen Duns	Dr Anil Bangalore
Susan Benson	Roslyn Elmes	Gopal
Chris Bollen	Catherine Elvins	Stephen Gough
Rose Bovey	Kim Gibson	Sheila Holcombe
Philip Cornish	Kate Gillan	

From Hong Kong

Ms. WONG Kin Ping	Ms. CHAN Tsz Yan, Cinder
Dr. TONG Chak-Kwan	Ms. Bonnie LAM
Mr. Leo LUI	Ms. CHAN Po-yin, Vivian
Dr. KWAN WAI-MAN, Gladys	Mr. WONG Chi Yin, Andrew
Dr WONG Chi Ho, Hubert	Dr. Wong Kwok Ho, Ben
Dr YUEN Yin Fun	Mr. Dennis WH TANG
Mr. TSANG Chi Ho	Mr. Terence H.K.
Mr. AU YEUNG Siu Hong, Terence	

From New Zealand

Jackie Cumming	Charmaine Pene	Keith Wright
David Nicholl	Nick Saville-Wood	
Karen Orsborn	Gregory Vandergoot	



Fellowship Graduates



Congratulations to Wayne Hsueh

The ACHSM Board agreed (at its meeting on 28 January 2015) that the Royal Australasian College of Medical Administrators (RACMA) was a similar organisation to ACHSM for the purpose of Rule 10.9.2 of the Rules under the Constitution of the College and that therefore Fellows of RACMA may be accepted as a Fellow of ACHSM.

Awards and Prizes 2015



Gold Medal

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

Congratulations are extended to:

Prof Brenda Wilson, FCHSM

Gold Medal Winner Prof Brenda Wilson

Life Membership

Life Membership to the College is an award and honour that is bestowed by the Board after a Branch Council nomination. Congratulations to the Life Membership recipients for 2015:

John Turner – VIC

Gordon Gregory – NRHA

Fiona Ritsma – NZIHM



John Turner



Gordon Gregory



Fiona Ritsma

Honorary Fellowship

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

This year Honorary Fellowships have been bestowed upon:

Graham Hyde – National Treasurer,
QLD Branch President
Russell Linwood, ASM, QLD



Fiona Sherwin

Academic Prizes

In 2015, the College offered awards for academic achievement and excellence in the study of health services management. Congratulations are extended to the following:

Fiona Sherwin, La Trobe University

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

An Toong, La Trobe University

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

Matthew Hitchcock, University of Western Sydney

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



An Toong



Matthew Hitchcock

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

ACHSM Programs

ACHSM Health Management Internship Program (HMIP) 2015–16

Highlights:

- 7 Trainees completed the GHMP at the end of 2015 and all are currently employed with the NSW health sector
- 12 Management Interns continued into the second year of the HMIP in 2016
- 95 external applicants for the 2016 intake
- 33 were short-listed to progress to Skills Assessment
- 17 were then short-listed to progress to formal interviews with placement organisations
- 11 Management Interns commenced their first year in

2016; two of these were existing employees in their organisations and one identifies as Aboriginal and Torres Strait Islander

- 2 Management Interns are members of the Emerging Health Leaders Committee
- 2 Management Interns are representatives on NSW Branch Council
- 1 Management Intern is a member of the *Health Leader Magazine* Committee

We would like to acknowledge the Health Education and Training Institute (HETI) for their ongoing support of the GHMP during 2015.



41st graduating cohort – May 2016

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 during this period:

- Activity Based Funding Taskforce
- Agency for Clinical Innovation
- Bureau of Health Information
- Far West Local Health District
- Health Infrastructure
- Illawarra Shoalhaven Local Health District
- Justice Health and Forensic Mental Health Network
- NSW Ambulance
- NSW Pathology
- Murrumbidgee Primary Health Network
- 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 NSW Local Health District
- 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 program, mentoring program, interview panels and other important events and committees.

Sharlene Chadwick JP
Executive Officer, NSW



2016 first year Management Interns



2016 second year Management Interns

ACHSM Programs (continued)

VIC Health Management Intern Program Summary Report 2015–16

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

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

Much like the 2015 process, recruitment for the 2016 program was highly competitive with a number of high quality applications received, with seven Interns being eventually being selected. The new Interns, along with the (now second year) Interns, make for a total of 14 Interns for 2016.

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



Vic Interns – Year 2 (left to right): Neil Besimi, Maria Cazar, Yilin Zhang, Jane Dinh, Laura Creaton, Hannah Kennedy and Rubin Ng.



Vic Interns – Year 1 (left to right): Simon Hogan, Mpilwenhle (MP) Mthunzi, Shevaun O'Loughlen, Angeline Kuek, Bradley Van Ooi and Alastair Tehen (absent: Jhai Madden).

QLD Health Management Intern Program Summary Report 2015–16

The Queensland recruitment process for 2015 HMIP began in September 2014 by mainly promoting to the CEOs of the 16 Queensland Hospital and Health Services (HHS). 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. All Interns worked well and achieved better than average results and are now working through their second year towards completion at the end of 2016.



2015 Interns (from left): Sinead Taylor, Amie Raymond, Coralie Scott, Billy Bragg, Megan Lochrin, (Seminar Presenter: Kerri Allwood) Chantal Casey, Craig Kennedy and Carmen Francis.

In an exciting first for the Townsville HHS, a new Health Management Internship Program recruited three dynamic university graduates to undertake extensive health management internships. The Townsville HHS partnered with the Australasian College of Health Service Management in an innovative approach to strengthening the tier of middle management across two years.



(Left to right): Amie Raymond, Billy Bragg, Coralie Scott

January 2016 saw seven newly recruited Interns commence their two-year program – Emily Coad, Samuel Coleman and James Hodges from Townsville HHS and Jessica Toleman, Mary Watt, Jodie Gordon and Simon Bugden all from Brisbane Metro North HHS – making 15 Interns now in the Queensland program.

The Queensland Branch is recruiting for the 2017 intake and would like to see participation from the private sector as well as more involvement from the HHSs.

2016 Interns (left to right): Simon Bugden, Jessica Toleman, Samuel Coleman, James Hodge, Mary Watt, Emily Coad, Jodie Gordon.



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

Mike Knowles
Executive Officer, QLD

ACHSM Programs (continued)

Library

Collections and Databases

All items are catalogued and the collection holdings can be accessed via a state-of-the-art library management system (LMS) via the ACHSM web site. The library accesses a large range of resources and databases:

- Gratis
- La Trobe University databases, books and journals
- Libraries Australia Document Delivery (books and journal articles) Australia-wide
- EBSCO – Health Business Elite; Health Policy Resource Centre; Medline Complete; ProQuest
- Informit
- 2004 catalogued books
- 47 print journals
- 4,380+ online eJournals

Subject Specialisation includes:

- Leadership
- Management
- Health Facilities Planning and Design
- Health facilities Guidelines AUS, UK, US, CAN, NZ
- Health Care AUS, UK, NZ
- Health Law/Ethics AUS
- Health Care Accounting
- Project Management
- HOSPLAN Materials

Monthly Journal

Over 4400 individual sources of information and knowledge (journals, grey literature including websites, newsletters of peak organisations etc.) scanned monthly to provide a snapshot of material, relevant to the health management space.

Distribution is:

- Free to members
- In PDF to a large number of health libraries, health managers and other stakeholders in the health service management space.

Branches in Review

South Australia

Our year in review

I assumed the role of President of the Branch following the retirement of Kae Martin after the 2015 elections. Kae held the role for five years with distinction and we thank Kae for her valued contributions.

Professor Brenda Wilson was the recipient of the 2015 gold medal and subsequently accepted our invitation to be the Branch Patron in her role as Lieutenant Governor for South Australia.

Seventeen new members joined during the last 12 months and we trust these new members will support our activities in the coming year.

The ACHSM South Australian Branch is planning to introduce an Executive Development Management Program commencing on 1 January 2017 with the initial participants completing the program on 31 December 2018.

The *Sight for All* Foundation was the SA Branch's chosen community organisation to support in lieu of gifts to speakers during the last 12 months. We were pleased to have Professor Robert Casson, Director and Chief Scientific Advisor to Sight for All as the guest speaker for the 2015 annual dinner.

Professional development

The 2015 conference day was held on Friday 31 July and the evaluations rated the program as one of the best. The theme centred around '*Governance and leadership for the future: Are we working for the future or still working in the past?*' An excellent group of keynote speakers discussed 'real life' experiences and insight into the leadership requirements to facilitate successful transformation of organisations.

Our end-of-year event on 2 December 2015 saw an outstanding presentation from Rebecca Graham (Acting CEO CHSA LHN) who discussed two aspects of holding difficult conversations. First, from her experience working in Country Health SA and then about her personal leadership journey as the Acting Chief Executive Officer.

Martin Bowles, the Secretary of the Federal Department of Health, was our guest for the first professional development event for 2016. Martin spoke candidly about the challenges faced in his 18 months in the role, having observed "health had not

moved along a lot although there have been big changes in the health system"; a similar observation he had made in 1998. His take home message was "We are all stewards of the system – not owners".

Attendees were introduced to the art of 'networking' at the professional development event on 6 April. Simon Derrick-Roberts, Adelaide's Executive Director for Business Networking International told the group "Networking is not about selling a product – it's about adding value and seeking to engage with people with common interests."

Awards

Kathryn Edwards, Investing in Aboriginal Youth Coordinator – Close the Gap Team Sexual Health Information Networking & Education at SHINE SA was the successful winner of the bursary donated by life member Geoff Tattersall. Our long association with the Department of Health Care Management at Flinders University continued with the branch hosting the presentation of the 2014 health management prizes at the annual conference on Friday 31 July 2015.

Branch newsletter

Four newsletters and the occasional e-news were distributed. Marilyn Seidel retired as one of the editors after 12 dedicated years and her skills are missed.

Sponsorship

Our very grateful thanks to SA Health who once again was our platinum sponsor for the annual conference, to Ernst & Young who supported the conference as a principal sponsor and to the Health Care Management Department for their sponsorship.

The Branch is also indebted to the local sponsors Telstra, HESTA, Spotless, and Finlaysons – whose generous support is gratefully acknowledged.

In conclusion

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

Stuart Schneider FCHSM
South Australia 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 Health Management Internship Program. There has been a range of vibrant speakers and events, including the successful *Emerging Health Leaders Symposium*.

I would like to welcome onto NSW Branch Council Dr Christine Dennis and our HMIP representatives, second year Interns Crystal Burgess and William Hackworth.

In February the NSW Branch Council conducted a strategic plan review and planning session to define its goals for the 2016 calendar year. This resulted in the establishment of Branch Council Portfolios where each Councillor is responsible for a key strategy for the growth and provision of services to our members. We will continue to explore opportunities to increase the value to NSW members by responding to members and directions for new events.

Following are some specific achievements of the year:

Professional Development Program

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

The Emerging Health Leaders (EHL) Committee is a key group and has coordinated marquee events this year. Matt Hanarahan, Chief Executive Central Coast Local Health District spoke at an evening session hosted by Ernst & Young (EY). In April this year we conducted an Emerging Health Leaders Symposium. This was well attended and received positive feedback and has created an opportunity for a specific EHL event at the Mid North Coast Local Health District later in 2016. Further events are planned for 2016 and the attendance is high.

Throughout the year we held 18 professional development events. Breakfast Forums have continued to be a great success with outstanding presenters and topics generating great discussions around the table. Attendees have absorbed the presenters knowledge and been given



*Joel Bardsley, Chief Superintendent, Deputy Director Operations
NSW Ambulance - keynote speaker EHL Symposium*

valuable take-home tips. At our last Breakfast Forum with Jeannine Biviano and Dr Diane Watson, attendees received the '7 key tips to high performing teams'. Thank you to NAB Health for sponsoring their venue for these Forums.

Another highlight event for the year was our *Leadership and Change Readiness* half day seminar held at the University of New England in Parramatta. Thank you to University of New England for providing their venue to us. The event received lots of positive feedback from such intriguing presenters. Dr David Schmidtchen, Executive Director, EY discussed leadership and change within an organisation as well as touching on the challenges of middle managers while Commodore Elizabeth Rushbrook RAN, Navy Health Reserve, Department of Defence explored her experiences and learning's from being in the Navy and deployable hospitals.



*(Left to right): Terry Clout;
Commodore Elizabeth Rushbrook;
Dr David Schmidtchen; Assoc Professor
Godfrey Isouard – UNE*

Mentoring

The Mentoring Program commenced the year with 35 Mentors and 38 Mentees being matched ranging from those beginning their health management career to those who are seeking the opportunity to further network and enhance their skills for career progression. An Orientation Breakfast was held in February with participants providing positive feedback. The Program is progressing well with mid-year evaluations distributed for feedback and suggestions for improvement. Thanks to the Mentors who give their time so freely to develop colleagues and contribute to the profession.

Library

A Library Reference Group has been established with its first inaugural meeting scheduled for July 2015. Committee members include David Burt (Librarian), Assoc Prof Godfrey Isouard (Councillor), Gowri Sriraman (Member), Mary Potter Forbes (Councillor) and Sharlene Chadwick (Executive Officer NSW).

Fellowship

Fellowship is the highest level of membership within the College and appointment as a Fellow is recognition by the College of the ability to achieve excellence in health service management. In October 2015 Karen Patterson advanced to the status of Fellowship. I would like to take



Karen Patterson

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

Thanks and acknowledgements

I would like to thank my fellow Councillors Terry Clout, Vice President; Dr Christine Dennis, Honorary Treasurer; A/Assoc Prof Dominic Dawson Immediate Past President; Assoc Prof Godfrey Isouard, Board Representative and Councillors Lynette Bruce, Matthew Noone, Nancye Piercy, Mary Potter Forbes, Dr Anuj Saraogi, and Nicole McGregor and Edmund Ng during 2015 as GHMP representatives, for their efforts over the past 12 months.

I would like to formally acknowledge the support of Health Education and Training Institute for funding of the Graduate Health Management Program. 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 during this period, particularly HESTA SuperFund; Holman Webb Lawyers; National Australia Bank Health; Ernst & Young, University of New England and University of Wollongong, Sydney Business School.

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.

Paul Preobrajensky FCHSM

New South Wales Branch President

Branches in Review

Victoria

The Victorian Branch continues to deliver a calendar of professional development events throughout the year, with breakfasts, Emerging Health Manager events and symposiums. A highlight this year was hosting the Joint ACHSM/ACHS Asia-Pacific Conference in Melbourne in October 2015. The academic committee arranged a scientific program with a variety of speakers from across Australasia and elsewhere. The in-excess-of-350 delegates also enjoyed a social program which allowed ample opportunity for networking, with a highlight being the dinner at Zinc on the banks of the Yarra on a balmy spring evening.

Events

The Victorian Branch Council has continued to run a regular breakfast program throughout the year with speakers presenting a range of topics from across the spectrum of healthcare, including Primary Health Networks, clinical governance, capital development, the acute/community interface, changes in mental health and the role of the Health Services Commissioner.

In May the College presented a "Diversity in Health Leadership" symposium with an amazing group of speakers and taking on board previous feedback, the organising committee ensured that each session had an interactive component. The morning was chaired by Jennifer Williams who not only spoke, but also kept speakers on schedule and also offered insights which provided each panel with keys points for discussion and generated questions and comments from the participants.

A CEO luncheon for acute health service CEOs was attended by 16 senior executives from both private, public, rural and metropolitan health services to hear Jane Halton, AO PSM speak on the economics of the health.



Jane Halton and Michaela Healy (NAB) at CEO luncheon

Sponsorship

Throughout the year the Victorian Branch has been given financial support by Workplace Legal, HESTA and the Victorian Healthcare Association (VHA). Janssen supported the CEO luncheon in bringing Jane Halton to Melbourne. NAB Health supports the

Victorian Branch with provision of a venue in Docklands which is centrally located and offers a variety of spaces for forums and meetings.

Emerging Health Managers

The Emerging Health Managers (EHM) group has gone from strength to strength this year with the committee organising a series of seminars and other events. The group has tried different formats such as half-day interactive forums which have been well received. Each event is linked to relevant competencies and a number of speakers have provided literature reviews on their topic. The committee was led by Fiona Sherwin until December 2015; Fiona has since handed over to Francisco Lopez who has maintained the momentum. The EHM group seems to be a natural progression following internship as both Chairs and many of the committee members are former Interns.

Health Management Intern Program

The HMIP in Victoria has continued to run with seven new Interns recruited to the two-year program in January 2016. A variety of placements across public, private and community health services have been sourced for the Interns as well as placements in the Department of Health and Human Services (DHHS). DHHS continues to sponsor rural placements which the Interns are finding valuable as they gain insight into the operational areas of a smaller health service. Placements with consulting organisations have also proved popular as Interns consider other ongoing career opportunities.

Mentoring

The Mentoring Program continues to be very popular with Victorian members with a large number of people seeking the opportunity to be mentored by a senior member of the College. I would like to thank all those who have volunteered to be a Mentor in the program. The feedback is invariably positive from both mentor and mentees with both groups valuing the experience.

Fellowship

Six candidates successfully sat the Fellowship examination prior to the Congress in October 2015. The group was supported in their preparation by Peter Robertson (Bendigo Health) and Helen Rizzoli (Ernst & Young). Peter has continued in this role in 2016 with Helen ensuring that the group has access to the EY facilities in the city and participating in the study group when her work commitments allow. We wish the 2016 candidates all the best for examination in Brisbane in October and thank Peter and Helen for their ongoing commitment as Study Group Coordinators.

Branch Council

The Victorian Branch Council members have worked together to develop the program of events for the year with members of the Branch Council sourcing speakers and participating in the Working Party for the Symposium. I would like to thank the members of the Branch Council for their ongoing support in this volunteer role which is taken on with enthusiasm in addition to busy roles in the industry.

Victorian Office

I would like to acknowledge the work of the Victorian office staff ably led by the Executive Officer, Andrea Hutchinson who is supported by Melissa Willcocks as the Events Coordinator and Sherryn Hind in Program Support.

The Immediate Past Victorian President John Turner has spent considerable time volunteering his time in the Victorian office throughout the year and this support has been greatly appreciated by the Victorian team.

Wendy Davis FCHSM

Victoria Branch President

Branches in Review

Queensland



Graham Hyde presenting ACHSM Accreditation Certificates for the QUT Master of Health Service Management degree courses to Prof Gerry FitzGerald.



Dr Michael Cleary receiving Australia Day Award from State President Graham Hyde.

This is my third year as President of Queensland Branch Council (QBC) and it has been an exciting year from which has seen some changes in the way we manage the Branch, the exceptional growth of our Education Program and the continuation of the Health Intern Management Program (HMIP).

In November 2015 the QBC held an all-day face to face meeting at which a number of matters were discussed and agreed as a way of improving the way we do business. We were meeting 11 times per year via teleconference which did not seem to work very well. So we established a committee system

similar to National Office which involved Councillors and hopefully wider membership and to allow for time for the committees to meet and provide written reports on their outcomes. We agreed that there would be six teleconferenced meetings per year – February, April, June, August, October, December – with the face to face ones being June and October.

I believe we need to have an active State Council and the workload should be shared in the same way the National Council works. We agreed to form seven sub-committees with similar roles to the National Committee and suggested some Councillors as members. The new structure commenced in January 2016 and to date has proved successful. Each committee has provided a

separate report on their activities. All committees have adopted a Terms of Reference to guide their deliberations.

At the November 2015 meeting we also adopted a QBC Strategic Plan which aligned to the National Strategic Plan. The Plan has nine goals with linked actions and timeframes. We reviewed our progress against the actions in our face to face meeting in June 2016 and although the planning approach is new to QBC, we were reasonably pleased with our progress.

Our Education Program managed by the Education Committee seems to go from strength to strength and I am still amazed at the numbers attending the various events. Numbers for our events has been rewarding and the number of members and participants using the webcast facility is growing. This year's income from events was \$219,758 as against a budget of \$196,575 with a 56% gross profit.

The national mentoring scheme was continued in 2014/2015, again managed intrastate by Queensland's Dr Dennis Campbell. The geographic location of each mentor and mentee has meant it has not always been possible to have face to face meetings. However, given this constraint the expectations of most mentees have been achieved while also developing acceptable relationships with their mentors who assist them in meeting their goals and expectations.

In January 2015 we introduced the Health Management Intern Program (HMIP) into Queensland and a number of Hospital and Health Services agreed to participate in the 2016 Program. We currently have eight Interns continuing from the 2015 intake and seven new Interns for 2016.

This is my last year as President and I would like to personally thank my fellow QBC members for their support and friendship. 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 QBC.

Graham Hyde FCHSM (Hon)
Queensland Branch President

Tasmania

The past year has been a busy period for the Tasmanian Branch of the College. Once again, the major focus has been providing members with a range of high quality opportunities for professional development and networking. This remains a priority as the State Branch Council works toward developing a sustainable and active Branch in Tasmania.

Professional Development and Mentoring

It is the State Branch Council's aim that members can access relevant opportunities to assist with progressing and navigating their careers. As many of our members are in roles influenced by health reforms occurring at both the local and national level, it also demonstrates the importance of the College in supporting strong health leadership in Tasmania.

Branch events were well attended during the past year from both members and non-members. Highlights from the 2015/2016 Tasmanian Branch calendar include:

- A presentation and networking session with the CEO of Catholic Health Australia, Suzanne Greenwood
- A joint workshop with the Economics Society of Tasmania on health economics, featuring Dr Stephen Duckett as keynote speaker
- The annual Tasmanian Health Conference
- Continuation of the ACHSM mentoring program in the State.

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

Membership

Despite being a smaller group, the Tasmanian Branch continues to be an active and dedicated arm of the College. Our membership is also diverse with broad representation across the health and human services sectors, in addition to a mix of junior and experienced members.

A key opportunity for the Tasmanian Branch is growing our membership base into the future. While membership numbers remained static over the past year, the State Branch Council sees growth as a vital element in developing a sustainable Branch. Recruitment of new members will be a focus during the coming year.

State Branch Council

This year State Branch Councillor Julie Tate FCHSM, was successfully nominated to the National Board as the Tasmanian Representative. Congratulations to Julie on this appointment. The State Branch Council also recognises and extends thanks to fellow State Branch Councillor Anne-Marie Stranger FCHSM as the outgoing Board Representative for significant service at the national level of the College.

Moving Forward

Over the next 12 months, the State Branch Council remains committed to offering professional development, networking and mentoring opportunities. A priority is also ensuring sustainability of the Branch given our small size and the constrained environment in which we operate.

With this in mind, the Branch is working to develop a tailored and high quality events program for local members. This will continue to be complemented with access to events and services offered nationally through the College and our partner organisations.

Acknowledgements

Thank you to all members for their ongoing support of the College. I would also like to thank National Office and ACHSM colleagues, State Branch Council, sponsors and supporters for their assistance during the past year, and look forward to your continued involvement with the Branch into the future.

John Kirwan AFCHSM
Tasmanian Branch President

Branches in Review

Australian Capital Territory

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

The ACT Branch membership has been relatively stable through the 2015/16 year, although we believe that there is significant scope for increases in our membership base. We trust that our members feel that they receive value for money from their membership, and our Branch Council is always receptive to approaches from members about activities that are of interest to them.

Our ACT Branch Council has had a number of changes during the course of the year. We have benefitted greatly from the hard work and enthusiasm of our current Councillors, as well as those who have left us during the course of the year. As a Council we have been energetic and focussed on providing the ACT membership with an attractive professional development program, working toward a return to a stable financial position, and providing a constructive contribution to the national magazine program. Our Branch Council was supported by ACHSM Fellow Kerry Clifford, who represented the ACT

on the National Board until his retirement from the ADF in late 2015, and we thank him for his service. Kerry has now been replaced in this role by Angela Magarry and we also thank her for her dedication to this role.

The ACT Annual Members meeting was held on 25 August 2016 at which the outgoing Chief Medical Officer of Australia, Prof Chris Baggoley, was our guest speaker. We welcomed him and heard him speak about his observations and learnings in this senior role in the Australian Health system.

Professional Development Program

Our core business remains the provision of the Professional Development Program to our members. This year we have held five breakfast forums with varied attendance. We have now changed the venue for our regular breakfast forums to the EY Café in the ACT. This has proved beneficial from both an aesthetic and financial perspective. Our Council has a number of exciting events planned until the end of 2016, including a debate by several of our local politicians on their health policies in advance of the upcoming ACT elections. We anticipate many meaningful exchanges at this breakfast, and encourage all members to come along and witness our leaders at their creative best!

Health Management Mentor Program

Our Branch continues to support the ACHSM Health Management Mentor Program. This year we have had three mentees in active mentorship, and we look forward to continuing this program in 2017.

Fellowship Study Program

The ACT had four members undertake the Fellowship program this year, Jennie Gordon, Sheila Holcombe, Dr Anil Bg and Lesley Dickens. The study group, capably led by Kerry Clifford, included two candidates from NSW and one from India. Monthly teleconference link-ups were held so all candidates had an opportunity to discuss the readings and current national and international trends. We offer our congratulations to Sheila and Anil on gaining their Fellowships.

Branch Council

This year 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 2016) are:

- Lesley Dickens – Branch President
- Angela Magarry – Federal Council Director
- Paul Dyer – Communications, Marketing, ACHSM Magazine Coordinator
- Keiran Gleeson – Treasurer
- Jennie Gordon – Education and Professional Development
- Kay Richards – Councillor
- Meg Milne – Councillor

Our Branch has been particularly fortunate to be supported by Jan Properjohn in the position of Executive Officer over many years. Jan has recently been unwell and is currently considering her involvement with the Branch into the future. We send our sincere thanks and best wishes to Jan for her period of recovery.

Lesley Dickens AFCHSM

Australian Capital Territory Branch President

Branches in Review

Western Australia

2016 has been a great year for the WA State Branch. Our membership is growing, we have had two years of success by candidates in the fellowship, and our education offerings have been very well attended, capped off by the highlight of the year at our second State Conference Day with over 340 attending.

The College has continued to focus its *raison d'être* on further professionalising health leadership and management and is gradually positioning itself as a strong influencer across all of the private, public and non-government health sectors in WA. Its influence will grow as it strives to assist all health sectors leaders to grow, learn and aspire to even better outcomes for their organisations, staff, colleagues, clients and patients.

Support from sponsoring organisations who share our vision has also been well received. Long-time supporter HESTA (Graham King and Michelle Herbert) and many groups who supported the 2016 State Conference Day are particularly to be thanked. These include: Ramsay Health Care (Gold Sponsor), St John of God Healthcare, Ernst & Young, PwC, Deloitte, Bethesda Health Care, Paxon Group, AIM (WA), the DOH Institute for Health Leadership, WA Country Health Service and Murdoch and Curtin Universities. Without their financial and in-kind support the costs of our programs would be much higher.

The more intimate Cuppa with the Chief series continued this year. We were fortunate to offer our members the opportunity to meet with very senior leaders at this more intimate level.

The State Leadership Conference was also a major success being officially opened by the new health minister the Hon John Day. Keynote speakers included Shane Solomon (Managing Director Telstra Health), Dr Craig Hassed (A/Prof Faculty of Health Monash Uni) and General David Morrison (2016 Australian of the Year).

Another highlight was the Annual Leadership Dinner with the amazing story of Associate Professor Dr Munjed Al Muderis (renowned Orthopaedic surgeon), backed up by a great interview with Kellie Parker (Managing Director of Pilbara Assets and Development, Rio Tinto). Special thanks go to major sponsor MDA National (Ian Anderson) for their support.



A/Prof Dr Munjed Al Muderis – Annual Leadership Dinner

The successful completion of Fellowship of the College by Simon Towler, Marani Hutton, Susan Benson, Roslyn Elmes and Kim Gibson was a great outcome along with a very successful national congress in Melbourne where the WA President was the Program Chair. Currently we have a record six candidates preparing for fellowship exams later in 2016/17. If these candidates are successful this will mean 14 new fellows joining the College over the past three years. Our appreciation goes to Trenton

Greive and Thelma Burnett for their organisation and supervision of the program.

The continuing support of both the Ministers of Health (John Day and formerly Kim Hames) and Mental Health (Helen Morton and the newly appointed Andrea Mitchell) and the newly appointed Director General of



Director General of the Department of Health Dr David Russ-Weisz – WA Branch Patron

the Department of Health Dr David Russ-Weisz has been much appreciated. The Board of Reference met again with the Minister of Health at Parliament House and the Board has been a valued support.

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. Throughout the year we heard from Ramsay Health Care through Kevin Cass-Ryall and Danny Sims (Australian CEO). We are grateful for RHC's support of the College through their CEOs in WA – Kempton Cowan, Margaret Sturdy and Peter Mott. These leaders have shown they support the College's important work by their personal involvement and the Council thanks them greatly.

The membership of our State Branch Council attempts to cover the breadth of leaders and managers from the entire WA health sector. We welcomed two new councillors this year in Dr Frank Daly (CEO of Perth Children's Hospital) and Future Health Leaders Chair and WACHS physiotherapist Daniel Mahoney.

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

The efforts of all State Branch Councillors during the year is acknowledged and appreciated. Their enthusiasm to contribute and make a difference is exemplified by their achievements as a team, representing public and private hospitals and health, community services, aged care, the non-for-profit-sector, indigenous health and academia. I wish to thank the Executive Officers (Ashleigh Fong and Sally Clark) for their contribution and their journey with ACHSM. All Branch Councillors are volunteers and the time they give is gratefully acknowledged.

An active and engaged membership is the lifeblood of the College. WA State Branch Council applied its attention and resources to undertake the work that would result in achieving an increase in new members in 2015/16 and year-on-year increases going forward. This dedicated work not only targeted attracting new members, but also the retention of existing members. We continue to attract new members. The challenge is to retain and increase member numbers going forward.

Dr Neale Fong FCHSM (Hon)
Western Australia Branch President

Branches in Review

New Zealand

New Zealand Institute of Health Management continues to be driven by a few committed and enthusiastic members.

Membership remains static and has proved to be challenging to retain, with a lot of movement away from health and retirements. We have not been able to make major progress on this front.

Except for the Auckland branch there has been minimal activity in Christchurch, Lakes and Wellington branches during this period. Unlike other ACHSM branches, our branches rely on volunteers to give their time to arrange these activities. This inactivity could be another reason for static membership.

The theme for the Auckland branch activity for this year was "Leading the NZ Health Sector".

The first session saw Trisha Dunn, Hospital Manager at Gilles Hospital speak on 'Leading in the Private Surgical Hospital Sector'. Then we had Garry Smith, Chief Executive Officer of The Selwyn Foundation speak on 'Leading the NZ Health Aged Care Sector'. Last we had Dr Peter Carswell focus on the leadership aspects that are vital in developing networks when he spoke on 'Leadership across healthcare networks'.

The ACHSM Congress also saw a record number of NZIHM members transiting across, due in most part to the number of our Fellowship Candidates. The greatest uptake of fellowship by NZIHM members occurred during this period. NZ obtained a 100% pass rate in the exam.

Our nomination of Fiona Ritsma for ACHSM Life Membership was accepted. This was submitted to

recognise her valuable contribution both to leadership within the NZ Health Sector and to NZIHM itself. Additionally we were pleased to award Trisha Dunn, Hospital Manager, Gillies Hospital the NZIHM Silver Fern Award in recognition of her leadership abilities within the NZ Health Sector and her contribution to NZIHM. Both of these were awarded during the ACHSM Congress in Melbourne.

The pursuit of a viable Health Management Internship Program was shelved as the National Council was internally unable to progress the HMIPNZ and externally unable to find funding to support it. The NZIHM Health Leaders 2015 Conference in Christchurch was planned but did not progress, and as a consequence, had significant financial losses. Five NC resignations occurred mid-2015. All these events had an effect on NZIHM functioning. Longstanding NZIHM administrator was retired. Not much further work was done on the NZIHM website.

Looking forward, NZIHM remains keen to reinvigorate its branch activities but is cognisant of the fact that this relies very heavily on keen regional champions for this. Finally, again we acknowledge that the NZIHM/ACHSM relationship remains central to our forward progress and to ensuring we can meet the current and future local, national and global challenges in Health Management and Leadership.

Jayanthi Mohanakrishnan 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 16 new fellows conferred in our 2015 Annual Conference cum Annual General Meeting and Fellowship Conferment on 25 July 2015. During the Annual Conference, four Panel Speakers shared their insight and wisdom on the theme “Sustainability through Innovation”.

For the past year, the College has invited various renowned speakers and organised five 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 October 2015, a Hong Kong delegation under the name of the College was organised to attend the National Congress cum Fellowship Conferment of the Australasian College of Health Service Management at Melbourne, Australia. There were around 30 Hong Kong delegates participated in this National Congress. The Hong Kong Delegates have also visited the Melbourne Royal Children’s Hospital immediate after the National Congress. All participants gave high regard to the Melbourne trip and treasured the opportunity to learn from overseas experience on healthcare reform.

On 8 April 2016, the College hosted the sixth Members’ Night and also celebrated the 11th Anniversary of the

Hong Kong College. More than 100 members gathered in the Royal Plaza Hotel, Kowloon and had a great chat, good food and big fun among the new and old fellows of the College.

During this term of 2015–16, the Hong Kong College has organised one study visit to three Grade-A tertiary hospitals in Shanghai, China and another one to Shenzhen-HKU Hospital plus the Shenzhen First People’s Hospital. Moreover, one visit to the Hong Kong Garden Bakery was also held. All these visits were well received by our members with participants in the range of 30–50 per visit.

As with previous years, the Education and Examination Committee of the College organised a series of study group meetings for the Fellowship Examination candidates. For the year 2015/2016, 18 candidates joined this program and participated in various case studies and journal presentations. All candidates will soon attempt their viva examination and the successful candidates will be conferred as College Fellow in the Conferment Ceremony during the 2016 AGM held on 23 July 2016.

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 2016		
CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES		
	2016	2015
	\$	\$
INCOME		
Membership Fees	664,666	613,223
Advertising and Sponsorship	112,343	76,014
Education Activities	565,105	534,176
Interest Earned	23,015	33,044
Sales	2,521	8,132
National Congress	481,351	451,405
Trainee Management Programs	888,353	799,163
Program Grants	374,584	436,702
Sundry Income	1,189	23,622
TOTAL INCOME	3,113,128	2,975,479
LESS EXPENDITURE		
Audit Fees	8,330	10,213
Bank and Government Charges	22,368	19,785
College Prizes	2,369	3,661
Consultants Fees	2,700	5,065
Congress General Expenses	299,733	240,640
Depreciation	63,458	90,543
Educational Expenses	330,355	279,927
Functions	9,428	14,811
Distribution to Overseas Branches	9,270	5,008
Insurance	18,255	17,394
Legal Fees	0	4,050
Information Technology, Marketing and Office Expenses	197,268	216,680
Publications, Newsletter, Subscriptions	105,607	132,611
Rent and Outgoing	122,667	112,402
Employment Expense	1,333,326	1,361,117
Program General Expenses	129,381	119,914
Trainee Management Scholarships	406,720	294,131
Travelling Expenses	45,733	47,327
TOTAL EXPENDITURE	3,106,965	2,975,277
NET SURPLUS FOR YEAR	6,162	202

BALANCE SHEET AS AT 30 JUNE 2016

CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES

	2016 \$	2015 \$
ACCUMULATED FUNDS	350,857	344,695
Represented by:		
FIXED ASSETS		
Office Equipment and Fitouts at Cost	162,158	129,605
Less Depreciation	(121,148)	(98,048)
Intangible Assets at Costs	195,237	334,092
Less Depreciation	(129,854)	(240,887)
INVESTMENTS		
Term Deposits	1,022,653	922,056
Listed Shares	1,688	1,688
CURRENT ASSETS		
Cash	216,481	392,282
Accrued Income	14,028	9,210
Debtors	42,620	226,322
Prepayments	107,326	127,156
Deposits	10,462	24,674
TOTAL ASSETS	1,521,651	1,828,148
LESS CURRENT LIABILITIES		
Creditors and Accruals	444,986	564,744
Income in Advance	618,930	776,127
Provisions	74,215	87,219
LESS NON CURRENT LIABILITIES		
Provisions	32,664	55,363
TOTAL LIABILITIES	1,170,795	1,483,454
NET ASSETS	350,856	344,695

STATEMENT OF CHANGES IN FINANCIAL POSITION 30 JUNE 2016

CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES

	2016 \$	2015 \$
ACCUMULATED FUNDS		
Net Surplus/(Deficit) for year	6,162	202
Accumulated funds at the start of the year	344,493	344,493
Adjustment to Prior Year Retained Earnings	0	0
Accumulated funds at the end of the year	350,655	344,695

Financial Report

Australasian College of Health Service Management

CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2016		
CONSOLIDATED – FEDERAL BODY AND STATE BRANCHES		
	2016	2015
	\$	\$
CASH FLOW FROM OPERATING ACTIVITIES		
Receipts from Customers	3,111,799	2,786,153
Payments to Suppliers and Employees	(3,164,927)	(2,747,785)
Interest Income	23,015	33,044
Net Cash provided by operating activities	(30,113)	71,411
CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of Investments	(100,597)	(222,056)
Purchase (sale) of Fixed Assets and Software	(45,090)	(13,790)
Net Cash used in Investing Activities	(145,687)	(235,846)
Net Increase (Decrease) in Cash held	(175,800)	(164,435)
Cash at beginning of year	392,282	556,717
Cash at end of year	216,481	392,282
RECONCILIATION OF CASH		
Cash on Hand and at Bank	216,481	392,282
Cash on Hand and at Bank	216,481	392,282
RECONCILIATION OF CASH FLOW FROM OPERATIONS TO THE NET SURPLUS		
Net Surplus and Transfer to reserves	6,162	202
Depreciation	63,458	90,543
(Increase)/Decrease in Debtors, Prepayments and Accruals	212,926	82,541
Increase/(Decrease) in Creditors and Provisions	(312,659)	(101,875)
Cash Flow from Operations	(30,113)	71,411

Independent Audit Report

to the Members of Australasian College of Health Service Management

Scope

We have audited the attached financial report, being a special purpose financial report of Australasian College of Health Service Management for the year ended 30 June 2016, 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 2016 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1; and
 - (b) complying with Accounting Standards to the extent described in Note 1 and the Corporations Regulations; and
2. Other mandatory professional reporting requirements to the extent described in Note 1.

ALKEMADE & ASSOCIATES
Accountants & Auditors



SAM MAROTTA
Registered Company Auditor 8799
Dated: 23rd August 2016

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 2016, I declare that, to the best of my knowledge and belief, there have been:

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

ALKEMADE & ASSOCIATES
Accountants & Auditors

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

SAM MAROTTA
Registered Company Auditor 8799
Dated: 23rd August 2016

Notes to the Financial Statements

for the year ended 30 June 2016

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 2016

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:

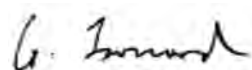
- The financial statements and notes, present fairly the company's financial position as at 30 June 2016 and its performance for the year ended on that date in accordance with the accounting policies described in the notes to the financial statements;
- In the Directors' opinion there are reasonable 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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