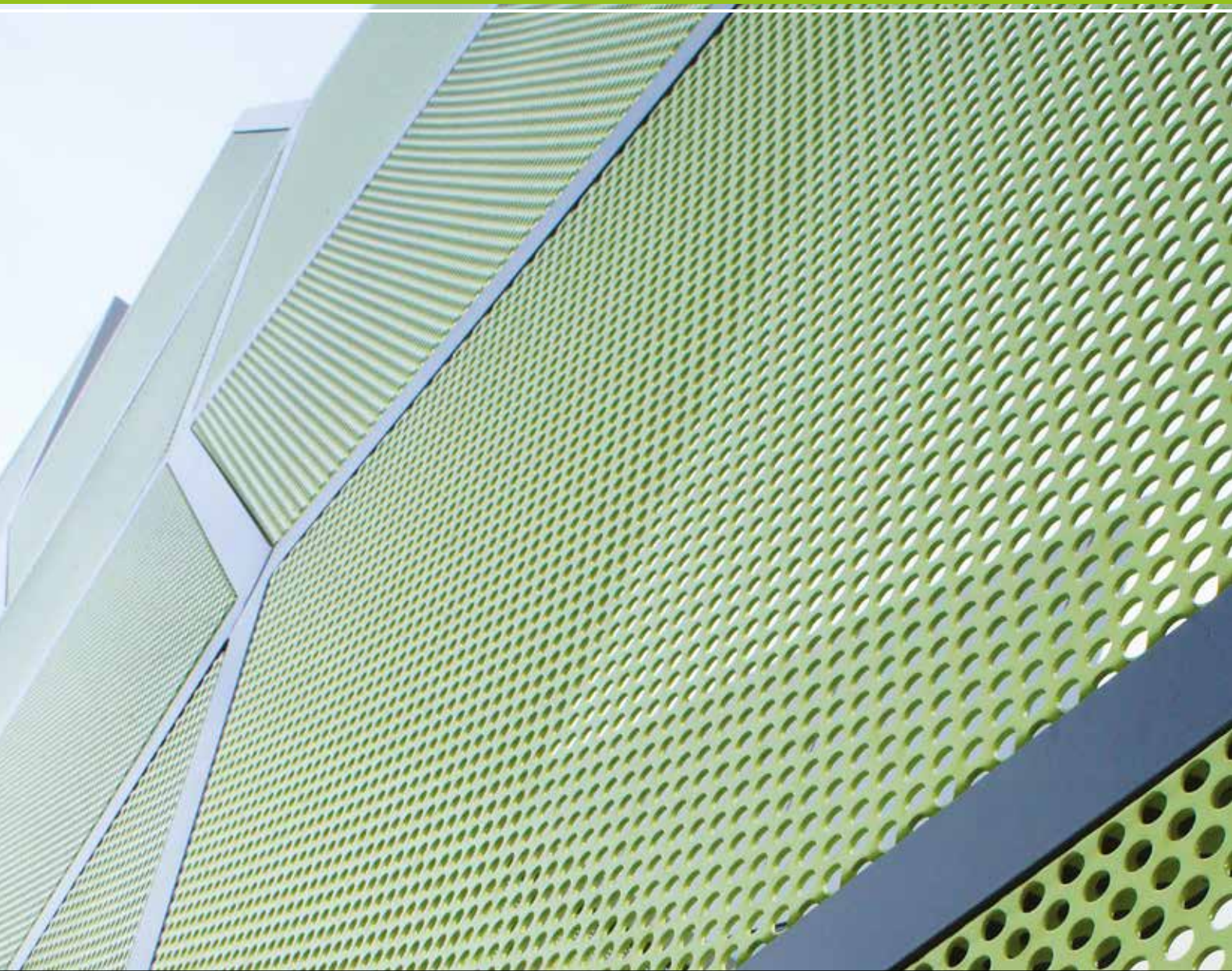




2013–2014
ANNUAL REPORT





Above

Audrey Ogden was one of 1,552 inpatients registered nurse Karen Harrison and the rest of our Camperdown Hospital workforce cared for this year—an 8.3 percent increase on 2012–13's 1,433 inpatients.

About Us

This report provides performance, quality and financial information covering the 2013-14 financial year. It has been prepared in accordance with the *Health Services Act 1988*, *Financial Management Act 1994*, Standing Directions of the Minister for Finance (*Section 4 Financial Management Reporting and Financial Reporting Directions (specifically FRD22)*).

We hope you find this report informative and encourage you to visit our website and also read our *2014 Quality of Care Report*.

HOW TO CONTACT US

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OUR VISION

Outstanding healthcare in partnership with our regional community.

OUR MISSION

To provide a comprehensive range of high quality and wellbeing services for people in South West Victoria.

OUR VALUES

- CARING** We are compassionate and responsive to the needs of users of our service, their families, our staff and volunteers.
- RESPECT** We behave in a manner that demonstrates trust and mutual understanding.
- INTEGRITY** We are transparent and ethical in all that we do.
- EXCELLENCE** We continually review and analyse performance to ensure best practice.
- LEADERSHIP** We set clear direction that encourages team work, innovation and accountability.

OUR COMMUNITY

110,000 people live in South West Victoria, a vibrant region consisting of the five Local Government Areas of Warrnambool City and the Shires of Corangamite, Glenelg, Moyne and Southern Grampians. Our major city, Warrnambool, is one of the fastest-growing regional cities in Victoria. Major primary industries include health, education, retail, tourism, dairy, food production, manufacturing, meat processing, professional services, new-age energy, timber, aluminium and mineral sands.

OUR SERVICES

We provide 133 medical, nursing, mental health, allied health and community health services.

OUR QUALITY PROGRAMS

We are committed to continuous quality improvement and strive for best practice.

OUR CONTRIBUTION TO THE COMMUNITY

We are the region's largest employer: 1,287 people work for South West Healthcare. Our local economy benefits to the tune of approximately \$96M per annum.

OUR FUTURE

The final confirmation of the commencement of the South West Cancer Centre, coupled with further investment into our Mental Health Services through the establishment of a \$4.2M Prevention and Recovery Care (PARC) service, has reinforced confidence in the future of both South West Victoria and the broader regional service role South West Healthcare is expected to fill. The growth our organisation is experiencing is significant and, to support this growth, South West Healthcare has continued to review governance and management structures to address these changing demands.

Our successful organisation-wide accreditation and the development and adoption of a new five-year Strategic Plan provides confidence that a solid and sound foundation is in place. This foundation is underpinned and driven by a highly skilled, caring and dedicated workforce and ensures our health service is set for a very exciting future.

ABOUT THIS REPORT

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Highlights

¹ *Our male workforce did us proud by joining the 2013 White Ribbon Day call for an end to violence against women. SWH Counselling & Support Services' Shane Storer (foreground) said this community awareness initiative provided an avenue for men to step up. Photo: The Standard and photographer Vicky Hughson.*

- > State Government approval to proceed with development of region's South West Cancer Centre
- > Record patient throughput
- > Successful accreditation survey completed under new national standards
- > \$4.2M State Government grant secured for region's first Prevention & Recovery Care (PARC) service
- > Development and adoption of new 5 year Strategic Plan (2014-2019)
- > Official opening of 12-bed Rotary House Warrnambool
- > Corangamite Health Service Plan completed and Corangamite Regional Health Collaborative established
- > Successful preparation for commencement of new Mental Health Act
- > Continued strong financial performance (\$782K operating surplus)
- > Envious recruitment of key medical specialists
- > Establishment of sub-regional Dental Health Service
- > 8th annual NAIDOC celebrations held
- > South West Medical Centre awarded New Business Excellence Award



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Chairman's and CEO's Report



INTRODUCTION

In accordance with the Financial Management Act 1994, we are pleased to present the Report of Operations for South West Healthcare for the year ending 30 June 2014.

It is a pleasure to report that South West Healthcare has completed another successful year including a raft of significant achievements that are detailed in the body of this Annual Report.

Of particular note was the approval to proceed with the establishment of the region's South West Cancer Centre following a successful \$5M community fundraising campaign. This incredible community effort, which has been driven by the local cancer advocacy group Peter's Project, will be combined with contributions from both the State Government and Commonwealth Governments to result in the commencement of building works in 2014-15. A great outcome for South West Victoria.

South West Healthcare was also thrilled to receive confirmation in the 2013-14 Victorian State Budget of \$4.2M funding to expand our Mental Health Services with the development of an



1 Standing on the site of our region's future South West Cancer Centre is CEO John Krygger, Corey O'Connor (Central Sterile Supply Department), Judy Garner and Michael Duffy (Food Services) and Susan Rabach (CSSD). A SWH workplace giving program saw staff generously donate \$14,533 to the Centre's \$5M public appeal to bring this hard-fought dream to a reality.

2 SWH Mental Health Services director Caroline Byrne, consumer consultant Eila Lyon and Residential Psychiatric Services Acute Inpatient Unit manager Collette Porter plan for our future \$4.2M Prevention and Recovery Care (PARC) service.

4 South West Healthcare ANNUAL REPORT 2013-14

3 In the presence of Member for Wannon Dan Tehan (left) and Premier Denis Naphthine, Rotary House project chairman Andrew Suggatt hands outgoing SWH Board Chairman Chris Logan (right) the key to the door of Rotary House Warrnambool. Photo: The Standard and photographer Leanne Pickett.

4 Located directly opposite our Warrnambool Base Hospital, Rotary House Warrnambool is a stylish 12-bed home-away-from-home.

5 SWH cancer patient Ian Smith and his wife Charlotte say staying at Rotary House Warrnambool makes the long trips from their Port McDonnell home in South Australia much easier. Photo: The Standard and photographer Angela Milne.



eight-bed and two community-place Prevention and Recovery Care (PARC) service. This service will support people who are stepping down from a hospital environment, as well as those who need more intense mental health support than they can receive in the community. It will provide a vital addition to our Mental Health Services profile when established.

2013–14 was a particularly important year for South West Healthcare because it saw the development and adoption of our next five-year Strategic Plan (p10). This key organisational document sets our path and vision through to July 2019. Led by our Board of Directors, this comprehensive exercise included the involvement of executive, senior staff, volunteers, community representatives and the Department of Health. It allowed us to reflect on the achievements of the past five years and set priorities for the future. There is no doubt the massive capital development of our Warrnambool Base Hospital site over the past five years was a highlight and has resulted in an organisation that is almost unrecognisable. Our Warrnambool site has been almost completely rebuilt with new inpatient facilities and the relocation of our Community Health, Mental Health and Dental Health Services to the one new Warrnambool Community Health facility. The priority for the organisation now, however, is to ensure the completion of stage 2 of our Warrnambool campus redevelopment which includes the rebuild of our Warrnambool Base Hospital Emergency Department and Theatre complex. This stage is crucial to enable us to meet growing emergency and elective acute service demand and to fulfil our increasing regional role.

PARTNERING WITH OUR COMMUNITY

A highlight of the year was the official opening of Rotary House Warrnambool which was established thanks to the hard work of the city's four Rotary Clubs. This 12-bed facility located opposite our Warrnambool Base Hospital provides emergency accommodation for patients, their families and carers. Officially opened by Premier Denis Naphthine on 13 November 2013, this home-away-from-home has already provided immediate, affordable relief for many families and carers.



Service Planning for the Corangamite Shire has been considered an important step to ensure service and capital planning is progressed in a timely and efficient manner. It is pleasing to note that a comprehensive service plan was completed in October, resulting in the establishment of the Corangamite Regional Health Collaborative. The group includes the Board of Director Chairs and CEOs of South West Healthcare, Terang and Mortlake Health Service, Timboon and District Healthcare Service, Cobden District Health Services and Corangamite Shire Council. We are working positively and cooperatively to identify areas of mutual benefit.

This year saw us hold our eighth annual NAIDOC event at South West Healthcare. The last two years' have been held in our new Warrnambool Community Health building where we transform the car park into an event space. NAIDOC at South West Healthcare is growing larger each year with all Aboriginal organisations now participating. This year's theme paid tribute to the Aboriginal men and women who have fought on behalf of their country. Around 250 people attended.

Additional to the remarkable support of our auxiliaries, we have this year been assisted by 320 registered volunteers – one of whom was awarded the 2014 Minister for Health Volunteer Award for outstanding individual achievement in a regional health service. Margot Johnson, a tireless volunteer and co-president of our Warrnambool Auxiliary, is the third of our

6 Warrnambool Base Hospital receptionist, 75-year-old Jackie Day, says she still loves her job after 37 years. And she's not the only one. In the latest Victorian State Services Authority Staff Survey our staff recorded above-state-average positive responses to every issue in the anonymous questionnaire. Photo: The Standard and photographer Vicky Hughson.

7 Our Warrnambool Emergency Department's Dr Daniel Aronov and unit manager Annette Kelson care for Ron Blain, one of 26,777 patients to be treated in our Warrnambool and Camperdown Emergency Departments in 2013–14.

8 Patient Con Van Gestel, Acute Unit manager Mel Keane and Food Services' Karyn McCluskey celebrate the news our Warrnambool Base and Camperdown Hospitals topped the state in the Victorian Patient Satisfaction Monitor. Our Overall Care Index was 83 compared to other hospitals our size averaging 79. Photo: The Standard and photographer Damian White.



volunteers to be recognised in this way (photo p39). In addition, volunteering for SWH for an extraordinary 45 years earned Camperdown Trolley Ladies Auxiliary member Judy Donnelly a SWH Volunteer Service Award.

DRIVING A QUALITY AND SAFETY CULTURE

It has also been a big year for quality and safety as South West Healthcare undertook an organisation-wide accreditation review under the new National Standards. In addition, accreditation visits were conducted for residential aged care at Merindah Lodge, Home and Community (HACC) Services, Mental Health Services and Disability Services. In a fantastic result, all accreditation requirements were achieved and we were awarded the high rating of Met with Merit for our management of blood products. Our South West Medical Centre, meantime, earned Australia's highest accreditation scores for quality and safety. It is difficult to adequately describe the amount of effort that was invested by staff in order to achieve these results. The outcomes were outstanding and all staff are to be congratulated and thanked for their efforts.

A key challenge for our Mental Health Services division has been preparing for the July 2014 commencement of Victoria's first new Mental Health Act in almost 30 years. The Act places people with a mental illness at the centre of mental health treatment and care, and recognises the important role their families and carers play in supporting them in their recovery journey. Our Mental Health Services has been preparing for this transition for almost two years by undertaking comprehensive learning and development activities to support staff to implement the Act and to adjust to the new arrangements. We are confident these implemented processes have South West Healthcare well prepared.

It continues to be a credit to our dedicated staff that results from the Victorian Patient Satisfaction Monitor (VPSM) rate both our Camperdown and Warrnambool Hospitals as the top in the state. In the most recent survey South West Healthcare received an overall care index of 83 whilst the average for all hospitals was 80, and for health services of a similar size to us, 79. This is an outstanding result considering the increased demands that have been placed on our staff.

A major challenge for the health sector is managing violence and aggression in the workplace. We secured grants totalling \$35,000 in 2013-14 to support zero-tolerance initiatives. Reinforced through all levels of management, promoting a safe culture is a

major focus of ours. At our Board of Directors' level, every board meeting commences with a review of incidents for the previous month, and a review of accepted measures of safety via the Lost Time Incident Frequency Rate (LTIFR). A quarterly review of WorkCover indicators is also undertaken and it is pleasing to report that efforts have resulted in a WorkCover performance rating 13 per cent better than industry average.

DELIVERING EFFICIENT SERVICES AND INFRASTRUCTURE

The demand for services continues to increase with 17,141 inpatients cared for at our two hospitals (4.8 per cent higher than 2012-13's 16,351 inpatients) and 26,777 presentations recorded at our Emergency Departments (2,419 at our Camperdown hospital compared to 2012-13's 2,176 and 24,358 at our Warrnambool Base Hospital compared to 2012-13's 24,610). In addition, increased demand has been experienced across all services including Community Health, Dental Services and Mental Health Services. As is always the case, the balance between meeting service demands and achieving a sustainable financial position is a challenge. I am pleased to report South West Healthcare achieved a \$782,000 operating surplus for the financial year with a total operating budget of \$139.7M. This result was achieved in an environment where service targets were met and acute inpatients targets were exceeded by 2.8 per cent.

South West Healthcare has been heavily involved in a program titled the Strengthening Health Services Collaborative (SHS). Including all public health services in the Barwon South West region, its intention is to use the strength of co-operation and collaboration to drive better health outcomes. A number of initiatives have commenced with an example being the implementation of a sub-regional approach to procurement. The model being developed is a centralised warehouse and procurement model based at our Warrnambool campus. This alliance, between South West Healthcare, Western District Health Service, Portland District Health and Colac District Health, aims to ensure the most efficient model of warehousing and procurement is achieved.

In an effort to ensure the organisation is well prepared to meet future challenges it is important to maintain an appropriate governance and senior staffing structure. In response to increases in both the size and complexity of our health service, the Board of Directors has undertaken a governance capabilities assessment and is implementing a program to address identified

⁹ *SWH transfusion trainer Caroline Polack and Healthscope Limited scientist in charge Ian Whan's management of blood products earned us the highest accreditation rating possible.*



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gaps. A review of our executive team's structure has also been completed and led to the appointment of Jamie Brennan to the position of Director of Service Development. Jamie is responsible for a number of organisation-wide support areas and for our Camperdown Campus (see Organisational Structure p46).

DEVELOPING A HIGH PERFORMING WORKFORCE

The success of South West Healthcare continues to be underpinned by the dedication and professionalism of our staff. We employ in excess of 1,280 staff and engage 92 fee-for-service medical practitioners. In 2013–14, 118 long-serving employees were honoured at official ceremonies for having, incredibly, worked for us for a combined 2,525 years. Forty-year employees Critical Care Unit associate unit manager Helen Kenna, Extended Care Inpatient Unit registered nurse Alan Frazer and Food Services assistant Cheryl Fox were the longest-serving of them (photo p41).

A particular highlight was the presentation of the 2013 Victorian Public Healthcare Award for Health Lifetime Achievement to Palliative Care Director Dr Eric Fairbank AM. 'His work has helped shape the way palliative care is delivered in Warrnambool, and his influence is now felt nationwide and internationally,' Health Minister David Davis told those gathered at the gala event in Melbourne. Dr Fairbank's work has had a profound effect on the Barwon-South Western Region, on his colleagues, students, nurses, palliative care staff, volunteers and, most importantly, on patients and their families. In 1986, Dr Fairbank AM was instrumental in establishing our Palliative Care Unit. He remained the director until retiring in July 2013.

The following achievements are also worth acknowledgement:

- > General practitioner Dr John Menzies received the Peter Graham Cohuna Award for his outstanding advocacy for, and medical services to, our Camperdown community. The Australian College of Rural and Remote Medicine (ACRRM) accolade was presented at the 750-delegate Rural Medicine Australia 2013 conference in Cairns.
- > Academic excellence was achieved by Warrnambool Base Hospital associate unit manager Sue Anderton who became our fourth nurse practitioner, in her chosen field of Emergency (photo p29).
- > Warrnambool Community Health Settlement Grants Program coordinator Meredith McKinnon was awarded a prestigious Hamer Scholarship to study at Seoul University's Korean School of Language.

10 Health Minister David Davis awarded Dr Eric Fairbank AM the 2013 Victorian Public Healthcare Award for Health Lifetime Achievement.

11 His outstanding advocacy for, and medical services to, our Camperdown community earned GP Dr John Menzies the Peter Graham Cohuna Award. Photo: The Chronicle and photographer Helen Gaut.

12 Employment and Trade Minister Louise Asher congratulates Warrnambool Community Health Settlement Grants Program coordinator Meredith McKinnon on her Hamer Scholarship.



13

> Wound management nurse practitioner Terry Swanson won the 2013 Powercor Warrnambool Business Excellence Award for Customer Service.

In addition to our long-serving staff, South West Healthcare is also fortunate to have secured the significant expertise of many new medical specialists in 2013-14. Obstetrician/gynaecologist Rosie Buchanan, oncologists Dr Ian Collins and Dr Oliver Kline, urogynaecologist Dr Joe Lee, geriatrician Dr Julie Dikiciyan, anaesthetist Craig Surtees, general and renal physician Nicholas Barraclaugh and physician/haematologist Edward Chew joined our Warrnambool Base Hospital workforce. General practitioners Dr Lwin Mar Thein, Dr Nyi Nyi Lwin and registrar Dr David Hunchak joined our Camperdown Robinson Street Clinic workforce.

ENCOURAGING SERVICE INNOVATION

Major growth has been experienced in our public Dental Services with the opening of a two-chair clinic at our Manifold Place Community Health centre in Camperdown, and the creation of a sub-regional service through integrating Western District Health Service's and Portland District Health's public dental clinics with ours. The sub-regional model has resulted in a significantly stronger and resilient service model through an improved ability to attract and retain an appropriate dental workforce (see Profile: Services p19).

A number of service redesign initiatives have been successfully completed during the year, including a chemotherapy project that resulted in a reduction in waiting time and improved patient orientation to our Oncology Unit, a clinical handover redesign that resulted in a more patient-centred process and the introduction of a best practice COPD Care Guide for our Emergency Departments and for hospital stay through to the community (see Quality Management p27).

A key challenge for South West Healthcare has been preparing for reporting under the Elective Surgery Information System which will commence January 2015. A successful redesign program was completed in December 2013 within Surgical Services that included the adoption of a new operating schedule. This project was successful due to the significant contributions from medical and nursing staff and has resulted in a reduction in the



14



15

elective surgery waiting list, a reduction in Hospital Initiated Postponements (HIPs) and an improvement in compliance with statewide time frame requirements. It also resulted in a 5 per cent increase in operating theatre hours.

The outstanding service innovation of our nine-month-old South West Medical Centre earned it the 2013 Powercor Warrnambool Business (New Business) Excellence Award. Since then, it's become the region's first GP clinic to take appointments online via a fully-integrated appointment management and patient engagement software system. This technology's mobile and web-options App interacts and engages patients in their own care. In September, this award-winning GP clinic also became Warrnambool's first to open every weeknight until 8.30pm.

13 Continence Team clinical nurse consultant Sharon Homberg and Obstetrics Services director Dr Michael Koutsoukis were delighted urogynaecologist Dr Joe Lee (foreground) was one of many new specialists to join our medical team in 2013-14. Photo: The Standard and photographer Rob Gunstone.

14 Wound management nurse practitioner Terry Swanson's outstanding customer service earned her a 2013 Powercor Business Excellence Award.

15 Part of our award-winning South West Medical Centre team: (from left) director Dr Daryl Pedler, practice manager Sue Fleming and practice nurse Fabian McLindin.



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17



18

CONCLUSION

In summary, the past 12 months have again been a period filled with achievements that could only be realised with the support of committed and professional staff and volunteers. There are numerous people to thank for their contribution, including our dedicated Board of Directors and highly skilled Executive and Staff Team. We also sincerely thank our Regional and Central Department of Health colleagues, donors, volunteers, auxiliary members, community members and the local media for their much needed and much appreciated ongoing support.

We remain committed to our mission of providing a comprehensive range of healthcare services to enhance the quality of life of people in South West Victoria and we believe we are well placed to deliver on this commitment.

JOHN MAHER
Chairman
Board of Directors

JOHN F KRYGGER
Chief Executive Officer

16 We increased surgery hours by 5 per cent after identifying areas for improvement during our Surgical Services Redesign project. And our staff, including Camperdown Hospital theatre nurses Jane Kingston (centre) and Jo Teal, cared for 4.8 per cent more inpatients in 2013-14 (17,141) than in 2012-13 (16,351).

17 In the main foyer of our Warrnambool Base Hospital, Karen Richards embroiders pig skin draped over fellow artist Andrea Rodley under the watchful eye of Emergency Department rural and remote specialist Dr Susan Thomas. Inspired by artists embedded with the Australian military, SWH's EmbedED initiative is

believed to be the first time artists have embarked on documenting life in an Australian Emergency Department. The six-month project will culminate in an exhibition in late 2014.

Photo: The Standard and photographer Leanne Pickett.

18 On behalf of SWH's Board of Directors and staff, CEO John Krygger presents long-serving Warrnambool Auxiliary treasurer Iris Bickley with a self-portrait linocut for her 90th birthday.

Photo: The Standard and photographer Angela Milne.

2014–2019 STATEMENT OF STRATEGIC DIRECTION

1. PARTNERING WITH OUR COMMUNITY

Our Vision

Outstanding healthcare in partnership with our regional community.

Our Mission

To provide a comprehensive range of high quality health and wellbeing services for people in South West Victoria.

Strategic Direction

We will develop strong and enduring relationships with our communities and partner organisations.

Strategies

- Develop and implement a community engagement plan
- Develop formal partnership agreements with relevant agencies in the region to quantify service provision
- Maximise fundraising opportunities to generate \$250K+ each year to purchase medical equipment
- Develop Memorandums of Understanding with surrounding Aboriginal Health Services to articulate partnering charter

2. DRIVING A QUALITY AND SAFETY CULTURE

Our Values:

Caring

We are compassionate and responsive to the needs of users of our service, their families and our staff and volunteers.

Respect

We behave in a manner that demonstrates trust and mutual understanding.

Integrity

We are transparent and ethical in all that we do.

Excellence

We continually review and analyse performance to ensure best practice.

Leadership

We set clear direction that encourages team work, innovation and accountability.

Strategic Direction

We will provide high quality health and wellbeing services.

We will provide an organisational culture that is safe and risk aware.

Strategies

- Implement contemporary, robust and evidence based Models of Care across all services
- Continue to develop risk management and clinical governance systems that address key risk areas
- Develop and implement an organisation wide safety plan

3. DELIVERING EFFICIENT SERVICES AND INFRASTRUCTURE

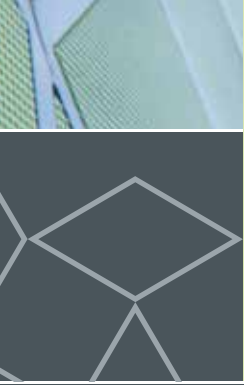
Strategic Direction

We will maintain our financial viability and sustainability.

We will provide the highest quality facilities, equipment and information technology infrastructure.

Strategies

- Deliver a minimum surplus of 0.5% of total revenue each year
- Provide contemporary clinical and business information that supports excellence in decision making
- Drive the implementation of sophisticated electronic solutions that improve patient care
- Secure Government commitment to facilitate developments/redevelopments:
 - Stage 2 Warrnambool Base Hospital
 - Camperdown Hospital
 - Prevention and Recovery Centre (PARC)
 - Community Health facilities



4. DEVELOPING A HIGH PERFORMING WORKFORCE

Strategic Direction

We will strengthen the existing culture that attracts, supports and retains high calibre people.

We will develop a teaching and research profile that stimulates service delivery improvement.

Strategies

- Communicate our values and objectives and effectively manage our people so that South West Healthcare is acknowledged as a great place to work
- Identify and develop leadership talent throughout the organisation
- Encourage teamwork and learning opportunities aimed at improving health outcomes
- Collaborate strongly with Deakin University and other training providers in education, training and research

5. ENCOURAGING SERVICE INNOVATION

Strategic Direction

We will continue to build an integrated, accessible service that is responsive to the needs of our community.

Strategies

- Develop and implement a plan to identify initiatives that support our role as a sub regional health service provider
- Continue to actively participate in and deliver innovative outcomes through Government/Department sponsored regional sustainability initiatives
- Secure \$500K+ of external grants each year to fund new ideas, equipment and/or products and services



Statement of Priorities

STRATEGIC PRIORITIES

In 2013-14 South West Healthcare will contribute to the achievement of these priorities by:

PRIORITY	ACTION	DELIVERABLE	OUTCOME
1 Developing a system that is responsive to people's needs	<p>Implement formal Advance Care Planning structures and processes that provide patients with opportunities to develop, review and have their expressed preferences for future treatment and care enacted.</p> <p>Work and plan with key partners and service providers to respond to issues of distance and travel time experienced by some rural and regional Victorians.</p>	<p>Ensure Advance Care Planning structure is embedded at South West Healthcare (SWH) that supports patients/clients and provides opportunities to develop or review treatment options that are monitored through the patient information system.</p> <p>Plan and recruit, in partnership with Western District Health Service (WDHS) and Portland District Health (PDH), to address workforce and service delivery deficiencies e.g. medical specialists, dental staff.</p>	<p>A SWH project officer supports people to develop an Advance Care Plan that will guide medical treatment and care if they become unable to communicate or participate in decision making. This worker also provides training for staff across SWH and other local healthcare services to assist patients and clients with Advance Care Planning. Advance Care Planning is supported by an organisation-wide policy.</p> <p>A sub-regional dental service was implemented in 2013-14 in partnership with WDHS and PDH. The sub-regional model provides a more sustainable workforce structure.</p>
2 Improving every Victorian's health status and experiences	<p>Improve 30-day unplanned readmission rates.</p> <p>Collaborate with key partners such as Medicare Locals, community health services and other providers to support local implementation of the Victorian Health and Wellbeing Plan 2011-2015.</p> <p>Contribute to the provision of additional dental services to achieve the targets, milestones and objectives of the National Partnership on Treating More Public Dental Patients.</p>	<p>Implement a regular monitoring and evaluation system of 30-day unplanned readmission rates to identify opportunities for improvement through the continuum of care.</p> <p>Community Health Service review completed and recommendations implemented.</p> <p>In response to the Koolin Balit Strategy and in partnership with Gunditjmarra and Kirrae health services, develop an Aboriginal Employment Strategy.</p> <p>In partnership with Western District Health Service and Portland District Health, Sub-Regional Dental Plan successfully implemented.</p>	<p>SWH has undertaken projects to provide greater care and support during the transition to home. In addition, there has been a focus on patient education and self-management support and a multidisciplinary approach to our patients' care. SWH readmission rate is 4.1% which is well within target range.</p> <p>New models of care introduced including expanded use of telehealth consults.</p> <p>New Intake system at SWH allows clients/ patients, regardless of geography, to be booked on priority basis.</p> <p>SWH will be lead agency for regional bowel screen project.</p> <p>60% of recommendations implemented. Funding model detrimental to these services due to all funding being service-target based.</p> <p>Aboriginal Employment Strategy finalised and endorsed. For implementation with key success goals and strategies.</p> <p>Sub-regional model successfully implemented:</p> <ul style="list-style-type: none"> - Hamilton Clinic commenced on 6 January 2014 - Camperdown Clinic commenced on 8 January 2014 - Portland Clinic to commence on 7 July 2014 - Very positive community and patient feedback from all sites.
3 Expanding service, workforce and system capacity	<p>Support excellence in clinical training through productive engagement in clinical training networks and developing health education partnerships across the continuum of learning.</p>	<p>Multidisciplinary Education and Research Unit established.</p> <p>Royal Australian & New Zealand College of Psychiatrists (RANZCP) and Fellowship of the Australasian College of Emergency Medicine (FACEM) accreditation for Registrar training posts achieved.</p>	<p>An Education Review has been completed and its recommendations have been supported by the Executive. An Education and Research Unit structure has been adopted and will be recruited to in 2014-15.</p> <p>Both Registrar training posts (as well as in Orthopaedic Surgery) have achieved accreditation.</p>

PRIORITY	ACTION	DELIVERABLE	OUTCOME
4 Increasing the system's financial sustainability and productivity	<p>Reduce variation in health service administrative costs.</p> <p>Identify opportunities for efficiency and better value service delivery.</p>	<p>Review the impact on administrative costs of the centralised procurement model for South West Healthcare and participating agencies to determine its cost effectiveness.</p> <p>Review the cost effectiveness of the recently commenced South West Linen Service and identify future savings and revenue opportunities.</p>	<p>Financial modelling completed to support the centralised procurement model. A central store service model adopted and supported by all agencies with implementation commencing July 2014.</p> <p>Continued review of the model has resulted in a number of improvements around internal workflows.</p>
5 Implementing continuous improvements and innovation	<p>Develop and implement improvement strategies that optimise access, patient flow, system coordination and the quality and safety of hospital services.</p> <p>Develop and implement strategies that support service innovation and redesign.</p>	<p>Successful implementation of redesign project for sub-acute care which optimises alternative treatment/care options across the organisation and region, and maximises service capacity.</p> <p>Completion of the Perfect List project that optimises theatre utilisation and improves the patient journey.</p> <p>Redesign Unit expands its review and support of services across the organisation to improve innovation and redesign.</p>	<p>Project has undertaken a full review of all inpatient and outpatient sub-acute and Geriatric and Evaluation Management (GEMS) models. Significant progress has been achieved with key recommendations being finalised.</p> <p>Completed Operating Theatre Redesign project in 2013-14 with significant improvements achieved in the key areas of Hospital Initiated Postponements (HIPs) and compliance with Elective Surgery Information System (ESIS) targets.</p> <p>Completed a redesign project in stock and inventory for Perioperative Services involving the development and implementation of an electronic ordering and data management solution.</p> <p>Chemotherapy Redesign project delivered more streamlined processes for patient care resulting in reduced patient wait times despite increasing throughput, and improved patient orientation to the service.</p> <p>Clinical Handover Redesign work across all disciplines has seen the introduction of more patient-centred handovers, and the development of standardised tools (some electronic) to guide staff with the high risk handover situations.</p> <p>Well Organised Work Principles introduced to Allied Health Services and Community Health staff.</p> <p>Orientation for all clinical staff involves introduction to redesign principles.</p>
6 Increasing accountability and transparency	<p>Prepare for commencement of proposed new mental health legislation in 2014 (applicable to health services administering mental health services).</p> <p>Prepare for the National Safety and Quality Health Service Standards, as applicable.</p>	<p>Implement strategies (staff training/education, consumer and community awareness, procedural changes to current systems) to ensure South West Healthcare is in a position to have all systems in place to comply with new Mental Health Act.</p> <p>Organisation successfully accredited against new standards in May 2014.</p>	<p>Mental Health Act specific training program rolled out across all teams.</p> <p>Staff undertake Train The Trainer workshops to implement training that supports the Act.</p> <p>Consumer and carer forums held to provide information.</p> <p>SWH successfully completed an organisation-wide survey of the National Safety and Quality Healthcare Service Standards (NSQHSS) through the Australian Council on Healthcare Standards (ACHS) in May 2014. The surveyors reported SWH demonstrated a clear commitment to patient-centred care and a commitment to ongoing quality improvement, successfully passed all core actions and received one Met with Merit rating. The survey included our Acute Services, Mental Health, Community Health, Dental, Aged Care and Disability, and Family Services.</p>
7 Improving utilisation of e-health and communications technology.	<p>Maximise the use of health ICT infrastructure.</p> <p>Trial, implement and evaluate strategies that use e-health as an enabler of better patient care.</p>	<p>Ensure that Telehealth service penetration is maximised e.g. participating and adoption of the regional ICU Telehealth Project at South West Healthcare.</p> <p>Detailed planning for the implementation of the TrakCare community module completed.</p>	<p>Participated in the Strengthening our Regional Health Services project that focused on maximising the benefits to patients of utilising Telehealth.</p> <p>Go-Live scheduled for 1 September 2014. Detailed planning and analysis completed.</p> <p>Automated non-acute entry systems and diarised systems complete.</p> <p>80% of non-acute programs now using electronic medical records. Remainder to do so early 2015.</p>



Performance Priorities

FINANCIAL PERFORMANCE			
OPERATING RESULT		TARGET	2013/14 ACTUALS
Annual Operating Result (\$m)		\$600 K	\$782K
WIES activity performance	WIES (public and private) performance to target (%)	100%	102.8%
Cash Management	Creditors	<60 days	59 days
	Debtors	<60 days	48 days
ACCESS PERFORMANCE			
Emergency Care	Per centage of ambulance transfers within 40 minutes	90%	99%
	NEAT - Per centage of emergency presentations to physically leave the Emergency Department for admissions to hospital, be referred to another hospital for treatment, or be discharged within four hours (July - December 2013)	75%	69%
	NEAT - Per centage of emergency presentations to physically leave the Emergency Department for admissions to hospital, be referred to another hospital for treatment, or be discharged within four hours (January - June 2014)	81%	67%
	Number of patients with length of stay in the Emergency Department greater than 24 hours	0	3
	Per centage of Triage Category 1 emergency patients seen immediately	100%	100%
	Per centage of Triage Category 1 to 5 emergency patients seen within clinically recommended times	80%	78%

¹ The wonderful relationship we established with the Australian Tapestry Workshop (ATW) in 2012 during the development and unveiling of our Geoff & Helen Handbury Foundation-gifted tapestry (it hangs pride of place in our Warrnambool Base Hospital foyer), saw us invited to participate in the ATW's fully-funded Weaving into Wellbeing initiative in 2013-14. Nationally-respected weaver Marie Cook spent Friday afternoons with dialysis patients including

Gordon Goddard (both pictured), teaching them to weave. Practicing tapestry weaving can help with recovery, improve dexterity and concentration, and offer an outlet for contemplation and creativity.
Photo: The Standard and photographer Angela Milne.

SERVICE PERFORMANCE			
QUALITY AND SAFETY		TARGET	2013/14 ACTUALS
Quality and Safety	Health Service Accreditation	Full compliance	Full compliance
	Residential Aged Care Accreditation	Full compliance	Full compliance
	Cleaning Standards (Overall)	Full compliance	Full compliance
	Cleaning Standards (AQL-A)	90%	95%
	Cleaning Standards (AQL-B)	85%	94%
	Cleaning Standards (AQL-C)	85%	96%
	Health care worker immunisation - Influenza	75%	72%
	Submission of Data to VICNISS (%)	Full compliance	Full compliance
	Hospital Acquired Infection Surveillance	No outliers	No outliers
	Hand Hygiene (rate)	70%	77.4%
	SAB Rate Per Occupied Bed Days	<2/10,000	0
	Victorian Patient Satisfaction Monitor (OCI) (July-Dec 2013)	73%	N/A
	Consumer Participation Indicator (July-Dec 2013)	75%	Achieved
	Victorian Hospital Experience Measurement Instrument (Jan-June 2014)	Full Compliance	Full Compliance
	People Matters Survey	Full compliance	Full compliance
Maternity	Per centage of Women With Prearranged Postnatal Home Care (Camperdown)	100%	100%
	Per centage of Women with Prearranged Postnatal Home Care (Warrnambool)	100%	94%
Mental Health	Mental Health 28 Day Readmission Rate (%)	14%	6%
	Adult Mental Health Post-discharge Follow Up Rate (%)	75%	91%
	Adult Mental Health Seclusion Rate Per Occupied Bed Days	<15/1,000	5%
	Aged Mental Health Post-discharge Follow Up Rate (%)	75%	86%
	Aged Mental Health Seclusion Rate Per Occupied Bed Days	<15/1,000	0
	CAMHS Post-discharge Follow Up Rate (%)	75%	100%
	CAMHS Seclusion Rate Per Occupied Bed Days	<15/1,000	
ACTIVITY AND FUNDING			2013/14 ACTUALS
Activity and Funding	Weighted Inlier Equivalent Separations (WIES)		Activity achievement
	WIES Public		11,380
	WIES Private		600
	Total PPWIES (Public and Private)		11,980
	WIES DVA		211
	WIES TAC		78
	WIES TOTAL		12,269
Subacute & Nonacute Admitted	GEM DVA		363
	GEM Private		-
	GEM Public		3,459
	Maintenance DVA		-
	Maintenance Public		-
	Palliative Care DVA		237
	Palliative Care Private		79
	Palliative Care Public		2,352
	Rehab DVA		202
	Rehab Private		527
	Rehab Public		5,253
	Transition Care – Bed Days		2,775
	Transition Care – Home Day		3,868

Statutory Requirements

MANNER OF ESTABLISHMENT

South West Healthcare is an incorporated body under, and regulated by, the *Health Services Act 1988*.

FREEDOM OF INFORMATION REQUESTS

Requests for documents in the possession of South West Healthcare are directed to the Freedom of Information Manager and all requests are processed in accordance with the *Freedom of Information Act 1982*. A fee is levied for this service, based on the time involved in retrieving and copying the requested documents.

The Hospitals Part II publication, which details publication requirements of the *Freedom of Information Act*, is available from the Health Information Services Department, for perusal by the general public during weekday office hours.

A total of 219 requests under the *Freedom of Information Act* were processed during the 2013–14 financial year.

South West Healthcare's nominated officers under the *Freedom of Information Act*:

Principal Officer

Mr John F Krygger, Chief Executive Officer

Medical Principal Officer

Dr Peter O'Brien, Director of Medical Services

Freedom of Information Manager

Mr Myles Hawkins, Health Information Administrator

CARERS RECOGNITION ACT 2012

The *Carers Recognition Act 2012* recognises, promotes and values the role of people in care relationships. South West Healthcare understands the different needs of persons in care relationships and that care relationships bring benefits to the patients, their carers and to the community. South West Healthcare takes all practicable measures to ensure that its employees, agents and carers have an awareness and understanding of the care relationships principles and this is reflected in our commitment to a model of patient and family centred care and to involving carers in the development and delivery of our services.

DETAILS OF CONSULTANCIES

In 2013–14 there were three consultancies where the total fees payable to the consultants were \$10,000 or greater.

The total expenditure incurred during 2013–14 in relation to these consultancies is \$39,934.

In 2013–14 there was one consultancy where the total fees payable to the consultant was less than \$10,000.

The total expenditure incurred during 2013–14 to this consultancy is \$7,278.

Details of Individual Consultancies (valued at \$10,00 or greater)	Purpose of Consultancy	Expenditure (valued at \$10,000 or greater)
Indigenous Careers and Employment	Aboriginal Employment Strategy	10,000
Kannegiesser Australia	Linen Services Processes Consultancy	18,059
Mayfield Education	Principles of Diabetic Nursing	11,875

REPORTING REQUIREMENTS

In compliance with the requirements of FRD 22E *Standard Disclosures in the Report of Operations*, details in respect of the items listed below have been retained by South West Healthcare and are available to the relevant Ministers, Members of Parliament and the public on request (subject to the Freedom of Information requirements, if applicable):

- (a) a statement that declarations of pecuniary interests have been duly completed by all relevant officers;
- (b) details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary;
- (c) details of publications produced by the entity about itself, and how these can be obtained;
- (d) details of changes in prices, fees, charges, rates and levies charged by the entity;
- (e) details of any major external reviews carried out on the entity;
- (f) details of major research and development activities undertaken by the entity;
- (g) details of overseas visits undertaken including a summary of the objectives and outcomes of each visit;
- (h) details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services;
- (i) details of assessments and measures undertaken to improve the occupational health and safety of employees;
- (j) a general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes;
- (k) a list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved; and
- (l) details of all consultancies and contractors including:
 - consultants/contractors engaged;
 - services provided; and expenditure committed to/for each engagement.

SUMMARY OF FINANCIAL RESULTS	2013/14	2012/13	2011/12	2010/11	2009/10
Revenue (excludes capital items)	139,726	132,283	122,994	116,028	104,350
Expenditure (excludes capital items)	138,944	128,746	123,947	116,722	103,728
NET RESULTS BEFORE CAPITAL ITEMS	782	3,537	(953)	(694)	622
Capital Revenue	46,231	5,532	27,293	44,953	28,550
Capital/Other Expenditure	(8,844)	8,623	6,260	5,724	5,905
COMPREHENSIVE RESULT FOR THE YEAR	38,169	446	20,080	38,535	23,267
Total Assets	221,473	182,024	179,985	158,638	119,377
Total Liabilities	31,183	29,903	28,310	25,181	24,455
Net Assets	190,290	152,121	151,675	133,457	94,922
Total Equity	190,290	152,121	151,675	133,457	94,922

BUILDING ACT 1993

Compliance

South West Healthcare complies with the building and maintenance provisions of the *Building Act 1993*.

COMPETITIVE NEUTRALITY

Policy Statement

South West Healthcare has implemented and continues to comply with, the National Competition Policy and the requirements of the Victorian Government Competitive Neutrality (CN) Policy.

RESPONSIBLE MINISTER

The **Responsible Minister for South West Healthcare** is:

The Honourable David Davis MP, Minister for Health
01/07/2013 – 30/06/2014

The Honourable Mary Wooldridge, MLA,
Minister for Mental Health
01/07/2013 – 30/06/2014

COMMERCIAL APPOINTMENTS

External Auditors Coffey Hunt & Co

Internal Auditors RSM Bird Cameron

Bankers Australia & New Zealand Banking Group Ltd

PROTECTED DISCLOSURE ACT 2012

South West Healthcare has in place appropriate procedures for disclosures in accordance with the *Protected Disclosure Act 2012*. No protected disclosures were made under the Act in 2013–14

DISCLOSURES

Since the introduction of the Act in 2002 there have been no disclosures received and no notification of disclosures to the Ombudsman or any other external agency. Disclosures will be received by:

Mr John F Krygger, Chief Executive Officer

South West Healthcare, Warrnambool, Victoria 3280

The Ombudsman

Level 3, 459 Collins Street, Melbourne, Victoria 3000
(Phone 1800 806 314)

Attestation on Data Integrity

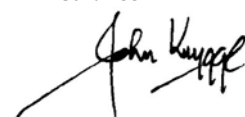
I, John Francis Krygger, certify that South West Healthcare has put in place appropriate internal controls and processes to ensure that reported data reasonably reflects actual performance. South West Healthcare has critically reviewed these controls and processes during the year.



John F Krygger, Chief Executive Officer
Warrnambool – 31 July, 2014

Attestation for Compliance with the Ministerial Standing Direction 4.5.5.1 – Insurance

I, John Francis Krygger, certify that South West Healthcare has complied with Ministerial Direction 4.5.5.1 – Insurance.



John F Krygger, Chief Executive Officer
Warrnambool – 31 July, 2014

Attestation on Compliance with Australian/New Zealand Risk Management Standard

I, John Francis Krygger, certify that South West Healthcare has risk management processes in place consistent with the Australian/New Zealand Risk Management Standard and an internal control system is in place that enables the Executives to understand, manage and satisfactorily control risk exposures. The audit committee verifies this assurance and that the risk profile of South West Healthcare has been critically reviewed within the last 12 months.



John F Krygger, Chief Executive Officer
Warrnambool – 31 July, 2014



Profile

REGIONAL MAP



- ① Warrnambool campus
- ② Camperdown campus
- ③ Lismore campus
- ④ Macarthur campus
- ⑤ Portland campus
- ⑥ Hamilton campus

South West Healthcare has been caring for the health and wellbeing of South West Victorians for more than one-and-a-half centuries. This year, our Warrnambool Base Hospital turned 160 years old and our Camperdown Hospital turned 105.

Consisting of two public hospitals, a mental health services division, an aged care facility and five community health centres, in 2013–14 we provided 133 medical, nursing, mental health, allied health and community health services to the 110,000 people who live in Warrnambool, Moyne, Corangamite, Southern Grampians and Glenelg.

OUR LOCATIONS

Our hospitals are based at:

- > Warrnambool (the organisation's headquarters)
- > Camperdown

Our mental health services offices are based at:

- > Warrnambool (headquarters)
- > Camperdown
- > Hamilton
- > Portland

Our community health centres are based at:

- > Warrnambool (headquarters)
- > Camperdown (there are two, including an adult day centre)
- > Macarthur
- > Lismore

Our aged care facility is based at:

- > Camperdown (on the grounds of our Camperdown Hospital)

¹ Merindah Lodge lifestyle activities coordinators Bernadette Leehane (left) and Carole Manifold partied with Enid Bath on her 102nd birthday. An adored Merindah resident, Enid's been with us since 2011.



2



3



4

OUR SERVICES

Of the 133 medical, nursing, mental health, allied health and community health services we provided in 2013–14 (see Services and Programs p20), the newest involved innovative developments on the dental services' front. Firstly, we opened a fully-operational, two-chair dental clinic at Manifold Place in Camperdown. Working closely with AITEC, the administrative company that manages the Voluntary Dental Graduate Year Program, SWH Primary & Community Services director Craig Fraser and Dental Services director Dr Donna Mercado secured a \$500,000 Federal Department of Health & Ageing grant to achieve this.

The pair was also instrumental in driving the implementation of a new shared dental service model for the region. Working in partnership with Portland & District Health and Western District Health Services, the new South West Dental Services consists of public dental clinics at Warrnambool, Camperdown, Timboon, Hamilton and Portland. The model aims to future-proof the southwest from the dentists and dental therapists drought other regions are experiencing. It offers a comprehensive range of dental services including emergency dental care, oral disease preventative services, oral surgery, restorative procedures, root canal therapy and prosthetics.

We also opened our Warrnambool Base Hospital's refurbished rehabilitation gymnasium. This gym focuses on the needs of patients in our 27-bed Rehabilitation/GEM (Geriatric Evaluation Management) Unit. Each year, approximately 250 patients recovering from stroke, joint replacements, fractures, amputations and/or general debilities are cared for by a large multidisciplinary team that addresses everything to do with independent living including mobility and self-care, communication and cognition, emotional wellbeing and nutritional optimisation.

On the surgery front, our Warrnambool Base Hospital became the first public hospital between Geelong and Adelaide to perform breast reconstruction surgery. This was made possible by significant SWH Nursing Services' investment in specialist training for our nurses involved, the purchasing of a \$141,000 reconstruction microscope following a successful SWH fundraising appeal and our first-ever plastic & reconstruction surgeon Mr Robert Toma joining our Medical Services' team. Current evidence reveals one in eight women will have breast cancer and 70 per cent of those who survive will want to undergo breast reconstruction.

2 Oral health therapist Rosie Ngwenya works in our newly-opened Camperdown dental clinic at Manifold Place.

3 On the road to recovery, stroke patient Beth Peart is assisted by our Allied Health Services physiotherapy manager Fiona Conochie and her rehabilitation gym's new ceiling-suspended tracking system.

4 Making history, Rachel Cooper (centre front) was our first breast reconstruction patient. Rachel's surgery and recovery involved a multidisciplinary team including (from left) clinical nurse specialists Dearnia Leishman and Ann Ryan, surgeon Mr Robert Toma, associate unit manager Chris Toane, McGrath breast care nurse Rebecca Hay and clinical nurse specialist Sharon Smith. Photo: The Standard and photographer Rob Gustone.

SERVICES AND PROGRAMS

	WARRNAMBOOL BASE HOSPITAL	CAMPERDOWN HOSPITAL	WARRNAMBOOL COMMUNITY HEALTH	CAMPERDOWN COMMUNITY HEALTH, MANIFOLD PLACE	LISMORE COMMUNITY HEALTH	MACARTHUR COMMUNITY HEALTH	DAVID NEWMAN ADULT DAY CENTRE, CAMPERDOWN	CAMPERDOWN AGED CARE FACILITY, MERINDAH LODGE	WARRNAMBOOL MENTAL HEALTH SERVICES	CAMPERDOWN MENTAL HEALTH SERVICES	HAMILTON MENTAL HEALTH SERVICES	PORTLAND MENTAL HEALTH SERVICES
Aboriginal Health	•	•	•	•	•	•		•				
Aboriginal Health Promotion			•									
Access & Information			•									
Acute Care	•	•										
Aged Care (residential)								•				
Anaesthetics												
Specialist	•	•										
General Practitioner												
Better Health Self Management			•	•	•	•						
Breast Cancer Support	•	•										
Cancer Support	•	•										
Cardiac												
Rehabilitation	•	•										
Monitoring (Echocardiograms)	•	•										
Centre Against Sexual Assault (SW CASA)	•			•								
Community Health Nutrition & Dietetics			•	•	•	•						
Community Health Nursing			•	•	•	•						
Continence Services	•		•	•	•	•						
Coronary Care	•											
Counselling & Support	•		•	•	•	•						
Day Surgery	•	•										
Delta Therapy Dogs	•											
Dentistry	•			•								
Dermatology (private consultations)	•											
Diabetes Education & Resources	•	•	•	•	•	•		•				
Diabetes Aust NDSS sub-agent				•								
Discharge Planning	•	•										
District Nursing	•	•			•	•						
Drug & Alcohol Withdrawal & Support												
Inpatient	•											
Outpatient		•	•									
Ear, Nose & Throat Surgery	•											
Emergency	•	•										
Endoscopy	•	•										
Exercise Stress Testing	•	•										
Equipment Hire												
South West Equipment Library	•											
South West Healthcare Supplies	•											
Falls & Balance Specialist Clinic			•									
Family Planning & Education			•									
Financial Counselling				•								
Fracture Clinic	•											
Fresh Deliver Meals	•											
GP Clinics					•	•						
South West Medical Centre			•									
Gastroenterology	•											
General Medicine	•	•										
General Surgery	•	•										
Geriatric Medicine	•											
Geriatric Evaluation & Management	•											
Gynaecology												
Specialist	•	•										
General Practitioner		•										
Haemodialysis	•											
Hand Care Therapy	•											
HARP			•	•	•							
Health Education	•	•										
Health Promotion			•	•	•	•						
Hearing Aid				•								
Home Care Program (Paediatrics)	•											
Hospital In The Home	•											
Hospital Redesign	•	•										
Infection Control Service	•	•										
Intensive Care/Critical Care	•											
Legal Aid				•								
Library	•	•	•	•	•	•						
Living for Life				•								
Meals on Wheels		•			•	•						
Medical Imaging	•	•										
Memory Enhancement							•					

	WARRNAMBOOL BASE HOSPITAL	CAMPERDOWN HOSPITAL	WARRNAMBOOL COMMUNITY HEALTH	CAMPERDOWN COMMUNITY HEALTH, MANFOLD PLACE	LISMORE COMMUNITY HEALTH	MACARTHUR COMMUNITY HEALTH	DAVID NEWMAN ADULT DAY CENTRE, CAMPERDOWN	CAMPERDOWN AGED CARE FACILITY, MERINDAH LODGE	WARRNAMBOOL MENTAL HEALTH SERVICES	CAMPERDOWN MENTAL HEALTH SERVICES	HAMILTON MENTAL HEALTH SERVICES	PORTLAND MENTAL HEALTH SERVICES
Mental Health												
Acute Inpatient	•											
Adult	•								•	•	•	•
Aged Persons	•								•	•	•	•
Child & Adolescent	•								•	•	•	•
Consumer & Carer Participation	•								•	•	•	•
Dementia Behaviour Management Advisory Service									•	•	•	•
Early Intervention & Dual Diagnosis	•								•	•		
Extended Care Inpatient	•											
Families where a Parent has a Mental Illness									•	•	•	•
Multiple & Complex Needs Initiative									•			
Perinatal									•	•	•	•
Primary	•	•							•	•	•	•
Strengthening Schools									•		•	•
Midwifery												
Inpatient	•	•										
Domiciliary	•	•										
Music Therapy (acute hospital setting)	•											
Needle Exchange			•	•								
Neonatal Special Care	•											
Nutrition & Dietetics	•	•	•	•	•	•		•				
Obstetrics												
Specialist	•	•										
General Practitioner	•	•										
Occupational Therapy	•		•	•				•				
Oncology	•											
Operating Theatre & Recovery	•	•										
Ophthalmology	•											
Orthopaedics	•											
Ostomy Association Clinic			•									
Paediatrics/Adolescent Care	•	•	•									
Palliative Care												
Inpatient	•	•						•				
Community Based		•	•									
PAP Screen Clinic			•		•							
Pathology	•	•										
Pharmacy	•	•										
Physiotherapy	•	•	•		•	•		•				
Planned Activity Groups	•											
Plastic & Reconstructive Surgery	•											
Breast Reconstruction Surgery	•											
Podiatry	•		•	•	•	•		•				
Post Acute Care	•	•										
Pre Admission Clinic	•	•										
Prosthetics	•											
Refugee Health			•									
Rehabilitation												
Inpatient	•											
Community Based			•									
Rehabilitation In The Home			•									
Respiratory Health	•	•	•									
Respite Care								•				
Sexual Assault After Hours Crisis Care	•											
Smoking Cessation			•									
South West Healthcare Supplies (retail shop)	•											
Speech Pathology	•		•	•				•				
Stomal Therapy	•											
Strength Training				•								
Stroke Liaison	•											
Telemetry	•											
Transesophageal Echocardiography	•											
Transition Care	•											
Urology	•	•										
Victorian Infant Hearing Screening Program	•			•								
Women's Health	•		•	•	•	•						
Women's Health Clinic	•											
Ante Natal Clinic	•											
Gynaecology Clinic	•											
Young Adolescent Pregnancy (YAP) initiative	•											
Young Women's Pregnancy & Parenting	•											
Wound Management	•		•									
Volunteer Program	•	•	•	•	•							
Youth Clinic			•									

OUR 17,141 HOSPITAL INPATIENTS

- > Our Warrnambool Base Hospital cared for 15,589 inpatients.
- > Our Camperdown Hospital cared for 1,552 inpatients.

WHERE THEY CAME FROM

The majority of our hospital inpatients, not surprisingly, came from the Local Government Area in which the hospital they attended is located:

- > 56 per cent of our Warrnambool Base Hospital inpatients were Warrnambool City residents
- > 88 per cent of our Camperdown Hospital inpatients were Corangamite Shire residents.

INPATIENTS RESIDENCE BY SWH HOSPITAL 2013–14

INPATIENTS RESIDENCE	WARRNAMBOOL BASE HOSPITAL	CAMPERDOWN HOSPITAL
Warrnambool	8,726	58
Moyne	3,291	45
Corangamite	1,539	1,373
Glenelg	1,176	7
Southern Grampians	351	0
Colac Otway	53	20
Rest of Victoria	294	36
SA	110	5
NSW	16	2
QLD	8	1
WA	4	2
ACT	0	0
NT	0	0
TAS	6	1
Overseas	12	1
No fixed address	3	1
Unknown	0	0
TOTAL	15,589	1,552

OUR 26,777 EMERGENCY DEPARTMENT PATIENTS

- > Our Warrnambool Emergency Department treated 24,358 patients
- > Our Camperdown Emergency Department treated 2,419 patients.

WHERE THEY CAME FROM

The majority of our Emergency Department (ED) patients, not surprisingly, came from the Local Government Area in which the hospital they attended is located:

- > 66 per cent of our Warrnambool Base Hospital ED patients were Warrnambool City residents
- > 89 per cent of our Camperdown Hospital ED patients were Corangamite Shire residents.

PATIENTS RESIDENCE BY SWH EMERGENCY DEPARTMENT 2013–14

PATIENTS RESIDENCE	WARRNAMBOOL BASE HOSPITAL	CAMPERDOWN HOSPITAL
Warrnambool	16,085	36
Moyne	4,558	50
Corangamite	1,390	2,166
Glenelg	488	2
Southern Grampians	179	2
Colac Otway	48	37
Rest of Victoria	1,216	107
SA	101	4
NSW	84	7
QLD	63	2
WA	29	1
ACT	3	0
NT	10	0
TAS	17	2
Overseas	70	2
No fixed address	14	1
Unknown	3	0
TOTAL	24,358	2,419

THE AGE OF OUR INPATIENTS

The 71–75 age group was the highest rating inpatient group at our Warrnambool Base Hospital, accounting for 10.39 per cent. The 0–5 age group was the second highest at 8.57 per cent, followed by the 66–70 age group at 8.28 per cent. (In 2012–13 the 0–5 age group was the highest rating at 8.9 per cent, followed by the 71–75 age group at 8.6 per cent and the 56–60 age group at 8.11 per cent.)

The 66–70 age group was the highest rating inpatient group at our Camperdown Hospital, accounting for 9.28 per cent. The 71–75 age group was the second highest at 8.96 per cent, followed by the 76–80 age group at 8.63. (In 2013–14 the 66–70 age group was the highest rating inpatient group at our Camperdown Hospital, accounting for 9.84 per cent, followed by the 76–80 age group of 9.0 per cent and the 81–85 age group of 8.44.)

It is worth noting the 0–5 inpatient figures at both hospitals (8.57 per cent at Warrnambool and 4.12 per cent at Camperdown) include Midwifery Unit births while our Camperdown Hospital figures do not include our aged care Merindah Lodge residents.



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5 Camperdown Hospital midwife Maree Garside with Christie Arnol and baby Joanna. Christie and Dillon Primmer's daughter was one of 785 babies born at our two hospitals in 2013–14.

SWH INPATIENTS BY AGE 2013–14

AGE	WARRNAMBOOL BASE HOSPITAL		CAMPERDOWN HOSPITAL	
	TOTAL	%	TOTAL	%
0–5	1,336	8.57	64	4.12
6–10	287	1.84	9	0.58
11–15	239	1.53	21	1.35
16–20	402	2.58	66	4.25
21–25	564	3.62	53	3.41
26–30	635	4.07	62	3.99
31–35	698	4.48	55	3.54
36–40	783	5.02	51	3.29
41–45	932	5.98	75	4.83
46–50	990	6.35	96	6.19
51–55	803	5.15	105	6.77
56–60	1,172	7.52	96	6.19
61–65	1,282	8.22	123	7.93
66–70	1,290	8.28	144	9.28
71–75	1,620	10.39	139	8.96
76–80	999	6.41	134	8.63
81–85	805	5.16	132	8.51
86–90	512	3.28	77	4.96
>90	240	1.54	50	3.22
TOTAL	15,589	100	1,552	100



Quality Management

Quality and risk management are key strategic directions for South West Healthcare and is key to the care and treatment of our clients and patients. South West Healthcare's governance system maintains a comprehensive quality and risk management program to ensure effective monitoring, assessment and improvement of care. This includes Occupational Health and Safety to ensure a safe environment for our patients and staff.

ENSURING QUALITY SYSTEMS

In May, South West Healthcare underwent external accreditation through the Australian Council of Healthcare Standards (ACHS) on a number of standards. These included the National Safety and Quality Health Service Standards (NSQHSS), mandatory for all health organisations; the National Standards for Mental Health Services; the Department of Health Services Standards for Disability and Family Services; and the Community Care Common Standards (HACC). Our aged care residential facility Merindah Lodge in Camperdown also underwent aged care assessment in May.

South West Healthcare received advice that all standards were met, that a commitment to safety and quality was evident across all sites and services and that there was a clear commitment to patient-centered care and ongoing quality improvement. We were advised that in the area of blood product management a higher rating of Met with Merit would be awarded (p6 photo 9).

The accreditation process highlighted opportunities for improvement including the development of a patient/carer escalation system for when a patient's condition deteriorates, and reviewing the information provided to patients who are at risk of developing pressure injuries or experiencing a fall. Action plans will be developed in line with the accreditation recommendations to continue to improve compliance with the various standards.

South West Healthcare values the independent accreditation process as a means to demonstrate the organisation's performance in relation to the standards. The outcomes from this process will ensure ongoing delivery of safe, quality healthcare.

¹ *Infection prevention and control nurse Joel Chadwick fronts a SWH community awareness campaign highlighting the vital role hand hygiene plays in fighting antimicrobial resistance (AMR). ACHS accreditors were impressed our hand hygiene compliance rates are consistently above the national benchmark. Photo: The Standard and photographer Rob Gunstone.*



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FOCUSING ON OUR CONSUMERS

There is a diverse system of consumer feedback and participation that is inclusive of surveys, suggestions, complaints, comments and membership on our consumer advisory groups. South West Healthcare has increased its partnership with consumers on a number of our committees and working parties. If we understand patients' and clients' experiences of our services, this can assist us to improve our services.

The recent accreditation process identified that consumers and carers are involved in implementing quality activities related to patient feedback and South West Healthcare was recognised for its close links with the community. An organisation-wide approach has been developed to formalise this participation across all our services.



CHANGES MADE TO SERVICES AND FACILITIES

FEEDBACK FROM OUR CONSUMERS AND CARERS:

- > Every patient/client at Warrnambool and Camperdown is offered the opportunity to provide feedback on their experience through a Patient Experience survey. In 2013–14, patients rated the organisation in the areas of access to services, care delivered by staff, the quality of the food and facilities, information they received and their overall care. In 2013–14, 97–100 per cent of our patients indicated they would recommend our hospitals to others. From July–December 2014, 109 patients received follow up phone calls from our Day Stay Unit staff. Over 96 per cent of these patients reported a very positive experience.
- > The Department of Health randomly selects discharged patients to complete the Victorian Health Experience Survey, an external questionnaire that covers a range of questions relating to admission, complaints management, physical environment, general information and overall care. South West Healthcare's results are compared to 23 other hospitals of similar size and we consistently rank among Victoria's top three rural regional facilities. As this survey is in the process of being completed, there are no reportable results.
- > Visitors, carers and others can also provide feedback through our 'Happy or Unhappy' brochure, as well as a range of feedback forms across specific services.
- > All these results are monitored by our Warrnambool and Camperdown Community Advisory Committees where actions are discussed and adopted.

2 Warrnambool Emergency Department registered nurse Jacob Morris checks a patient's details using our single wristband patient identification system. This system ensures we have the right patient for the right treatment or care activity.

3 SWH Director of Nursing Julianne Clift (left), patient Margaret Bowering and associate nurse unit manager Michelle Lyons welcome the arrival of our Day Oncology Unit point-of-care patient monitors. The result of an identified need during our 2013 Chemotherapy Redesign Project, these donor-financed chair-side monitors improve process efficiency and patient flow by allowing direct-entry recording of a patient's vital signs (observations) and the data required for CHARM (Chemotherapy and Record Management System). Photo: The Standard and photographer Leanne Pickett.

COMPLAINTS MANAGEMENT

All patients and visitors are encouraged to provide feedback about our services. In 2013–14 South West Healthcare received 591 compliments and 114 complaints.

Complaints, suggestions and compliments are reported at meetings throughout the organisation and actioned. Our aim is to respond to complaints within two business days and to have resolved the issue within 30 days. Our complaints process provides South West Healthcare with the opportunity to improve our care and services to patients and clients.

IMPROVING CLINICAL QUALITY

South West Healthcare has structures and processes to support clinical care being delivered in a safe, quality manner. South West Healthcare monitors performance indicators and analyses and actions these across all clinical settings. These results are displayed on boards in clinical areas, our internet site and our annual Quality of Care Report. External sites such as My Hospital allow consumers to monitor our performance.

RISK MANAGEMENT

The risk management framework at South West Healthcare is integrated to encompass clinical and corporate risks. Risks are identified by a variety of means including, audits, incidents, near-miss reporting, accreditation reviews and self-assessments. Identified risks are entered into the electronic risk register and a risk management plan is then regularly monitored and actioned by the Board of Directors and Executive.

The organisation regularly undergoes external reviews of the risk management system and the results are actioned to ensure continual improvement.

ENVIRONMENTAL SUSTAINABILITY

An Environmental Management Plan is in place to identify, record and report against key indicators that aim to increase the efficiency of energy and water use, monitor the handling and disposing of waste, improve environmental sustainability and reduce carbon emissions.

PUTTING PATIENT SAFETY FIRST

South West Healthcare takes a multifaceted approach to improving patient safety and preventing adverse events. The organisation has a clinical governance framework in place that complies with the Victorian Clinical Governance Framework and proactively addresses the four domains of clinical risk governance: Consumer Participation, Clinical Effectiveness, Effective Workforce and Risk Management.

The number of clinical incidents reported has been consistent over the years (for example falls, medications errors):

- > 2,321 incidents 2013–14
- > 2,085 incidents 2012–13
- > 2,217 incidents 2011–12

All clinical incidents are reviewed and actioned, providing us with another avenue of improvement.



INFECTION CONTROL

South West Healthcare has Infection Control coordinators who are responsible for policies, processes and the collection and analysis of performance indicators regarding infection control.

The Infection Control Team provides information and assistance to various departments regarding minimising the risk of infections. The team has focused on audits, staff training and the application in this specialised setting of the new National Safety and Quality Health Services Standards (NSQHS) for 'Preventing and Controlling Healthcare Associated Infections'.

South West Healthcare maintains a Hand Hygiene program to educate staff on hand hygiene requirements. This has involved education at orientation, feedback to staff during hand hygiene audits and action plans for clinical areas needing to improve their compliance. Alcohol Gel has been fitted to the end of all beds to ensure ready access for staff to the alcohol-based hand rub. Hand hygiene compliance rates have increased by almost 5 per cent during 2013–14. At our organisation-wide survey the accreditors noted our hand hygiene compliance rates were consistently above the national benchmark in all facilities and professional categories. There was strong evidence of compliance across the organisation with the '5 Moments of Hand Hygiene' protocol. Ongoing education continues at orientation of new staff and with staff groups who demonstrated lower compliance rates.

CLINICAL GUIDELINES AND POLICIES

South West Healthcare has evidence-based, best practice clinical policies and guidelines to guide staff in the care they deliver. These policies are stored on our intranet and can be accessed 24 hours a day. This system is very active with staff accessing policies and guidelines regularly. For example, in April policies were accessed on 5,285 occasions. This system also allows South West Healthcare to access other organisations policies and they can access ours. Our policies were accessed by other organisations on 268 occasions.

REDESIGNING HOSPITAL CARE PROGRAM

Our Redesigning Hospital Care Program, supported by the Department of Health, continues to engage staff and consumers across a range of areas and departments to work together to identify areas for improvement, and to use lean thinking principles to streamline processes to ensure they are patient-centred and efficient.

- > South West Healthcare was one of seven health services to participate in the Victorian Chemotherapy Service Redesign Program funded by Western and Central Melbourne Integrated Cancer Services (WCMICS) and supported by the Department of Health during 2013. Our aim was to reduce patient wait times for treatment in our Day Oncology Unit and standardise delivery of care. Our Chemotherapy Redesign Project Team has:
 - Reduced the average wait time for product delivery post-nursing assessment by more than 30 per cent
 - Established standard processes for service continuity and measures to monitor performance
 - Introduced an orientation program and consumer information brochure for those about to commence chemotherapy
 - Installed point-of-care computers at patient's chairs to improve direct patient care (see Donors).
- > In 2013 we received funding for a Subacute Care Redesign Project. This project's aim was to improve the streaming of our patients from their acute care to the right sub-acute care such as Rehabilitation, Geriatric Management and Evaluation (GEM), Transition Care Program (TCP) or services provided in our community health setting. To date, strategies we have implemented include:
 - Regular and structured multidisciplinary meetings in our Rehabilitation Unit (now being introduced to the rest of our units) which involve doctors, nurses, allied health and other support service staff to coordinate effective discharge planning for all patients

- A key contact person designated to each patient in our Rehabilitation Unit to ensure discharge planning is followed up in a timely way, and to provide patients and their families with one main point of contact
 - The development of Rehabilitation Unit consumer information brochures for patients and their families.
- > A review of the patient journey during 2013–14 for patients with Chronic Obstructive Pulmonary Disease (COPD) has resulted in:
 - The introduction of a bedside-located best practice COPD Care Guide to investigation, decision-making and discharge planning in our Emergency Departments and acute facilities
 - Patients with COPD are cared for in our Medical Unit where key nurses have undertaken further education in respiratory care to become respiratory resource nurses
 - The introduction of consumer information brochures to help explain COPD, and raise awareness of self-management programs and support services available in the community
 - SWH referrals to community health services for all our COPD patients at their time of discharge to ensure follow up management is in place
 - The streamlining of information for staff and patients when arranging home oxygen requirements.
 - > Our redesign work continues in our perioperative area with the aim to create certainty for patients requiring surgery. In 2013–14 we have:
 - Introduced extended operating times within business hours to ensure certainty of elective surgery
 - Designated emergency surgery times
 - Achieved 100 per cent compliance for Category One surgery (surgery within 30 days).

QUALITY OF CARE REPORT

South West Healthcare produces an annual Quality of Care Report for patients, carers and the healthcare community. This report describes South West Healthcare quality and safety systems as well as the processes and outcomes of our health service. Our 2014 Quality of Care Report, which incorporates quality management actions and outcomes, is printed in conjunction with this Annual Report. Feedback regarding the Quality of Care Report is encouraged to ensure we continue to meet the information needs of our local communities.

An electronic copy is available at www.southwesthealthcare.com.au



Education and Training

NURSING SERVICES

South West Healthcare's Education and Training Unit meets the learning needs of healthcare professionals working across diverse areas of healthcare in and around Warrnambool, Terang, Timboon, Lismore, Macarthur, Port Fairy and Camperdown.

In 2013–14:

- > 11,270 hours were accessed on SOLLE (SWARH On Line Learning & Education)
- > 8,866 competencies (an average of 7/employee) were achieved via SOLLE
- > 2,912 education contact hours and clinical support hours were provided to graduate nurses
- > 1,215 staff and 321 undergraduate nurses underwent clinical simulation education at our SWH Clinical Skills Laboratory
- > 896 supernumerary hours were provided to graduate nurses for new clinical areas orientation
- > 208 hours of education support (tutorials/simulation) was provided to Transition Year Program students
- > 1 employee achieved academic excellence.

¹ Our 2013 Graduate Nurse Program graduates: (from left) Renae Elder, Jacqueline Dwyer, Jennifer Ashworth, Rosalie Hallowell, Kylie Dorney, Chloe Templeton, Shennel Dalton, Melissa White, Marnie Buchholz, Narella Dalton, Clare Fort, Jessica Parker, Jacob Morris and Tarah James.



ACADEMIC EXCELLENCE

Sue Anderton: Nurse Practitioner (Emergency)

Of our 750 registered nurses, Warrnambool Base Hospital Associate Unit Manager Sue Anderton is the fourth to be endorsed as a nurse practitioner – a registered nurse who acquires additional expert knowledge, including the equivalent of fourth-year medical pharmacology and extra clinical competencies, to allow expanded practice. Sue completed her Master of Nurse Practitioner (Emergency) through Flinders University.



2 Sue Anderton is our latest nurse practitioner. She follows in the footsteps of wound management nurse practitioner Terry Swanson and emergency nurse practitioners Kate Sloan and Justine Rea.

3 Patient assessment guidance is provided by Intensive Care Unit associate unit manager Shaun Vesey to Transition Year Program participant Kylie Dorney.

4 SWH Finance and Organisational Performance director Andrew Trigg celebrates with Diploma of Management graduate Kevin Myers and Certificate III graduates Brydie Harman (Retail Operations) and Ben Nevill (Warehouse Distribution).



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KEY INITIATIVES FOR ONGOING PROFESSIONAL DEVELOPMENT INCLUDED:

Appointment of Clinical Teacher

This development adds value to our Education and Training Unit by enabling it to provide a broad range of education for healthcare professionals and support staff at SWH and other health services via SOLLE, simulation and/or the delivery of in-service education/study days.

Ongoing Midwifery Education

SWH-held education programs for midwives included pregnancy care, breast feeding and lactation, midwifery emergencies, drug use in the pregnant woman, and foetal surveillance. Well attended by midwives, these programs ensure safe and competent care for mothers and babies.

The Deteriorating Patient

Recognition and management of patient deterioration in clinical areas via an online learning program for all undergraduate nursing students and staff was a major focus this year. A joint undertaking between SWH and local education providers has seen the development of common language and processes for communicating patient deterioration at all levels of the organisation.

Clinical Simulation

Clinical simulation played an important role in the education of 1,536 nursing students and nursing staff during 2013–14. Subjects covered included advanced and basic life support, and MET calls and cervical spine stabilisation. Even more staff and students are expected to register for simulation and scenario-based learning in 2014–15 as our educators, themselves, become more familiar with this technology.

Nurse Practitioner Program

Nurse practitioner candidate Kylie Palmer has commenced her Master of Nurse Practitioner (Emergency) through Flinders University. She will be our fifth nurse practitioner.

SOLLE (SWARH on Line Learning & Education)

All staff are required to complete modules annually, based on their individual roles. Initially this program was nurse-specific and involved seven basic competencies. It now caters for all health professionals and support staff and hosts 201 professional development courses. 2013–14 saw rapid expansion of our e-learning programs with 1,547 active users registered for ongoing and mandatory education. More courses are being developed to continue to accommodate the needs of all staff.

Clinical Placement Network

Clinical training placements are a mandatory component across all health professions in all health professional education courses. The increase in clinical placements across all campuses of SWH has been possible through the hard work of all staff, with support from clinical teachers and preceptors.

The Education and Training Unit continues to be involved in initiatives for clinical placements. BPCLE (Best Practice Clinical Learning Environments) has seen SWH undertake self-assessment and identification of several key performance indicators which will be monitored during the next 12 months.

5 *The seats of our Warrnambool Base Hospital ACE Radio Lecture Theatre were filled more than 10,000 times during the year as experts, internally and from afar, updated health professionals from around the region. On May 27 it was the Victorian Cardiac Clinical Network's turn. Ready to present: VCCN medical chief Professor Richard Harper (left), SWH cardiac clinical facilitator Margaret Bull, VCCN project officer Eileen Thompson and Ambulance Victoria pre-hospital thrombolysis project manager Elizabeth Sinclair. Photo: The Standard and photographer Rob Gunstone.*

MENTAL HEALTH SERVICES

South West Healthcare's Mental Health Services provides specialist clinical services for people experiencing mental health difficulties in Warrnambool, Hamilton, Camperdown, Portland and surrounding regions across the southwest. There are specialist services for children and adolescents, adults and aged persons, and programs for people with dual diagnosis (mental illness and co-existing substance use) and conditions known as high prevalence disorders such as anxiety and depression.

Our Mental Health Services has a long standing commitment to the provision of high quality, contemporary, evidence-based education for both clinical staff and other local service providers including general practitioners, hospitals, nursing homes, family and emergency services.

In 2013–14:

- > An average 38 hours of training was provided to each employee
- > 160 employees participated in 6,095.6 hours of training.

KEY INITIATIVES FOR ONGOING PROFESSIONAL DEVELOPMENT INCLUDED:

Two Year Learning Pathway

Since its introduction, Mental Health Services has continued to refine the learning pathway to meet the needs of staff commencing their mental health career. Other Victorian mental health services have implemented a similar pathway based on our model with excellent feedback.

Mental Health Act 2014

Preparation for the implementation of the new Mental Health Act has been a key driver for training over the past year (see Chairman's and CEO's Report p6). The new Act represents significant reform in the area of compulsory treatment for people with mental illness. There have been a number of team-based training sessions, as well as two information workshops presented by the Department of Health, to prepare staff, consumers and families for the changes.

One of the key practice drivers is the reduction of restrictive interventions such as restraint and seclusion. Although this service has minimal use of these types of interventions, some local staff have been trained as trainers to provide ongoing courses for our workforce in trauma informed care and sensory modulation.

Cultural Sensitivity: Other Ways of Knowing

In May 2014, Janine Cattanach from the Cultural Consultancy Group presented two one-day workshops focused on Aboriginal cultural norms; history, social and emotional wellbeing models; identity; cultural bound experiences; communication and engagement styles; the impact on family and community from

drug and alcohol misuse; understanding and working with symptoms of anxiety; depression and suicide from an Aboriginal perspective; and exploring ways of doing things differently from an organisational position that is culturally inclusive and appropriate. Mental health Services looks forward to working with Janine in 2014–15.

PRIMARY, COMMUNITY & REGIONAL SERVICES

South West Healthcare's Primary and Community Services provides the region with a wide range of best practice services including primary care, health promotion, family planning, community health programs and dental services. Its education and training program is aimed at increasing and enhancing the already exceptional skills and expertise of its 1501-strong team.

In 2013–14:

- > 156 Community Health staff participated in 2,163 hours of training
- > An average 13.8 hours of training was provided to each Community Health employee
- > 10 Community Health staff attended orientation.

KEY INITIATIVES FOR ONGOING PROFESSIONAL DEVELOPMENT INCLUDED:

Drug & Alcohol Use in Pregnancy & Beyond

Facilitated by the Royal Women's Hospital in Melbourne, this conference looked at increasing the skills and knowledge of staff in the provision of specialist care and support for pregnant women with substance use-dependence. How to build relationships between organisations was another topic. Speakers included Women's Alcohol Drug Service midwife Julie Blandthorn and Turning Point Alcohol & Drug Services alcohol & drug clinician Kerri Felemonow.

Applied Suicide Intervention Skills Training Course

After completing this Lifeline-facilitated conference staff were better able to discuss suicide in a direct manner with a person at risk, review the immediate suicide risk and develop appropriate safe plans, and identify resources available to a person at risk.

Autism Spectrum Disorder Training Day

Designed for health professionals who work with clients with autism and their families, topics included information about early intervention through to adult settings. Held by MPower, speakers included Positive Behaviour Support Services director/psychologist Gary Radler and Scope speech pathologist Janice Buckland.

National Continence Foundation Conference

Facilitated by the Continence Foundation of Australia, workshops included *When you can't say no*: Update on the overactive bladder, pelvic floor assessment and sexuality, and the impact of incontinence.

Supporting Recovery from Trauma Workshop

A method of understanding and assessing the nature and extent of the impact of trauma, and introducing participants to the principles of Psychological First Aid, was presented by Rob Gordon, a clinical psychologist with a private practice in Melbourne and an emergency recovery consultant for the Department of Human Services.

Communication & Motivation Workshop

Aimed at providing client self-management support training for health professionals, this workshop was presented by Great South Coast Medicare Local and the Flinders University Human Behaviour and Health Research Unit.

'Real World' Dentistry for the Restorative Practice

Held in Melbourne, the USA's Robert Lowe travelled from his North Carolina private dental clinic to discuss crown and bridge techniques and what's new in aesthetic dentistry.

Diabetes in the Perinatal Period: Impact and Management

The aim of this Barwon Health training was to expand on and update knowledge relating to the care and management of women and their children in the setting of diabetes, in the perinatal period. Topics included obstetric management of type 1, type 2 and gestational diabetes; management of the patient with diabetes from pre-conception planning to the post natal period; education needs and insulin therapy across the perinatal period; and the nutritional needs of patients with diabetes.

Pain Management Symposium

Presented by the University of Sydney, this program was facilitated by its Pain Management Research Institute Professor Michael Nicholas. Over two days, issues discussed included the extent of the problem; concepts of pain, assessment and psychosocial contributors; and the obstacles to implementing pain management in primary care.

Dietitians Association of Australia National Conference: The Future is Now

Session topics included dietary intake and communications, maternal and childhood nutrition, nutrition screening, assessment and outcomes. Presenters included accredited practicing dietitians Luke Gemming, Kate Glen and Emma Owers.

The Science of Weight Management

Clinicians who attended this conference learned how hormones, genetics and medical conditions affect dietary requirements and weight loss; how to ensure fat loss rather than just weight loss; how to ensure a client's diet is nutritionally complete; what the evidence shows to be the most effective tools for weight loss; and how to help clients achieve sustainable weight loss. Presenters included advanced accredited practicing dietitian with a Masters in Dietetics, Nutrition Plus director Melanie McGrice, and Nutrition Plus accredited practicing dietitian Tess O'Shea who specialises in weight management.

Movement Disorders: Parkinson's Disease

Occupational therapist and founding director of Parklife Australia Margarita Makoutonina presented this interactive workshop for occupational therapists who work with clients with Parkinson's Disease. Workshops included how to enhance occupational therapy skills, understanding Parkinson's Disease and how to become part of a trans-disciplinary team.

Leading Teams in a Complex Environment

Presented by the Regional Development Company, facilitator Suz Chrisison discussed leadership and management, leadership styles and skills, and managing conflict.

New Developments in Dysphagia Diagnosis & Management

Participants learned more about performing cough reflex testing as a component of clinical assessment, identifying appropriate interpretation of cough reflex testing results, and understanding pharyngeal motility and its influence on swallowing management and rehabilitation. The presenter was senior lecturer at the University of Canberra's Department of Communication Disorders Maggie-Lee Huckabee.

Allied Health Assistants in Dysphagia Management Workshop

Facilitated by Monash Health, topics included normal changes to swallowing that occur over the lifespan, performing texture modification education and preparation, and safe swallowing strategies education.

Gastro IG Roadshow: Intestine & Pancreas

This workshop updated our dietitians' knowledge of intestinal failure and pancreatic enzyme replacement therapy. Speakers included the Sydney Royal Alfred Hospital's deputy manager/gastro dietitian Sharon Carey, critical care dietitian Suzie Ferrie and GIT surgical dietitian Ruth Vo.

HUMAN RESOURCES

Human Resources provides quality training and educational opportunities for clinical and non-clinical staff throughout all of our campuses. This training is focused on assisting staff to achieve nationally-recognised qualifications of a Certificate III or higher level to allow for career progression here at both SWH and beyond.

In 2013–14, 10 employees gained the following qualifications:

- > 2 x Diploma of Management (Westvic Staffing Solutions)
- > 1 x Certificate III in Dental Assisting (Healthcare Training Australia)
- > 1 x Certificate III in Retail Operations (AVTES)
- > 1 x Certificate III in Transport & Logistics – Warehousing & Storage (Warrnambool Community College)
- > 1 x Certificate III in Sterilisation Services (Mayfield Education)
- > 3 x Certificate III in Hospitality – Commercial Cookery (Gordon Institute)
- > 1 x Diploma of Human Resource Management (Westvic Staffing Solutions).

In 2013–14, 12 employees commenced studies towards gaining the following qualifications:

- > Certificate III in Patisserie (Gordon Institute)
- > Certificate III in Dental Assisting (RMIT University)
- > Certificate III in Sterilisation Services (Mayfield Education)
- > Certificate III in Transport & Logistics – Warehousing & Storage (Warrnambool Community College)
- > Certificate III in Retail Operations (AVTES)
- > Certificate III in Office Administration – School Based Traineeships (Westvic Group Training)
- > Diploma of Management (Westvic Staffing Solutions).

VOLUNTEER SERVICES

South West Healthcare's Volunteer Services oversees the training and upskilling of our registered volunteers as individual needs arise. This includes emergency response and fire drill training. Our peer leader volunteers also undergo regular training specific to their program, as do our palliative care volunteers. Our Warrnambool volunteers also participate in a bi-annual performance review.

In 2013–14:

- > 66 registered volunteers participated in 66 hours of training
- > 30 registered palliative care volunteers each participated in 12 hours of training
- > 44 volunteers each participated in OH&S training
- > 13 new palliative care volunteers undertook 351 hours of training via a nine-week course.

GENERAL TRAINING INCLUDED:

- > OH&S by SWH safety & security manager Trevor Roberts
- > Infection Control by SWH infection prevention & control nurse Joel Chadwick.

PALLIATIVE CARE-SPECIFIC TRAINING INCLUDED:

- > After a Cancer Diagnosis by SWH McGrath breast care nurse Rebecca Hay & SWH qualified breast carer Coral Roberts
- > Medical Jargon by SWH Palliative Care director Dr Emma Greenwood
- > Mindfulness by SWH Counselling & Support Services social worker Trish Norberg-Roberts
- > Massage Update Training by SWH chief occupational therapist Josephine Gibbs-Dwyer.



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Research

South West Healthcare recognises the vital role research plays in progressing healthcare. Research is actively encouraged and supported.

THE AEW MATTHEWS MEMORIAL TRAVELLING SCHOLARSHIP

Our annual AEW Matthews Memorial Travelling Scholarship is the most prestigious award a SWH employee can receive. Established by the Board of Directors in 1991 in recognition of long-serving CEO, the late Allan Matthews, it allows the recipient to pursue professional development overseas. Knowledge brought home through exposure to international best practice can then be implemented throughout our campuses, while knowledge we impart there showcases our home-grown expertise. This initiative is generously funded by the A.L. Lane Foundation.

The 2013 AEW Matthews Memorial Travelling Scholarship was awarded to SWH stroke liaison/clinical nurse consultant & regional stroke coordinator Patrick Groot to attend the May 2014 European Stroke Conference in Nice, France. There, world experts gathered to focus on contemporary practice in the various points of the stroke care continuum including pre-hospital, hyper-acute, sub-acute and transition to community phases and chronic stroke management. Patrick also visited five London and UK-regional hospital trusts that operate stroke care units of excellence with a view to further enhancing evidence-based stroke care here at South West Healthcare.

¹ SWH stroke liaison/clinical nurse consultant & regional stroke coordinator is the 27th recipient of our AEW Matthews Memorial Travelling Scholarship. Photo: The Standard and photographer Damian White.

RESEARCH CARRIED OUT IN 2013–14

Australian Stroke Clinical Registry (AusCR) sees SWH stroke liaison/clinical nurse consultant Patrick Groot engaged in this nationwide stroke and TIA data collection and analysis initiative. Our Warrnambool Base Hospital is one of 47 sites involved. The registry aims to gather data on current practices in stroke care and to improve care and treatment for stroke patients in hospital, improve recovery after stroke and reduce the risk of recurrence.

T3 Trial: Triage, Treatment & Transfer of Emergency Department Stroke Patients builds upon the findings of the Nursing Research Institute's and Australian Catholic University's previous Quality in Acute Stroke Care Trial. Our Warrnambool Base Hospital Emergency Department has joined forces with other Victorian, QLD and NSW hospitals to implement and evaluate a multidisciplinary organisational intervention to improve triage, treatment and transfer of Emergency Department (ED) stroke patients to stroke units. SWH staff involved in this research include ED director Dr Franco Schreve, stroke liaison/clinical nurse consultant Patrick Groot and other members of our interdisciplinary Stroke Team.

FAST in Rural Communities is a new National Stroke Foundation research pilot involving just two Australian hospitals: our Warrnambool Base and the Wagga Wagga Base. Stakeholders from both are engaged in the development of a national tool kit to promote the FAST message in rural communities. Aimed at reducing the alarming number of Australians failing to recognise stroke symptoms and failing to get to an Emergency Department quick enough, two stroke survivors who received their care at SWH are also involved. As volunteers, they're helping disseminate the tool kit in and around Warrnambool.

Chronic Stroke Toolkit Pilot, auspiced by Melbourne's St Vincent's Hospital, is a Victorian Stroke Clinical Network-funded research initiative that came to a successful close in 2013–14. Heavily involved in this research for three years, the participation of our interdisciplinary Stroke Team and 10 of our stroke survivors has led to the formal implementation of a comprehensive assessment tool to benefit stroke survivors six months after leaving hospital. It refers them to additional services and/or therapy to enhance their ongoing recovery.

The Un-Muddle Project: Understanding and Managing Dementia and Delirium in the Elderly is a research initiative being conducted across our Warrnambool campus. The principle investigators are SWH consultant psychiatrist for the Aged Persons Mental Health Team Dr Conor O'Luanaigh and SWH aged behaviour cognition (ABC) nurse Maggie How-Ely. The research aims to explore the impact of the assistance of an ABC nurse to manage the professional care of behaviourally disturbed and cognitively impaired elderly patients in the acute setting, and how other nurses may also be supported in caring for these

patients. The project involves a data collection phase for nurses to provide feedback on the delivery of care to cognitively impaired patients and the level of professional caregiver burden that they experience. The second phase includes individual education and training of nursing staff. Other outcome measures include length of stay, use of one-on-one nurse specialists and financial burden. The project runs for 18 months with three data collection points. This project is supported with research advice from the Greater Green Triangle University Department of Rural Health.

Impact of Neuropsychological Assessment in a Mental Health Setting is a survey-based study instigated by principal researcher SWH Mental Health Services' clinical neuropsychologist Dr Sarah McLean and associate researcher senior psychologist Jan Austin. The study is designed to evaluate the perception of the consumer, carer/family/guardian and referring clinician regarding different aspects of neuropsychological assessment. Currently in the final data-collection phase, it's hoped the findings will assist in improving services. The inclusion of a component which follows whether recommendations from the assessment have been implemented will assist in identifying service gaps and barriers faced by individuals when acting on recommendations (eg availability of relevant services).

Clinical Trials for South West Victorian Cancer Patients commenced in 2009 when medical oncologist Dr Terri Hayes established Warrnambool's first Clinical Trials Unit allowing SWH and St John of God cancer patients access to treatments not freely available through the PBS health system. Since then, 12 research trials have been activated and 213 patients have benefitted from participating. These benefits include access to ground breaking molecular testing shown to greatly influence treatment decisions and outcomes; access to new drugs shown to have some benefit in treating cancer, or of preventing side effects associated with cancer treatments; the opportunity to trial final-treatment options when all available treatment options have been exhausted, and the opportunity to contribute to knowledge of cancer treatments and prevention of side effects which could benefit future generations. Highlights to date include the successful establishment of the first Clinical Trial Unit to service South West Victoria; the offering of 12 trials to cancer patients; recruiting the first Australian patient to one international vaccine trial and having the highest number of patients in Australia on a second international trial; contributing to Quality Assurance for Pharmacovigilance. The Warrnambool Trial Unit is now working to attract several new drug trials specific to the immediate needs of our local community (bowel/colon cancer, lung cancer and haematology ie leukaemia, myeloma etc) with the assistance of two fully-trained (0.4 EFTs) trial coordinators.

Assessing the Experiences of SWH Primary & Community Health Services Consumers. This survey focused on services provided by our four community health centres at Warrnambool, Camperdown, Lismore and Macarthur from July–December 2013. Questions on Allied Health, District Nursing Services and Dental Services were included. Consumers were asked to provide opinion on the quality of the health services they'd received and their ideas on what else could be done to make their local community health facility even more responsive to their community's particular needs. The quality of the survey's responses was high, and the 32 per cent response-rate itself was 4 per cent higher than that of 2012–13. Most encouragingly, the findings revealed consumers' growing confidence. Their responses contributed to an overall care rating of 83.4 per cent. Guided by the feedback, a real-time feedback system has been introduced; an online suggestion form and survey, and the development of voluntary before-appointment and after-appointment satisfaction surveys (both paper and online) have been developed; and a suite of new consumer information brochures have been produced.

Small Rural Emergency Services can Electronically Collect Accurate Episode-Level Data: A Cross-Sectional Study. If activity-based funding is introduced, as planned, for small rural emergency departments, these facilities will have to collect and input accurate data about patient care that they have not done previously. Five emergency departments in South West Victoria, including our Camperdown Hospital Emergency Department, have participated in this study to assess whether small facilities can accurately collect this data. The article containing the results has been submitted to a peer-refereed journal.

Early MRI Vs Traditional Management of Scaphoid Fractures: How much does it really cost? This project, by Healthcare Imaging Services radiographer Tamika Kelson, investigates sending patients with certain difficult-to-diagnose wrist injuries directly for an MRI to avoid the cost and discomfort involved with the traditional treatment of 10 days of plaster for all suspected injuries. This study involves our Warrnambool Base Hospital Emergency Department and Healthcare Imaging Services' Warrnambool Radiology.

Neurotrauma Evidence Translation (NET) Trial. Currently it is thought that mild head injury causes ongoing problems such as persistent headache, mood disturbance, sleep disruption, inability to concentrate, relationship difficulties and failure to return to work. The purpose of the study, which is coordinated by the National Trauma Research Unit and the Alfred Hospital, is to improve the management of adult patients (18 years or older) who present to 24-hour Australian emergency departments with mild head injury. Our Warrnambool Emergency Department is one of a number of Australian emergency departments that will be followed-up to investigate whether improved management leads to improved outcomes.

Identifying the Drinking Patterns involved in Alcohol Related Injury. The misuse of alcohol results in massive social, health, and economic problems Australia-wide. There is evidence that these significant and growing problems are greater in rural and regional areas. For this project, every (December 2013–May 2014) patient presenting to our Warrnambool Emergency Department with an injury was asked a series of questions relating to how much alcohol they had consumed, where they purchased it, and where they drank it. The data is currently being analysed in conjunction with researchers at Deakin University's School of Psychology.

RESEARCH PUBLISHED IN 2013–14

Baker T, Dawson S. **How many emergency departments?** *Emergency Medicine Australasia* 2014, Apr;26(2):212–3.

How many 'EDs' does Australia have: 122, 126, 162, 181 or 203? How many rural hospitals have an emergency area that fails to make the grade: 483 or 406? We do not know because national organisations cannot agree when a rural hospital's emergency service meets the criteria to be called an 'ED'. How can we decide what rural emergency facilities should do when we cannot even decide what they are? This article looks at this problem.

Baker T, Dawson SL. **Small rural emergency services still manage acutely unwell patients: A cross-sectional study.** *Emergency Medicine Australasia* 2014, Apr;26(2):131–8.

This study looked at the five small rural emergency departments that send patients to South West Healthcare. They managed 14,000 emergencies over 12 months. Almost 6 per cent of patients were in the two most urgent categories. They saw patients from almost every type of illness or injury group (25 out of a possible 27 categories). They performed 26,000 procedures, including critical care procedures.

Droste N, Miller P, Baker T. **Emergency department data sharing to reduce alcohol-related violence: A systematic review of the feasibility and effectiveness of community-level interventions.** *Emergency Medicine Australasia* 2014, (in press).

The present paper reviews the current evidence for looking at the number of injured intoxicated patients attending an emergency department in order to identify areas of problem drinking. These numbers can be provided to police, council and venue operators to help them to direct interventions that will reduce alcohol-related or nightlife assaults, injury or violence. Almost every study reported substantial reductions to assault or injury. This is the first part of a study that has recorded the rate of alcohol related injuries treated at South West Healthcare. This second study will be published soon.



1

Swanson T and Carville K. (2014) **International Wound Infection Institute: Leaders in wound infection understanding, prevention and management.** Wounds International, 5(2): 6–8. www.woundsinternational.com

Keast D, Swanson T, Carville K, Fletcher J, Schultz G and Black J. (2014) **Ten Top Tips: Understanding and managing wound biofilm.** Wounds International. 5(2): 20–24. www.woundsinternational.com

There is now strong evidence that biofilm is present in the majority of chronic wounds. It is therefore imperative clinicians have knowledge on how to identify biofilm presence and how best to manage it.

Karen M Dwyer, Angela R Webb, Hayley S Furniss, Katie E Anjou, Josephine M Gibbs-Dwyer, David B McCombe, Damien G Grinsell, Gillian F Dickinson, Richard A Williams, Prudence A Russell, David A Scott, Christopher Baker, Simon J Vogrin, Robyn G Langham, Helen I Opdam and Wayne A Morrison. **First hand transplant procedure in Australia: outcome at 2 years: Case Reports.** Medical Journal of Australia 2013, Aug;199(4): 285–7. doi: 10.5694/mja12.11554

Over 70 hand transplants have been performed worldwide since 1998 with good functional outcomes. We report the first hand transplant in Australia, performed on a 65-year-old man who was asplenic and a four-limb amputee.

Katie Anjou, Josephine Gibbs, Daniel Purtell and Professor Wayne Morrison. **A New Hand Enhances Life for Quadruple Amputee; A Single Case Study.** Journal of Hand Therapy (European). Accepted for Publication June 2014.

This single case study discusses the various challenges and rehabilitation of Australia's first hand transplant from the hand therapy perspective. The recipient was a 65-year-old quadrimembral amputee male following overwhelming pneumococcal sepsis. Key issues included cognitive and sensory/motor relearning following the four year loss of cortical feedback, extrinsic muscle retraining, poor coordination and functional limitations as a result of intrinsic deinnervation, and an insensate hand. Distinct clinical differences from total hand replantation included consideration of immunosuppression drugs, and potential rejection episodes. Specific outcomes measurements are recorded annually on the IRHCTT International Registry on Hand and Composite Tissue Transplantation.



2

1 Not only was the work of SWH chief occupational therapist Josephine Gibbs-Dwyer published this year, she also presented on Hand Rehabilitation Post Hand Transplant at the Transplantation Society of Australia & New Zealand 32nd Annual Scientific Meeting in Canberra.

2 The production of a new suite of brochures and community information Primary & Community Services quality project officer Graeme McDonald holds are a direct outcome of a survey seeking the opinions of 765 clients.



3

3 An international supply chain fact finding mission took SWH regional supply chain manager Terry Hoy (third from left) to England, Scotland and the US in November. Organised by Health Purchasing Victoria and the Department of Health, the delegation also included (from left) Peninsula Health supply chain director Rick Law, Melbourne Health supply & logistics manager Santo Cavaleri and Austin Health supply & contracts director Joe Neil. They flew more than 42,000 kilometres via 13 flights over 12 days to research world's best-practice healthcare supply chain operations to incorporate lessons learned into Victoria's current Supply Chain Reform Project.



Volunteers

All 320 of our registered volunteers generously donated their time, energy and expertise to assist 40 programs at eight South West Healthcare sites in 2013-14.

WHERE OUR VOLUNTEERS HELP

SWH CAMPUS/SITE	2013-14	2012-13	2011-12	2010-11	2009-10
Warrnambool Base Hospital	109	109	111	104	112
Camperdown Hospital	109	118	106	84	100
Warrnambool Community Health	11	11	2	2	4
Manifold Place (Camperdown Community Health)	6	6	6	6	5
Lismore Community Health	11	15	15	22	18
Macarthur Community Health	32	30	33	33	38
Merindah Lodge	27	27	30	20	17
David Newman Adult Day Centre	15	17	17	19	19
TOTAL	320	333	320	290	313

¹ Every summer for the past 22 years, Noosa's Philip Waugh (left) has volunteered in warehouse and logistics manager Shane Grundy's Supply Department while on 'holidays' in Warrnambool.
Photo: The Standard and photographer Damian White.

² Volunteer extraordinaire Margot Johnson (left) with SWH Director of Nursing Julianne Clift and Health Minister David Davis.

³ SWH Camperdown and Lismore Volunteer Service Award recipients: (from left) Truus Morgan (5 years), Barry Coverdale (10), Margaret Willsher (20), Geoffrey Morgan (5), Lois Duplex (30), John Morgan (5), Shirley Farrelly (5) and Monique Pope (5).



- > At our Warrnambool Base Hospital 66 volunteers participate in 24 onsite programs including helping out in our Supply Department, Library and Pharmacy and assisting with patients activities in our Medical and Rehabilitation Units. In June, four volunteers commenced with our newly-introduced Garden Maintenance Volunteers Program to assist our professional gardener. Another 37 volunteers participate in eight palliative care-specific programs.
- > Meals on Wheels is the domain of dozens of volunteers at Lismore Community Health and our Camperdown Hospital. This ensures a nutritionally balanced meal is delivered to the doorsteps of clients (and often their carers) who are frail-aged and/or living with a disability. Many are rurally and/or socially isolated.
- > Volunteer assistance at Merindah Lodge, our Camperdown aged care facility, sees 16 volunteers and 11 FROM auxiliary members (Friends & Relatives of Merindah) visiting residents, bus driving and helping with indoor bowls and outdoor gardening.
- > David Newman Adult Day Centre volunteer activities include serving meals to clients, kitchen duties, delivering a music-based program, bus driving and supporting and assisting our clients during activities and outings.
- > At Warrnambool Community Health three volunteers staff our National Diabetes Services Scheme (NDSS), seven volunteer in our Ostomy Department and one provides administration support for our HARP program.
- > At Manifold Place, our Camperdown community health centre, six trained National Diabetes Services Scheme volunteers provide test strips, needles, syringes and lancets for clients with diabetes types 1 and 2.
- > At Macarthur Community Health volunteers assist with bus driving, transporting clients to medical appointments, Planned Activity Group assistance, gardening, Telecare and Broadband for Seniors.

THE EDUCATION AND TRAINING OF OUR VOLUNTEERS

SWH Coordinator of Volunteers Marita Thornton oversees the training and upskilling of our Warrnambool Base Hospital registered volunteers as individual needs arise. At Macarthur Community Health, SWH Planned Activity Group Coordinator Pat Purcell oversees the training of our volunteers, including dementia awareness training, and bus and defensive driver training. At our David Newman Adult Day Centre, manager Tracey Harty oversees the training of volunteers in all aspects of the facility.

OUR OTHER VOLUNTEERS

Additional to the 320 volunteers accounted for above, there are hundreds more who donate their time, energy and expertise to help South West Healthcare. They include our Board of Directors, community members on our Multidisciplinary Ethics Committee (see Principal Committees) and those who fundraise for us, including members of our five auxiliaries and off-duty SWH employees (see Donors).

VOLUNTEER AWARDS

Margot Johnstone was awarded the 2014 Minister for Health Volunteer Award for outstanding individual achievement in a regional health service. Margot, a volunteer at our Warrnambool Base Hospital and co-president of our Warrnambool Auxiliary, follows in the footsteps of Claire Gibbons and Marjorie Crothers who were honoured with the award in 2012 and 2011 respectively.

The long-term commitment of 18 volunteers was recognised at our 2013 SWH Camperdown and Lismore Open Forum.

These Service Award recipients were:

- > The Trolley Ladies Auxiliary's Judy Donnelly (45 years), Margaret Willsher (20), Patricia Holley and Margaret Nicol (5)
- > Meals on Wheels' Pam Anderson and Geoff Anderson (35), Sarah Manifold, Thelma Lane and Valda Coverdale (10), David Gay, John Morgan, Truus Morgan and Monique Pope (5)
- > Camperdown & District Hospital Auxiliary's Lois Duplex (30 years) and Mark Leddy (5)
- > David Newman Adult Day Centre's Barry Coverdale (10)
- > Merindah Lodge's Geoffrey Morgan (5)
- > FROM'S (Friends & Relatives of Merindah) Shirley Farrelly (5).



Occupational Health, Safety and Wellbeing

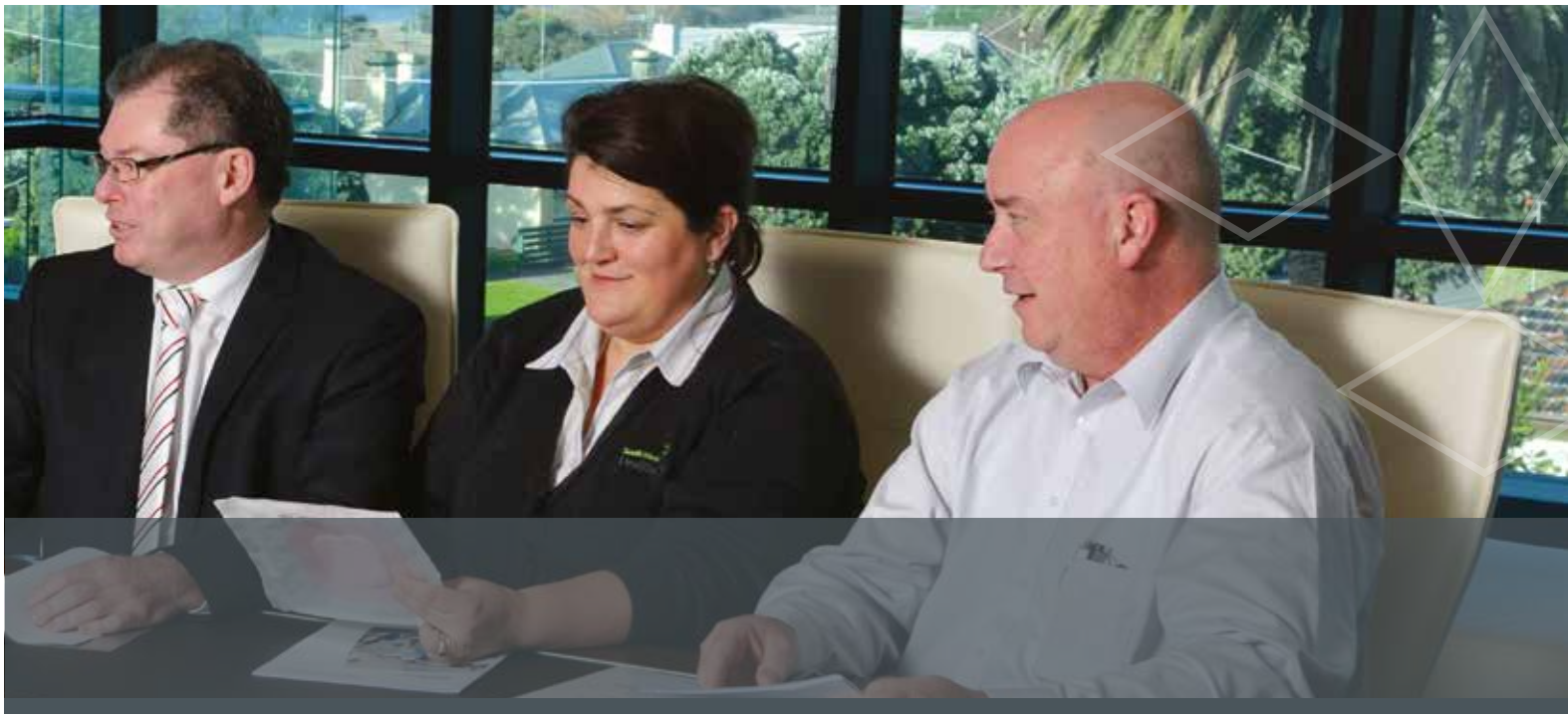
South West Healthcare is committed to focusing on staff health, wellbeing, safety and security.

Our Staff Health & Wellbeing Manager is primarily responsible for the ongoing development and maintenance of staff health, wellbeing, return-to-work and safety programs including incident/accident prevention, injury and compensation claims management, rehabilitation, and employee assistance programs.

Our Safety & Security Manager is primarily responsible for providing guidance and assistance to managers and staff in relation to safety, security and risk management including provision of policies, safe work procedures and information, security of both staff and assets, staff training to meet compliance with the O&HS Act (2004) and other relevant legislation and codes of practice.

¹ *Our SWH Product Evaluation Committee meets monthly to ensure only products, consumables and equipment of high standard and quality are used throughout our campuses to assist in achieving the best possible clinical outcomes for our patients. The committee includes (from left) Nursing Services' safety & security manager Trevor Roberts and clinical policy & procedures coordinator Caroline Polack; Central Supply's warehouse & logistics manager Shane Grundy, purchasing officer Maree Dalton and regional supply chain*

manager Terry Hoy (chair); Nursing Services' infection control nurse consultant Jenny Lukeis and perioperative services manager Tony Kelly.



SIGNIFICANT OUTCOMES AND ACHIEVEMENTS WERE RECORDED IN 2013–14:

- > Appointed the organisation's first designated Employee Assistance Program counsellor
- > Showcased as a best practice leader at the Department of Health's 2014 Prevention and Management of Violence and Aggression in Hospitals' Forum
- > Upgraded communication and emergency alert systems in our Mental Health Services Acute Inpatient Unit
- > Achieved 100% compliance for monthly OH&S inspections of 59 departments
- > Installed swipe-card security access for Manifold Place employees
- > Secured \$35,000 in grants to implement additional initiatives to reduce violence and aggression in the workplace
- > Improved safety performance resulted in a WorkCover performance rating 13 per cent better than industry average
- > Reduced Workcover premium costs
- > Installed 5KPH signage throughout onsite car parks
- > Reviewed the 2014 Business Continuity Plan – Warrnambool campus
- > Introduced tag-tracking RFID (Radio Frequency Identification) technology in our Linen Service to enhance our linen replacement program
- > Provided an extensive Employee Assistance Program
- > Delivered intern training covering areas including bullying and harassment, code of conduct and confidentiality.



105 employees from our Warrnambool and Macarthur campuses were recognised at the first of two Staff Service Awards ceremonies we held in 2013–14. Collectively, they had worked for SWH for a total 2,055 years.

2 180 years employment between them: (from left) CSSD instrument technician Kathleen Chapman (35 years), Emergency Department associate unit managers Annemaree Bushell (35) and Kerry Bethune (35), Critical Care Unit associate unit manager Helen Kenna (40) and Finance Department assistant Jeanette Doolan (35). Photo: The Standard and photographer Aaron Sawall.

3 Thirty years of service each: (from left) Facilities/Maintenance supervisor Lindsay Hess and plumber James Moran; Mental Health Services Acute Unit registered nurse Dale Mitchell, staff development officer Janet Punch and Acute Unit registered nurse Robert Logan, and Midwifery Unit manager Peter Logan.



STAFF NUMBERS (FULL TIME EQUIVALENT/FTE)

	Current Month	Current Month	YTD	YTD
FULL TIME EQUIVALENT	FTE JUNE 2013	FTE JUNE 2014	JUNE 2013	JUNE 2014
Admin/Clerical	129.33	135.74	126.24	131.56
Ancillary Support	102.52	122.13	105.31	113.90
Hotel/Allied Serv	155.85	153.68	153.42	156.02
Medical	57.94	60.04	51.06	57.29
Medical Support	45.98	45.53	46.47	44.90
Nursing	435.02	459.21	438.41	444.63
TOTAL	926.65	976.32	920.92	948.30

STAFF GENDER AND EMPLOYMENT STATUS

	JUNE 2014	JUNE 2013	JUNE 2012	JUNE 2011	JUNE 2010
FEMALE					
Full Time	258	250	248	249	223
Part Time	680	661	656	628	611
Casual	105	100	107	107	108
(Sub Total)	1043	1011	1011	984	942
MALE					
Full Time	176	177	169	164	158
Part Time	56	52	53	49	47
Casual	12	13	14	17	12
(Sub Total)	244	242	236	230	217
TOTAL	1287	1253	1247	1214	1159

South West Healthcare is committed to the principles of merit and equity in the workplace in respect to employment, promotion and opportunity.

13 employees from our Camperdown and Lismore campuses were recognised at our second Staff Service Awards ceremony. Collectively, they had worked for SWH for a total 470 years.

4 120 years employment between them: (from left) Camperdown Hospital enrolled nurse Robyn Jarrad (10 years), Merindah Lodge enrolled nurses Janice O'Brien (10), Linda Gaut (25) and Jeanette Reichman (35), Merindah Lodge associate unit manager Isabel Kinnear (15); Camperdown Hospital registered nurse Jo Teal (15) and Camperdown Hospital enrolled nurse Marie Jones (10).

WORKCOVER: HOURS LOST AND CLAIMS

HOURS LOST TO INJURY OR ILLNESS

SWH CAMPUS/SITE	2013-14	2012-13	2011-12	2010-11	2009-10
WARRNAMBOOL CAMPUS					
Acute Services					
Nursing	936	1485	1379	3064	2775
Support Services/Administration	3068	5671	5166	5600	5148
Medical Services/Allied Health	219	12	1641	2399	3300
Mental Health Services	453	82	134	396	276
LINEN SERVICE	0	96	69	0	0
CAMPERDOWN CAMPUS					
Nursing	432	208	376	307	0
Support Services/Administration	0	0	39	0	0
Medical Services/Allied Health	0	0	0	0	0
LISMORE CAMPUS	0	0	0	0	0
MACARTHUR CAMPUS	0	0	0	0	0
TOTAL	5108	7554	8804	11766	11499

NUMBER OF NEW 'STANDARD' CLAIMS

SWH CAMPUS/SITE	2013-14	2012-13	2011-12	2010-11	2009-10
WARRNAMBOOL CAMPUS					
Acute Services					
Nursing	6	4	4	8	5
Support Services/Administration	4	7	4	1	2
Medical Services/Allied Health	1	1	1	2	1
Mental Health Services	2	0	0	2	1
LINEN SERVICE	0	1	1	0	0
CAMPERDOWN CAMPUS					
Nursing	3	0	3	1	0
Support Services/Administration	0	0	0	0	0
Medical Services/Allied Health	0	0	0	0	0
LISMORE CAMPUS	0	0	0	0	1
MACARTHUR CAMPUS	0	0	0	0	0
TOTAL	16	13	13	14	9

Corporate and Clinical Governance

BOARD OF DIRECTORS

The board consists of 10 directors responsible for overseeing the governance of the organisation and ensuring all services provided comply with the requirements of the *Health Services Act 1988* and South West Healthcare's objectives.

Appointed by the Governor-In-Council following nominations received by South West Healthcare, each director serves a three-year term and may be eligible for renomination when that term ends.

In 2013–14 the Board of Directors met 11 times.



CHAIRMAN

JOHN MAHER

Retired (Senior Executive – Australia Post)

Appointed November 2006

Member Board Executive (Chair); Quality Care; Financial Performance, Audit & Risk; Governance & Remuneration (Chair); Medical & Dental Appointments (Chair) Committees

Attendance 11 of 11 (100%) board meetings



DEPUTY CHAIRMAN

RUSSELL WORLAND

Consultant – Watertight Pty Ltd

Dip Public Admin (Local Government), CM

Appointed July 2008

Member Board Executive; Quality Care (Chair); Project Control Group (Chair); Governance & Remuneration Committees

Attendance 11 of 11 (100%) board meetings



DEPUTY VICE CHAIRMAN

MARY ALEXANDER

Chief of Staff/Journalist – The Standard; Partner – Dairy Farming Business

Appointed November 2004

Member Board Executive; Human Research Ethics (Chair); Governance & Remuneration Committees

Attendance 10 of 11 (91%) board meetings



CHAIRMAN – FINANCE COMMITTEE

STEVE CALLAGHAN

Dealer Principal – Callaghan Motors

Bach Business (Accg)

Appointed November 2005

Member Board Executive; Financial Performance, Audit & Risk (Chair); Governance & Remuneration Committees

Attendance 9 of 11 (82%) board meetings



DIRECTOR

TERRY BRAIN

Retired (Information Technology)
Bach Science, Dip Ed

Appointed November 2011

Member Quality Care; Medical Appointments Committees

Attendance 11 of 11 (100%) board meetings



DIRECTOR

CHRIS LOGAN

Community Relations Advisor – Origin
Grad Cert Business Admin, MBA

Appointed November 2004

Member Board Executive; Governance & Remuneration; Medical & Dental Appointments;
Financial Performance, Audit & Risk; Quality Care Committees

Attendance 10 of 11 (91%) board meetings



DIRECTOR

JOANNE McCORMACK

Partner – Dwyer Robinson PL, Lawyers
Bach Commerce, Bach Laws

Appointed July 2013

Member Project Control Group; Quality Care Committees

Attendance 10 of 11 (91%) board meetings



DIRECTOR

RICHARD MONTGOMERY

Principal – Crowe Horwath
Fellow Chartered Accountant (FCA), ATIA, Bach Commerce (Accg)

Appointed January 2014

Member Project Control Group; Financial Performance, Audit & Risk Committees

Attendance 10 of 11 (91%) board meetings



DIRECTOR

SHARON MULDOON

Consultant – Disability Services, Vision Australia
BA (Soc Sci), Cert Soc Geront, ACM

Appointed October 2000

Member Financial Performance, Audit & Risk; Medical & Dental Appointments;
Human Research Ethics Committees

Attendance 8 of 11 (73%) board meetings



DIRECTOR

MARY PENDERGAST

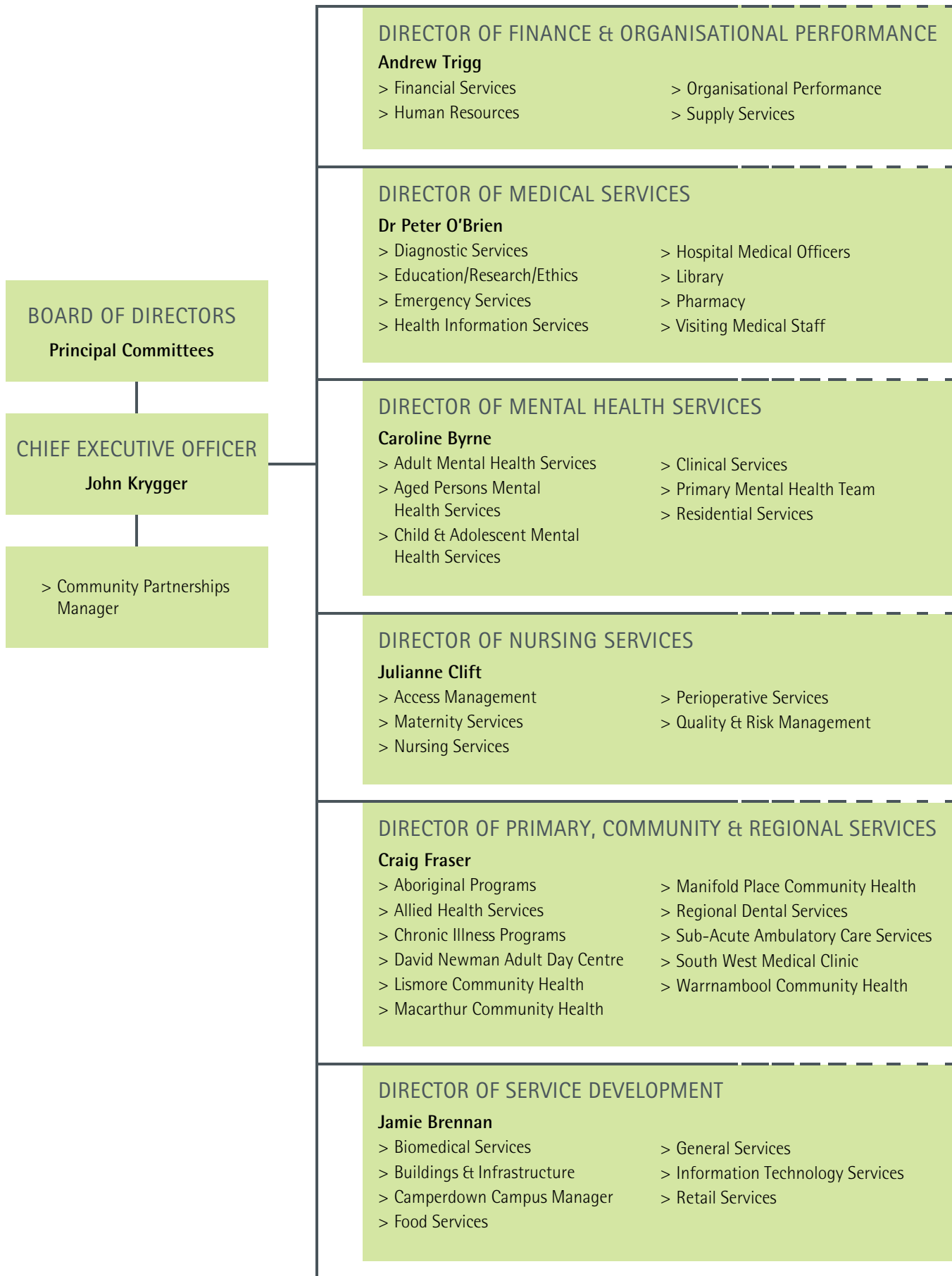
Senior Adviser Regional Performance & Planning – South West Victoria Region,
Department of Education & Early Childhood Development
Master of School Leadership (MSL), Bach Education (Physical Education/Literature)

Appointed January 2014

Member Financial Performance, Audit & Risk; Human Research Ethics Committees

Attendance 8 of 11 (73%) board meetings

Organisational Structure



Executive Team



JOHN KRYGGER

Chief Executive Officer *BHA (UNSW), MBA (Monash), GAICD, AFACHSM CHE, AIM*

John has more than 30 years' experience in the Victorian public health sector having worked in both regional and metropolitan teaching hospitals. A Base Hospital CEO for the past 19 years, he was appointed to his current position in 2003. John has a strong commitment to regional health services where he has enjoyed his senior management career. In the past decade he has overseen and guided the organisation through the most significant growth phase in our history.



ANDREW TRIGG

Director of Finance & Organisational Performance *BComm (Accounting/Finance), ASA, GAICD, AHSFMA*

Andrew has worked in the Victorian public health sector for 29 years, joining South West Healthcare in 2005. He has held positions at executive management level for the past 19 years in roles combining chief finance officer duties with executive responsibility for corporate/support services. Originally from Ballarat, with subsequent appointments at Kilmore and Djerriwarrh Health Services (including Bacchus Marsh and Melton Regional Hospital), he has extensive experience, understanding and commitment to the rural and regional health sector.



JULIANNE CLIFT

Director of Nursing Services *RN, MHA (UNSW), RM, BN (Nursing Admin), Dip Nursing, Cert Intensive Care*

Julianne was appointed to the Director of Nursing role in 2012 after working as Deputy Director of Nursing at our Warrnambool Base Hospital for two years. Having worked in a range of roles in hospitals and health services in the Northern Territory, Mildura and Hunter New England in New South Wales, she is committed to improving the patient journey.



DR PETER O'BRIEN

Director of Medical Services *MBBS, Dip Obst RACOG, MHA, AFACHSM CHE, FRACMA, FACRRM*

Peter has headed up our Medical Services for the past 19 years. Before commencing a predominantly medical management role he was a procedural (anaesthetics and obstetrics) general practitioner in rural South Australia and a medical officer in the Royal Flying Doctor Service. Clinical Associate Professor of the Deakin Clinical School, he is also a member of the Deakin University School of Medicine Advisory Board and the Department of Health Clinical Engagement Advisory Group.



CAROLINE BYRNE

Director of Mental Health Services *RRPN, Post Grad Dip Social Sciences, Grad Dip Business (Health Admin), Master Applied Science*

Caroline trained as a psychiatric nurse in the 1970s, worked in a range of mental health and substance use services in various settings and celebrated 10 years at South West Healthcare in 2014. Committed to improving the emotional wellbeing and quality of life for people experiencing serious mental illness, she is a Department of Health Victorian Travelling Fellowship recipient and recognised in the Who's Who of Australian Women.



CRAIG FRASER

Director of Primary & Community Services *BProsOrth, Dip App Sc, GAICD, AFCHSE*

Craig has more than 18 years management experience in the Victorian public health sector in both metropolitan and regional health services including acute, primary, community and aged care. Joining South West Healthcare in 2005, he has overseen the radical redevelopment of our Primary and Community Services including the development of regional Victoria's largest integrated primary care facility. He is committed to ensuring the delivery of high quality, customer focused services that respond to the needs of our communities.



JAMIE BRENNAN

Director of Service Development *BHealth Science (Physiotherapy), Cert Healthcare Innovation and Entrepreneurship, AFACHSM*

Jamie is our first Director of Service Development. Appointed in January, he has 10 years' experience in a diverse range of senior management, support services and medical services roles at regional and sub-regional health services. Jamie is passionate about delivering high quality health services for rural and regional communities, with a particular focus on person-centred care, innovation and the development of commercial opportunities to ensure the sustainability of health service delivery within the public health setting.

Principal Committees

DFOP	Director of Finance & Organisational Performance
DMS	Director of Medical Services
DMHS	Director of Mental Health Services
DNS	Director of Nursing Services
DPCS	Director of Primary & Community Services
DSD	Director of Service Development

The Board of Directors is supported by eight Principal Committees.

BOARD EXECUTIVE COMMITTEE

This committee has the authority to act on behalf of the Board of Directors, when necessary, between Board meetings. This need did not arise in 2013–14.

Members: SWH Board Chairman John Maher (Chair), SWH Board Directors Mary Alexander, Steve Callaghan, Chris Logan and Russell Worland.

FINANCIAL PERFORMANCE, AUDIT AND RISK COMMITTEE

This committee oversees the development and monitoring of performance of the organisation's strategic financial annual and business plans and risk management systems. It ensures South West Healthcare meets its Statement of Priorities targets. This committee met 11 times in 2013–14.

Members: SWH Board Chairman John Maher; SWH Board Directors Steve Callaghan (Chair), Chris Logan, Richard Montgomery, Sharon Muldoon and Mary Pendergast; SWH CEO John Krygger, DFOP Andrew Trigg, DSD Jamie Brennan, DPCS Craig Fraser and Deputy DF David McLaren.

GOVERNANCE AND REMUNERATION COMMITTEE

This committee is responsible for overseeing the development of the annual performance goals of the Chief Executive Officer and for reviewing progress against these goals. It also monitors the organisation's Board and Executive succession planning processes. This committee met twice in 2013–14.

Members: SWH Board Chairman John Maher (Chair); SWH Board Directors Mary Alexander, Steve Callaghan, Chris Logan and Russell Worland.

MEDICAL AND DENTAL APPOINTMENTS COMMITTEE

This committee advises the Board of Directors on the appointment, reappointment, suspension and/or termination of Senior Medical Officers, Visiting Medical Officers, Visiting Dentists and Royal Australian College of General Practitioners Registrars. This committee met three times in 2013–14.

Members: SWH Board Chairman John Maher (Chair); SWH Board Directors Terry Brain, Chris Logan and Sharon Muldoon; SWH CEO John Krygger, DMS Dr Peter O'Brien, Human Resources Manager Graeme Mitchell and Medical Staff Association representatives Dr Eric Fairbank AM* (to April) and Mr Brendan Mooney (from May).

HUMAN RESEARCH ETHICS COMMITTEE

This committee provides advice to the Board of Directors on ethical issues related to the functioning of South West Healthcare. It ensures all research involving SWH patients/clients meets National Health and Medical Research Council guidelines and, on request, provides an advisory service on ethical issues to other healthcare organisations. This committee met four times in 2013–14.

Members: SWH Board Directors Mary Alexander (Chair), Sharon Muldoon and Mary Pendergast; SWH DMS Dr Peter O'Brien, DNS Julianne Clift, DMHS Caroline Byrne, DPCS Craig Fraser, South West Medical Centre Director Dr Daryl Pedler, Education Manager Jenice Smart and Perioperative Education Clinical Facilitator Dr Paula Foran; community members Jo Bagust, Vin Callaghan* (to June), Marjorie Crothers, Jenny Madden and Dr John Philpot.

PROJECT CONTROL GROUP (PCG) COMMITTEE

This committee has the primary responsibility for overseeing capital redevelopment projects. It determines the scope, quality, time and budget standards and monitors the progress of the projects against these standards. This need did not arise in 2013–14.

Members: South West Healthcare's interests on this committee are served by the membership of Board Directors Russell Worland (Chair), Joanne McCormack and Richard Montgomery; SWH CEO John Krygger, DNS Julianne Clift and Capital Redevelopment Manager Wayne Hall.

QUALITY CARE COMMITTEE

This committee provides leadership and advice to the Board of Directors in the assessment and evaluation of the quality of all health services provided by the organisation. It is the major vehicle for ensuring South West Healthcare provides effective clinical governance. This committee met 11 times in 2013–14.

Members: SWH Board Chairman John Maher (Chair); SWH Board Directors Terry Brain, Chris Logan, Joanne McCormack and Russell Worland; SWH CEO John Krygger, DNS Julianne Clift, DMS Dr Peter O'Brien, DMHS Caroline Byrne, DPCS Craig Fraser, Camperdown Campus Manager Rod Jubb and Quality and Risk Manager Carlyn Dark; Visiting Medical Officers representatives Dr Eric Fairbank AM* (to April) and Dr Stewart Malcolm (from May).

COMMUNITY ADVISORY COMMITTEE

This committee assists South West Healthcare to appropriately integrate community and consumer perspectives into planning our service delivery; designing care, service measurement and evaluation. This year its responsibilities included contributing to the development of our annual Quality of Care Report, advising on the recruitment and selection process for new members, reviewing the requirements of the National Standard 'Partnering with Consumers', participating in our accreditation process and reviewing responses to issues arising from patient satisfaction surveys. Members were also integral to the development of a staff training package being implemented across the organisation. This committee met four times in 2013–14.

Members: SWH DON Julianne Clift and Quality & Risk Manager Carlyn Dark; community representatives Moira Baulch, Marjorie Crothers, Julie Hoare, Bill Malseed, Alex McBurnie, Keith McKenzie and Pru Neale.

Senior Staff

CHIEF EXECUTIVE OFFICER

Mr J Krygger BHA (UNSW), MBA (Monash), GAICD, AFACHSM CHE, AIM

MEDICAL SERVICES

Director of Medical Services

Dr P O'Brien MBBS, Dip Obst RACOG, MHA, AFACHSM CHE, FRACMA, FACRRM

Departmental Directors

Anaesthetics

Dr A Dawson MBBS, FANZCA

Critical Care

Dr C Lewis MBBS, FRACP, FCICM

Emergency Services

Dr F Schreve MBChB, FACEM, Grad Dip Emerg Health (Aeromed Retrieval)

General Practice

Dr D Pedler MBBS, D Obs RCOG, FRACGP, MPH, DHSc

Graduate Medical Education

Regional Supervisor

Dr B Oppermann MBBS, MSc (Anat), D Obst RACOG

Obstetrics

Dr M Koutsoukis MBBS, FRCOG, FRANZCOG

Orthopaedics

Mr A Sutherland MBChB, FRCS (Edin), FRCS (Trauma & Ortho), MD (Hons), FRACS

Palliative Care

Dr E Fairbank MBBS, DPHC, FRACGP, FACHPM* (to July 5)

Dr E Greenwood MBBS, Dip RANZCOG, FRACGP, Grad Dip Pall Care (from July 6)

Rehabilitation Services

Dr S Malcolm MBBS, BMedSci, FAFRM (FRACP)

Supervisor of Intern Training

Dr B Condon MBBS, FRACGP, Grad Cert Clin Ed

Surgical Services

Mr S Fischer MBBS, FRACS

Senior Medical Officers – Warrnambool campus

Anaesthetists

Dr P Arnold MBBS, FANZCA

Dr C Bonney MBBS, FANZCA

Dr A Cain MBBS, FANZCA*

Dr K Cronin MBBS, FANZCA

Dr A Dawson MBBS, FANZCA

Dr M Duane MBBS, FANZCA

Dr G Kilminster MBBS, FANZCA

Dr K Prest MBBS, FANZCA

Dr G Reilly MBChB, MRCS, FRCA, FANZCA

Dr C Surtees MBChB, FANZCA

Drug & Alcohol Physician

Dr R Brough MBBS, D Obst RCOG, APSAD Cert, FACRRM, FACHAM

Emergency Physicians

Dr T Baker MBBS, B Med Sci, FACEM

Dr M Cooney MBBS, FACEM

General Practitioners

Dr A Baldam MBBS, BSc, Dip Av Med, AFOM (RCP), DRCOG

Dr I Barratt BSc, MBBS, DRCOG

Dr L Cameron MBBS

Dr T Cimpoesu MB (Rom), FRACGP

Dr B Condon MBBS, FRACGP, Grad Cert Clin Ed

Dr E Greenwood MBBS, Dip RANZCOG, FRACGP

Dr K Gunn MBBS, D Obst RACOG

Dr P Hall MBBS, D Obst RACOG, DA (Lond), FACRRM

Dr A Hedgland MBChB, Dip Paed, FRACGP

Dr G Irvine MBBS, D Obst RACOG*

Dr B Kay MBBS, D Obst RACOG, FACRRM, FRACGP

Dr M Lockhart MBBS

Dr J Manderson BSc (Hons), PhD, MBBS, FRACGP

Dr C McKellar MBBS

Dr C Mooney MBChB, MRCS, LRCP, DRCOG

Dr B Oppermann MBBS, MSc (Anat), D Obst RACOG, FACRRM

Dr M Page MBBS, D Obst RACOG, FACRRM*

Dr D Pedler MBBS, D Obs RCOG, FRACGP, MPH, DHSc

Dr J Philpot MBBS

Dr A Robson MBBS (Hons), FRACGP

Dr J Rounsevell MBBS

Dr N Ryan MBBS, DA, FRACGP

Dr S Singh MBBS, MSurgOrtho

Dr S Smith MBBS, DRACOG, FACRRM

General Surgeons

Mr S Fischer MBBS, FRACS

Mr P Gan MBBS, FRACS

Mr B Mooney MBChB, BAO (Hons), BSc (Anat) (Hons), MCh, FRCSI, FACRRM, FRACS

Mr C Murphy MBChB, FRACS, FRCS (Glasgow), FRCSI

Mr J Ragg MBBS, FRACS

Geriatrician/Physician

Dr J Dikiciyan MBBS, BMedSci, FRACP

Haematologist/Physician

Dr C Chew MBBS, BMedSci, FRACP, FRCPA

Neurologist

Dr J Waterston MBBS, MD, FRACP

Neurosurgeon

Mr T Han MBBS, FRACS

Obstetricians & Gynaecologists

Dr C Beaton MBChB (Edin), FRANZCOG, FRCOG

Dr R Buchanan MBBS, FRANZCOG

Dr I Hoffman MBBS, FRANZCOG

Dr M Koutsoukis MBBS, FRCOG, FRANZCOG

Dr D Rathnayaka MBBS, MD (Obs&Gyn), FRANZCOG*

Dr E Uren MBBS, FRANZCOG

Oncologists

Dr D Ashley MBBS, FRACP, PhD

Dr I Collins MBChB, MSc (Inf), MRCPI, FRACP

Dr T Hayes MBBS (Hons), BMedSci (Hons), FRACP

Dr J Hounsell BSc, MBBS, FRACP, FRCPA

Dr O Klein DM, FRACP

* Resigned/retired during 2013–14

Ophthalmologists

Dr R Bunting MBBS, BSc Anat, FRCOphth, FRANZCO

Dr F Irani MBBS, Dip Anat, FRANZCO

Dr L Ong MBBS, FRANZCO

Orthopaedic Surgeons

Mr K Arogundade MBBS, FRCS, FRACS (Ortho)

Mr M Dooley MBBS, FRACS

Mr D Mladenovic MD (Belgrade), Spec Dip Ortho (Novi Sad), FRACS

Mr N Sundaram MBBS, LRCP, MRCS, FRACS, MCh (Orth), FRCS (Edin & Lond), FRCS (Orth), FAOA

Mr A Sutherland MBChB, FRCS (Edin), FRCS (Trauma & Ortho), MD (Hons), FRACS

Oto-Rhino-Laryngologists

Dr A Cass MBBS, FRACS

Dr B Clancy MBBS, FRACS

Paediatricians

Dr C Fiedler MD, FRACP (Paed)

Dr K Olinsky MBBS (Hons), Grad Dip Clin Res

Dr G Pallas BMed, FRACP (Paed)

Dr N Thies MBBS, DCH (Lond), FRACP (Paed)

Paediatric Surgeon

Mr A Woodward MBBS, FRCS, FRACS

Pathologist

Dr M Buchanan MBBS, FRCPA

Physicians

Dr N Barraclough MBBS, B Sc (Physio), FRACP

Dr N Bayley MBBS, FRACP

Dr C Charnley MBBS, FRACP

Dr J Gome MBBS, FRACP

Dr J Hounsell BSc, MBBS, FRACP, FRCPA

Dr C Lewis MBBS, FRACP, FCICM

Dr B Morphet MBBS, FRACP

Dr S Nagarajah MBBS, FRACP

Dr M Page MBBS, FRACP

Plastic & Reconstructive Surgeon

Mr R Toma MBBS, FRACS (Plast & Recons)

Psychiatrists

Dr M Ivers MBBS, FRANZCP

Dr G Ridley MBChB, MRCPsych, FRANZCP*

Dr Robertson MBBS, Cert Child Psych (RANZCP), FRANZCP

Radiation Oncologists

Dr M Francis MBBS, FRACR, FRANZCR

Dr A Hui MBBS, M Med (Clin Epid), FRANZCR

Dr R Lynch MBBS, BMedSci, Grad Dip HSM, FRANZCR

Dr M Mathlum MBChB, Dip Paed, FRANZCR

Dr G Pitson MBBS, FRANZCR

Radiologists

Dr V Patheyyar MBBS, MD, DNB, FRCR

Urogynaecologist

Dr J Lee BHB, MBChB, Dip Obs, FRANZCOG, CU (RANZCOG)

Urologist

Mr B Mooney MBChB, BAO (Hons), BSc (Anat) (Hons), MCh, FRCSI, FACRRM, FRACS

Senior Medical & Dental Officers - Camperdown campus

Medical Staff Association Chairperson

Dr E Lyon MBChB

Dental Officer (Visiting)

Dr A Wigell BSc (Hon), LDS (Vic)

General Practitioners

Dr M Ahmadi DM

Dr R Bradford MBBS

Dr A Crompton, MBBS, DRCOG, DA RCP&S, Grad Dip App Sc (Nut & Env Med)

Dr T Fitzpatrick, MBBS

Dr E Grambas MBBS, Grad Dip Comp (MIT)

Dr P Kaye MBBS, MRCGP, D Obst RCOG, DCH, FRACGP

Dr D Loo MBBS, FRACGP

Dr E Lyon MBChB

Dr E Masih MBChB

Dr S Menzies MBBS, M Med, FRACGP, DRANZCOG, FACRRM

Dr W Rouse MBBS, Grad Dip Rural Health, DRANZCOG, FRACGP

Dr A Singh MBBS, MSurgOrtho

Dr J van Leerdam MBChB, MRCGP, MACNM, DA, DRCOG

General Surgeons

Mr D Abbas MBChB, FRACS

Mr S Eaton MBBS, FRACS

Mr T Fisher MBBS, FRACS

Mr J Ragg MBBS, FRACS

Obstetricians & Gynaecologists

Dr R Buchanan MBBS, FRANZCOG

Dr C Beaton MBChB (Edin), FRANZCOG, FRCOG

Dr I Hoffman MBBS, FRANZCOG

Dr E Uren MBBS, FRANZCOG

Oto-Rhino-Laryngologist

Dr B Clancy MBBS, FRACS

Orthopaedic Surgeon

Mr J Skelley MBChB (Otago), FRACS, FAOA

Paediatricians

Dr K Olinsky MBBS (Hons), Grad Dip Clin Res

Dr N Thies MBBS, DCH (Lond), FRACP (Paed)

Physicians

Dr N Barraclough MBBS, B Sc (Physio), FRACP

Dr N Bayley MBBS, FRACP

Dr C Charnley MBBS, FRACP

Dr J Gome MBBS, FRACP

Dr J Hounsell BSc, MBBS, FRACP, FRCPA

Dr C Lewis MBBS, FRACP, FCICM

Dr S Nagarajah MBBS, FRACP

Dr M Page MBBS, FRACP

Psychiatrist

Dr Robertson MBBS, Cert Child Psych (RANZCP), FRANZCP

Urogynaecologist

Dr J Lee BHB, MBChB, Dip Obs, FRANZCOG, CU (RANZCOG)

Urologist

Mr L Dodds MBBS, FRACS (Urol)

Clinical Support Services Managers

Centre Against Sexual Assault

Ms M Clapham BNur, Grad Dip Adol Health & Welfare, Grad Dip Man

Education Resource Centre (Library)

Ms J Chan MIM, Grad Cert IS (Archive & Records)

Health Information Services

Ms M Atkinson Ass Dip (MRA), RMRA

Medical Imaging Service

Mr L Pontonio MIR, Dip App Sc (Med Radiog) (Wbool campus)

Ms D Shelton MIR (Cdown campus)

Medical Services Coordinator

Mr P Martin Cert App Sc, Ad Dip Bus Man, Cert IV Workplace T&A

Pathology Service

Ms J Bevan, BSc

Pharmacy

Ms L Spence, BPharm, Post Grad Dip Clin Pharm

NURSING SERVICES

Director of Nursing

Ms J Clift RN, MHA (UNSW), RM, BN (Nursing Admin), Dip Nursing, Cert Intensive Care

Assistant Directors of Nursing

Mrs K Henry RN, BN

Mrs A Janes RN, BN, Grad Cert Med-Surg Nursing

Managers/Coordinators

Access

Mrs I Wynd RN, Pro Cert Health Service Man

Education

Mrs J Smart RN, MPET, BMan (Employment Relations) (USA), Cert IV Workplace T&A, MRCNA

Elective Surgery

Mrs M Coffey RN, BN, Dip Periop Nursing

Perioperative Services

Mr A Kelly RN, Grad Dip Health Admin & Info Systems, Cert Periop Nursing

Quality & Risk

Mrs C Dark RN, Grad Dip Admin (Health Sci), Cert Advanced Chemo, Cert Info Tech

Safety & Security

Mr T Roberts MBA (Deakin), Cert Man (SCU), Cert Workplace Leadership, Ad Dip OH&S

Unit Managers

Acute Care

Ms J Hallinan RN, Cert Workplace Leadership, Dip Bus

Critical Care

Ms T Johnston RN, Grad Dip Crit Care (Deakin) (Acting)

Day Stay/Haemodialysis

Ms S McClusky RN, BN

District Nursing Service/Hospital in the Home

Mrs M Bourke RN, Cert Coronary & Intensive Care (Acting)

Emergency Department

Ms A Kelson RN, Grad Dip Crit Care (Acting until December 9)

Maternity/Neonatal/Gynaecology

Mr P Logan RN, MPH (Latrobe), RM, BN, Grad Dip Pub Health

Medical/Palliative Care

Mr J Quinlivan RN, RPN, BN, Dip Fine Arts, Cert Computer Bus Apps, Grad Cert Health Man, Cert IV in Workforce Training

Operating Theatres

Ms R Piper RN, RM, Cert Periop Nursing

Paediatrics

Mrs S Marsh RN, Cert Computer Bus Appls, MRCNA

Rehabilitation and Withdrawal & Support Service

Mrs H Moyle RN, Dip App Sci Nursing, BN, Ad Dip Man, Cert IV Workplace T&A

Short Stay/Oncology

Mrs J Rowe RN, Cert Workplace Leadership, Dip Bus

Programs

Post Acute Care/Transition Care

Mrs F Torpy RN, M Prof Ed & Training (Deakin), BN

South West Community Based Palliative Care Program

Mrs B King RN, M Clin Nursing Studies (Pall Care)* (to June 6)

Mrs P McCaul RN, Cert Oncol & Pall Care, Cert Pain Man (from June 9)

Dr E Fairbank AM, MBBS, DPHC, FRACGP, FACHPM* (to July 5)

Dr E Greenwood MBBS, Dip RANZCOG, FRACGP, Grad Dip Pall Care (from July 6)

Wound Management/Nurse Practitioner

Mrs T Swanson RN, NPWM, AA, M HSc (Nursing), Grad Dip (Periop), Cert WNDM, Dip Nursing (USA), FAWMA, FMACNP

MENTAL HEALTH SERVICES

Director of Mental Health Services

Mrs C Byrne RPN, Grad Dip Social Sc (Drug Dependence), Grad Dip Bus (Health Admin), MAS (Innovation & Service Man, RMIT)

Director of Clinical Services

Dr Pant MRCPsych & CCST (UK)

Managers

Aged Persons Mental Health Services

Mr R Porter BA, RPN, Ad Dip (Bus Man) Acc, Ad Dip (Hum Res) Acc

Child & Adolescent Mental Health Services

Ms J Radley RPN, Grad Dip (Child Psych), Grad Cert (Devel Psych), Ad Dip (Bus Man) Acc, Ad Dip (Hum Res) Acc

Community Adult Teams

Mr J McInnes BA, BSW (to May 12)

Ms J Bateman BSc (Psych) (Hons), Ad Dip (Bus Man) Acc (from May 26)

Primary Mental Health Team

Mr N Place BA, BSW, Ad Dip (Bus Man) Acc, Ad Dip (Hum Res) Acc

Residential Psychiatric Services Acute Inpatient Unit

Mr C Healey RPN Psych Nursing (Grad Cert), Ad Dip (Bus Man) Acc* (to Aug 2)

Ms C Porter (from Sept 30)

* Resigned/retired during 2013-14

Extended Care Inpatient Unit

Ms J Edge RPN Pub Health (Addictions)
(Grad Cert)

Service Development

Mrs J Bateman BSc (Psych) (Hons),
Ad Dip (Bus Man) Acc

Quality Coordinator

Ms L Mitchell B Soc Sci (Soc Welf)
(from Oct 14)

Staff Development Officer

Mrs J Punch RPN, Cert IV Workplace T&A,
Ad Dip (Bus Man) Acc

Team Leaders

Camperdown Community Mental Health Services

J Winstanley (Oct 28 – June 27)

Hamilton Community Mental Health Services

Mr T James RN, RPN, BHSc (Man) *
(to Jan 10)

Mr I Fraser RN, RMN, BN, BEd (QT),
BSc (CMH), DPSN (from June 16)

Portland Community Mental Health Services

Mr F Nittsjo BA (Psych) (Hons), Ad Dip
(Bus Man) Acc

Psychiatric Medical Services

Dr J Deb MBBS, DPM, MD, FRANZCP

Dr I Neerakal MB, BS (India)

Dr R Ranasinghe MB BS, MD, FRANZCP

Dr C O'Luanaigh MB, BCh, MRCPsych
FRANZCP

Dr A Ratnayake MBBS & MD, FRANZCP

PRIMARY & COMMUNITY SERVICES

Director of Primary & Community Services

Mr C Fraser BProsOrth, Dip App Sc,
GAICD, AFCHSE

Campus Managers/ Coordinators/EOS

David Newman Adult Day Centre

Ms T Harty Dip Couns, Dip Fam Intake &
Support Work

Lismore Community Health

Mrs M Williams RN, BAppSc, Ad Nurs
(Comm Health Major), Grad Dip Geront

Macarthur Community Health

Ms J Dureau-Finn BNurs, Ad Dip Bus Man,
Ad Dip Man (HR) (from March 1)

Manifold Place Community Health

Ms S Poole RN, Cert Paed

Program Managers

Aboriginal Programs

Mr A Miller, Cert IV AOD, Cert IV
Project Man

Access & Performance

Ms E Nichol BSpPath

Community Illness Program

Mrs H O'Regan-Tabart RN Div1, Cert 1V
Adult Asses & Training, Ad Dip Comm
Sec Man, Post Grad Dip Crit Care Adult
Cardiac, M Pub Health

Quality & Health Promotion

Ms C Loria RN, Cert CCU, Cert Oncol, Grad
Dip Comm Health, Ad Dip Man SACS

Subacute Ambulatory Care

Ms J Weir BAppSc (Pod), Grad Dip Rehab
Studies* (to June 6)

Mr D Meade, BSpPath, M Health Sci
(from June 9)

TRAKCare Community Project

Ms K Anderson BPod (Hons)

Warrnambool Community Health

Ms J Dureau-Finn BNurs, Ad Dip Bus Man,
Ad Dip Man (HR)

Dental Services

Director of Dental Services/Senior Dental Officer

Dr MD Mercado (DDM) UP Mla (MDS)
Melb

Senior Dental Officers

Dr C Gove BDS (UK)

Dr P Nguyen DDS (USA)

Dental Officers

Dr F Chan BDS (Melb)

DR Y Jiang BDS (Melb)

Dr HJ Moon BOH Sci (La Trobe)

Dr K Ooi BDS (Melb)

Dental Therapist/Oral Health Therapist

Ms E Ball BOral Health Sci

Ms J Byrne BOral Health Sci

Ms J Lewis Dip App Sci (Dental Therapy)

Ms K Madden Dip App Sci (Dental Therapy)

Ms R Ngwenya BOral Health Sci

South West Medical Centre

Director of General Practice

Dr D Pedler MBBS (Adelaide), D(Obst)
RCOG, FRACGP, MPH (Monash),
DHSc (Deakin)

South West Medical Centre Manager

Mrs S Fleming BN, Cert Bus Man

Allied Health Services

Manager

Mr D Meade, BSpPath, M Health Sci

Department Managers

Counselling & Support Services

Mr S Storer BA, BSW, MASW (to April 7)

Mr J McInnes BA, DepSW (from May 12)

Dietetics

Ms S Baudinette BSc (Nutrition),
Grad Dip (Dietetics)

Employee Counselling Service

Mr S Storer BA, BSW, MASW
(from May 12)

Occupational Therapy

Ms J Gibbs-Dwyer BAppSc (OT), MOT,
MAHTA

Podiatry

Mr S Abdelmalek B(Pod)

Physiotherapy

Mr B Hoekstra Dip Physio (Neth),
B Psych (Neth), M Physio (Melb Uni),
MAPA* (to Oct 18)

Ms F Conochie BPhysio (Hons),
MAPA (from Oct 28)

Speech Pathology

Mrs K Philpot BArts/BSpPath (Hons)
CPSP (Acting)* (to Sept 30)

Ms K Brown, BAppSci (Speech Path),
MA (App Ling) (from Oct 1)

FINANCE & ORGANISATIONAL PERFORMANCE

Director of Finance &
Organisational Performance

**Mr A Trigg BComm (Acc/Fin), ASA,
GAICD, AHSFMA**

Deputy Director Finance

Mr D McLaren BBus (Deakin), CPA

Assistant Director Finance

Ms L Bramich BBus (Deakin), ASA, CPA

Managers

Community Partnerships

Ms S Morey MFIA

Human Resources

Mr G Mitchell BEc (Monash), BHA (UNSW)

Deputy Human Resources

Mr A Giblin Adv Dip Bus Man (Gordon
Inst), Adv Dip HR (Gordon Inst)

Regional Supply Chain Manager

Mr T Hoy Cert Hospital Supply Man
(Mayfield)

Remuneration

Mrs L Uzkuraitis

Staff Health & Wellbeing

Miss A Hilton BA (Deakin)

SERVICE DEVELOPMENT

Director of Service Development

**Mr J Brennan BHealth Sci (Physio),
Cert Healthcare Innovation &
Entrepreneurship, AFACHSM**

Managers

Biomedical Engineering Services

Mr G Szegi BAppSc (Biophysics/
Instrumental Sci)

Buildings & Infrastructure

Mr S Kendrick B Eng (Hons) Integ Engin
MIHEA* (to Nov 13)

Mr Ray Bennett B Eng (Hons) MIHEA
(from Feb 14)

Business Services

Mr C Grapentin Adv Dip Man

Capital Redevelopment

Mr W Hall Cert Hospital Supply Man

Food Services

Mr D Church Cert Catering, LIHHC,
Dip FSM

**General Services (Linen and
Environmental Services)**

Mr D Miller Adv Cert Man

Camperdown Campus Manager

Mr R Jubb RN MHS, Grad Dip Crit Care,
Dip Bus

Acute Services

Mr G Holmes RN, Grad Cert Ortho

Aged Care Facility (Merindah Lodge)

Mrs C Leithhead RN, Dip Remed Ther,
Ad Dip Psych Nursing, Adv Dip Myo

Operating Theatre

Mrs N Delaney RN, Grad Dip Periop
Nursing, Cert III Steril/Tech, Dip Bus



Life Governors

¹ *New Life Governor Felicity Melican.*

A Life Governorship is the highest recognition South West Healthcare can bestow. Our recipients have given an outstanding contribution to the organisation over a prolonged period of time. At our 2013 Annual General Meeting one extraordinary volunteer was added to this elite honor roll.

Recently-retired Board Director Felicity Melican was awarded Life Governorship for her decade-long and exceptional voluntary contribution to the organisation. Aside from the many sub-committees she was an active member of, Felicity was Chairman of the Finance Committee from 2004 to 2009 and Deputy Vice Chairman of the Board from 2008 until her resignation in February 2013.

Mrs Margaret Agnew	Mr Jack Daffy	GN Hornsby	Mr Don McRae	Mr Peter Roysland
Mrs Jan Aitken	Mr A Dalton	JS Hosking	Mrs Wendy McWhinney	Mr JC Rule
Dr BS Alderson	Mrs RC Dawson	Mrs E Howell	Ms Felicity Melican*	Mr Leo Ryan
Mrs BS Alderson	Mr Simon DeGaris	Mrs Sharon Huf	Dr John Menzies	Mrs Sue Sambell
Mr Lyall Allen	Mrs Gloria Dickson	Mrs Mary Hutchings	JE Meyer	Mr John Samon
Mr AL Anderson	Miss Judy Donnelly	Mr R Hyde	Mr J Miller	Mr RG Sampson
Mrs GI Anderson	Miss Helen Douglas	Mr David Jellie	Mr Andrew Miller	Mrs Eileen Savery
Mrs Isobel Anderson	Mr GW Dowling	Mr DA Jenkins	Mrs J Mills	Mr A E Scott
Mrs JF Anderson	Mrs L Dowling	Mr Barry Johnson	Mr Ivan Mirtschin	Mr L Sedgley
Mr Ian Armstrong	Mr Tony Dupleix	Mrs Margot Johnson	Miss Mabel Mitchell	Mr TT Shaw
Mrs Joan Askew	Mrs Veronica Earls	Mr Rex Johnson	Mrs Coral Moore	Mrs A B Smart
Mr R Baker	Mrs A Elliot	Mrs Isobel Jones	Mrs Nancy Moore	Mr M Smill
FH Baker	G Elliot	Mrs Edna Keillor	Mr Robert Moore	Mrs Ann Smith
Mrs VG Balmer	Mr PV Emery	Mr AE Kelly	Mr F Moore	Michelle Smith
Mr NI Bamford	Mr W Ferguson	Mr DJ Lafferty	Mr James Moran	Ms G Stevens
Mr Rob Baker	Mr J Finch	Mrs Helen Laidlaw	Mr J Morris Jnr	Mr GC Sullivan
Mrs Heather Barker	Mr ER Ford	Mrs Val Lang	Mr W Morris	Mrs B Surkitt
WT Barr	Mrs June Ford-Crothers	Mr GA Larsen	Mrs I Mulligan	Mrs Ailsa Swinton
Mrs Moira Baulch	Mrs CE Fraser	Mrs B Layther	AE Murdock	Mrs Nance Swinton
Mrs Beverley Bell	BD French	Mrs Margot Lee	Mrs G Mutton	Mr DN Symons
Mrs JA Bell	R Gellie	S Lee	Nestle Sports & Social Club	Mrs NM Tapp
Mr GB Bennett	Mrs FM George	Sen AWR Lewis	Mrs Sheryl Nicolson	Mrs D Taylor
Mrs Iris Bickley	Mr MW George	Mr PE Lillie	Mr AW Noel	Mrs Robbie Taylor
Miss Helen Bishop	Mrs Norma Gilbert	Mr Frank Lodge	Mrs HW Norman	Miss Kate Taylor
Mr RJ Borbidge	Mrs Ann Glennon	Mrs Hilary Lodge	Mrs Alison Northeast	Mr F Taylor
Mr NC Boyd	Mrs Shirley Goldstraw	Mr RW Lucas	Mr JB Norton	Mr HC Taylor
Mr CG Boyle	Mrs Helen Gollop	Mrs Wendy Ludeman	Mrs Helen Nunn	Miss Yvonne Teale
Mr N Bradley	Mrs Joan Goodacre	Mrs AG Lumsden	Mrs Barbara O'Brien	Mrs A Thorpe
Mr David Bradshaw	Mrs E Goodwin	Mrs Elizabeth Luxton	Mrs M Officer	Mr JT Thorton
Mr GN Brown	Mrs Lesley Gordon	Dr E Lyon	Mrs Judy O'Keefe	Mrs AJ Trotter
Dr Anthony (Tony) Brown	Mrs P Grace	Mr ID Macdonald	Miss K O'Leary	Mr SW Waldron
Mrs Irene Bruce	HT Grimwade	Mrs ID Macdonald	JR Oman	Mr JB Walker
LG Buchholz	Mrs Sheila Habel	Mrs AF Maclnnes	Mr L O'Rourke	Mrs H Wallace
Mr T Buckley	Mr RE Harris	S Mack	Mr W Owens	Mrs Judith Wallace
Mr CW Burgin	Mrs Joy Hartley	MC Mack	Mr Ken Parker	Mrs RJ Wallace
Mrs L Burleigh	Mr AJ Hartley	Mrs Isobel Macpherson	Mrs TJ Parker	RJ Webster
Mrs Lorna Burnham	Mrs A Havard	Mrs L Maher	Mrs GR Parsons	Mrs D Wedge
Mrs Jean Byron	Mrs Monica Hayes	Mr WG Manifold	Mrs ME Paterson	RV Wellman
Mr Jack Caple	Mr P Heath	Mr NS Marshall	Mr DR Patterson	Mr AC Whiffen
Mr Stan Carroll	Mrs Mavis Heazlewood	Mrs Norma Marwood	Mrs Phyllis Peart	Mrs JC Whitehead
Mrs P Chadwick	Mrs Joan Henderson	Mrs Jess Mathison	Dr Ian Pettigrew	Mr G Whiteside
Mrs EC Chaffey	Mr Oscar Henry	Mrs D McConnell	Mr Bill Phillpot OAM	Mr J Wilkinson
ML Charles	Mr AJ Hill	Mrs Bev McCosh	Ms Barbara Piesse	Mrs June Williams
Mrs FA J Chislett	Mrs Barbara Hill	Mrs Norma McCosh	Mrs G Pike	Mrs Marion Williams
Mrs Helen Chislett	Mrs DM Hill	Mrs L McCosh	Mrs Gloria Rafferty	Mrs Zelda Williams
Mr David Chittick	Mr GL Hill	Mrs Janice McCrabb	Mrs Margaret Richardson	Mrs GJ Wilson
Mrs Diane Clanchy	Mr J Hill	Mr John McGrath	Mr DM Ritchie	Mr John Wilson
Mr John Clark	Miss L Hill	Mr Peter McGregor	Mr Ric Robertson	Mrs NT Wines
Mr Alistair Cole	Mrs P Hill	Mrs Glenda McIlveen	Mrs Judy Ross	Mr WJ Wines
Mrs SE Cole	Mr W Hocking	Mr Ernie McKenna	Mr NJ Rowley	Mrs Anne Wright
LJ Collins	Mrs Lorraine Hoey	Mrs Mary McKenna		Mrs Edna Wynd
Mrs Joy Conlin	Mrs Ann Holmes	Mrs Judy McKenzie		
Mrs Frances Coupe	Mr John Holmes	Mrs Nola McKenzie		
Mrs M Cox	Mr W Holmes	Mr Trevor McKenzie		
Mrs Marjorie Crothers	HJ Holmes	Mrs H McLaren		
Mrs Veronica Cuzens	Mr WJ Holton	Mrs Shirley McLean		
	Mrs A Hooton	Mr C McLeod		

Our condolences are extended to the family and friends of Life Governor Dr Keith Nunn who passed away in January 2014 and Life Governor Dr Les Hemingway who passed away in May 2014.

* Awarded Life Governorship in 2013-14



Our Donors

The overwhelming support of our 2013–14 donors allowed us to raise \$597,907 to purchase medical equipment and finance other otherwise-unaffordable initiatives to help treat and care for our communities.

It's the little things that often make life a whole lot easier and life got a whole lot easier in January when six of our Warrnambool Base Hospital medical units got their very first handled IV stands. In 2008 the National Servicemen's Association Australia–South Western Branch Warrnambool donated, to our Oncology Unit, the money needed to buy our first IV stands with handles. Every other unit has wanted them since because they make it easier for patients on intravenous drips to exercise and socialise.

Worth \$11,000, the Collier Charitable Fund (as part of its \$19,950 Christmas donation) paid for the 22 for our Acute and Short Stay Units and Emergency Department. The Paediatric Unit's four were donated by SW TAFE Intermediate & Senior VCAL students; Curdies River farmers W&M Couch paid for the Rehabilitation Unit's four; and Fonterra Sports & Social Club, Fonterra Milk Australia, the CWA Allansford, and the friends and families of the late Dee Richings and the late Don Fry donated the Palliative Care Unit's eight.

¹ Nurses take possession of an \$11,000 donation of handled IV stands.

Fundraising and donations also allowed us to purchase this never-before-owned medical equipment:

> Operating Theatres video laryngoscope	19,950
> Emergency Department video Laryngoscope	15,000
> Oncology Unit accuvein	8,360
> Special Care Nursery telemedicine system	15,506
> Camperdown Hospital blood fridge (photo 3)	14,000
> Paediatrics Unit patient wifi patient monitor	10,000
> Oncology Unit wifi vital signs monitors	13,320
> Oncology Unit point-of-care patient monitors (p25/photo 3)	8,828

We celebrated two particularly significant donor-related milestones in 2013–14. For the 25th consecutive year, our Warrnambool College Murray–Moynes Cycle Relay Team completed the 520K Mildura–Port Fairy bike ride. And we became the first public hospital between Geelong and Adelaide to offer breast reconstruction surgery as a result of our 2012–13 \$141,000 reconstruction microscope appeal (p19/photo 4).

As always, our auxiliaries, Murray2Moynes Relay Cycle Team and staff generously donated their time, expertise and energy to raise \$31,520, \$6,372 and \$11,400 respectively while \$24,207 was received in bequests and memorial gifts.

SWH AUXILIARIES

Camperdown Hospital Trolley Auxiliary	1,500
Friends & Relatives of Merindah (FROM)	2,770
Warrnambool Ladies Auxiliary	7,300
Woolsthorpe Auxiliary	19,950

SWH MURRAY2MOYNE RELAY CYCLE TEAM

Warrnambool College	\$6,372
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SWH STAFF

SWH Warrnambool Charity Golf Day	7,400
SWH Workplace Giving Program	4,000

BEQUESTS

Lasting legacies totalling \$2,128 were bequeathed by John Gordon, Alexander Murdoch and Rev Reg Peirce.



2



3

IN MEMORIAM GIFTS

Families and friends gifted \$22,079 in memory of Sandra Cameron, Dustin Clark, Peter Clark, Joan Cockayne, Don Fry, Evelyn Hull, Bill Kane, Grace Kirby, Dr Keith Nunn, Michael O'Brien, Peter (Pickles) O'Donnell, Tony O'Flaherty, Dee Richings, Bill Sicely, Joan Teal and William Tregasis.

2 Donating \$47,000 after riding 13,000 kilometres, our Warrnambool College Murray–Moynes Relay Cycle Team celebrated 25 years of fundraising for our Paediatrics Unit.
Photo: The Standard and photographer Rob Gunstone.

3 Acute Unit manager Grant Holmes puts our Camperdown Hospital's new blood fridge to work. This \$14,000 purchase was funded by a generous bequest from the late Annie Kerr-Smith.
Photo: The Chronicle and photographer Helen Gaut.

Disclosure Index

The Annual Report of South West Healthcare is prepared in accordance with all relevant Victorian legislation. This index has been prepared to facilitate identification of compliance with statutory disclosure requirements.

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Above

Our Macarthur Community Health district nurses Olivia Chapman (pictured) and Winnie Yates drove 23,000 kilometres – from Branxholme in the north to Minhamite and Hawkesdale in the east to Orford in the south – to pay 1,127 house and farm visits to rurally-isolated clients in 2013–14.

SWH HOSPITALS

Warrnambool Base Hospital

Ryot Street
Warrnambool 3280

p 03 5563 1666
e info@swh.net.au

Camperdown Hospital

Robinson Street
Camperdown 3260

p 03 5593 7300
e frontdesk@swh.net.au

SWH AGED CARE FACILITY

Merindah Lodge

York Street
Camperdown 3260

p 03 5593 1290
e merindah@swh.net.au

SWH MENTAL HEALTH SERVICES

Warrnambool Community Health

Koroit Street
Warrnambool 3280

p 03 5561 9100

Camperdown

64 Scott Street
Camperdown 3260

p 03 5593 6000

Portland

63 Julia Street
Portland 3305

p 03 5522 1000

Hamilton

12 Foster Street
Hamilton 3300

p 03 5551 8418

SWH COMMUNITY HEALTH CENTRES

Warrnambool Community Health

Koroit Street
Warrnambool 3280

p 03 5563 4000
e intake@swh.net.au

Manifold Place

140 Manifold Street
Camperdown 3260

p 03 5557 0900
e mplace2@swh.net.au

David Newman Adult Day Centre

20A Church Street
Camperdown 3260

p 03 5593 2717
e dcentre@swh.net.au

Lismore Community Health

High Street
Lismore 3324

p 03 5558 3000
e lismore2@swh.net.au

Macarthur Community Health

12 Ardonachie Street
Macarthur 3286

p 03 5552 2000
e macarthurch@swh.net.au

