



ANNUAL REPORT 2018-19



AT A GLANCE

753

babies delivered at our
2 hospitals

25,391

people admitted to our
2 hospitals

27,685

people treated at our
emergency department &
urgent care centre

17,967

hours gifted by our 332
registered volunteers

1,550

staff employed across our
campuses

5,384

ambulance arrivals at our
emergency department &
urgent care centre

19,120

visits to our southwest
dental services

33,351

community mental health
contact hours provided

92,221

occasions of service provided
by our primary & community
services

8,602

surgeries performed in our 2
hospitals' operating suites

54,497

inpatients' rooms cleaned
by our environmental
services

1,349

tonnes of dirty linen
processed by our linen
services

266,894

meals prepared for inpatients
by our food services

2,268

nights of accommodation
booked at Rotary House
Warrnambool

289,220

number of individual
requisition lines processed by
our regional supply service



ABOUT US

This report provides performance, quality and financial information covering the 2018-19 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, also, to read our 2018-19 Quality Account.

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 health 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, and new-age energy.

OUR SERVICES

We provide more than 150 medical, nursing, mental health, allied health and community health services.

OUR QUALITY PROGRAMS

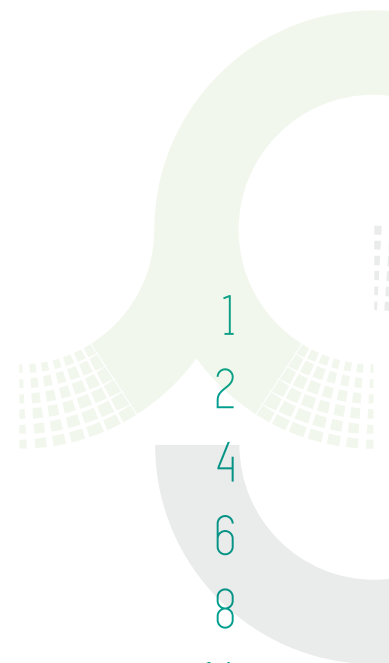
We are committed to continuous quality improvement and strive for best practice.

OUR CONTRIBUTION TO THE COMMUNITY

We are the region's largest employer: 1,550 people work for South West Healthcare. Our local economy benefits to the tune of approximately \$125 million per annum.

CONTENTS

ABOUT US	1
HIGHLIGHTS	2
YEAR IN REVIEW	4
STATEMENT OF STRATEGIC DIRECTION 2014-19	6
STATEMENT OF PRIORITIES	8
PERFORMANCE PRIORITIES	14
STATUTORY REQUIREMENTS	17
PROFILE	22
CAMPUSES	22
PATIENTS AND INPATIENTS	23
SERVICES & PROGRAMS	26
HEALTH, SAFETY & WELLBEING	28
ENVIRONMENTAL SUSTAINABILITY	31
CORPORATE & CLINICAL GOVERNANCE	32
BOARD OF DIRECTORS	32
ORGANISATIONAL STRUCTURE	34
EXECUTIVE DIRECTORS	36
PRINCIPAL COMMITTEES	38
SENIOR STAFF	39
LIFE GOVERNORS	44
VOLUNTEERS	46
DONORS	48
DISCLOSURE INDEX	49
FINANCIAL STATEMENTS	50



HIGHLIGHTS

- › 14TH CONSECUTIVE-YEAR RECORD OF PATIENT THROUGHPUT
- › 7.2% INCREASE IN INPATIENTS
- › 6.4% INCREASE IN AMBULANCE ARRIVALS
- › 12.3% INCREASE IN SURGERIES PERFORMED
- › EXCEEDED ACTIVITY TARGETS
- › REDUCED ELECTIVE SURGERY WAIT LISTS
- › CONTINUED STRONG FINANCIAL PERFORMANCE
- › COMPLETED BUSINESS CASE FOR WARRNAMBOOL BASE HOSPITAL REDEVELOPMENT
- › SECURED \$1.49M FUNDING TO BUILD NEW PORTLAND COMMUNITY MENTAL HEALTH FACILITY
- › INSTALLED 1,300 SOLAR PANELS TO REDUCE ELECTRICITY USAGE BY 8%
- › COMMENCED \$460K REFURBISHMENT OF MERINDAH LODGE
- › HIGHEST INFLUENZA-VACCINATED WORKFORCE (96%) OF ALL VICTORIAN HEALTH SERVICES EMPLOYING 800-3,000 STAFF

YEAR IN REVIEW

South West Healthcare is dedicated to providing outstanding healthcare in partnership with our regional community through achieving outcomes of our strategic directions. 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 2019.

DELIVERING CARE

As Victoria's largest outer-regional health service, South West Healthcare's profile continues to expand and we are proud that we are delivering a comprehensive array of general and specialist services unique to rural and regional Australian towns. This means our communities can access care closer to home.

In 2018-19 we achieved exceptional results by providing consistent high quality, effective and timely care whilst balancing ongoing demand challenges to meet key operational priorities, and all within budget. This was only made possible through our caring staff and volunteers dedicating themselves to providing great consumer experiences and outcomes.

Through our willingness to innovate and invest, coupled with our ability to address the ongoing challenges of a growing organisation, we met access and service targets. Again, we treated a record number of inpatients, mental health consumers, community health clients, and emergency department/urgent care centre patients. Continuing to rise to this challenge, of treating increasing patient numbers, will again be a priority in the next 12 months.

Our communities continue to view our services highly with patient satisfaction for overall care and positive experience consistently rating between 95–99 percent. We work hard to improve how we engage with our communities and respond to their needs. The ongoing development of our Community and Consumer Advisory Committee has resulted in a dynamic feedback loop that is improving and changing services to better meet the expectations of consumers.

Our health service is committed to meeting the needs of our regional Aboriginal and Torres Strait Islander communities and this will be enhanced when we implement our Reconciliation Action Plan in 2019-20. This builds on our very successful 2018 NAIDOC day which recorded our highest-ever attendance rate in the 13 years we've been holding this important event. Additionally, our commitment to the development of a Disability Action Plan and LGBTI strategies will ensure we become an even more welcoming and inclusive health service.

DEVELOPING SERVICES

Continuing to establish services that meet the needs of our growing region, this year we expanded our allied health services into schools and kindergartens, celebrated the first anniversary of our Ngootyoong Prevention and Recovery Centre (PARC), redesigned our inpatient medical model of care and implemented a daily-operating system to enhance our team's approach to ensuring patients can be treated with the right care, at the right place in the right time.

In the past 12 months, partnerships with south west agencies have resulted in the development of our pharmacy capabilities, our regional medical credentialing processes, and treatment of patients closer to home. A great example is the regional Strengthening Hospital Responses to Family Violence project. This is helping all agencies by creating a system response throughout the south west region to family violence.

On the redevelopment front, significant time has been spent completing plans for the vitally-needed upgrading of both our Warrnambool Base and Camperdown Hospitals. We look forward to working with strategic partners to realise these important infrastructure projects. Meantime, the significant upgrading of the shared spaces and kitchen at our Merindah Lodge aged care facility in Camperdown is expected to be completed in late 2019, and we are set to commence building our new Portland Mental Health facility, on a new site.

LIVING OUR VALUES

This year, we have again achieved one of the highest workforce influenza vaccination rates in the state, with 96 percent of our staff agreeing to be vaccinated. This helps keep our communities safer.

It was also pleasing to see 80 percent of employees complete our annual staff survey leading to the commencement of new leadership training, organisational communication, values-based programs, parking options, models of care and recognition programs.

The recruitment of medical specialists including general surgeons, emergency physicians, anaesthetists and an ear/nose/throat surgeon highlights the commitment of our Medical Services departmental directors and doctors in delivering new services to South West Healthcare and the region. It is unique to have most of our senior medical positions filled, particularly by such high-calibre professionals.

Whilst it's difficult to recognise all the fantastic staff and programs we offered during 2018-19, the delivery of a Victorian statewide service by our finance teams resulted in national recognition for our Regional Financial Systems manager. We congratulate Liz Bramich on being short-listed in the top three finalists for the 2018 Healthcare Financial Management Association's Rural/Regional Outstanding Achievement of the Year. This prestigious award recognises and showcases the talent, commitment and leadership that exists across the Australian health finance sector.

We also congratulate Advance Care Planning officer Melissa Couch for being awarded our 2018 AEW Matthews Memorial Travelling Scholarship. This allowed her to attend the 2019 International Advance Care Planning Conference in The Netherlands and the 2019 International Conference on End of Life Law, Ethics, Policy and Practice in Belgium to gain exposure to world-class industry research leaders and advocates of advance care planning, and broaden her knowledge regarding patient perspectives and previous learnings.

2020 AND BEYOND

South West Healthcare has a very strong future. During the past 12 months we have developed a new 2020-24 Strategic Plan which reflects the progress of our 165-year-old health service. It takes into account the high levels of growth and demand experienced in recent years and focuses on themes of high quality services, demand management, consumer experience, our people, infrastructure and broader regional partnerships. It is critical we get this strategy right to achieve our aspirations to be one of the best health services in rural and regional Australia.

We look forward to working in partnership with our communities, partners and workforce to improve the health of all South West Victorians.



CRAIG FRASER

Chief Executive Officer
July 12 2019

A handwritten signature in black ink, appearing to read 'Craig Fraser'.



RUSSELL WORLAND

Chairman,
Board of Directors
July 12 2019

A handwritten signature in black ink, appearing to read 'Russell Worland'.

STATEMENT OF STRATEGIC DIRECTION 2014-19

OUR VISION

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OUR MISSION

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OUR VALUES

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

RESPECT

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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

1. PARTNERING WITH OUR COMMUNITY

STRATEGIC DIRECTION

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

2. DRIVING A QUALITY AND SAFETY CULTURE

STRATEGIC DIRECTION

We will provide high quality health and wellbeing services.

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

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.

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.

5. ENCOURAGING SERVICE INNOVATION

STRATEGIC DIRECTION

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

STATEMENT OF PRIORITIES

GOALS	STRATEGIES	HEALTH SERVICE DELIVERABLES	OUTCOMES
BETTER HEALTH			
<p>A system geared to prevention as much as treatment</p> <p>Everyone understands their own health and risks</p> <p>Illness is detected and managed early</p> <p>Healthy neighbourhoods and communities encourage healthy lifestyles</p>	<p>Reduce statewide risks</p> <p>Build healthy neighbourhoods</p> <p>Help people to stay healthy</p> <p>Target health gaps</p>	<p>Promote improved community health through implementation of health promotion plan and continued achievement of strategies from Healthy Together Victoria Achievement Framework. Specifically implement achievement program with 4 new early childhood services, schools and workplaces in 2018-19 with focus on healthy eating, oral health, sun protection and mental health and wellbeing. Achieve a further 4 recognitions with partners already engaged in the program.</p>	<p>Achieved.</p> <ul style="list-style-type: none"> › Partnership with Wannon Water and 2 new early childhood providers committed to the achievement program. › Additional relationship commenced with a neighbourhood house. › Four early childhood services achieved sun protection accreditation. Other focus areas included healthy eating, mental health and tobacco, alcohol and other drugs.
		<p>Improve identification of, and response to, people experiencing family violence through implementation of statewide Strengthening Hospital Responses to Family Violence (SHRFV) project across South West Victoria.</p> <p>Continue 2017-18 implementation of policies and processes across 8 South West health services by June 2019.</p>	<p>Achieved.</p> <ul style="list-style-type: none"> › Policies completed and referral pathways implemented. › 50% of SWH staff trained. Planning for further targeted training underway. As this is a regional project, training effort also focused regionally with all sites having completed manager training. Policies implemented at all sites and clinician training underway. › Public launch scheduled. › Project will carry over into 2019-20.

BETTER HEALTH

GOALS	STRATEGIES	HEALTH SERVICE DELIVERABLES	OUTCOMES
BETTER ACCESS			
<p>Care is always there when people need it</p> <p>More access to care in the home and community</p> <p>People are connected to the full range of care and support they need</p> <p>There is equal access to care</p>	<p>Plan and invest</p> <p>Unlock innovation</p> <p>Provide easier access</p> <p>Ensure fair access</p>	<p>Identify outpatient service opportunities through completion of gap analysis to inform service plan and elective surgery waiting list. Develop outpatient model of care to appropriately reflect service profile.</p>	<p>Achieved.</p> <ul style="list-style-type: none"> Project manager employed and formal working group established. Developing model to be used for future medical outpatient clinic. This model considers financial viability, medical contracts, IT and other systems. First additional clinic scheduled to commence in September 2019. Outpatient clinic strategy will carry into 2019-24 strategic plan.
		<p>Enhance safety and timeliness of care and access through implementation of daily operating systems, out of hospital care programs and streamlining flow leading to demonstrable improvement in average length of stay patient survey questions relating to timeliness of care.</p>	<p>Partially Achieved.</p> <ul style="list-style-type: none"> Demand escalation plan implemented. Activated twice by Emergency Department. Correct communication processes being addressed. Whilst significant achievements successfully implemented, average length of stay (ALOS) remains above target. Initiative will carry over into 2019-20.
		<p>Finalise master plan and feasibility processes for capital redevelopment of Warrnambool and Camperdown campuses. Complete business case for Warrnambool and progress through stages leading to potential project funding and commencement. Consolidate Warrnambool user groups and community engagement strategy through joint forums to ensure relevant feedback continues to influence design.</p>	<p>Achieved.</p> <ul style="list-style-type: none"> Master plan and feasibility study phases with business case also finalised. Business case for Warrnambool completed. Strategy will form part of 2019-20 business plan.

BETTER ACCESS

GOALS	STRATEGIES	HEALTH SERVICE DELIVERABLES	OUTCOMES
BETTER CARE			
<p>Target zero avoidable harm</p> <p>Healthcare that focusses on outcomes</p> <p>Patients and carers are active partners in care</p> <p>Care fits together around people's needs</p>	<p>Put quality first</p> <p>Join up care</p> <p>Partner with patients</p> <p>Strengthen the workforce</p> <p>Embed evidence</p> <p>Ensure equal care</p>	<p>Develop clinical services plan in response to significant growth and increased demand experienced over past 3 years. The plan will drive a contemporary public model of care and identify current and future workforce requirements required to deliver the plan in a coordinated and sustainable (ongoing) manner.</p>	<p>Partially Achieved.</p> <ul style="list-style-type: none"> › Scoping document for engagement with clinical services consultants completed. › Medical model implemented with progress reported to the Board. › Clinical services plan strategy will carry into 2019-24 strategic plan.
		<p>Engage with consumers, carers and other stakeholders to review Mental Health Services model of care, utilising State and Commonwealth strategic/policy directions/expertise.</p>	<p>Achieved.</p> <ul style="list-style-type: none"> › Review undertaken to shape future strategic planning for Mental Health Services, including consultation with key stakeholders, data trend analysis and co-design workshops (inclusive of consumers, carers and staff) for a regional area mental health service with significant rural service delivery. › Report finalised in June 2019. It includes strategic recommendations to inform 1-3 year implementation plan to allow for likely changes in policy and funding directions that arise from Royal Commission into Victoria's Mental Health System recommendations.
		<p>Quality and safety reporting dashboard will be refined and adopted for organisational reporting through SWH quality and safety forums. Regular reporting will also include relevant reports from DHHS, Victorian Agency for Health Information (VAHI), Safer Care Victoria (SCV). Dissemination of clinical outcome indicators and reporting dashboard will include both clinical areas and public display.</p>	<p>Partially Achieved.</p> <ul style="list-style-type: none"> › Quality and safety dashboard established and reporting to the Quality and Clinical Risk Committee. › Public dashboard being investigated. Remains an area for potential improvement. Initiative will carry over into 2019-20.
		<p>Progress capital upgrade of Portland Mental Health Services site.</p> <p>Review model of care and delivery options for Portland Mental Health Services site.</p>	<p>Achieved.</p> <ul style="list-style-type: none"> › Architectural and design services appointed to undertake next stages of project delivery (design confirmation, schematic design, detailed design and conducting of tender process for a lead contractor). › 6 user-group meetings held with Portland Mental Health Services staff and consumers. › Final design confirmed. Schematic design and detailed design, including developing tender specifications, commenced. › On track for program completion by June 30 2020.

BETTER CARE

GOALS	STRATEGIES	HEALTH SERVICE DELIVERABLES	OUTCOMES
BETTER CARE			
BETTER CARE		<p>In partnership with consumers, identify 3 priority improvement areas using Victorian Healthcare Experience Survey (VHES), mental health Your Experience of Service (YES) survey or community health survey, and establish an improvement plan. Increase uptake of the YES survey by mental health consumers so that statistically significant data (above 42 responses) is available for service improvement. SWH will work with the MHCCAC to identify barriers and co-design a sustainable process to support clinicians, consumers and support persons to embrace participation.</p>	<p>Achieved.</p> <ul style="list-style-type: none"> › Strategy to increase uptake of YES survey endorsed by Mental Health Consumer and Community Advisory Committee in early 2019-20. › Consumer and Community Advisory Committee (CCAC) established to provide advice and guidance on quality improvement activities related to VHES for SWH. › CCAC also focusing on key service delivery areas to further inform strategies where consumer and carer experience can be improved.
		<p>Lead the development of clinical governance systems that can be applied across the region. Develop South West Health Accord (SWHA) to implement Victorian Clinical Governance Framework and refine indicators that demonstrate safe and effective care.</p>	<p>Achieved.</p> <ul style="list-style-type: none"> › Outcome review process developed. › Joint Credentialing Committee established. › Role Delineation Framework developed. › Quality and Risk Management and Health Information Working Groups meeting regularly to develop appropriate clinical governance structures and processes. › CEO Coalition is being restructured. › First Clinical Council meeting scheduled for July 2019.
		<p>Commence leadership program for potential leaders. To be coordinated by SWH Education Team, delivered via internal and external resources. A minimum 3 cohorts of 20 staff will participate in 2018-19.</p>	<p>Achieved</p> <ul style="list-style-type: none"> › Leadership program established. › 3 cohorts complete.

GOALS	STRATEGIES	HEALTH SERVICE DELIVERABLES	OUTCOMES
BETTER CARE			
Specific 2018-19 priorities (mandatory)	Disability Action Plans Draft Disability Action Plan (DAP) to be completed in 2018-19	Develop and submit DAP to DHHS by June 30 2019 in accordance with DHHS guidelines which outline approach to full implementation within 3 years.	Achieved. <ul style="list-style-type: none"> DAP completed and endorsed by the Board in June 2019. On track for DAP implementation by June 2020 (planned 3-year project).
	Volunteer engagement Ensure health service executives have appropriate measures to engage and recognise volunteers	Develop, implement and monitor Consumer and Community Engagement Plan (CCEP) in response to SWH consumer and community engagement framework adopted in 2017-18. Volunteer program will be reviewed against National Standards for volunteer involvement.	Achieved. <ul style="list-style-type: none"> CCEP developed and program of works being implemented organisation-wide. CCAC overseeing progress of CCEP in line with consumer and community engagement framework. Gap analysis against National Standards for Volunteer Involvement completed. Action plan to achieve all Standards to commence in 2019-20.
	Bullying and harassment Actively promote positive workplace behaviours and encourage reporting. Utilise staff surveys, incident reporting data, outcomes of investigations and claims to regularly monitor and identify risks related to bullying and harassment, in particular include as a regular item in Board and Executive meetings. Appropriately investigate all reports of bullying and harassment and ensure there is a feedback mechanism to staff involved and the broader health service staff.	Further develop and implement a comprehensive program to respond to feedback from the People Matters Survey. The response will include a comprehensive action plan focusing on priority areas identified by staff. Continued emphasis on responding to risks associated with bullying and harassment will be a key component of the action plan.	Achieved. <ul style="list-style-type: none"> Implementation of rounding within Executive and their Divisions. Formal leadership program implemented, with 60 staff participating. Individual management modules made available to further support building manager capability. Workshops and surveys delivered to support employees to contribute to strategic planning process. New (staff) Performance Development Review template developed and implemented. Resilience workshops available on an ongoing basis. New People & Culture Directorate established and simpler and more transparent process for reporting and addressing bullying implemented. <p>Other initiatives introduced following People Matter feedback, included:</p> <ul style="list-style-type: none"> Park and ride trial commenced in April 2019 for 3 months. Healthier eating options offered at onsite staff and public cafeterias.
	Occupational violence Ensure all staff who have contact with patients and visitors have undertaken annual core occupational violence training. Ensure the department's occupational violence and aggression training principles are implemented.	Fully implement framework for Preventing Occupational Violence and Aggression across SWH through completion of the existing comprehensive project which will include staff training in preventing acts of violence and aggression, de-escalation and diffusion.	Achieved. <ul style="list-style-type: none"> Preventing Occupational Violence and Aggression Framework implemented organisation-wide, and absorbed into business-as-usual management and reporting practices.

GOALS	STRATEGIES	HEALTH SERVICE DELIVERABLES	OUTCOMES
BETTER CARE			
BETTER CARE	<p>Environmental Sustainability</p> <p>Actively contribute to the development of the Victorian Government's:</p> <ul style="list-style-type: none"> › Policy to be net zero carbon by 2050 and improve environmental sustainability by identifying and implementing projects, including workforce education to reduce material environmental impacts with particular consideration of procurement and waste management › Publicly reporting environmental performance data, including measureable targets related to reduction of clinical waste, sharps and landfill; and waste, water and energy use and improved recycling. 	<p>Installation of solar solutions at Warrnambool and Camperdown campuses completed by December 2018. Return on investment calculations to be defined and reported on June 30 2019.</p>	<p>Achieved.</p> <ul style="list-style-type: none"> › Installation and commissioning of solar panels completed at Warrnambool Base Hospital (1,000 panels) and Camperdown Hospital (300 panels). › 8% reduction in electricity use recorded. › Post installation review being conducted.
	<p>Lesbian, Gay, Bisexual, Transgender, and Intersex (LGBTI)</p> <p>Develop and promulgate service level policies and protocols, in partnership with LGBTI communities, to avoid discrimination against LGBTI patients, ensure appropriate data collection, and actively promote rights to free expression of gender and sexuality in healthcare settings. Where relevant, services should offer leading practice approaches to trans and intersex-related interventions.</p>	<p>Conduct gap analysis and review of policies and procedures against DHHS Rainbow eQuality guide to inform development and implementation of service level policies and protocols in partnership with LGBTI communities. Lead culture recognition and support of these communities.</p> <p>Identification and development of key performance indicators to be completed by December 2018 to measure implementation against guide.</p>	<p>Achieved.</p> <ul style="list-style-type: none"> › SWH committee structure revised in first-half of 2019 to support broader diversity needs, including LGBTI needs, to ensure appropriate support and oversight of working parties. › Gap analysis undertaken and survey completed to identify workforce strategies, and community and consumer strategies in relation to LGBTI needs. › Action plan developed and endorsed by Workforce Committee in February 2019. › Program of works to be overseen will be overseen by Diversity Committee in conjunction with guidance from the LGBTI Working Party. › In partnership with Brophy Youth Services and Warrnambool City Council, participated in 2019 IDAHOBIT.

ALOS	Average Length of Stay
CCAC	Consumer and Community Advisory Committee
CCEP	Consumer and Community Engagement Plan
DAP	Disability Action Plan
DHHS	Department of Health & Human Services
IDAHOBIT	International Day Against Homophobia, Biphobia and Transphobia
LGBTI	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, and Intersex
PDR	Performance Development Review
SCV	Safer Care Victoria
SHRFV	Strengthening Hospital Responses to Family Violence
SWH	South West Healthcare
SWHA	South West Health Accord
VAHI	Victorian Agency for Health Information
VHES	Victorian Healthcare Experience Survey
YES	Your Experience of Service

PERFORMANCE PRIORITIES

HIGH QUALITY AND SAFE CARE	TARGET	2018-19 ACTUALS
Accreditation against the National Safety and Quality Health Service Standards	Accredited	Achieved
Compliance with the Commonwealth's Aged Care Accreditation Standards	Accredited	Achieved
INFECTION PREVENTION AND CONTROL		
Compliance with the Hand Hygiene Australia program	80%	87%
Percentage of healthcare workers immunised for influenza	80%	96%
PATIENT EXPERIENCE		
Victorian Healthcare Experience Survey - data submission	Full compliance	Full Compliance*
Victorian Healthcare Experience Survey – positive patient experience	95% positive experience	96%
Victorian Healthcare Experience Survey – very positive discharge care	75% very positive experience	85%
Victorian Healthcare Experience Survey—patients perception of cleanliness	70%	87%
* Less than 42 responses were received for the period due to the relative size of the Health Service		
HEALTHCARE ASSOCIATES INFECTIONS (HAI'S)		
Healthcare-associated adult intensive care unit (ICU) infections	0	0
ADVERSE EVENTS		
Sentinel events- RCA reports submitted within 30 business days	100%	100% (0)
Unplanned readmission hip replacement	<2.5%	6%
MENTAL HEALTH		
Mental health –Percentage of adult inpatients who are readmitted within 28 day of discharge	14%	11%
Mental health –Rate of seclusion events relating to an adult acute mental health admission	≤ 15/1,000	6
Mental health –Rate of seclusion events relating to an aged acute mental health admission	≤ 15/1,000	0
Mental health –Percentage of child and adolescent patients with post-discharge follow-up within seven days	80%	86%
Mental health –Percentage of adult acute admissions who have post-discharge follow-up within seven days	80%	91%
Mental health –Percentage of aged acute admissions who have post-discharge follow-up within seven days	80%	100%
MATERNITY AND NEWBORN		
Rate of singleton term infants without birth anomalies with APGAR score <7 to 5 minutes		
Warrnambool	≤1.4%	1.3%
Camperdown	≤1.4%	1%
Rate of severe foetal growth restriction (FGR) in singleton pregnancy undelivered by 40 weeks	≤28.6%	0%
Urgent maternity patients referred for Obstetric care within 30 days	100%	95%
CONTINUING CARE		
Functional independence gain from admission to discharge, relative to length of stay	≥0.645 (rehab)	1.009

STRONG GOVERNANCE, LEADERSHIP AND CULTURE	TARGET	2018/19 ACTUALS
ORGANISATIONAL CULTURE		
PEOPLE MATTER SURVEY		
Percentage of staff with an overall positive response to safety and culture questions	80%	88%
Percentage of staff with a positive response to the question, "I am encouraged by my colleagues to report any patient safety concerns I may have"	80%	94%
Percentage of staff with a positive response to the question, "Patient care errors are handled appropriately in my work area"	80%	93%
Percentage of staff with a positive response to the question, "My suggestions about patient safety would be acted upon if I expressed them to my manager"	80%	91%
Percentage of staff with a positive response to the question, "The culture in my work area makes it easy to learn from the errors of others"	80%	84%
Percentage of staff with a positive response to the question, "Management is driving us to be a safety-centred organisation"	80%	88%
Percentage of staff with a positive response to the question, "This health service does a good job of training new and existing staff"	80%	77%
Percentage of staff with a positive response to the question, "Trainees in my discipline are adequately supervised"	80%	82%
Percentage of staff with a positive response to the question, "I would recommend a friend or relative to be treated as a patient here"	80%	93%
TIMELY ACCESS TO CARE		
EMERGENCY CARE		
Percentage of patients transferred from ambulance to Emergency Department within 40 minutes	90%	99%
Percentage of Triage Category 1 emergency patients seen immediately	100%	100%
Percentage of Triage Category 1 to 5 emergency patients seen within clinically recommended time	80%	75%
Percentage of emergency patients with a length of stay in the Emergency Department less than four hours	81%	63%
Number of patients with a length of stay in the Emergency Department greater than 24 hours	0	0
TIMELY ACCESS TO CARE		
ELECTIVE SURGERY		
Percentage of urgency Category 1 elective surgery patients admitted within 30 days	100%	100%
Percentage of urgency Category 1, 2 and 3 elective surgery patients admitted within clinically recommended time	94%	94.4%
Percentage of patients on the waiting list who have waited longer than clinically recommended time for their respective triage category	5%	0.8%
Number of patients on the elective surgery waiting list	730	762
Number of hospital initiated postponements per 100 scheduled elective surgery admissions	≤7/100	9.5
Number of patients admitted from the elective surgery waiting list	3490	3740
SPECIALIST CLINICS		
Percentage of urgent patients referred by a GP or external specialist who attended a first appointment within 30 days	100%	66.4%
Percentage of routine patients referred by a GP or external specialist who attended a first appointment within 365 days	90%	100%

EXECUTIVE FINANCIAL MANAGEMENT		TARGET	2018/19 ACTUALS
FINANCE			
Annual Operating Result (\$M)		0.00	\$0.502M
Cash Management	Trade creditors	60 days	45 days
	Patient fee debtors	60 days	43 days
WIES activity performance	WIES (public and private) performance to target (%)	100%	103.12%

ASSET MANAGEMENT			
Adjusted current asset ratio		0.70	0.80
Days of available cash		14 days	25 days

ACTIVITY AND FUNDING			2018/19 ACTUALS
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Funding Type		Activity achievement
Acute Admitted	WIES Public	15,047
	WIES Private	1,364
	WIES (Public and Private)	16,411
	WIES DVA	198
	WIES TAC	89
	WIES TOTAL	16,698
	Sub Acute & Non-Acute Admitted	Rehabilitation Public Subacute WIES
Rehabilitation Private Subacute WIES		17
GEM Public Subacute WIES		213
GEM Private Subacute WIES		21
Palliative Care Public Subacute WIES		104
Palliative Care Private Subacute WIES		14
Sub Acute WIES - DVA		7
Transition Care – Bed Days		2,449
Transition Care – Home Days		3,377
Sub Acute Non-Admitted		Health Independence Program
Aged Care	Residential Aged Care	11,219
	HACC	8,064
Mental Health & Drug Services	Mental Health Ambulatory	33,493
	Mental Health Residential	730
	Mental Health Inpatient – Secure Unit	1,095
	Mental Health Inpatient – Available bed days	5,475
	Drug Services	132
Primary Health	Community Health/Primary Care Programs	15,529
Community Health Contacts by Campus	Warrnambool Community Health	71,329
	Camperdown Community Health/David Newman Centre	13,271
	Macarthur Community Health	3,662
	Lismore Community Health	3,959
	Regional Dental Service	19,120
	South West Medical Centre (GP Clinic)	27,747

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 254 requests under the *Freedom of Information Act* were processed during the 2018-19 financial year.

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

Principal Officer

Mr Craig Fraser, Chief Executive Officer

Medical Principal Officer

Dr Nic Van Zyl, Executive Director of Medical Services
Freedom of Information Officer

Ms Robyn White

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 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.

LOCAL JOBS FIRST ACT 2003

During 2018-19 South West Healthcare completed one Local Jobs First project for the supply of Custom Theatre Packs with a value of \$1.25 million. This project was local in nature and 100% local content (2018/ICN34813). SWH complies with the *Local Jobs First Act 2003*.

SAFE PATIENT CARE ACT 2015

South West Healthcare has no matters to report in relation to its obligations under section 40 of the *Safe Patient Care Act 2015*.

BUILDING ACT 1993

COMPLIANCE

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

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.

DETAILS OF 2018-19 CONSULTANCIES

In 2018-19 there were three consultancies where the total fees payable to the consultant were less than \$10,000. The total expenditure incurred during 2018-19 in relation to these consultancies is \$14,000.

In 2018-19 there were three consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2018-19 in relation to these consultancies is \$114,912 (exclusive of GST).

DETAILS OF INDIVIDUAL CONSULTANCIES (VALUED AT \$10,000 OR GREATER)	PURPOSE OF CONSULTANCY	EXPENDITURE (VALUED AT \$10,000 OR GREATER)
		\$000
Lisa Delaney Consulting	Mental Health Services Review	53
O'Connell Advisory	Central Supply Model Review	38
Integrated Pharmacy Services	South West Pharmacy Review	24

DETAILS OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) EXPENDITURE

The total ICT expenditure incurred during 2018-19 is \$4.775 million (excluding GST) with the details shown below. (\$ million)

BUSINESS AS USUAL (BAU) ICT EXPENDITURE		
Total Operational expenditure and Capital expenditure (excluding GST)	Operational expenditure (excluding GST)	Capital expenditure (excluding GST)
\$4.775 million	\$4.552 million	\$0.223 million

SUMMARY OF FINANCIAL RESULTS

As detailed in tables below, we are pleased to confirm that total operating revenue increased from \$185.2 million to \$198.9 million for the 2018-19 financial year and an operating surplus of \$502,000 has been achieved. This financial result has been achieved in an environment where service levels have continued to increase and, as detailed throughout this report, the organisation has remained innovative and focused on providing high quality health care.

	2018-19	2017-18	2016-17	2015-16	2014-15
	\$000	\$000	\$000	\$000	\$000
Operating Result	502	472	(300)	598	938
Total revenue	198,987	185,206	172,578	166,578	151,492
Total expenses	(209,584)	(196,266)	(177,012)	(163,614)	(160,316)
Net results before capital items	(10,597)	(11,060)	(4,434)	2,964	(8,824)
Total other economic flows	(993)	(7)	235	(19)	(505)
Net Result	(11,590)	(11,067)	(4,199)	2,945	(9,329)
Total assets	276,928	222,830	232,485	233,688	220,735
Total liabilities	50,691	44,191	42,779	39,783	35,156
NET ASSETS/TOTAL EQUITY	226,237	178,639	189,706	193,905	185,579

RECONCILIATION BETWEEN THE NET RESULT FROM TRANSACTIONS REPORTED IN THE MODEL TO THE OPERATING RESULT AS AGREED IN THE STATEMENT OF PRIORITIES

	2018-19	2017-18	2016-17	2015-16	2014-15
	\$000	\$000	\$000	\$000	\$000
Net operating result*	502	472	(300)	598	938
Capital and specific items					
Capital purpose income	3,302	3,514	9,049	15,541	3,549
Specific income					
Other Economic Flows	(983)	(13)	245	(19)	(505)
Expenditure for capital purpose	(206)	(152)	(164)	(262)	(234)
Depreciation and amortisation	(14,112)	(14,861)	(12,892)	(12,860)	(13,019)
Impairment of non-financial assets	(10)	6	(10)	-	-
Finance costs (other)	(83)	(33)	(127)	(53)	(58)
NET RESULT FOR THE YEAR	(11,590)	(11,067)	(4,199)	2,945	(9,329)

* The Net operating result is the result which South West Healthcare is monitored against in its Statement of Priorities.

CAR PARKING FEES

South West Healthcare complies with the DHHS hospital circular on car parking fees and details of car parking fees and concession benefits can be viewed at www.southwesthealthcare.com.au/swh

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 MINISTERS 2018-19

The Responsible Ministers for South West Healthcare:

The Honourable Jill Hennessy

Minister for Health and Minister for Ambulance Services
01/07/2018 - 29/11/2018

Jenny Mikakos

Minister for Health and Minister for Ambulance Services
29/11/2018 - 30/06/2019

The Honourable Martin Foley

Minister for Mental Health
01/07/2018 - 30/06/2019

The Honourable Luke Donnellan MP

Minister for Disability, Ageing and Carers
29/11/2018 – 30/06/2019

The Honourable Martin Foley MP

Minister for Housing, Disability and Ageing;
Minister for Mental Health
01/07/2018 – 29/11/2018

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 2018-19.

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 Craig Fraser

Chief Executive Officer
South West Healthcare,
Warrnambool, Victoria 3280

The Ombudsman

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

ATTESTATIONS

ATTESTATION ON DATA INTEGRITY

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



Craig Fraser

Chief Executive Officer
South West Healthcare
August 29 2019

ATTESTATION ON CONFLICT OF INTEREST

I, Craig Fraser, certify that South West Healthcare has put in place appropriate internal controls and processes to ensure that it has complied with the requirements of hospital circular 07/2017 Compliance reporting in health portfolio entities (Revised) and has implemented a 'Conflict of Interest' policy consistent with the minimum accountabilities required by the VPSC. Declaration of private interest forms have been completed by all executive staff within South West Healthcare and members of the board, and all declared conflicts have been addressed and are being managed. Conflict of interest is a standard agenda item for declaration and documenting at each executive board meeting.



Craig Fraser

Chief Executive Officer
South West Healthcare
August 29 2019

ATTESTATION ON INTEGRITY, FRAUD AND CORRUPTION

I, Craig Fraser, certify that South West Healthcare has put in place appropriate internal controls and processes to ensure that integrity, fraud and corruption risks have been reviewed and addressed at South West Healthcare during the year.



Craig Fraser
Chief Executive Officer
South West Healthcare
August 29 2019

ATTESTATION ON COMPLIANCE WITH HEALTH PURCHASING VICTORIA (HPV) HEALTH PURCHASING POLICIES

I, Craig Fraser, certify that South West Healthcare has put in place appropriate internal controls and processes to ensure that it has complied with all requirements set out in the HPV Health Purchasing Policies including mandatory HPV collective agreements as required by the *Health Services Act 1988* (Vic) and has critically reviewed these controls and processes during the year.



Craig Fraser
Chief Executive Officer
South West Healthcare
August 29 2019

ATTESTATION ON FINANCIAL MANAGEMENT COMPLIANCE

I, Bill Brown, on behalf of the Board of Directors, certify that South West Healthcare has complied with the applicable Standing Directions of the Minister for Finance under the *Financial Management Act 1994* and Instructions.



Bill Brown
Board Chair
South West Healthcare
August 29 2019

PROFILE

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 165 years old and our Camperdown Hospital turned 110.

Consisting of two public hospitals, a mental health services division, an aged care facility and five community health centres, in 2018-19 we provided 151 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.

CAMPUSES

Our hospitals are located at:

- › Warrnambool
- › Camperdown

Our mental health services offices are located at:

- › Warrnambool
- › Camperdown
- › Hamilton
- › Portland

Our community health centres are located at:

- › Warrnambool
- › Camperdown x 2 (including an adult day centre)
- › Macarthur
- › Lismore

Our dental services are located at:

- › Warrnambool
- › Camperdown
- › Hamilton
- › Portland

Our aged care facility is located at:

- › Camperdown

Addresses and contact details for each of these facilities are printed on the back cover of this report.

LOCATION MAP



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

PATIENTS AND INPATIENTS

OUR 25,391 HOSPITAL INPATIENTS

We recorded a 7.2 percent increase in inpatients for 2018-19. During this 12-month period we cared for 25,391 inpatients. In 2017-18 it was 23,683.

In 2018-19:

- › Our Warrnambool Base Hospital cared for 23,180 inpatients
- › an 8.2 percent increase on 2017-18's 21,425 (1,755 more)
- › Our Camperdown Hospital cared for 2,211 inpatients
- › a 2.1 percent decrease on 2017-18's 2,258 (47 less)

WHERE OUR INPATIENTS LIVE

The majority of our inpatients came from the Local Government Area in which the hospital they were admitted is located:

- › 56.2 percent (13,037) of our Warrnambool Base Hospital inpatients were Warrnambool City residents
- › 56.7 percent (1,254) of our Camperdown Hospital inpatients were Corangamite Shire residents

INPATIENTS RESIDENCE BY SWH HOSPITAL 2018-19

INPATIENTS RESIDENCE	WARRNAMBOOL BASE HOSPITAL		CAMPERDOWN HOSPITAL	
	Number	%	Number	%
Warrnambool	13,037	56.24	594	26.87
Moyne	4,377	18.88	237	10.72
Corangamite	2,217	9.56	1,254	56.72
Glenelg	1,512	6.52	20	0.90
Southern Grampians	936	4.04	19	0.86
Colac Otway	127	0.55	40	1.81
Rest of Victoria	576	2.48	41	1.85
SA	267	1.15	2	0.09
NSW	35	0.15	0	0.00
QLD	27	0.12	2	0.09
WA	5	0.02	0	0.00
ACT	3	0.01	0	0.00
NT	3	0.01	0	0.00
TAS	2	0.01	1	0.05
Overseas	31	0.13	0	0.00
No Fixed Address	25	0.11	1	0.05
Unknown	0	0.00	0	0.00
TOTALS	23,180	100	2,211	100

OUR 27,685 EMERGENCY DEPARTMENT & URGENT CARE CENTRE PATIENTS

We recorded an 0.9 percent increase in emergency department and urgent care centre attendances for 2018-19. During this 12-month period we treated 27,685 patients. In 2017-18 it was 27,429.

In 2018-19:

- › Our Warrnambool Emergency Department treated 25,134 patients
- › an 0.5 percent decrease on 2017-18's 25,253 (119 less)
- › Our Camperdown Urgent Care Centre treated 2,551 patients
- › a 17.2 percent increase on 2017-18's 2,176 (375 more)

WHERE OUR PATIENTS LIVE

The majority of our Warrnambool Emergency Department and Camperdown Urgent Care Centre patients came from the Local Government Area in which the facility they attended is located:

- › 62 percent (15,580) of our Warrnambool Base Hospital Emergency Department patients were Warrnambool City residents
- › 88.7 percent (2,262) of our Camperdown Hospital Urgent Care Centre patients were Corangamite Shire residents

EMERGENCY/URGENT CARE PATIENTS RESIDENCE BY SWH HOSPITAL 2018-19

PATIENTS RESIDENCE	WARRNAMBOOL BASE HOSPITAL		CAMPERDOWN HOSPITAL	
	Number	%	Number	%
Warrnambool	15,580	61.99	40	1.57
Moyne	4,779	19.01	52	2.04
Corangamite	1,896	7.54	2,262	88.67
Glenelg	698	2.78	1	0.04
Southern Grampians	299	1.19	1	0.04
Colac Otway	66	0.26	44	1.72
Rest of Victoria	1,245	4.95	116	4.55
SA	141	0.56	5	0.20
NSW	100	0.40	10	0.39
QLD	81	0.32	8	0.31
WA	35	0.14	1	0.04
ACT	7	0.03	0	0.00
NT	10	0.04	1	0.04
TAS	19	0.08	2	0.08
Overseas	99	0.39	2	0.08
No Fixed Address	62	0.25	5	0.20
Unknown	17	0.07	1	0.04
TOTALS	25,134	100	2,551	100

THE AGE OF OUR 25,391 INPATIENTS

The 66–70 age group was the highest-rating inpatient group at both our Warrnambool Base and Camperdown Hospitals.

In 2018-19:

- › The 66–70 age group accounted for 10.4 percent of inpatient demand at our Warrnambool Base Hospital. The 76–80 age group was the second highest at 9.7 percent followed by the 71–75 age group at 9.3 percent. (In 2017-18, the 61–65 age group was the highest-rating at 10.1 percent, followed by the 76–80s at 9.6 and the 66–70s at 8.9.)

- › The 66–70 age group accounted for 11 percent of inpatient demand at our Camperdown Hospital. The 71–75 age group was the second highest at 10.1 percent followed by the 61–65 age group at 8.9 percent. (In 2017-18, the 66–70 age group was the highest-rating at 9.7 percent, followed by the 71–75s at 9.6 and the 61–65s at 9.1.)

It is worth noting:

- › The 0–5 inpatient figures at both hospitals (6.6 percent at Warrnambool and 2.1 percent at Camperdown) include Midwifery Unit births
- › The Camperdown Hospital figures do not include Merindah Lodge residents

SWH INPATIENTS AGE BY SWH HOSPITAL 2018-19

INPATIENTS AGE	WARRNAMBOOL BASE HOSPITAL		CAMPERDOWN HOSPITAL	
	Number	%	Number	%
0-5	1,531	6.60	47	2.13
6-10	301	1.30	5	0.23
11-15	291	1.26	16	0.72
16-20	565	2.44	65	2.94
21-25	771	3.33	106	4.79
26-30	968	4.18	91	4.12
31-35	951	4.10	101	4.57
36-40	932	4.02	104	4.70
41-45	1,001	4.32	110	4.98
46-50	1,330	5.74	152	6.87
51-55	1,496	6.45	173	7.82
56-60	1,727	7.45	176	7.96
61-65	2,066	8.91	196	8.86
66-70	2,412	10.41	244	11.04
71-75	2,153	9.29	223	10.09
76-80	2,238	9.65	179	8.10
81-85	1,393	6.01	131	5.92
86-90	731	3.15	65	2.94
>90	323	1.39	27	1.22
TOTAL	23,180	100	2,211	100

SERVICES & PROGRAMS

	WARRNAMBOOL BASE HOSPITAL	CAMPERDOWN HOSPITAL	WARRNAMBOOL COMMUNITY HEALTH	CAMPERDOWN COMMUNITY HEALTH	LISMORE COMMUNITY HEALTH	MACARTHUR COMMUNITY HEALTH	DAVID NEWMAN ADULT DAY CENTRE - CAMPERDOWN	MERINDAH LODGE, CAMPERDOWN	WARRNAMBOOL MENTAL HEALTH SERVICES	CAMPERDOWN MENTAL HEALTH SERVICES	HAMILTON MENTAL HEALTH SERVICES	PORTLAND MENTAL HEALTH SERVICES
Aboriginal Health Promotion			•									
Access & Information		•	•	•	•	•						
Accommodation (Rotary House)	•											
Acute Care	•	•										
Advance Care Planning	•	•	•	•	•	•		•				
Aged Care (residential)								•				
Anaesthetics												
- Specialist	•	•										
- General Practitioner		•										
Brain Activities, Stimulation & Engagement (BASE)	•											
Breast Cancer Support	•	•		•	•							
- Breast Prosthesis			•									
Cancer Support	•	•		•	•							
Cardiac												
- Exercise Stress Testing	•		•									
- Monitoring (Echocardiograms)	•	•										
- Rehabilitation	•		•									
Care Coordination	•	•	•	•	•							
Centre Against Sexual Assault (SW CASA)	•			•								
Childcare		•										
Child & Maternal Health					•	•						
Chronic Condition Management			•	•	•	•						
Cognitive Dementia & Memory			•									
Community Health Nursing					•	•						
Continenence/Urology	•		•	•		•						
Coronary Care	•											
Day Surgery	•	•										
Delta Therapy Dogs	•											
Dentistry	•		•	•								
Dermatology (private consultations)	•											
Diabetes Education & Resources	•	•	•	•	•	•		•				
Discharge, Support & Liaison	•	•	•	•	•							
District Nursing	•	•	•		•	•						
Drug & Alcohol Withdrawal & Support	•	•										
Ear, Nose & Throat Surgery	•	•										
Emergency	•	•										
Emergency Relief				•								
Endoscopy	•	•										
Equipment Hire						•						
- South West Healthcare Supplies	•	•										
Falls & Balance Clinic/Program			•	•								
Farmer Outreach Support Program			•	•	•	•						
Financial Counselling				•								
Fracture Clinic	•											
Fresh Deliver Meals	•											
GP Clinic					•	•						
- South West Medical Centre			•									
Gastroenterology	•											
General Medicine	•	•										
General Surgery	•	•										
Geriatric Medicine	•							•				
- Geriatric Evaluation & Management	•											
Gynaecology												
- Specialist	•	•										
- General Practitioner		•										
Haemodialysis	•											
Haemofiltration	•											
Hand Therapy	•		•									
Health Education	•	•	•	•	•	•	•					
Health Promotion			•	•	•	•						
Health Self-Management			•	•	•	•	•					
Healthier Me				•								
Healthy Mothers Healthy Babies Program			•									
Hearing												
- Australian Hearing Program								•				
- Hearing Aids				•	•							
- Victorian Infant Hearing Screening	•			•								
Home Care (Paediatrics)	•		•									
Hospital In The Home	•	•	•			•						
Intensive Care/Critical Care	•											
Internet Kiosk						•						
Legal Aid				•								
Library	•											
Meals on Wheels		•			•	•						
Medical Imaging	•	•										
Memory Enhancement							•					
Men's Shed					•	•						
Mental Health												
- Acute Inpatient	•											
- Adult	•							•	•	•	•	•
- Aged Persons	•							•	•	•	•	•

	WARRNAMBOOL BASE HOSPITAL	CAMPERDOWN HOSPITAL	WARRNAMBOOL COMMUNITY HEALTH	CAMPERDOWN COMMUNITY HEALTH	LISMORE COMMUNITY HEALTH	MACARTHUR COMMUNITY HEALTH	DAVID NEWMAN ADULT DAY CENTRE, CAMPERDOWN	MERINDAH LODGE, CAMPERDOWN	WARRNAMBOOL MENTAL HEALTH SERVICES	CAMPERDOWN MENTAL HEALTH SERVICES	HAMILTON MENTAL HEALTH SERVICES	PORTLAND MENTAL HEALTH SERVICES
- Child & Adolescent includes CASEA	•								•	•	•	•
- Consultation Liaison Services	•											
- Consumer & Carer Participation	•								•	•	•	•
- Early Intervention & Dual Diagnosis	•								•		•	
- Expanded Discharge Support Initiative									•			
- Extended Care Inpatient	•											
- Families where a Parent has a Mental Illness									•	•	•	•
- Farmer Community Support Program									•	•		
- Mental Health & Police Response									•			
- Perinatal Emotional Health Program	•	•							•	•	•	•
- Ngootyoong - Prevention and Recovery Care (PARC)									•			
- Primary Mental Health Services				•	•				•	•	•	•
- Psychological Therapy Services				•					•	•	•	•
- Therapeutic Group Programs	•										•	•
Midwifery												
- Inpatient	•	•										
- Continuity Midwife Program	•											
- Domiciliary	•	•										
- Shared Care Maternity Service		•										
Music Therapy	•							•				
Needle Exchange			•	•	•	•						
Neonatal Special Care	•											
Nutrition & Dietetics	•	•	•	•	•	•		•				
Obstetrics												
- Specialist	•	•										
- General Practitioner		•										
Occupational Therapy	•	•	•	•	•			•				
Oncology	•											
Oncology Clinical Trials	•											
Operating Theatre & Recovery	•	•										
Ophthalmology	•							•				
Orthopaedics	•	•										
Ostomy Association Clinic			•									
Paediatric Feeding Clinic			•									
Paediatrics/Adolescent Care	•	•	•									
Palliative Care												
- Inpatient	•	•						•				
- Community Based	•	•	•		•	•						
PAP Screen Clinic					•							
Pathology	•	•			•	•						
Pharmacy	•											
Physiotherapy	•	•	•	•	•			•				
Post Arthroplasty Review	•											
Plastic & Reconstructive Surgery	•											
Podiatry	•		•	•	•	•		•				
Pre Admission Clinic	•	•										
Prosthetics Clinic	•											
Pulmonary Rehabilitation			•									
Refugee Health			•									
Rehabilitation												
- Inpatient	•											
- Community Based			•									
- Intensive Home Based			•									
Residential in Reach			•	•								
Respiratory Health	•		•									
Respite Care								•				
Sexual Assault After Hours Crisis Care	•											
Smoking Cessation	•	•	•			•						
Social Work & Counselling	•	•	•	•		•		•				
Social Support Groups					•	•	•		•			•
South West Healthcare Supplies (retail shop)	•											
Speech Pathology	•	•	•	•				•				
Stomal Therapy	•											
Strength Training				•	•	•		•				
Stroke Liaison	•											
Subacute Pathways Access	•	•	•		•	•						
Telehealth			•	•	•	•	•					
Telemetry	•	•										
Transesophageal Echocardiography	•											
Transition Care Program	•		•									
Transport						•	•					
Treatment Room					•	•						
Urology	•	•										
Women's Health	•				•	•						
- Women's Health Clinic	•			•	•							
- Ante Natal Clinic	•	•										
- Gynaecology Clinic	•											
- Young Women's Pregnancy & Parenting	•											
Wound Management	•	•	•		•			•				
Volunteer Program	•	•	•		•	•	•	•				

HEALTH, SAFETY & WELLBEING

2018-19 saw a continued focus on ensuring South West Healthcare has an effective system for managing health, safety and wellbeing across the organisation.

Our SWH Health, Safety and Wellbeing teams are primarily responsible for the ongoing development and maintenance of staff health, safety, wellbeing, return-to-work, incident/accident prevention, injury management, rehabilitation, employee assistance programs, security, OHS risk management including provision of policies, safe work procedures and information and staff training to meet compliance with the *O&HS Act (2004)* and other relevant regulations, standards and codes of practice.

SIGNIFICANT OUTCOMES FOR 2018-19

- › Influenza-vaccinated 96% of our workforce (1,436 staff vaccinated) – 16% above the Victorian target
- › 11 additional staff gained accreditation to facilitate the Advanced SWITCH training course (Prevention and Management of Workplace Violence and Aggression)
- › Implemented incident investigation tool, admission checklists, Code Grey response team training, risk rating of departments and functions, OVA training upgrades, implementation of Planned and Silent Code Grey responses to improve the prevention and management of occupational violence and aggression (OVA).
- › Eliminated time delays associated with transporting bariatric beds from the supplier's warehouse to our Warrnambool Base Hospital by storing this bed stock onsite. Fee paid when stock is used.
- › Implemented Safe Operator Zones around all items of plant (machinery) in the Warrnambool Building & Infrastructure workshop.
- › Reviewed and altered 22 door locking mechanisms and door lock times to enhance the security of buildings and staff.
- › Increased onsite security staff from one officer (10 hours/day) to two officers (24 hours/day) at the Warrnambool campus.
- › Purchased 8 ergonomic chairs and height-adjustable desks/computer stands following annual ergonomic workstation assessments.
- › Achieved 99% compliance for monthly OH&S inspections of 62 departments.
- › Achieved 80% employee participation in our 2019 People Matter Survey.
- › 35 senior managers completed Mental Health First Aid training.
- › 131 staff enrolled in SWH resilience training.
- › 51 senior managers trained in Workplace Wellbeing & Attendance.
- › Accepted Department of Health & Human Services' invitation to join Mental Health & Wellbeing in the Workplace Project Advisory Group.
- › Continued participation in Victorian Government's Achievement Program to actively support the health and wellbeing of our employees.
- › Conducted 36 worksite assessments and functional capacity assessments improving staff health and safety.
- › Provided ongoing support to staff through our Employee Assistance Program, including critical incident stress management support.

STAFF NUMBERS

(FULL TIME EQUIVALENT/FTE) 2018-19

LABOUR TYPE	2017-18 FTE JUNE	2018-19 FTE JUNE	2017-18 FTE YTD JUNE	2018-19 FTE YTD JUNE
Administration/Clerical	162.07	176.02	157.80	167.15
Allied Health	136.79	139.64	136.32	135.33
Hotel/Allied Services	166.69	155.26	166.30	160.92
Medical Officers	86.77	93.05	81.50	86.63
Hospital Medical Officers	54.48	66.54	53.79	64.68
Nursing	482.10	503.25	476.47	490.80
TOTAL	1,088.90	1,133.76	1,072.19	1,105.50

STAFF GENDER / EMPLOYMENT STATUS 2015-19

	JUNE 2019	JUNE 2018	JUNE 2017	JUNE 2016	JUNE 2015
FEMALE					
Full Time	305	298	282	278	271
Part Time	829	766	742	725	704
Casual	117	120	100	91	115
(Sub Total)	1,251	1,184	1,124	1,094	1,090
MALE					
Full Time	187	190	204	179	187
Part Time	93	78	71	62	64
Casual	19	13	20	16	20
(Sub Total)	299	281	295	257	271
TOTAL	1,550	1,465	1,419	1,351	1,361

OCCUPATIONAL VIOLENCE STATISTICS 2018-19

1. Workcover accepted claims with an occupational violence cause per 100 FTE	0.27137
2. Number of accepted Workcover claims with lost time injury with an occupational violence cause per 1,000,000 hours worked	1.62339
3. Number of occupational violence incidents reported	244
4. Number of occupational violence incidents reported per 100 FTE	22.07146
5. Percentage of occupational violence incidents resulting in a staff injury, illness or condition	1.2295%

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

For the purposes of the Occupational Violence Statistics the following definitions apply:

- › Occupational violence: any incident where an employee is abused, threatened or assaulted in circumstances arising out of, or in the course of their employment.
- › Incident: occupational health and safety incidents reported in the health service incident reporting system (Code Grey reporting not included).
- › Accepted Workcover claims: accepted Workcover claims lodged in 2018-19.
- › Lost time: greater than one day

WORKCOVER: HOURS LOST & CLAIMS

HOURS LOST TO INJURY OR ILLNESS 2014-19

SWH CAMPUS/SITE	2018-19	2017-18	2016-17	2015-16	2014-15
WARRNAMBOOL CAMPUS					
Acute Services					
Nursing Services	3,177	3,261	1,882	522	472
Support Services/Administration	3,004	2,372	2,531	2,685	2,261
Medical Services/Allied Health	56	120	450	463	44
Mental Health Services	49	0	0	0	184
Linen Service	2,628	2,289	223	1,019	524
CAMPERDOWN CAMPUS					
Nursing Services	392	1,620	1,512	1,619	671
Support Services/Administration	550	212	0	0	390
Medical Services/Allied Health	0	0	0	0	0
LISMORE CAMPUS	0	0	0	0	0
MACARTHUR CAMPUS	0	0	0	0	0
TOTAL	9,856	9,874	6,598	6,308	4,546

NUMBER OF NEW 'STANDARD' CLAIMS 2014-19

SWH CAMPUS/SITE	2018-19	2017-18	2016-17	2015-16	2014-15
WARRNAMBOOL CAMPUS					
Acute Services					
Nursing Services	4	3	3	6	3
Support Services/Administration	5	2	3	5	3
Medical Services/Allied Health		1	0	0	0
Mental Health Services	1	0	1	0	2
Linen Service	2	5	1	3	3
CAMPERDOWN CAMPUS					
Nursing	0	1	1	3	3
Support Services/Administration	1	1	0	0	2
Medical Services/Allied Health	1	0	0	0	0
LISMORE CAMPUS	0	0	0	0	0
MACARTHUR CAMPUS	0	0	0	0	0
TOTAL	14	13	9	17	16

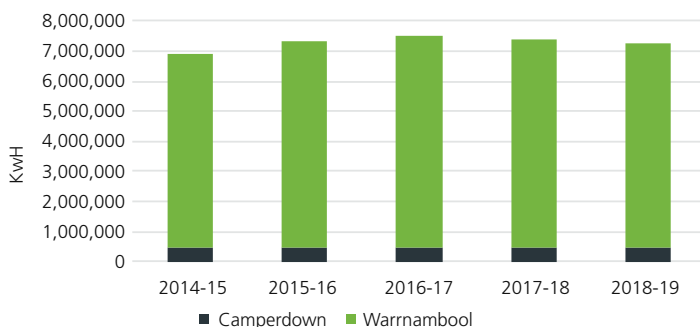
ENVIRONMENTAL SUSTAINABILITY

Significant environmental benefits of key projects and strategies delivered via our 2017-19 Environmental Management Plan are being realised. A commitment to reduce negative impacts on the environment by continual improvement in environmental sustainability across all our operations and services organisation-wide, has led to impressive outcomes during 2018-19.

Reductions in electricity usage of 8% at our Camperdown Hospital and 2.5% at our Warrnambool Base Hospital (see table) is the result of the following two infrastructure projects successfully reducing greenhouse gas emissions and costs associated with the purchase of electricity:

- › The recently-commissioned installation of a 90kw system at our Camperdown Hospital and 250kw system at our Warrnambool Base Hospital. These systems will generate approximately 440,000kw annually, offsetting a significant amount of emissions that would normally have been produced through grid electricity.
- › The currently-underway installation of a second-round of LED lighting upgrades for both hospitals, estimated to further reduce power usage 250,000 kWh annually.

ELECTRICITY USAGE - SWH MAJOR CAMPUSES



2018-19 highlights of our work to reduce waste to landfill include:

- › A commitment to strengthening our 14 existing recycling streams, and to resource procurement initiatives
- › Introduction of wax-free, plastic-free and 100% biodegradable/compostable medicine cups that decompose in general waste within 2-6 weeks and have an estimated cost saving of \$65,000 a year, organisation-wide (see inside back cover for more)
- › Comingled recycling facilities installed in public cafeterias at our Warrnambool campus
- › FOGO (food organics and green organics) collections implemented at all our Corangamite-Shire-based campuses
- › KIMGUARD collection extended to our Podiatry Department.
- › Successful trial of re-usable medical-sharps caddies in our medical unit with planned roll-out through other wards/units of our Warrnambool Base and Camperdown Hospitals
- › 4,000+ single-use cotton handtowels used during surgical scrub process upcycled into tote bags by Warrnambool Boomerang Bags

As our inaugural 2017-19 Environmental Management Plan draws to an end, some of our most substantive efforts have led to the development of robust governance systems via the establishment of an Environmental Sustainability Committee with representatives from the community and from key SWH divisions and campuses, and a Green Ambassadors Email Network.

The 2018-19 Public Environmental Report will be available to the public by December 2019 via <https://swarh2.com.au/swh/documents.aspx?Category=Environmental%20Sustainability%20Reports>

BOARD OF DIRECTORS

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

In 2018-19 the Board of Directors met 11 times.

CHAIR - RUSSELL WORLAND

Consultant – Watertight PL

Diploma Public Administration (Local Government), CM

Appointed	July 2008
Sub committees	Consumer & Community Advisory; Corangamite Health Collaborative (chair); Financial Performance, Audit & Financial Risk; Governance & Remuneration (chair); Project Control Group–Warrnambool & Camperdown Redevelopment (chair); Quality & Clinical Risk
Attendance	11/11 (100%) board meetings

DEPUTY CHAIR - BILL BROWN

Director, Advisor & Lawyer – Orange Advisory P/L

Bachelor Laws, Bachelor Economics, GIA (Cert)

Appointed	July 2017
Sub committees	Corangamite Health Collaborative; Governance & Remuneration; Financial Performance, Audit & Financial Risk
Attendance	11/11 (100%) board meetings

DEPUTY VICE CHAIR - DR BERNADETTE NORTHEAST

Manager – Volunteering Warrnambool, Warrnambool City Council

Bachelor Science (Hons), Doctor Philosophy

Appointed	July 2015
Sub committees	Governance & Remuneration; Human Research Ethics (chair); Quality & Clinical Risk (chair)
Attendance	10/11 (91%) board meetings

CHAIRMAN FINANCE COMMITTEE - RICHARD MONTGOMERY

Managing Principal – Montgomery Carey & Associates PL

Fellow Chartered Accountant (FCA), ATIA, Bachelor Commerce (Accounting)

Appointed	July 2013
Sub committees	Governance & Remuneration; Human Research Ethics (chair); Quality & Clinical Risk (chair)
Attendance	8/10 (80%) board meetings
Leave of absence	Sept 2018

DIRECTOR - NARELLE ALLEN

Manager Brand & Strategic Marketing – South West TAFE

Graduate Certificate Marketing

Appointed	July 2015
Sub committees	Consumer & Community Advisory (chair); Quality & Clinical Risk
Attendance	9/11 (82%) board meetings

DIRECTOR - STEVE CALLAGHAN

Dealer Principal – Callaghan Motors

Bachelor Business (Accounting)

Appointed	November 2005
Sub committees	Financial Performance, Audit & Financial Risk
Attendance	9/11 (82%) board meetings

DIRECTOR - KYLIE GASTON

Councillor – Warrnambool City Council

Bachelor Arts (Communications/Media Studies), Diploma Public Administration (Local Government)

Appointed	July 2017
Sub committees	Consumer & Community Advisory; Quality & Clinical Risk
Attendance	7/7 (100%) board meetings
Leave of absence	Aug–Nov 2018

DIRECTOR - DR GEOFFREY TOOGOOD

Cardiologist – Peninsula Health Alfred Health

MBBS FRACP FCSANZ FHRS AFRACMA Graduate Certificate Health Service Management ACCAM AFCAsM

Appointed	July 2017
Sub committee	Quality & Clinical Risk
Attendance	9/11 (91%) board meetings

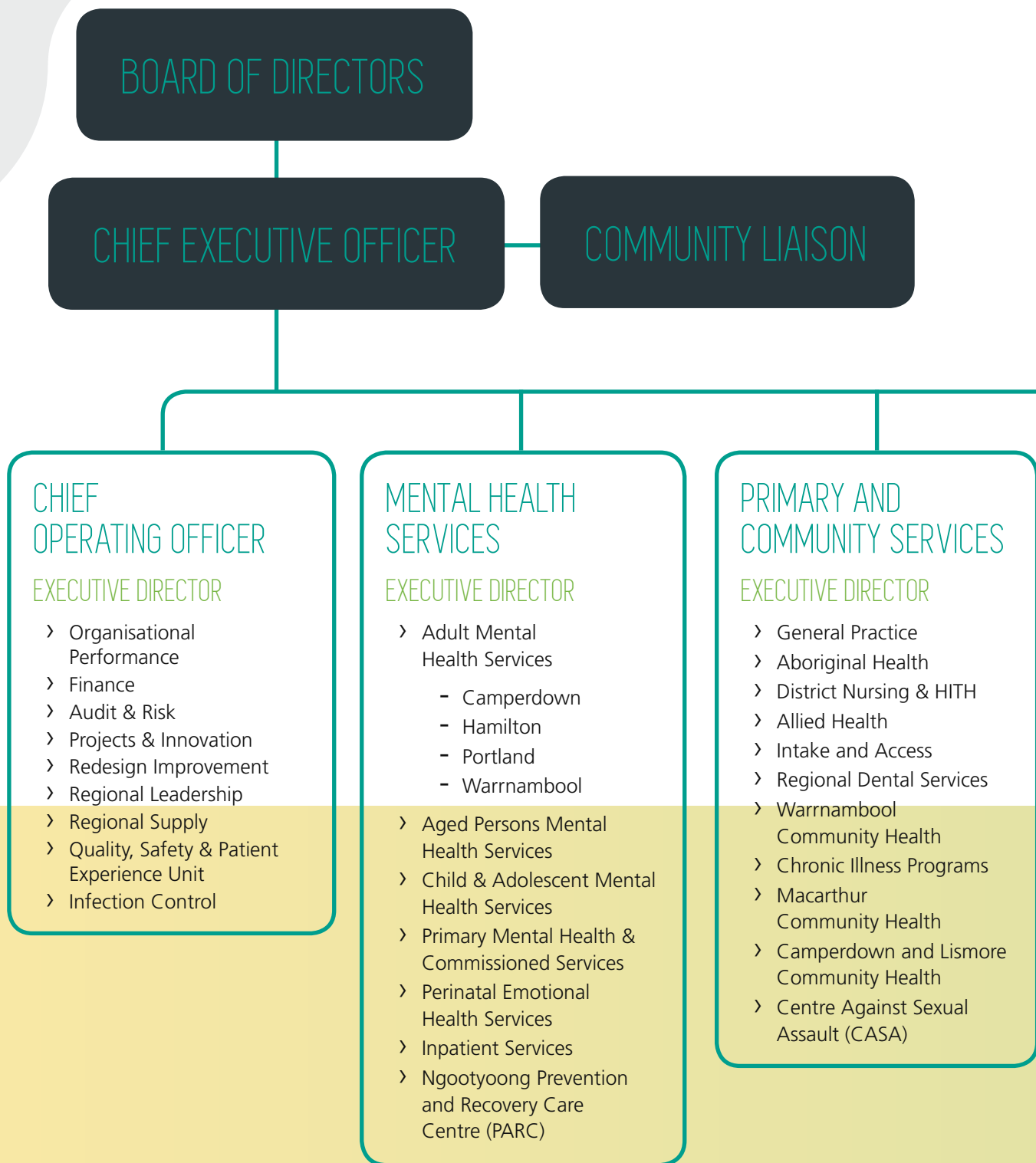
DIRECTOR - JENNY WATERHOUSE

Senior Accountant – Warrnambool City Council

Bachelor Commerce (Accounting & Economics), Chartered Accountant (CA)

Appointed	July 2016
Sub committee	Financial Performance, Audit & Risk
Attendance	10/11 (91%) board meetings

ORGANISATIONAL STRUCTURE



MEDICAL SERVICES

EXECUTIVE DIRECTOR

- › Medical & Clinical Governance
- › Medical Workforce Unit
- › Senior Medical Staff
- › Pathology & Radiology Contracts
- › Pharmacy
- › Health Information Services
- › Portfolio Leadership (ED)

SERVICE DEVELOPMENT

EXECUTIVE DIRECTOR

- › Camperdown Campus
- › Infrastructure
- › Environmental Services
- › Capital Development
- › IT Services
- › Biomedical Engineering
- › Regional Linen Services
- › Catering & Hotel Services
- › Retail Services

NURSING AND MIDWIFERY

EXECUTIVE DIRECTOR

- › Nursing & Midwifery Workforce
- › Maternity Services
- › Theatres & CSSD
- › Inpatient Units
- › Coordinators
- › Bed Management Teams
- › Cancer Services
- › Palliative Care
- › Volunteers
- › Alcohol and Other Drugs (AOD)

PEOPLE AND CULTURE

EXECUTIVE DIRECTOR

- › Employee Relations
- › Human Resources
- › Industrial Relations
- › Health, Safety & Wellbeing
- › Change Management
- › Workforce Planning
- › Workforce Education Training and Research
- › Remuneration / Payroll

EXECUTIVE DIRECTORS

CRAIG FRASER

BProsOrth, DipAppSci, GAICD, AFCHSE

Chief Executive Officer

Craig has more than 25 years' experience as a senior manager and executive in the Victorian public health sector, having worked in metropolitan teaching hospitals prior to moving into regional health. Appointed CEO in 2017, after leading the development of our Primary and Community Services Division over 12 years, he's committed to continually improving services to enhance client and patient safety, and access and the patients' overall experience, whilst enhancing the health of individuals and their communities.

ANDREW TRIGG

BComm (Accounting/Finance), ASA, GAICD

Chief Operating Officer

Andrew has worked in the Victorian public health sector for 33 years, joining us in 2005. He has held positions at executive management level for more than two decades in roles combining chief finance officer duties with executive responsibility for corporate/support services. He has extensive experience, understanding and commitment to the rural and regional health sector.

DR NIC VAN ZYL

MBChB, MMed (CH), FAFPHM, MBL, PMP, AFRACMA

Executive Director of Medical Services

Nic joined our executive team in 2018. He has a strong background in medical administration and public health medicine with a keen interest in clinical governance in rural regional Victoria. He is Clinical Associate Professor of the Deakin Clinical School and a member of the Deakin University School of Medicine Advisory Board.

JULIANNE CLIFT

RN, MHA (UNSW), RM, BN (Nursing Administration), Dip Nursing, Cert Intensive Care

Executive Director of Nursing Services

Julianne joined our executive team in 2012 after working as our deputy director of nursing for two years. Committed to improving the patient journey, she has extensive experience in a range of roles in hospitals and health services in Victoria and interstate.

JAMIE BRENNAN

BHealth Science (Physiotherapy), Cert Healthcare Innovation & Entrepreneurship, AFACHSM

Executive Director of Service Development

Jamie has more than 15 years' experience in leading clinical and support service departments and divisions at Victorian rural and regional health services. Here at SWH he has responsibility for the operation of non-clinical support services, capital redevelopment, our Camperdown Hospital and Merindah Lodge. With extensive understanding of the public health care sector, he's committed to delivering outstanding healthcare and patient experiences in regional settings.

KARYN COOK

RN, Dip App Sc (Psych Nsg); BN, Grad Dip Young People Mental Health, Dip AOD, Dip Bus M'Ment, M, Ad. Nsg Prac, GAICD, MACMHN

Executive Director of Mental Health Services

Karyn has diverse experience in health, forensic health and the NGO community sector. Holding senior clinical and executive roles in mental health, AOD treatment, and justice sectors in Victoria, ACT and the NT, she joined our executive team in 2016. She is passionate about embracing diversity within healthcare for staff and consumers; quality, safety and clinical governance; ensuring a person-centred approach to the recovery journey for consumers, inclusive of their carers.

KERRY ANDERSON

BPod (Hons)

Executive Director of Primary & Community Services

Kerryn was appointed to our executive team in 2017 after working at SWH since 2000. With a strong clinical background, she has more recently worked in various project and management roles. She has a comprehensive understanding of the Primary and Community Services Division and is committed to continued development and provision of high quality services for our South West community.

LEANI VILJOEN

BSocSci, BA (Hons), MBA, PGCertBus, CertIV TAE, CAHRI

Executive Director of People and Culture

Leani joined our executive team in January this year as our first Executive Director of People and Culture. She has more than a decade of experience in human resources and organisational development positions in Australia, New Zealand and South Africa, predominantly in the healthcare industry. Leani has experience in managing all aspects of people and culture including change management, industrial relations, education, and safety and wellbeing, as well as the commissioning of hospitals.

PRINCIPAL COMMITTEES

The Board of Directors is supported by five Principal Committees.

QUALITY AND CLINICAL RISK COMMITTEE

This committee provides leadership and advice to the Board of Directors in the assessment and evaluation of the safety and quality of all health services provided by the organisation. It is the major vehicle for ensuring South West Healthcare provides effective and safe clinical governance. This committee met 11 times in 2018-19.

FINANCIAL PERFORMANCE, AUDIT AND FINANCIAL 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 2018-19.

CONSUMER & COMMUNITY ADVISORY COMMITTEE

This committee provides advice to South West Healthcare to reflect consumer, carer and community views in our service delivery, planning and policy development. This year it participated in the development of our 2018 Quality Account report and reviewed issues arising from patient satisfaction surveys and consumer feedback. It also monitored and reviewed the requirements of Standard 2 of the National Safety and Quality Healthcare Service Standards (Partnering with Consumers). This committee met 10 times in 2018-19.

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 2018-19.

WARRNAMBOOL AND CAMPERDOWN REDEVELOPMENT 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 project against these standards. This committee met six times in 2018-19.

SENIOR STAFF

CHIEF EXECUTIVE OFFICER

Mr C Fraser
BProsOrth, Dip Applied Science,
GAICD, AFCHSE

FINANCE & ORGANISATIONAL PERFORMANCE

Chief Operating Officer
Mr A Trigg BComm (Acc/Fin), ASA,
GAICD

MANAGERS

Community Partnerships Services
Ms S Morey MFIA
Financial Services
Mr D McLaren BBus, CPA
Infection Prevention & Control
Mrs J Lukeis BSciNur, Dip Nur, Grad
Cert Infectious Diseases, Grad Cert
Periop Nur, Grad Cert Infection
Control
Performance & Budget
Mr C McGrath BCom, CPA
Quality & Risk
Ms C Loria RN, RM, Cert CCU, Cert
Oncol, Grad Dip Comm Health,
Ad Dip Mgmt SACS* (to Dec 10
2018)
Ms K White BNur, Grad Dip Hlth
Mgmt (Nur), GCLCC, MBA (from
March 8 2019)
Redesigning Care
Mrs L McCann RN, Cert ICU, MPET
Regional Financial Systems
Ms L Bramich BBus, ASA, CPA
Regional Supply Chain
Mr T Hoy Cert Hospital Supply
Mgmt
Workforce
Mr G Mitchell BEc, BHA

SERVICE DEVELOPMENT

Executive Director of Service
Development
Mr J Brennan BHLthSci (Physio),
Cert Hlthcare Innovation &
Entrepreneurship, AFACHSM

MANAGERS

Biomedical Engineering Services
Mr G Szegi BAppSc (Biophysics/
Instrumental Sci)
Buildings, Infrastructure &
Environmental Services
Mr R Bennett Dip Mech Eng, BH
Eng, MIEAust CPEng, MIHEAust*
(to Jan 18 2019)
Mr S Blignaut BSc(Construction
Mgmt)(Hons) (from 12 March
2019)
Corangamite Health Collaborative
Project
Ms J Creely BSci, BBusAdmin(Acc)*
(to May 3 2019)
Education, Quality & Projects
Mr R Jubb RN MHS, Grad Dip Crit
Care, Dip Bus
Food Services
Mr C McLeod
ICT Manager
Ms T O'Keefe BBus(ICT & Acc),
Grad Dip Ed
Redevelopment Project Manager
Ms S Hilton BNur, Dip Neuro, Dip
Acute Care (High Dependency)
South West Regional Linen Service
& Business Services
Ms K Graham Grad Cert Bus
Admin, ACHSM

CAMPERDOWN HOSPITAL

Campus Manager
Mrs J Dureau-Finn BNur, Ad Dip
Bus Mgmt, Ad Dip Mgmt (HR)

UNIT MANAGERS

Acute Services
Ms N Swayn RN, Grad Cert RIPERN
Aged Care Services (Merindah
Lodge)
Mrs L Lucas RN
Operating Theatre
Mrs N Delaney RN, Grad Dip Periop
Nur, CertIII Steril/Tech, Dip Bus

MEDICAL SERVICES

Executive Director of Medical
Services
Dr N van Zyl MBChB, MMed (CH),
FAFPHM, AFRACMA, MBL, PMP

DEPARTMENTAL DIRECTORS

Anaesthetics
Dr J Muir MBChB, LRCP,
LRCS(Edin), LRCS&P(Glas), DA,
FRCA, FANZCA, PG Cert CU
Critical Care
Dr M Page MBBS, FRACP
Emergency Services
Dr J Brown MBBS, DRANZCOG,
FACEM, Grad Dip Clin ED
General Medicine Services
Dr J Gome MBBS, FRACP
General Surgical Services
Mr P Gan MBBS, FRACS
Infection Prevention and Control
Dr M Page MBBS, FRACP
Mental Health (Clinical) Services
Dr J Claassen MBChB, FRANZCP
Prof B Singh AM MBBS(HonII), PhD,
FPRCP, FRANZCP, FRACP
Obstetrics
Dr R Buchanan MBBS, FRANZCOG
Orthopaedics
Mr A Sutherland MBChB, FRCS,
FRCS(Trauma & Ortho), MD(Hon),
FRACS

Palliative Care
 Dr E Greenwood MBBS, Dip RANZCOG, FRACGP, Grad Dip Pall Care
 Paediatrics & Child Health Services
 Dr M Agarwal FRACP(Neonat), FRACP(Paed)*
 Rehabilitation Services
 Dr S Malcolm MBBS, BMedSci, FAFRM, FRACP
 Sub-Specialty Surgical Services
 Mr R Toma MBBS, FRACS(Plast & Recons)

DEPARTMENTAL SUPERVISORS

Intern Training
 Dr B Condon MBBS, FRACGP, Grad Cert Clin Ed
 Medical Specialist Training
 Dr A Clissold MBBS, FRACP*
 Dr J Gome MBBS FRACP

SENIOR MEDICAL OFFICERS - WARRNAMBOOL CAMPUS

Addiction Medicine Physician
 Dr R Brough MBBS, D Obst RCOG, APSAD Cert, FACRRM, FACHAM
 Anaesthetists
 Dr J Muir MBChB, LRCP, LRCS(Edin), LRCS&P(Glas), DA, FRCA, FANZCA, PG Cert CU
 Dr P Arnold MBBS, FANZCA*
 Dr C Bonney MBBS, FANZCA
 Dr K Cronin MBBS, FANZCA*
 Dr A Dawson MBBS, FANZCA
 Dr M Duane MBBS, FANZCA
 Dr A Faris MBBS, FANZA
 Dr G Kilminster MBBS, FANZCA
 Dr G Reilly MBChB, MRCS, FRCA, FANZCA
 Dr C Surtees MBChB, FANZCA
 Dr S Watty MBBS, FANZCA
 Emergency Physicians
 Dr J Brown MBBS, DRANZCOG, FACEM. Grad Dip Clin ED
 Dr T Baker MBBS(Hon), BMedSc(Hon), MCLinEd, FACEM
 Dr M Cooney MBBS, FACEM
 Dr F Schreve MBChB, FACEM, Grad

Dip Emerg Hlth(Aeromed Retrieval)
 Dr G Sousa MD, FACEM
 General Practitioners
 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 B Kay MBBS, D Obst RACOG, FACRRM, FRACGP*
 Dr M Lockhart MBBS*
 Dr J Manderson BSc(Hon), PhD, MBBS, FRACGP*
 Dr C Mooney MBChB, MRCS, LRCP, DRCOG
 Dr D Pedler MBBS, D Obs RCOG, FRACGP, MPH, DHSc*
 Dr N Ryan MBBS DA, FRACGP*
 Dr S Singh MBBS MSurgOrtho*
 General Surgeons
 Mr S Fischer MBBS, FRACS
 Mr P Gan MBBS, FRACS
 Mr B Mooney MBChB, BAO(Hon), BSc(Anat)(Hon), MCh, FRCSI, FACRRM, FRACS
 Mr C Murphy MBChB, FRACS, FRCS(Glas), FRCSI*
 Mr J Ragg MBBS, FRACS
 Mr S George MBBS, MS(GenSurg) FRACS
 Mr W Wigggett MBChB, FCS(SA), MMED(Surg)(Pret)
 Geriatricians/Physicians
 Dr J Dikiciyan MBBS, BMedSci, FRACP*
 Dr B Jafari DM, FRACP
 Haematologists/General Physicians
 Dr J Brotchie MBBS, BMedSci, FRACP
 Dr J Hounsell BSc, MBBS, FRACP, FRCPA
 Neurologist
 Dr J Waterston MBBS, MD, FRACP
 Neurosurgeon
 Mr T Han MBBS, FRACS

Obstetricians & Gynaecologists
 Dr M Abe FRANZCOG FRCOG*
 Dr C Beaton MBChB, FRANZCOG, FRCOG
 Dr N Dimoska MBBS, FRANZCOG
 Dr R Buchanan MBBS, FRANZCOG
 Dr K Cornell MBBS, BSc, FRANZCOG
 Dr S Newbury MBBS, FRANZCOG
 Dr E Uren MBBS, FRANZCOG
 Oncologists
 Dr I Collins MBChB, MSc(Inf), MRCPI, FRACP
 Dr T Hayes MBBS(Hon), BMedSci(Hon), FRACP
 Dr O Klein DM, FRACP
 Ophthalmologists
 Dr R Bunting MBBS, BScAnat, FRCOphth, FRANZCO*
 Dr R Harvey MBBS, BSc, FRCOphth*
 Dr L Ong MBBS, FRANZCO
 Orthopaedic Surgeons
 Mr K Arogundade MBBS, FRCS, FRACS(Ortho)
 Mr M Dooley MBBS, FRACS
 Mr U Landgraf MBBS, Dr Med, Spec Ortho & Trauma(Ger)*
 Mr A Mitra MBBS, FRCSI(GenSurg), FRCS(Trauma & Ortho)
 Mr N Russell MBBS, BE(Hon), FRACS(Ortho)
 Mr A Sutherland MBChB, FRCS, FRCS(Trauma & Ortho), MD(Hon), FRACS
 Otorhinolaryngologists
 Dr A Cass MBBS, FRACS
 Dr B Clancy MBBS, FRACS
 Paediatricians
 Dr M Agarwal, FRACP(Neonat), FRACP(Paed)*
 Dr B Baade MBBS, MD, FRACP(Paed)
 Dr C Fiedler MD, FRACP (Paed)
 Dr C McCasker MBBS, FRACP(Paed)
 Dr K Olinsky MBBS(Hon), Grad Dip Clin Res, FRACP(Paed)
 Pathologist
 Dr D Blaxland MBBS, FRCPA

Physicians
 Dr N Barraclough MBBS, BSc (Physio), FRACP
 Dr N Bayley MBBS, FRACP
 Dr C Charnley MBBS, FRACP*
 Dr A Clissold MD, FRACP
 Dr J Gome MBBS, FRACP
 Dr J Hounsell BSc, MBBS, FRACP, FRCPA
 Dr C Lewis MBBS, FRACP, FCICM*
 Dr B Morphett MBBS, FRACP
 Dr S Nagarajah MBBS, FRACP
 Dr M Page MBBS, FRACP
 Dr S Sebastian-Thazhath MBBS, MD, FRACP, PhD
 Plastic & Reconstructive Surgeons
 Mr J Masters MBChB, BHB, FRACS
 Mr R Toma MBBS, FRACS(Plast & Recons)
 Radiation Oncologists
 Dr K So MBBS, FRANZCR
 Radiologist
 Dr V Patheyar MBBS, MD, DNB, FRCR*
 Dr V Sharma MBBS, FRCR
 Rehabilitation Physicians
 Dr S Malcolm MBBS, BMedSci, FAFRM, FRACP
 Dr C Manu MD, FAFRM, FRACP*
 Respiratory Physician/General Physician
 Dr A Bradbeer MBBS, FRACP
 Urogynaecologist
 Dr L Ow MBBS, FRANZCOG
 Urologists
 Mr A Davidson MBBS, FRACS(Urol)
 Mr B Mooney MBChB, BAO(Hon), BSc(Anat)(Hon), MCh, FRCSI, FACRRM, FRACS
 Vascular Surgeon
 Mr R Mayer MBBS, Dip Surg Anat, FRACS

SENIOR MEDICAL - CAMPERDOWN CAMPUS

General Practitioners
 Dr M Ahmadi DM
 Dr A Crompton MBBS, DRCOG, DA RCP&S, Grad Dip App Sc(Nut & Env Med)
 Dr T Fitzpatrick MBBS

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
 General Surgeons
 Mr D Abbas MBChB, FRACS
 Mr S Fisher MBBS, FRACS
 Mr J Ragg MBBS, FRACS
 Obstetricians & Gynaecologists
 Dr R Buchanan MBBS, FRANZCOG
 Dr C Beaton MBChB, FRANZCOG, FRCOG
 Dr E Uren MBBS, FRANZCOG
 Otorhinolaryngologist
 Dr B Clancy MBBS, FRACS
 Orthopaedic Surgeon
 Mr N Russell MBBS, BE(Hon), FRACS(Ortho)
 Paediatricians
 Dr K Olinsky MBBS(Hon), Grad Dip Clin Res
 Physicians
 Dr N Barraclough MBBS, BSc(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
 Urogynaecologist
 Dr L Ow MBBS, FRANZCOG
 Urologist
 Mr A Davidson MBBS, FRACS(Urol)

CLINICAL SUPPORT SERVICES MANAGERS

Health Information Services
 Ms M Atkinson Ass Dip(MRA), RMRA
 Medical Imaging Service
 Mr L Pontonio MIR, Dip App Sc(Med Radiol)(Wbool campus)
 Ms D Shelton MIR(Cdown campus)

Medical Services
 Mr P Martin Cert App Sc, Ad Dip Bus Man, CertIV WT&A
 Pathology Service
 Ms J Bevan BSc
 Pharmacy
 Ms L Spence BPharm, Post Grad Dip Clin Pharm

NURSING SERVICES

Executive Director of Nursing
 Ms J Clift RN, MHA (UNSW), RM, BN (NursAdmin), Dip Nursing, Cert Intensive Care
 Mrs G Stevenson RN, BMedSci(Nur Hon1), Dip Project Mgmt, ADip Nur MHM (interim from May 27 2019)
 Deputy Director Specialist Services Nursing
 Mr P Logan RN, MPH, RM, BN, Grad Dip Pub Hlth (acting to Dec 30 2018/permanent from Dec 31 2018)
 Ms T Johnstone RN, Grad Dip Crit Care, MHM, BN (acting from June 26 2019)
 Assistant Directors Nursing
 Mrs J Brown RN, Grad Dip Crit Care (from June 26 2019)
 Mrs K Henry RN, BN
 Mrs J McGovern RN, BN, Grad Dip Nur Crit Care* (to Feb 25 2019)
 Mrs E Southwell Grad Cert Paed Nur, Grad Cert Special Care Neonate (acting from Feb 25 2019)

MANAGERS/COORDINATORS

Access
 Mrs I Wynd RN, Pro Cert Hlth Service Mgmt
 Ms J Droste RN* (to March 18 2019)
 Ms S Anderton RN, MN(Nur Pract), Grad Dip Crit Care, BN (acting)
 Education
 Ms K Bentley MHM, RN, MEN, RM, BM
 Elective Surgery
 Mrs M Coffey RN, BN, Dip Periop Nur

Perioperative Services

Mr A Kelly RN, Grad Dip Hlth Admin & Info Systems, Cert Periop Nur

UNIT MANAGERS

Acute Care

Ms J Hallinan RN, Cert Workplace Leadership, Dip Bus

Critical Care/ Haemodialysis

Ms T Johnstone RN, Grad Dip Crit Care, MHM, BN

Day Stay

Ms S McClusky RN, BN* (to Sept 23 2018)

Mrs M Bell RN (acting from June 17 2019)

Emergency Department

Ms A Kelson RN, Grad Dip Crit Care* (to Jan 27 2019)

Mrs J McGovern RN, BN, Grad Dip Nur Crit Care (acting from Feb 25 2019)

Maternity/Neonatal/Gynaecology

Mrs J Facey RN, RM, IBCLC

Medical/Palliative Care

Mr J Quinlivan RN, RPN, BN, Dip Fine Arts, Cert Computer Bus Apps, Grad Cert Hlth Mgmt, CertIV Workforce Training

Mrs L Barclay BN, Mid Grad Dip, MMid (acting from Oct 1 2018)

Operating Theatres

Ms J Canny RN, MPeriop Nur, BN, CertIV Human Res Mgmt, CertIV T&A

Mr C Toone BN, Grad Dip Periop (acting from April 15 2019)

Paediatrics

Mrs S Marsh RN, Cert Computer Bus Apps, MRCNA

Rehabilitation and Withdrawal & Support Service

Mrs H Moyle RN, Dip App Sci Nur, BN, Ad Dip Man, CertIV WT&A

Short Stay/Oncology

Mrs J Rowe RN, Cert Workplace Leadership, Dip Bus

PROGRAM COORDINATORS

South West Community Based Palliative Care

Mrs A Janes RN, BN, Grad Cert Med-Surg Nur, Dip Mgmt

MENTAL HEALTH SERVICES

Executive Director Mental Health Services (MHS)

Ms K Cook, RN, Dip SC(Psych Nur), BNur, Grad Dip Young People Mental Health, Dip AOD, Dip Bus Mgmt, M, Ad Nur, GAICD, PMP

Associate Director (Operations & Performance) Mental Health

Ms J Bateman, BSc(Hon), Ad Dip (Bus Mgmt) Acc, Mo Enterprise Senior Mental Health Nurse

Ms J Radley RPN, Grad Dip(Child Psych), Grad Cert(Devel Psych), Ad Dip(Bus Mgmt) Acc, Ad Dip(HR) Acc

MANAGERS

Community Teams

Aged Persons MHS

Mr R Porter BA, RPN, Ad Dip(Bus Mgmt) Acc, Ad Dip (HR) Acc

Child & Adolescent MHS

Ms R Robertson MPsychClin, Ad Dip(Bus Mgmt)

Inpatient Services

Ms C Porter RPN Div1&3, Dip Mgmt * (to June 10 2019)

Ms O Walker MNur Prac, BNur, Grad Dip Nur (Mental Hlth) (from June 11 2019)

Ngootyoong Prevention and Recovery Centre

Ms R Morrison BSoc Work* (to Jan 27 2019)

Ms E Williams RN Div1, BNur(Hon), Post Grad Dip MH Nur (from Jan 28 2019)

Primary Mental Health Team

Mr N Place BA, BSoc Work, Ad Dip(Bus Mgmt) Acc, Ad Dip(HR) Acc

Psychiatric Nurse Consultant

Ms E Williams RN Div1, BNur(Hon), Post Grad Dip MH Nur* (to Jan 27 2019)

Ms D Lignier M Clin Prac(Nur), BSc(Psych), BNur, Grad Dip (Mental Hlth), CertIV Bus (from Jan 28 2019)

Quality Coordinator

Ms J Punch RPN, Ad Dip(Bus Mgmt) Acc

Warrnambool Adult Team

Dr R Hine PhD(Monash), MSoc Work, BSoc Work, CertIV WT&A, Cert OHS

Clinical Nurse Consultant

Ms J Edge RPN, Pub Hlth(Addictions)(Grad Cert)

Extended Care Inpatient Unit

Ms J Ashworth BNur, MMental Hlth (acting)

TEAM LEADERS

Camperdown Community MHS

Mr L Miller RN Div1, BNur, CertIV T&A* (to Jan 20 2019)

Ms A Inglis BNur* (from Jan 21 to April 28 2019)

Mr D Lynzaat BSocWork (from April 29 2019)

Hamilton Community MHS

Mr P Kumar Premnath MOccTher

Portland Community MHS

Mr F Nittsjo BA(Psych)(Hon), Ad Dip(Bus Mgmt), Acc

SENIOR PSYCHIATRISTS

Clinical Director- MHS & Authorised Psychiatrist

Assoc Prof J Claassen MBChB, FRANZCP, Cert Forensic Psych

Director Medical Training (Mental Health)

Dr R Ranasinghe MB BS, MD(Psych) FRANZCP, Cert Child Adol Psych

Director ECT (Mental Health)

Dr A Keerthiratne MB BS, MD(Psych), FRANZCP* (to March 8 2019)

Dr Z Radovic MD, Sen Psych Reg (from March 9 2019)

Dr L Ferrier MD BBiomed, MD

Dr H Hill MBBS, BMedSci, MPM
Dr M Ivers MBBS, FRANZCP
Dr A Jagad MBBS, MD (Psych)
FRANZCP
Dr A Kapuge MBBS, MD (Psych)
Dr C Li MBBS, iBSc
Dr P Rajapakshe MBBS, MD (Psych)
(to Aug 2018)
Dr A Ratnayake MBBS, MD (Psych)

PRIMARY & COMMUNITY SERVICES

Executive Director of Primary & Community Services
Mrs K Anderson BPod(Hons)

CAMPUS MANAGERS

Camperdown Community Health
Ms S Ryan BNur, Grad Dip Mid, Dip Bus Mgmt
David Newman Adult Day Centre
Ms S Ryan BNur, Grad Dip Mid, Dip Bus Mgmt
Lismore Community Health
Ms S Ryan BNur, Grad Dip Mid, Dip Bus Mgmt
Macarthur Community Health
Mr D Keilar RN, Adv Dip Bus Mgmt, Adv Dip Bus Mgmt (HR)
Warrnambool Community Health
Mr D Keilar RN, Adv Dip Bus Mgmt, Adv Dip Bus Mgmt (HR)

PROGRAM MANAGERS

Access & Performance
Ms J Hogarth BSpPath, MEnt
Centre Against Sexual Assault
Ms M Clapham BNur, Grad Dip Adol Health & Welfare, Grad Dip Man
Discharge Support & Liaison
Ms J Hogarth BSpPath, MEnt
District Nursing Service/Hospital in the Home
Mr P Crimmin RN

Health Promotion
Ms S Ryan BNur, Grad Dip Mid, Dip Bus Mgmt

SOUTHWEST DENTAL SERVICE MANAGER

Mr C Grapentin* (to Aug 31 2018)
Mr P Sheehan BComp, Grad Dip(Ed) (from Oct 15 2018)

DENTAL OFFICERS

Dr C Gove BDS (Dund)
Dr Y Jiang BDS (Melb)
Dr J Kung DDS (Melb), BSc (Melb)
Dr T Chao BDS (UWA)
Dr N Shah BDS (ADC)
Dr A Prabhu DDS (Melb), BMedSci (Monash)
Dr J Kaur BDS (ADC)
Dr C Huang BDS* (to Feb 13 2019)
Dr J Narayana-Murthy BDS, ADC* (to Aug 31 18)

SOUTH WEST MEDICAL CENTRE

Clinical Lead
Dr A Vigneswaran MBBS, FRACGP * (to June 5 2019)
Practice Manager
Mrs S Cook Adv Dip Bus & HR, CertIV TAA

ALLIED HEALTH & AMBULATORY REHABILITATION SERVICES

Manager
Ms K Brown BAppSci (Speech Path), MA (App Ling)

DEPARTMENT MANAGERS

Community Rehabilitation
Dr R Clapham MSc (TSP) (Hon), BSpPath, BA (Ling), PhD* (to Aug 1 2018)
Mr S Fogarty RN (from June 17 2019)
Dietetics
Ms S Baudinette BSc (Nutrition), Grad Dip (Dietetics)

Occupational Therapy
Ms H Manson BOccTherapy
Physiotherapy
Ms R Morgan BPhysio, MEnt
Podiatry
Mr R Beavan BSc (Hons) Podiatry
Social Work & Counselling
Ms J Winstanley BA(Hons)
Approved Social Work
Speech Pathology
Ms C Nailon BSpPath, Dip Mgmt

PEOPLE & CULTURE

Executive Director of People & Culture
Ms L Viljoen BSocSci, BA Hons, MBA, PGCertBus, CertIV TAE, CAHRI (from Jan 23 2019)

MANAGERS

Education, Research & Workforce Development
Mrs B Moll BSc (Hons) Sp&HTh, Post Grad Cert Strategic Workforce Dev, MA Leadership & Dev in Health & Soc Care
Education Resource Centre (Library)
Mrs H Obst BSc (Chem)/B Teach (Sec), Med (Library), AALIA (CP)
People & Culture
Mrs T Marr BA, Dip MH, Dip AOD, CertIV TAE (from Mar 18 2019)
Remuneration
Mrs L Hancocks Dip Bus Mgmt(HR), CertIV TAE (from Mar 4 2019)
Safety & Security
Mr T Roberts MBA, Cert Man (SCU), Cert Workplace Leadership, Ad Dip OH&S
Staff Health & Wellbeing
Ms A Hilton BA
Workforce Systems
Ms S Rees BCom (Acc), BBus, BAppSci, Grad Dip Sec Ed* (to Jan 11 2019)
Mr M Hawkins BA Hons (from 4 Sept 2017)

*Resigned/retired during 2018-19

LIFE GOVERNORS

Life governorship is the most prestigious recognition South West Healthcare bestows. Our recipients have given an outstanding contribution to our health service over a prolonged period of time.

At our 2018 Annual General Meeting two extraordinary people were added to this elite honor roll:

Recently-retired Chairman of our Board of Directors John Maher was recognised for his tireless contribution to the corporate and clinical governance of our health service from 2006. John's roles included five years as chair (2013-18) and two years as deputy chair (2011-13). He was an active member of many board subcommittees, including chairing the Quality Care Committee from 2009-13, the Governance & Remuneration Committee from 2013-18, the Medical and Dental Appointments Committee from 2013-18, the Corangamite Area Health Services Review from 2013-17, and the South West Service Design in 2017. He was also an active member of the Human Resources Committee (2008-10) and the Financial Performance Audit & Risk Committee (2006-18).

During John's time on the Board, initiatives completed included the \$120m redevelopment of our Warrnambool Base Hospital, the establishment of our Deakin Medical School, the construction of our Warrnambool Community Health & Mental Health Services facility, the construction and commissioning of the South West Regional Cancer Centre, the redevelopment of Macarthur Community Health, the construction of our region's first Prevention and Recovery Centre - Ngootyoong, and the development of the master plan and feasibility study for both our current proposed Warrnambool and Camperdown redevelopments.

Warrnambool College Murray2Moyné Cycle Team manager Lester Campbell was recognised for 29 years of outstanding volunteering, mentoring and community spirit that has led to the fundraising of more than \$100,000 for paediatric-specific medical equipment and aides for our Warrnambool Base Hospital. Purchases have included our first Intensive Care Unit paediatric ventilator, computers for children to continue their school work while in hospital, and beds for parents to sleep alongside them.

Instrumental in keeping his Warrnambool College cycling team on the road, every year Lester regenerates the team, recruits and trains new members and ensures they're well prepared for the annual two-day event. During this time he himself has also completed 25 Murray2Moyné rides, totalling 13,000 kilometres.

LIFE GOVERNORS

- | | | | |
|-----------------------------|----------------------------------|--------------------------------|---------------------------------|
| - Mrs Margaret Agnew (2012) | - Mrs Beverley Bell | - Mr Stan Carroll | - Mr Simon DeGaris |
| - Mrs Jan Aitken | - Mrs JA Bell | - Mrs EC Chaffey | - Mrs Gloria Dickson |
| - Mary Alexander (2015) | - Mrs Shirley Bell (1989) | - ML Charles | - Miss Judy Donnelly |
| - Mr Lyall Allen | - Miss Helen Bishop | - Mrs FA J Chislett | - Mr GW Dowling |
| - Mr AL Anderson | - Mr NC Boyd | - Mrs Helen Chislett | - Mrs L Dowling |
| - Mrs GI Anderson | - Mr CG Boyle | - Mr David Chittick | - Mr Tony Dupleix (2004) |
| - Mrs JF Anderson | - Mr N Bradley | - Mrs Diane Clanchy | - Mrs Veronica Earls |
| - Mr Ian Armstrong (2007) | - Mr David Bradshaw | - Mr John Clark | - Mrs A Elliot |
| - Mrs Joan Askew | - Mr GN Brown | - Mr Alistair Cole | - G Elliot |
| - FH Baker | - Dr Anthony (Tony) Brown (2005) | - Mrs SE Cole | - Mr PV Emery |
| - Mr R Baker | - Mrs Irene Bruce | - LJ Collins | - Mr W Ferguson |
| - Mrs VG Balmer | - Mr CW Burgin | - Mrs Joy Conlin | - Mr J Finch |
| - Mr NI Bamford | - Mrs L Burleigh | - Mrs Frances Coupe | - Mr ER Ford |
| - Mr Rob Baker | - Mrs Lorna Burnham | - Mrs M Cox | - Mrs June Ford-Crothers (2011) |
| - Mrs Heather Barker | - Mrs Jean Byron | - Mrs Marjorie Crothers (2004) | - Mrs CE Fraser |
| - WT Barr | - Mr Lester Campbell (2018)* | - Mrs Veronica Cuzens (2012) | - BD French |
| - Mrs Moira Baulch | - Mr Jack Caple | - Mr Jack Daffy | - R Gellie |
| | | - Mr A Dalton | - Mrs FM George |

- Mr MW George
- Mrs Claire Gibbons (2015)
- Mrs Ann Glennon (2012)
- Mrs Shirley Goldstraw
- Mrs Helen Gollop (2009)
- Mrs Joan Goodacre
- Mrs E Goodwin
- Mr Damian Goss (2017)
- Mrs Helen Goss (2016)
- Mrs P Grace
- Mrs Lorraine Graham (2017)
- Mrs Gwen Grayson (2014)
- Mrs Sheila Habel
- Mr RE Harris
- Mr AJ Hartley
- Mrs Joy Hartley
- Mrs A Havard
- Mrs Monica Hayes
- Mr P Heath
- Mrs Mavis Heazlewood
- Mr Oscar Henry
- Mr AJ Hill
- Mrs Barbara Hill (2011)
- Mrs DM Hill
- Mr GL Hill
- Mr J Hill
- Miss L Hill
- Mrs P Hill
- Mr W Hocking
- Mrs Lorraine Hoey (2010)
- Mrs Ann Holmes
- HJ Holmes
- Mr John Holmes
- Mr WJ Holton
- Mrs A Hooton
- GN Hornsby
- JS Hosking
- Mrs E Howell
- Mr Mervyn Hoy (2016)
- Mr Ray Hoy (2014)
- Mrs Sharon Huf
- Mrs Mary Hutchings
- Mr R Hyde
- Mrs Elwyn Jasper (2015)
- Mr Murray Jasper (2015)
- Mr David Jellie (2007)
- Mr Barry Johnson
- Mrs Margot Johnson
- Mr Rex Johnson
- Mrs Edna Keillor (2008)
- Mr AE Kelly
- Mrs Helen Laidlaw
- Mrs Val Lang
- Mr GA Larsen
- Mrs B Layther
- Mrs Margot Lee (2009)
- Mr S Lee
- Sen AWR Lewis
- Mr PE Lillie
- Mrs Hilary Lodge
- Mr Chris Logan (2017)
- Mr RW Lucas
- Mrs Wendy Ludeman
- Mrs AG Lumsden
- Mrs Elizabeth Luxton
- Dr E Lyon
- Mr ID Macdonald
- Mrs ID Macdonald
- Mrs AF MacInnes
- S Mack
- MC Mack
- Mrs Isobel Macpherson (2007)
- Mr John Maher (2018)*
- Mrs L Maher
- Mr NS Marshall
- Mrs Norma Marwood
- Mrs Jess Mathison
- Mrs D McConnell
- Mrs Bev McCosh
- Mrs L McCosh
- Mrs Norma McCosh
- Mrs Janice McCrabb
- Mr John McGrath
- Mr Peter McGregor
- Mrs Glenda McIlveen (2009)
- Mr Ernie McKenna
- Mrs Mary McKenna
- Mrs Judy McKenzie
- Mrs Olive McKenzie (2015)
- Mr Trevor McKenzie
- Mrs Heather McCosker (2017)
- Mrs H McLaren
- Mrs Shirley McLean
- Mr C McLeod
- Mr Don McRae
- Mrs Wendy McWhinney
- Ms Felicity Melican (2013)
- Dr John Menzies OAM
- JE Meyer
- Mr Andrew Miller
- Mr J Miller
- Mrs J Mills
- Mr Ivan Mirtschin
- Miss Mabel Mitchell
- Mrs Coral Moore
- Mr F Moore
- Mrs Nancy Moore
- Mr Robert Moore
- Mr James Moran
- Mr J Morris Jnr
- Mr W Morris
- Mrs Sharon Muldoon (2017)
- Mrs I Mulligan
- AE Murdock
- Mrs G Mutten
- Nestle (Fonterra) Sports & Social Club
- Mrs Sheryl Nicolson
- Mr AW Noel
- Mrs HW Norman
- Mrs Alison Northeast
- Mr JB Norton
- Mrs Helen Nunn
- Mrs Barbara O'Brien
- Mrs Judy O'Keefe
- Miss K O'Leary
- Mr L O'Rourke
- Mr W Owens
- Mrs Dianne Papworth (2016)
- Mr Ken Parker
- Mrs TJ Parker
- Mrs GR Parsons
- Mr DR Patterson
- Mrs ME Paterson
- Mrs Phyllis Peart
- Dr Ian Pettigrew
- Mr Bill Phillpot OAM
- Ms Barbara Piesse
- Mrs G Pike
- Mrs Gloria Rafferty
- Mrs Margaret Richardson
- Mr DM Ritchie
- Mr Ric Robertson
- Mrs Judy Ross
- Mr NJ Rowley
- Mr Peter Roysland
- Mr JC Rule
- Mr Leo Ryan
- Mrs Sue Sambell
- Mr John Samon
- Mr RG Sampson
- Mrs Eileen Savery
- Mr A E Scott
- Mr L Sedgley
- Mr TT Shaw
- Mrs A B Smart
- Mr M Smill
- Mrs Ann Smith
- Michelle Smith
- Mrs Lynette Stammberger (2017)
- Ms G Stevens
- Mr GC Sullivan
- Mrs B Surkitt
- Mrs Ailsa Swinton
- Mrs Mona Swinton (2014)
- Mr DN Symons
- Ms Carolyn Taylor (2014)
- Mrs D Taylor
- Mr F Taylor
- Mr HC Taylor
- Miss Kate Taylor
- Mrs Robbie Taylor
- Miss Yvonne Teale
- Mrs A Thorpe
- Mrs AJ Trotter
- Mr SW Waldron
- Mr JB Walker
- Mrs H Wallace
- Mrs Judith Wallace
- Mrs RJ Wallace
- Mrs D Wedge
- RV Wellman
- Mr AC Whiffen
- Mr G Whiteside
- Mr J Wilkinson
- Mrs June Williams
- Mrs Marion Williams (2010)
- Mrs Zelda Williams
- Mr John Wilson
- Mrs NT Wines
- Mr WJ Wines

Our condolences are extended to the family and friends of the following life governors who passed away during 2018-19: Iris Bickley (Nov 2018), Norma Gilbert (Dec 2018) and Anne Wright (Oct 2018).

*Awarded Life Governorship in 2018-19

VOLUNTEERS

Our 332-strong team of registered volunteers helped us deliver more than 30 existing programs and allowed us to implement new initiatives during 2018-19, including:

- › Providing a meet-and-greet and way-finding service to patients and visitors arriving at our Warrnambool Base Hospital
- › Promoting hand hygiene and sepsis community awareness campaigns in our onsite public spaces
- › Establishing CHAMPS (Community Help and Mentoring Patient Support) to empower the day-to-day living of our socially isolated and/or vulnerable Transition Care Program clients who are transitioning from hospital to home and have very little family and carer support
- › Offering a true dignity therapy model for our palliative patients after training eight palliative-specific volunteers as dignity therapists.

WHERE OUR VOLUNTEERS HELP

SWH CAMPUS/SITE	2018-19
Camperdown Community Health	1
Camperdown Hospital	91
David Newman Adult Day Centre	19
Lismore Community Health	16
Macarthur Community Health	32
Merindah Lodge	18
Warrnambool Base Hospital	141
Warrnambool Community Health	12
Warrnambool Mental Health Services	2
TOTAL	332

Camperdown Community Health: 1 volunteer provides administrative support.

Camperdown Hospital: 69 registered volunteers support our Meals on Wheels service while 22 others are involved in our Camperdown & District Hospital Auxiliary and our Camperdown Hospital Trolley Auxiliary.

David Newman Adult Day Centre: 19 registered volunteers provide a range of activities for 55 members, including music programs, armchair dancing, bus driving to and from events, assisting with kitchen duties and craft. They offer support and friendship via the centre's A Well For Life Group, Out and About Group, Men's Social Group and Social Support Group.

Lismore Community Health: 10 registered volunteers support program activities for our rurally and socially isolated clients by assisting our Social Support Group with meals preparation and group activities, and by way of helping with music and singing activities, and bus driving. Another 6 form our SWH Lismore Ladies Auxiliary to help raise funds to support our work in and around Lismore.

Macarthur Community Health: 32 registered volunteers perform many activities including bus driving, transporting clients to medical appointments, Social Support Group assistance, gardening, Telehealth and Broadband for Seniors.

Merindah Lodge: 7 registered volunteers and 11 Friends & Relatives of Merindah (FROM) members assist with a variety of activities including bacon and egg mornings, craft, music, outdoor gardening, social outings, pet therapy visits and bus driving.

Warrnambool Base Hospital: Of 141 registered volunteers, 59 support onsite programs in our emergency department and medical, rehabilitation, acute, haemodialysis and paediatrics units. The remaining 82 palliative-specific registered volunteers support 9 inpatient and community-based palliative care programs to provide support to patients and clients, and their carers and families, across our catchment area.

Warrnambool Community Health: 12 registered volunteers assist our diabetes, cardiac rehabilitation and continence teams, perform administration tasks, and ensure the smooth running of our Ostomy Association.

Warrnambool Mental Health Services: 2 registered volunteers support our acute inpatient unit by helping run the weekly BBQ for our consumers/carers in the community, and our consumers who are inpatients.

THE EDUCATION AND TRAINING OF OUR VOLUNTEERS

Our registered volunteers receive regular training and upskilling as individual and group needs arise. Training provided during 2018-19 included dignity therapy, and therapeutic massage therapy training.

RECOGNISING OUR VOLUNTEERS

At our 2018 Camperdown Year in Review, service awards were presented to 14 individuals who'd collectively volunteered at our Camperdown campus for 190 years:

- › 50 years: Judith Donnelly
- › 25 years: Margaret Willsher
- › 15 years: Valda Coverdale and Thelma Lane
- › 10 years: David Gay, John Morgan, Truss Morgan and Monique Pope, Margaret Nichol, Patricia Holley and Mark Leddy
- › 5 years: Judy Myers and Grant Myers and Jennifer Brebner.

At our 2018 Warrnambool Volunteers AGM, service awards were presented to 20 individuals who'd collectively volunteered at our Warrnambool campus for 245 years:

- › 25 years: June Ford-Crothers, Claire Gibbons, Barbara Hill, Julie Hoare and Joy Talbot
- › 20 years: Diane Papworth
- › 10 years: Sue Hoggan, Karen Jackson, Lois Maraldo, Phyllis McLeish, Ann Nicholson and Leslie Togni
- › 5 years: Maree Dignan, Robyn Harry, Mark Lawlor, Colin King, Christine McConnell, Robyn Rosolin, Lesley Sheen and Jack Showler.

DONORS

Another brilliant year of support from our donors allowed us to raise \$352,000 in 2018-19. This saw to the financing of otherwise unaffordable medical equipment and initiatives to help treat and care for our communities.

We celebrated two particularly significant donor-related achievements. The first is regarded as a game-changer for our Warrnambool Base Hospital operating theatres while the second involved a very special birthday cake:

We hit our \$150,000 target for a desperately-needed second image intensifier for our Warrnambool theatres. To be used for emergency limb-saving surgery, reconstruction surgery and elective surgery, it will improve patient care, reduce delays in treatment and reduce the risk of complications.

Our Warrnambool Auxiliary turned 60 in August. Founded in 1958, six decades of fundraising has led to a staggering \$409,000 of new medical equipment for our Warrnambool Base Hospital. In 2018-19, this respected group donated a further \$7,174 to allow us to purchase an IV trolley for our Day Stay Unit and four lounge chairs for patients in our Rehabilitation Unit.

Other medical equipment and initiatives financed by donors and fundraising included:

› Camperdown Hospital birthing suite bed	23,000
› Oncology Clinical Trials vaccine fridge	9,500
› Chemotherapy Unit patient lifter	5,300
› Camperdown Hospital carpark solar lighting	10,204
› Dignity Therapy training for palliative care volunteers	2,554
› Paediatric crash cart	2,836
› Rehabilitation/GEM Therapy Garden weather awning	8,802
› Rotary House Warrnambool outdoor bench seating	2,013
› Development/furnishing of Palliative Care Unit's Eric Fairbank Sunroom	27,000
› Rehabilitation Unit tilt wheelchair	5,000
› Emergency Department paediatric monitor	9,518
› Lismore Community Health courtyard redevelopment	7,000

› Weekly Delta Therapy Dog visits to our Warrnambool campus	2,100
› Camperdown Hospital theatre scrubber	6,700
› Oncology Clinical Trials centrifuge	8,070
› Medical Unit bladder scanner	20,000
› Nursing Laboratory simulation equipment	2,876
› Acute Mental Health Unit commercial BBQ	7,980
› Merindah Lodge portable ceiling hoist	2,000
› Camperdown Hospital theatre scrubber	6,700
› Development/delivery of our region's 1st community cancer expo	10,000

As always, our auxiliaries, Murray2Moynes Relay Cycle Teams and staff generously donated their time, expertise and energy to raise \$26,405, \$17,240 and \$5,369 respectively while \$16,123 was received in bequests and memorial gifts.

SWH AUXILIARIES

› Camperdown & District Auxiliary	13,120
› Warrnambool Auxiliary	7,174
› Woolsthorpe Auxiliary	6,111

SWH MURRAY2MOYNE TEAMS

› Grassmere Primary School	3,500
› Scrubbers & The Gasman	5,150
› Warrnambool College	8,590

SWH STAFF

› Rehabilitation Unit/GEM Therapeutic Garden Committee	1,969
› Workplace Giving Program	3,400

BEQUESTS

Lasting legacies totalling \$6,533 were bequeathed by Norma Gilbert, John Gordon, Margaret Jansen, Paul Kenna and Alexander Murdoch.

IN MEMORIUM GIFTS

Families and friends gifted \$9,590 in memory of Max Baudinette, Nicholas Board, Edith Bourke, John Bradley, Ann Kuttner, Robert Nash, Bernard Shaw and May Speed.

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.

REPORT OF OPERATIONS PAGE

Charter and Purpose

FRD 22H Manner of establishment and Relevant Minister	17
FRD 22H Purpose, functions, powers and duties	4-5
FRD 22H Nature and range of services provided	26-27
FRD 22H Activities, programs and achievements for the reporting period	4-5
FRD 22H Significant changes in key initiatives and expectations for the future	N/A

Management and Structure

FRD 22H Organisation structure	34-35
FRD 22H Workforce data / employment and conduct principles	29-30
FRD 22H Occupational Health and Safety	28-30

Financial Information

FRD 22H Summary of the financial results for the year	19
FRD 22H Significant changes in financial position during the year	19
FRD 22H Operational and budgetary objectives and performance against objectives	4-13
FRD 22H Subsequent events	N/A
FRD 22H Details of consultancies under \$10,000	18
FRD 22H Details of consultancies over \$10,000	18
FRD 22H Disclosure of ICT expenditure	18

Legislation

FRD 22H Application and operation of Freedom of Information Act 1982	17
FRD 22H Compliance with building and maintenance provisions of Building Act 1993	17
FRD 22H Application and operation of Protected Disclosure Act 2012	20
FRD 22H Statement on National Competition Policy	19
FRD 22H Application and operation of Carers Recognition Act 2012	17
FRD 22H Summary of entity's environmental performance	31
FRD 22H Additional information available on request	17

Other relevant reporting directives

FRD 25C Local Jobs First Act 2003	17
SD 5.1.4 Financial Management Compliance attestation	21
SD 5.2.3 Declaration in report of operations	5

Attestations

Attestation on Data Integrity	20
Attestation on managing Conflicts of Interest	20
Attestation on Integrity, fraud and corruption	21

Other reporting requirements

Reporting outcomes from Statement of Priorities 2018-19	8-13
Occupational Violence reporting	30
Reporting of compliance Health Purchasing Victoria policy	21
Reporting obligations under the Safe Patient Care Act 2015	17
Reporting of compliance regarding Car Parking Fees	19