



ANNUAL REPORT 2020-21



COVID19 VACCINATION



COMMUNITY HEROES



AT A GLANCE

784

Babies born at our Warrnambool Base & Camperdown Hospitals

25,363

Inpatients cared for at our Warrnambool Base & Camperdown Hospitals

27,340

People treated at our Warrnambool Emergency Department & Camperdown Urgent Care Centre

76,031

Primary & Community Services occasions of service provided to clients

13,187

South West Dental Service attendances by clients

33,187

Community Mental Health contact hours provided to consumers

7,519

Surgeries completed in our Warrnambool Base & Camperdown Hospitals & in the theatres of other local health services partnering with us

13,381

People screened for COVID-19

17,103

COVID-19 vaccination doses administered at our Warrnambool & Camperdown centres / clinics (immunisation program commenced March 11 2021)

287,403

Total individual requisition lines processed by our regional Supply & Logistics Service

131,070

Total Environmental Services' hours spent cleaning our facilities

239,325

Total inpatient meals prepared by our Food Services

1,226

Tonnes of dirty linen processed by our South West Regional Linen Service

1,819

Staff employed across our campuses

332

Registered volunteers across our campuses



ABOUT US

This report provides performance, quality and financial information covering the 2020-21 financial year. It has been prepared in accordance with the Health Services Act 1988, Financial Management Act 1994, Standing Directions of the Minister for Finance (Section 4 Financial Management Reporting) and Financial Reporting Directions (specifically FRD22).

We hope you find this report informative and encourage you to also read our 2020-21 Quality Account on our website at www.southwesthealthcare.com.au

HOW TO CONTACT US

p 03 5563 1666
e info@swh.net.au
m Ryot Street, Warrnambool, Victoria 3280
w www.southwesthealthcare.com.au
f SWHnews

OUR VISION

Leaders in healthcare, partners in wellbeing.

OUR MISSION

To improve the health and wellbeing of South West Victorians by partnering with them to provide high quality healthcare through a future focused health service and an engaged, motivated and empowered workforce.

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 (and headquarters), 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 VALUES



Our Culture of Care

We put the person at the centre of everything we do. We are compassionate and responsive to the needs of consumers of our service, their families, our staff and volunteers.



Our Culture of Respect

We behave in a manner that demonstrates trust, inclusion and mutual understanding. We respect diversity and communicate openly with consideration of others.



Our Culture of Integrity

We are transparent and ethical in all that we do. We are accountable for our decisions and actions. We embrace honest feedback and act on it.



Our Culture of Excellence

We ensure every interaction is of the highest standard, every time. We do not compromise on quality.



Our culture of leadership

We lead by example and empower everyone. We are strategic, responsive and resilient.

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

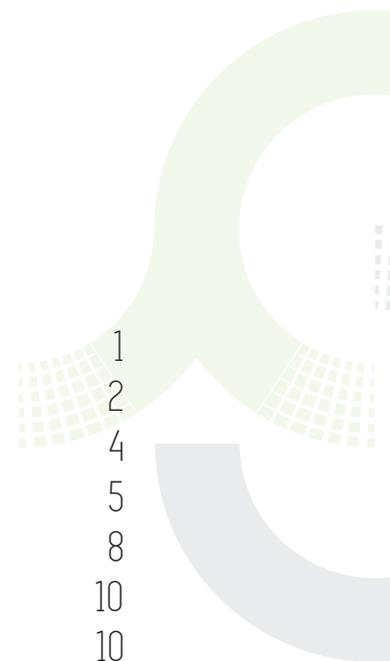
We are the region's largest employer: 1,819 people work for South West Healthcare. Our local economy benefits to the tune of approximately \$140M per annum.

ACKNOWLEDGEMENT OF COUNTRY

South West Healthcare acknowledges the traditional custodians of the land on which our campuses are located: the Djguard Wurrung people (Camperdown), the Wadawurrong people (Lismore), the Gunditjmara people (Hamilton, Macarthur and Portland) and the Peek Whurrong people (Warrnambool). We pay respect to all Elders past, present and emerging.

CONTENTS

OPERATIONAL REPORT	
AT A GLANCE	1
ABOUT US	2
HIGHLIGHTS	4
YEAR IN REVIEW	5
THE ONGOING CORONAVIRUS PANDEMIC	8
PROFILE	10
CAMPUSES	10
STATEMENT OF STRATEGIC DIRECTION	11
STATEMENT OF PRIORITIES	13
PERFORMANCE PRIORITIES	17
STATUTORY REQUIREMENTS	20
PATIENTS & INPATIENTS	26
SERVICES & PROGRAMS	29
HEALTH, SAFETY & WELLBEING	31
ENVIRONMENTAL SUSTAINABILITY	34
CORPORATE & CLINICAL GOVERNANCE	35
BOARD OF DIRECTORS	35
ORGANISATIONAL STRUCTURE	37
EXECUTIVE DIRECTORS	39
PRINCIPAL COMMITTEES	41
SENIOR STAFF	42
STAFF SERVICE AWARDS	47
LIFE GOVERNORS	49
VOLUNTEERS	51
DONORS	53
DISCLOSURE INDEX	54
FINANCIAL STATEMENTS	55
CERTIFICATION	56
AUDITOR GENERAL'S REPORT	57
COMPREHENSIVE OPERATING STATEMENT	59
BALANCE SHEET	60
CASH FLOW STATEMENT	61
STATEMENT OF CHANGES IN EQUITY	62
NOTES TO THE FINANCIAL STATEMENTS	63



HIGHLIGHTS

- › SECURED \$384.4M STATE GOVERNMENT FUNDING TO PROGRESS WARRNAMBOOL BASE HOSPITAL REDEVELOPMENT
- › ESTABLISHED AND OPENED RURAL VICTORIA'S FIRST DESIGNATED COVID-19 VACCINATION HUB
- › DESIGNED FLEXIBLE RESPONSE TO ONGOING MANAGEMENT OF COVID-19 TO SUPPORT OUR STAFF AND THE COMMUNITY
- › CO-LOCATED DRIVE-THROUGH COVID-19 TESTING CLINIC AND VACCINATION CENTRE
- › MAINTAINED STATEWIDE STATUS OF HIGHEST QUALITY CARE INDICATORS
- › RECEIVED 3-YEAR AUSTRALIAN COMMISSION ON SAFETY AND QUALITY IN HEALTH CARE RE-ACCREDITATION
- › RECEIVED 3-YEAR AGED CARE QUALITY STANDARDS RE-ACCREDITATION FOR MERINDAH LODGE
- › REDUCED WAIT TIMES BY SHARING ELECTIVE SURGICAL WORKLOAD WITH ST JOHN OF GOD WARRNAMBOOL
- › ADMINISTERED REGION'S FIRST COVID-19 VACCINATIONS OF BOTH STAFF AND THE COMMUNITY
- › OPENED \$1.94M PURPOSE-BUILT PORTLAND COMMUNITY MENTAL HEALTH CENTRE
- › SECURED \$10.9M STATE GOVERNMENT FUNDING TO REDESIGN ACUTE MENTAL HEALTH INPATIENT UNIT
- › FURTHER ADVANCED CAMPERDOWN HEALTH PRECINCT DEVELOPMENT PLANNING AND SECURED \$4.95M FUNDING COMMITMENT
- › RECORDED 3.9% INCREASE IN INPATIENTS
- › RECORDED 3.8% INCREASE IN EMERGENCY/URGENT CARE PRESENTATIONS
- › RECORDED 6.5% INCREASE IN BIRTHS
- › CONTINUED STRONG FINANCIAL PERFORMANCE
- › MET 140% INCREASE IN TELEHEALTH DEMAND FOR SERVICES AND PROGRAMS
- › MET 62% INCREASE IN TELEHEALTH DEMAND FOR SOUTH WEST MEDICAL CENTRE
- › CO-ESTABLISHED BETTER AT HOME PROGRAM
- › CO-COMMISSIONED THE WAY BACK SUPPORT SERVICE
- › EMPLOYED REGION'S FIRST PROSTATE CANCER SPECIALIST NURSE
- › DEMONSTRATED INCREASED STAFF ENGAGEMENT VIA PEOPLE MATTER SURVEY RESULTS
- › INCREASED FUNDRAISING BY 62%
- › COMPLETED 8 VICTORIAN HEALTH BUILDING AUTHORITY-FUNDED ENERGY EFFICIENCY PROJECTS

YEAR IN REVIEW

It is our pleasure to present to our communities, staff, volunteers and partners this year's Annual Report. It's been a year of constant change in responding to the various COVID-19 scenarios we have faced. Our staff have again shown their ongoing dedication to provide high quality care whilst demonstrating resilience to ensure our services continue to meet increasing demands. We were excited to be funded for the \$384 million redevelopment of our Warrnambool Base Hospital in November 2020. This is the largest project ever funded in rural Victoria and we look forward to delivering on this state-of-the-art hospital, with it resulting in one of the most advanced, contemporary and high quality hospitals anywhere in rural Australia.

OUR RESPONSE TO COVID-19

Our hopes of having a COVID-19 normal world this last year were somewhat different than what we envisioned. Our aim in the latter half of 2020 was to move back to a normal operating environment to address increasing elective surgery demands whilst progressing many actions outlined in our strategic plan. We did progress many of our aims. However, it became obvious COVID-19 would be with us a lot longer than we had originally hoped.

The instability of COVID-19 across Australia resulted in us designing a new, more flexible response to COVID-19 at South West Healthcare (SWH). We have developed an agile, responsive approach to the ongoing management of COVID-19, with formalised structures in place that support us internally and externally across the region. New systems were established to try and make COVID-19 responses part of our everyday work practices. We're particularly proud of the way our staff and partners have been dedicated to keeping our community safe.

Our COVID-19 vaccination journey formally commenced on March 11 2021 with our Emergency Department

Associate Nurse Unit Manager Carole Holman receiving the very first COVID-19 vaccine in the south west. Furthermore, it was a significant milestone to open the Warrnambool Vaccination Hub in April 2020, providing 17,103 COVID-19 doses in 2020-21. This was the first designated vaccination hub outside of larger regional centres. In addition, it was pleasing to co-locate the drive-through COVID-19 testing clinic on this site in May 2021, resulting in a one-stop COVID-19 testing and vaccination centre. A significant and extensive recruitment campaign went live for doctors, nursing and administration staff, with 28 contracted staff currently employed specifically for this centre.

As the largest healthcare provider in the south west, we worked with all our partner agencies to be prepared in dealing with COVID-19. In the early months of the pandemic we worked together with a number of residential aged care facilities and disability providers, including high-needs supported accommodation providers, to develop comprehensive plans, encompassing outbreak management planning and response, education and training, workforce management planning, process development, and general support.

COVID-19 has encouraged us to be innovative with our thinking about care outside the hospital setting. During 2020-21 our telehealth usage across SWH services and programs increased 140 percent and our South West Medical Centre increased 62 percent from the previous year, with consultations being conducted through video or phone. Home-based care was also a priority. Working with the whole Barwon South West region we have established the Better at Home program which focuses on patients receiving care in the comfort and familiarity of their own home. This is a great initiative which we'll continue to build on in the next year as we look to improve and transform the patient experience.

The knowledge of COVID-19 changed the way we worked in 2020-21. We now understand that after a lockdown period we see a surge in activity as people re-engage in their healthcare needs, sport resumes and regional travel recommences. To assist in addressing this demand we created a very rewarding relationship with St John of God Hospital in Warrnambool. This collaboration saw many public patients having their operations occur at St John's. This minimised the wait times people experienced for elective surgery. We hope to continue this fruitful relationship into the future.

Throughout most of the 2020-21 financial year, all staff have been required as a minimum to wear face masks, adhere to strict conditions to prevent a COVID-19

outbreak, and treat people who are more sick and complex compared with previous years. We would like to sincerely thank all SWH staff for their commitment to deliver excellent care under trying conditions.

OUR FOCUS ON CARE

SWH prides itself on integrated, high quality care and strives to continually improve service delivery to achieve excellent outcomes. The challenging backdrop of COVID-19 and State of Emergency restrictions has not deterred us from this. We have seen a 3.9 percent increase in inpatient admissions and our emergency/urgent care presentations increased 3.8 percent on 2019-20. The number of babies delivered at our Warrnambool and Camperdown hospitals also increased by 6.5 percent and we're expecting to see more in the upcoming year. Whilst we strive to meet all our annual performance targets, the impact of COVID-19 has impacted some of our targets mentioned in this report. Pleasingly however, our quality care indicators remained amongst the highest in the state.

In partnership with the Western Victoria PHN, Beyond Blue, Wellways and the Commonwealth Government, SWH in September 2020 commissioned The Way Back Support Service with the aim to improve access to high quality aftercare to support at-risk individuals to stay safe. This service is intended to build the capacity of individuals to self-manage distress and improve mental wellbeing, along with improving links with clinical and community-based services to meet individual needs and circumstances.

With Australia having one of the highest rates of prostate cancer in the world, and in particular the south west having a big need for early detection, education and awareness of this disease, SWH joined forces with the Prostate Cancer Foundation of Australia in February 2021. This resulted in our region having our first prostate cancer specialist nurse. This new role will support local men and families impacted by the disease, giving them greater confidence they can navigate the challenges of prostate cancer with all the support needed.

The COVID-19 pandemic resulted in a number of scheduled accreditation visits for 2020 being deferred to 2021. In April 2021, we received a three-year accreditation from the Australian Commission on Safety and Quality in Health Care. The final accreditation report highlighted our processes are well developed, comprehensive and well governed, and staff are uniformly very proud of the organisation and led by a leadership team who are palpably committed to improving safety and quality.

Furthermore, in May 2021 our bed-based aged care service, Merindah Lodge, was assessed for accreditation against the Aged Care Quality Standards and was

successfully re-accredited for a further three years. The assessors were effusive in their praise for the staff who work so hard to deliver exceptional care to our consumers. The assessors noted the consumer is at the heart of everything we do, and we involve them and their families in decision making. Something we strive for with all our services.

SWH welcomed the release of the Royal Commission into Victoria's Mental Health System and the Royal Commission into Aged Care Quality and Safety. We are fully invested in implementing the recommendations to improve the outcomes for all people in our region. We fully intend to communicate these changes broadly across our communities as we progress.

PATIENT CONSUMER EXPERIENCE

Our patients, clients, residents, consumers and families are at the heart of everything we do. We continually strive for all consumers to have a great experience. Through our compliments and complaints system, and various patient experience mechanisms, we act on feedback we receive as we seek to improve and deliver on the growing expectations.

To ensure we continuously improve, a review of the SWH Consumer Engagement framework was undertaken with the overall findings demonstrating strong leadership, commitment to and passion for improvement. This provides us with a strong foundation for further development.

The SWH Consumer and Community Advisory Committee is invested in implementing its new structure. This will result in more input from a broader range of consumers that directly change our services to be more responsive and dynamic in delivering care.

STAFF AND WELLBEING

Underpinning our high quality care is our continuing goal to be a great place to work. Our 2020 People Matter Survey results demonstrate an increase in staff engagement, with staff proud to tell others where they work; recommending SWH as a good place to work and receive care; and feeling a strong personal attachment to the workplace.

Staff and volunteer safety and wellbeing are always a focus. During 2020-21 they were pivotal. Our priority was to keep staff safe during this time. As part of the Healthcare Worker Infection Prevention and Wellbeing Taskforce, we completed assessments of all workspaces across the organisation, including offices, tearooms, meeting rooms and bathrooms. Positive feedback from the Department of Health following an audit on infection prevention measures resulted in our processes being shared with other health agencies for their education and training. A triumph for our Infection and Prevention team.

We are very aware that our staff have gone above and beyond; not only in responding to the various COVID-19 demands, but also in meeting increasing clinical care needs. It has not been easy, our workforce has been exceptional in ensuring we continue to care for patients, often by taking on additional responsibilities whilst continuing to carry on with our business as usual. In early 2021 we commenced a significant staff recruitment campaign to bolster our staff and ease the load. Whilst there has been some success, we will continue to recruit and provide more support to our dedicated, resilient and positive workforce.

BUILDING INFRASTRUCTURE FOR THE FUTURE

As demand for our services increases, SWH welcomed the Victorian State Government's \$384.4 million funding commitment to progress the next stage of the Warrnambool Base Hospital redevelopment. This is not only an amazing outcome for Warrnambool, but the entire south west region. It will provide significant investment into our long term future. We thank the Andrews Government for this huge commitment.

With the successful completion of the assurance review and gateway process, the redevelopment project is underway, with the final works due to be completed in 2027 – a year later than initially forecast due to COVID-19 delays. This will result in one of the most leading, progressive facilities in rural Australia and will ensure excellent care, closer to home.

On December 8 2020, SWH opened the Portland Community Mental Health Centre. This \$1.94 million State Government-funded project supports and allows delivery of person-centred care and improved health outcomes, and delivers better health for residents of the Glenelg Shire community.

We thank the State Government for its continued support and commitment to our south west region.

OUR GENEROUS SUPPORT

The support we've received from our local communities supporting us with our COVID-19 response has been remarkable. Not only via their understanding of the issues and delays that may occur as a result, but importantly, by helping us lead the statewide charge of being vaccinated.

The care we provide is significantly enhanced by the generosity of the people who live in our communities. Their donations allow us to purchase vital medical equipment, carry out ground breaking research, and expand our services to spare local people having to travel hundreds of kilometres to source these services elsewhere. In 2020-21, we received \$1.34 million in donations. Thank you to all our generous donors.

LOOKING FORWARD

2020-21 has been a year of challenge and constant changes. Whilst we've embedded structures in place to respond to COVID-19, we're hopeful that, with a successful nationwide COVID-19 vaccination program rollout, during 2021-22 our energy can shift away from the constant demands and changes relating to COVID-19.

We have continued to improve our core service provision throughout the last two years, and a more systematic approach to tackling COVID-19 will ensure we deliver care closer to home. We will focus particular attention to access to emergency and bed-based care in the upcoming twelve months, along with supporting our staff.

The exciting capital redevelopment will make significant progress this coming year with the regional logistics and linen hub commencing in earnest, whilst we also redesign and change our acute mental health inpatient unit through a \$10.9 million government funding commitment.

On behalf of the Board of Directors and Executive, we would like to take this opportunity to sincerely thank each and every staff member and volunteer for your outstanding efforts, which has ensured we have kept our community safe during this unprecedented time. Thank you also to our communities, for your continual understanding of necessary restrictions we have put in place and for your ongoing support of our teams.

We look forward to working with our communities, partners and surrounding health services to deliver a comprehensive health care system that results in people in the south west of Victoria living healthier and happier lives.



CRAIG FRASER
Chief Executive Officer
29 September 2021



BILL BROWN
Chairman,
Board of Directors
29 September 2021

THE ONGOING CORONAVIRUS PANDEMIC

COVID-19 has now been impacting lives across the world since the first few months of 2020. Health services across the globe have continued to pivot with each nuance COVID-19 continues to present.

Australia recorded its first case of COVID-19 on January 25 2020 and, by March 2, its first case of community transmission. On March 12 2020 the virus was declared a global pandemic by the World Health Organisation. Stage 3 restrictions commenced on 30 March 2020 in Victoria with only 4 reasons to leave home.

Our Warrnambool Base Hospital has cared for six COVID-19 positive inpatients and 13 COVID-19 positive outpatients since June 30 2020.

SWH has developed an agile responsive approach to the ongoing management of COVID-19 with the addition of a COVID-19 coordinator and a COVID Infection Prevention Community Response Consultant to support and liaise with our SWH Incident Control Group (ICG) and management team.

Significant outcomes for 2020-21 include:

› **COVID-19 Ambassadors**

SWH has played a key part in keeping the community informed by providing reliable, evidence-based and timely information to the public via media and social media messaging. SWH CEO Craig Fraser, Infection Prevention & Control Director Dr Mark Page, COVID Infection Prevention Community Response Consultant Jenny Lukeis, COVID-19 Coordinator Sue Anderton and Community Partnerships Manager Suzan Morey have engaged the local media via multiple interviews on COVID safety in the community. Multiple business and community organisations have also been advised on developing COVID-safe plans, and updated with COVID and vaccination information.

› **Guidance to the Community Services Sector**

The community services sector provides services to many vulnerable Victorians who are especially impacted by the coronavirus (COVID-19) pandemic. The stresses that result from self-isolation and physical distancing have placed demands on community services. Having identified we had a major role to play in the leadership to protect our communities from the spread of COVID-19, SWH developed a role to provide support and advice to this sector to assist with risk assessments and education. Part of this work included planned visits to SWH for vulnerable youth so they could get a 'real life' understanding of the impacts of COVID-19. SWH also set up a dedicated COVID-19 mental health support hotline.

› **Tourism**

SWH has also led the way in developing COVID safety in the tourism sector by collaborating with the Department of Jobs, Precincts and Regions to co-host statewide COVID education for caravan park operators. This guidance supported many tourism operators to prepare for a COVID safe summer by hosting a statewide Zoom education sessions.

› **Vaccination Heroes**

We initiated a Community Hero Vaccination Campaign that engaged 28 key people (all local identities) across our catchment area to assist us with providing vaccination confidence to the public. Our Heroes have shone in full colour advertisements each week across the region.

› **COVID Testing**

Relocated to the COVID-19 hub at 184 Merri Street, our SWH Respiratory Assessment Clinic was then rebranded to become the COVID-19 Testing Clinic. This allowed for greater throughput of testing: 13,381 people have been tested in this clinic in the past 12 months. Our COVID testing staff have been able to step up to assist our community with mass testing at various sites across our region. SWH has developed a COVID response document to support ramping up and scaling down of COVID-19 response as required.

› **SWH Contact Tracing**

We performed more than 24 contact tracing scenarios involving many SWH departments/units/divisions in our review to identify COVID-related risks. From this, we made improvements to the way we work together, forming workplace bubbles and developing systems to reduce risks for staff (such as communal meal breaks and face-to-face meetings).

› **COVID Vaccinations**

Our SWH COVID-19 Vaccination Program was established in March 2021 as a response to support the community to access COVID-19 vaccination. Clinics were established at 184 Merri Street in Warrnambool and the Killara Centre in Camperdown. In total, these clinics have delivered a combined 17,103 doses of COVID-19 vaccine administered to 30 June 2021.

› **Respiratory Protection Program**

In November 2020, SWH progressed our Respiratory Protection Program, assessing staff in using the correct style of N95 mask. These assessments have provided confidence to staff in how to fit and wear an N95 mask.

› **COVID-19 High Risk Housing Program**

SWH has visited 160+ public housing units across five Local Government Areas. We provided COVID-safe education, hand gel, masks and a pathway to vaccination bookings for this most important sector.

› **Visitor and Patient Changes**

Visitor restrictions have continued to be a mainstay in the strategy to reduce movement across all health services in Victoria and ensure safety precautions remain for our patients and staff. A key improvement was the restructure of our main entrances and the onboarding of our Visitor Screening Officers.

› **Staff Safety**

SWH has initiated and developed multiple strategies to ensure our staff remain safe at all times, including creating safe internal and external meal break areas, developing advice when travelling to hotspots and creating processes for staff who work across multiple health services in the region. Workforce bubbles resulted in staff working remotely where practical and where this could not be achieved, separating staff across multiple offices.

› **Personal Protective Equipment**

Since July 2020, we have had a secure PPE supply chain thereby supporting staff safety. We have over 100 PPE champions across all departments of our health service who assist with donning and doffing education as well as keeping abreast of any PPE requirement updates.

› **Infrastructure Changes**

Multiple changes have been made across the organisation to support our COVID safety. These improvements have been underpinned by significant assessments of our heating, ventilation and air conditioning systems by our Building and Infrastructure team. This work has led to major re-configurations in our Emergency Department, former Intensive Care Unit, Supply Department and Maternity Unit.

› **External Infection Prevention Audits**

The Victorian Aged Care Response Centre (VACRC) team undertook a COVID-19 observational visit to our Merindah Lodge aged care facility in September 2020 and was very impressed with our processes put in place. Furthermore, in November 2020 SWH, along with 13 other health services, undertook a rapid review of our COVID Safe Plans by Safer Care Victoria. Feedback was extremely complimentary, with our flows and documents being utilised across the state, and with SWH providing education and training with other health agencies.

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 166 years old and our Camperdown Hospital turned 112.

Consisting of two public hospitals, a mental health services division, an aged care facility and five community health centres, in 2020-21 we provided more than 150 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)
- › Lismore
- › Macarthur

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 provided on the back cover of this report.

LOCATION MAP



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

STATEMENT OF STRATEGIC DIRECTION 2020-24

OUR VISION

Leaders in healthcare, partners in wellbeing

OUR MISSION

To improve the health and wellbeing of South West Victorians by partnering with them, their communities and other providers to deliver high quality healthcare with a future-focus through our engaged, empowered and motivated workforce

GREAT HEALTHCARE EXPERIENCES

We partner with consumers to achieve service excellence

Strategic Priorities Strategies

Continuous quality improvement by partnering with consumers	<ul style="list-style-type: none">› Train and empower our people to work with consumers for their best care› Continuously improve our consumer engagement framework› Empower and support consumers to engage effectively in relevant committees, leading to organisational improvements
Improved health and consumer empowerment through knowledge	<ul style="list-style-type: none">› Implement a sustainable health literacy program› Use regular surveys and targeted reviews to identify opportunities for consumer empowerment› Promote use of My Health Record
Consumer focused service systems	<ul style="list-style-type: none">› Redesign our service systems to incorporate a focus on the consumer experience and equity of access according to need› Establish more specialist outpatient services with no out-of-pocket expenses for consumers

EMPOWERING OUR PEOPLE

We develop talent and leadership across all levels of our workforce, resulting in empowered and motivated individuals and teams, creating a great workplace and a supportive and safe work environment

Strategic Priorities Strategies

A values-driven culture	<ul style="list-style-type: none">› Promote and reinforce our values and expected behaviours› Develop an environment where people achieve their full potential
A diverse and inclusive workforce	<ul style="list-style-type: none">› Support diversity and encourage inclusivity through workforce training and development› Increase recruitment and retention of Aboriginal people
A culture of excellence and accountability	<ul style="list-style-type: none">› Create a motivated workplace where our workforce are engaged, healthy and high performing› Establish a cohesive research and learning strategy that develops all individuals and teams across SWH› Drive positive workplace change through implementation of Our People Strategy

INTEGRATED, HIGH QUALITY CARE

We continually improve service delivery to achieve high quality outcomes

Strategic Priorities Strategies

A 'one team' approach	<ul style="list-style-type: none"> › Develop team-oriented models of care that support seamless transitions across our campuses and community settings › Improve management and clinical systems to optimise throughput, length of stay and occupancy in Warrnambool and Camperdown Hospitals › Develop sustainable models for our multi-site service system configuration
Care provided close to home	<ul style="list-style-type: none"> › Develop innovative and comprehensive models of in-home and out of hospital care › Enhance our specialist service provision in South West Victoria › Renew our clinical services plan to represent future needs
High quality, safe care	<ul style="list-style-type: none"> › Continuously review and improve the design of our systems and the way we deliver to enhance care and the consumer experience › Implement best practice and sector reforms

INFRASTRUCTURE THAT SUPPORTS BEST CARE

Future demand is planned and delivered through strategic investment

Strategic Priorities Strategies

Warrnambool Base Hospital redevelopment	<ul style="list-style-type: none"> › Substantially progress the stage two redevelopment of the Warrnambool Base Hospital in partnership with the Victorian Government › Progress to realisation of the full Warrnambool Masterplan
Camperdown precinct redevelopment	<ul style="list-style-type: none"> › Progress the Camperdown precinct business case to finalisation and progress aged care as stage one › Progress to realisation of the full Camperdown Masterplan
Contemporary integrated information technology systems	<ul style="list-style-type: none"> › Develop and implement an information technology plan to support ongoing leadership, appropriate investment and high quality performance across SWH › Work towards and plan for an end-to-end electronic health record › Develop data systems to support efficient and effective decisions and inform our clinical practice in real time

PARTNERING FOR SUCCESS

We are a highly valued partner and leader

Strategic Priorities Strategies

Improved access to services across the South West	<ul style="list-style-type: none"> › Support our partners in the South West region through collaborations to deliver reliable, safe and appropriate specialist services › Develop effective pathways for people to receive ongoing care closer to home through seamless transfers in and out of SWH
Healthier South West communities	<ul style="list-style-type: none"> › Collaborate and contribute to public health initiatives and wellbeing plans › Enhance population health through implementing evidence-based strategies › Improve equity and access through targeted plans and strategies
Build and strengthen strategic partnerships	<ul style="list-style-type: none"> › Enhance partnerships with education and training providers › Continually improve healthcare experiences through dedicated partnerships with local health and community providers › Work in partnership with the State Government and Department of Health and Human Services to achieve SWH's future potential

STATEMENT OF PRIORITIES

STRATEGIC PRIORITIES	HEALTH SERVICE DELIVERABLES	OUTCOMES
<p>Maintain robust COVID-19 readiness and response, working with the department to ensure rapid response to outbreaks, if and when they occur, which includes providing testing for the community and staff, where necessary and if required. This includes preparing to participate in, and assist with, the implementation of COVID-19 vaccine immunisation program rollout, ensuring the local community's confidence in the program.</p>	<p>South West Healthcare (SWH) will have the best possible clinical COVID-19 model of care in place to respond to the pandemic including defined escalation process for increasing numbers. The model review and response will include the frontline services of Emergency Department, Respiratory Assessment Clinic, Acute Admissions, Mental Health Inpatients, Regional Aged Care Facility.</p>	<ul style="list-style-type: none"> › Emergency Department developed, refined and implemented systems and structures to support COVID specific presentations. › Acute Admissions structure in place to allow for rapid escalation across a number of COVID specific scenarios. › Mental Health Services implemented four key clinical service initiatives to address COVID specific surge demands. › Regional Aged Care Facility Outbreak Management Plan (OMP) developed and tested multiple times from March to September 2020. Independent assessments completed by Commonwealth Government (IPCON and ACQSC) and also by Department of Health Victoria (DH) with exceptionally positive feedback received each time. › The SWH Respiratory Assessment Clinics (RACs) model of COVID testing, provided through SWH RACs, responded continuously to changing demands. This included the implementation of a 7 day/week drive-through clinic, targeted testing for at-risk groups and responding to surge demand through pop-up testing across the region. › Vaccination Clinic established in the Warrnambool Central Business District to provide COVID vaccines. › Former ICU repurposed for staff vaccinations, the 1A group and specific high-risk groups. › Camperdown Campus Vaccination Clinic in place.
	<p>SWH enables provision of social, emotional and mental health support both during the COVID-19 pandemic and during the recovery phase.</p>	<ul style="list-style-type: none"> › SWH mental & emotional wellbeing support phone service in place. › Community monitoring team in place. › Widespread adoption of support through telehealth.
	<p>Develop and implement a COVID Visitor Management Plan that continues to reflect the latest Department of Health Victoria guidelines and responds to both patient/ staff/visitor safety and the best possible care outcomes.</p>	<ul style="list-style-type: none"> › COVID visitor management plan in place as part of organisation-wide COVID response plan. › Visitor screening processes and visiting times and restrictions reviewed and amended to respond to latest advice and to ensure compliance with statewide guidelines. › Independent audit conducted on COVID systems and visitor management. Positive responses received in relation to all aspects of visitor management.

STRATEGIC PRIORITIES	HEALTH SERVICE DELIVERABLES	OUTCOMES
	<p>SWH implements changes to the infrastructure to meet COVID-19 requirements including all capital works, changes to entries, storage areas and wards.</p>	<ul style="list-style-type: none"> › Significant infrastructure changes completed to ensure SWH could respond to COVID-19 and also support region if required. › Work completed included a dedicated respiratory area within the Emergency Department, a new 20-bed inpatient ward on level 3, adding additional six ICU beds in a dedicated second ICU area, establishing respiratory clinic and drive-through for COVID-19 testing. › Establishment of community vaccination hub in Warrnambool Central Business District. In addition to ward ventilation assessments, servicing and auditing of infrastructure to ensure appropriate safety. › This infrastructure remains established and ready to respond as required.
<p>Engage with the community to address the needs of patients, especially vulnerable Victorians whose care has been delayed due to the pandemic and provide the necessary 'catch-up' care to support them to get back on track.</p>	<p>Minimise the impact on other non-COVID-19 services to ensure the best possible health outcomes for the community. With a view to re-establish impacted services where opportunities arise including Elective Surgery, Dental Services, Allied Health and Community Nursing, Centre Against Sexual Assault, Outpatients.</p>	<ul style="list-style-type: none"> › Minimising impact of COVID on elective surgery assisted through partnership arrangements with St John of God and neighbouring health services. Whilst activity levels were impacted, elective surgery activity did increase in the 2020/21 financial year and although not back to maximum levels of activity, these partnership coupled with targeted activity associated with the statewide surgery blitz enabled impact to be minimised. › Systems implemented to ensure continued enablement of telehealth for all appropriate services. › Continuing to provide service with COVID-safe practices in place. This enabled resumption of face-to-face service delivery for services unable to be provided via telehealth as soon as safe to do so (community nursing, dental and hands on Allied Health and GP service delivery). › Outpatient services restored and additional clinics commenced. › All services have strategies in place to increase services as restrictions ease. › Reviews being undertaken to identify any service areas slower to recover to pre-COVID activity levels or with opportunities to expand services to meet community demands.

STRATEGIC PRIORITIES	HEALTH SERVICE DELIVERABLES	OUTCOMES
	<p>SWH continues to play a key role in responding to positive cases and reducing the spread of COVID-19 through clinical tracking, staff contact tracing and COVID treatment strategies.</p>	<ul style="list-style-type: none"> › COVID policies developed, staff trained and ready to stand up in the event of local activity being required. › Summer Preparedness Program developed. With holiday accommodation preparedness led by SWH including: <ul style="list-style-type: none"> › education and support for accommodation providers › Outbreak response plan › Initial crisis management › Testing capacity response › Initial contact tracing. › SWH engaged to support all identified high-risk accommodation in the sub-region including <ul style="list-style-type: none"> › Low-rise, shared public housing › Long-term residents at caravan parks › Other specific shared housing. › Disability Liaison Program established to support individuals with disabilities to ensure appropriate accommodation and support in the event they become unwell.
	<p>SWH provides COVID community education in the areas of training and preparation, infection control, cleaning support, PPE and staff training for other health providers, large businesses, councils and schools.</p>	<ul style="list-style-type: none"> › SWH provided leadership through the Infection Control (IFC) and COVID team to large number of Not For Profit and private aged care facilities and residential disability providers. This included reviewing and developing outbreak management plans, delivering PPE training, providing PPE, conducting IFC audits and provision of general advice to these facilities on COVID-19 response and management. › SWH COVID and Infection Control team completed work with local industry and in Aged Care and Disability sectors. Work continues with high-risk accommodation sector and further planning underway with large business and schools, etc. › Summer planning completed with Warrnambool City Council for large influx of visitors. › New COVID management structure implemented to enable specific focus on community engagement and education. › Education sessions and further scheduling of appointments made as demand increased.

STRATEGIC PRIORITIES	HEALTH SERVICE DELIVERABLES	OUTCOMES
<p>As providers of care, respond to the recommendations of the Royal Commission into Victoria's Mental Health system and the Royal Commission into Aged Care Quality and Safety.</p>		<ul style="list-style-type: none"> › Victorian Government funded \$59.7M package for clinical mental health services to meet immediate surge demands resulting from COVID-19 pandemic and to fast-track critical recommendations from the Royal Commission into Victoria's Mental Health System Interim Report. › Implementation of four key clinical mental health service initiatives to address immediate surge demands resulting from the COVID-19 pandemic: <ul style="list-style-type: none"> › Expanded Hours Clinics › Additional Capacity in Acute Inpatient Units › Secondary Consultation and Liaison › Assertive Acute › Assessment Outreach. › Recruitment of professional staff into temporary positions in our rural location proved to be difficult. However a number of key posts were filled successfully since March 2021 meaning enhanced progress is now being made against targets. <ul style="list-style-type: none"> › The Royal Commission into Aged Care Quality and Safety final report was released by the Commonwealth Government on 1 March 2021. Commonwealth Government announced budget package of support on 11 May 2021 and, at the same time, released their full response to the Royal Commission. As providers of Aged Care Services, SWH commits to working collaboratively with Victorian and Commonwealth Governments to respond to the broad range of recommendations to improve outcomes for older Victorians. As a priority, SWH will identify and prepare for and comply with changes that come into effect from 1 July 2021.
<p>Develop and foster local health partner relationships to continue delivering collaborative approaches to planning, procurement and service delivery at scale. Including prioritising innovative ways to deliver health care through shared expertise and workforce models, virtual care, co-commissioning services and surgical outpatient reform.</p>	<p>Ensure implementation and embedding of a Disability Action Plan (DAP) which seeks to reduce barriers, promote inclusion and change attitudes and practices to improve the quality of care and employment opportunities for people with disabilities.</p> <p>Implement year-2 of the SWH DAP which includes a partnership with Alfred Health in delivery of an NDIA-funded project targeted at improving access and outcomes for people with communication related disabilities.</p> <p>Redesign services and implement an innovative out of hospital care model that enhances connection and care at home.</p>	<ul style="list-style-type: none"> › SPEAK project lead appointed and project work underway. › Disability liaison work related to COVID-19 underway with extension of funding for a further six months. › Further engagement of Disability sector enabled through COVID-related work. › Disability Liaison Officer employed to work through Disability Action Plan actions. Initiative will carry over into 2021/22. <ul style="list-style-type: none"> › SWH involvement in Barwon South West Telehealth Project and Better at Home project funded through cluster planning. › Primary and Community Services Comprehensive Care Policy in place, providing clear process regarding risk screening and multidisciplinary management of patients managed in the home. › Project lead in place at Barwon Health, SWH project recruitment underway. Official funding letters received. › GEM at Home business case complete. Hospital in the Home utilisation increased. Initiative will carry over into 2021/22.

PERFORMANCE PRIORITIES

HIGH QUALITY AND SAFE CARE	TARGET	2020/21 ACTUALS
Accreditation against the National Safety and Quality Health Service Standards	Full compliance	Achieved
Compliance with the Commonwealth's Aged Care Accreditation Standards	Full compliance	Achieved
INFECTION PREVENTION AND CONTROL		
Compliance with the Hand Hygiene Australia program	83%	92.2%
Percentage of healthcare workers immunised for influenza	90%	99%
PATIENT EXPERIENCE		
Victorian Healthcare Experience Survey –percentage of positive patient experience responses	95%	No surveys conducted in 2020-2021
Victorian Healthcare Experience Survey –percentage of very positive responses to questions on discharge care	75%	No surveys conducted in 2020-2021
HEALTHCARE ASSOCIATED INFECTIONS (HAI'S)		
Rate of patients with surgical site infections	No outliers	Met
Rate of patients with ICU central-line associated bloodstream infection (CLABSI)	0.0	0.0
MENTAL HEALTH		
Percentage of adult acute mental health inpatients who are readmitted within 28 day of discharge	14%	13%
Rate of seclusion events relating to an adult acute mental health admission	≤ 10/1,000	7
Rate of seclusion events relating to an aged acute mental health admission	≤ 5/1,000	1
Percentage of child and adolescent acute mental health inpatients with post-discharge follow-up within seven days	80%	95%
Percentage of adult acute mental health inpatients admissions who have a post-discharge follow-up within seven days	80%	95%
Percentage of aged acute mental health inpatients who have a 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%	1.9%
Camperdown	≤ 1.4%	0.0%
Rate of severe foetal growth restriction (FGR) in singleton pregnancy undelivered by 40 weeks	≤ 28.6%	0.0%
Urgent maternity patients referred for obstetric care within 30 days	100%	100%
CONTINUING CARE		
Functional independence gain from episode of rehabilitation admission to discharge, relative to length of stay	≥0.645 (rehab)	1.126
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%	72%
Percentage of emergency patients with a length of stay in the Emergency Department less than four hours	81%	62%
Number of patients with a length of stay in the Emergency Department greater than 24 hours	0	1

TIMELY ACCESS TO CARE		TARGET	2020/21 ACTUALS
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%	82.5%
Percentage of patients on the waiting list who have waited longer than clinically recommended time for their respective triage category		5%	6.6%
Number of patients on the elective surgery waiting list (as at 30 June 2021)		1,100	1,104
Number of hospital initiated postponements per 100 scheduled elective surgery admissions		≤7/100	14.3
Number of patients admitted from the elective surgery waiting list		3,400	3,233
SPECIALIST CLINICS			
Percentage of urgent patients referred by a GP or external specialist who attended a first appointment within 30 days		100%	94.7%
Percentage of routine patients referred by a GP or external specialist who attended a first appointment within 365 days		90%	98.9%
EXECUTIVE FINANCIAL MANAGEMENT		TARGET	20/21 ACTUALS
FINANCE			
Operating Result (\$M)		1.0	\$3.53M
Operating result as a percentage of revenue		0.4%	1.6%
Cash Management	Trade creditors	60 days	38 days
	Patient fee debtors	60 days	45 days
WIES activity performance	WIES (public and private) performance to target	100%	94.3%
ASSET MANAGEMENT			
Adjusted current asset ratio		0.7	1.07
Days of available cash		14 days	35.7 days
Actual days of available cash		14 days	Met
Accuracy of forecasting the Net result from transactions (NRFT)		≤\$250,000	Not met

ACTIVITY REPORTING

Funding Type		Target	2020-21 Activity achievement	
Acute Admitted	WIES Public		14,798	
	WIES Private		798	
	WIES (Public and Private)	16,692	15,596	
	WIES DVA	102	157	
	WIES TAC	137	65	
	WIES Total		15,818	
Acute Non-Admitted	Home Enteral Nutrition	271	N/A*	
	Specialist Clinics	32,462	N/A*	
	* No data available			
Sub-Acute & Non-Acute Admitted	Rehabilitation Public Subacute WIES	319	157	
	Rehabilitation Private Subacute WIES	28	23	
	GEM Public Subacute WIES	287	233	
	GEM Private Subacute WIES	28	15	
	Palliative Care Public Subacute WIES	147	101	
	Palliative Care Private Subacute WIES	22	2	
	Sub Acute WIES - DVA	14	3	
	Transition Care – Bed Days	3,645	2,150	
	Transition Care – Home Days	3,663	3,296	
	Sub-Acute Non-Admitted	Health Independence Program	24,982	20,428
	Aged Care	Residential Aged Care	13,018	7,845
HACC		8,511		
Mental Health & Drug Services	Mental Health Ambulatory	37,522	33,187	
	Mental Health Residential	No target	648	
	Mental Health Inpatient –Secure Unit	1,095	973	
	Mental Health Inpatient –Available bed days	7,305	4,889*	
	* Capacity 15 beds			
	Mental Health Service System Capacity	1	1	
	Mental Health Sub Acute	4,384	3,260	
	Drug Services	132	N/A*	
* No data available				
Primary Health	Community Health/Primary Care Programs	10,945	14,441	
	Community Health Other	17,916	16,282	
Community Health Contacts by Campus	Warrnambool Community Health (inc HIP)		45,935	
	Camperdown Community Health/David Newman Centre		20,963	
	Macarthur Community Health		3,738	
	Lismore Community Health		6,515	
	Regional Dental Service		13,187	
	South West Medical Centre (GP Clinic)		26,507	

STATUTORY REQUIREMENTS

MANNER OF ESTABLISHMENT

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

RESPONSIBLE MINISTERS 2020-21

The Responsible Ministers for South West Healthcare:

**Minister for Health; and
Minister for Ambulance Services**

Jenny Mikakos MP (from 1 July to 26 September 2020)

**Minister for Health; and
Minister for Ambulance Services; and
Minister for Equality**

The Hon Martin Foley MP (from 26 September 2020 to 30 June 2021)

Minister for Mental Health

The Hon Martin Foley MP
(from 1 July to 29 September 2020)

The Hon James Merlino MP
(from 29 September to 30 June 2021)

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 on the South West Healthcare website at www.southwesthealthcare.com

A total of 260 requests under the *Freedom of Information Act* were processed during the 2020-21 financial year. All of these were from the general public and the majority of requests were acceded to.

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

Principal Officer

Mr William Brown, Chair – Board of Directors

Medical Principal Officer

Executive Director 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 ACT DISCLOSURE

In August 2018, the Victorian Parliament reformed the *Victorian Industry Participation Policy Act 2003* in the *Local Jobs First Act 2003* and the FRD was revised to FRD 25D (April 2019).

South West Healthcare had one contract in 2020-2021 to which the *Local Jobs First Act 2003* applied totalling \$4M: for the Transition Care Program Services with a value of \$4M. The contract commenced and was completed during 2020-2021. A VIPP was not required because it was determined the tender to be of nil/limited contestability as the majority of the services (97 percent) required for this tender can be sourced locally (2020/ICNA3372). SWH complies with the *VIPP 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*.

SUMMARY OF FINANCIAL RESULTS FOR THE YEAR

As detailed in the below tables, we're pleased to confirm the total operating revenue increased from \$212.5M to \$227.6M for the 2020-21 financial year. This reflects an increase of \$15M or 7 percent. The service profile continues to be impacted by the COVID pandemic and it's pleasing to report that South West Healthcare has both responded to the community needs associated with the pandemic and maintained our financial strength. An operating surplus of \$3.5M (1.6 percent of operating revenue) was achieved and this strong result ensures the financially sustainable position we've built over many years is maintained and allows us to invest in modern equipment. As detailed through this report, we remain innovative and focused on responding to the rapidly changing health needs of the community we serve.

	2021	2020	2019	2018	2017
	\$000	\$000	\$000	\$000	\$000
Operating Result*	3,534	3,913	502	472	(300)
Total revenue	227,692	212,574	198,987	185,206	172,578
Total expenses	234,600	(220,850)	(209,584)	(196,266)	(177,012)
Net results from transactions	(6,908)	(8,276)	(10,597)	(11,060)	(4,434)
Total other economic flows	1,679	(362)	(993)	(7)	235
Net result	(5,229)	(8,638)	(11,590)	11,067	4,199
Total assets	279,628	271,715	276,928	222,830	232,485
Total liabilities	65,046	54,113	50,691	44,191	42,779
Net assets/Total equity	214,582	217,602	226,237	178,639	189,706

* The operating result is the result for which the health service is monitored in its Statement of Priorities

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

	2020-21
	\$000
Net operating result *	3,534
Capital purpose income	5,671
Expenditure for capital purpose	(633)
Depreciation and amortisation	(15,462)
Finance costs (other)	18
Net result from transactions	(6,908)

DETAILS OF 2020-21 CONSULTANCIES

In 2020-21 there were three consultancies where the total fees payable to the consultants were less than \$10,000. The total expenditure incurred during the 2020-21 financial year in relation to these consultancies is \$17,400 (exclusive of GST).

In 2020-21 there were three consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2020-21 in relation to these consultancies is \$214,784 (exclusive of GST).

DETAILS OF INDIVIDUAL CONSULTANCIES (VALUED AT \$10,000 OR GREATER)	PURPOSE OF CONSULTANCY	EXPENDITURE (VALUED AT \$10,000 OR GREATER)
ASPEX Consultancy	Clinical Services Plan	\$115,784.00
Define Advantage	Mental Health Services Workforce Review	\$21,000.00
Jane Jeffreys Consulting	Board Governance Program	\$78,000.00

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) DISCLOSURE

The total ICT expenditure incurred during 2020-21 was \$5.379M (excluding GST) with the details shown below.

BUSINESS AS USUAL (BAU) ICT EXPENDITURE		
Total Operational expenditure and Capital expenditure (excluding GST)	Operational expenditure (excluding GST)	Capital expenditure (excluding GST)
\$5.379 million	\$4.969 million	\$0.410 million

CAR PARKING FEES

South West Healthcare complies with the Department of Health and Human Services hospital circular on car parking fees. Details of car parking fees and concession benefits can be viewed at www.southwesthealthcare.com.au

BUILDING ACT 1993

COMPLIANCE

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

COMMERCIAL APPOINTMENTS

External Auditors

McLaren Hunt

Internal Auditors

HLB Mann Judd

Bankers

Australia & New Zealand Banking Group Ltd

COMPETITIVE NEUTRALITY

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.

PUBLIC INTEREST DISCLOSURE ACT 2012

South West Healthcare has in place appropriate procedures for disclosures in accordance with the *Public Interest Disclosure Act 2012*. No disclosures were made under the Act in 2020-21.

Since the introduction of the Act 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

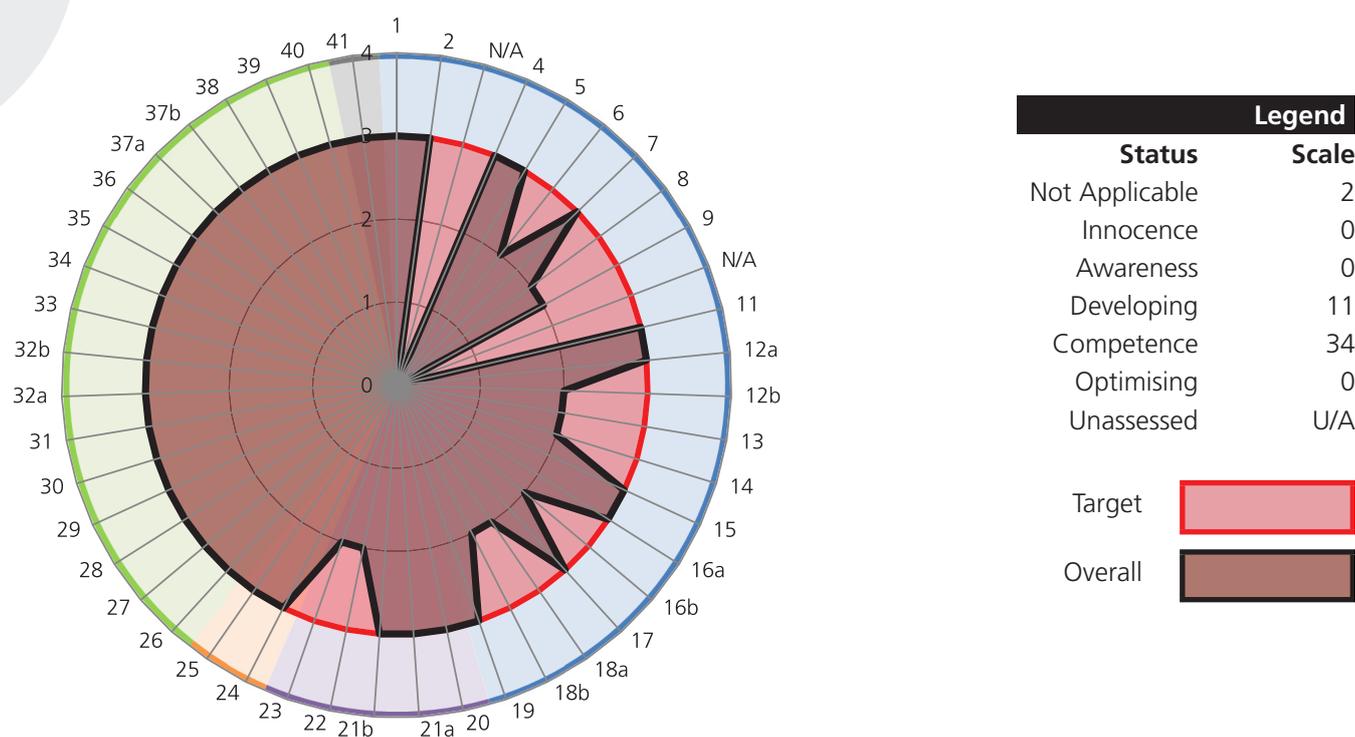
Level 3, 459 Collins Street, Melbourne, Victoria 3000

Phone 1800 806 314

ASSET MANAGEMENT ACCOUNTABILITY FRAMEWORK MATURITY ASSESSMENT

The following sections summarise South West Healthcare assessment of maturity against the requirements of the Asset Management Accountability Framework (AMAF). The AMAF is a non-prescriptive, devolved accountability model of asset management that requires compliance with 41 mandatory requirements. These requirements can be found on the DTF website at www.dtf.vic.gov.au/infrastructure-investment/asset-management-accountability-framework

South West Healthcare's target maturity rating is 'competence', meaning systems and processes fully in place, consistently applied and systematically meeting the AMAF requirement, including a continuous improvement process to expand system performance above AMAF minimum requirements.



Legend	
Status	Scale
Not Applicable	2
Innocence	0
Awareness	0
Developing	11
Competence	34
Optimising	0
Unassessed	U/A
Target	
Overall	

Leadership and Accountability (requirements 1-19)

South West Healthcare has met its target maturity level under most requirements within this category. However there are some areas measured as partially compliant. These areas are allocating asset management responsibility, monitoring asset performance and evaluating of asset performance. There is no material non-compliance reported in this category. A plan for improvement is in place to improve the South West Healthcare's maturity rating in these areas. There were two areas that were found to be not-applicable as South West Healthcare does not currently outsource AMAF responsibilities.

Planning (requirements 20-23)

South West Healthcare has almost met its target maturity level in this category. There were two areas in risk management and contingency planning that are partially compliant.

Acquisition (requirements 24 and 25)

South West Healthcare has met its target maturity level in this category.

Operation (requirements 26-40)

South West Healthcare has met its target maturity level under most requirements within this category.

Disposal (requirement 41)

South West Healthcare has met its target maturity level in this category.

GENDER EQUALITY ACT 2020

The Gender Equality Act 2020 (the 'Act') commenced in March 2021 and is the first of its kind in Australia. The Act was developed in response to the 2016 Royal Commission into Family Violence which showed that Victoria needs to address gender inequality in order to reduce family violence and all forms of violence against women. The objectives of the Act are to:

- › Promote, encourage and facilitate the achievement of gender equality and improvement in the status of women
- › Support the identification and elimination of systemic causes of gender inequality in policy, programs and delivery of services in workplaces and communities
- › Recognise that gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes
- › Redress disadvantage, address stigma, stereotyping, prejudice and violence, and accommodate persons of different genders by way of structural change
- › Enhance economic and social participation by persons of different genders
- › Further promote the right to equality set out in the Charter of Human Rights and Responsibilities and the Convention on the Elimination of All Forms of Discrimination against Women.

South West Healthcare are committed to the implementation of the Act, and to develop, submit and publish a Gender Equality Action Plan (GEAP). To inform the strategies and measures of the GEAP we will conduct a workplace gender audit that analyses workforce data from payroll and human resources, employee experience data from the Victorian public sector's annual employee opinion survey and intersectionality data where available. We will conduct a gender impact assessment of policies, programs and services that are new or up for review and have a direct and significant impact on the public. As part of this assessment we will review programs such as grants and public events, services such as public infrastructure development and community development and policies such as equal access and community engagement policies.

ADDITIONAL INFORMATION AVAILABLE UPON REQUEST

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 Freedom of Information requirements, if applicable):

- › Declarations of pecuniary interests have been duly completed by all relevant officers;
- › Details of shares held by senior officers as nominee or held beneficially;
- › Details of publications produced by the entity about itself, including annual Aboriginal cultural safety reports and plans, and how these can be obtained;
- › Details of changes in prices, fees, charges, rates and levies charged by the Health Service;
- › Details of any major external reviews carried out on the Health Service;
- › Details of major research and development activities undertaken by the Health Service that are not otherwise covered either in the report of operations or in a document that contains the financial statements and report of operations;
- › Details of overseas visits undertaken including a summary of the objectives and outcomes of each visit;
- › Details of major promotional, public relations and marketing activities undertaken by the Health Service to develop community awareness of the Health Service and its services;
- › Details of assessments and measures undertaken to improve the occupational health and safety of employees;
- › A general statement on industrial relations within the Health Service and details of time lost through industrial accidents and disputes, which is not otherwise detailed in the report of operations;
- › A list of major committees sponsored by the Health Service, including any Aboriginal advisory or governance committees, the purposes of each committee and the extent to which the purposes have been achieved;
- › Details of all consultancies and contractors including consultants/contractors engaged, services provided, and expenditure committed for each engagement.

ATTESTATIONS

DATA INTEGRITY DECLARATION

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
23 September 2021

CONFLICT OF INTEREST DECLARATION

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
23 September 2021

INTEGRITY, FRAUD AND CORRUPTION DECLARATION

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
23 September 2021

ATTESTATION ON FINANCIAL MANAGEMENT COMPLIANCE

I, William Brown, on behalf of the Board of Directors, certify that South West Healthcare has no Material Compliance Deficiency with respect to the applicable Standing Directions under the Financial Management Act 1994 and Instructions.



William Brown
Board Chair
South West Healthcare
23 September 2021

INPATIENTS AND PATIENTS

Despite significant mandated State of Emergency restrictions on travel, sport, socialising and other day-to-day activities during 2020-21 (as noted in the Year in Review section in this report), our inpatient hospitalisations and emergency presentations rose. In total, our inpatient admissions increased 3.9 percent and our emergency/urgent care presentations increased 3.8 percent on 2019-20.

27,340 EMERGENCY & URGENT CARE PATIENTS

We recorded a 3.8 percent increase in emergency department and urgent care centre attendances for 2020-21. During this 12-month period we treated 27,340 emergency and urgent care patients (compared to 2019-20's 26,347):

- › Our Warrnambool Emergency Department treated 25,103 people. This is a 3.9 percent increase (937 more) on the 24,166 people treated in 2019-20.
- › Our Camperdown Urgent Care Centre treated 2,237 people. This is a 1.5 percent decrease (34 less) on the 2,271 people treated in 2019-20.

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:

- › 58.9 percent (14,789) of our Warrnambool Base Hospital Emergency Department patients were Warrnambool City residents.
- › 80.8 percent (1,807) of our Camperdown Hospital Urgent Care Centre patients were Corangamite Shire residents.

SWH EMERGENCY/URGENT CARE PATIENTS' RESIDENCES BY SWH HOSPITAL 2020-21

PATIENTS' RESIDENCES	WARRNAMBOOL BASE HOSPITAL		CAMPERDOWN HOSPITAL	
	Number	%	Number	%
Warrnambool	14,789	58.91	53	2.37
Moyne	5,074	20.21	76	3.40
Corangamite	2,436	9.70	1,807	80.78
Glenelg	603	2.40	2	0.09
Southern Grampians	242	0.96	4	0.18
Colac Otway	76	0.30	25	1.12
Rest of Victoria	1,612	6.42	246	11.00
SA	46	0.18	3	0.13
NSW	60	0.24	7	0.31
QLD	40	0.16	9	0.40
WA	8	0.03	0	0.00
ACT	4	0.02	1	0.04
NT	5	0.02	1	0.04
TAS	7	0.03	1	0.04
Overseas	17	0.07	0	0.00
No Fixed Address	72	0.29	1	0.04
Unknown	12	0.05	1	0.04
TOTALS	25,103	100	2,237	100

25,363 HOSPITAL INPATIENTS

We recorded a 3.9 percent increase in inpatients for 2020-21. During this 12-month period we cared for 25,363 inpatients (compared to 2019-20's 24,412):

- › Our Warrnambool Base Hospital cared for 23,408 inpatients. This is a 4.9 percent increase (1,089 more) on the 22,319 inpatients cared for in 2019-20.
- › Our Camperdown Hospital cared for 1,955 inpatients. This is a 6.6 percent decrease (140 less) on the 2,093 cared for in 2019-20.

WHERE OUR PATIENTS LIVE

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

- › 58.5 percent (13,681) of our Warrnambool Base Hospital inpatients were Warrnambool City residents.
- › 55 percent (1,075) of our Camperdown Hospital inpatients were Corangamite Shire residents.

SWH INPATIENTS' RESIDENCES BY SWH HOSPITAL 2020-21

INPATIENTS' RESIDENCES	WARRNAMBOOL BASE HOSPITAL		CAMPERDOWN HOSPITAL	
	Number	%	Number	%
Warrnambool	13,681	58.45	573	29.31
Moyne	4,424	18.90	216	11.05
Corangamite	2,620	11.19	1,075	54.99
Glenelg	1,341	5.73	19	0.97
Southern Grampians	604	2.58	15	0.77
Colac Otway	73	0.31	23	1.18
Rest of Victoria	510	2.18	30	1.53
SA	93	0.40	1	0.05
NSW	8	0.03	0	0.00
QLD	8	0.03	2	0.10
WA	2	0.01	0	0.00
ACT	0	0.00	0	0.00
NT	5	0.02	1	0.05
TAS	3	0.01	0	0.00
Overseas	13	0.06	0	0.00
No Fixed Address	21	0.09	0	0.00
Unknown	2	0.01	0	0.00
TOTALS	23,408	100	1,955	100

THE AGE OF OUR 25,363 INPATIENTS

We were pleased to have treated 2,217 inpatients in the 71-75 age group who accessed the most services at Warrnambool Base Hospital in 2020-21; with the 61-65 age group (195 inpatients) the largest group of people treated at Camperdown Hospital:

- › The 71-75 age group accounted for 9.5 percent of inpatients treated at our Warrnambool Base Hospital. The 76-80 age group was the second highest at 9.4 percent followed by the 61-65 age group at 9.2 percent. (In 2019-20, the 76-80 age group was the highest-rating at 10.5 percent, followed by the 71-75s at 10.2 and the 66-70s at 9.9.)
- › The 61-65 age group accounted for 10 percent of inpatients treated at our Camperdown Hospital. The 71-75 age group was the second highest at 9.3 percent followed by the 51-55 age group at 9 percent. (In 2019-20, the 66-70 age group was the highest at 12.4 percent followed by the 71-75s at 9.8 and the 51-55s at 9.7.)
- › It's worth noting, children in the 0-5 year inpatient figures at both hospitals (6.5 percent at Warrnambool and 2.3 percent at Camperdown) include midwifery unit births, while the Camperdown Hospital figures do not include Merindah Lodge residential aged care residents.

SWH INPATIENTS AGE BY SWH HOSPITAL 2020-21

AGE OF INPATIENTS	WARRNAMBOOL BASE HOSPITAL		CAMPERDOWN HOSPITAL	
	Number	%	Number	%
0-5	1,526	6.52	46	2.35
6-10	274	1.17	1	0.05
11-15	294	1.26	13	0.66
16-20	603	2.58	55	2.81
21-25	755	3.23	83	4.25
26-30	1,150	4.91	88	4.50
31-35	997	4.26	103	5.27
36-40	840	3.59	98	5.01
41-45	1,049	4.48	88	4.50
46-50	978	4.18	131	6.70
51-55	1,632	6.97	176	9.00
56-60	1,953	8.34	166	8.49
61-65	2,143	9.15	195	9.97
66-70	2,102	8.98	165	8.44
71-75	2,217	9.47	181	9.26
76-80	2,193	9.37	134	6.85
81-85	1,500	6.41	115	5.88
86-90	825	3.52	83	4.25
91+	377	1.61	34	1.74
TOTAL	23,408	100	1,955	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			•									
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						•	•					
Continence/Urology	•		•	•								
Coronary Care	•											
COVID Testing Clinic	•											
COVID Vaccination Clinics	•	•										
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			•	•								
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							•					
Mental Health												
- Acute Inpatient	•											
- Adult	•							•	•	•	•	•
- Aged Persons	•							•	•	•	•	•
- Child & Adolescent includes CASEA	•							•	•	•	•	•

	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
- 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 Centre (PARC) care									•	•	•	•
- 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	•											
Nephrology Services	•											
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	•	•										
Prostate Cancer Specialist Nurse	•											
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	•	•	•	•				•				
Specialist Outpatient Clinic	•											
Stomal Therapy	•											
Strength Training				•	•			•				
Stroke Liaison	•											
Telehealth	•	•	•	•	•	•		•	•	•	•	•
Telemetry	•	•										
Transesophageal Echocardiography	•											
Transition Care Program	•		•	•								
Transport					•	•	•					
Treatment Room					•	•						
Urgent Care Centre		•										
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

2020-21 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 team is 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, emergency management, business continuity and 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 2020-21

- › Installed sit/stand workstations to improve ergonomics in the office environment.
- › Implemented additional controls to improve the prevention and management of occupational violence and aggression (OVA), including additional duress alarms, OVA risk assessments and tailored OVA training packages.
- › Reviewed patient manual handling for clinical staff, resulting in significant increase in staff completing No Lift manual handling training.
- › Introduced significant modifications to patient manual handling techniques in the operating theatre environment.
- › Achieved 100% compliance for monthly OHS inspections of 69 departments.
- › Continued providing ongoing support to staff through our Employee Assistance Program, including critical incident management support.
- › Influenza-vaccinated 93 percent of workforce (1,569 staff vaccinated) to achieve Victorian target.
- › Active management and delivery of centralised, consistent approach in relation to COVID-19-related health, safety and wellbeing matters.
- › Continued to implement risk-based immunisation program for managing occupational risk for vaccine-preventable diseases in accordance with National Safety and Quality Health Service (NSQHS) standard requirements and Australian Immunisation handbook.

WORKFORCE DATA

STAFF NUMBERS (FULL TIME EQUIVALENT/FTE) 2019-20 TO 2020-21

LABOUR TYPE	2019-20 FTE JUNE	2020-2021 FTE JUNE	2019-20 FTE YTD JUNE	2020-21 FTE YTD JUNE
Administration/Clerical	189.20	208.17	187.38	194.85
Allied Health	139.37	136.10	137.85	137.17
Hotel/Allied Services	155.65	159.63	159.43	158.38
Medical	90.04	100.96	91.18	94.96
Medical Support	68.33	65.36	68.82	67.65
Nursing	515.60	550.98	505.78	529.33
TOTAL	1,158.19	1,221.20	1,150.44	1,182.33

STAFF GENDER/EMPLOYMENT STATUS 2018-21

	JUNE 2021	JUNE 2020	JUNE 2019	JUNE 2018
FEMALE				
Full Time	311	321	305	298
Part Time	951	870	829	766
Casual	196	97	117	120
(Sub Total)	1,458	1,288	1,251	1,184
MALE				
Full Time	187	181	187	190
Part Time	109	90	93	78
Casual	65	18	19	13
(Sub Total)	361	289	299	281
TOTAL	1,819	1,577	1,550	1,465

OCCUPATIONAL HEALTH & SAFETY DATA

OCCUPATIONAL HEALTH AND SAFETY STATISTICS 2018-19 TO 2020-21

OCCUPATIONAL HEALTH AND SAFETY STATISTICS	2020-21	2019-20	2018-19
Number of reported hazards/incidents for the year per 100 FTE	48.21	39.68	45.50
Number of 'lost time' standard Workcover claims for the year for 100 FTE	2.37	1.30	1.27
Average cost per Workcover claim for the year	\$31,389	\$23,765	\$12,646

OCCUPATIONAL VIOLENCE STATISTICS 2020-21

1. Workcover accepted claims with an occupational violence cause per 100 FTE	0
2. Number of accepted Workcover claims with lost time injury with an occupational violence cause per 1,000,000 hours worked	0
3. Number of occupational violence incidents reported	257
4. Number of occupational violence incidents reported per 100 FTE	21.74
5. Percentage of occupational violence incidents resulting in a staff injury, illness or condition	15.95%

DEFINITIONS OF OCCUPATIONAL VIOLENCE

- › 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 - an event or circumstance that could have resulted in, or did result in, harm to an employee. Incidents of all severity rating must be included. Code Grey reporting is not included, however, if an incident occurs during the course of a planned or unplanned Code Grey, the incident must be included.
- › Accepted Workcover claims - accepted Workcover claims that were lodged in 2020-21.
- › Lost time - defined as greater than one day.
- › Injury, illness or condition – includes all reported harm as a result of the incident, regardless of whether the employee required time off work or submitted a claim.

ENVIRONMENTAL SUSTAINABILITY

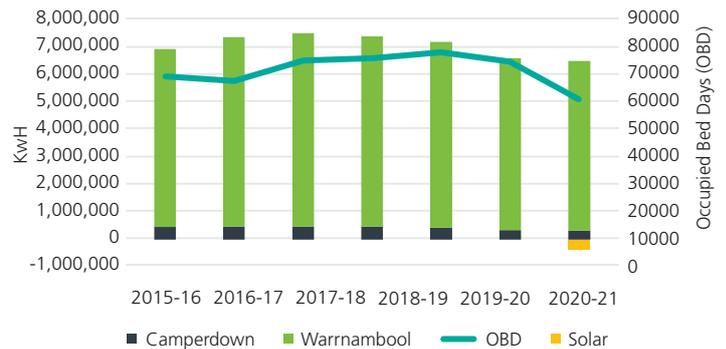
A key highlight of 2020–21 for the SWH Sustainability Committee has been the launch of the 2020–24 Environmental Management Plan (EMP).

This 2020–24 EMP can be accessed on our SWH website and has a strategic focus on improving environmental performance, developing staff capacity and leadership, and commencing work in climate change adaptation.

Energy-efficiency projects continue to be a primary focus of sustainability activity at SWH. Despite challenges created by ongoing COVID restrictions, significant infrastructure projects were able to be completed in 2020–21. Eight infrastructure projects funded by the Victorian Health Building Authority (VHBA) were completed over the course of the year, including solar PV array at Lismore Community Health and Macarthur Community Health, Portland Community Mental Health Services and Warrnambool's Ngootyoong Prevention and Recovery Centre (PARC). These new arrays are expected to generate in the order of 96Mwh annually, adding to the 353Mwh of electricity generated in their first full year of production in 2020–21 by the solar arrays at Warrnambool and Camperdown campuses (approximately 5.5 percent of behind the meter electricity production for SWH). As shown in the table, this solar production largely accounts for the efficiency gains achieved in electricity at our larger campuses in 2020–21.

Additional activity focusing on energy and emissions reductions include the replacement of one of our two steam boilers with two more efficient heater packages, the rolling introduction of hybrid cars into our SWH fleet, and the implementation of 25 percent green power purchase for electricity at our smaller SWH sites (including community health services and medical residences). Most of these impacts to our environmental performance will be seen in the Public Environment Report, a full account of our energy and water use, waste and generation of Greenhouse Gas (GHG) Emissions. This report will be available on our website.

ELECTRICITY USAGE AND OCCUPIED BED DAYS AT KEY SWH CAMPUSES



The second and third strategic areas of the 2020–24 EMP focuses on developing staff capacity and leadership in environmental sustainability and commencing work in climate change adaptation. This builds on work already underway with highlights in 2020–21 including:

- › Emergency Department (ED) QR code posters of common patient discharge topics for children and adults developed in conjunction with ED Green Ambassadors and Waste Working Group to reduce paper usage.
- › Waste Working Group of key Warrnambool and Camperdown waste and resource procurement staff meeting regularly to guide waste and recycling activity across all campuses.
- › Pharmaceutical waste project received approval to be fully rolled out to all clinical areas.
- › Re-usable water bottle campaign at two SWH sites previously supplying patients with single use spring water, developed with Green Ambassadors and Sustainability Committee members.
- › Involvement of SWH Sustainability Committee members in DHS Health and Human Services Climate Change Adaptation Plan consultation and regional DELWP led Climate Adaptation Capacity Building Program.
- › Preparation work for SWH consultation with clinicians and service development staff regarding climate change adaptation baseline assessment.

BOARD OF DIRECTORS

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

CHAIR - BILL BROWN

Director, Advisor & Lawyer – Orange Advisory PL

Bachelor Laws, Bachelor Economics, GIA (Cert)

Appointed: July 2017

Sub committees: Corangamite Health Collaborative; Financial Performance, Audit & Financial Risk, Governance & Remuneration (chair)

Attendance: 11/11 (100%) board meetings

DEPUTY CHAIR - DR BERNADETTE NORTHEAST

Senior Manager, Land Health & Strategic Partnerships – Glenelg Hopkins Catchment Management Authority

Bachelor Science (Hons), Doctor Philosophy, Graduate AICD CDC

Appointed: July 2015

Sub committees: Governance & Remuneration; Human Research Ethics (chair); Quality & Clinical Risk; Financial Performance, Audit & Financial Risk

Attendance: 11/11 (100%) board meetings

DEPUTY VICE CHAIR KYLIE GASTON

Chair – Great South Coast Integrated Water Management

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

Appointed: July 2017

Sub committees: Consumer & Community Advisory; Quality & Clinical Risk; Governance & Remuneration

Attendance: 11/11 (100%) board meetings

DIRECTOR NARELLE ALLEN

Manager, Brand & Strategic Marketing – South West TAFE

Graduate Certificate Marketing

Appointed: July 2015

Sub committee: Consumer & Community Advisory (chair)

Attendance: 11/11 (100%)

DIRECTOR ALEX GILLAN

Independent Non Executive: Director – Breakthru Ltd, Gospel Resources Ltd, Stonker Pty Ltd

Bachelor Business (IT), Graduate AICD CDC

Appointed: July 2019

Sub committees: Financial Performance, Audit & Financial Risk; Quality & Clinical Risk

Attendance: 10/11 (91%) board meetings

DIRECTOR RONDA HELD

Director – Energy & Water Ombudsman, Victoria

Master Policy & Administration, Bachelor Economics, Bachelor Social Administration

Appointed: July 2020

Sub committee: Quality & Clinical Risk, Consumer & Community Advisory

Attendance: 11/11 (100%) board meetings

DIRECTOR ALLISON PATCHETT

Director – The Leadership Place

Master Science, Bachelor Science (Hons), Registered Nurse, Post Graduate Certificate Organisational Coaching

Appointed: July 2019

Sub committees: Quality & Clinical Risk (chair); Financial Performance, Audit & Financial Risk;

Attendance: 10/11 (91%) board meetings

DIRECTOR DR GEOFFREY TOOGOOD

Cardiologist – Peninsula Health Alfred Health

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

Appointed: July 2017

Sub committee: Quality & Clinical Risk

Attendance: 11/11 (100%) board meetings

DIRECTOR JENNY WATERHOUSE

Business Manager – Women's Health & Wellbeing, Barwon South West Inc

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

Appointed: July 2016

Sub committees: Financial Performance, Audit

Attendance: 11/11 (100%) board meetings

ORGANISATIONAL STRUCTURE

BOARD OF DIRECTORS

CHIEF EXECUTIVE OFFICER

CHIEF OPERATING OFFICER

EXECUTIVE DIRECTOR

- › Organisational Performance
- › Finance
- › Audit & Risk
- › Projects & Innovation Improvement
- › Regional Supply
- › Quality, Safety & Patient Experience Unit
- › Infection Control

MENTAL HEALTH SERVICES

EXECUTIVE DIRECTOR

- › Adult Mental Health
 - Camperdown
 - Hamilton
 - Portland
 - Warrnambool
- › Aged Persons Mental Health
- › Child & Adolescent Mental Health
- › Inpatient Services
- › Ngootyoong Prevention and Recovery Care (PARC)

PRIMARY AND COMMUNITY SERVICES

EXECUTIVE DIRECTOR

- › General Practice
- › Aboriginal Health
- › District Nursing & HITH
- › Allied Health
- › Intake and Access
- › Regional Dental Services
- › Community Health
 - Camperdown
 - Lismore
 - Macarthur
 - Warrnambool
- › Chronic Illness Programs
- › CASA

MEDICAL SERVICES

EXECUTIVE DIRECTOR

- › Medical & Clinical Governance
- › Medical Workforce Unit
- › Senior Medical Staff
- › Pathology and Radiology Contracts
- › Pharmacy
- › Health Information Services

SERVICE DEVELOPMENT

EXECUTIVE DIRECTOR

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

NURSING AND MIDWIFERY

EXECUTIVE DIRECTOR

- › Nursing & Midwifery Workforce
- › Maternity Services
- › Theatres and CSSD
- › Inpatient Wards
- › Coordinators
- › Bed Management Teams
- › Cancer Services
- › Palliative Care
- › Volunteers

PEOPLE AND CULTURE

EXECUTIVE DIRECTOR

- › Employee Relations
- › Human Resources
- › Industrial Relations
- › Workforce Education Training & Research
- › Health, Safety & Wellbeing
- › Payroll

EXECUTIVE DIRECTORS

CRAIG FRASER

BProsOrth, Dip Applied Science, GAICD, AFCHSE

Chief Executive Officer

Craig has more than 30 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. He led the development of our Primary & Community Services Division 12 years prior to commencing as CEO in 2017. He's committed to continually improving services to enhance patient and client safety and access whilst providing a great overall consumer experience, and to 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 35 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.

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.

DR GRACE SOUSA

MD, FACEM, FAAEM

Executive Director of Medical Services (interim to May 2021)

Grace is an emergency doctor with more than 12 years' experience in a variety of emergency departments throughout the United States and Australia. She has served more than 2 years as clinical director for two emergency departments, including six months at SWH. She brings extensive understanding of care delivery and is especially interested in improving quality outcomes and enhancing the patient experience through an engaged medical workforce and team-based care.

DR KATE MCCONNON

MBBS FRACGP MSHS AFRACMA

Chief Medical Officer / Executive Director Medical Services (from May 2021)

Kate joined our executive team in May 2021. She has 15 years of experience in senior medical management roles in metropolitan, rural and regional health service settings in Victoria and Queensland. Kate has a keen interest in integrated care, developing partnerships, clinical governance and systems improvement and is responsible for our medical, health information and pharmacy services.

GAYNOR STEVENSON

RN, BMedSci(Nur Hon1st), Dip Project Mgmt, ADip Nur, MHM

Executive Director of Nursing & Midwifery Services

Gaynor has more than 15 years' experience in Australian healthcare, having worked in the public healthcare system in the ACT, NSW and QLD, held national roles with the Commonwealth (Digital Health), and held a senior governance role at the largest health service in Australasia (Metro North Health). She believes our people are our greatest asset and is passionate about workplace culture and its impact on patient safety and experience.

KARYN COOK

RN, Dip App Sc (Psych Nur); BN, Grad Dip Young People Mental Health, Dip AOD, Dip Bus Mgmt, M, Ad Nur Prac, GAICD, MACMHN

Executive Director of Mental Health Services (to Oct 2020)

Karyn has diverse experience in health, forensic health and the NGO community sector. Holding senior clinical, executive and board director roles in mental health, 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.

RICHARD CAMPION

BA (Hons), MA (Social Work)

Executive Director Mental Health Services (from Nov 2020)

Richard joined our executive team in November 2020 with over 13 years' experience in the health and human services sector across the United Kingdom and Australia, spending several years most recently working in executive positions within health services in the Northern Territory. He has a mental health clinical background and is committed to supporting the provision of high quality, consumer focused mental health services.

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 (to Feb 2021)

Leani joined our executive team in 2019 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.

ELIZABETH HOLLEY

RN(Critical Care), BEd, MPublic Administration

Executive Director of People and Culture (interim from Mar 2021)

Elizabeth has extensive experience in human resources, change and culture across ASX listed, health, Not For Profit and government sectors. She's held a range of Executive Director People and Culture roles in her career, including the National Stroke Foundation, Fire Rescue Victoria, and the Victorian Department of Primary Industries. She has also served as a Victorian Government Board member and more recently on a Ministerial Steering Committee. Elizabeth is committed to developing people and high performing organisations.

PRINCIPAL COMMITTEES

The Board of Directors is supported by four Principal Committees.

QUALITY & CLINICAL RISK COMMITTEE

This committee provides leadership and advice to the Board of Directors in the assessment and evaluation of safety and quality of all health services provided by the organisation. It is the major vehicle for clinical governance ensuring South West Healthcare provides safe, effective and person-centred care. This committee met 10 times in 2020-21.

FINANCIAL PERFORMANCE, AUDIT & 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 2020-21.

CONSUMER & COMMUNITY ADVISORY COMMITTEE

The community members of this committee advocate for the best interest of patients, consumers and their families, and provide advice and guidance to South West Healthcare in carrying out our community engagement responsibilities, service design, and activities. This committee met nine times during 2020-21.

GOVERNANCE & 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 three times in 2020-21.

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

Director - Finance

Mr J Taylor BComm, BA, CA, GAICD

MANAGERS/COORDINATORS/CONSULTANTS

Community Partnerships Services

Ms S Morey MFIA

COVID

Ms S Anderton BN, MN(Nur PrAct), Grad Dip Crit Care

COVID Infection Prevention Community Response

Ms J Lukeis BSciNur, Dip Nur, Grad Cert Infectious Diseases, Grad Cert Periop Nur, Grad Cert Infection Control, CIPC-A (from Dec 14 2020)

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 (to Dec 13 2020)

Mrs C Gibbins BN, Grad Cert Infection Prevention & Control (from Dec 14 2020)

Performance & Budget

Mr C McGrath BCom, CPA (to Feb 7 2020)*

Quality & Risk

Ms K White BNur, Grad Dip Hlth Mgmt (Nur), GCLCC, MBA

Regional Financial Systems

Ms L Bramich BBus, ASA, CPA

Regional Supply Chain

Mr T Hoy Cert Hospital Supply Mgmt

Specialist Outpatient Clinics

Mrs R Lee BNur, Grad Dip Midwifery

Workforce

Mr G Mitchell BEc, BHA

SERVICE DEVELOPMENT

Executive Director

Mr J Brennan BHLthSci (Physio), Cert Hlthcare Innovation & Entrepreneurship, AFACHSM

MANAGERS - SERVICE DEVELOPMENT

Biomedical Engineering Services

Dr G Ward PhD MIET, CEng

Buildings, Infrastructure & Environmental Services

Mr S Bignaut BSc(Construction Mgmt)(Hons)

Food Services

Mr C McLeod

Redevelopment Project

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

Environmental Services

Mr J Sabo Dip Business Management

MANAGERS - CLINICAL SUPPORT SERVICES

Health Information Services

Ms M Atkinson Ass Dip(MRA), RMRA

Medical Imaging Service

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

Pathology Service

Ms J Bevan BSc

Pharmacy

Ms L Spence BPharm, Post Grad Dip Clin Pharm

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

Dr G Sousa MD, FACEM, FAAEM (interim to May 16 2021)*

Dr K McConnon MBBS FRACGP MSHS AFRACMA (from May 10 2021)

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

Dr G Sousa MD, FACEM, FAAEM*

Dr M Cooney MBBS, FACEM

General Medicine

Dr J Gome MBBS, FRACP

General Surgical

Mr P Gan MBBS, FRACS

Infection Prevention & Control

Dr M Page MBBS, FRACP

Mental Health (Clinical)

Dr J Claassen MBChB, FRANZC*

Prof B Singh AM MBBS(HonII), PhD,
FPRCP, FRANZCP, FRACP

Dr M Kemp MBBS, MPM, FRANZCP

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

Dr G Pallas BMed, FRACP

Rehabilitation

Dr S Malcolm MBBS, BMedSci,
FAFRM, FRACP

Sub-Specialty Surgical

Mr R Toma MBBS, FRACS(Plast &
Recons)

DEPARTMENTAL SUPERVISORS

Intern Training

Dr B Condon MBBS, FRACGP, Grad
Cert Clin Ed

SENIOR MEDICAL OFFICERS - WARRNAMBOOL CAMPUS

Anaesthetists

Dr P Agrawal MBBS, Dip Anaes,
DNB Anaes, FRACP

Dr C Bonney MBBS, FANZCA

Dr A Dawson MBBS, FANZCA

Dr M Duane MBBS, FANZCA

Dr G Kilminster MBBS, FANZCA

Dr S Kusre MBBS, BSc, FRCA,
FANZCA

Dr J Muir MBChB, LRCP, LRCS(Edin),
LRCS&P(Glas), DA, FRCA, FANZCA,
PG Cert CU

Dr G Reilly MBChB, MRCS, FRCA,
FANZCA

Dr C Surtees MBChB, FANZCA

Dr S Watty MBBS, FANZCA

Emergency Physicians

Dr T Baker MBBS(Hon),
BMedSc(Hon), MCLinEd, FACEM

Dr D Bennett MBBS(Hon), BMSc,

Dr J Brown MBBS, DRANZCOG,
FACEM. Grad Dip Clin ED

Dr B Chiezey MBBS

Dr C Cooper PhD, FACEM, MBBS,
MAppSc

Dr M Cooney MBBS, FACEM

Dr T Dunlop MBBS (hons)
DRANZCOG MPH GcertClinTeach,
FACEM

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

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

Dr G Sousa MD, FACEM, FAAEM*

Dr S Thomas MBBS, BSc(Hons),
FACRRM, Fellow ULA (Hons), CCPU

General Practitioners

Dr L Cameron MBBS

Dr E Greenwood MBBS, Dip
RANZCOG, FRACGP

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

Dr C Mooney MBChB, MRCS, LRCP,
DRCOG

General Surgeons

Mr P Gan MBBS, FRACS

Mr S George MBBS, MS(GenSurg)
FRACS

Mr J Ragg MBBS, FRACS

Mr W Wiggitt MBChB, FCS(SA),
MMED(Surg)(Pret)

Geriatrician/Physician

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 C Beaton MBChB, FRANZCOG,
FRCOG

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

Ophthalmologist

Dr L Ong MBBS, FRANZCO

Orthopaedic Surgeons

Mr K Arogundade MBBS, FRCS,
FRACS(Ortho)

Mr M Dooley MBBS, FRACS

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

Dr E Young MBChB, FRCS (OHNS),
MPH

Paediatricians

Dr C Fiedler MD, FRACP (Paed)

Dr C McCasker MBBS, FRACP(Paed)

Dr P Maude MBBS, FRACP(Paed)

Dr G Pallas BMed, FRACP(Paed)

Physicians

Dr N Barraclough MBBS, BSc
(Physio), FRACP

Dr N Bayley MBBS, FRACP

Dr A Clissold MD, FRACP

Dr J Gome MBBS, FRACP

Dr J Hounsell BSc, MBBS, FRACP,
FRCPA

Dr M Javaid BSc, MBBS, MRCP,
FRCP, FRACP

Dr M Kankanamage MBBS(Hons), MD, MBCS, FRACP

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*

Dr M Ali MBBS, FCPS (Pak), FRANZCR

Radiologist

Dr V Sharma MBBS, FRCR

Rehabilitation Physician

Dr S Malcolm MBBS, BMedSci, FAFRM, FRACP

Respiratory Physician/General Physician

Dr A Bradbeer MBBS, FRACP

Urologist

Mr A Davidson MBBS, FRACS(Urol)

Vascular Surgeon

Mr R Mayer MBBS, Dip Surg Anat, FRACS

SENIOR MEDICAL OFFICERS -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, FRACGP, ACRRM

Dr E Masih MBChB, DRANZCOG, FRACGP

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

Dr E Miller MBBS DRANZCOG

Dr T Noone MBBS

Dr A Pushparajah MBBS

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

Dr A Singh MBBS, JCCA, FRACGP

General Surgeons

Mr D Abbas MBChB, FRACS*

Mr J Ragg MBBS, FRACS

Mr S George MBBS, MS(GenSurg) FRACS

Mr W Wiggett MBChB, FCS(SA), MMED(Surg)(Pret)

Obstetricians & Gynaecologists

Dr C Beaton MBChB, FRANZCOG, FRCOG

Dr R Buchanan MBBS, FRANZCOG

Dr K Cornell MBBS, BSc, FRANZCOG

Dr E Uren MBBS, FRANZCOG*

Otorhinolaryngologist

Dr B Clancy MBBS, FRACS

Dr E Young MBChB, FRCS (OHNS), MPH

Orthopaedic Surgeon

Mr N Russell MBBS, BE(Hon), FRACS(Ortho)

Physicians

Dr N Barraclough MBBS, BSc(Physio), FRACP

Dr N Bayley MBBS, FRACP

Dr J Gome MBBS, FRACP

Dr J Hounsell BSc, MBBS, FRACP, FRCPA

Dr S Nagarajah MBBS, FRACP

Dr M Page MBBS, FRACP

Dr S Sebastian-Thazhath MBBS, MD, FRACP, PhD

Plastic & Reconstructive Surgeon

Mr J Masters MBChB, BHB, FRACS

Urologist

Mr A Davidson MBBS, FRACS(Urol)

NURSING & MIDWIFERY SERVICES

Executive Director

Mrs G Stevenson RN, BMedSci(Nur Hon1st), Dip Project Mgmt, ADip Nur, MHM

Deputy Director – Nursing & Midwifery

Mr P Logan RN, MPH, RM, BN

Assistant Directors – Nursing

Mrs E Southwell RN, GradCert Paed Nur, Grad Cert Special Care Neonate

Mrs J Farrow (until 2 April 2021) RN, Grad Cert Diabetes Education

Ms R Lowe RN, Grad Cert Paed Nur (from 6 April 2021)

MANAGERS/COORDINATORS

Access

Mrs I Wynd RN, PGrad Cert Hlth Serv Mgmt (to Jan 3 2021)*

Ms K Sobey RN, DipTAE, CertIII Mgmt (from May 17 2021)

Mrs K Marris RN, RM (from May 17 2021)

Education

Ms K Bentley RN (Hons) MCLinNg, GradDipMHN, BMid, RM

Elective Surgery

Mrs H Jonah RN, BN, GradDipMid

Perioperative Services

Mr A Kelly RN, GradDip Hlth Admin Info Systems, Cert Periop Nur

South West Community Based Palliative Care

Mrs A Janes RN, BN, GradCert Med-Surg Nur, Dip Mgmt, GCert Clin Redesign

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, GCert Infection Control

Day Stay

Mrs M Bell RN

Emergency Department

Mrs J McGovern RN, BN, GDip Nur Crit Care

Ms C Hena RN, BN, GDip Nur Crit Care (from Aug 28 2020)

Maternity/Neonatal/ Gynaecology

Mrs J Facey RN, RM, IBCLC

Mrs L Jacobs RN RM (from Nov 30 2020)

Medical/Palliative Care

Mrs L Barclay BN, Mid Grad Dip, MMid

Oncology

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

Operating Theatres

Mrs M Coffey RN, BN, Dip Periop Nur, MHM

Paediatrics

Mrs S Marsh RN, Cert Computer Bus Appls, MRCNA

Rehabilitation and Withdrawal & Support Service

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

Short Stay

Ms B Davis RN, CertIV Health Nursing, BN, MHSM

MENTAL HEALTH SERVICES

Executive Director of Mental Health Services

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* (to Oct 20 2020)

Mr R Champion BA (Hons), MA (Social Work) (from Nov 9 2020)

Associate Director (Operations & Performance) - Mental Health

Ms J Bateman, BSc(Hon), Ad Dip (Bus Mgmt) Acc, MEnt

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 (to Sept 11 2020)*

Ms D Gemmola RN (acting from Sept 15 2020/appointed March 2 2021)

Child & Adolescent MHS

Ms R Robertson MPsychClin, Ad Dip(Bus Mgmt)

Inpatient Services

Ms O Walker MNur Prac, BNur, Grad Dip Nur (Mental Hlth) (to March 23 2020)*

Ms P Makombo RN, Dip (GenNur), MBA (from Mar 23 2020)

Ngootyoong Prevention and Recovery Centre

Ms E Williams RN Div1, BNur(Hon), Post Grad Dip MH Nur

Primary Mental Health Team

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

Psychiatric Nurse Consultant

Ms D Lignier M Clin Prac(Nur), BSc(Psych), BNur, Grad Dip (Mental Hlth), CertIV Bus (to June 12 2020)*

Ms C O'Keefe RN, Grad Dip MH Nursing, Grad Dip Youth MH, Cert IV AOD, Ad Dip(BusMgmt)

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 (to Feb 28 2020)*

Ms O Walker MNur Prac, BNur, Grad Dip Nur (Mental Hlth) (from April 6 2020)

Clinical Nurse Co-ordinator

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

Mr B Rawlings RN

Clinical Nurse Consultant

Mr E Aquin RN

Extended Care Inpatient Unit

Ms J Ashworth BNur, MMental Hlth (acting to June 30 2020)*

Ms E Williams RN Div1, BNur(Hon), Post Grad Dip MH Nur

TEAM LEADERS

Camperdown Community MHS

Ms L Blain RN, BN (from Jan 13 2020)

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 (AP)

Dr A Yonchev MD, MPH, FRANZCP (to March 23 2020)*

Clinical Co-Director - MHS

Dr Z Radovic MD, Sen Psych Reg (from March 30 2020) (to April 21)*

Dr M Kemp, MB BS. FRANZCP, MPM (from April 7 2021)

Clinical Co-Director - MHS & AP

Prof B Singh AM MBBS(HonII), PhD, FPRCP, FRANZCP, FRACP (from March 30 2020)

Director - Medical Training (Mental Health) & AP

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

Director ECT (Mental Health)

Dr Z Radovic MD, Sen Psych Reg (to April 21)*

Dr L Smith, BM, MPsych, MRC Psych, MSc, FRANZCP

Dr L Ferrier MD BBiomed, MD (to Feb 21)*

Dr M Ivers MBBS, FRANZCP

Dr A Jagad MBBS, MD (Psych)

Dr A Kapuge MBBS, MD (Psych)

Dr C Li MBBS, iBSc (to Jan 21)*

Dr A Ratnayake MBBS, MD (Psych)

Dr A Guerreiro MBBS

Dr A Bello, MBBS

Dr S Osmonova MBBS

Dr K Hubert MD (to Oct 23 2020)*

Dr L Smith, BM, MPsych, MRC Psych, MSc, FRANZCP

Dr S Boyd, MBBS

Dr D Ibrahim, MBBS

Dr M Singh, MBBS, MD (Psych)

Dr S Kaur, MBBS

PRIMARY & COMMUNITY SERVICES

Executive Director of Primary & Community Services

Mrs K Anderson BPod(Hons), Prof Cert Workplace Leadership

CAMPUS MANAGERS

Camperdown Community Health

Ms S Ryan BNur, Grad Dip Mid, Dip Bus Mgmt (to Mar 25 2021)*

Ms S Bruce BNur, Grad Dip Diabetes (from May 17 2021)

David Newman Adult Day Centre

Ms S Ryan BNur, Grad Dip Mid, Dip Bus Mgmt (to Mar 25 2021)*

Ms S Bruce BNur, Grad Dip Diabetes (from May 17 2021)

Lismore Community Health

Ms S Ryan BNur, Grad Dip Mid, Dip Bus Mgmt (to Mar 25 2021)*

Ms S Bruce BNur, Grad Dip Diabetes (from May 17 2021)

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 (to Dec 16 2020)**

Ms T Wilkinson Med, Grad Dip Health Law, BNur (acting from Dec 22 2020)

Centre Against Sexual Assault

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

Discharge Support & Liaison

Ms J Hogarth BSpPath, MEnt (to Dec 16 2020)**

Ms T Wilkinson Med, Grad Dip Health Law, BNur (acting from Dec 22 2020)

District Nursing Service/Hospital in the Home

Mr P Crimmin RN

Health Promotion

Ms S Ryan BNur, Grad Dip Mid, Dip Bus Mgmt (to 25 March 2021)*

Ms S Bruce BNur, Grad Dip Diabetes (from 17 May 2021)

Allied Health & Ambulatory Rehabilitation Services

Manager

Ms K Brown BAppSci (Speech Path), MA (App Ling) (to Sept 25 2020)*

Ms C Nailon BSpPath, Dip Mgmt (from Nov 16 2020)

DEPARTMENT MANAGERS

Community Rehabilitation

Mr S Fogarty RN

Dietetics

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

Occupational Therapy

Ms H Manson BOccTherapy (to December 30 2020)*

Ms R Couch BOT (acting Dec 30 2020 - Feb 1 2021)

Ms H Manson BOccTherapy (from Feb 1 2021)

Physiotherapy

Ms R Morgan BPhysio, MEnt

Podiatry

Mr R Beavan BSc (Hons) Podiatry

Social Work & Counselling

Ms J Adams BN, MN (from Apr 6 2020)

Speech Pathology

Ms C Nailon BSpPath, Dip Mgmt (to Nov 16 2020)

Ms E Nichol BSpPath (from Jan 4 2021)

Southwest Dental Service

Manager

Mr P Sheehan BCom, Grad Dip(Ed)

Dental Officers

Dr T Chao BDS (UWA)

Dr C Gove BDS (Dund)

Dr Y Jiang BDS (Melb)

Dr J Kaur BDS (ADC)

PEOPLE & CULTURE

Executive Director

Ms L Viljoen BSocSci, BA Hons, MBA, PGCertBus, CertIV TAE, CAHRI (to Feb 21 2021)*

Ms E Holley RN(Crit Care), BEd, MPublic Admin (interim from Mar 22 2021)

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 (Medical Library)

Ms H Obst BSc/ B Teach, M Ed (Library), AALIA (CP)

People & Culture

Mrs T Marr BA, Dip MH, Dip AOD, CertIV TAE (to Nov 15 2020)*

Remuneration & Benefits

Ms A Stoupas Adv Dip Bus Mgmt (HR), CertIV TAA

Safety & Security

Mr T Roberts MBA, Grad Dip Business Admin, Grad Cert Mgmt, CertIV Mgmt, CertIV Workplace Leadership, Adv Dip OH&S

Staff Health & Wellbeing

Ms A Hilton BA

Workforce Systems

Mr M Hawkins BA Hons

*Resigned/retired

** Maternity leave

STAFF SERVICE AWARDS

During 2020-21 we recognised the dedication and contribution of 196 highly-valued employees who, collectively, have worked with us for 3,595 years.

Of those honoured, Warrnambool Base Hospital Clinical Coordinator Evelyn Smith and Food Services Chef Gary Smith each received their Staff Service Award for careers spanning 45 years. Three employees were honoured for 40-year careers: Day Stay Unit Associate Nurse Unit Manager Jennifer Atwell, Day Stay Unit Clinical Nurse Specialist Sheryl McCluskey and Food Services Driver James Rayner.

45 YEARS

Evelyn Smith

Gary Smith

40 YEARS

Jennifer Atwell

Sheryl McCluskey

James Rayner

35 YEARS

Tracey Brady

Glenda Cotton

John Lucas

Joanne Pownceby

Veronica Brooks

Robyn Drake

Josephine Pearson

Murray Smith

Marita Byron

Bernice Hand

Joanne Place

30 YEARS

Maureen Bourke

Shane Grundy

Janne Kempton

Helen Moyle

Vicki Brebner

Denise Habel

Donna Mahony

Jennifer Sheen

Linda Gaut

Louise Jacobs

Glenn Mansbridge

Lorraine Timms

Jean Gray

Tony Kelly

Kathryn McLaren

25 YEARS

David Carter

Sylvia Lanfranco

Angela O'Brien

Judy Wilde

Jasmine Chakir

Moya Mahony

Margaret O'Toole

Tanya Wright

Maree Dalton

Craig McGifford

Debbie Reed

Dianne Zanker

Lisa Gavin

Sharon McKenzie

Tania Russell

Andrea Goode

Debra Morris

Nicholas Van Zelst

20 YEARS

Suzanne Anderton

Patricia Bohan

Carolyn Cook

Mary Ewen

Melissa Benson

Joel Chadwick

Andrea Couch

Kelvin Fitzgerald

Trudi Blackmore

Fiona Clissold

Philip Dennis

Jacinta Garfoot

Sarah Grant	Andrea Janes	Debbie McKane	Natasha Ward
Rebecca Hay	Clare Jones	Tamara Moulden	Lynda Warden
Mary-Ellen Hose	Cindy Joseph	Corrina O'Brien	Christopher Wensley
Carolyn Hotker	Gayle Kelson	Julia Relouw	Ashley Zanker
Angela Howard	Tania Lowery	Linda Said	
Rosalie Hoy	Danny McCaul	Louisa Sargeant	
Katrina Hoye	Pauline McCaul	Alison Van Der Schans	

15 YEARS

Janelle Andreoli	Alicia Fry	Michelle Malone	Deborah Rollo
Robyn Bamberg	Philip Gan	Kirsty Mitchell	Carly Ryan
Clare Batten	Judith Gapes	Caroline Monteith	Tamara Smith
Raelene Beckman	Deborah Gemmola	Sherryl Mueller	Erin Southwell
Donna Blair	Megan Gleeson	Sharon Murphy	Sharyn Spicer
Julie Brennan	Meredith Glennen	Elisia Nichol	Patricia Teahen
Kate Burt	Theresa Hayes	Cory Oconnor	Susan Thomas
Nicole Clayton	Amy Hilton	Catherine Owen	Andrew Trigg
Jane Condon	Tina Johnstone	Rachel Pekin	Kate Turner
Nadine Dawe	Jennifer Kinna	Donna Petrie	Lynette Yates
Monique Devlin	Lesley Kuhn	Nadine Porter	
Michael Duffy	Jennifer Lawlor	Heidi Rentsch	
Kerry Fary	Jennifer Lowe	Tanya Robbins	
Stephen Fischer	Rebecca Lowe	Rachel Robertson	

10 YEARS

Bethany Arms	Amy Garrett	Natalie McKinley	Maria Shaw
Annie Atwell	Darren Gilmour	Shona McRae	Ian Skinners
Emily Batt	Christine Guardario	Debra Millard	Jodie Smith
Hayley Black	Rosalie Hallowell	Megan Naylor	Anthony Stibbe
Eleanor Brian	Leanne Heard	Fredrik Nittsjo	Hayley Stonehouse
Carry Burns	Krystal Jones	Philippa Norton	Alasdair Sutherland
Vittoria Burns	Jayaprakash Karunanithi	Denis Okeefe	Mirelle Temple
Brooke Chambers	Matthew Kiensrod	Bridie Ontronen	Kaye Thompson
Amy Collins	Anna Krommenhoek	Michelle Osborne	Lucinda Titimus
Megan Cooney	Elizabeth Leonard	Nikki Payne	Julie Toogood
Kerry Dart	Jane Logan	Jessica Porter	Merri Vandekolk
Carol Dunne	Paije Lucas	Praveen Premnath	Anne Wakim
Jillian Farnes	Stewart Malcolm	Natasha Prout	Rachel Wright
Sladjana Fiedler	Kristina McCosh	Emma Rowbottom	
Alanna Finn	Robert McGregor	Regina Sawyer	

LIFE GOVERNORS

Life governorship is the most prestigious recognition South West Healthcare bestows. Our 2020-21 recipients have given an outstanding contribution to our health service over a prolonged period of time:

- › Dorothy Davis has been volunteering at our Camperdown Hospital for 55 years. Throughout this time, this dedicated Meals on Wheels volunteer has enhanced the care of our Camperdown clients by providing for their needs, enabling them to live longer in their own homes. In addition to her Meals on Wheels work, she also provides community transportation for locals to attend medical appointments as far away as Geelong, and supports the visually-impaired by reading to them.
- › Margaret Stephens is the remaining founding member of our 1990-established Friends and Relatives of Merindah (FROM). Secretary for more than 15 years, her dedication and organisational skills have been an asset and driving force to achieve impressive outcomes including the raising of \$64,000 for a Merindah Lodge bus to ensure residents get to experience wonderful outings and craft activities to promote positivity and wellbeing.

LIFE GOVERNORS

- Mrs Margaret Agnew (2012)
- Mrs Jan Aitken
- Mrs Mary Alexander (2015)
- Mr Lyall Allen
- Mr AL Anderson
- Mrs GI Anderson
- Mrs JF Anderson
- Mr Ian Armstrong (2007)
- Mrs Joan Askew
- FH Baker
- Mr R Baker
- Mrs VG Balmer
- Mr NI Bamford
- Mr Rob Baker
- Mrs Heather Barker
- WT Barr
- Mrs Beverley Bell
- Mrs JA Bell
- Mrs Shirley Bell (1989)
- Miss Helen Bishop
- Mr NC Boyd
- Mr CG Boyle
- Mr N Bradley
- Mr David Bradshaw
- Mr GN Brown
- Dr Anthony (Tony) Brown (2005)
- Mrs Irene Bruce
- Mr CW Burgin
- Mrs L Burleigh
- Mrs Lorna Burnham
- Mrs Jean Byron
- Mr Steve Callaghan (2019)
- Mr Lester Campbell (2018)
- Mr Stan Carroll
- Mrs EC Chaffey
- ML Charles
- Mrs FA J Chislett
- Mrs Helen Chislett
- Mr David Chittick
- Mrs Diane Clanchy
- Mr John Clark
- Mr Alistair Cole
- Mrs SE Cole
- LJ Collins
- Mrs Joy Conlin
- Mrs Frances Coupe
- Mrs M Cox
- Mrs Marjorie Crothers (2004)
- Mr Ian Currell (2019)
- Mrs Veronica Cuzens (2012)
- Mr Jack Daffy
- Mr A Dalton
- Mrs Peg Davies (2019)
- Dorothy Davis (2020)*
- Mr Simon DeGaris
- Mrs Gloria Dickson
- Miss Judy Donnelly
- Mr GW Dowling
- Mrs L Dowling
- Mr Tony Dupleix (2004)
- Mrs Veronica Earls
- Mrs A Elliot
- G Elliot
- Mr PV Emery
- Mr W Ferguson
- Mr J Finch
- Mr ER Ford
- Mrs CE Fraser
- BD French
- R Gellie
- 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 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 Vivienne Lay (2019)
- Mrs B Layther
- Mrs Margot Lee (2009)
- Mr S Lee
- Sen Austin WR 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 McIveen (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 Phillipot 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)
- Mrs Margaret Stephens (2020)*
- Ms G Stevens
- Mr GC Sullivan
- Mrs B Surkitt
- 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
- Mr Russell Worland (2019)

Our condolences are extended to the family and friends of the following life governors who passed away during 2020-21: Moira Baulch and Helen Goss.

*Awarded Life Governorship in 2020-21.

VOLUNTEERS

Our wonderful team of registered volunteers have supported us through a second year of disruption caused by the coronavirus pandemic. These 332 people have adjusted to numerous swiftly-enforced changes as we continue to implement precautions to help keep them safe, and help stop the spread of COVID-19. During 2020-21, these precautions include having temporarily deferred the volunteering activities of all but 56 volunteers at our Warrnambool Base Hospital and our five-strong telehealth volunteer team at Macarthur Community Health.

WHERE OUR VOLUNTEERS SUPPORT US

SWH CAMPUS/SITE	2020-21
Camperdown Hospital	77
David Newman Adult Day Centre	18
Lismore Community Health	9
Macarthur Community Health	20
Merindah Lodge	14
Warrnambool Base Hospital	179
Warrnambool Community Health	13
Warrnambool Mental Health Services	2
TOTAL	332

THE ROLES OUR VOLUNTEERS PLAY

Camperdown Hospital: 42 registered volunteers support our Meals on Wheels service while 35 others are involved in our Camperdown & District Hospital Auxiliary and our Camperdown Hospital Trolley Auxiliary.

David Newman Adult Day Centre: 18 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: Nine 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.

Macarthur Community Health: 20 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: Six registered volunteers and eight Friends & Relatives of Merindah (FROM) members assist with a variety of activities including craft, music, outdoor gardening, social outings, pet therapy visits and bus driving.

Warrnambool Base Hospital: Of 179 registered volunteers, 86 support onsite programs in our emergency department and medical, rehabilitation, acute, haemodialysis and paediatrics units. The remaining 93 palliative-specific registered volunteers support nine 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: 13 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: Two 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

During 2020-21 we provided online hand hygiene training.

RECOGNISING OUR VOLUNTEERS

The work of our registered volunteers was publicly recognised in a number of ways in 2020-21:

- › Life governorship was awarded to Dorothy Davis and Margaret Stephens for their significant contributions to South West Healthcare. For more information please go to the Life Governors section in this report.
- › SWH Service Awards were presented to 45 volunteers:
 - For 40 years' service: Carmel Absalom, Veronica Broderick, Janet Car and Genevieve McMillan.
 - For 35 years' service: Bernard Sinnott.
 - For 30 years' service: Marion Boyd, Lorraine Graham and Carolyn Taylor.
 - For 25 years' service: Barbara Boyd and Lynette Meath.
 - For 20 years' service: Debbie Cheslett, John Cheslett, Jill Dempsey, Damian Goss, Vivienne Lay, Melva Shanahan, Margaret Stephens and Coral Thomson.
 - For 15 years' service: George Burrow, Sue Currell, Jeanette Duncanson, Norman (Bill) Duncanson, Jan Murray, Gwenda Shaw and Wendy Webster.
 - For 10 years' service: Norma Bull, Sylvia Luke, Helen Moloney, Nelly Phillips, Di Searle, Len Searle and Kasey Walsh.
 - For 5 years' service: Stan Adeney, Andrew Belyea, Maree Belyea, James Boyden, Beverley Farquharson, Arlene Findlay, David Gordon, John Holcolme, Norma Ibbotson, Rhelma Preiss, Ellen Theiller, Carol White and Graham Winduss.

DONORS

For a second year running the COVID-19 pandemic greatly impacted on the fundraising hopes of the many community groups that work tirelessly to organise and run events to support our medical equipment, services initiatives and research needs. Almost every event planned for 2020-21 had to be cancelled although we were thrilled the 2021 Murray to Moyne (M2M) Cycle Relay got to go ahead between lockdowns. This allowed our Warrnambool College M2M team to commence fundraising for a distraction therapy entertainment system for children in our paediatrics unit, and for our SWH Scrubbers and The Gasman team to commence fundraising for an ECG machine for our Warrnambool theatres.

The undeniable value and power of bequests has been highlighted during the pandemic. Of the \$1,342,000 we raised in the past 12 months, \$982,251 came via the lasting legacies of people who had intentionally decided to make a difference upon their passing. Bequests were received from the late Cecil Boyle, Jeanette Buck, John Gordon, Robert McConnell, George Pethard, Ron Rauert and Wendy Smith. Additionally, families and friends gifted \$5,795 in memory of Helen Goss, Lynda Kenna, Shaun Mather and Margaret Snaauw.

Of the vital medical equipment our donors allowed us to purchase this year, a key piece was a \$278,000 telemetry and monitoring upgrade of our two hospitals. This investment now allows us to provide telemetry/monitoring to patients in our Short Stay Unit, expands our coverage of the Warrnambool Base Hospital's telemetry system, and builds capacity at our Camperdown Hospital. In addition, the new software allows our current paging system to be augmented to provide patient data to caregivers - anywhere and anytime - via smartphones and tablets to better support informed clinical decisions and improved care coordination.

Other medical equipment financed in 2020-21 by the generosity of donors included:

› Tonometer	5,620
Emergency Department	
› Distraction therapy entertainment system	6,000
Paediatrics Unit	
› Wound management/bariatric chair	16,500
Manifold Place	
› Patient lifter	5,320
Rehabilitation Unit	
› Bedside commodes x 5, bath transfer benches x 5, car door safety clips x 30	3,185
Community Palliative Care	
› Patient scales, digital thermometers x 100	2,100
Day Oncology	
› Patient lifter	10,000
Merindah Lodge	
› Vital sign monitors x 2	12,400
Midwifery Unit	

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.

Legislation	Requirement	Page Reference
MINISTERIAL DIRECTIONS		
REPORT OF OPERATIONS		
Charter and Purpose		
FRD 221	Manner of establishment and Relevant Minister	20
FRD 221	Purpose, functions, powers and duties	5 - 7
FRD 221	Nature and range of services provided	29 - 30
FRD 221	Activities, programs and achievements for the reporting period	5 - 7
FRD 221	Significant changes in key initiatives and expectations for the future	N/A
Management and Structure		
FRD 221	Organisation structure	37 - 38
FRD 221	Workforce data / employment and conduct principles	32 - 33
FRD 221	Occupational Health and Safety	31 - 33
Financial Information		
FRD 221	Summary of the financial results for the year	21
FRD 221	Significant changes in financial position during the year	21
FRD 221	Operational and budgetary objectives and performance against objectives	5 - 19
FRD 221	Subsequent events	N/A
FRD 221	Details of consultancies under \$10,000	21
FRD 221	Details of consultancies over \$10,000	21
FRD 221	Disclosure of ICT expenditure	21
Legislation		
FRD 221	Application and operation of Freedom of Information Act 1982	20
FRD 221	Compliance with building and maintenance provisions of Building Act 1993	22
FRD 221	Application and operation of Public Interest Disclosure Act 2012	22
FRD 221	Statement on National Competition Policy	22
FRD 221	Application and operation of Carers Recognition Act 2012	20
FRD 221	Summary of entity's environmental performance	34
FRD221	Additional information available on request	24
Other relevant reporting directives		
FRD 25D	Local Jobs First Act disclosures	20
SD 5.1.4	Financial Management Compliance attestation	25
SD 5.2.3	Declaration in report of operations	7
Attestations		
	Attestation on Data Integrity	25
	Attestation on Managing Conflicts of Interest	25
	Attestation on Integrity, Fraud and Corruption	25
Other reporting requirements		
	Reporting of outcomes from Statement of Priorities 2020-21	13-16
	Occupational Violence reporting	33
	Reporting obligations under the Safe Patient Care Act 2015	20
	Reporting of compliance regarding Car Parking Fees	22
	Reporting obligations under the Asset Management Accountability Framework (AMAF)	23
	Reporting of obligations under the Gender Equality Act 2020	24



SWH HOSPITALS

Camperdown Hospital

Robinson Street
Camperdown 3260

p 03 5593 7300

e frontdesk@swh.net.au

Warrnambool Base Hospital

Ryot Street
Warrnambool 3280

p 03 5563 1666

e info@swh.net.au

SWH MENTAL HEALTH SERVICES

Camperdown

64 Scott Street
Camperdown 3260

p 03 5593 6000

Hamilton

12 Foster Street
Hamilton 3300

p 03 5551 8418

Portland

63 Julia Street
Portland 3305

p 03 5522 1000

Warrnambool

Koroit Street
Warrnambool 3280

p 03 5561 9100

South West 
Healthcare

www.southwesthealthcare.com.au



SWH AGED CARE FACILITY

Merindah Lodge

York Street
Camperdown 3260

p 03 5593 7366

e merindah@swh.net.au

SWH COMMUNITY HEALTH CENTRES

Camperdown

140 Manifold Street
Camperdown 3260

p 03 5557 0900

e mplace2@swh.net.au

David Newman Adult Day Centre

20a Church Street
Camperdown 3260

p 03 5593 7364

e dcentre@swh.net.au

Lismore

High Street
Lismore 3324

p 03 5558 3000

e lismore2@swh.net.au

Macarthur

12 Ardonachie Street
Macarthur 3286

p 03 5552 2000

e macarthur@swh.net.au

Warrnambool

287 Koroit Street
Warrnambool 3280

p 03 5563 4000

e intake@swh.net.au