



CARING  
RESPECT  
INTEGRITY  
EXCELLENCE  
LEADERSHIP



# ANNUAL REPORT 2016-17





## FRONT COVER

Doing everything they can to keep our community healthy is our 220-strong team of Warrnambool Primary & Community Health professionals, including (from left) Health Promotion officer Jacinta Lenehan, Nutrition & Dietetics manager Susan Baudinette, Workforce Education & Training coordinator Peter Sheehan, Paediatric Asthma Care coordinator Sarah Irving, South West Medical Centre general practitioner Dr Archie Vigneswaran, Prevention and Recovery Centre project officer Rochelle Morrison and Health Promotion officer Nikita Wheaton.

## ABOVE

Sally (and Charlie) Wood take advantage of one of our onsite Camperdown Hospital diagnostic services by visiting Pathology Laboratory manager Jane McSween.



This report provides performance, quality and financial information covering the 2016–17 financial year. It has been prepared in accordance with the *Health Services Act 1988*, *Financial Management Act 1994*, Standing Directions of the Minister for Finance (*Section 4 Financial Management Reporting*) and *Financial Reporting Directions (specifically FRD22)*.

We hope you find this report informative and encourage you to visit our website and also read our *2016–17 Quality Account*.

## HOW TO CONTACT US

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## OUR VISION

Outstanding healthcare in partnership with our regional community.

## OUR MISSION

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

## OUR VALUES

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

## OUR COMMUNITY

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

## OUR SERVICES

We provide 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: 1,419 people work for South West Healthcare. Our local economy benefits to the tune of approximately \$112m per annum.

## OUR FUTURE

We are very excited to be moving into the master planning process for the stage 2 redevelopment of our Warrnambool Base Hospital. This master plan is due for completion in December and we are hopeful the project will be funded soon after. Complete with new theatres and an emergency department at our Warrnambool Base, and the possible relocation of our various health services at Camperdown to the one site, South West Healthcare is on the verge of becoming the most modern and technologically-advanced regional health service in Australia.

The past twelve months have demonstrated our commitment to ongoing growth and consolidation of services. We have treated an additional 3,600 inpatients, extended our Camperdown elective surgery to five days per week and successfully delivered our first tertiary service – the region's first integrated cancer centre – in partnership with Epworth HealthCare.

With increasing specialties, an ever-expanding regional role and a highly motivated and skilled workforce, we are committed to ensuring our patients, clients, consumers and residents receive the highest quality healthcare, right here on their doorstep.

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We love it when we bring a community together and that's exactly what happened when 125 blokes booked into our *Are You Right, Mate?* men's health night in Lismore. Guest speaker Robert 'Dipper' Dipierdomenico had them rolling in the aisles after our very own Mental Health Services acting director Mac McInnes (bottom left) starred as the warm up act. Men of all ages catching up for a night out with a master motivator. And, all the while, being reminded their mates are there for them, and so are we.



# HIGHLIGHTS

- ~ COMMISSIONING OF \$30M SOUTH WEST REGIONAL CANCER CENTRE (SWRCC)
- ~ CONSTRUCTION OF \$4.8M PREVENTION AND RECOVERY CENTRE (PARC) COMPLETED
- ~ 12TH CONSECUTIVE YEAR OF RECORD PATIENT THROUGHPUT (20.91% INCREASE)
- ~ POSITIVE ORGANISATION WIDE ACCREDITATION SURVEY
- ~ CONTINUED STRONG FINANCIAL PERFORMANCE WITH A TOTAL OPERATING BUDGET OF \$163M
- ~ REVIEW OF SERVICE DESIGN SOUTH-WEST VICTORIA COMPLETED
- ~ RECEIPT OF \$7.5M STATE BUDGET ANNOUNCEMENT TO PROGRESS CAPITAL PLANNING FOR WARRNAMBOOL BASE HOSPITAL
- ~ FEDERAL GOVERNMENT ANNOUNCEMENT OF SOUTH WEST HEALTHCARE WARRNAMBOOL AS WESTERN VICTORIA HUB FOR MEDICAL STUDENT TRAINING
- ~ REDEVELOPMENT OF MACARTHUR COMMUNITY HEALTH FACILITY (\$350K)



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# CHAIRMAN'S REPORT

*In accordance with the Financial Management Act 1994, we are pleased to present the report of operations for South West Healthcare for the year ending 30 June 2017.*

South West Healthcare has completed another year of sustained success in a period which contained many highlights. It is particularly pleasing to point out that the growth of the health service continues unabated with a number of new and expanded services being provided. Our role as a true regional health service provider has been consolidated which is consistent with our mission of providing a comprehensive range of high quality health and wellbeing services for people in south west Victoria.



And grow, we did. 2016-17 saw us roll out two major ICT projects: our new electronic learning management system known as GROW and our electronic human resources information system, KRONOS. Staff at the implementation coalface included Education & Quality business officer Jill Stephens (from left), registered nurse Kim Buchanan, Health Information Services manager Michelle Atkinson, Education, Workforce & Development manager Barbara Moll and KRONOS project officer Jeanette Doolan.



RECORD 22,399 INPATIENTS



New Year's Day saw the arrival of Harvey Goss, a son for Kristy and James and a brother for Mia. Harvey was one of 681 babies born at our two hospitals during 2016-17. Our Warrnambool Base welcomed 645 newborns and our Camperdown Hospital welcomed 36. Image: *The Standard* & photographer Rob Gunstone.



Community leaders, local residents and staff attended the official opening of our newly-redeveloped Macarthur Community Health facility in February.

Our region's first integrated cancer centre – complete with oncology, radiotherapy and clinical trials services – opened in July.



Merindah Lodge's sector-leading implementation of the Montessori model of care impressed both the Victorian Department of Health & Human Services and the Commonwealth's Australian Aged Care Quality Agency. Josie Douglas, chef Eddie Shanahan and food services assistant Jill Hassett love this power-to-the-people innovation.



Again rising to the challenge of never before seen patient and inpatient numbers, we treated a record 22,399 inpatients (up 20.91% on 2015-16), a record 24,443 Warrnambool ED patients (up 0.49%) and provided a record 132,761 primary and community health consultations (up 20%). Emergency Department staff celebrate the news: Annette Kelson (from left), Chelsea Purcell, Jessica Brereton, Julie Dawson, Chloe Smith, Jacob Morris and Tara Trickey.

The opening of the new \$30m South West Regional Cancer Centre in July 2016 was a watershed moment for the organisation as it delivered our very first tertiary level clinical service in radiotherapy. The advent of this service provides a direct benefit to all cancer patients and their families as it reduces the requirement to travel to Geelong or Melbourne for this highly specialised treatment. In conjunction with the provision of chemotherapy services, a wellness centre and specialist consulting rooms within the new centre it truly is a one-stop shop for cancer care.

The health service has also completed the construction on a new \$4.8m Prevention and Recovery Centre (PARC) located next to the Brierley Reserve in Moore Street, Warrnambool. This new service will commence in October 2017 and provide mental health treatment, support and recovery care in a home-like environment. The facility will treat local people who need short-term residential support but not to the degree that they need acute inpatient admission (step-up care) and people who would benefit from short-term, intensive treatment and support in a residential setting after discharge from an acute mental health facility to further enhance their recovery (step-down care). Importantly, the PARC facility will treat local people with, or at high risk of developing, serious mental illness and add to the range of support services currently provided to our community.

We also modernised our Macarthur Community Health facility during 2016-17. The \$350,000 contemporary redesign ensures a vibrant, quality community health centre will service the needs of our Macarthur and district communities well into the future.

Each and every year for the past decade we have made reference to the fact that it has been an extremely busy year but this year has been taken to a new level. During 2016-17, we treated a record 22,399 acute inpatients (20.91 percent increase), provided a record number of 132,761 primary and community health consultations (20.0 percent increase) and treated 26,720 Emergency Department patients. The inpatient increase is attributed to the requirements of meeting new and ambitious throughput due to increased funding contained within the state wide Elective Surgery Information System (ESIS). The major beneficiary of this additional activity is the patients in our catchment who are receiving their elective surgery within clinically appropriate timelines which is an issue that has previously challenged the public health sector where demand appears insatiable.

Our health service takes very seriously our responsibility to meet all of the National Safety and Quality Health Service Standards. During the year we underwent an intensive organisation wide accreditation survey.

Our region's first Prevention and Recovery Centre (PARC) will provide support and recovery care in a home-like environment for people in our southwest region with, or at high risk of developing, a serious mental illness. PARC project officer Rochelle Morrison (left) and Mental Health Services director Karyn Cook stand proudly at the front door of this \$4.8m purpose-built facility.



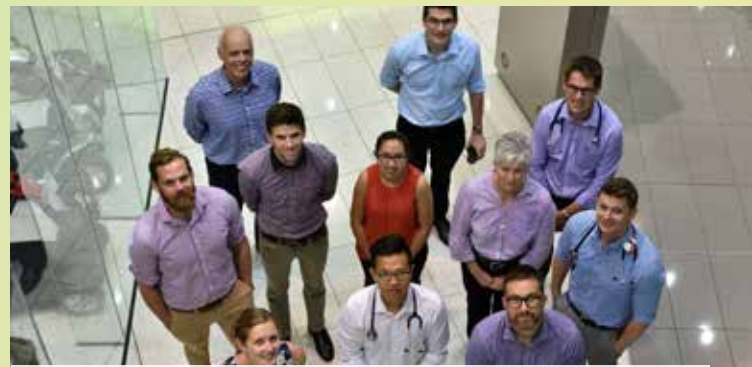
In all, 10 surveyors from all parts of Australia undertook the audit over a five-day period and we were delighted with the positive endorsement we received. A number of departments earned glowing commendations at the summation conference and all staff and volunteers are to be congratulated for their contribution in this regard. We are extremely fortunate that we have in place a continuous improvement culture that drives our pursuit of excellence in all that we do.

Given the significant throughput demands on our health service, the challenges of operating within a tight financial environment is an ongoing issue. It is extremely pleasing to point out that even with a record 20.91 percent increase in the number of inpatients we cared for during 2016-17, a commendable organisation wide effort enabled us to complete the financial year close to the break-even result of a \$300k deficit.

With the ongoing support of the Department of Health and Human Services, South West Healthcare is being encouraged to provide a key leadership role to all health services in the surrounding area. As a result, a detailed external consultancy was undertaken during the year which involved a review of service design in south west Victoria. The consultant's report has provided a series of recommendations to build stronger collaborative



Health Minister Jill Hennessey and Member for Western Province James Purcell (left) tour our Warrnambool operating suite with CEO John Krygger and Perioperative Services manager Tony Kelly to see firsthand the inadequacies of this aged facility.



Intern Training supervisor Dr Brendan Condon (back, left) with our latest interns, five of whom were recruited from our onsite Deakin University Clinical School.

partnerships with a number of surrounding health services but in particular Portland District Health and Western District Health Service. South West Healthcare has adopted a new mantra – think regionally, act regionally – to guide decision-making and to support the provision of high quality health services regardless of location.

As outlined in last year's annual report, we are committed to improving the infrastructure at all of our sites to deliver quality health care utilising modern and technologically advanced facilities and equipment. To bring this to a reality we are reliant on government support and we were delighted that the May 2017 State Budget contained a funding allocation of \$7.5m for the planning and design development of our Warrnambool stage 2 redevelopment project. We are obviously keen to complete all the planning stages so that this project can be considered for construction funding.

We are particularly grateful for our strong partnership with Deakin University and the enormous benefit that is derived from providing an onsite clinical school for medical student teaching. This relationship took on greater significance during the year when the Federal Government announced that South West Healthcare has been designated as one of 26 regional training hubs to be created throughout Australia.

RECORD 132,761 PRIMARY & COMMUNITY HEALTH CONSULTS



His exceptional work in recognising and acting on the need for improved emergency care throughout the region earned Emergency Services director Dr Tim Baker the prestigious South West Regional Achiever Award at the Victorian Regional Achievement and Community Awards.



Australia's very first hospital-based Palliative Care Unit celebrated its 30th birthday in October when current manager John Quinlivan and inaugural manager Lorraine Blake-Hoey cut the cake.

*Image: The Standard Et photographer Rob Gunstone.*



The Australian Government's Group Volunteer Award was presented by Member for Wannon Dan Tehan to Volunteers acting coordinator Julie Evans (from left) and palliative care volunteers Lesley Togni and Phyllis McLeish.

Marina Graham's rehabilitation treatment with Occupational Therapy senior hand therapist Leanne Jackson contributed to the record 132,761 primary and community health consultations we provided in 2016-17.



The South-West Training Hub will coordinate specialist medical training in Western Victoria and provide medical graduates greater opportunities to live, train and work in rural and regional areas. This designation also consolidates South West Healthcare's position as a major player in Western Victoria for the teaching of medical students.

We are extremely proud of our achievements over the past 12 months and look forward to the future with a great deal of enthusiasm and excitement. There are numerous people to thank for their contribution and it is necessary to highlight the dedication and commitment of two long



CEO John Krygger resigned on June 30 after 14 years heading up the region's largest health service and workforce.

*Image: The Standard & photographer Amy Paton.*

serving Board Directors whose terms expired on June 30 2017. Sharon Muldoon (17 years' service) and Chris Logan (13 years' service) were both former Chairs of South West Healthcare and their expertise and wise counsel has been greatly appreciated during this period. We would also like to highlight the enormous contribution of our Chief Executive Officer John Krygger who resigned on June 30 2017 following 14 years of outstanding service to the organisation. John has overseen and guided the health service through the most significant growth phase in our history and we thank him most sincerely and wish him well with his future endeavours.

We would like to acknowledge the contribution of all our dedicated Board of Directors and highly skilled executive and staff teams. We are also eternally grateful for the fantastic support provided by our 315 registered volunteers, numerous auxiliaries and donors who assist us in delivering the vast range of services available. Our professional relationship with the Department of Health and Human Services at both central and regional office level enables South West Healthcare to deliver the highest quality of care across numerous specialties and disciplines and we are proud of this partnership.

With our expanded regional leadership role, we will continue to support other health services and our extended community in order to deliver on our vision of 'outstanding healthcare in partnership with our regional community'.

**JOHN MAHER**

*Chairman*  
Board of Directors  
July 27 2017

2017 National Receptionists Day allowed us to celebrate the contribution this special group of professionals make in the day-to-day running of our hospitals, community health centres, mental health services, aged care facility and adult day centre. They include Lynda Kenneally (from left), Anna Martin, Alisha Woolgar, Carly Pulling and Zoe Pennings.



# STATEMENT OF STRATEGIC DIRECTION 2014-19

## OUR VISION

*Outstanding healthcare in partnership with our regional community.*

## OUR MISSION

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## OUR VALUES

### Caring

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### Respect

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

### Integrity

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### Excellence

We continually review and analyse performance to ensure best practice.

### Leadership

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

## 1. PARTNERING WITH OUR COMMUNITY

### Strategic Direction

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

### Strategies

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

## 2. DRIVING A QUALITY AND SAFETY CULTURE

### Strategic Direction

*We will provide high quality health and wellbeing services.*

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

### Strategies

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



Advance Care Planning officer Melissa Couch urges everyone over 18 to complete an Advance Care Plan and provide a copy to us for your medical file.  
*Image: The Standard & photographer Anthony Brady.*

### 3. DELIVERING EFFICIENT SERVICES AND INFRASTRUCTURE

#### Strategic Direction

*We will maintain our financial viability and sustainability.*

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

#### Strategies

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

### 4. DEVELOPING A HIGH PERFORMING WORKFORCE

#### Strategic Direction

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

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

#### Strategies

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

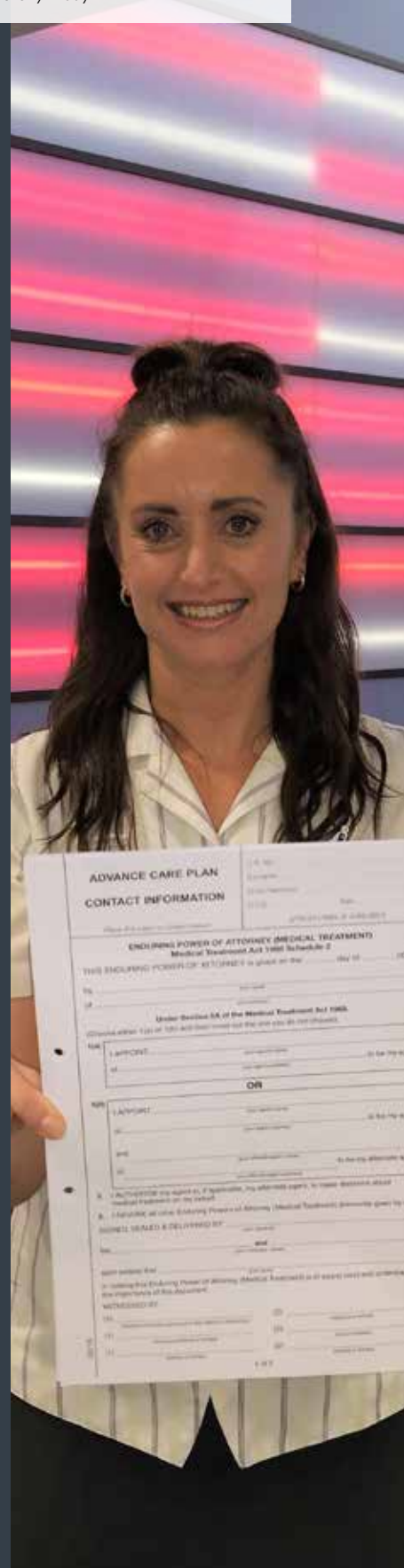
### 5. ENCOURAGING SERVICE INNOVATION

#### Strategic Direction

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

#### Strategies

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



Our South West Dental Service clinics are located in Warrnambool, Portland, Camperdown and Hamilton, which is where you'll find senior dental assistant Karel Walkenhorst (left) and dental assistant Tennille Janes.

*Image: Hamilton Spectator & photographer Judy de Man.*

# STATEMENT OF PRIORITIES

In 2016-17 South West Healthcare will contribute to the achievement of the government's commitments by:

ACTION	DELIVERABLES	OUTCOMES
<b>QUALITY AND SAFETY</b>		
<p>Implement systems and processes to recognise and support person-centred end of life care in all settings, with a focus on providing support for people who choose to die at home.</p>	<p>Cancer and Palliative Care Governance group will review the new Victorian End of Life and Palliative Care framework to:</p> <ul style="list-style-type: none"> <li>- Continue focus on person-centred care.</li> <li>- Engage with the community to support end of life care and planning.</li> <li>- Ensure that services are coordinated and integrated.</li> <li>- Ensure that all services understand quality end of life and palliative care.</li> <li>- These key deliverables will be measured via client and carer experience survey data, benchmarked patient outcomes, documented evidence of advance care plans, care delivered in the person's place of choice and if the person dies in their place of choice.</li> </ul>	<p>Achieved.</p> <p>Advance care planning offered to, and medical enduring power of attorney discussed with, patients. Supporting documents and publications provided to patients and carers as need arises.</p> <p>SWH Cancer and Palliative Care Governance Committee continues to monitor data regarding end of life care and palliative care.</p> <p>Correspondence provided to patients, their local GP and specialist on admission to Community Palliative Care, and updated throughout.</p> <p>Advance care plan maintained within patient's medical record, including in electronic medical record. Resuscitation plan completed on all patients admitted to SWH as required.</p>
<p>Advance care planning is included as a parameter in an assessment of outcomes including: mortality and morbidity review reports, patient experience and routine data collection.</p>	<p>Advance Care Planning advisory group will review and implement '<i>Advance care planning: Have the Conversation, a strategy for Victorian health services 2014-2018</i>'. Strategies for 2016-17 are to:</p> <ul style="list-style-type: none"> <li>- Partner with key external stakeholders to ensure that the advance care plan is accessible at any point of care (South West regional initiative).</li> <li>- Continue to establish best practice advance care planning such as the "Not for Resuscitation" plan.</li> <li>- Continue staff education to ensure that "have the conversation" is embedded into practice.</li> <li>- Inform and educate staff through the new electronic learning system.</li> <li>- The electronic patient information system records and informs staff of any substitute decision makers.</li> <li>- Key measurements will be the percentage of patients over 65 years of age with evidence of an advance care plan, the number of training sessions and the number of attendees. Evidence of advance care planning is incorporated into the mortality and morbidity review reports, the patient experience survey and other forms of routine data collections.</li> </ul>	<p>Achieved.</p> <p>SWH completed review of advance care plans, resuscitation plan and policies to ensure changes to the Treatment Act 2016 are implemented and amended prior to March 2018.</p> <p>Morbidity and mortality reviews regularly monitor completion of advance care plans as part of patient's care.</p> <p>DHHS benchmark KPI for 50% of all patients over 75 years to have an advance care plan or substitute decision maker monitored. SWH currently complies with 11 of 14 measurable health service priority areas identified in '<i>A strategy for Victorian Health Services 2014-2018, Advance Care Planning-Have the Conversation</i>'. Of the remaining 3 priority areas, planning underway to achieve 100% compliance by end of 2018.</p>
<p>Progress implementation of a whole-of-hospital model for responding to family violence.</p>	<p>Develop an organisation-wide family violence framework and include guidelines for health professionals and staff training.</p> <p>Include South West Healthcare Mental Health Services as a core member in the newly established multi-agency Risk Assessment Management Panel.</p> <p>Facilitate collaborative responses and information sharing across key agencies in order to lessen or prevent serious and imminent threats to the life, health, safety or welfare of women and their children as a result of family violence.</p>	<p>Partially achieved.</p> <p>Development of an organization wide family violence framework commenced.</p> <p>SWH active and core member of RAMP, as are Victoria Police, Corrections, Specialist Family Violence Services; DHHS Housing, Men's Behaviour Change, Mental Health Services, Alcohol and Other Drug Services, DHHS Child Protection and ChildFIRST.</p> <p>Training for the other senior staff completed and organisation wide training program under development.</p>

<p>Develop a regional leadership culture that fosters multidisciplinary and multi-organisational collaboration to promote learning and the provision of safe, quality care across rural and regional Victoria.</p>	<p>Develop a regional leadership culture and continue to demonstrate that commitment by appointing a Medical Administrator to support regional clinical governance and to assist regional medical workforce planning.</p> <p>Continue to support established regional committees with a particular focus on workforce planning and clinical governance.</p>	<p>Achieved.</p> <p>Regional collaboration has resulted in 5 specific initiatives focusing on Clinical Governance, Safety and Quality. Clinical Governance collaborative established, supported by committees focusing on Clinical Governance, Quality systems and Data. Additional specific initiatives implemented to support Corangamite Health Collaborative, Pharmacy Services, efficient and safe use of antibiotics and sub-regional corporate services.</p>
<p>Establish a foetal surveillance competency policy and associated procedures for all staff providing maternity care that includes the minimum training requirements, safe staffing arrangements and ongoing compliance monitoring arrangements.</p>	<p>Implement a new electronic learning management system to support education and compliance with South West Healthcare foetal surveillance competency policy. The system will introduce a robust method to record nursing and medical training compliance.</p> <p>Foetal surveillance competency will be measured by compliance with training requirements by both medical and nursing staff, with the target 100 per cent compliance.</p>	<p>Achieved.</p> <p>SWH has a foetal surveillance competency policy in place for all staff providing maternity care. This policy outlines minimum training requirements, safe staffing arrangements and ongoing compliance monitoring. Compliance with foetal surveillance competencies managed via SWH electronic learning system. To date 75% applicable staff have completed this competency.</p> <p>SWH has expanded its electronic foetal surveillance system to its Camperdown campus allowing obstetricians to review and monitor babies' wellbeing.</p>
<p>Use patient feedback, including the Victorian Healthcare Experience Survey to drive improved health outcomes and experiences through a strong focus on person and family centred care in the planning, delivery and evaluation of services, and the development of new models for putting patients first.</p>	<p>Implement the consumer engagement framework to underpin priorities including planning, delivery and evaluation of services.</p> <p>Develop processes and systems for providing consumer feedback to clinicians (including Victorian Healthcare Experience Survey) to drive quality improvement activities.</p> <p>Train staff in patient centred care principles.</p> <p>Monitor results to identify opportunities for improvement.</p>	<p>Achieved.</p> <p>SWH has implemented a new Consumer Engagement framework to underpin priorities including the planning, delivery and evaluation of services.</p> <p>Consumer representative training conducted throughout 2016-17.</p> <p>Consumers involved in number of SWH committees to ensure a consumer voice.</p> <p>SWH liaises with consumers regarding patient feedback.</p>
<p>Develop a whole of hospital approach to reduce the use of restrictive practices for patients, including seclusion and restraint.</p>	<p>Review the current organisation wide restraint minimisation policy to ensure the clinical standards and guidelines outlined within the policy align with evidence based practice and comply with the appropriate mental health and aged care national standards and the Australian Commission on Safety and Quality in Health Care Clinical Care guidelines on delirium.</p> <p>Provide education and training opportunities to all staff on South West Healthcare's restraint minimisation policy and encourage the continued use of RiskMan for incident reporting to drive quality improvement by monitoring, managing and reducing incidents and adverse events associated with the use of restraint.</p>	<p>Achieved.</p> <p>SWH has organisation wide policies in place regarding use of restrictive practices for patients.</p> <p>SWH practices reviewed to ensure consistency with new <i>Mental Health Act</i>.</p>
ACTION	DELIVERABLES	OUTCOMES
ACCESS AND TIMELINESS		
<p>Ensure the development and implementation of a plan in specialist clinics to: (1) optimise referral management processes and improve patient flow through to ensure patients are seen in turn and within time; and (2) ensure Victorian Integrated Non-admitted Health data accurately reflects the status of waiting patients.</p>	<p>Complete a comprehensive review of the referral management process and ensure the model appropriately and effectively supports inpatient services.</p> <p>Review existing reporting processes and implement the necessary system that enables accurate reporting of waiting patients for non-admitted services (specialist clinics).</p>	<p>Achieved.</p> <p>SWH has reviewed current Specialist Clinics to ensure compliance with Specialist Clinic policies.</p> <p>SWH to embark on review of specialist clinics to determine what future model best supports both outpatient services and specialist inpatient model of care.</p>

<p>Ensure the implementation of a range of strategies (including processes and service models) to improve patient flow, transfer times and efficiency in the emergency department, with particular focus on patients who did not wait for treatment and/or patients that re-presented within 48 hours.</p>	<p>Complete construction of the 4-bed Observation Unit and commence operating the new unit in August 2016.</p> <p>Ensure the new model assists patient flow through an improved flow to either acute beds or an appropriate discharge.</p>	<p>Achieved.</p> <p>Emergency Observation Unit (EOU) opened as planned in August 2016 and model of care and associated operational policies developed/implemented in accordance with DHHS guidelines. This has been a significant change to the model of care in the Emergency Department and has resulted in excess of 1,300 patients being admitted to the EOU. It has provided an improved level of patient care as a result of availability of a more appropriate treatment area for patients. A range of KPIs monitored, with 91% of EOU patients discharged home (well above &gt;85% target). Average time spent in the Emergency Department for the admitted patient group reduced by 0.7 hours (5.5 from 6.2 hours in previous year).</p>
<p>Identify opportunities and implement pathways to aid prevention and increase care outside hospital walls by optimising appropriate use of existing programs (i.e. the Health Independence Program or telemedicine).</p>	<p>Consolidate the integration of Sub-acute, Nursing and Community programs into Primary and Community Services Division including care pathways and care streams.</p> <p>Finalise the development and function of the Subacute Pathways Access team, Care Coordination and Rehabilitations teams.</p> <p>Consolidate and expand rehabilitation in the home services including standardised team meeting and referral processes.</p> <p>Telehealth is a key modality of service delivery in bringing services closer to home. The following actions will be undertaken in 2016-17 to increase utilisation of telehealth:</p> <ul style="list-style-type: none"> <li>- Establish an organisation wide steering committee.</li> <li>- Develop a strategy document and action plan for prioritising and implementing telehealth services.</li> <li>- Implement Victorian Stroke Telemedicine program.</li> </ul>	<p>Achieved.</p> <p>All key strategies within this section complete. Telehealth strategies implemented with sustainable solutions.</p> <p>Number of cases utilising Victorian Stroke Telemedicine program from Jan-June 2017 is 28 of the 45 stroke patients (62%).</p>
<p>Increase the proportion of patients (locally and across the state) who receive treatment within the clinically recommended time for surgery and implement ongoing processes to ensure patients are treated in turn and within clinically recommended timeframes.</p>	<p>Expand and consolidate the two key specialist services, Urology and Orthopaedic Services.</p> <p>Recruit new specialists to ensure a stable and sustainable workforce and commence operating lists.</p>	<p>Achieved.</p> <p>SWH commenced waiting list reporting from 1 July 2016.</p> <p>SWH exceeded 3,014 Elective Surgery Admission target by treating 3,437 patients.</p> <p>Theatre lists expanded at Warrnambool and Camperdown to accommodate additional surgery.</p> <p>Urology surgical service established and orthopaedics surgical service expanded to provide additional regional surgery.</p> <p>New orthopaedic surgeon recruited (commenced Jan 2017) and 3 orthopaedic specialists recruited within last 6 months.</p> <p>Reduced July 2016 waiting list of 903 to 838 at June 2017.</p> <p>100% of Category One patients treated on time. 96.2% of Category Two patients treated on time. 98% of Category Three patients treated on time.</p>
<p>Develop and implement a strategy to ensure the preparedness of the organisation for the National Disability and Insurance Scheme and Home and Community Care program transition and reform, with particular consideration to service access, service expectations, workforce and financial management.</p>	<p>Implement a transition plan for the Home and Community Care, and National Disability and Insurance Scheme reforms.</p> <p>Design and implement data capture systems to support the new service streams.</p> <p>Financial risk assessment and management to ensure service planning aligns with a sustainable financial model.</p> <p>Workforce and service planning to ensure the most efficient and effective model is implemented.</p> <p>Identify and develop key relationships with other providers.</p>	<p>Achieved.</p> <p>Detailed action plans developed/implemented to address transition to NDIS and address issues as they emerge including service stream, billing and data systems.</p> <p>Key relationships with other providers formed.</p>

ACTION	DELIVERABLES	OUTCOMES
<b>SUPPORTING HEALTHY POPULATIONS</b>		
<p>Support shared population health and wellbeing planning at a local level – aligning with the Local Government Municipal Public Health and Wellbeing plan and working with other local agencies and Primary Health Networks.</p>	<p>Identify and map existing and potential partnerships whilst developing formal and informal agreements.            Complete a gap analysis and develop an action plan to address any gaps.            Continue to work with the Primary Health Network and develop shared goals.            Develop an organisational wide Health Promotion Plan including strategies, targets, budget and key performance indicators.</p>	<p>Achieved.            A number of partnerships exist and significant amount achieved in this area:</p> <ul style="list-style-type: none"> <li>– South West Service Design Project progressed with final report including recommendations to be presented to governance group in late 2017. This will identify gaps and actions to create a more connected healthcare system in South West Victoria.</li> <li>– Corangamite Area Health Services Group continues to meet with project officers now leading Allied Health and service referrals projects.</li> <li>– Memorandum of Understanding between SWH and Western Primary Healthcare Network (PHN) in draft for clinical pathways project that has commenced.</li> <li>– Organisation wide Health Promotion Plan completed with strategies coordinated regionally through South West Primary Care Partnership. This unit now has 3.6 FTE with annual budget, business plan and strategies in place.</li> </ul>
<p>Focus on primary prevention, including suicide prevention activities, and aim to impact on large numbers of people in the places where they spend their time adopting a place based, whole of population approach to tackle the multiple risk factors of poor health.</p>	<p>Respond to communities, particularly rural communities that have experienced suicide, through the provision of Mental Health First Aid training.            Work with Mental Illness Fellowship in a joint research project, Healthy Lifestyles, to improve the physical and emotional wellbeing of consumers.            Ongoing consumer and carer programs, such as the sensory modulation room to improve emotional wellbeing, Act for Life program, Wise Choices program and Craft groups.</p>	<p>Achieved.            Significant amount of work undertaken with the following achievements highlighted:</p> <ul style="list-style-type: none"> <li>– Mental Health First Aid (MHFA) successfully delivered across the region, including small rural townships.</li> <li>– Feedback ratings reveal MHFA course participants recognize/respond to people who may be developing a mental health problem or experiencing a mental health crisis.</li> <li>– Sensory modulation room developed to help consumers develop skills to self soothe and moderate emotions to enable optimal functioning</li> <li>– SWH Mental Health Services (MHS) employee undertook 6-month secondment to Lorne Community Hospital (Great Ocean Road Resilience Project) to provide trauma counselling for communities affected by local bushfires, particularly residents of Wye River/Separation Creek.</li> <li>– ACT-trained SWH Adult Mental Health clinicians facilitated Wise Choices, 16-week program.</li> <li>– MHS Leadership Team members active participants of Greater South Coast Fight for Your Life steering and governance sub committees focused on suicide prevention programs.</li> </ul>
<p>Develop and implement strategies that encourage cultural diversity such as partnering with culturally diverse communities, reflecting the diversity of your community in the organisational governance, and having culturally sensitive, safe and inclusive practices.</p>	<p>Incorporate strategies to increase diversity in the consumer engagement framework.            Develop an action plan with key performance indicators</p>	<p>Achieved.            Consumer and Community Advisory Committee participation plan includes process of linking in with various diverse groups.            SWH continues to host annual NAIDOC celebrations.            Diversity staff and Aboriginal liaison officers meet with diverse groups and assist with the safe care and treatment of patients.</p>

<p>Improve the health outcomes of Aboriginal and Torres Strait Islander people by establishing culturally safe practices which recognise and respect their cultural identities and safely meets their needs, expectations and rights.</p>	<p>Further develop and review organisational Memorandum of Understanding with our partner Aboriginal organisations. In partnership with local Aboriginal Community Controlled Health Organisations, deliver Cultural Awareness training to 70 per cent of staff.</p>	<p>Achieved. Awaiting sign off of formal MOU. Strong partnership development continuing through shared dental, health promotion and chronic care initiatives. Cultural Awareness training delivered through orientation to priority areas. Senior staff attended full-day training regarding cultural impacts on health.</p>
<p>Drive improvements to Victoria's mental health system through focus and engagement in activity delivering on the 10 Year Plan for Mental Health and active input into consultations on the Design, Service and Infrastructure Plan for Victoria's Clinical mental health system.</p>	<p>Continue to be an active participant in the multi-agency "Great South Coast Suicide Prevention Strategy". The strategy has now developed into a standing local/regional committee known as Fight For Your Life. The multi-agency collaborative committee chaired by the Primary Care Partnership meets monthly and is tasked with bringing the various agencies together to develop and implement a suicide prevention strategy for South West Victoria. A Health and Wellbeing committee has been recently established and this committee will provide support to Dairy Farmers. Establish a "Focus on Recovery Incorporated" volunteer committee to help create improvements in the delivery of mental health services and programs from a consumer perspective. The Healthy Lifestyles Working Group has been established and is a joint venture between South West Healthcare and Mental Illness Fellowship. The group will continue to focus on improving the physical health of current mental health consumers.</p>	<p>Achieved. Together with SWH Primary &amp; Community Services, SWH Mental Health Services established a Farmer Health &amp; Wellbeing Committee (FHC) in May 2016. It comprises a range of South West Victorian healthcare providers; (tertiary) Deakin Rural Health, National Centre for Farmer Health; (government) DHHS, Dept of Economic Development, Jobs, Transport and Resources, Centrelink; (industry) AgVic, WestVic Dairy. SWH chairs FHC and represents members at State Government-initiated (South West) Dairy Industry Leadership Group, formed in response to Dairy Industry Response Ministerial Task Force. MHS Primary Mental Health Team/Perinatal Emotional Health Program manager is a committee member (and was former chair). FHC aims to encourage collaborative service provision/coordination of health and industry-related bodies as they respond to farming communities subsequent to recent milk price reduction. Meets regularly. Now focused on supporting recently appointed Farmer Health &amp; Wellbeing (social) workers employed by SWH and Colac Area Health. Child &amp; Adolescent MHS conduct Circle of Security (COS) Groups across region during school terms. COS Groups aimed at promoting more emotionally-attuned parent/child relationships, healthier secure attachment, and early intervention mental health for parents and children.</p>
<p>Using the Government's Rainbow eQuality Guide, identify and adopt 'actions for inclusive practices' and be more responsive to the health and wellbeing of lesbian, gay, bisexual, transgender and intersex individuals and communities.</p>	<p>Review the Access and Equity policy and ensure the principles from the Rainbow eQuality Guide are included. Investigate accreditation with the Rainbow Tick Program.</p>	<p>Achieved. Recommendation adopted to incorporate focus on working with Aboriginal families into orientation and mandatory training using extremely comprehensive 2014 Working Together as a guide. Review of Rainbow Tick accreditation requirements completed and need for training/auditing identified. Focus on identifying Champions within MHS to connect with other divisions and collaborate with consumers and communities to improve consumer experiences at SWH.</p>

ACTION	DELIVERABLES	OUTCOMES
<b>GOVERNANCE AND LEADERSHIP</b>		
<p>Demonstrate implementation of the Victorian Clinical Governance Policy Framework: Governance for the provision of safe, quality healthcare at each level of the organisation, with clearly documented and understood roles and responsibilities. Ensure effective integrated systems, processes and leadership are in place to support the provision of safe, quality, accountable and person centred healthcare. It is an expectation that health services implement to best meet their employees' and community's needs, and that clinical governance arrangements undergo frequent and formal review, evaluation and amendment to drive continuous improvement.</p>	<p>The Executive Committee and the Quality and Risk Unit will utilise a variety of metrics, audits and internal and externally initiated reviews, such as the People Matter Survey and the Victorian Health Experience Survey, to monitor, evaluate and implement continuous quality improvement of the Clinical Governance Policy Framework.</p>	<p>Achieved.</p> <p>Comprehensive clinical governance framework in place with several clinically related committees reporting to overarching Clinical Systems &amp; Safety Committee and Quality Care Committee. Each Committee has defined KPIs and reporting schedules.</p> <p>New Consumer &amp; Community Advisory Committee established with Board of Directors representation and Community Engagement Liaison officer appointed.</p> <p>Comprehensive consumer and community engagement work plan developed.</p> <p>Overarching Workforce Committee, with two sub-committees, established. Sub-committees consist of Workforce Development Committee and Workforce Management Committee. Workforce &amp; Culture Strategic Plan developed, supported by action plan. Progress monitored through Workforce Committee framework.</p> <p>Victorian People Matter Survey and Victorian Health Experience Survey both reviewed and analysed in detail by Executive team, Quality &amp; Risk Unit, Workforce Committee and Quality Care Committee. Action plans developed with progress reports provided regularly to Board of Directors.</p>
<p>Lead the development and implementation of Local Region Action Plans under the series of statewide design, service and infrastructure plans being progressively released from 2016-17. Development of Local Region Action Plans will require partnerships and active collaboration across regions to ensure plans meet both regional and local service needs, as articulated in the statewide design, service and infrastructure plans.</p>	<p>Positively contribute to the development of the South West Region Action Plan in partnership with other providers and Department of Health and Human Services.</p> <p>Focus on improving services to the Corangamite Shire through active participation in the Corangamite Health Collaborative Committee.</p> <p>Progress regional innovations identified and adopted through the Barwon South West Regional Chief Executive Officer's Council.</p>	<p>Achieved.</p> <p>The South West Service Plan completed consultation phase and awaiting final report. Multi-agency committee established to work through and implement recommendations, where appropriate.</p> <p>Project officer position to support Corangamite Health Collaborative established and appointed. Steady progress on number of regional initiatives achieved.</p> <p>Progress made on the 5 initiatives supported by South West Regional CEOs Council: Strengthening regional clinical governance, pharmacy service collaboration, improved antibiotic usage, the Corangamite Health Collaborative, and sub-regional corporate services.</p>
<p>Ensure that an anti-bullying and harassment policy exists and includes the identification of appropriate behaviour, internal and external support mechanisms for staff and a clear process for reporting, investigation, feedback, consequence and appeal and the policy specifies a regular review schedule.</p>	<p>In 2016-17 the following actions will build on the current Bullying and Harassment Policy and organisation wide values framework and Workforce Strategic Plan:</p> <ul style="list-style-type: none"> <li>- Develop an action plan to respond to all recommendations contained in the Victorian Auditor General report on Bullying and Harassment in the Health Sector.</li> <li>- Review and amend the Bullying and Harassment Policy to ensure it reflects the Victorian Auditor General's recommendations, Department of Health and Human Services priorities and industry best practice.</li> <li>- Through mandatory education, make all levels of the organisation aware of what are acceptable behaviours and the policies and practices that reinforce that behaviour.</li> </ul>	<p>Achieved.</p> <p>Regular reports provided to Board of Directors on strategies to respond to Victorian Auditor General's Office (VAGO) report. Focus on providing staff education program for all staff through:</p> <ul style="list-style-type: none"> <li>- Mandatory online training with 87% staff compliant with completion. Face to face training provided to all departments. 45 managers completed training in dealing with bullying and harassment, complaints, and inappropriate behaviours.</li> <li>- 224 staff completed face to face orientation, including awareness of bullying and harassment as a workplace Occupational Health and Safety issue.</li> <li>- Performance indicators developed and reported to Board of Directors at commencement of each Board meeting.</li> </ul>

<p>Board and senior management ensure that an organisational wide occupational health and safety risk management approach is in place which includes: (1) A focus on prevention and the strategies used to manage risks, including the regular review of these controls; (2) Strategies to improve reporting of occupational health and safety incidents, risks and controls, with a particular focus on prevention of occupational violence and bullying and harassment, throughout all levels of the organisation, including to the board; and (3) Mechanisms for consulting with, debriefing and communicating with all staff regarding outcomes of investigations and controls following occupational violence and bullying and harassment incidents.</p>	<p>As part of the annual Quality and Business Planning process an organisational wide Safety Plan will be adopted in September 2016. The 2016-17 plan will include:</p> <ul style="list-style-type: none"> <li>- An expansion of key safety indicators that focus on occupational violence and bullying and harassment.</li> <li>- Education and training has been identified as one of the key drivers of improvement and a new online training package will be developed and implemented. This will be mandatory for all staff.</li> <li>- Our safety structure is supported by a network of contact officers. Additional specific training will be provided to these key employees to ensure the organisational capacity is increased.</li> </ul>	<p>Achieved.</p> <p>Organisation wide safety plan developed/adopted. Focused on:</p> <ul style="list-style-type: none"> <li>- Reviewing training requirements and staffing structure.</li> <li>- Violence and aggression indicators presented to Board of Directors.</li> <li>- Individual monthly reports provided to Executive.</li> <li>- Online mandatory courses in place for manual handling, fire and emergency response, hand hygiene.</li> <li>- Specific all-staff program commenced to address bullying and harassment.</li> </ul>
<p>Implement and monitor workforce plans that: improve industrial relations; promote a learning culture; align with the Best Practice Clinical Learning Environment Framework; promote effective succession planning; increase employment opportunities for Aboriginal and Torres Strait Islander people; ensure the workforce is appropriately qualified and skilled; and support the delivery of high-quality and safe person centred care.</p>	<p>Develop a detailed action plan from the 3-year Workforce Strategic Plan.</p> <p>Implement a regional Learning Management System that will provide an expanded range of online training modules.</p> <p>Implement a new e-credentialing system that has the capacity to provide electronic alerts and cover all clinical staff.</p> <p>Review the systems and processes that support performance management and implement improvements that ensure all staff reviews include specific reference to the organisational values (particularly the values framework document).</p> <p>Implement an electronic time and attendance system to support efficient and effective payroll and staff rostering.</p> <p>South West Healthcare has developed an Aboriginal Employment Strategy 2014-19.</p> <p>Conduct a careers day for local indigenous students.</p> <p>Successfully complete two indigenous traineeships.</p> <p>Host Victorian Certificate of Applied Learning students completing Cert II Aboriginal Primary Health Care.</p>	<p>Achieved.</p> <p>Regional Learning Management System (GROW) fully implemented, and e-credentialing system selected and implementation commenced.</p> <p>Electronic system for all staff to electronically register compliance with performance management reviews implemented and all managers trained on the key aspects and importance of completing annual reviews.</p> <p>Regional implementation of KRONOS system nearing completion with all staff scheduled to be online by December 2017.</p>
<p>Create a workforce culture that: (1) includes staff in decision making; (2) promotes and supports open communication, raising concerns and respectful behaviour across all levels of the organisation; and (3) includes consumers and the community.</p>	<p>The established Workforce Strategic Plan and values framework will underpin all workforce initiatives in 2016-17.</p> <p>Include the values framework as a key component of all annual staff performance reviews.</p> <p>Develop and adopt an organisation wide communication strategy.</p>	<p>Achieved.</p> <p>Values framework embedded in decision-making framework and high level of visibility of framework achieved. Delivery of organisation wide communication strategy well accepted/supported as evidenced by staff feedback.</p>

<p>Ensure that the Victorian Child Safe Standards are embedded in everyday thinking and practice to better protect children from abuse, which includes the implementation of: strategies to embed an organisational culture of child safety; a child safe policy or statement of commitment to child safety; a code of conduct that establishes clear expectations for appropriate behaviour with children; screening, supervision, training and other human resources practices that reduce the risk of child abuse; processes for responding to and reporting suspected abuse of children; strategies to identify and reduce or remove the risk of abuse and strategies to promote the participation and empowerment of children.</p>	<p>Child Safety standards project group will:</p> <ul style="list-style-type: none"> <li>– Review and implement a child-safe policy and statement of commitment to child safety.</li> <li>– Implement a statement of expectations for appropriate behaviour with children.</li> <li>– Review training and other human resources practices.</li> <li>– Monitor mandatory and voluntary processes for responding to and reporting suspected child abuse.</li> </ul> <p>This work will be completed by December 2016 and will be measured by the successful adoption of required policies and auditing of the systems to monitor compliance.</p>	<p>Achieved.</p> <p>SWH has reviewed and endorsed updated Child Safe Policy. Hospital Code of Conduct reviewed. It includes statement regarding a safe child environment.</p> <p>Each SWH position description includes statement regarding maintaining a safe child environment.</p> <p>Training provided on Child Safety via e-learning system.</p>
<p>Implement policies and procedures to ensure patient facing staff have access to vaccination programs and are appropriately vaccinated and/or immunised to protect staff and prevent the transmission of infection to susceptible patients or people in their care.</p>	<p>Monitor vaccinations at staff recruitment to ensure compliance.</p> <p>Upgrade the payroll system to record vaccinations and classification of staff to assist with monitoring, recording and identification of vaccination requirements for each staff member.</p> <p>Conduct an audit of all staff at South West Healthcare to ensure a comprehensive and complete database of all staff vaccinations.</p> <p>Measure compliance with a target of 100 per cent of all new staff having their immunisation status known.</p>	<p>Achieved.</p> <p>SWH Staff Health Policy updated to ensure it includes appropriate compliance requirements. Significant process redesign completed/implemented including:</p> <ul style="list-style-type: none"> <li>– All commencing staff required to complete vaccination checklist prior to commencement.</li> <li>– Training program for managers regarding the new process.</li> <li>– Revised Nurse Immuniser policy.</li> </ul> <p>Processes relating to new staff established/ fully implemented.</p>
ACTION	DELIVERABLES	OUTCOMES
FINANCIAL STABILITY		
<p>Further enhance cash management strategies to improve cash sustainability and meet financial obligations as they are due.</p>	<p>Develop and implement strategies to support sustainable revenue and cost models for the small campuses at Camperdown, Macarthur and Lismore.</p> <p>Implement a range of cost saving and revenue generating activities aimed at improving financial performance, to enhance levels of cash and investments held.</p> <p>Establish a clinician led working party to identify areas where the average length of stay is higher than the state average.</p> <p>Develop strategies to reduce average length of stay and use Health Round Table reporting to monitor and report on quality and efficiency gains generated through improved length of stay.</p>	<p>Partially achieved.</p> <p>SWH experienced a transformational year in relation to inpatient activity with number of patients admitted increasing by 23% (in excess of an additional 3,900 patients admitted). This resulted in some additional financial pressure and an operating deficit of \$300k has been recorded to the end of June 2017. Total annual expenditure increased to \$163m and, as such, deficit reflects a very small percentage of total expenditure.</p> <p>Significant amount of work completed on improving flow of patients through the service which has resulted in improved average length of stay.</p>
<p>Actively contribute to the implementation of the Victorian Government's policy to be net zero carbon by 2050 and improve environmental sustainability by identifying and implementing projects, including workforce education, to reduce material environmental impacts with particular consideration of procurement and waste management, and publicly reporting environmental performance data, including measureable targets related to reduction of clinical, sharps and landfill waste, water and energy use and improved recycling.</p>	<p>Based on the 2015–16 environmental sustainability gap analysis the following actions will be completed in 2016–17:</p> <ul style="list-style-type: none"> <li>– Establish an Environmental Sustainability Officer position to lead the achievement of sustainability driven outcomes across the whole organisation.</li> <li>– Update and implement a new three year, organisation wide Environmental Management Plan and reporting framework that outlines sustainability key performance indicators and targets that support environmentally sustainable practices and that relate to reducing all waste streams, energy usage and increase the rates of recycling across settings.</li> </ul>	<p>Achieved.</p> <p>Environmental Sustainability Plan finalised for 2017–20.</p> <p>Number of environmental sustainability projects commenced across organisation, including water efficiency initiatives such as installation of low-flow showerheads in all SWH bathrooms (reducing water usage by 10L/minute per showerhead) and harvesting of water from soon-to-be installed reverse osmosis plant and sterilisers in theatre suite. Energy efficiency projects include replacement of all fluorescent light globes with LED options (approx \$40,000 pa savings) and number of targeted waste specific projects commenced (surgical PVC recycling, food waste minimisation).</p>

# PERFORMANCE PRIORITIES

SAFETY AND QUALITY PERFORMANCE		TARGET	2016/17 ACTUALS	
Safety & Quality Performance	Compliance with NSQHS Standards accreditation	Full Compliance	Achieved	
	Compliance with the Commonwealth's Aged Care Accreditation Standards	Full Compliance	Achieved	
Infection Prevention & Control	Compliance with Cleaning Standards	Full Compliance	Achieved	
	– Overall compliance with standards	Full Compliance	Achieved	
	– Very high risk (Category A)	98%	Achieved	
	– High risk (Category B)	98%	Achieved	
	– Moderate risk (Category C)	96%	Achieved	
	Compliance with the Hand Hygiene Australia program	80%	84.3%	
	Percentage of healthcare workers immunised for influenza	75%	85%	
	Submission of infection surveillance data to VICNISS	Full Compliance	Full Compliance	
Patient Experience & Outcomes	Victorian Healthcare Experience Survey – data submission	Full Compliance	Achieved	
	Victorian Healthcare Experience Survey – patient experience	95% pos. exp.	93%	
	Victorian Healthcare Experience Survey – discharge care	75% very pos. exp.	78%	
	ICU central line – associated blood stream infections	No outliers	Achieved	
	Maternity – percentage of women with prearranged postnatal home care (Warrnambool)	100%	100%	
	Maternity – percentage of women with prearranged postnatal home care (Camperdown)	100%	100%	
	* Rate of singleton term infants without birth anomalies with APGAR score <7 to 5 minutes	Warrnambool	≤1.6%	1.3%
		Camperdown	≤1.6%	2.1%
	* Rate of severe foetal growth restriction in singleton pregnancy undelivered by 40 weeks		≤28.6%	22.2%
	Mental health – percentage of adult inpatients who are readmitted within 28 day of discharge	14%	13%	
	Mental health – rate of seclusion events relating to an acute admission – composite seclusion rate	≤15/1,000	9.6	
	Mental health – rate of seclusion events relating to an adult acute admission	≤15/1,000	10	
	Mental health – rate of seclusion events relating to an aged acute admission	≤15/1,000	0	
	Mental health – percentage of child and adolescent patients with post-discharge follow-up within seven days	75%	86%	
	Mental health – percentage of adult patients who have post – discharge follow-up within seven days	75%	91%	
	Mental health – percentage of aged patients who have post – discharge follow – within seven days	75%	100%	
	Functional independence gain from admission to discharge, relative to length of stay	≥0.39 (GEM) and ≥0.645 (rehab)	Met	
Governance Leadership & Culture	People Matter Survey – percentage of staff with a positive response to safety culture questions	80%	89%	
FINANCIAL SUSTAINABILITY PERFORMANCE		TARGET	2016/17 ACTUALS	
<b>FINANCE</b>				
Annual Operating Result (\$m)		0	(\$300K)	
Cash Management	Trade Creditors	< 60 days	50 days	
	Patient Fee Debtors	< 60 days	57 days	
WIES activity performance	WIES (public and private) performance to target (%)	100%	97.26%	
ASSET MANAGEMENT		TARGET	2016/17 ACTUALS	
Basic Asset Management Plan		Full compliance	Achieved	
Adjusted current asset ratio		0.70	0.81	
Days of available cash		14 days	22.2 days	

ACCESS PERFORMANCE		TARGET	2016/17 ACTUALS
<b>Emergency Care</b>	Percentage of ambulance transfers 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 times	80%	80%
	Percentage of emergency patients with a length of stay less than four hours	81%	66%
	Number of patients with length of stay in the Emergency Department greater than 24 hours	0	2
<b>Elective Surgery</b>	Percentage of urgency Category 1 elective patients admitted within 30 days	100%	100%
	Percentage of urgency Category 1, 2 and 3 elective patients admitted within clinically - recommended timeframes	94%	87%
	20% longest waiting Category 2 and 3 removals from the elective surgery waiting list	100%	99.4%
	Number of patients on the elective surgery waiting list	732	849
	Number of hospital initiated postponements per 100 scheduled admissions	≤8/100	7.5
	Number of patients admitted from the elective surgery waiting list – annual total	3,014	3,390
<b>Specialist Clinics</b>	Percentage of urgent patients referred by a GP or external specialist who attended a first appointment within 30 days	100%	95.6%
	Percentage of routine patients referred by a GP or external specialist who attended a first appointment within 365 days	90%	100%
ACTIVITY AND FUNDING			2016/17 ACTUALS
FUNDING TYPE			ACTIVITY ACHIEVED
<b>Acute Admitted</b>	WIES Public		12,743
	WIES Private		1,165
	WIES (Public and Private)		13,908
	WIES DVA		198
	WIES TAC		90
	WIES TOTAL		14,196
<b>Sub Acute &amp; Non-Acute Admitted</b>	Rehab Public Subacute WIES		253
	Rehab Private Subacute WIES		33
	GEM Public Subacute WIES		188
	GEM Private Subacute WIES		18
	Palliative Care Public Subacute WIES		91
	Palliative Care Private Subacute WIES		12
	Sub Acute DVA WIES		20
	Transition Care – bed days		2,299
	Transition Care – home days		2,997
<b>Sub Acute Non-Admitted</b>	Health Independence Program		24,575
<b>Aged Care</b>	Residential Aged Care		10,524
	HACC		7,364
<b>Mental Health &amp; Drug Services</b>	Mental Health Ambulatory		27,745
	Mental Health Residential		731
	Mental Health Inpatient – secure unit		1,096
	Mental Health Inpatient – available bed days		5,475
	Drug Services		95
<b>Primary Health</b>	Community Health / Primary Care Programs		9,826
<b>Community Health Contacts by Campus</b>	Warrnambool Community Health		68,102
	Manifold Place / David Newman Centre		11,886
	Macarthur Community Health		4,180
	Lismore Community Health		3,653
	Regional Dental Service		22,493
	South West Medical Centre (GP Clinic)		22,447

\* Perinatal Service Performance Indicator (PSPI) reports should be consulted for a description on the utility and business rules for these indicators. Note that data for 2016 and 2017 is provisional.

# STATUTORY REQUIREMENTS

## MANNER OF ESTABLISHMENT

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

## FREEDOM OF INFORMATION REQUESTS

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

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

A total of 238 requests under the *Freedom of Information Act* were processed during the 2016-17 financial year.

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

#### Principal Officer

Mr John F Krygger, Chief Executive Officer

#### Medical Principal Officer

Dr Peter O'Brien, Director of Medical Services

#### Freedom of Information Manager

Ms Tara Singh, Health Information Manager

## 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.

## DETAILS OF CONSULTANCIES

In 2016-17 there were four consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2016-17 in relation to these consultancies is \$58,509.

In 2016-17 there were two consultancies where the total fees payable to the consultant were less than \$10,000.

The total expenditure incurred during 2016-17 in relation to these consultancies is \$15,933.

## VICTORIAN INDUSTRY PARTICIPATION POLICY (VIPP)

South West Healthcare had one applicable contract for a Transitional Care Program with a value of \$1,758,120 and the contract commenced and was completed during 2016-17. A VIPP was not required because it was local in nature and was 100% local content (ICN 2017/ICN33674). 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*.

## REPORTING REQUIREMENTS

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

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

DETAILS OF INDIVIDUAL CONSULTANCIES (VALUED AT \$10,000 OR GREATER)	PURPOSE OF CONSULTANCY	EXPENDITURE (VALUED AT \$10,000 OR GREATER)
Aspex Consulting Pty Ltd	Camperdown Business Case	39,099
Healthcare Management Advisors Pty Ltd	Bowel Screening	19,410

## DETAILS OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) EXPENDITURE

The total ICT expenditure incurred during 2016-17 is \$4.711 million (excluding GST) with the details shown below.

[\$ MILLION]		
Business As Usual (BAU) ICT expenditure (TOTAL) (excluding GST)	Operational expenditure (excluding GST)	Capital expenditure (excluding GST)
\$4.711 million	\$3.948 million	\$0.763 million

SUMMARY OF FINANCIAL RESULTS	2016/17	2015/16	2014/15	2013/14	2012/13
Revenue (excludes capital items)	163,529	151,037	146,513	139,726	132,283
Expenditure (excludes capital items)	163,829	150,439	145,575	138,944	128,746
<b>NET RESULTS BEFORE CAPITAL ITEMS</b>	<b>(300)</b>	<b>598</b>	<b>938</b>	<b>782</b>	<b>3,537</b>
Capital Revenue	9,049	15,541	3,044	46,231	5,532
Capital/other Expenditure	12,948	13,194	13,311	<b>8,844</b>	8,623
<b>COMPREHENSIVE RESULT FOR THE YEAR</b>	<b>(4,199)</b>	<b>2,945</b>	<b>(9,329)</b>	<b>38,169</b>	<b>446</b>
Total Assets	232,485	233,688	220,735	221,473	182,024
Total Liabilities	42,779	39,783	35,156	31,183	29,903
Net Assets	189,706	193,905	185,579	190,290	152,121
<b>TOTAL EQUITY</b>	<b>189,706</b>	<b>193,905</b>	<b>185,579</b>	<b>190,290</b>	<b>152,121</b>

### CAR PARKING FEES

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

### BUILDING ACT 1993

#### Compliance

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

### COMPETITIVE NEUTRALITY

#### Policy Statement

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

### RESPONSIBLE MINISTERS 2016-17

The Responsible Ministers for South West Healthcare:

**The Honourable Jill Hennessy MP**, Minister for Health, Minister for Ambulance Services

**The Honourable Jenny Mikakos MP**, Minister for Families and Children

**The Honourable Martin Foley MP**, Minister for Housing, Disability and Ageing, Minister for Mental Health

### COMMERCIAL APPOINTMENTS

**External Auditors** Coffey Hunt & Co

**Internal Auditors** RSM Bird Cameron

**Bankers** Australia & New Zealand Banking Group Ltd

### PROTECTED DISCLOSURE ACT 2012

South West Healthcare has in place appropriate procedures for disclosures in accordance with the *Protected Disclosure Act 2012*. No protected disclosures were made under the Act in 2016-17.

### DISCLOSURES

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

Disclosures will be received by:

**Mr Craig Fraser**, Interim Chief Executive Officer  
South West Healthcare, Warrnambool, Victoria 3280

#### The Ombudsman

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

#### Attestation on Risk Management Framework and Processes (SD 3.7.1)

I, Craig Fraser, certify that South West Healthcare has complied with the Ministerial Standing Direction 3.7.1 – Risk Management Framework and Processes. The South West Healthcare Audit Committee verifies this.



**Craig Fraser**, Interim Chief Executive Officer  
Warrnambool – 1 August, 2017

#### Attestation on Compliance with Health Purchasing Victoria (HPV) Health Purchasing Policies

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



**Craig Fraser**, Interim Chief Executive Officer  
Warrnambool – 1 August, 2017

# 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 163 years old and our Camperdown Hospital turned 108.*

Consisting of two public hospitals, a mental health services division, an aged care facility and five community health centres, in 2016-17 we provided 150 medical, nursing, mental health, allied health and community health services to the 110,000 people who live in Warrnambool, Moynes, Corangamite, Southern Grampians and Glenelg.

As one of the region's most significant users of natural resources we're embracing the challenge to provide quality healthcare while minimising harm to the environment. In 2016-17 we employed our first Environmental Sustainability project officer (ESPO), developed an Environmental Management Plan and established an Environmental Sustainability Committee. Its SWH membership includes chair Ray Bennett (from left), ESPO Elvira Hewson, Rebecca van Wollingen, Barbara Moll, Les Harrison, Jenny Lukeis, Eliza Bartram, Gavan Hart, Ian Powlton and Shane Grundy.  
Image: The Standard & photographer Rob Gunstone.



## REGIONAL MAP



## OUR LOCATIONS

### Our hospitals are based at:

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

### Our mental health services offices are based at:

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

### Our community health centres are based at:

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

### Our aged care facility is based at:

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

## OUR SERVICES

Of the 150 medical, nursing, mental health, allied health and community health services we provided in 2016-17 (see Services and Programs), the newest included the establishment of two region-first initiatives:

- > The Healthy Mothers Healthy Babies (HMHB) program provides outreach support for Warrnambool and district women with complex health, welfare and social needs during their pregnancy, and for up to eight





weeks after birth. This free of charge service is designed to support young women, Aboriginal and Torres Strait Islander women, refugee women and women experiencing issues around insecure housing, mental health, substance use and family violence.

HMHB midwife Jen Sheen and family support worker Kerri-Lee Jones provide a range of supports to help improve the health and wellbeing of both mothers and babies. This includes assistance with referrals to community support services and transport to and from antenatal, postnatal and other health-related appointments. They also offer one-on-one sessions about healthy eating, and birth and parenting.

- > Following the cut to milk prices in 2016, the State Government provided funding to employ Dairy Community Support (DCS) staff to help support people in the farming industry. DCS social worker Helen Chapman works in the western half of our region, from Camperdown west to the South Australian border. The Dairy Community Support service is for dairy farmers, their families and anyone else involved with farming, including vets and contractors working on farms. Helen visits them wherever they want – be it in their homes, on their farms or any other place that suits – to provide a confidential ear, advice on stress management and information about how to access other community supports. Like Healthy Mothers Healthy Babies, Dairy Community Support is also a free service.



Healthy Mothers Healthy Babies family support worker Kerri-Lee Jones (left) and midwife Jen Sheen.



Dairy Community Support social worker Helen Chapman.

## SERVICES AND PROGRAMS

	WARRNAMBOOL BASE HOSPITAL	CAMPERDOWN HOSPITAL	WARRNAMBOOL CH	CAMPERDOWN CH MANIFOLD PLACE	LISMORE CH	MACARTHUR CH	DAVID NEWMAN ADC CAMPERDOWN	MERINDAH LODGE ACF, CAMPERDOWN	WARRNAMBOOL MH SERVICES	CAMPERDOWN MH SERVICES	HAMILTON MH SERVICES	PORTLAND MH SERVICES
Aboriginal Health Promotion			•									
Access & Information		•	•	•	•	•						
Accommodation (Rotary House)	•											
Acute Care	•	•										
Advance Care Planning	•	•	•	•	•	•		•				
Aged Care (residential)								•				
Anaesthetics												
– Specialist	•	•										
– General Practitioner		•										
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 Illness			•	•	•	•						
Cognitive Dementia & Memory			•									
Community Health Nursing					•	•						
Continence/Urology	•		•	•		•						
Coronary Care	•											
Dairy Support – Farmer Health & Wellbeing			•	•	•	•						
Day Surgery	•	•										
Delta Therapy Dogs	•								•			
Dentistry	•		•	•								
Dermatology (private consultations)	•											
Diabetes Education & Resources	•	•	•	•	•	•		•				
Discharge Planning	•	•	•	•	•							
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			•	•	•	•	•					
Healthy Mothers Healthy Babies Program			•									
Hearing								•				
– Hearing Aids				•	•							
– Victorian Infant Hearing Screening	•			•								
Home Care (Paediatrics)	•											
Hospital In The Home	•	•	•			•						
Intensive Care/Critical Care	•											
Internet Kiosk						•						
Legal Aid				•								
Library	•											
Meals on Wheels		•			•	•						
Medical Imaging	•	•										
Memory Enhancement							•					
Men's Shed					•	•						
Mental Health												
– Acute Inpatient	•											
– Adult	•							•	•	•	•	•
– Aged Persons	•							•	•	•	•	•
– CAMHS & Schools Early Action								•	•	•	•	•

	WARRNAMBOOL BASE HOSPITAL	CAMPERDOWN HOSPITAL	WARRNAMBOOL CH	CAMPERDOWN CH MANFOLD PLACE	LISMORE CH	MACARTHUR CH	DAVID NEWMAN ADC, CAMPERDOWN	MERINDAH LODGE ACF, CAMPERDOWN	WARRNAMBOOL MH SERVICES	CAMPERDOWN MH SERVICES	HAMILTON MH SERVICES	PORTLAND MH SERVICES
- Child & Adolescent	•								•	•	•	•
- Consumer & Carer Participation	•								•	•	•	•
- Extended Care Inpatient	•											
- Expanded Discharge Support Initiative	•								•	•		
- Families where a Parent has a Mental Illness									•	•	•	•
- Mental Health & Police Response Initiative									•			
- Multiple & Complex Needs Initiative									•			
- Perinatal	•	•							•	•	•	•
- Prevention and Recovery Care									•			
- Primary									•	•	•	•
- Psychological Therapy									•	•	•	•
- Therapeutic Day Program									•	•		
Midwifery												
- Inpatient	•	•										
- Continuity Midwife Program	•											
- Domiciliary	•	•										
- Shared Care Maternity Service		•										
Music Therapy	•											
Needle Exchange			•	•	•	•						
Neonatal Special Care	•											
Nutrition & Dietetics	•	•	•	•	•	•	•					
Obstetrics												
- Specialist	•	•										
- General Practitioner		•										
Occupational Therapy	•	•	•	•	•		•					
Oncology	•											
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	•											
Planned Activity Groups					•	•	•		•			•
Plastic & Reconstructive Surgery	•											
Podiatry	•		•	•	•	•	•					
Post Acute Care		•			•	•						
Pre Admission Clinic	•	•										
Prosthetics Clinic	•											
Pulmonary Rehabilitation			•									
Refugee Health			•									
Rehabilitation												
- Inpatient	•											
- Community Based			•									
- Rehabilitation In The Home			•									
Residential in Reach				•								
Respiratory Health	•		•									
Respite Care								•				
Sexual Assault After Hours Crisis Care	•											
Smoking Cessation	•	•	•			•						
Social Work & Counselling	•	•	•	•		•		•				
South West Healthcare Supplies (retail shop)	•											
Speech Pathology	•	•	•	•				•				
Stomal Therapy	•											
Strength Training				•	•	•		•				
Stroke Liaison	•											
Subacute Pathways Access	•	•	•									
Telecare						•						
Telemetry	•	•										
Transesophageal Echocardiography	•											
Transition Care Program	•		•									
Transport						•	•					
Treatment Room					•	•						
Urology	•	•										
Women's Health	•				•	•						
- Women's Health Clinic	•				•							
- Ante Natal Clinic	•	•										
- Gynaecology Clinic	•											
- Young Women's Pregnancy & Parenting	•											
Wound Management	•	•	•		•		•					
Volunteer Program	•	•	•		•	•	•	•				

CH Community Health  
 ADC Adult Day Centre  
 MH Mental Health

## OUR 22,399 HOSPITAL INPATIENTS

- > Our Warrnambool Base Hospital cared for 20,170 inpatients
  - an 18.54 percent increase on 2015-16's 17,015 (3,155 more)
- > Our Camperdown Hospital cared for 2,229 inpatients
  - a 47.52 percent increase on 2015-16's 1,511 (718 more)

### WHERE THEY CAME FROM

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

- > 57.89 percent (11,677) of our Warrnambool Base Hospital inpatients were Warrnambool City residents
- > 54.24 percent (1,209) of our Camperdown Hospital inpatients were Corangamite Shire residents

## OUR 26,720 EMERGENCY PATIENTS

- > Our Warrnambool Emergency Department treated 24,443 patients
  - an 0.49 percent increase on 2015-16's 24,325 (118 more)
- > Our Camperdown Urgent Care Centre treated 2,277 patients
  - a 5.40 percent decrease on 2015-16's 2,407 (130 less)

### WHERE THEY CAME FROM

The majority of our Emergency Department patients came from the Local Government Area in which the hospital they attended is located:

- > 63.31 percent (15,474) of our Warrnambool Base Hospital ED patients were Warrnambool City residents
- > 90.38 percent (2,058) of our Camperdown Hospital UCC patients were Corangamite Shire residents

### INPATIENTS RESIDENCE BY SWH HOSPITAL 2016-17

INPATIENTS RESIDENCE	WARRNAMBOOL BASE HOSPITAL	CAMPERDOWN HOSPITAL
Warrnambool	11,677	657
Moyne	3,722	253
Corangamite	1,962	1,209
Glenelg	1,252	24
Southern Grampians	740	14
Colac Otway	64	41
Rest of Victoria	450	24
SA	210	5
NSW	21	1
QLD	20	0
WA	12	0
ACT	1	0
NT	2	0
TAS	8	0
Overseas	20	0
No fixed address	8	1
Unknown	1	0
<b>TOTAL</b>	<b>20,170</b>	<b>2,229</b>

### EMERGENCY PATIENTS RESIDENCE BY SWH HOSPITAL 2016-17

PATIENTS RESIDENCE	WARRNAMBOOL BASE HOSPITAL	CAMPERDOWN HOSPITAL
Warrnambool	15,474	31
Moyne	4,602	36
Corangamite	1,654	2,058
Glenelg	588	2
Southern Grampians	297	3
Colac Otway	49	26
Rest of Victoria	1,277	94
SA	148	7
NSW	87	6
QLD	80	6
WA	38	0
ACT	4	0
NT	8	1
TAS	10	0
Overseas	80	2
No fixed address	31	4
Unknown	16	1
<b>TOTAL</b>	<b>24,443</b>	<b>2,277</b>

Jesse Adams was one of our Warrnambool Base Hospital's 20,170 inpatients in 2016-17. He and mum, Nan, described as exceptional the five months of lifesaving care provided by our staff, including Rehabilitation Unit manager Helen Moyle and registered nurse Rodney Butler.



LIFESAVING TREATMENT AND CARE

## THE AGE OF OUR 22,399 INPATIENTS

The 66-70 age group was the highest rating inpatient group at our Warrnambool Base Hospital, accounting for 10.68 percent. The 61-65 age group was the second highest at 9.77 percent followed by the 76-80 age group at 8.81 percent. (In 2015-16, the 0-5 age group was the highest rating at 9.19 followed by the 66-70 age group at 9.16 and the 61-65 age group at 9.15.)

The 66-70 age group was the highest rating inpatient group at our Camperdown Hospital, accounting for 10.27 percent. The 61-65 age group was the second highest at 10.05 percent followed by the 56-60 age group at 9.83. (In 2015-16, the 76-80 age group was the highest rating at 10.13 followed by the 71-75 age group at 9.86 and the 61-65 age group at 9.79.)

It is worth noting the 0-5 inpatient figures at both hospitals (7.51 percent at Warrnambool and 2.15 percent at Camperdown) include Midwifery Unit births, while our Camperdown Hospital figures do not include our aged care Merindah Lodge residents.

## SWH INPATIENTS BY AGE 2016-17

INPATIENTS AGE	WARRNAMBOOL BASE HOSPITAL		CAMPERDOWN HOSPITAL	
	TOTAL	%	TOTAL	%
0-5	1,515	7.51	48	2.15
6-10	301	1.49	8	0.36
11-15	313	1.55	21	0.94
16-20	565	2.80	62	2.78
21-25	700	3.47	73	3.28
26-30	926	4.59	84	3.77
31-35	830	4.12	71	3.19
36-40	979	4.85	95	4.26
41-45	741	3.67	126	5.65
46-50	1,128	5.59	139	6.24
51-55	1,453	7.20	200	8.97
56-60	1,145	5.68	219	9.83
61-65	1,970	9.77	224	10.05
66-70	2,155	10.68	229	10.27
71-75	1,580	7.83	189	8.48
76-80	1,776	8.81	168	7.54
81-85	1,148	5.69	148	6.64
86-90	677	3.36	90	4.04
>90	268	1.33	35	1.57
<b>TOTAL</b>	<b>20,170</b>	<b>100</b>	<b>2,229</b>	<b>100</b>

# OCCUPATIONAL HEALTH, SAFETY & WELLBEING

*2016-17 saw a continued focus on ensuring South West Healthcare has an effective system for managing health, safety and wellbeing across the organisation.*

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



A successful funding application by Emergency Services director Dr Jo Brown (from left), clinical nurse specialist/Alcohol & Other Drugs project facilitator Cathreena Gervis and associate nurse unit manager Julie Dawson secured \$350,000 to construct a behavioural assessment room in our Warrnambool Emergency Department.

*Image: The Standard & photographer Rob Gunstone.*

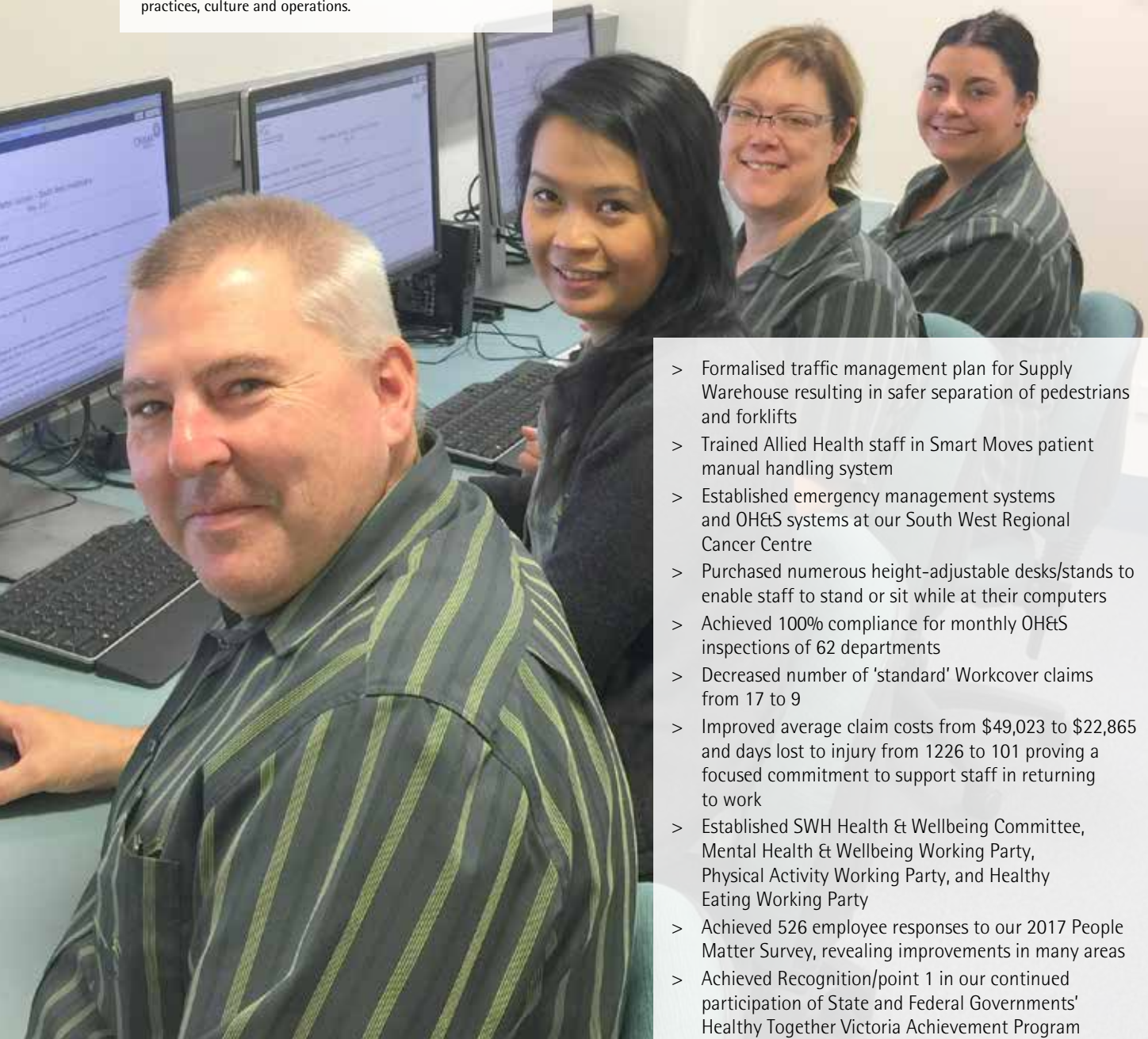


We blitzed the State Government's 75% target to increase the influenza vaccination rate of our workforce. In 2016, 85% (1,215) of our staff were vaccinated. Playing their part in this outstanding result was our South West Medical Centre immunisation nurse Tracey Bradey and Human Resources manager Graeme Mitchell.

*Image: The Standard & photographer Rob Gunstone.*



Environmental Services assistant Matthew Kiensrod, Dental Services assistant Rio Bariquit, Linen Services assistant Kerrie Hermans and Cafe Nosh's Nicole Maroniti have their say in our 2017 People Matter survey to help measure the views and perceptions of our workforce in relation to SWH policies, practices, culture and operations.



## SIGNIFICANT OUTCOMES FOR 2016-17

- > Secured \$350,000 DHHS grant to construct Warrnambool Emergency Department behavioural assessment room for improved patients/staff safety
- > Refurbished Health Information Services office to improve staff security and provide ergonomic workstations
- > Fitted GPS tracking and duress alarm systems to six District Nursing/Community Health vehicles to improve staff safety while visiting clients offsite
- > Updated and implemented revised procedures to maximise safety for staff visiting clients in their homes, particularly after hours
- > Formalised traffic management plan for Supply Warehouse resulting in safer separation of pedestrians and forklifts
- > Trained Allied Health staff in Smart Moves patient manual handling system
- > Established emergency management systems and OH&S systems at our South West Regional Cancer Centre
- > Purchased numerous height-adjustable desks/stands to enable staff to stand or sit while at their computers
- > Achieved 100% compliance for monthly OH&S inspections of 62 departments
- > Decreased number of 'standard' Workcover claims from 17 to 9
- > Improved average claim costs from \$49,023 to \$22,865 and days lost to injury from 1226 to 101 proving a focused commitment to support staff in returning to work
- > Established SWH Health & Wellbeing Committee, Mental Health & Wellbeing Working Party, Physical Activity Working Party, and Healthy Eating Working Party
- > Achieved 526 employee responses to our 2017 People Matter Survey, revealing improvements in many areas
- > Achieved Recognition/point 1 in our continued participation of State and Federal Governments' Healthy Together Victoria Achievement Program
- > Conducted OHS Training for managers, Injury Management training for managers, Dealing with Bullying & Harassment Complaints training, further departmental-level bullying and harassment training, and further departmental-level training on SWH Values
- > Statement of Attainment in Recognise & Respond Appropriately to Domestic & Family Violence Training obtained by Staff Health & Wellbeing manager
- > Provided ongoing support to staff through our Employee Assistance Program, including critical incident stress management support
- > Increased our workforce influenza vaccination rate from 81% in 2015 to 85% (1,215 staff vaccinated) in 2016 – 10% above the Victorian target.

## STAFF SERVICE AWARDS



Lifelong careers were honored during our 2016 Staff Service Awards. Of the 141 employees recognised, this group hit the three decade mark: Susan Baudinette (from left), Cathy Ezzy, Douglas Krepp, Helen Dunn, Bernice Hand, Bore Hoekstra, Lorna Beks, Cathy Dow, Michelle Atkinson and Melinda Grant. Carole Manifold and Rodney McMurrick joined our elite 45 Year Club, Lynn Gardiner was recognised for 40 years' service and Mary Barr, Bill Hogan and Sue Wines for 35.

## STAFF NUMBERS (FULL TIME EQUIVALENT/FTE)

	Current Month	Current Month	YTD	YTD
FULL TIME EQUIVALENT	FTE JUNE 2016	FTE JUNE 2017	JUNE 2016	JUNE 2017
Admin./Clerical	147.66	163.78	145.55	155.26
Allied Health	113.19	139.57	110.37	114.58
Hotel/Allied Services	150.19	159.05	156.40	156.85
Medical	70.46	76.61	64.28	70.93
Medical Support	67.58	54.17	65.96	70.95
Nursing	466.67	470.10	458.02	466.83
<b>TOTAL</b>	<b>1,015.75</b>	<b>1,063.28</b>	<b>1,000.58</b>	<b>1,035.40</b>

## OCCUPATIONAL VIOLENCE STATISTICS

2016-17	
1. Workcover accepted claims with an occupational violence cause per 100 FTE	0.10
2. Number of accepted Workcover claims with lost time injury with an occupational violence cause per 1,000,000 hours worked	0.57
3. Number of occupational violence incidents reported	154
4. Number of occupational violence incidents reported per 100 FTE	14.87
5. Percentage of occupational violence incidents resulting in a staff injury, illness or condition	0.65

## STAFF GENDER/EMPLOYMENT STATUS

	JUNE 2017	JUNE 2016	JUNE 2015	JUNE 2014	JUNE 2013
<b>FEMALE</b>					
Full Time	282	278	271	258	250
Part Time	742	725	704	680	661
Casual	100	91	115	105	100
<b>(Sub Total)</b>	<b>1,124</b>	<b>1,094</b>	<b>1,090</b>	<b>1,043</b>	<b>1,011</b>
<b>MALE</b>					
Full Time	204	179	187	176	177
Part Time	71	62	64	56	52
Casual	20	16	20	12	13
<b>(Sub Total)</b>	<b>295</b>	<b>257</b>	<b>271</b>	<b>244</b>	<b>242</b>
<b>TOTAL</b>	<b>1,419</b>	<b>1,351</b>	<b>1,361</b>	<b>1,287</b>	<b>1,253</b>

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

For the purposes of the Occupational Violence Statistics (left) the following definitions apply:

- > Occupational violence: any incident where an employee is abused, threatened or assaulted in circumstances arising out of, or in the course of their employment
- > Incident: occupational health and safety incidents reported in the health service incident reporting system (Code Grey reporting not included)
- > Accepted Workcover claims: accepted Workcover claims lodged in 2016-17
- > Lost time: greater than one day.

## WORKCOVER: HOURS LOST AND CLAIMS

### HOURS LOST TO INJURY OR ILLNESS

SWH CAMPUS/SITE	2016-17	2015-16	2014-15	2013-14	2012-13
<b>WARRNAMBOOL CAMPUS</b>					
Acute Services					
Nursing	1,882	522	472	936.25	1,485
Support Services/Administration	2,531.5	2,685	2,261	3,068.5	5,671
Medical Services/Allied Health	450	463	44	219.5	12
Mental Health Services	0	0	184	453	82
Linen Service	223	1,019	524	0	96
<b>CAMPERDOWN CAMPUS</b>					
Nursing	1,512	1,619	671	432	208
Support Services/Administration	0	0	390	0	0
Medical Services/Allied Health	0	0	0	0	0
LISMORE CAMPUS	0	0	0	0	0
MACARTHUR CAMPUS	0	0	0	0	0
<b>TOTAL</b>	<b>6,598.5</b>	<b>6,308</b>	<b>4,546</b>	<b>5,109.25</b>	<b>7,554</b>

### NUMBER OF NEW 'STANDARD' CLAIMS

SWH CAMPUS/SITE	2016-17	2015-16	2014-15	2013-14	2012-13
<b>WARRNAMBOOL CAMPUS</b>					
Acute Services					
Nursing	3	6	3	6	4
Support Services/Administration	3	5	3	4	7
Medical Services/Allied Health	0	0	0	1	1
Mental Health Services	1	0	2	2	0
Linen Service	1	3	3	0	1
<b>CAMPERDOWN CAMPUS</b>					
Nursing	1	3	3	3	0
Support Services/Administration	0	0	2	0	0
Medical Services/Allied Health	0	0	0	0	0
LISMORE CAMPUS	0	0	0	0	0
MACARTHUR CAMPUS	0	0	0	0	0
<b>TOTAL</b>	<b>9</b>	<b>17</b>	<b>16</b>	<b>16</b>	<b>13</b>

# CORPORATE AND CLINICAL GOVERNANCE

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

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

In 2016-17 the Board of Directors met 11 times.



## CHAIRMAN - JOHN MAHER

Retired (Senior Executive - Australia Post)

**Appointed** November 2006

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

**Attendance** 11 of 11 (100%) board meetings



## VICE CHAIRMAN - RUSSELL WORLAND

Consultant - Watertight PL

*Diploma Public Administration (Local Government), CM*

**Appointed** July 2008

**Member** Board Executive; Financial Performance, Audit & Risk; Consumer & Community Advisory (Chair); Corangamite Health Collaborative; Governance & Remuneration; Project Control Group (Camperdown Redevelopment Project); Quality Care (Chair) Committees

**Attendance** 9 of 10 (90%) board meetings. Leave of absence: September



## DEPUTY VICE CHAIRMAN - SHARON MULDOON

Consultant - Disability Services, Vision Australia

*Bachelor Arts (Social Sciences), Certificate Sociology Gerontology, ACM*

**Appointed** October 2000

**Member** Board Executive; Financial Performance, Audit & Risk; Governance & Remuneration; Human Research Ethics (Chair, July-Dec) Committees

**Attendance** 11 of 11 (100%) board meetings



## CHAIRMAN, FINANCE COMMITTEE - STEVE CALLAGHAN

Dealer Principal - Callaghan Motors

*Bachelor Business (Accounting)*

**Appointed** November 2005

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

**Attendance** 9 of 11 (82%) board meetings





### DIRECTOR - NARELLE ALLEN

Manager, Marketing – South West TAFE  
*Graduate Certificate Marketing*

**Appointed** July 2015

**Member** Quality Care Committee

**Attendance** 10 of 11 (91%) board meetings



### DIRECTOR - CHRIS LOGAN

Retired (Community Relations Advisor – Origin)  
*Graduate Certificate Business Administration, MBA*

**Appointed** November 2004

**Member** Board Executive; Financial Performance, Audit & Risk; Governance & Remuneration; Medical & Dental Appointments; Project Control Group (Camperdown Redevelopment Project) Committees

**Attendance** 11 of 11 (100%) board meetings



### DIRECTOR - JOANNE MCCORMACK

Partner – Dwyer Robinson PL, Lawyers  
*Bachelor Commerce, Bachelor Laws*

**Appointed** July 2013      **Retired** July 2016

**Member** Human Research Ethics; Quality Care Committees

**Attendance** 1 of 1 (100%) board meetings



### DIRECTOR - RICHARD MONTGOMERY

Managing Principal – Montgomery Carey & Associates PL  
*Fellow Chartered Accountant (FCA), ATIA, Bachelor Commerce (Accounting)*

**Appointed** January 2013

**Member** Financial Performance, Audit & Risk; Quality Care Committees

**Attendance** 7 of 10 (70%) board meetings. Leave of absence: May



### DIRECTOR - DR BERNADETTE NORTHEAST

Manager – Volunteering Warrnambool, Warrnambool City Council  
*Bachelor Science (Hons), Doctor Philosophy*

**Appointed** July 2015

**Member** Financial Performance, Audit & Risk; Human Research Ethics (Chair from Jan); Medical & Dental Appointments; Project Control Group (Mental Health Prevention & Recovery Centre) Committees

**Attendance** 11 of 11 (100%) board meetings



### DIRECTOR - JENNY WATERHOUSE

Senior Accountant, Warrnambool City Council  
*Bachelor Commerce (Accounting & Economics), Chartered Accountant (CA)*

**Appointed** July 2016

**Member** Quality Care; Consumer & Community Advisory Committees

**Attendance** 9 of 9 (100%) board meetings. Leave of absence: May/June

# ORGANISATIONAL STRUCTURE

## BOARD OF DIRECTORS

Principal Committees

## CHIEF EXECUTIVE OFFICER

JOHN KRYGGER

Community Partnerships Services

### DIRECTOR OF FINANCE & ORGANISATIONAL PERFORMANCE

ANDREW TRIGG

Financial Services < > Quality, Performance & Risk  
Human Resources < > Supply Services  
Organisational Performance <

### DIRECTOR OF MEDICAL SERVICES

DR PETER O'BRIEN

Diagnostic Services < > Medical Library  
Education/Research/Ethics Services < > Pharmacy  
Emergency Services < > South West Centre Against  
Health Information Services < Sexual Assault  
Hospital Medical Officers < > Visiting Medical Staff

### DIRECTOR OF MENTAL HEALTH SERVICES

KARYN COOK

Adult Mental Health Services < > Clinical Services  
Aged Persons Mental < > Intake & Triage Mental  
Health Services < > Health Services  
Child & Adolescent Mental < > Perinatal Emotional  
Health Services (CAMHS) < > Health Program  
CAMHS in School Early < > Primary Mental Health Team  
Action Program < > Residential Services

### DIRECTOR OF NURSING SERVICES

JULIANNE CLIFT

Access Management < > Maternity Services  
Chemotherapy Services < > Nursing Services  
Critical Care Services < > Palliative Care Services  
Dialysis Services < > Perioperative Services  
Geriatric Evaluation < > Rehabilitation Services  
& Management Services < > Regional Palliative Care Services

### DIRECTOR OF PRIMARY & COMMUNITY SERVICES

CRAIG FRASER

Aboriginal Programs < > Hospital in the Home Service  
Allied Health < > Lismore Community Health  
Ambulatory Rehabilitation < > Macarthur Community Health  
Services < > Manifold Place Community Health  
Care Coordination Programs < > Regional Dental Services  
Chronic Illness Programs < > South West Medical Centre  
David Newman < > Subacute Pathways Access  
Adult Day Centre < > Warrnambool Community Health  
District Nursing Service <

### DIRECTOR OF SERVICE DEVELOPMENT

JAMIE BRENNAN

Biomedical Services < > Information Technology Services  
Buildings & Infrastructure < > Merindah Lodge  
Camperdown Hospital < > Retail Services  
Environmental Services < > Rotary House Warrnambool  
Food Services < > South West Regional Linen Service





### JOHN KRYGGER

*BHA (UNSW), MBA (Monash), GAICD, FACHSM CHE, AIM*

#### Chief Executive Officer

John has more than 30 years' experience in the Victorian public health sector having worked in both regional and metropolitan teaching hospitals. A Base Hospital CEO for the past 22 years, he was appointed to his current position in 2003. John has a strong commitment to regional health services where he has enjoyed his senior management career. During his 14 years at SWH he has overseen and guided our health service through the most significant growth phase in our history. He resigned on June 30 2017.



### ANDREW TRIGG

*BComm (Accounting/Finance), ASA, GAICD, AHSFMA*

#### Director of Finance & Business Services

Andrew has worked in the Victorian public health sector for 31 years, joining South West Healthcare in 2005. He has held positions at executive management level for more than the past 20 years in roles combining chief finance officer duties with executive responsibility for corporate/support services. Originally from Ballarat, with subsequent appointments at Kilmore and Djerriwarrh Health Services (including Bacchus Marsh and Melton Regional Hospital), he has extensive experience, understanding and commitment to the rural and regional health sector.



### DR PETER O'BRIEN

*MBBS, Dip Obst RACOG, MHA, FRACMA, FACRRM*

#### Director of Medical Services

Peter has headed up our Medical Services for the past 22 years. Before commencing a predominantly medical management role he was a procedural (anaesthetics and obstetrics) general practitioner in rural South Australia and a medical officer in the Royal Flying Doctor Service. He is Clinical Associate Professor of the Deakin Clinical School and a member of the Deakin University School of Medicine Advisory Board. He has been an Australian Council on Healthcare Standards (ACHS) surveyor since 2015.



### JULIANNE CLIFT

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

#### Director of Nursing Services

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



### KARYN COOK

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

#### Director of Mental Health Services

Karyn commenced mental health nursing in the 1980s, developing a particular interest in working with young people and alcohol & other drugs (AOD) treatment before shifting in to vocational rehabilitation and OHS roles in the Northern Territory, ACT and Victoria. She held various senior clinical and executive management roles in mental health, AOD treatment, and justice sectors in the Northern Territory and Victoria before moving to Warrnambool in 2016 to become our Director of Mental Health Services. Karyn is passionate about quality, safety and clinical governance, ensuring a person-centred approach to the recovery journey for consumers.



### CRAIG FRASER

*BProsOrth, Dip Applied Science, GAICD, AFCHSE*

#### Director of Primary, Community and Regional Services

Craig has overseen the rapid development of our Primary and Community Services Division across Warrnambool, Camperdown, Lismore and Macarthur, and further afield with Regional Dental Services, since joining our Executive Team in 2003. Prior to this he managed an array of areas for a decade in metropolitan health. He remains committed to improving services to clients and patients and ensuring seamless care that improves the health of individuals and their communities.



### JAMIE BRENNAN

*BHealth Science (Physiotherapy), Cert Healthcare Innovation and Entrepreneurship, AFACHSM*

#### Director of Service Development

Jamie became our first Director of Service Development in 2014. He has more than a decade of experience in a diverse range of senior project management, support services and medical services roles at large regional health services. His role includes responsibility for the operation of non-clinical support services, our Camperdown Hospital and Merindah Lodge. Jamie is committed to person-centred care, innovation, continuous improvement and the development of commercial opportunities to ensure the sustainability of health service delivery within the public health setting.

# PRINCIPAL COMMITTEES

*The Board of Directors is supported by eight Principal Committees.*

## BOARD EXECUTIVE COMMITTEE

This committee has the authority to act on behalf of the Board of Directors, when necessary, between Board meetings. This need arose five times in 2016-17.

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

## FINANCIAL PERFORMANCE, AUDIT AND RISK COMMITTEE

This committee oversees the development and monitoring of performance of the organisation's strategic financial annual and business plans and risk management systems. It ensures South West Healthcare meets its Statement of Priorities targets. This committee met 11 times in 2016-17.

*Members: SWH Board Chairman John Maher; SWH Board Directors Steve Callaghan (Chair), Chris Logan, Richard Montgomery, Sharon Muldoon, Dr Bernadette Northeast and Russell Worland; SWH CEO John Krygger, DFOP Andrew Trigg, DPCS Craig Fraser, DSD Jamie Brennan and Deputy Director of Finance David McLaren.*

## GOVERNANCE AND REMUNERATION COMMITTEE

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

This committee met twice in 2016-17.

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

## HUMAN RESEARCH ETHICS COMMITTEE

This committee ensures that human research undertaken by, or in partnership with, South West Healthcare is designed and conducted in accordance with the Australian code for the conduct of research, and is ethically reviewed and monitored in accordance with the NHMRC National Statement on Ethical Conduct in Human Research. This committee met six times in 2016-17.

*Members: SWH Board Directors Sharon Muldoon (Chair to Jan) and Dr Bernadette Northeast (Chair from Jan); SWH DMS Dr Peter O'Brien, DPCS Craig Fraser, DNS Julianne Clift, DMHS Caroline Byrne (to July) and DMHS Karyn Cook (from Dec); Marjorie Crothers/pastoral care; Gordon Johnson/male lay person; Cindy Joseph/clinical; Jenny Madden/female lay person; Dr Stewart Malcolm/clinical; Joanne McCormack/legal (to July); Dr Daryl Pedler/research; Rachel Robertson/research.*

## MEDICAL AND DENTAL APPOINTMENTS COMMITTEE

This committee advises the Board of Directors on the appointment, reappointment, suspension and/or termination of Senior Medical Officers, Visiting Medical Officers, Visiting Dentists and Royal Australian College of General Practitioners Registrars. This committee met three times in 2016-17.

*Members: SWH Board Chairman John Maher (Chair); SWH Board Directors Chris Logan and Dr Bernadette Northeast; SWH CEO John Krygger, DMS Dr Peter O'Brien, Human Resources Manager Graeme Mitchell and Medical Staff Association representative Mr Brendan Mooney.*

## PROJECT CONTROL GROUP (PCG) COMMITTEES

These committees have the primary responsibility for overseeing capital redevelopment projects. They determine the scope, quality, time and budget standards and monitor the progress of the projects against these standards.

*Camperdown Redevelopment PCG Committee: South West Healthcare's interests on this committee are served by the membership of Board Directors Chris Logan and Russell Worland; SWH CEO John Krygger and DSD Jamie Brennan.*

*Prevention and Recovery Care (PARC) PCG Committee: South West Healthcare's interests on this committee are served by the membership of SWH Board Director Dr Bernadette Northeast and DMHS Karyn Cook.*

*South West Regional Cancer Centre PCG Committee: South West Healthcare's interests on this committee are served by the membership of SWH CEO John Krygger.*

## QUALITY CARE COMMITTEE

This committee provides leadership and advice to the Board of Directors in the assessment and evaluation of the quality of all health services provided by the organisation. It is the major vehicle for ensuring South West Healthcare provides effective clinical governance. This committee met 11 times in 2016-17.

*Members: SWH Board Chairman John Maher; SWH Board Directors Russell Worland (Chair), Narelle Allen, Joanne McCormack (to Aug), Richard Montgomery and Jenny Waterhouse*



(from Aug); SWH CEO John Krygger, DFOP Andrew Trigg, DNS Julianne Clift, DMS Dr Peter O'Brien, DMHS Caroline Byrne (to July), acting DMHS James McInnes (Aug-Oct), DMHS Karyn Cook (from Dec), DPCS Craig Fraser, Camperdown Campus Manager Janine Dureau-Finn, Quality, Performance & Risk Manager Catherine Loria; Visiting Medical Officers representative Dr Stewart Malcolm.

## CONSUMER & COMMUNITY ADVISORY COMMITTEE

This committee provides advice to South West Healthcare to reflect consumer, carer and community views in our service delivery, planning and policy development. This year it participated in the development of our 2016 Quality of Care Report and reviewed issues arising from patient satisfaction surveys and consumers. It also monitored and reviewed the requirements of Standard 2 of the National Safety and Quality Healthcare Service Standards (Partnering with Consumers) which resulted in the development of a Consumer Engagement Framework. This committee met 7 times in 2016-17.

**Members:** SWH Board Directors Russell Worland (Chair) and Jenny Waterhouse (from Oct); SWH DNS Julianne Clift, Quality, Performance & Risk Manager Catherine Loria, Quality Coordinator Camperdown Hospital Melissa Sinnott, acting Deputy Director of Nursing Services Peter Logan and Consumer Engagement & Liaison Officer Jill Warne; community representatives Terry Brain, Julie Hoare, Karen Jackson, Mark Leddy, Alex McBurnie, Greg McNamara, Pru Neale, Philip Shaw, Stephen Sinnott and Amanda Wearne.

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

# SENIOR STAFF

## CHIEF EXECUTIVE OFFICER

### Mr J Krygger

BHA (UNSW), MBA (Monash), GAICD, AFACHSM CHE, AIM\* (to June 30)

## MEDICAL SERVICES

### Director of Medical Services

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

## DEPARTMENTAL DIRECTORS

### Anaesthetics

Dr A Dawson MBBS, FANZCA

### Critical Care

Dr C Lewis MBBS, FRACP, FCICM

### Emergency Services

Dr T Baker MBBS, BMedSci, FACEM\*

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

### General Surgical Services

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

### Infection Prevention and Control

Dr M Page MBBS, FRACP

### Mental Health (Clinical) Services

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

### Obstetrics

Dr M Koutsoukis MBBS, FRCOG, FRANZCOG

### Orthopaedics

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

### Palliative Care

Dr E Greenwood MBBS, Dip RANZCOG, FRACGP, Grad Dip Pall Care

### Rehabilitation Services

Dr S Malcolm MBBS, BMedSci, FAFRM, FRACP

### Sub-Specialty Surgical Services

Mr R Toma MBBS, FRACS (Plast & Recons)

### Supervisor of Intern Training

Dr B Condon MBBS, FRACGP, Grad Cert Clin Ed

## SENIOR MEDICAL OFFICERS - WARRNAMBOOL CAMPUS

### Addiction Medicine Physician

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

### Anaesthetists

Dr P Arnold MBBS, FANZCA

Dr C Bonney MBBS, FANZCA

Dr K Cronin MBBS, FANZCA

Dr A Dawson MBBS, FANZCA

Dr M Duane MBBS, FANZCA

Dr G Kilminster MBBS, FANZCA

Dr K Prest MBBS, FANZCA

Dr G Reilly MBChB, MRCS, FRCA, FANZCA

Dr C Surtees MBChB, FANZCA

Dr S Watty MBBS, FANZCA

### Emergency Physicians

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

Dr M Cooney MBBS, FACEM

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

### General Practitioners

Dr C Aragon Doc Med, FRACGP

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

Dr I Barratt BSc, MBBS, DRCOG

Dr L Cameron MBBS

Dr T Cimpoesu MB (Rom), FRACGP

Dr B Condon MBBS, FRACGP, Grad Cert Clin Ed

Dr E Greenwood MBBS, Dip RANZCOG, FRACGP

Dr K Gunn MBBS, D Obst RACOG

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

Dr A Hedgland MBChB, Dip Paed, FRACGP

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

Dr M Lockhart MBBS

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

Dr C Mooney MBChB, MRCS, LRCP, DRCOG

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

Dr J Rounsevell MBBS\*

Dr N Ryan MBBS DA, FRACGP

Dr S Singh MBBS MSurgOrtho

Dr S Smith MBBS, DRACOG, FACRRM\*

#### General Surgeons

Mr S Fischer MBBS, FRACS

Mr P Gan MBBS, FRACS

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

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

Mr J Ragg MBBS, FRACS

#### Geriatrician/Physician

Dr J Dikiciyan MBBS, BMedSci, FRACP

Dr B Jafari DM, FRACP

#### Haematologists/General Physicians

Dr J Brotchie MBBS, BMedSci, FRACP

Dr J Hounsell BSc, MBBS, FRACP, FRCPA

#### Neurologist

Dr J Waterston MBBS, MD, FRACP

#### Neurosurgeon

Mr T Han MBBS, FRACS

#### Obstetricians & Gynaecologists

Dr M Abe FRANZCOG FRCOG

Dr C Beaton MBChB, FRANZCOG, FRCOG

Dr R Buchanan MBBS, FRANZCOG

D K Cornell MBBS, BSc, FRANZCOG

Dr M Koutsoukis MBBS, FRCOG, FRANZCOG

Dr E Uren MBBS, FRANZCOG

#### Oncologists

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

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

Dr O Klein DM, FRACP

#### Ophthalmologists

Dr R Bunting MBBS, BScAnat, FRCOphth, FRANZCO

Dr R Harvey MBBS, BSc, FRCOphth

Dr L Ong MBBS, FRANZCO

#### Orthopaedic Surgeons

Mr K Arogundade MBBS, FRCS, FRACS (Ortho)

Mr M Dooley MBBS, FRACS

Mr U Landgraf MBBS, Dr Med, Spec Ortho & Trauma (Ger)

Mr A Mitra MBBS, FRCSI (Gen Surg), FRCS (Trauma and Ortho)

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

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

#### Oto-Rhino-Laryngologists

Dr A Cass MBBS, FRACS

Dr B Clancy MBBS, FRACS

#### Paediatricians

Dr M Agarwal, FRACP (Neonat), FRACP (Paed)

Dr C Fiedler MD, FRACP (Paed)

Dr C McCasker MBBS, FRACP (Paed)

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

Dr N Thies MBBS, DCH, FRACP (Paed)

#### Paediatric Surgeon

Mr A Woodward MBBS, FRCS, FRACS\*

#### Pathologist

Dr D Blaxland MBBS, FRCPA

#### Physicians

Dr N Barraclough MBBS, BSc (Physio), FRACP

Dr N Bayley MBBS, FRACP

Dr C Charnley MBBS, FRACP

Dr A Clissold MD, FRACP

Dr J Gome MBBS, FRACP

Dr J Hounsell BSc, MBBS, FRACP, FRCPA

Dr C Lewis MBBS, FRACP, FCICM

Dr B Morphet MBBS, FRACP

Dr S Nagarajah MBBS, FRACP

Dr S Sebastian Thazhath MBBS, MD, FRACP, PhD

Dr M Page MBBS, FRACP

#### Plastic & Reconstructive Surgeons

Mr J Masters MBChB, BHB, FRACS

Mr R Toma MBBS, FRACS (Plast & Recons)

#### Radiation Oncologists

Dr M Francis MBBS, FRACR, FRANZCR\*

Dr T Gleisner MBBS, FRANZCR

Dr A Hui MBBS, MMed (Clin Epid), FRANZCR\*

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

Dr M Mathlum MBChB, Dip Paed, FRANZCR\*

Dr G Pitson MBBS, FRANZCR\*

#### Radiologist

Dr V Patheyar MBBS, MD, DNB, FRCR

#### Rehabilitation Physicians

Dr S Malcolm MBBS, BMedSci, FAFRM, FRACP

Dr C Manu Doctor-Medic, FAFRM, FRACP

#### Respiratory Physician/General Physician

Dr A Bradbeer MBBS, FRACP

#### Urogynaecologists

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

Dr L Ow MBBS, FRANZCOG

#### Urologists

Ms A Davidson MBBS, FRACS (Urol)

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

#### Vascular Surgeon

Mr R Mayer MBBS, Dip Surg Anat, FRACS

## SENIOR MEDICAL & DENTAL 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 Grambas MBBS, Grad Dip Comp (MIT)

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

Dr D Loo MBBS, FRACGP

Dr E Lyon MBChB

Dr E Masih MBChB

Dr H Mayer MBBS, BMedSci, DCH, DRANZCOG

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

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

Dr A Singh MBBS, MSurgOrtho

#### General Surgeons

Mr D Abbas MBChB, FRACS

Mr S Eaton MBBS, FRACS\*

Mr T Fisher MBBS, FRACS

Mr J Ragg MBBS, FRACS

#### Obstetricians & Gynaecologists

Dr R Buchanan MBBS, FRANZCOG

Dr C Beaton MBChB, FRANZCOG, FRCOG

Dr E Uren MBBS, FRANZCOG

#### Oto-Rhino-Laryngologist

Dr B Clancy MBBS, FRACS

#### Orthopaedic Surgeon

Mr J Skelley MBChB, FRACS, FAOA\*

#### Paediatricians

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

Dr N Thies MBBS, DCH, FRACP (Paed)

### Physicians

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

Dr N Bayley MBBS, FRACP

Dr C Charnley MBBS, FRACP

Dr J Gome MBBS, FRACP

Dr J Hounsell BSc, MBBS, FRACP, FRCPA

Dr C Lewis MBBS, FRACP, FCICM

Dr S Nagarajah MBBS, FRACP

Dr M Page MBBS, FRACP

### Urogynaecologists

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

Dr L Ow MBBS, FRANZCOG

### Urologist

Mr L Dodds MBBS, FRACS (Urol)\*

## CLINICAL SUPPORT SERVICES MANAGERS

### Centre Against Sexual Assault

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

### Education, Research & Workforce Development

Mrs B Moll BSc (Hons) Sp & H Th, Post Grad Cert Strategic Workforce Development, MA Leadership & Development in Health & Social Care (from Nov 4)

### Education Resource Centre (Library)

Ms J Chan MIM, Grad Cert IS (Archive & Records)\* (on Jan 3)

Ms H Obst BSc (Chem)/B Teach (Sec), Med (Library), AALIA (CP) (from Feb 27)

### Health Information Services

Ms M Atkinson Ass Dip (MRA), RMRA

### Medical Imaging Service

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

Ms D Shelton MIR (Cdown campus)

### Medical Services

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

### Pathology Service

Ms J Bevan BSc

### Pharmacy

Ms L Spence BPharm, Post Grad Dip Clin Pharm

## NURSING SERVICES

### Director of Nursing

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

### Deputy Director Specialist Services Nursing

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

### Assistant Directors Nursing

Mrs K Henry RN, BN

Mrs J McGovern RN, BN, Grad Dip Nursing Crit Care

## MANAGERS/COORDINATORS

### Access

Mrs I Wynd RN, Pro Cert Health Service Man (seconded to Length of Stay project on Oct 24)

Ms J Droste RN (acting from Oct 24)

Ms S Anderton RN, MN (Nurse Pract), Grad Dip Crit Care, BN (acting from Oct 24)

### Education

Mrs J Smart RN, MPET, BMan (Employment Rels), Cert IV WT&A, MRCNA\* (to Mar 26)

Ms K Bentley RN, MEN, RM, BM (from Mar 27)

### Elective Surgery

Mrs M Coffey RN, BN, Dip Periop Nursing

### Perioperative Services

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

## UNIT MANAGERS

### Acute Care

Ms J Hallinan RN, Cert Workplace Leadership, Dip Bus

### Critical Care

Ms T Johnston RN, Grad Dip Crit Care

### Day Stay/Haemodialysis

Ms S McClusky RN, BN

### Emergency Department

Ms A Kelson RN, Grad Dip Crit Care

### Maternity/Neonatal/Gynaecology

Mrs J Facey RN, RM, IBCLC (acting)

### Medical/Palliative Care

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

### Oncology

Ms A Kelly, RN, Grad Cert\* (to Jan 8)

### Operating Theatres

Ms M Titmus RN, Grad Periop Nursing\* (to July 17)

Ms J Canny RN, Mast Periop Nursing, BN, Cert IV Human Res Man, Cert IV T&A (from Nov 28)

### Paediatrics

Mrs S Marsh RN, Cert Computer Bus Appls, MRCNA

### Rehabilitation and Withdrawal & Support Service

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

### Short Stay/Oncology

Mrs J Rowe RN, Cert Workplace Leadership, Dip Bus

## PROGRAMS

### South West Community Based

#### Palliative Care

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

## MENTAL HEALTH SERVICES

### Director of Mental Health Services (MHS)

Mr J McInnes BA, DepSW\* (to June 16)

Ms K Cook RN, Dip App Sc (Psych Nsg), BN, Grad Dip Young People Mental Health, Dip AOD, Dip Bus M'Ment, M, Ad Nsg Prac, GAICD, MACMHN (from Oct 24)

### Associate Director (Operations & Performance) Mental Health

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

### Senior Mental Health Nurse

Ms J Radley, RPN, Grad Dip (Child Psych), Grad Cert (Devel Psych), Ad Dip (Bus Man) Acc, Ad Dip (Hum Res) Acc (acting from April 17)

## MANAGERS

### Aged Persons MHS

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

### Child & Adolescent MHS

Ms J Radley RPN, Grad Dip (Child Psych), Grad Cert (Devel Psych), Ad Dip (Bus Man) Acc, Ad Dip (Hum Res) Acc\* (seconded to senior MH nurse on April 24)

Ms C O'Keefe RN Div1, BNursing, Grad Dip (MH), Grad Dip (Youth MH), Cert IV AOD, Ad Dip (Bus Man) Acc (from Dec 4)

**Clinical Nurse Coordinator**

Mr N O'Brien RN Div1

**Community Adult Teams**

Ms M Jubb-Shanley RN Div1, MNursing, BNursing, Post Grad Cert Community MH Nursing, Assoc Dip Health Sci\* (to Sept 2)

**Extended Care Inpatient Unit**

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

**Primary Mental Health Team**

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

**Quality Coordinator**

Ms L Mitchell B Soc Sci (Soc Welf)\* (to Nov 18)

Ms J Punch RN Div3 Ad Dip (Bus Man) Acc (from Jan 16)

**Residential Services**

Ms C Porter RN Div1 & 3, Dip Management

**Service Development**

Ms A Tickner, Carer Consultant (acting from April 9)

**Staff Development Officer**

Mrs J Punch RPN, Cert IV Workplace T&A, Ad Dip (Bus Man) Acc\* (to Jan 15)

Ms E Williams RN Div1, BNursing (Hons), Post Grad Dip MH Nursing (from April 24)

**TEAM LEADERS****Camperdown Community MHS**

Ms J Reid RN, Dip Couns, Cert IV A&WT, Grad Cert Health (AOD), Div Bus, Cert IV T&A\* (to Jan 6)

Mr S Curwen-Walker RN Div3\* (to Dec 5)

Mr L Miller RN Div1 BNursing, Cert IV T&A (from June 19)

**Hamilton Community MHS**

Mr P Kumar Premnath M Occ Ther

**Portland Community MHS**

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

**SENIOR PSYCHIATRISTS****Director of Clinical Services**

Prof B Singh AM MBBS (HonII), PhD, FPRCP, FRANZCP, FRACP (from Jan 2)

Dr M Ivers Dr M Ivers MBBS, FRANZCP

Dr A Keerthiratne MBBS MD Psychiatry

Dr R Malvenna MBBS & MD, FRANZCP\* (to Feb 10)

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

Dr A Ratnayake MBBS & MD, FRANZCP

Dr Y Rohanachandra MBBS, MD Psychiatry, Cert Teaching Higher Ed

**PRIMARY & COMMUNITY SERVICES****Director of Primary & Community Services**

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

**CAMPUS MANAGERS****David Newman Adult Day Centre**

Ms R Van Wollingen BNurs, MPublic Health

**Lismore Community Health**

Ms R Van Wollingen BNurs, M Public Health

**Macarthur Community Health**

Ms J Nicholas Ad Dip Disability Services Mgmt, Cert IV T&A\* (to Jan 6)

Mr D Keilar RN, Adv Dip Bus Mgmt, Adv Dip Bus Mgmt (HR) (from Mar 14)

**Manifold Place Community Health**

Ms R Van Wollingen BNurs, MPublic Health

**Warrnambool Community Health**

Ms J Nicholas Ad Dip Disability Services Mgmt, Cert IV T&A\* (to Jan 6)

Mr D Keilar RN, Adv Dip Bus Mgmt, Adv Dip Bus Mgmt (HR) (from Mar 14)

**PROGRAM MANAGERS****Aboriginal Programs**

Mr J McInnes BA, DepSW \* (to June 16)

Ms J Hatherall BA Social Work (acting from June 19)

**Access & Performance**

Ms K Anderson BPod (Hons)

**Chronic Illness Programs**

Ms E Bowen BNurs, Renal Cert., Dip Bus (Mgmt)\* (to Jan 6)

**District Nursing Service/Hospital in the Home**

Mr P Crimmin RN, Cert Commerce, Grad Cert Stoma Therapy

**Health Promotion**

Ms R Van Wollingen BNurs, MPublic Health

**SOUTHWEST DENTAL SERVICE****Regional Director**

Dr MD Mercado (DDM) UP Mla (MDS)\* (to May 16)

**Business Manager**

Mr C Grapentin Adv Dip Man (from Dec 23)

**DENTAL OFFICERS**

Dr C Gove BDS

Dr Nishtha Shah BDS,ADC

Dr Y Jiang BDS

Dr KH Lai BDS

Dr T Won DDS

Dr KH Li BHSc (Dent), MDent

Dr K Vo BHSc (Dent), MDent

Dr Ji Yoon Ha, DDS

Dr D Blood BHealth Sci Dentistry\* (to Sept 15)

**SOUTH WEST MEDICAL CENTRE****Clinical Lead**

Dr A Vigneswaran MBBS, FRACGP

**Practice Manager**

Ms R Morrison BSocial Work\* (to Mar 31)

Mrs S Cook Adv Dip Bus & HR, Cert IV TAA (from May 22)

**ALLIED HEALTH & AMBULATORY REHABILITATION SERVICES****Manager**

Ms K Brown BAppSci (Speech Path), MA (Applied Linguistics)

**DEPARTMENT MANAGERS****Aboriginal Health Social Work & Counselling**

Mr J McInnes BA, DepSW \* (to June 16)

Ms J Hatherall BA Social Work (acting from June 19)

**Ambulatory Rehabilitation**

Mrs J Bateman BSc (Hons) Biolog Sci, Ad Dip (Bus Man) Acc\* (to Feb 3)

Ms R Clapham MSc (TSP) (Hon), BSpPath, BA (Linguistics)

**Dietetics**

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

**Occupational Therapy**

Ms H Manson BOcc Therapy

**Physiotherapy**

Ms R Morgan BPhysio

**Podiatry**

Mr R Beavan MchS BSc (Hons) Podiatry

**Speech Pathology**

Ms E Nichol BSpPath (maternity leave from June 2)

Ms S Bennett BSpPath (acting from June 5)

## FINANCE & ORGANISATIONAL PERFORMANCE

### Director of Finance & Organisational Performance

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

## MANAGERS

### Budget & Performance Reporting

Mr C McGrath BCom, CPA

### Community Partnerships Services

Ms S Morey MFIA

### Financial Services

Mr D McLaren BBus, CPA

### Human Resources

Mr G Mitchell BEc, BHA

### Infection Prevention & Control

Mrs J Lukeis BSci Nursing, Dip Nursing, Grad Cert Infectious Diseases, Grad Cert Periop Nursing, Grad Cert Infection Control

### Quality, Performance & Risk

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

### Redesigning Care

Mrs L McCann RN, Cert ICU, MPET

### Regional Financial Systems

Ms L Bramich BBus, ASA, CPA

### Regional Supply Chain

Mr T Hoy Cert Hospital Supply Man

### Safety & Security

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

### Staff Health & Wellbeing

Ms A Hilton BA

## SERVICE DEVELOPMENT

### Director of Service Development

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

## MANAGERS

### Biomedical Engineering Services

Mr G Szegi BAppSc (Biophysics/Instrumental Sci)

### Buildings, Infrastructure & Environmental Services

Mr R Bennett Dip Mech Eng, BH Eng, MIEAust CPEng, MIHEAust

### Corangamite Health

#### Collaborative Project

Ms J Creely BSci BBus Admin(Acc)

### Education, Quality & Projects

Mr R Jubb RN MHS, Grad Dip Crit Care, Dip Bus (from March 1)

### Food Services

Mr I Powlton Cert Catering, Dip FSM

### ICT Manager

Ms T O'Keefe BBus (ICT & Acc), Grad Dip Ed

### South West Regional Linen

#### Service & Business Services

Mr C Grapentin Adv Dip Man\* (to Dec 23)

Ms K Dubyna Grad Cert Bus Admin, ACHSM (from Jan 16)

## CAMPERDOWN HOSPITAL

### Campus Manager

Mr R Jubb RN MHS, Grad Dip Crit Care, Dip Bus\* (long service leave to March 3/resigned Mar 5)

Ms J Dureau-Finn BNurs, Ad Dip Bus Man, Ad Dip Man (HR) (acting to Mar 5/permanent from Mar 6)

### Acute Services

Ms N Swayn RN, Grad Cert RIPERN

### Aged Care (Merindah Lodge)

Mrs L Hubbard RN\* (to May 10)

Mrs M Sinnott RN (acting from May 15)

Mrs J Kinna RN (acting from May 15)

### Operating Theatre

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



## THE 2016 RECIPIENT OF OUR MOST PRESTIGIOUS AWARD

Regional Supply Chain manager Terry Hoy was awarded our 2016 AEW Matthews Memorial Travelling Scholarship.

Created by our Board of Directors in 1991 in memory of former long-serving CEO, the late Allan Matthews, it allows recipients to travel overseas to be exposed to international best practice models, programs and other initiatives. Generously funded by the AL Lane Foundation, it's the most prestigious honor a SWH employee can receive.

Terry's study tour allowed him to share insights into international best practices in the health supply chain with like-minded health leaders from private industry and government agencies. The progress of worldwide efforts to implement GS1 standards to improve patient safety, supply chain security and efficiency was the focus of the three-day GS1 Global Healthcare Conference he attended, and also presented at, in Berlin.

He also undertook site visits at National Health Services (NHS) facilities in England, Scotland and Ireland, including Dublin's St James Hospital, Scotland's NHS in Larkhall, the UK's Royal Derby NHS Trust and Plymouth NHS Trust.

Like SWH, these NHS sites utilise GS1 global standards. As the leading global supply chain standards organisation, GS1 works with the healthcare industry to support the need for an efficient, interoperable and safe supply chain to support clinical practice and patient safety.

SWH is nationally recognised for our impressive work on the healthcare supply chain reform front. The knowledge Terry brought home will ensure we continue to lead the pack.

New Life Governors Dianne Papworth (left), Mervyn Hoy and Helen Goss.

OUTSTANDING CONTRIBUTIONS



# LIFE GOVERNORS

*A Life Governorship is the highest recognition South West Healthcare can bestow. Our recipients have given an outstanding contribution to our health service over a prolonged period of time.*

At our 2016 Annual General Meeting three extra ordinary volunteers were added to this elite honor roll:

- > Helen Goss has dedicated 19 years of volunteer service to our Palliative Care Team. Working one-on-one with clients, she helps them produce an autobiography, My Life, My Memories. Giving people with a life-limiting illness the opportunity to share written stories about their lives with their loved ones is a wonderful legacy. Helen's also an active member of the Warrnambool & District Ostomy Support Group (that works in conjunction with SWH) and helps fundraise for palliative care medical equipment.
- > Mervyn Hoy has dedicated 17 years of volunteer service. His latest role sees him taking Rehabilitation Unit patients to and from their rehab sessions and

group cognitive therapy activities. Cognitive therapy is a vital component of our rehabilitation service. Mervyn actively engages clients in memory games, quots and runs bingo to assist patient recovery and provide enjoyment. He also volunteers at our annual Rehabilitation Unit BBQ.

- > Dianne Papworth has dedicated 18 years of volunteer service. Throughout this time she's maintained her volunteering role in the general areas of our Warrnambool Base Hospital (assisting nursing staff, restocking linen and making up packs for our Day Stay Unit and District Nursing Service), helped with fundraising, photocopying, collating and visiting departments with the kiosk trolley. She also assists in our busy Emergency Department.





Mrs Margaret Agnew (2012)  
 Mrs Jan Aitken  
 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 Moira Baulch  
 Mrs Beverley Bell  
 Mrs JA Bell  
 Mrs Shirley Bell (1989)  
 Mrs Iris Bickley  
 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 T Buckley  
 Mr CW Burgin  
 Mrs L Burleigh  
 Mrs Lorna Burnham  
 Mrs Jean Byron  
 Mr Jack Caple  
 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)  
 Mrs Veronica Cuzens (2012)  
 Mr Jack Daffy  
 Mr A Dalton  
 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 June Ford-Crothers (2011)  
 Mrs CE Fraser  
 BD French  
 R Gellie  
 Mrs FM George  
 Mr MW George  
 Mrs Claire Gibbons (2015)  
 Mrs Norma Gilbert  
 Mrs Ann Glennon (2012)  
 Mrs Shirley Goldstraw  
 Mrs Helen Gollop (2009)  
 Mrs Joan Goodacre  
 Mrs E Goodwin  
 Mrs Helen Goss (2016)\*  
 Mrs P Grace  
 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 DA Jenkins  
 Mr Barry Johnson  
 Mrs Margot Johnson  
 Mr Rex Johnson  
 Mrs Edna Keillor (2008)  
 Mr AE Kelly  
 Mrs Helen Laidlaw  
 Mrs Val Lang  
 Mr GA Larsen  
 Mrs B Layther  
 Mrs Margot Lee (2009)  
 Mr S Lee  
 Sen AWR Lewis  
 Mr PE Lillie  
 Mr Frank Lodge  
 Mrs Hilary Lodge  
 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)  
 Mrs L Maher  
 Mr NS Marshall  
 Mrs Norma Marwood  
 Mrs Jess Mathison  
 Mrs D McConnell  
 Mrs Bev McCosh  
 Mrs L McCosh  
 Mrs Norma McCosh  
 Mrs Janice McCrabb  
 Mr John McGrath  
 Mr Peter McGregor  
 Mrs Glenda McIlveen (2009)  
 Mr Ernie McKenna  
 Mrs Mary McKenna  
 Mrs Judy McKenzie  
 Mrs Olive McKenzie (2015)  
 Mr Trevor McKenzie  
 Mrs H McLaren  
 Mrs Shirley McLean  
 Mr C McLeod  
 Mr Don McRae  
 Mrs Wendy McWhinney  
 Ms Felicity Melican (2013)  
 Dr John Menzies  
 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 I Mulligan  
 AE Murdock  
 Mrs G Mutton  
 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  
 Ms G Stevens  
 Mr GC Sullivan  
 Mrs B Surkitt  
 Mrs Ailsa Swinton  
 Mrs Mona Swinton (2014)  
 Mrs Nance Swinton  
 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  
 Mrs Anne Wright (2007)

\*Awarded Life Governorship in 2016-17

Our condolences are extended to the family and friends of Life Governor Isabel Anderson who passed away in June 2017.

315 AMAZING INDIVIDUALS

## VOLUNTEERS



An incredibly successful recruitment drive almost doubled the size of our 55-strong team of trained palliative care volunteers allowing us to take our South Western Regional Palliative Care Service to the far boundaries of Corangamite and Moyne. Graduation Day for the newly-trained was attended by Volunteers acting coordinator Julie Evans (top left), SWRPCS nurse consultant/coordinator Andrea Janes (top right) and Nursing director Julianne Cliff (bottom right).

## WHERE OUR VOLUNTEERS HELP

SWH CAMPUS/SITE	2016-17
Warrnambool Base Hospital	125
Camperdown Hospital	92
Warrnambool Community Health	9
Lismore Community Health	13
Macarthur Community Health	27
Merindah Lodge	18
David Newman Adult Day Centre	19
Warrnambool Mental Health Services	12
<b>TOTAL</b>	<b>315</b>

*Our 315 registered volunteers generously donated their time, energy and expertise to assist more than 30 programs in 2016-17.*

- > At our Warrnambool Base Hospital 70 volunteers participate in 24 onsite programs including helping out in our Supply Department, Medical Library and Pharmacy, assisting with patient activities in our Medical and Rehabilitation Units, helping our professional gardener and bringing our much-loved Delta Therapy dogs for weekly visits. Another 55 palliative-specific volunteers participate in six inpatient and community-based palliative care programs to provide support to patients and clients, and their carers and families, across our catchment area.
- > Our Planned Activity Group at Lismore Community Health is supported by five volunteers who assist with transport, meals preparation and group activities for our rurally and socially isolated clients. Another eight volunteers form our SWH Lismore Community Health Women's Auxiliary to help raise funds to support our work in and around Lismore.



My Life, My Memories is an initiative that allows patients to work one-on-one with palliative care volunteers such as Helen Goss (left) to produce a memoir for their loved ones. Murray and Michelle Silver were thrilled with his.



- > Of Camperdown Hospital's 92 volunteers, 66 support our Meals on Wheels service. Others volunteer via their involvement with our Camperdown & District Hospital Auxiliary and our Camperdown Hospital Trolley Auxiliary.
- > Volunteer assistance at Merindah Lodge sees nine volunteers and nine Friends & Relatives of Merindah (FROM) members assisting with a variety of activities including bacon and egg mornings, craft, music, outdoor gardening, social outings, pet therapy visits and bus driving.
- > David Newman Adult Day Centre volunteer activities include serving meals to clients, kitchen duties, delivering a music-based program, bus driving and supporting and assisting our clients during activities and outings.
- > At Warrnambool Community Health one volunteer assists our diabetes team and another assists our continence and stomal therapy workers. Six volunteer in our Ostomy Department and one provides general administration support.
- > Bus driving, transporting clients to medical appointments, Planned Activity Group assistance, gardening, Telecare and Broadband for Seniors are just some of the activities our 27 volunteers at Macarthur Community Health help with.
- > Ten volunteers support our Warrnambool Mental Health Services Hider House therapeutic day program for consumers/carers in the community and consumers who are inpatients. Two more help run the weekly BBQ for our inpatient unit.
- > Additional to our registered volunteers we have hundreds more who volunteer for us on our Board of Directors and Principal Committees, other committees and auxiliaries, at our own fundraising events and at fundraising events held for us.

## THE EDUCATION AND TRAINING OF OUR VOLUNTEERS

Our volunteers receive regular training and upskilling as individual and group needs arise. Training provided during 2016-17 included dementia awareness training, bus and defensive driver training and palliative care training.

## RECOGNISING OUR VOLUNTEERS

The dedicated commitment of 38 individuals who have collectively volunteered at our Camperdown facilities for 550 years was formally recognised at our 2016 SWH Camperdown Year in Review. Service Awards went to:

- > Meals on Wheel's Carmel Absalom, Veronica Broderick, Janet Carr, Genevieve McMillan, Carolyn Menzies and Bernard Sinnott (30), Margaret Fleming and Noeline Sadler (25), Hazel Rutter (20), Debbie Cheslett, John Cheslett, Joy Hill and Melva Shanahan (15), Sue Currell and Ruth Gstrein (10), Bill Duncanson, Jeanette Duncanson, Gabrielle Gill, Beverley McArthur, Dianne Pickles, Max Pickles, Joanne Place, Nola Reading, Jill Urquhart, Kasey Walsh and Bob Wason (5)
- > Friends of Merindah Lodge's Margaret Stephens (15)
- > Camperdown & District Hospital Auxiliary's Peter Coverdale and Sue Place (10)
- > Trolley Ladies Auxiliary's Marion Boyd (25) and Barbara Boyd (20)
- > David Newman Adult Day Centre's Lyn Meath (20), Coral Thomson (15), Jan Murray (10), Rhonda Hassett and Di Searle (5)
- > David Newman Adult Day Centre's/Merindah Lodge's Len Searle (5)
- > Merindah Lodge's Helen Moloney (5).

At our 2016 Warrnambool Volunteers AGM 16 volunteers who've collectively donated 215 years to helping us care for our patients, clients, consumers and visitors received Service Awards:

- > Margot Johnson (30)
- > Marjorie Crothers and Carolyn Taylor (25)
- > Jill Dempsey, Damian Goss, Vivien Lay, Heather McCosker and Joan Young (15)
- > George Burrows, Roslyn Clark, Carmel Hughes and Kevin McMahan (10)
- > Normal Bull, Nellie Phillips, Margaret Sykes and Ian Slockwitch (5).

The exceptional work of our palliative care volunteers earned them the prestigious Group Volunteer title at the 2016 Australian Government National Volunteer Awards for Wannon in November.

As further recognition and gratitude for everything they do for us, we held a morning or afternoon tea at every one of our campuses during National Volunteers Week in May.



# DONORS



Associate Professor Ian Collins and Peter's Project Foundation director Vicki Jellie check out the PPF-funded minus-80-degree freezer needed to preserve blood specimens bound for European and American cancer-related clinical trials we're participating in. PPF also generously donated a \$2,824 air mattress for the palliative care suite at our Camperdown Hospital.

*Image: Warrnambool Standard & photographer Rob Gunstone.*

*The generosity of our donors and supporters allowed us to raise \$377K during 2016-17. This saw to the financing of otherwise unaffordable medical equipment and initiatives to help treat and care for our communities.*

We celebrated three particularly significant donor-related achievements. The first two showcase the generosity of our Camperdown community, including our staff. The third impressed the surveyors during our 2017 National Safety & Quality Health Service Standards accreditation survey and stole the limelight at our 2017 World Environment Day activities.

- > The Camperdown community heeded our call to raise \$67,970 for our first-ever Merindah Lodge minibus. The donors who made it happen included our Friends & Relatives of Merindah (FROM), Ralph Bishop and his family (in memory of the late Barbara Bishop), our SWH

Camperdown Hospital Staff Fundraising Committee, Cobden & Districts Community Bank – Camperdown Branch, Mercy Regional College, the Annie Kerr Smith Bequest, Bev & Stuart McArthur, Timboon House B&B, Anne Gleeson & Steve Lamb, Mary & Peter Hay, Nicole Delaney, Diane & John Maher (our SWH Board chairman), NL Reading and Marco Znidaric. In a small country town without a wheelchair-friendly taxi service, Merindah Lodge residents now have more freedom to organise medical appointments and stimulating outings.

- > Our SWH Camperdown Hospital Staff Fundraising Committee donated a staggering \$84,842. Of it, \$55,442 financed an \$8,264 seat on the above-mentioned bus, a \$3,400 Merindah Lodge bain marie, a \$3,187 resuscitation cart and \$6,960 nitrous system for our Camperdown Hospital, and a \$40,591 ear/nose/throat microdebrider/shaver for our Camperdown operating theatre.



All aboard as generous donors get set to deliver a \$67,970 minibus to Merindah Lodge. From left: Ralph Bishop and daughter Heather Roney, nurse Fiona Clissold and Acute Services manager Tash Swayn representing our Camperdown Hospital Staff Fundraising Committee, and Jan Edwards representing FROM.  
Image: Camperdown Chronicle & photographer Helen Gaut.



- > The first of our two-stage, professionally-designed rehabilitation/GEM therapeutic garden opened in June. The \$99,475 cost was generously funded by the John Gordon Estate, Midfield Meat International, Lorna Roberts Bequest, Dorothy Eaton Bequest and our SWH Rehabilitation Unit/GEM Therapeutic Garden Staff Committee. Located in the courtyard by the main-foyer lifts in our Warrnambool Base Hospital, the \$100,000 final stage will be completed in 2017-18.

First-ever medical equipment and initiatives financed by donors and fundraising included:

> Merindah Lodge residents' minibus	67,970
> Warrnambool Theatres electrosurgical unit	31,440
> SWRCC clinical trials freezer	16,019
> Warrnambool Base Hospital rehabilitation/GEM therapeutic garden	99,475
> Stomal Therapy Clinic education mannequin	1,881
> Camperdown Hospital nitrous system	6,960
> Community Palliative Care extendable beds (x2) for taller patients	7,196
> Macarthur Community Health treadmill	2,000
> PARC residents' commercial BBQ	5,412
> Women's Health Services 3D ultrasound machine	29,000
> SWH Chemotherapy portable ECG machine	12,000
> Paediatrics Unit breast pump	3,000
> Community Palliative Care resources for younger carers	2,000
> Warrnambool Mental Health Residential Services sensory garden	7,050
> Paediatric Unit panoptic ophthalmoscope	755
> Diabetes Unit health promotion 280-campaign numerals	1,914
> Paediatrics Unit hopscotch distraction therapy	1,250

As always, our auxiliaries, Murray2Moynes Relay Cycle Teams and staff generously donated their time, expertise and energy to raise \$33,568, \$14,164 and \$101,440 respectively while \$92,989 was received in bequests and memorial gifts.

## SWH AUXILIARIES

Friends & Relatives of Merindah	10,777
Warrnambool Auxiliary	5,900
Warrnambool Auxiliary	16,891

## SWH MURRAY2MOYNE TEAMS

Grasmere Primary School	3,200
Scrubbers & The Gasman	4,248
Warrnambool College	6,716

## SWH STAFF

Camperdown Hospital Fundraising Committee	84,842
Rehabilitation Unit/GEM Therapeutic Garden Committee	2,457
Warrnambool Charity Golf Day Committee	10,241
Workplace Giving Program	3,900

## BEQUESTS

Lasting legacies totalling \$61,447 were bequeathed by John Gordon, Alexander Murdoch, Lorna Roberts and Lois Smart.

## IN MEMORIAM GIFTS

Families and friends gifted \$31,542 in memory of Barry Bermingham, Barbara Bishop, Joan Cockayne, Geoff Chenoweth, Norma Cinquegrana, Charlie Gilmour, Ann Kuttner, Desma Lynch, Denis Merrett, Tony O'Flaherty, Patricia Parkinson, Audrey Prider, Val Robe and Dennis Taberner.



For the 28th consecutive year Warrnambool College's Murray2Moynes Cycle Relay Team rode from Mildura to Port Fairy to fundraise for paediatric-specific medical equipment for our Warrnambool Base Hospital. Its 2016-17 gift of \$6,716 was generously donated to our \$40,000 Intensive Care Unit Paediatric Ventilator Appeal.

# DISCLOSURE INDEX

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

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