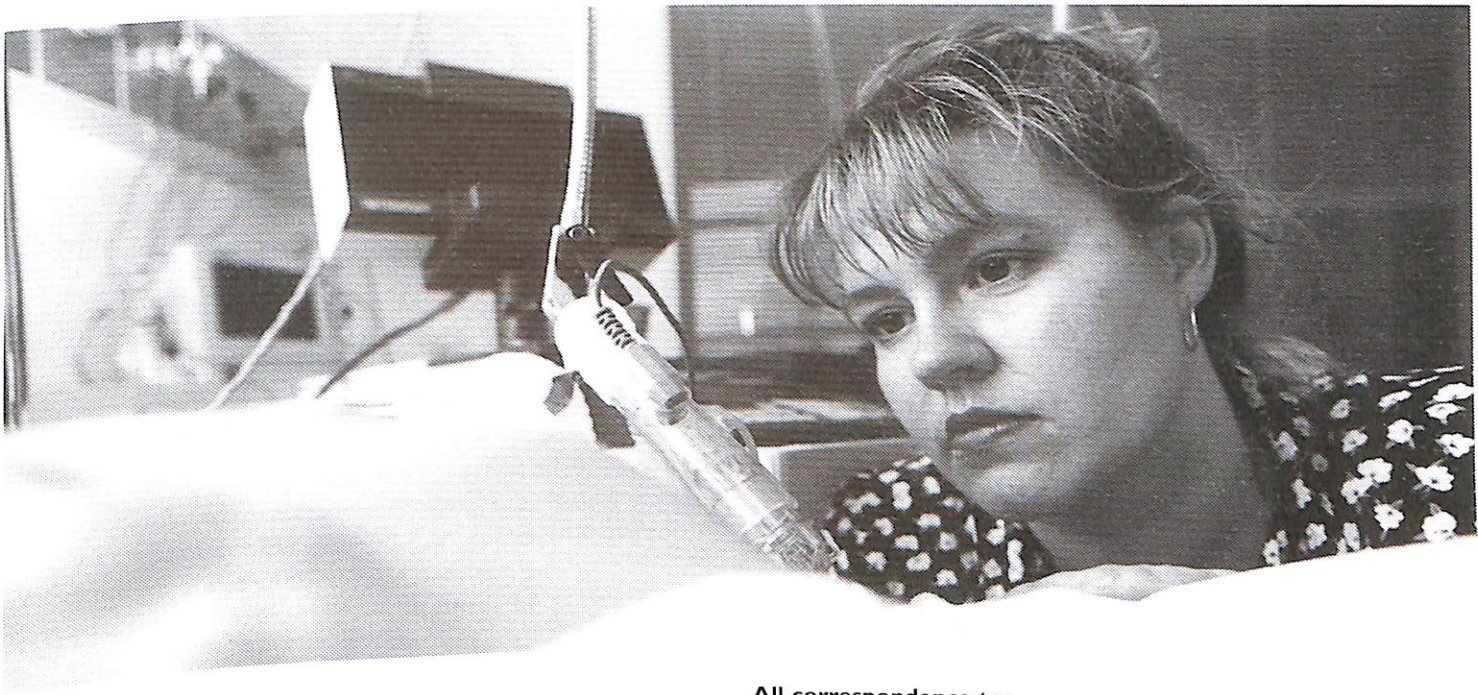


ANNUAL REPORT
1997-98



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Wimmera Health Care Group
Baillie Street, Horsham, Victoria, 3400
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Facsimile (03) 5382 0829

Architects Balcombe Griffiths Pty. Ltd.

Auditors Auditor-General Victoria

Bankers National Australia Bank Limited

Solicitors Power & Bennett

The 1998 Annual Report was released to the public on 15th October, 1998. The Wimmera Base Hospital was established in 1874 as the Horsham Hospital and was incorporated by authority of the Hospitals and Charities Act (No 5300) on 27 August 1877. The name of the Hospital was changed in 1950 to Wimmera Base Hospital and following the formal amalgamation with Dimboola District Hospital on 1st November 1995 became officially known as the Wimmera Health Care Group.

Five Year Strategic Plan

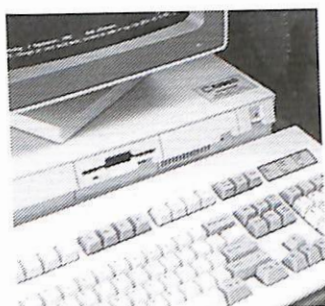
OUR MISSION:

We are committed to achieving the best health for all in the Wimmera

OUR VISION:

To be the best provider of rural health services in Australia

OUR MAJOR GOALS:



FINANCE

Goal

To continue to be an organisation that has a sound financial base and a flexible, adaptable approach to the changing economic circumstances experienced in the public health sector.

Strategies to Achieve

Wimmera Health Care Group will extend the business planning approach to include:

- Departmental business plans
- Divisional business plans
- Organisation business plans to enable the organisation to perform within Departmental program funding levels and to maximise independent business unit profits.

Outcome Desired

Continued financial stability and viability within resources provided by Government and generated by Wimmera Health Care Group business units.

- Achievement of WIFS and other performance targets as per the Health Service Agreement
- Achieving agreed budgetary targets

Time Frame

Annual



MEDICAL SERVICES

Goal

To provide stability to the Specialist Medical workforce by developing a structure that supports the following core specialties:

- Obstetrics
- General Medicine
- Surgery
- Paediatrics
- Orthopaedics
- Anaesthetics

Strategies to Achieve

Develop a detailed Medical staff recruitment plan to recruit the required number of Medical Practitioners through a national and international approach.

The plan to be supported by both Board and the Visiting Medical Staff Group and include appropriate cost benefit analysis.

Outcome Desired

Provide patients with a wide range of medical services locally, and within the role and function of Wimmera Health Care Group.

Time Frame

Plan - one year
Implementation - two years



PHYSICAL (CAPITAL) DEVELOPMENT

Goal

Provide "state of the art" buildings for patients, staff and visitors across the Group.

Strategies to Achieve

- Complete the physical redevelopment of the Horsham and Dimboola campuses;
- (i) initially through the design development and tender stages
- (ii) then construction completion

Outcome Desired

Improved patient care accommodation, increased efficiencies, integrated services according to the agreed role of Wimmera Health Care Group.

Time Frame

- (i) One year
- (ii) Two years



QUALITY

Goal

Enhancement of quality culture that focuses on patient care services.

Strategies to Achieve

- Adoption of EQuIP model of the ACHS
- Review of organisation-wide Quality Plan
- Review of internal structure that supports quality improvement
- Review all aspects of patient care service delivery
- Development of customer philosophy
- Investigation of low cost accommodation for patients/relatives

Outcome Desired

- Achievement of accreditation
- Development of measurable improvement in patient services
- Provide patients with a user friendly and efficient pathway through their local health services

Time Frame

Ongoing for all five years.

OUR VALUES:

- We are responsive to the health needs of the community
- We believe that our customers are entitled to quality health care that respects their dignity, beliefs and rights regardless of their cultural, spiritual or socio-economic background
- We recognise our customers total needs in order for them to achieve optimal health
- We are committed to Continuous Quality Improvement
- We deliver quality health services that are value for money
- We care for the well-being and encourage the ongoing development of our staff whom we recognise as our most valuable resource.



STAFF EDUCATION AND RECRUITMENT

Goal

Wimmera Health Care Group will be recognised as a desirable organisation to work in, establish a career path, and maintain skill levels through appropriate ongoing education.

Strategies to Achieve

- (i) Development, funding and implementation of an organisation-wide staff development and training program
- (ii) Development of a detailed recruitment package that includes suitable accommodation, succession planning, orientation, inservice education, reward systems and career planning

Outcome Desired

- A well trained and motivated workforce in an organisation that attracts external interest to work in, Improved staff recruitment and retention.

Time Frame

- (i) Annual
- (ii) One year



MARKETING

Goal

To increase the awareness of the Wimmera Health Care Group in the sub-region and locally with the referring General Practitioners, regional hospitals, broader community and staff generally.

To foster community ownership of the Health Care Group's facilities and services.

Strategies to Achieve

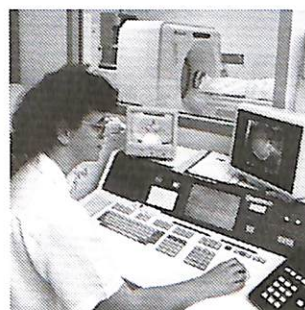
- Development of an annual marketing plan as an adjunct to business and services plans with accent on the following:
 - Media plan (radio, press, TV)
 - Internal marketing
 - Staff Recruitment Package
 - Support for local and regional GPs
 - Specialist medical staff and new services
 - A customer focus - Quality
 - New buildings - Physical Development
 - Metropolitan waiting lists

Outcome Desired

Maintain and enhance the pivotal service position provided by the Wimmera Health Care Group

Time Frame

Annual



EQUIPMENT

Goal

Provide "state of the art" patient care and other equipment within the organisation's role and function.

Strategies to Achieve

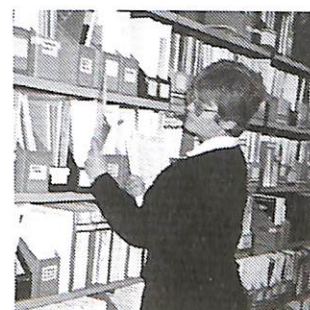
Maintenance of the asset register and the development of a detailed equipment replacement and acquisition plan that signifies funding sources and highlights a cost-benefit approach.

Outcome Desired

Facilitate patient care in the local environment within the context of a safe, modern and well maintained equipment inventory.

Time Frame

Annual



INFORMATION MANAGEMENT

Goal

Improve information management across the Group to enhance internal communication and decision-making.

Strategies to Achieve

- Development, implementation and annual review of an organisation-wide IT plan within the context of the Regional Information, Information Technology and Technology Plan (I-T²).
- Consolidation of all patient information into a single source.

Outcome Desired

Timely, accurate and accessible information and communication flow, administratively and clinically.

Time Frame

Plan - one year
Implementation - two years

Organisational Structure



CHIEF EXECUTIVE

Mr. John F. Krygger,
B.H.A. M.B.A. A.F.C.H.S.E. A.F.A.I.M. C.H.E.

Board of Management

Sub-Committees

FINANCE & CORPORATE PLANNING, MEDICAL CONSULTATIVE, MEDICAL ADVISORY BOARD, NURSING ADVISORY, IMPROVING PERFORMANCE

Community Liaison Officer

FUNDRAISING, PUBLIC RELATIONS AND MARKETING

Corporate Services Manager

BUDGETS, FINANCIAL PLANNING, GENERAL ACCOUNTS, PATIENT ACCOUNTS, SUPPLY

Engineering Services Manager

ENERGY CONTROL, GARDENS & GROUNDS, MINOR BUILDING PROJECTS, MOTOR VEHICLES, PLANT & BUILDING MAINTENANCE

Human Resources Manager

INDUSTRIAL RELATIONS, OCCUPATIONAL HEALTH & SAFETY, PAY ADMINISTRATION, PERSONNEL, STAFF TRAINING & DEVELOPMENT, SECURITY, WORKCOVER ADMINISTRATION, REHABILITATION

Information Technology Manager

COMPUTER SYSTEMS DEVELOPMENT

Linen Service Manager

WIMMERA GROUP LINEN SERVICE, GOROKU COMMUNITY HEALTH CENTRE (CONCLUDED APRIL, 1998), DUNMUNKLE HEALTH SERVICES

Quality Manager / Commissioning Officer

CO-ORDINATE ACCREDITATION AND QUALITY IMPROVEMENT, INVOLVEMENT WITH BUILDING PROJECTS

DIRECTOR OF MEDICAL SERVICES

Dr. Alan M. Wolff,
M.B.B.S., DIP.R.A.C.O.G., F.R.A.C.G.P., A.F.C.H.S.E., M.B.A., M.R.A.C.M.A.

Visiting Medical Services

ACCIDENT & EMERGENCY, ANAESTHETICS, DAY SURGERY, DERMATOLOGY, ENDOSCOPY UNIT, E.N.T., FAMILY PLANNING, GASTROENTEROLOGY, GENERAL CLINICS, GERIATRICS, OBSTETRICS, ONCOLOGY, OPHTHALMOLOGY, ORTHOPAEDICS, PAEDIATRICS, PSYCHIATRY, REHABILITATION, SPECIAL CLINICS, UROLOGY

Diagnostic Services

Medical Ancillary Services

AUDIOLOGY, CENTRE AGAINST SEXUAL ASSAULT, DENTAL, DIETETICS, FAMILY SERVICES, HEALTH INFORMATION SERVICE, LIBRARY, OCCUPATIONAL THERAPY, PHARMACY, PHYSIOTHERAPY, PODIATRY, SPEECH THERAPY

Critical Care Services

INTENSIVE/CORONARY CARE, OPERATING SUITE

Accident & Emergency

Resident Medical Officers

WARD AND EMERGENCY DEPARTMENT SERVICES

Extended Care Services

GERIATRIC SERVICES, REHABILITATION

Clinical Risk Management

CO-ORDINATES THE CLINICAL RISK MANAGEMENT PROJECT

DIRECTOR OF NURSING SERVICES

Miss Wendy A. Lewis,
R.N., R.M., M.H.A., B.App.Sc.(Adv. Nurs.), I.C.C., Neon & Paed.I.C.C., F.R.C.N.A.

Clinical Nursing Areas

AFTER HOURS CO-ORDINATORS, OXLEY WYUNA (CLOSED JULY, 1997) AND YANDILLA WARDS, DAY PROCEDURE UNIT / OPERATING THEATRE AND CSSD, EMERGENCY, INFECTION CONTROL, DIMBOOLA HOSPITAL - ACUTE WARD

Residential Areas

WIMMERA NURSING HOME, KURRAJONG LODGE, DIMBOOLA HOSPITAL - ALISTAIR HINCHLEY WING

Community Services

DISTRICT NURSING SERVICE, AGED CARE ASSESSMENT SERVICE, CONTINENCE, COMMUNITY REHABILITATION SERVICE, WIMMERA HOSPICE CARE, WIMMERA LINKAGES

Deputy Director of Nursing Services

PLANNING, CLINICAL CO-ORDINATION, NURSING RESOURCE MANAGEMENT, NURSING CONTINUOUS QUALITY IMPROVEMENT, COMPLAINTS, LIAISON OFFICER

Nurse Educator

INSERVICE EDUCATION AND GRADUATE NURSE PROGRAM

Hotel Services Manager

CATERING - PATIENTS AND STAFF, MEALS ON WHEELS

Environmental Services

ACCOMMODATION AND HOUSEKEEPING

Board of Management



From the left:

President
Mr. Bruce Johansen
APPOINTED 1997

Mrs. Jan Morris
APPOINTED 1997

Mr. Pawel Wajszel
B.Eng. (Hons), M.Sc. (Met.)
APPOINTED 1996

Mr. Terry Harris
Diplomatist Aust.
APPOINTED 1997

Treasurer
Mr. Peter Brown
B.Ec., Grad Dip Bus, Acc, ANA, A.M.M.
APPOINTED 1992

Senior Vice President
Mr. Ian Campbell
M.B.S., F.R.A.C.S.
APPOINTED 1994



From the left:

Dr. John Pickering
F.R.A.C.P.R.A., F.M.A. (CMA)
APPOINTED 1995

Dr. Peter Haslau
M.B.S., F.R.A.C.S.
APPOINTED 1985

Junior Vice President
Mrs. Leigh-Anne Sharrock
B.N.
APPOINTED 1995

Mrs. Jo Saxton
Dip Physio., H.D. (S)
APPOINTED 1997

Mr. John Peitsch
APPOINTED 1995

The Year In Review

ACHIEVEMENTS

- Treatment of a record 7,150 inpatients (4.8% increase).
- Successful introduction of EQiP accreditation program.
- High level of patient satisfaction as evidenced by statewide survey.
- Significant progress on further capital development projects.
- Return to operating surplus for first time in a decade.
- Development of five year Strategic Plan for the organisation.

On behalf of the Board of Management it gives me great pleasure to present the 1998 annual report of the Wimmera Health Care Group.

In many respects, the year has been one of consolidation, however there are several achievements worth highlighting.

PATIENT SERVICES

The provision of high quality patient care services will always be the primary objective of the Health Care Group. I am delighted to report that a record 7,150 inpatients received treatment during the year. This is the first time that the Health Care Group has exceeded the 7,000 patients treated barrier and represents a 4.8% increase on the record throughput of last year.

The Board of Management is acutely aware of its responsibilities to ensure the quality of all services delivered by the Health Care Group. In response to this, a significant commitment has been made to ensure compliance of all departments with the quality standards of the new EQiP framework introduced by the Australian Council on Healthcare Standards.

The organisation has embraced the EQiP framework and has undertaken 160 separate quality activities. The Health Care Group also reviewed the structure and reporting relationship of departments and I am pleased to report that every department in the organisation has its own quality plan and undertakes regular quality audits consistent with the overall quality framework.

Over the year the evaluation of the new framework was undertaken and submitted to the Victorian Audit Commission for review. From the Audit Commission's perspective the Wimmera Health Care Group has met the requirements of the new framework. The Audit Commission's report is available on the website.

provided at the summation conference supported the receipt of an outstanding report. One reviewer indicated that the quality programs undertaken at the Wimmera Health Care Group were amongst the best he had ever seen. The Clinical Risk Management Unit continues to provide research and evaluation which places the organisation as a national leader in terms of adverse occurrence screening methodology and clinical incident benchmarking.

It is also particularly pleasing to highlight the high level of patient satisfaction of our patients which was identified by the statewide patient satisfaction survey. The organisation was rated second in the Base Hospital category with 93% of patients indicating that their level of care was very good or excellent. Of particular significance was the statistic that 98% of patients would recommend the Wimmera Health Care Group to others.

FINANCES

The attached finance reports indicate that the Health Care Group returned an operating surplus of \$118,000, which represents a million dollar turnaround from the previous financial year. This has been an outstanding achievement given the significant reduction in funding levels experienced over previous years. The achievement of this surplus has resulted from the implementation of some difficult budget strategies but I trust that we can now go through a period of financial consolidation.

BUILDING AND DEVELOPMENT

There has been significant progress on capital development projects during the year including the completion of the Schematic Design for the Stage 2 Redevelopment at Horsham. This \$5 million project involves providing purpose built accommodation for allied health services, administration and community services, and the future co-location of the Horsham Ambulance Service. It was disappointing that the project did not proceed to construction funding this year although we remain confident that the project will be placed on next year's capital works list.

Further work has been undertaken with the various planning phases to address the inadequate accommodation at the Dumbella Campus. This year has seen the completion of the Victorian Budget Masterplan and Expression of Interest for the project and we are hopeful that the project will go ahead in the next financial year.

BOARD OF MANAGEMENT

The Board of Management consists of the following members:

Group's major policy making body and assumes overall responsibility for the direction and operation of all healthcare services. During the year we received resignations from three Board members including Mr Trevor Macleod, Mr Jeff Hill and Rev. Bruce Grindlay and we thank them for their contribution. Their positions have been capably filled by Mrs. Jan Morris, Mrs. Jo Saxton and Mr Terry Harris and we thank them for their dedication.

This year the Board of Management employed a management consultant to assist in the development of a Strategic Plan to guide the organisation into and beyond the new century. The development of the Plan involved input from all key stakeholders, including medical and executive staff, department heads and members of the Board of Management. The Planning process also provided an opportunity to re-cast the Mission, Vision and Values of the organisation.

COMMUNITY SUPPORT

Each year we extend our gratitude for the commitment of the many volunteers and auxiliary members in both Horsham and Dimboola who donate their time and contribute to our aim of providing the best healthcare possible, and this year is no exception.

I am pleased to report that a total of \$220,000 was donated to the Health Care Group during the year. These funds have been made possible through the generous support of our local community, the hard work of the numerous auxiliaries and support groups and the generosity of numerous philanthropic trusts.

CONCLUSION

It is pleasing to report that this complex and diverse organisation continues to achieve major milestones each year.

The record number of patients treated and the real commitment to ensure the provision of a quality service has been exemplified through the level of satisfaction of our patients. The consolidation of the financial position and the development of a five year Strategic Plan for the organisation augers well for the future provision of health services to our community.

I would like to thank each and every individual who has contributed to a most successful year for the Wimmera Health Care Group.

Bruce J. Johansen, President
John F. Krygger, Chief Executive



CERTIFICATE OF ACCREDITATION

This is to certify that
The Australian Council on Healthcare Standards
has accredited

Wimmera Health Care Group

This certificate is granted by the authority of the Council in recognition of the quality of health care delivered by this service and the commitment to continuous improvement. This was demonstrated by achievement of standards and continuous improvement in quality care, service and safety when surveyed in

June 1998

On this basis ACHS Accreditation is awarded subject to continuous evaluation and quality improvement until

8 October 2001

Eva Raik

President

Denis A. Smith

Chief Executive

The Progress We Have Made

ACHIEVEMENTS

- **Completion of Stage 2 redevelopment schematic design.**
- **Development of five year Strategic Plan.**
- **Development of Snozelen room for the Nursing Home.**
- **Receipt of \$50,000 grant to upgrade palliative care services.**

STAGE 2 REDEVELOPMENT

The Stage 2 Redevelopment project seeks to provide grouped accommodation for all allied health and administration departments at Wimmera Base Hospital, the co-location of the Horsham Ambulance Service and selected community services, including psychiatric services.

The principle objective of the project is to bring together all the allied health services, community based services and administration into a co-ordinated facility located in appropriate relationship to the existing acute care facility. The project has been costed at \$5 million and once completed will provide a modern, purpose built facility which will enhance the scope of health services provided. The new facility will overcome the present operational deficiencies that result from geographically dispersed departments.

It has been disappointing to report that the project has not proceeded to the design development / tender documentation phase, but confidence exists that the project will be successful in next year's capital works program. The project is currently at schematic design stage and has considered the needs of each department to ensure the delivery of quality health services.

REDEVELOPMENT PROJECT FOR DIMBOOLA CAMPUS

The redevelopment of the Dimboola campus has received significant attention over the past year with the intention of submitting an Investment Evaluation Report to the Department of Treasury and Finance in September, 1998. It is also anticipated that this project will be allocated funding under next year's capital works program. A needs analysis, service plan and functional brief have been completed, with the recommendation of a 30

bed model to meet the future health needs of the Dimboola community. This model would comprise 26 aged care beds for nursing home and hostel patients; and 4 acute beds. The need for this development has become more critical following the nursing home failing certification. This was due to significant problems associated with fire, evacuation, safety and climate control systems of the existing building.

STRATEGIC PLAN DEVELOPMENT

A Strategic Plan to guide the organisation into the 21st century has been developed in consultation with all key stakeholders including medical and executive staff, department heads and members of the Board of Management. This has been a very positive experience for those involved. An analysis of the organisation's strengths and weaknesses has created opportunities to develop strategic goals. The development of the Strategic Plan has also provided the opportunity to re-cast the Mission, Vision and Values of the organisation. It is hoped that the whole organisation can embrace the Strategic Plan and therefore ensure its successful implementation.

MOCK DISASTER TRAINING

The Wimmera Base Hospital has been practicing mock emergencies on a regular basis for twelve years. In February a mock disaster was held which for the first time involved all emergency services at the one time. The theme for the mock disaster was the flooding of the Wimmera River, combined with a bus and car accident. The emergency services involved were - Ambulance Service Victoria, Country Fire Authority, State Emergency Service, St. John Ambulance, Horsham Rural City Council, Horsham Police, Medical Officers with the support of Lions, Apex and Rotary Clubs. A debriefing session held after the mock exercise highlighted the need for a stand alone telephone line for the Disaster Control Centre and a computer interface to the Emergency Department. Both these recommendations have been implemented.

Each mock disaster maintains staff awareness of their role in an emergency and increases confidence to handle any future disaster:

SNOZELEN ROOM FOR WIMMERA NURSING HOME

The capacity to offer a meaningful lifestyle and quality of life for people with advanced dementia remains a challenge, particularly for the staff in the nursing home. The staff caring for residents recognised the frustrations and limitations involved with trying to provide these

residents with appropriate and stimulating activities. Simple tasks and instructions associated with 'normal' activities, eg. Bingo, crafts etc. are extremely difficult to convey to dementia residents. A recognised therapy for dementia residents is Snozelen therapy developed in Holland, meaning dozing and smelling. Snozelen therapy consists of pleasurable sensory experiences generated in an atmosphere of trust and relaxation. The essence of the Snozelen approach is to allow the individual the time, space and opportunity to enjoy the environment at their own pace, free from the expectations of others.

The Wimmera Health Care Group was fortunate enough to receive a grant of \$7,000 to provide a Snozelen room in the nursing home. This room is equipped to provide a range of sensory stimuli by using music, aromatherapy, massage and lighting.

EMERGENCY DEPARTMENT ADVERSE OCCURRENCE SCREENING

Wimmera Base Hospital has developed a limited adverse occurrence screening program to assess the quality of the clinical care delivered at the hospital. All patients medical records are screened following discharge to determine whether or not one or more of the following criteria are met: transfer to another acute care facility; return to Operating Suite within seven days; transfer from the general wards to ICU; cardiac arrest; patient length of stay greater than 21 days; booked theatre cases cancelled; unplanned readmission within 28 days; and death of patient.

Building on the success of the existing inpatient screening and medical review program, a pilot project commenced in the Emergency Department in September 1997. The twelve month project is aimed at determining if it is possible to adapt the hospital's inpatient Adverse Patient Occurrence program to patients treated in the Emergency Department. Preliminary evaluation undertaken in July has identified a reduction in adverse event rates from 3.6% to 1.6%. A review of the detection process has found the project to be both efficient and accurate.

ONCOLOGY SERVICES

During the year the Board of Management and executive have been working with a community committee to provide chemotherapy services at Wimmera Base Hospital. Currently people with cancer are having to travel to Ballarat, Geelong or Melbourne to receive treatment. At the moment there is a monthly visiting service by a

Ballarat Oncologist, Dr. Rodney Bond. Two community members, Mrs. Ruth Ballinger and Mrs. Linea Barber have been ardent in their cause to investigate all options for this service to be provided locally. A deputation to the Hon. Rob Knowles, Minister for Health, by the committee presented him with a petition of over 18,000 signatures in support of the services. Dr. Bond has given his support for the establishment of an on-site service if he can recruit another Oncologist. The committee are devoted to ensure oncology services will be provided at Wimmera Base Hospital.

PALLIATIVE CARE SERVICES

Wimmera Base Hospital was fortunate to receive a grant for \$50,000 to upgrade palliative care services to provide a designated hospice room. The room chosen to incorporate services has been a single room in Oxley. This refurbished room adjoins a sitting room which overlooks one of the courtyards. The particular siting of this room incorporates the use of a lounge and activity room that can be used by family and friends with access to a courtyard. To further enhance this room, it is adjacent to a room furnished by the Hospice Auxiliary primarily for families to relax privately or stay overnight.



ACHIEVEMENTS

- **Over 160 quality activities undertaken by staff.**
- **Introduced the concept of EQulP (Evaluation Quality Improvement Program) to the organisation.**
- **Introduced the newsletter EQulPPER throughout the organisation.**
- **Introduced a Falls Prevention Program.**
- **Extension of Adverse Occurrence Program to Emergency Department.**
- **Involvement with Statewide public hospital patient survey September, 1997.**

Wimmera Health Care Group has developed an Improving Performance culture with the introduction of various strategies and initiatives to ensure that an effective quality control system is in place. The Group plans and undertakes many quality activities to continually assess how best to meet our customers needs

ENSURING QUALITY

The Wimmera Health Care Group has been continuously accredited by the Australian Council on Healthcare Standards (ACHS) since 1975 and as a result, our commitment to quality outcomes can clearly be demonstrated. This year the Group participated in an external survey by ACHS using the new accreditation system - EQulP. The survey compared the standard of patient care and support activities at Wimmera Health Care Group against the criteria of EQulP. This has been an enormous undertaking, involving education for all Board of Management members and staff to understand this new concept. The staff showed great commitment and teamwork to participate in the survey, demonstrating the desire to continually improve performance. The outstanding results of the survey were conveyed at the summation conference and a full copy of the report will be available in September, 1998.

CLINICAL RISK MANAGEMENT

The Wimmera Health Care Group is one of a small number of health agencies in Australia that have appointed a Clinical Risk Management Project Officer.

Clinical Risk Management is concerned with the detection, monitoring, prevention and early management of clinical incidents. The program is a system based approach to the intensive management of clinical risk in a health care environment. It aims to improve patient care through the active minimisation of risk which threatens the provision of quality patient care and efficient use of clinical resources.

Associated with the appointment has been the development of a new incident monitoring program utilising the expertise of the Australian Patient Safety Foundation. The successful implementation of this program has resulted in:

- a 38% reduction in the number of incidents reported
- an 86% reduction in severe injury resulting from incidents
- a 94% reduction in associated additional length of stay

PATIENT SATISFACTION

The conduct of patient surveys is a useful mechanism to monitor the views of patients to identify problems and assess trends. In September 1997, the Department of Human Services commissioned an independent survey of patient satisfaction. The survey of all public hospitals in Victoria was conducted by Marketing Social Research Consultants "TQA Research" and has shown:

- 99% of Wimmera Health Care Group patients are satisfied with the standard of care, including 86% who were very satisfied
- 93% of same day patients rate the care they receive as excellent or very good
- 98% of same day patients indicated they would recommend Wimmera Health Care Group to others

The organisation was assessed against 22 criteria which covered areas such as availability and attitudes of medical and nursing staff, levels of communication, cleanliness of rooms, quality of food and length of stay. The Wimmera Health Care Group was rated second in the list of all Base Hospitals in terms of patient satisfaction. The outstanding results from this survey highlights the commitment towards a strong customer focus.

PUBLISHED ARTICLES

The Health Care Group is pleased that staff have contributed to the academic literature by having the following articles published in national journals:

- Debra Schulz - Factors Which Influence Attendance at Cardiac Rehabilitation, 1997, LaTrobe University
- Peter Subramaniam, Rex Bennett and Ian Campbell - Infrarenal Aortic Aneurysm Surgery in a Rural Surgical Service: Risk Factors for Mortality - Australian & New Zealand Journal of Surgery (1998), 68, 25-28
- Alan Wolff - Recruitment of Medical Practitioners to Rural Areas: A Practical Approach from the Coalface, Australian Health Review 1997 2, 4-12



Above: The Wimmera Health Care Group prides itself on the services available to its community. For 1997/98 a record 7,150 patients were treated.



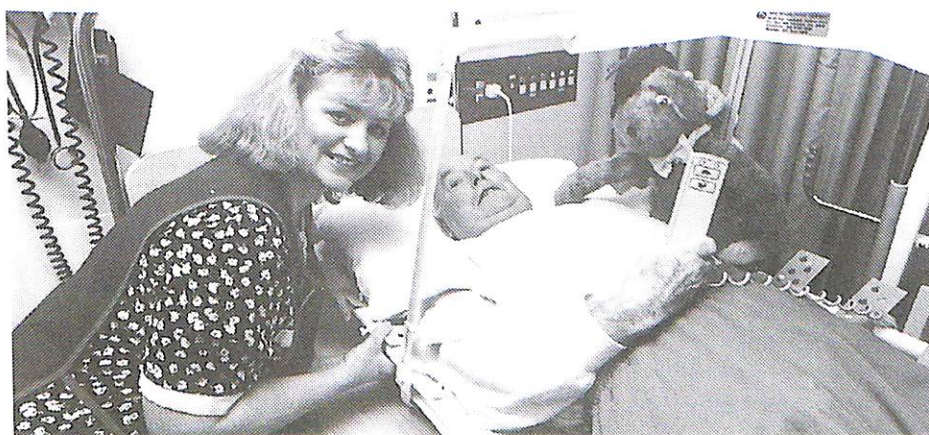
Top: Final day of Survey to determine if Wimmera Health Care Group was to be accredited. The Surveyors ask patient Peter Hogan about the care he was receiving.



Above: Horsham Rotary Past President Gary Heinrich presents an oxygen concentrator to Wimmera Hospice Care Co-ordinator Anne Hayes, and Palliative Care Nurse Liz Goode. The unit will assist hospice patients in their own homes.



Our patients are
the centre of
everything we do...



Above: Registered Nurse Cass Mitchell keeps a watchful eye over a patient in Intensive Care.

Left: Registered Nurse Karen Hinch demonstrating to patient Stanley Roberts the new lifting machine purchased for Oxley. Stanley's 'friend' was given to him by a dedicated volunteer, Dorothy Armstrong.

The Staff We Employ

ACHIEVEMENTS

- Introduction of Employee of the Month and Employee of the Year Awards.
- Education Business Plan attracts \$90,000 grant for nurse education programs.
- 9.5% of Division I registered nurses have achieved competency of Advanced Life Support Skillcheck.
- 21% of Division I registered nurses are competent in the Basic Life Support Skillcheck.
- Orientation Program revamped.
- Commenced participation in Graduate Diploma of Nursing (Critical Care) for 2 students.
- Reintroduction of Nurse Educator position.

EMPLOYEE OF THE MONTH PROGRAM

A new initiative has been the introduction of the Employee of the Month /Year. This concept offers staff at the Wimmera Health Care Group the opportunity to recognise the outstanding achievement and incentive of colleagues to meet the organisation's goals and objectives. Eleven awards will be made each year, with the Employee of the Year being announced in December. Recognition is given to outstanding performance in their role, attitude and demonstrated service towards customers. The monthly winner receives a dinner for two at a local restaurant, a framed certificate, a corporate badge and a photograph displayed in the main foyer, followed by an article in the Wimmera Mail-Times.

OCCUPATIONAL HEALTH AND SAFETY

Management has a statutory responsibility for preventing and minimising risks to all those within the organisation, whether they are patients, clients, staff or visitors. There is a continued focus on prevention, early intervention and rehabilitation.

During the year there were a number of initiatives implemented in response to Occupational Health and Safety responsibilities, including an annual influenza immunisation program offered to all staff, the purchase of four lifting machines funded from Specific Grants and recommendation of using unpowdered non-sterile gloves.

EDUCATION AND STAFF DEVELOPMENT

A major impetus to nursing education has been the success of receiving a \$90,000 education grant from the State Government and the reintroduction of the nurse educator position. Both these additions have allowed a wider range of activities to take place. An Education Business Plan was developed that responded to staffs educational needs. Closer links between education and staff development will further emerge as educational activities are offered for both clinical and non clinical areas.

The types of programs offered recently include:

- Management of stroke
- Wound management
- Management of medical gases
- Diabetes short course
- Blood transfusion
- P.A.R.T. course
- Customer relations inservice
- Resuscitation of a newborn
- Advanced / basic life support skillcheck

We continue to have strong links with tertiary institutions in that we provide clinical placements and education sessions for nursing students from Ballarat and Aquinas Universities. This year we undertook training for two Division I registered nurses for the Graduate Diploma (Critical Care). Medical education programs involve medical students from the Royal Melbourne Hospital, and continued Intern Accreditation.

Dr. A. Wolff this year has been awarded Honorary Senior Lecturer in the Centre for Rural Health at Monash University. This position allows Dr. Wolff to complete a Doctorate.

Continuing education programs for General Practitioners are held weekly. The wide variety of sessions include Advances in Interventional Radiology, Parkinson's Disease, Palliative Care, Common Orthopaedic Foot Problems and Facial Fractures. These sessions are attended by General Practitioners in the region. They provide educational opportunities and also encourage inter-collegial support throughout the Wimmera Region.

A comprehensive review of the orientation process for new staff was completed during the year and identified a number of opportunities for improvement. From feedback

received by new staff attending, the new format appears to be enthusiastically received.

A major program commenced for staff was the introduction of Customer Satisfaction Inservice Training. This course introduces staff to the concept of who our customers are, the needs of customers and dealing with their problems. Thirty staff attended the inservice training facilitated by an external consultant. It is intended that all staff employed at Wimmera Health Care Group will attend a similar training session.

STAFF RECOGNITION

Dr. Mary Brown, Paediatrician, resigned after 17 years of service. Dr. Brown contributed towards many improvements in the paediatric service, including developing protocols for the care of infants in the nursery and lectures for staff.

Another long term staff member, Chief Engineer Mr. Tom Martin retired after 19 years of service. Mr. Martin was involved with many building programs, providing a critical link with builders, architects and the hospital.

Yandilla farewelled two stalwarts in Mrs. Jan Lawson and Mrs. Lee Owens who have aided the advancement of Wimmera Base Hospital's midwifery section over 24 and 25 years respectively.

Maria Cericola retired after 35 years in the linen service.

MERIT AND EQUITY/EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY

In Victoria the Public Authorities (Equal Employment Opportunity) Act was proclaimed in July 1992. Wimmera Health Care Group supports and activity endorses this Act by:

- Implementing equal employment opportunity programs designed to eliminate discrimination against and promote equal opportunity for women; and
- Observing sound Human Resources practices. The EEO Committee is an integral component of the Occupational Health and Safety Committee which meets bimonthly. The Human Resources Manager is the EEO Co-ordinator responsible for the overseeing of EEO.

HUMAN RESOURCES

Human Resources is concerned with all aspects of staff management. The concept involves a concern for occupational health and safety, recruitment and selection, staff development, manpower planning, budget productivity, industrial relations and payroll.

LONG SERVICE AWARDS

During the year the following staff became eligible for long serve awards. The Board of Management congratulates all awardees and sincerely thanks staff for their contributions to the Health Care Group's quality services.

Ten Years

| | |
|-------------------|------------------|
| Margaret Baldock | Peter Burns |
| Colleen Clough | Helen Crome |
| Wendy Cutchie | Tracey Daffy |
| Dianne Farnsworth | Shirley Glover |
| Mary Kirby | Leonie Lawson |
| David Leach | Margaret McClure |
| Margaret McDonald | Jan Meldrum |
| Shirley Mewett | Cathryn Mintern |
| Gwenda Nikkelson | Anne Richards |
| Maureen O'Brien | Kathleen Smith |

Twenty Years

| | |
|----------------|----------------|
| Helen Batty | Gillian Jarred |
| Linda Plunkett | David Rissman |
| Wendy Sleep | |

Twenty-Five Years

| | |
|---------------|----------------|
| Judy Bothe | Claire Chequer |
| Mary McDonald | Yvonne Mibus |
| Sue Unger | |

Thirty Years

Biddy Atkins

FREEDOM OF INFORMATION

During the year the Health Care Group received 27 requests for documentation under the Freedom of Information Act (1982). In all circumstances access to the documents sought was granted in full. Using discretion, the Health Care Group continues to promote a policy of giving staff, patients and the general public access to information.

CONSULTANT EXPERTISE ENLISTED

The running of health care services often requires quite detailed and specific knowledge concerning the complexities associated with diverse activities and development plans. This year the Health Care Group enlisted the expertise of consultants to assist in the following areas:

- Peter McGregor Consultants
- Developing Strategic Plan
- Balcombe Griffiths Architects
- Stage 2 Redevelopment
 - Dimboola Redevelopment

LEGISLATIVE CHANGES

A number of Acts and regulations have been enacted during the 1996/97 financial year. The most significant are:

Acts:

- Accident Compensation (Miscellaneous Amendment) Act 1997
- Ambulance Services (Amendment) Act 1998
- Drugs, Poisons and Controlled Substances (Amendment) Act 1997
- Drugs, Poisons and Controlled Substances (Amendment) Act 1998
- Health Acts (Statute Law Revision) Act 1998
- Health Services (Amendment) Act 1997
- Health Services (Amendment) Act 1998
- Mental Health (Victorian Institute of Forensic Mental Health) Act 1997
- Public Sector Reform (Miscellaneous Amendments) Act 1998
- Tribunals and Licensing Authorities (Miscellaneous Amendments) Act 1998

Regulations:

- Adoption Regulations 1998
- Cancer (Reporting) (Amendment) Regulations 1997
- Dangerous Goods (General Amendment) Regulations 1998
- Drugs, Poisons and Controlled Substances (Amendment) Regulations 1997
- Freedom of Information (Exempt Offices) (Interim) Regulations 1997
- Freedom of Information Regulations 1998
- Health (Infectious Diseases) (Children's Services Centres) Regulations 1998
- Health Services (Private Hospitals and Day Centres) (Amendment) Regulations 1998
- Human Tissue (Prescribed Institutions) Regulations 1997
- Infertility Treatment Regulations 1997
- Occupational Health & Safety (General Amendment) Regulations 1998
- Physiotherapists (Qualifications) Regulations 1998
- Physiotherapists (Qualifications) (Amendment) Regulations 1997
- Psychologists Registration (Amendment) Regulations 1997

The Improvements in Technology

ACHIEVEMENTS

- Introduction of the electronic mail in 25% of departments.
- Development of a planning strategy for Stage 2 redevelopment.
- Involvement in a Regional Information Management Strategy.
- Establishment of 'Year 2000 Project Team'.
- Installation of Pharmacy computer system.
- Data link with Dimboola allowing the issuing of a cross campus unit record number.

Information technology plays an integral part in providing an efficient, patient focussed work environment.

INFORMATION SYSTEMS

Traditional information technology relies on a continuous planning and review process. This has been illustrated in the recent upgrade of the Pharmacy Department computer system. Pharmacy has utilised computers for patient dispensing and inventory control for over ten years. The previous computer system was seen as slow and unreliable and there was a high level of staff frustration. Finally, the age of the computer and a shortage of skilled support put the pharmacy at risk of having an unworkable system. As a result, the Pharmacy Department was identified as an area of urgent need. The Wimmera Health Care Group was successful in receiving \$104,600 to upgrade the system. The system has only been in place since March, 1998 but there are positive outcomes. Electronic links with major suppliers have streamlined the purchasing process by direct entry with the supplier and an automatic system update. These links and the ability of the new computer system to allow generic ordering and stocking of pharmaceuticals has a projected annual cost saving of 4% of the Pharmacy budget. Printed medication instructions are automatically given on discharge to patients who are taking three or more medications, in order to assist with their understanding and to supply an up to date list for their health care providers.

When the Smallest things are the most important...



Above: Emma Bennett had an extra special mother's day with the birth of her first child Amy.

Right: Registered Nurses Wendy James and Gaye Livingston explain to students at Horsham 298 primary school about asthma and coming to hospital.

Far Right: Children can play safely in the secured playground adjacent to the paediatric area in Yandilla.





Far left: Midwife Jan Lawson retired this year after 23 years of dedicated service. Jan is pictured with mum Jacqueline Bone and baby Bradley.

Left: Registered Nurse Jenny Geue conducting a 'Teddy Tour' for the Felstead Avenue Kindergarten.



Above: Delivering quality. Yandilla ward midwives celebrate International Midwives Day with baby Jay Hogan.

The Community That Supports Our Activities

ACHIEVEMENTS

- \$220,000 has been generated by the Community Liaison department.
- \$9,172 donated by Wimmera Base Hospital Ladies' Auxiliary to purchase patient monitors.
- \$3,000 raised from the Murray to Moyne Cycle Marathon. Monies were used to purchase the 'collapsible bed' for Hospice patients.
- \$12,000 raised from the German Fest fundraising activity.

STRENGTHENING COMMUNITY PARTNERSHIP

The Community Liaison office has experienced an eventful year striving to meet the challenge of raising funds to ensure when people call on the services of the Wimmera Health Care Group they can do so with the knowledge the Health Care Group provides modern and up to date facilities.

A climate of high community expectation coupled with ongoing budgetary constraints confirms the importance of communities developing stronger partnerships with vital local resources such as their health care services and aged care facilities.

During the financial year a total of \$220,000 has been generated by the Community Liaison department. In addition to this, we are grateful for the tremendous efforts of the auxiliaries and support groups who work tirelessly to assist with the purchase of additional equipment and furnishings.

To foster this community partnership a number of hospital tours were organised throughout the year. A total of 1,020 visitors took the opportunity to inspect our facilities first hand.

Both the print and electronic media have been most helpful in assisting us to keep the public informed. Our regular features such as the "Stork Report", "New Arrivals" and "Know Your Health Care Group" column have played a vital role to this end.

This strategy of public interaction will remain a cornerstone in strengthening the partnership between the community and the Health Care Group.

WIMMERA NURSING HOME SUPPORT GROUP

It is with great pleasure and pride that I present my annual report to you. The pride comes from experiencing the way our small group has banded together to support our Nursing Home functions and fundraising activities.

During the year we have had entertainment from various schools, the staff concert and our always reliable Music Men, Andy Wood and his team, Rose Smith and Wendy Netherway. Thanks to all these people. There are also the "special" days plus the ever popular breakfasts at McDonalds.

The mobile markets and raffles were very successful and this year we were fortunate to be selected to receive proceeds from the Travel Expo and half the proceeds from the Horsham Plaza Charity Fashion Parade. We are grateful to these firms as well as the Rural City of Horsham, Magistrates Court Fund, Cooks of Horsham, BP Wimmera Bridge Service Station, RSL, Geoff and Lyn Winfield and the individual donors. As a result of receiving these monies, we have purchased more tri pillows and slips, an air foot pump, name frames, one shower chair, two blanket wraps, cosmetics, two CD cassette units plus the weekly soft drinks.

A donation was made to the Royal Victorian Institute for the Blind in appreciation of the use of their talking book tapes.

Plans are on the drawing board for the erection of a pergola and BBQ area situated behind the Nursing Home linkway. A Snozelen (therapy) room is in the process of being fitted out.

Residents in our Nursing Home are benefiting from the hi-low beds and another lifting machine which are recent additions. These are making life much easier for both residents and staff. A simple thing like a netting canopy was purchased. For a small cost it allows a resident to remain in bed and be placed outside in the sunshine fully protected from flies and insects.

During the year some of our long term friends passed on and are sadly missed. With our loyal band of helpers and supporters we hope to continue another year as we have done in the past.

**Una Faux
President**

WIMMERA BASE HOSPITAL LADIES' AUXILIARY

It is with pleasure I present to you a report on behalf of the Wimmera Base Hospital Ladies' Auxiliary for the 1997/98 period - how quickly the year has gone!

During the last twelve months the Auxiliary has donated the sum of \$9,172 to the hospital. With this money a cardio-cap monitor and accessories was purchased for recovery after surgery.

Our fundraising during the past year commenced with the Auxiliary catering for the Horsham East Rotary Art Show in August - \$294 was raised. Our very successful Christmas Party was held in the Rehabilitation Centre - to this party we invite the different organisations that help stock our Opportunity Shop in Firebrace Street. A raffle on this day netted us a profit of \$116.

On 25 March, 1998 a very enjoyable Morning Coffee Party at the home of Mrs. Nita Varley was held - Katies gave us an Autumn fashion parade with our members as models. The sum of \$858 was raised.

Our Opportunity Shop, under the leadership of manager Mrs. June Rodda, is a wonderful money raiser. The shop, staffed by voluntary auxiliary members, is open four days a week. The sum of \$12,679.85 was taken at the shop in the last twelve months - please remember our shop with any of your unwanted goods. These ladies can sell anything!

The Auxiliary Ladies are grateful for the support given to them by the Management and staff of the Hospital and the community of Horsham and surrounding areas.

My year in office has been most interesting, but this would not have been so without the help of our capable Secretary, Mrs. Dawn Brooke, and our Treasurer, Mrs. Beverley Newall who looks after our finances so well, and to you, the Committee and members of the Auxiliary. I say a very big thank you.

**Beverley Hammond
President**

DIMBOOLA EAST LADIES' HOSPITAL AUXILIARY

It is with pleasure that I present this report on behalf of the Dimboola East Ladies' Hospital Auxiliary. We have 20 members with an average attendance of 12 at our monthly meetings. We were sad to lose three of our older members - Rita Lindner, Francie Collard and May Fechner and extend our sympathy to their families.

Activities during the year included raffles, a fashion parade and little tatts donations as well as participating with other organisations in the Christmas tree display and the successful German Fest. Some of our members were able to attend several Wimmera Health Care Group functions. We were pleased to be able to purchase three TV sets and a pump syringe for use of the patients in our hospital.

We were sorry to say farewell to a former President, Carmel Pietsch, who has moved to Horsham and thank her for her assistance over the years.

I would like to thank all members of the Auxiliary who helped and gave so willingly, and also to the community who have always supported our efforts. Thank you, too, to the Manager Mrs. Nievaart for her regular attendance at our meetings.

Joy Wundersitz
President

KURRAJONG LODGE FAMILY AND FRIENDS SUPPORT GROUP

In response to a need from residents, family and friends of Kurrajong Lodge, a Support Group was formed in March, 1998. This is the first support group for Kurrajong Lodge.

Since commencement, monthly afternoon teas have been provided to the residents supplied by the Support Group. These have been well attended and greatly appreciated by the residents. To help raise funds a display cabinet has been situated in the foyer for selling items including flowers, jams and sauces - all made or donated by Group members. To date, with the assistance of raffles, the staff have been able to purchase hot packs, sandwich makers, dustbusters and vases. It is anticipated in the future to purchase outdoor furniture for the residents to enjoy the outdoor living areas of Kurrajong Lodge. The Support Group have identified other areas of need for Kurrajong Lodge and have commenced discussions with the executive to consider possibilities.

Members of the Support Group know our small contribution thus far to the welfare of residents, staff and visitors has been appreciated. With this in mind, we intend to keep working towards the aim of providing extra resident comforts.

Robert Thistlethwaite
President

DIMBOOLA HOSPITAL APPEALS AUXILIARY

Once again the Auxiliary has been very busy. Fundraising has been varied in many ways, the main fundraiser being the Wimmera German Fest. Little did we realise that it would become such a success. Things just don't happen, there is a lot of unseen work put into the organising and my thanks go to a very loyal and supportive committee.

Donations to the hospital so far this year have been fluffy chairs, an oxygen concentrator and seven new handicare beds.

Plans are being made for our Fifth Annual Wimmera German Fest to be held on 17 and 18 April, 1999.

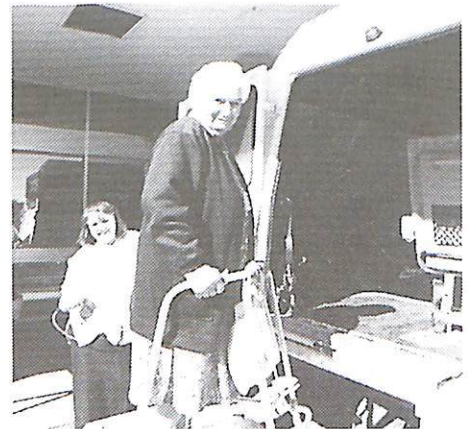
Well done to each and every one on the auxiliary.

Pamella Bothe
President



Above: A farewell to Paediatrician Dr. Mary Brown following 17 years of devoted service.

Dimboola Campus



Above: Mrs. Carmel Pietsch and Lesley McKenzie of Dimboola East Ladies' Hospital Auxiliary present Nursing and Patient Services Manager Mrs. Lorraine Nievaart with a new television set for patient use.

Top right: A monthly podiatry clinic is provided in the Alister Hinchley Wing. Pictured, Mrs. Bianca Jones treating a young patient.

Middle: Jo Zippel, Day Centre Activities Co-ordinator assisting Mrs. Ivy Margetts into the Day Centre bus on the hydraulic ramp.

Above: Erni and Ena Rudolph enjoy the festivities of the annual German Fest.



Above: Dentist Dr. Andrew Bills provides a bi-weekly dental service to Dimboola.

Staffing Profile

CHIEF EXECUTIVE

J.F. Krygger BHA, MBA, AFCHSE, AFAM,
CHE.

VISITING MEDICAL STAFF

Anaesthetist

G.E. Wajszel, MD, A.M.C.

Dermatologists

P.A. Foley, MB, BS.

S. Gilmore, MB, BS, F.A.C.D.

C.J. Meehan, MB, BS, FRACR, F.A.C.D.

R.D. Sinclair, MB, BS, F.A.C.D.

B.J. Tate, MB, BS, PhD, F.A.C.D.

Gastroenterologist

G.J. Phelps, MB, BS, FRACR

J.P. Watson, BA, BM, BCH, MA, MRCP, PHD

Obstetricians and Gynaecologists

E.T. Miller, MB, BS, MRCOG, FRCOG,
F.R.A.C.O.G.

R. Ferguson, MB, BS, FRACOG, FRCOG,
(RESIGNED 1998).

Oncologists

R.H. Bond, MB, BS, FRACR

Ophthalmologists

D. McKnight, MB, BS, FRACO, FRACS.

M. Toohy, MB, BS, FRACO, FRACS.

Oral Surgeon

G.G. Fowler, B.D.S.C., LDS., M.D.S.C., F.D.S.R.C.P.S.

Orthopaedic Surgeon

J.D. Bourke, B.MEDSCL, MB, CHB, FRACS, FAOA.

Otolaryngologists

H.M.P. Rundle, MB, BS, F.R.C.S.(ED), F.R.C.S.(ENG),
FRACS.

R.L. Thomas, MB, BS, FRACS, F.R.C.S.(ENG).

A.A. Wallis, MB, BS, FRACS.

Paediatrician

M.F. Brown, MB, BS, DCH, FRACP
(RESIGNED 31.12.1997).

Pathologist

G. Humphries, MA, BM, BCH, DTM&H, DRC,
PATH, FRC, PATH, FRC, PA.

Physicians

T.W. Howison, MB, BS, FRACP

J.C. Hurley, MB, BS, B.MEDSCL, PHD, FRACP,
(RESIGNED 18.4.98)

Plastic Surgeon

R. Sheen, MB, BS, FRACS (RESIGNED 17.12.97)

Psychiatrist

A. Ayonrinde, MB, BS, DPM, FRANZCP,
FMC, PSYCH, F.W.A.C.P. (RESIGNED 1998)

D.P. Green, MB, BS, FRANZCP (PART 1),
DIP, PSYCHOTHERAPY

Radiologists

M.F. Bennett, MB, BS, FRACR

A. Morlang, BS, MD, A.B.R.

A.M. McLaughlan, MB, BS, BACSE, FRACR

J. Robin, MB, BS, DIPANATOMY, DIPRACR

A. Slaven, MB, BSC, FRACR

P. Walker, MB, CHB, FRCR, FRCR, FRCR, FRCR

R.C. White, MB, BS, FRACR

L. Wong Shee, MB, CHB, DCRA, FRACR

Surgeons

G.S.R. Kitchen, MB, BS, FRACS

I.A. Campbell, MB, BS, FRACS

Urologist

R.I. McMullin, MB, BS, FRACS.

Geriatrician (Sessional)

A.C. McBain, MB, BS, DGM

Regional Geriatricians

M.W. Giles, MB, BS, MRC(UK), DIPRACOG

J. Hurley, MB, BS, DOBSTRCOG, MRC(UK),
FAFRM

D.P. Ollerenshaw, MB, BS, DPM, MRC, PSY,
FRC, PSY

A.M. Van der Knijff, MB, BS, DGM

M.W. Yates, MB, BS, FRACP

Regional Supervisor for Graduate Medical Education

D.W. Leembruggen, MB, BS, FRACGP

Supervisor of Intern Training

D.L. Wilson, MB, CHB, MRCGP(UK),
DRCOG(UK), FAMILY PLANNING CERT(UK)

Area Medical Co-ordinator - Regional Displan

A.M. Wolff, MB, BS, DIPRACOG, FRACGP,
MBA, MRACMA, AFCHSE

Deputy Area Medical Co-ordinators - Regional Displan

P.P. Haslau, MB, BS, FRACGP

D.W. Leembruggen, MB, BS, FRACGP

Medical Officer - Family Planning Clinic

Y.P. Cymbalist, MB, BS, DIPRACOG

Medical Officers - Wimmera Base Hospital

K.L. Archer, MB, CHB, MRCOG, (PART 1), A.M.C.,
DRACOG

Y.P. Cymbalist, MB, BS, DIPRACOG

C.H. Foord, MB, BS, DIPRACOG

R. Grenfell, MB, BS, DIPRACOG, MPH

P.P. Haslau, MB, BS, FRACGP

A.K. Horwood, MB, BS, FRACGP, F.A.M.A.S.,
F.A.C.N.E.M.

G.M. Jenkinson, MB, BS

J.J. Jenkinson, MB, BS

D.A. McG. Jinks, MB, BS, DIPRACOG

D.W. Leembruggen, MB, BS, FRACGP

A.C. McBain, MB, BS, DGM

G.A. O'Brien, MB, BS, DIPOBS, RCOG

M. O'Sullivan, MB, BS, DIPRACOG, DA,
FRACGP

J.R. Williams, MB, BS, DCH, DA, DRCOG,
FRACGP

D.L. Wilson, MB, CHB, MRCGP(UK),
DRCOG(UK), FAMILY PLANNING CERT(UK)

Medical Officers - Dimboola District Hospital

C. Bottcher, MB, BS

K. Bourke, MB, CHB, BAO, DRCOG, DE, H

Y. Cymbalist, MB, BS, DIPRACOG

D. Harris, MB, BS

J. Pickering, MB, CHB, FRACGP

Dental Officers

R. Barnes, B.D.S.

A. Bills, B.D.S., FRACD.S.

D.B. Bourke, B.D.S.

D.L. Lye, B.D.S.C

E. Paraskevopoulos, B.D.S.C

B.G. Sonnberger, B.D.S.C

A.H. Wiggell, B.S.C, B.D.S.C

MEDICAL DIVISION

Director of Medical Services/Director of Accident and Emergency Department

A.M. Wolff, MB, BS, DIPRACOG, FRACGP,
MBA, MRACMA, AFCHSE

Audiologist

G. Edwards, DIPAUD(MANCHESTER)

Centre Against Sexual Assault Co-ordinator

J. Bates, DIPSOC SC (WELFARE)

Clinical Risk Management Project Officer

J. Bourke, RN, HD, N.C., CERT. H.E.C., CERT.
CLINICAL TEACHING AND UNIT MANAGEMENT

Senior Dental Officer

A. Bills, B.D.S.C., FRACD.S.

Dietitian

P. Marshman, B.S.C., GRADDIPDIET

Medical Librarian

S. Mewett, A.L.A.A.

Chief Medical Record Administrator

C. Dooling, ASSOC DIP(M.R.A.)

Chief Occupational Therapist

K. Griemink, BCH APPSCL(O/T) (MATERNITY
LEAVE 12.3.97-11.3.98)

G. Jarred, B.APPSC(O/T) (13.3.97-10.3.98)

Chief Pharmacist

I. Gerlach, PHC, MPS, F.SHP

Chief Physiotherapist

D. Schulz, B.APPSC(PHYT), GRADDIPGERON,
(RESIGNED 17.9.97)

C. Moretti, B.APPSC(PHYT) (COMMENCED
18.9.97)

Chief Speech Pathologist

J. Shurdington, B.APPSC(SPPATH)
(MATERNITY LEAVE FROM 18.5.98)

M. Elsey, B.APPSC(SPPATH) (COMMENCED
19.5.98)

Podiatrist

B. Jones, D.A.S.C.(POD), MA, PODA,
(MATERNITY LEAVE 20.1.97)

Sandra Midgley, B.APPSC(POD)
(COMMENCED 15.1.97)

Chief Social Worker

S. Glover, B.SOC.WK

RESIDENT MEDICAL STAFF

Interns

E. Gawler - 11.8.97-19.10.97.

Y.C. Pai - 11.8.97-19.10.97.

N. Tanthuanit - 11.8.97-19.10.97.

M. Piercey - 11.8.97-19.10.97.

C. Chew - 11.8.97-19.10.97.

P. Neil - 20.10.97-11.1.98.

E. Pai - 20.10.97-11.1.98.

S. Karunajeewa - 20.10.97-11.1.98.

P. Wicks - 20.10.97-11.1.98.

S. Ferris - 20.10.97-11.1.98.

D. Charlesworth - 12.1.98-22.3.98.

C. Tan - 12.1.98-22.3.98.

A. Babovic - 12.1.98-22.3.98.
 G. Wright - 12.1.98-22.3.98.
 S. Karalapillai - 12.1.98-22.3.98.
 L-P. Chow - 23.3.98-30.5.98.
 P. Fu - 23.3.98-30.5.98.
 S. Adams - 23.3.98-30.5.98.
 J. Gome - 23.3.98-30.5.98.
 L-M. Lim - 23.3.98-30.5.98.
 L-Y. Xu - 1.6.98-9.8.98.
 W. Renwick - 1.6.98-9.8.98.
 J. Gilbert - 1.6.98-9.8.98.
 D. Lau - 1.6.98-9.8.98.
 L-C. Lam - 1.6.98-9.8.98.

Surgical Registrars

R. Grills - 4.8.97-4.1.98.
 J. Morgan - 5.1.98-1.2.98.
 C. Dowling - 2.2.98-2.8.98.

Medical Registrars

D. Pirani - 4.8.97-1.2.98.
 J. Castro - 2.2.98-1.5.98.

Hospital Medical Officer

K. Archer - 3.2.97-1.2.98.
 T. Le - 3.2.98-2.8.98.

NURSING DIVISION

Director of Nursing Services

W.A. Lewis, R.N., R.M., M.H.A., B APPSC (ADV NURS),
 I.C.C., NEON & PAEDIC C., F.R.C.N.A., F.A.C.N.M.

Deputy Director of Nursing Services

C.A. Meade, R.N., R.M., M.H.A.,
 B APPSC (ADV NURS), F.R.C.N.A. (RESIGNED 12/10/97)

A. Wilson, R.N., R.M., DTN, B APPSC (NAD),
 DIP APPSC (NAD) (COMMENCED 17/11/97)

After Hours Co-ordinators

M. Heubner, R.N., R.M., C.C., B.NURS.

N.J. Kroschel, R.N., B APPSC (NURSING),
 GRAD. CERT. DIABETES ED.

D.G. Leach, R.N., R.P.N., I.C.N.C., DIP APPSC
 (NURS. STD.)

J. McCabe, R.N., HDNC

J.W. Richards, R.N., B.NURS., CERT. IN
 MICROCOMPUTER IN BUSINESS SOFTWARE

B. Taylor, R.N., R.M.

Nurse Educator

P. Keyte, R.N., R.M., D.T.(N), F.R.C.N.A.

Admission and Discharge Co-ordinator

P. Dodson, R.N., B.NURS., HDNC., CERT. H. MGT.

Executive Chef

S. Merrylees,
 QUALIFIED CHEF. AMIHC (COMMENCED 5/97)

Environmental Services Supervisor

D. Queale

Wimmera Hospice Care Co-ordinator

A. Hayes, R.N., F.R.C.N.A.

Wimmera Linkages Manager

R. McIvor, T.P.I.C. CERT. A.

Nurse Unit Managers

Community Rehabilitation Centre

A. Richards, R.N., R.M., B.NURS. (MGT), A.F.C.H.S.E.
 CERT. IN MICROCOMPUTER IN BUSINESS SOFTWARE

District Nursing Service

H. Torey, R.N., B.NURS. (MGT), A.F.C.H.S.E. (REAB)
 CERT. IN MICROCOMPUTER IN BUSINESS SOFTWARE

HEALTH

Emergency Department

D.N. McRae, R.N., R.M., CRIT. CARE CERT.
 GRAD. DIP. CRIT. CARE

Infection Control

J. Spencer, R.N., R.M., CERT. STERIL &
 INFECT. CONTROL

Kurrajong Lodge

D.D. Johnson, E.N., HOSTEL SUPERVISOR CERT.

Operating Suite/Day Procedure Unit/CSSD

P. Muszkieta, R.N., B.NURSING CERT. STERIL &
 INFECT. CONTROL HDNC

Oxley (Surgery/Medical/ICU)

S. Hill, R.N., R.M., B.NURS. HDNC
 (ACTING TILL 9/11/97)

K. Neff, R.N. (COMMENCED 10/11/97)

Wimmera Nursing Home

C.C. Newell, R.N.

Yandilla (Midwifery, Paediatrics)

W. James, R.N., R.M., B.NURS.

DIMBOOLA CAMPUS

Manager, Nursing & Patient Services

L. Nievaart, R.N., R.M., DIP APPSC IN B.NURS.
 GRAD. DIP. HEALTH ADMIN., GRAD. DIP. FAM. & CHILD
 HEALTH, F.R.C.N.A., A.C.N.M., A.F.C.H.S.E.

Nurse Unit Manager - Alistair Hinchley Wing

R. Huff, R.N., R.M.

ADMINISTRATIVE SERVICES

DIVISION

**Administrative Officer - Associated Institutions
 and Linen Service Manager**

K. Duncan, B.BUS., A.S.A.

Community Liaison Officer

M.A. Taberner, M.F.I.A., A.P.R.I.A.

Corporate Services Manager

S.L. Bell, A.S.A.

Engineering Services Manager

T.R. Martin, M.I.H.E., M.A.I.R.A.H. (RETIRED 12/12/97)

P. Crammond, DIP. MECH. ENG. (COMMENCED
 6/2/98)

Human Resources Manager

D.H. Pinyon, A.F.A.H.R.I.

Information Technology Manager

K.M. Loughran, B.S.C., DIP. COMPSC

Quality Manager / Commissioning Officer

R.J. Lardner, R.N., R.M., N.I.C.C., I.W., M.H.A.,
 B.H.S.C. (MGT), A.F.C.H.S.E.

Supply Manager

D. Tonnisen, CERT. A.H.S. PO. CERT. HOSPITAL
 SUPPLY MGT.

SERVICES AVAILABLE AT WIMMERA

HEALTH CARE GROUP

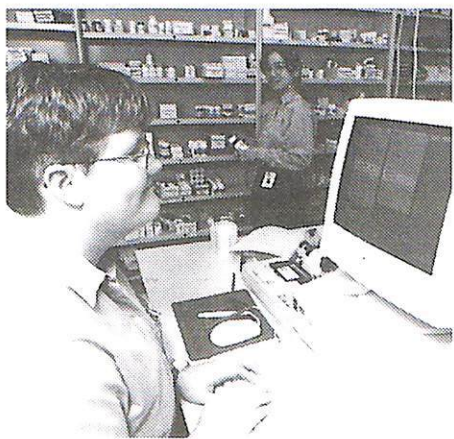
- Adult Day Activity and Support Service
- Aged Care Assessment
- Ante-Natal Classes
- Audiology
- Blood Bank
- Breast Prosthetic
- Breast Screening
- Cancer Support Service
- Cardiac Rehabilitation
- Centre Against Sexual Assault
- Church Services
- Colposcopy Clinic
- Community Psychiatric Nursing
- Community Rehabilitation Service
- Computed Tomography (CT)
- Continence Service
- Day Surgery
- Dental and Prosthetic Clinic
- Diabetics Education
- Dietetics
- District Nursing
- Domiciliary Midwife
- Education Centre
- Emergency Department
- Endoscopy
- Extended Care Services
- Family Planning
- Gastroenterology
- Graduate Nurse Program
- Health Information Service
- Health Promotion
- Hospice Care
- Hospital In The Home
- Hostel Accommodation
- Inpatient Medical Care
- Intensive Care Unit
- Library
- Linkages Program
- Low Vision Clinic
- Mammography
- Medical Imaging
- Neonatal Nursing
- Nursing Home Accommodation
- Nursing Staff Education
- Obstetrics and Gynaecology
- Occupational Health and Safety
- Occupational Therapy
- Oral Surgery
- Orthotics Laboratory
- Pacemaker Clinic
- Paediatric Care
- Pathology
- Pharmacy
- Physiotherapy
- Plastic Surgery
- Podiatry
- Rehabilitation Assessment
- Renal Dialysis
- Respite for Carers Program
- Social Work
- Specialist Medical and Surgical Services such as
 Urology, Ear, Nose and Throat, Ophthalmology,
 Orthopaedics and Dermatology
- Speech Pathology
- Spinal Clinic
- Stomal Therapist
- Surgical Ward
- Tertiary Student Placement
- Ultrasound
- Undergraduate Medical Training
- Urodynamics Clinic
- Videofluoroscopy
- Volunteer Program
- Work Experience for School Students

Keeping up with the latest technology...



Far Left: Shirley Mewett, the Hospital Librarian for 10 years. The library loans over 1,200 resources per year.

Left: June Rodda with helpers Maisie Baker and Norma Garth assisting in the Opportunity Shop. Over \$12,000 was raised from sales which purchased life saving equipment for the hospital.



Above: Ladies' Auxiliary members Dawn Brooke and Bev Hammond with Associate Charge Nurse David Fogarty and a new cardio monitor:

Left: Medical Imaging Technologist Fiona Jeffs conducting a mammogram.

Far Left: Pharmacist Belinda Locke and trainee Kim Ma working in the Pharmacy department. Both have been impressed with the new computer system.

Patient Statistics

ACUTE INPATIENTS 1997/98

| | Wimmera Health Care Group |
|-------------------------------|---------------------------|
| Number of beds | 76 |
| Patients treated | 7,150 |
| Bed Days | 21,946 |
| % Occupancy | 79 |
| Separations | 7,096 |
| Average Length of Stay (days) | 3.1 |
| Deaths | 110 |
| Births | 359 |
| Day Procedure Unit | 2,552 |
| Operations | 3,832 |

| | Nursing Home |
|----------------|--------------|
| Number of beds | 86 |
| Admissions | 46 |
| Bed Days | 31,267 |
| Deaths | 23 |
| % Occupancy | 99.6 |

| | Kurrajong Lodge Hostel |
|----------------|------------------------|
| Number of beds | 36 |
| Admissions | 75 |
| Bed Days | 12,613 |
| Deaths | 4 |
| % Occupancy | 96 |

VISITING SPECIALIST OUTPATIENT CLINICS

| | | | |
|-----------------|-----|---------------|-------|
| Dermatology | 381 | Orthopaedics | 1,241 |
| ENT | 558 | Physician | 315 |
| Plastic Surgery | 106 | Low Vision | 45 |
| Professional | 38 | Oncology | 246 |
| Urology | 790 | Ophthalmology | 1,220 |

SERVICE ACTIVITY AND EFFICIENCY MEASURES

| Efficiency Indicators | Wimmera Health Care Group 1997/98 | Wimmera Health Care Group 1996/97 | Wimmera Base Hospital 1995/96 |
|----------------------------------|-----------------------------------|-----------------------------------|-------------------------------|
| Untrimmed AN-DRG Weight | 0.7992 | 0.8267 | 0.7676 |
| Inpatient Costs - Acute | \$16,538,000 | \$14,978,000 | \$15,006,000 |
| - Nursing Homes | \$3,840,000 | \$3,946,000 | \$4,170,000 |
| Outpatient Costs | \$1,780,000 | \$1,750,000 | \$1,717,000 |
| Cost per Separation | \$2,330 | \$2,217 | \$2,179 |
| Cost per Inpatient Day | \$753 | \$645 | \$583 |
| Cost per Separation DRG Adjusted | \$2,915 | \$2,692 | \$2,839 |
| Cost per Outpatient Occasion | \$28.00 | \$26.96 | \$29.50 |

WIMMERA HOSPICE CARE

| Activity | 1998 | 1997 | 1996 |
|------------|-------|-------|-------|
| Admissions | 85 | 75 | 94 |
| Discharges | 89 | 71 | 104 |
| Contacts | 1,855 | 1,815 | 1,660 |

ADMISSION BY POSTCODE

| | |
|--------------------|-------|
| Apsley | 13 |
| Ararat | 10 |
| Ballarat | 24 |
| Balmoral | 15 |
| Beulah | 63 |
| Birchip | 57 |
| Brim | 20 |
| Casterton | 3 |
| Cavendish | 7 |
| Dimboola | 800 |
| Donald | 90 |
| Edenhope | 119 |
| Geelong | 6 |
| Glenorchy | 13 |
| Goroke | 43 |
| Halls Gap | 19 |
| Hamilton | 3 |
| Harrow | 3 |
| Hopetoun | 37 |
| Horsham | 3,906 |
| Jeparit | 98 |
| Jung | 2 |
| Kaniva | 111 |
| Marnoo | 7 |
| Maryborough | 2 |
| Melbourne | 49 |
| Mildura | 9 |
| Minyip | 130 |
| Moree | 3 |
| Murtoa | 181 |
| Natimuk | 165 |
| New South Wales | 11 |
| Nhill | 141 |
| Northern Territory | 2 |
| Ouyen | 11 |
| Portland | 1 |
| Queensland | 5 |
| Rainbow | 167 |
| Rupanyup | 128 |
| South Australia | 35 |
| St. Arnaud | 81 |
| Stawell | 108 |
| Terang | 3 |
| Unknown | 4 |
| Vic. Other | 22 |
| Watchem | 17 |
| Western Australia | 1 |
| Wilkur | 347 |

EMERGENCY, PARAMEDICAL AND SUPPORT SERVICES

| Occasions of Service 1997/98 | Outpatient | Regional | Group Activities | Group Attendances | Domiciliary Visits | Inpatient | Emergency |
|---------------------------------|------------|----------|---------------------|----------------------|-----------------------|-----------|-----------|
| Aged Care Assessment Service | 178 | | | | | 186 | |
| Audiology | 1,205 | | | | | | |
| Community Liaison | | | 34 | 1,020 | | | |
| Community Rehabilitation Centre | 6,138 | | 1,521 | 10,453 | | 649 | |
| Day Centre | 2,413 | | 908 | 4,464 | | | |
| Dental - Horsham | 1,822 | | 4 | 120 | 6 | 126 | |
| Dental - Dimboola | 1,022 | | | | | | |
| Dietetics | 754 | 66 | 84 | 1,149 | 2 | 1,677 | |
| District Nursing | | | | | 14,804 | | |
| Domiciliary Nursing | | | 99 | 1,445 | 1,470 | | |
| Emergency | | | | | | | 9,990 |
| Occupational Therapy | 1,251 | 614 | 13 | 130 | 428 | 1,155 | |
| Pharmacy | 1,998 | 16,223 | 18 | 160 | | 110,847 | |
| Physiotherapy | 6,052 | 2,016 | 85 | 1,155 | 63 | 4,407 | |
| Podiatry | 2,423 | 477 | 5 | 125 | | 284 | |
| Social Work | 2,398 | 36 | 20 | 220 | 11 | 3,812 | |
| Speech Pathology | 2,469 | 949 | 48 | 792 | 27 | 777 | |
| Respite for Carers | 556 | | 143 | | | | |

WIMMERA LINKAGES PROGRAM: CLIENT REFERRALS

| Local Government Area | 1998 | 1997 | 1996 |
|-----------------------|-----------|-----------|-----------|
| Hindmarsh | 15 | 14 | 10 |
| Horsham Rural City | 61 | 50 | 61 |
| West Wimmera | 5 | 5 | 1 |
| Yarriambiack | 16 | 21 | 17 |
| Total | 97 | 90 | 89 |

WIMMERA LINKAGES PROGRAM: ADMISSIONS AND DISCHARGES

| | 1998 | 1997 | 1996 |
|---------------------------|------|------|------|
| Number of people accepted | 56 | 39 | 37 |
| Number of people leaving | 47 | 37 | 48 |

CARER'S CHOICE PROGRAM: CLIENT REFERRALS

Program commenced December, 1997

| Local Government Area | 1998 |
|---|------------|
| Hindmarsh | 61 |
| Horsham Rural City | 206 |
| West Wimmera | 32 |
| Yarriambiack | 54 |
| Other | 35 |
| Total includes Disabilities 240 and Aged 148 | 388 |

WIMMERA CENTRE AGAINST SEXUAL ASSAULT

| Service Type | 1997/98 | 1996/97 | 1995/96 |
|---------------------------------------|---------|---------|---------|
| Registrations | 107 | 96 | 96 |
| Crisis Care to Recent Assault Victims | 72 | 34 | 21 |
| Individual Counselling Contacts | 580 | 455 | 687 |
| Information and Referral Sessions | 451 | 283 | 159 |
| Community Education Sessions | 64 | 49 | 63 |
| Education Consultancy Contacts | 259 | 196 | 149 |

The Finance That Enables It To Happen

ACHIEVEMENTS

- **Financial stability.**
- **Audit certificate received on time and without qualification.**
- **Active involvement of Deputy Corporate Services Manager in Hostel resident and relative contact.**

In times of extreme financial pressure and Government stringency, it is pleasing to report a positive operating result. The Group's Balance Sheet remains healthy with a net increase of cash held and an operating surplus of \$182,000. It is also worth highlighting that the Health Care Group is only one of two Base Hospitals in Victoria to record an operating surplus.

Bed rationalisation in the new acute hospital (Horsham Campus) was in many respects unpalatable, but contributed significantly to the operating surplus. This strategy, along with dramatic improvement in key performance indicators such as Average Length of Stay and WIES generated per bed day, placed the Group at the forefront of best practice.

It is expected that capital development of the Dimboola campus will create further efficiencies and add to the continued financial viability of the organisation.

Residential Aged Care programs have been handicapped by continuing uncertainty created by changing Government policy. It is pleasing, however, to note that Commonwealth "coalescent" movements are now subject to major review. It is hoped that an outcome of the review will be financial sustainability of rural, public sector nursing homes and hostels.

The Year 2000 millennium problem presents major challenges for the health industry and system review is of paramount importance in protecting future financial results. The Auditor-General is charged with assessing our compliance strategy and progress as we move towards the beginning of the new century.

Assessment of 1998/99 program funding levels is ongoing and early indication is that the Group may balance its budget, depending on patient throughput levels. A positive outcome is very much reliant on possible extra funding resulting from the re-signing of the Australian Health Care (formerly Medicare) Agreement.

Program changes within Primary and Community Care include moves toward Output Based Funding. Revenue streams will remain constant until changes and implications are resolved and agreed upon.

As we close 1997/98, some renewed financial optimism is apparent, with Governments clearly reviewing economic policy as it relates to rural areas.

MAJOR EQUIPMENT

| PURCHASES | \$ |
|----------------------|--------|
| Beds - Hi/Lo | 56,920 |
| Computerisation | 59,392 |
| Franking machine | 3,100 |
| Gastrovideoscope | 34,000 |
| Hoist Alpha | 12,981 |
| Lifting Machines | 7,305 |
| Microscope | 23,500 |
| Oxygen Concentrators | 5,680 |
| Patient Monitors | 8,752 |
| Photocopier | 6,800 |
| Rideon Mower | 7,426 |
| Software "Stocca" | 24,000 |
| Syringe Drivers | 4,050 |
| Trolleys Recovery | 16,410 |
| Wheelchairs | 8,752 |

NEUTRAL PRICING PRINCIPLES

The Health Care Group exercises competitive neutral pricing principles to significant business units within its operations.

Model two is used to apply the pricing principles to the relevant business units.

WHERE THE MONEY CAME FROM

| | 1997/98 \$'000 | 1996/97 \$'000 |
|-------------------------|-------------------|-------------------|
| Government | 18,863 | 18,982 |
| Government Redundancy | - | 522 |
| Patients | 4,779 | 4,725 |
| Private practice | 76 | 279 |
| Borrowings | - | 800 |
| Disposal of Investments | - | - |
| Other | 2,584 | 3,290 |
| Total | 26,302 | 28,598 |

HOW THE MONEY WAS SPENT

| | 1997/98 \$'000 | 1996/97 \$'000 |
|--------------------------------------|-------------------|-------------------|
| Salaries and Wages | 16,344 | 15,230 |
| Suppliers | 8,443 | 10,403 |
| Interest | 86 | 24 |
| Building and Equipment | 706 | 3,413 |
| Repayment of Borrowings | 21 | 143 |
| Total | 25,600 | 29,213 |
| Net increase (decrease) in cash held | 706 | (615) |

Foundation Donations

All donations to the Foundation help to build a permanent fund that will be part of the basis for future development. The interest from this fund will provide for the inevitable demand for equipment, buildings and ongoing maintenance.

The ultimate success, however, depends on people recognising the need to plan ahead and financially supporting the trust.

The Wimmera Base Hospital Foundation Trustees appreciate and acknowledge all donations to the Foundation by awarding the following membership titles:

Patron

(donations of \$250,000 and above)

None to date.

Benefactor

(donations of \$50,000 to \$250,000)

Clifford, J.

Hardman, J.

Horsham United Friendly Society

Taberner, M.

Mrs. Clifford, Mrs. Hardman and Mrs. Taberner have been awarded Benefactor status having all donated Chantable Life Insurance Policies assigned to the Foundation. The exact amount of their ultimate contribution is dependent upon life expectancy and performance of the fund.

Member

(donations of \$5,000 to \$50,000)

Van Dyk, H.W.F. & Estate J.A.C.

Foundationer

(donations up to \$5,000)

| | |
|-----------------------|---------------------|
| Corner, Mrs. D. | Court Fines |
| Drum, V.J. & H.P. | Duck Race |
| Filkes, Mr. F. | Flux, Mr. E. |
| Lampard, J.C. | Miller, Mr. G. |
| Nat. Heart Foundation | Nuske, Mrs. E. |
| Rotary Barrel | Sale of Merchandise |
| Taberner, R. & V. | Wishing Well |

WIMMERA HEALTH CARE GROUP

1997/98 DONORS

Ackland, Mrs. Bev.
 Ampt, Mrs. Elsie
 Anderson, Mrs. Faye
 Anderson, Mr. P. & Mrs. L.
 Anderson, Mr. Ron
 Anonymous
 Anonymous
 Ashton, Mrs. Lillian
 Baker, Mr. Lawrence & Mrs.
 Bartie, Mr. Robert
 Bell, Mr. Neville & Mrs. Bev.
 Bolton, Mr. Stuart & Mrs. Nancy
 Bourke, Mrs. Jo
 Bothe, Mr. Maurice
 Brauer, Mr. O.H. & Mrs. L.M.
 Brooksb, Mr. Barry & Mrs. Pat
 Brown, Mr. Ernest & Mrs. Jean
 Buffham, Mr. & Mrs. A.
 Burge, Mr. Vernon & Mrs. Faye
 Butler, Mrs. Shirley
 Carey, Mrs. Patricia
 Carr, Ms. Noelene
 Carter, Mr. Ned & Mrs. Nancy
 Catholic Womens League
 Comer, Mrs. Dion
 Cramer, Mr. Ronald & Mrs. Alice
 Crouch, Mr. Roy & Mrs. Kath
 Currie Estate Foundation, Ian
 De Gruchy, Mr. Ron & Mrs. Hilda
 Dimboola East Ladies Hospital Auxiliary
 Dimboola Hospital Appeals Auxiliary
 Delahunty, Mr. Hugh & Mrs. Judi
 Dixon, Mrs. Dulcie
 Donald, Mrs. Wendy
 Dougherty, Miss Connie
 Dowsley, Mr. Ken & Mrs. Mary
 Dumesny, Ms. Jennifer
 Dunn, Mr. Kevin & Mrs. Margaret
 Eagle, Mr. Jack & Mrs. Beryl
 Edmonds, Mrs. W.M.
 Elders Limited
 Evans, Mrs. Judy
 Feilman, Ms. Patricia
 Ferguson, Mr. Noel & Mrs. Jan
 Ferguson, Mr. R.J.
 Filip, Mr. Jeff & Mrs. Mandi
 Freemasons Masonic Lodge Horsham
 Gallagher, Mr. Max & Mrs. Kit
 Gillespie, Mr. Jack & Mrs. Barbara
 Glover, Mr. Peter & Mrs. Max
 Greville, Mr. Lorne
 Guest, Miss Rebecca
 Guest, Mr. & Mrs. D.
 Gulline, Mr. Graeme & Mrs. Lib
 Hall, Miss Ula
 Handburs, Mr. Geoff & Mrs. Helen
 Harrington, Mr. John & Mrs. Doreen
 Hart, Miss Patricia
 Haslau, Dr. Peter & Mrs. Ros
 Hayes, Ms. Anne
 Heard, Mr. Cory & Mrs. Jennie
 Heard, Mr. Jim & Mrs. Margaret
 Horsham Auction Rooms
 Hounsell, Mrs. Lorna
 Irwin, Mr. Peter
 Jackson, Mr. E.W.N.
 Jenkin, Mr. Hugh & Mrs. Lorna
 Johansen, Mr. Bruce & Mrs. Joan
 John, Mr. Mike & Mrs. Jan
 Johns, Mr. Don & Mrs. Jo
 King, Mr. Ian & Mrs. Coral
 Kitchen, Mr. Graham & Mrs. Marion
 Krugger, Mr. John
 Krugger, Mrs. Susanne
 Kuhne, Mr. Ben & Mrs. Hoi
 Kurraiong Lodge Support Group
 Lattimer, Mr. John & Mrs. Ros
 Latus, Mr. John & Mrs. Pat
 Leembruggen, Dr. & Mrs. David & Denise
 Lions Club of Horsham
 Lovelock, Mr. Laurence & Mrs. Mary
 Lonsdale, Mr. Ian & Mrs. Rosemary
 Lupus Support Group
 Mackley, Mr. Evan & Mrs. Barbara
 Marks, Mr. Stephen
 Matzanka, Mrs. Jennifer
 Mathen, Mr. George
 Mappin, Mrs. Audrey
 McFarlane, Mr. Ian & Mrs. Jennifer
 McFarlane, Mr. George & Mrs. Anne
 McCraith, Mr. Bill & Mrs. Jo
 McMillan, Mr. Ian & Mrs. Tony
 McIntosh, Mr. Ian
 McKeogh, Mr. Keith & Mrs. Melissa
 McQuinn, Mr. Murray
 McQuinn, Mr. Murray & Mrs. Joan
 Murray, Mrs. Jean & Mrs. Joan
 Murray, Mrs. Jean & Mrs. Joan

Morris, Mr. Richard & Mrs. Jan
 Murray To Moynie Cycle Relay
 Newton, Mrs. Kathryn
 Nitschke, Mr. Ron
 Nixon, Mr. Allan & Mrs. Sandra
 Nunn, Mr. John
 Ower, Mr. Bill & Mrs. Janet
 Paech, Rev. John & Mrs. Edna
 Pelchen, Mr. Frank & Mrs. Coral
 Quota International of the Wimmera Inc.
 Richards, Mr. John
 Rissman, Mr. A.L. & Mrs.
 Robertson, Mr. Robert & Mrs. Elizabeth
 Rohde, Mr. Ian & Mrs. Vera
 Rotary Club of Horsham East
 Rowlings, Mr. Alan
 Saunders, Mr. Geoff & Mrs. Wendy
 Schudmak, Mr. Philip
 Seventh Day Adventist Church
 Shade, Mr. Kevin
 Shamock, Mr. Noel & Mrs. Leigh-Anne
 Shearwood, Mr. Jack & Mrs. Merv
 Sherry, Mr. David & Mrs. Jenny
 Simmons, Mr. Wayne
 Sloane, Mr. William
 Smith, Mr. Clive
 Smith, Mr. Les
 Smith, Mrs. Gwendolyn
 Smith, Mrs. Joyce
 Southcorp Metals Manufacturing
 Stevens, Mrs. Joyce
 Sudholz, Mrs. Jenette
 Symes, Mrs. J.
 Toy, Mr. Leon & Mrs. Mavhar
 Uebergang, Mr. Adolph
 Wachowski, Mr. Ian
 Walter, Mr. Robert & Mrs. Elizabeth
 Weight, Mr. John & Mrs. Wendy
 Williams, Mr. Oliver & Mrs. Dorothy
 Wimmera Base Hospital Ladies Auxiliary
 Wimmera Nursing Home Support Group
 Winfield, Mr. Geoff & Mrs. Lin
 Winter, Mr. Jack & Mrs. Marg
 Wood, Mr. Andy & Mrs. Glenn
 Wooster, Mrs. Kim
 Worth, Mr. Leon & Mrs. Angela
 Wyatt, Mr. Andrew
 Wyatt, Mr. Malcolm
 Wynne, Mr. Geoff
 Yeates, Mr. Laune & Mrs. Ann



FINANCIAL STATEMENTS

FINANCIAL STATEMENTS

WIMMERA HEALTH CARE GROUP REVENUE AND EXPENSE STATEMENT FOR THE YEAR ENDED 30TH JUNE 1998

| | NOTES | TOTAL 1997/98 \$,000 | TOTAL 1996/97 \$,000 |
|---|-------|-----------------------------|-----------------------------|
| Operating Revenue | | | |
| Services Supported by Health Service Agreement | | | |
| Government Grants | | 18,506 | 17,700 |
| Indirect contributions by Human Services | | 430 | 311 |
| Patient Fees | | 4,675 | 4,511 |
| Other Revenue | | 391 | 537 |
| Sub-Total | 2 | <u>24,002</u> | <u>23,059</u> |
| Services Supported by Hospital and Community Initiatives | | | |
| Private Practice Fees | | 76 | 279 |
| Interest | | 115 | 126 |
| Property Income | | 102 | 66 |
| Other Revenue | | 1,209 | 1,089 |
| Sub-Total | 3 | <u>1,502</u> | <u>1,560</u> |
| Total Revenue | | <u>25,504</u> | <u>24,619</u> |
| Less Operating Expenses | | | |
| Services Supported by Health Service Agreement | | | |
| Employee Entitlements | | 15,396 | 15,483 |
| Fee for Service Medical Officers | | 1,881 | 1,897 |
| Supplies and Consumables | | 2,189 | 2,053 |
| Other Expenses | | 4,237 | 4,124 |
| Sub-Total | | <u>23,703</u> | <u>23,557</u> |
| Services Supported by Hospital and Community Initiatives | | | |
| Employee Entitlements | | 1,047 | 885 |
| Supplies and Consumables | | 36 | 202 |
| Other Expenses | | 600 | 856 |
| Sub-Total | 3 | <u>1,683</u> | <u>1,943</u> |
| Total Operating Expenses | 4 | <u>25,386</u> | <u>25,500</u> |
| Operating Surplus(Deficit) for the Year Before Capital Purpose Income, Depreciation, Amortisation and Abnormal Items | | 118 | (881) |
| Capital Purpose Income | 6 | 572 | 2,070 |
| Depreciation and Amortisation | 7 | (1,418) | (1,243) |
| Abnormal Items | 8 | (636) | (647) |
| Operating Surplus(Deficit) for the Year | | <u>(1,364)</u> | <u>(701)</u> |
| Retained Earnings at July 1 | | 2,455 | 2,754 |
| Aggregate of Amounts Transferred from/(to) Reserves | 9 | 156 | 402 |
| Retained Surplus(Accumulated Deficit) at End of Year | | <u>1,247</u> | <u>2,455</u> |

The accompanying notes form part of and should be read in conjunction with these financial statements.

FINANCIAL STATEMENTS

WIMMERA HEALTH CARE GROUP BALANCE SHEET AS AT 30TH JUNE 1998

| | NOTES | TOTAL 1997/98 \$'000 | TOTAL 1996/97 \$'000 |
|--|-----------|----------------------------|----------------------------|
| EQUITY | | | |
| Funds Held for Restricted Purposes | | 1,162 | 1,318 |
| Retained Surplus/(Accumulated Deficit) | | 1,247 | 2,455 |
| Contributed Capital | | 18,356 | 18,356 |
| Total Equity | 27 | 20,765 | 22,129 |
| LIABILITIES | | | |
| Current Liabilities | | | |
| Bank Overdraft | | 951 | 1,041 |
| Payables | 10 | 1,122 | 987 |
| Provision for Employee Entitlements | 11 | 2,272 | 2,470 |
| Accrued Expenses | | 46 | 128 |
| Government Loan | 13 | 250 | - |
| Business Loan | 13 | 11 | 10 |
| Monies Held in Trust | 12 | 68 | 60 |
| Lease Liabilities | | - | 3 |
| Total Current Liabilities | | 4,720 | 4,699 |
| Non-Current Liabilities | | | |
| Provision for Employee Entitlements | 11 | 2,167 | 1,791 |
| Payables | 10 | 49 | 90 |
| Government Loan | 13 | 750 | 1,000 |
| Business Loan | 13 | 778 | 789 |
| Monies Held in Trust | 12 | 1,068 | 480 |
| Total Non-Current Liabilities | | 4,812 | 4,150 |
| Total Liabilities | | 9,532 | 8,849 |
| TOTAL EQUITY AND LIABILITIES | | 30,297 | 30,978 |
| ASSETS | | | |
| Current Assets | | | |
| Cash at Bank and On Hand | | 2,874 | 2,262 |
| Receivables | 15 | 629 | 804 |
| Inventory | 14 | 779 | 712 |
| Prepayments | | 46 | 5 |
| Investments | 16 | 109 | 105 |
| Monies Held in Trust | 12 | 68 | 60 |
| Total Current Assets | | 4,505 | 3,948 |
| Non-Current Assets | | | |
| Assets Under Construction | | 1 | - |
| Land | 1.5&17 | 1,532 | 1,649 |
| Buildings | 1.5&17 | 19,935 | 21,411 |
| Plant and Equipment | 1.5&17 | 2,701 | 2,884 |
| Furniture and Fittings | 1.5&17 | 555 | 603 |
| Leased Assets | | - | 3 |
| Monies Held in Trust | 12 | 1,068 | 480 |
| Total Non-Current Assets | | 25,792 | 27,030 |
| TOTAL ASSETS | | 30,297 | 30,978 |

The accompanying notes form part of and should be read in conjunction with these financial statements.



FINANCIAL STATEMENTS

WIMMERA HEALTH CARE GROUP STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30TH JUNE 1998

| | TOTAL 1997/98 Inflows (outflows) NOTES | TOTAL 1996/97 Inflows (outflows) \$,000 |
|--|--|--|
| Cash Flows from Operating Activities | | |
| <u>Health Service Agreement Budget Sector</u> | | |
| RECEIPTS | | |
| Government Grant | 18,543 | 17,887 |
| Patient Fees | 4,779 | 4,725 |
| Rental Property Income | - | 109 |
| Other Receipts | 413 | 609 |
| PAYMENTS | | |
| Employee Entitlements | (15,297) | (15,035) |
| Other Payments | (7,893) | (8,678) |
| <u>Services Supported by Hospital & Community Initiatives</u> | | |
| RECEIPTS | | |
| Private Practice Fees | 76 | 279 |
| Donations | 213 | 223 |
| Other Receipts | 1,426 | 1,329 |
| PAYMENTS | | |
| Employee Entitlements | (1,047) | (885) |
| Other Payments | (636) | (1,059) |
| Net Cash Flows From / (Used In) Operating Activities | 18 577 | (496) |
| Cash Flows From Investing Activities | | |
| Payments for Purchase of Plant & Equipment | (709) | (3,413) |
| Capital Grants | 320 | 1,617 |
| Proceeds from Disposal of Plant & Equipment | 528 | 1,020 |
| Net Cash Flows From / (Used In) Investing Activities | 139 | (776) |
| Cash Flows From Financing | | |
| Repayment of Borrowings | (10) | (143) |
| Proceeds from Borrowings | - | 800 |
| Net Cash Flows From / (Used In) Financing Activities | (10) | 657 |
| Net Increase (Decrease) in Cash Held | 706 | (615) |
| Cash at Beginning of Year | 1,326 | 1,941 |
| Cash at End of Year | 19 2,032 | 1,326 |

The accompanying notes form part of and should be read in conjunction with these financial statements.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE, 1998

NOTE 1: STATEMENT OF ACCOUNTING POLICIES

The general purpose financial statements of the Group have been prepared in accordance with the provisions of the Financial Management Act 1994. These requirements incorporate relevant accounting standards issued jointly by The Institute of Chartered Accountants in Australia and the Australian Society of Certified Practising Accountants and other mandatory professional reporting requirements. (Urgent Issues Group Consensus Views)

1.1 Accrual basis

Except where otherwise stated, these financial statements have been prepared on the accrual basis whereby revenues and expenses are recognised when they are earned or incurred, and are brought to account in the period to which they relate.

1.2 Historical cost basis

The financial statements have been prepared on the historical cost basis whereby assets are recorded at purchase price plus costs incidental to the acquisition and do not take into account changing money values nor the current cost of non-current assets (unless specifically stated).

1.3 Rounding off

As total assets are greater than \$10 million amounts are rounded off to the nearest \$1,000.

1.4 Investments

Investments are valued at cost and are classified between current and non-current assets based on the Group's Board of Management's intentions at balance date with respect to timing of disposal of each investment. Interest revenue from investments is brought to account when it is earned.

1.5 Depreciation

Assets with a cost in excess of \$1,000 are capitalised and depreciation has been provided on depreciable assets so as to allocate their cost or valuation over their estimated useful lives using the straight-line method. This depreciation charge is not funded by the Department of Human Services Victoria.

The following table indicates the expected useful lives of non current assets on which the depreciation charges are based.

| | |
|------------------------|----------------|
| Buildings | Up to 47 years |
| Plant and Equipment | Up to 20 years |
| Furniture and Fittings | Up to 20 years |

1.6 Revaluation

Land and Building revaluations are based on the market value of the land and "in use" value of improvements. The accounting treatment for the revaluation is in accordance with AAS 10 "Accounting for the revaluation of non-current assets". Revaluations do not result in the carrying value of land and buildings exceeding their recoverable amount.

1.7 Inventory

Inventories are stated in the balance sheet at the lower of cost and net realisable value. Cost is determined principally by the first-in, first-out method.

1.8 Employee Entitlements

Are based on pay rates current at balance date. On costs such as Workcover and superannuation are included in the calculation of leave provisions.

Long Service Leave

The provision for long service leave is determined in accordance with Accounting Standard AAS30. Generally, the entitlement under various awards becomes payable upon completion of ten years service. The proportion of long service leave estimated to be payable within the next financial year is a current liability. The balance of the provision is classified as a non-current liability measured at the present value of the estimated future cash outflow arising from employee's service to date.

Wages and Salaries, Annual Leave and Accrued Days Off.

Liabilities for wages and salaries, annual leave and accrued days off are recognised, and are measured as the amount unpaid at the reporting date in respect of employee's service up to that date.



FINANCIAL STATEMENTS

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE, 1998

1.9 Intersegment and inter-entity transactions

Transactions between departments within the Group have been eliminated from the figures to reflect the extent of the Group's operations as a group.

1.10 Donations

Donations for capital purposes are included in the Revenue and Expense Statement as income designated for capital purposes. Donations are brought to account when received.

1.11 Fund accounting

The Group operates on a fund accounting basis and maintains three funds operating, specific purpose and capital funds. The Group's Capital and Specific Purpose Fund comprise unspent capital donations and receipts from fundraising activities conducted solely in respect of these funds.

1.12 Health Services Agreement/Budget Sector and Services supported by Hospitals and Community initiatives

The activities classified as Services Supported by Health Services Agreement are substantially funded by the Department of Human Services while Services Supported by Hospital and Community Initiatives are funded by the Group's own activities or local initiatives.

1.13 Revenue recognition

Revenue is recognised at the time when goods are sold or services rendered.

1.14 Comparative Information

Where necessary the figures for the previous financial year have been classified to facilitate comparisons

NOTE 2: REVENUE FROM SERVICES SUPPORTED BY HEALTH SERVICE AGREEMENT

| | Acute Care \$,000 | Aged Care \$,000 | Co-Ord Care \$,000 | Public Health \$,000 | Other \$,000 | Total 1997/98 \$,000 | Total 1996/97 \$,000 |
|--|-------------------------|------------------------|--------------------------|----------------------------|-----------------|----------------------------|----------------------------|
| Government grants | | | | | | | |
| - Dept Human Services | 15,216 | 2,295 | 702 | 60 | 233 | 18,506 | 17700 |
| - Other State Govt | | | | | | | |
| - Commonwealth Govt | | | | | | | |
| Indirect contributions by Dept of Human Services - Insurance | 344 | 86 | | | | 430 | 311 |
| Patient fees (note 2a) | 1,043 | 3,547 | 85 | | | 4,675 | 4511 |
| Other Revenue | 391 | | | | | 391 | 537 |
| | <u>16,994</u> | <u>5,928</u> | <u>787</u> | <u>60</u> | <u>233</u> | <u>24,002</u> | <u>23059</u> |

Indirect contributions by the Dept. of Human Services:-

Dept of Human Services makes certain payments on behalf of the Hospital. These amounts have been brought to account in determining the operating result for the year by recording them as revenue and expenses.

NOTE 2a: PATIENT FEES

| | PATIENT FEES RAISED | | PATIENT FEES RECEIVABLE | |
|------------------------------------|---------------------|-------------------|-----------------------------|-----------------------------|
| | 1997/98 \$,000 | 1996/97 \$,000 | as at 30/06/98 \$,000 | as at 30/06/97 \$,000 |
| Acute: | | | | |
| - Inpatients | 1,001 | 1,008 | 222 | 223 |
| - Outpatients | 71 | 140 | 19 | 34 |
| Aged: | | | | |
| - Nursing Home | 3,445 | 3,237 | 45 | 64 |
| - Other | 73 | 66 | 15 | 24 |
| Co-Ordinated Care | 85 | 60 | - | - |
| | <u>4,675</u> | <u>4,511</u> | <u>301</u> | <u>345</u> |
| | | | <u>301</u> | <u>345</u> |
| Less: Provision for Doubtful Debts | | | 70 | 99 |
| Net Patient Fees Receivable | | | <u>231</u> | <u>246</u> |

FINANCIAL STATEMENTS

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE, 1998

| | | |
|------------------------|-----|----|
| Bad and Doubtful Debts | | |
| -Acute | 142 | 29 |
| -Aged | 6 | 14 |
| Bad and Doubtful Debts | 148 | 43 |

Commonwealth Nursing Home and Hostel inpatient benefits are included in Patient Fees
The Hospital charges fees in accordance with the Dept. of Human Services directives.

NOTE 3: SERVICES SUPPORTED BY HOSPITAL AND COMMUNITY INITIATIVES

| | 1997/98 \$,000 | 1996/97 \$,000 |
|--|-------------------|-------------------|
| Revenue | | |
| Business Units | | |
| Laundry | 434 | 362 |
| Hostel | 576 | 441 |
| Other | 181 | 471 |
| Other Specific Purpose Services | | |
| Capital Replacement and Special Programs | 311 | 286 |
| | 1,502 | 1,560 |
| Expenses | | |
| Business Units | | |
| Laundry | 930 | 911 |
| Hostel | 693 | 524 |
| Other | - | 223 |
| Other Specific Purpose Services | | |
| Capital Replacement and Special Programs | 60 | 285 |
| | 1,683 | 1,943 |

NOTE 4: OPERATING EXPENSES

| | Acute Care \$'000 | Aged Care \$'000 | Co-ord Care \$'000 | Public Health \$'000 | Other \$'000 | Total 1997/98 \$'000 | Total 1996/97 \$'000 |
|---|-------------------------|------------------------|--------------------------|----------------------------|-----------------|----------------------------|----------------------------|
| Services Supported by Health Service Agreement | | | | | | | |
| Employee Entitlements:- | | | | | | | |
| Salaries and Wages | 8,958 | 4,093 | 675 | 56 | 113 | 13,895 | 13,427 |
| Workcover | 74 | 38 | 1 | - | - | 113 | 124 |
| Superannuation | 687 | 242 | 5 | - | - | 934 | 1,020 |
| Departure Packages | - | - | - | - | - | - | 522 |
| Long Service Leave | 345 | 109 | - | - | - | 454 | 915 |
| Fee for Service Medical | 1,881 | - | - | - | - | 1,881 | 1,897 |
| Supplies & Consumables:- | | | | | | | |
| Drug Supplies | 597 | 86 | 7 | - | - | 690 | 629 |
| Med & Surg Supplies | 845 | 96 | 57 | - | 86 | 1,084 | 1,107 |
| Food Supplies | 306 | 107 | 2 | - | - | 415 | 317 |
| Other Expenses:- | | | | | | | |
| Domestic Services | 98 | 175 | 6 | - | - | 279 | 282 |
| Repairs & Maintenance | 346 | 27 | 6 | - | 1 | 380 | 345 |
| Energy Charges | 349 | 114 | 2 | - | - | 465 | 504 |
| Patient Transport | 272 | - | 1 | - | - | 273 | 211 |
| Administrative Expenses | 1,361 | 708 | 39 | 5 | 36 | 2,149 | 1,559 |
| Audit Fees | 30 | - | - | - | - | 30 | 29 |
| Interest | 9 | - | - | - | - | 9 | 24 |
| Bad & Doubtful Debts | 159 | - | - | - | - | 159 | 177 |
| Diagnostic Services | 493 | - | - | - | - | 493 | 468 |
| Total Expenses Requiring Fund Outflows | 16,810 | 5,795 | 801 | 61 | 236 | 23,703 | 23,557 |



FINANCIAL STATEMENTS

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE, 1998

Services Supported by Hospital and Community Initiatives

Employee Entitlements:-

| | | | | | | | |
|-------------------------------------|-----|-----|---|---|---|-----|-----|
| Salaries and Wages | 451 | 486 | - | - | - | 937 | 816 |
| Workcover | 7 | 4 | - | - | - | 11 | 8 |
| Superannuation | 40 | 25 | - | - | - | 65 | 61 |
| Long Service Leave | 34 | - | - | - | - | 34 | - |
| Supplies & Consumables:- | | | | | | | |
| Drug Supplies | - | - | - | - | - | - | 33 |
| Med & Surg Supplies | 2 | 1 | - | - | - | 3 | 25 |
| Food Supplies | - | 33 | - | - | - | 33 | 144 |
| Other Expenses:- | | | | | | | |
| Domestic Services | 241 | 16 | - | - | - | 257 | 228 |
| Repairs & Maintenance | 14 | 2 | - | - | - | 16 | 168 |
| Energy Charges | 108 | 40 | - | - | - | 148 | 138 |
| Administrative Expenses | 94 | 8 | - | - | - | 102 | 178 |
| Interest | 77 | - | - | - | - | 77 | 24 |
| Other | - | - | - | - | - | - | 120 |

Total Expenses Requiring

| | | | | | | | |
|-----------------------|--------|-------|-----|----|-----|--------|--------|
| Fund Outflows | 1,068 | 615 | - | - | - | 1,683 | 1,943 |
| Total Expenses | 17,878 | 6,410 | 801 | 61 | 236 | 25,386 | 25,500 |

NOTE 5: INTEREST AND OTHER FINANCE COSTS

| | 1997/98 \$,000 | 1996/97 \$,000 |
|-----------------------------------|-------------------|-------------------|
| Interest on Short Term Borrowings | 9 | 11 |
| Interest on Long Term Borrowings | 77 | 13 |
| | 86 | 24 |

NOTE 6: CAPITAL PURPOSE INCOME

| | 1997/98 \$,000 | 1996/97 \$,000 |
|--------------------------------|-------------------|-------------------|
| State Government Grants | 320 | 2 |
| Commonwealth Government Grants | - | 1,615 |
| Donations and Bequest | 213 | 223 |
| Other (refer note 6a) | 39 | 230 |
| | 572 | 2,070 |

NOTE 6a OTHER CAPITAL PURPOSE INCOME

During the reporting period the Hospital sold buildings, motor vehicles and plant and equipment.

| | 1997/98 \$,000 | 1996/97 \$,000 |
|--|-------------------|-------------------|
| Buildings | | |
| Proceeds from Disposals | 165 | 10 |
| Less: Written Down Value of Assets Sold | 248 | 117 |
| Motor Vehicles | | |
| Proceeds from Disposals | 336 | 346 |
| Less: Written Down Value of Assets Sold | 221 | 207 |
| Plant and Equipment | | |
| Proceeds from Disposals | 27 | 664 |
| Less: Written Down Value of Assets Sold | 20 | 466 |
| Net Revenues from Disposal of Physical Assets | 39 | 230 |

FINANCIAL STATEMENTS

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE, 1998

NOTE 7: DEPRECIATION EXPENSE

| | 1997/98 | 1996/97 |
|--|--------------|--------------|
| | \$,000 | \$,000 |
| Buildings | 710 | 475 |
| Plant and Equipment | 660 | 722 |
| Furniture and Fittings | 48 | 46 |
| Total | 1,418 | 1,243 |
| Allocation of Depreciation/Amortisation: | | |
| Services Supported by Health Services Agreement | 1,364 | 1,195 |
| Services supported by Hospital and Community Initiatives | 54 | 48 |
| | 1,418 | 1,243 |

NOTE 8: ABNORMAL ITEMS

| | 1997/98 | 1996/97 |
|-----------------------|------------|------------|
| Expenditure: | \$,000 | \$,000 |
| Building Depreciation | 636 | - |
| Adjustment to Grant | - | 647 |
| Total | 636 | 647 |

During the year the Group reviewed the useful life of its buildings resulting in an abnormal increase in building depreciation.

NOTE 9: TRANSFERS (TO)/ FROM RESERVES

| | 1997/98 | 1996/97 |
|---|------------|------------|
| | \$,000 | \$,000 |
| Transfer of Surplus/(Deficit) from/(to) Specific Purpose Accounts | 361 | 598 |
| Transfer of Capital Donations from/(to) Specific Purpose Accounts | (205) | (196) |
| | 156 | 402 |

NOTE 10: PAYABLES

| | Less Than 1 Year | 1 to 2 Years | 2 to 5 Years | Total 1997/98 | Total 1996/97 |
|-----------------------------------|---------------------|-----------------|-----------------|------------------|------------------|
| | \$,000 | \$,000 | \$,000 | \$,000 | \$,000 |
| Trade Creditors | 858 | - | - | 858 | 772 |
| Hire Purchase Liability (Note 22) | 40 | 40 | 9 | 89 | 118 |
| Accrued Expenses-DHS Grant | 224 | - | - | 224 | 187 |
| Total | 1,122 | 40 | 9 | 1,171 | 1,077 |

NOTE 11: PROVISION FOR EMPLOYEE ENTITLEMENTS

| | 1997/98 | 1996/97 |
|---------------------------------|--------------|--------------|
| Current: | \$,000 | \$,000 |
| Annual Leave | 1,338 | 1283 |
| Accrued Days Off | 22 | 25 |
| Long Service Leave* | 411 | 711 |
| Salaries and Wages | 501 | 451 |
| | 2,272 | 2,470 |
| Non-Current: | | |
| Long Service Leave* | 2,167 | 1791 |
| | 4,439 | 4,261 |
| Movement in Long Service Leave: | | |
| Balance July 1, 1997 | 2,502 | 2,001 |
| Provision made during the year | 487 | 915 |
| Settlement made during the year | (411) | (414) |
| Balance June 30, 1998 | 2,578 | 2,502 |



FINANCIAL STATEMENTS

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE, 1998

- * The following assumptions were adopted in measuring present value;
- (a) An inflation factor of 4.9%
 - (b) Discount rates between 5.00% and 5.58% were used to determine present value
 - (c) WorkCover and Superannuation On-costs of 10%.

NOTE 12: PATIENT MONIES HELD IN TRUST

| | 1997/98 | 1996/97 |
|---|--------------|------------|
| Current | \$'000 | \$'000 |
| Deferred Revenue - Non - Refundable Entrance Fees | 68 | 60 |
| Non Current | | |
| Deferred Revenue - Non - Refundable Entrance Fees | 162 | 113 |
| Refundable Entrance Fees | 906 | 367 |
| Total | 1,136 | 540 |
| Represented by: | | |
| Cash at Bank | 336 | 540 |
| Term Deposit | 800 | - |
| | 1,136 | 540 |

Non - refundable entrance fees are patient monies held in trust for residents of Kurrajong Lodge and the Wimmera Nursing Home who pay an Ingoing fee which is apportioned at a rate prescribed at the time of entry, each six months over 5 years. The current charge for new residents is \$1300 every six months or part thereof. The balance which is referred to as refundable entrance fees is repayable without interest within two months from when the resident is discharged from the aged care facility.

NOTE 13 : BORROWINGS

| | Less than 1 Year \$'000 | 1 to 2 Years \$'000 | 2 to 5 Years \$'000 | Greater than 5 Yrs \$'000 | Total 1997/98 \$'000 | Total 1996/97 \$'000 |
|-------------------------------|-------------------------------|---------------------------|---------------------------|---------------------------------|----------------------------|----------------------------|
| Australian Dollar Borrowings: | | | | | | |
| Secured Business Loan | 11 | 12 | 42 | 724 | 789 | 799 |
| Unsecured Loan from DHS | 250 | 250 | 500 | - | 1,000 | 1,000 |
| | 261 | 262 | 542 | 724 | 1,789 | 1,799 |

The business loan is secured by a charge over land and buildings held by the National Australia Bank.

NOTE 14: INVENTORY

| | 1997/98 | 1996/97 |
|----------------------------|------------|------------|
| | \$'000 | \$'000 |
| Pharmaceuticals | 96 | 91 |
| Catering Supplies | 11 | 11 |
| Housekeeping Supplies | 5 | 7 |
| Medical and Surgical Lines | 80 | 82 |
| Linen | 564 | 499 |
| Miscellaneous | 23 | 22 |
| | 779 | 712 |

NOTE 15: RECEIVABLES

| | Less Than 1 Year \$'000 | Total 1997/98 \$'000 | Total 1996/97 \$'000 |
|---------------------------------|-------------------------------|----------------------------|----------------------------|
| Patient Fees | 333 | 333 | 373 |
| Trade Debtors | 343 | 343 | 499 |
| Other Accrued Revenue | 32 | 32 | 49 |
| | 708 | 708 | 921 |
| Provision for Doubtful Debts | | | |
| -Patient Fees | 70 | 70 | 99 |
| -Trade Debtors | 9 | 9 | 18 |
| Net Debtors and Accrued Revenue | 629 | 629 | 804 |

FINANCIAL STATEMENTS

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE, 1998

| | | | |
|------------------------|------------|------------|-----------|
| Bad and Doubtful Debts | | | |
| -Patient Fees | 148 | 148 | 43 |
| -Trade Debtors | 11 | 11 | 18 |
| | <u>159</u> | <u>159</u> | <u>61</u> |

NOTE 16: INVESTMENTS

| | Operating Fund \$'000 | Total 1997/98 \$'000 | Total 1996/97 \$'000 |
|----------------------------------|-----------------------------|----------------------------|----------------------------|
| Australian Dollar Term Deposits: | | | |
| Current: | | | |
| Term Deposit | 109 | 109 | 105 |
| | <u>109</u> | <u>109</u> | <u>105</u> |
| Investment Income | | | |
| Interest | 9 | 9 | 25 |
| | <u>9</u> | <u>9</u> | <u>25</u> |

NOTE 17: FIXED ASSETS

| | Gross Valuation 1997/98 \$'000 | Accum'd Dep'n 1997/98 \$'000 | Written Down Value 1997/98 \$'000 | Written Down Value 1996/97 \$'000 | Addn's 1997/98 \$'000 | Written Down Value Disposals 1997/98 \$'000 |
|---------------------------|---|---------------------------------------|---|---|-----------------------------|---|
| At Cost : | | | | | | |
| Plant and Equipment | 7,680 | 4,979 | 2,701 | 2,884 | 648 | 241 |
| Furniture and Fittings | 765 | 210 | 555 | 603 | 69 | - |
| Assets Under Construction | 1 | - | 1 | - | 1 | - |
| At Valuation : | | | | | | |
| Land - Freehold | 1,532 | - | 1,532 | 1,649 | - | 117 |
| Buildings | 22,329 | 2,394 | 19,935 | 21,411 | - | 131 |
| | <u>32,307</u> | <u>7,583</u> | <u>24,724</u> | <u>26,547</u> | <u>718</u> | <u>489</u> |

Land and buildings owned and controlled by the Group were revalued on March 29, 1994, based on valuations by P.N.Porter AVLE(Val) Registered Valuer. Land was valued at market value and buildings at replacement cost based on existing use.

NOTE 18:

RECONCILIATION OF NET CASH FROM OPERATING ACTIVITIES TO OPERATING RESULT

| | 1997/98 \$'000 | 1996/97 \$'000 |
|--|-------------------|-------------------|
| Entity surplus (deficit) for the year | (1,364) | (701) |
| Less income designated for capital purposes | 320 | 1,617 |
| Entity Surplus/(Deficit) prior to capital items | (1,684) | (2,318) |
| NON-CASH MOVEMENTS | | |
| Depreciation | 1,418 | 1,243 |
| (Increase)/Decrease in Receivables | 176 | 123 |
| (Increase)/Decrease in Inventory | (67) | 14 |
| (Increase)/Decrease in Prepaid Expenditure | (41) | 24 |
| Increase/(Decrease) in Payables | 45 | (115) |
| Increase/(Decrease) in Accrued Expenses | (45) | 315 |
| Increase/(Decrease) in Provision for Employee Entitlements | 178 | 448 |
| Abnormal Items | 636 | - |
| Profit on Sale of Assets | (39) | (230) |
| Net Cash from/(used in) Operating Activities | <u>577</u> | <u>(496)</u> |



FINANCIAL STATEMENTS

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE, 1998

NOTE 19: RECONCILIATION OF CASH

For the purposes of the statement of cash flows, the Group considers cash to include cash on hand and in banks and investments in money market instruments excluding monies held in trust. Cash at the end of the reporting period as shown in the statement of cash flows is reconciled to the related items in the statement of financial positions as follows:

| | 1997/98 \$,000 | 1996/97 \$,000 |
|---------------------------------|-------------------|-------------------|
| Operating Fund | | |
| -Cash at bank and on hand | 26 | 26 |
| -Bank Overdraft | (951) | (1,041) |
| Capital Fund | | |
| -Cash at Bank and on hand | 1,902 | 1,345 |
| -Bank Overdraft | - | - |
| Specific Purposes Fund | | |
| -Cash at bank | 826 | 778 |
| Linen Service | | |
| -Cash at Bank and on hand | 120 | 113 |
| -Short Term Investments | 109 | 105 |
| Cash at end of reporting period | <u>2,032</u> | <u>1,326</u> |

NOTE 20: FINANCIAL INSTRUMENTS

(a) Interest Rate Exposure

The Group's exposure to interest rate risk which is the risk that a financial instruments value will fluctuate as a result of changes in market interest rates and the effective average interest rates on classes of financial assets and financial liabilities, is as follows:-

| | Floating Interest Rate \$,000 | 1 Year or Less \$,000 | 1 to 2 Years \$,000 | Fixed Interest Rate | | | Non Interest Bearing \$,000 | Total \$,000 |
|--|--|-----------------------------|---------------------------|---------------------------|---------------------------|----------------|--------------------------------------|-----------------|
| | | | | 2 to 5 Years \$,000 | Over 5 Years \$,000 | | | |
| Financial Assets | | | | | | | | |
| Cash | 2,874 | - | - | - | - | - | 2,874 | |
| Trade Debtors | - | - | - | - | - | 334 | 334 | |
| Other Receivables | - | - | - | - | - | 295 | 295 | |
| Investments | 109 | - | - | - | - | - | 109 | |
| Total Financial Assets | <u>2,983</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>629</u> | <u>3,612</u> | |
| Financial Liabilities | | | | | | | | |
| Trade Creditors and Accruals | - | 40 | 40 | 9 | - | 1,082 | 1,171 | |
| Borrowings | 951 | 11 | 12 | 42 | 724 | 1,000 | 2,740 | |
| Total Financial Liabilities | <u>951</u> | <u>51</u> | <u>52</u> | <u>51</u> | <u>724</u> | <u>2,082</u> | <u>3,911</u> | |
| Net Financial Assets | <u>2,032</u> | <u>(51)</u> | <u>(52)</u> | <u>(51)</u> | <u>(724)</u> | <u>(1,453)</u> | <u>(299)</u> | |
| Weighted Average Interest Rate = fin'l assets | 5.20% | | | | | | | |
| Weighted Average Interest Rate = fin'l Liabilities | 8.42% | 8.31% | 8.25% | 8.25% | 8.25% | | | |

FINANCIAL STATEMENTS

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE, 1998

(b) Credit Risk

The maximum exposure to credit risk, excluding the value of any collateral or other security, at balance date to recognised financial assets is the carrying amount, net of any provisions for doubtful debts, as disclosed in the balance sheet and notes. The Group does not have any material credit risk exposure.

Market Value

| | Total Book Value \$,000 | Total Net Market Value \$,000 |
|------------------------------------|----------------------------------|--|
| Financial Assets | | |
| Cash | 2,874 | 2,874 |
| Trade Debtors | 334 | 334 |
| Other Receivables | 295 | 295 |
| Investments | 109 | 109 |
| Total Financial Assets | 3,612 | 3,612 |
| Financial Liabilities | | |
| Trade Creditors and Accrual | 1,171 | 1,171 |
| Borrowings | 2,740 | 2,740 |
| Total Financial Liabilities | 3,911 | 3,911 |

Net market values of financial instruments are determined on the following bases:

- i Cash, deposit investments, cash equivalents and non-interest bearing financial assets and liabilities (trade debtors, other receivables, trade creditors and advances) are valued at cost which approximates net market value.
- ii Borrowings amounts are based on the present value of expected future cash flows discounted at current market interest rates quoted for trade Treasury Corporation of Victoria.

NOTE 21: OVERDRAFT FACILITIES

The bank overdraft is secured by the National Australia Bank holding the following titles:
Hospital grounds and 3 Arnott St.

An unused credit facility of \$15,000 in the form of an overdraft exists for the Linen Service and a \$1,600,000 overdraft facility exists for the Wimmera Health Care Group with the National Australia Bank.

NOTE 22: HIRE PURCHASE LIABILITIES

The Group has committed itself to certain hire purchase arrangements, the liability at balance date is as follows:-

| | 1997/98 \$,000 | 1996/97 \$,000 |
|---|-------------------|-------------------|
| Not Later than 1 Year | 40 | 39 |
| Later than 1 Year but not later than 2 Years | 40 | 40 |
| Later than 2 Years but not later than 5 Years | 22 | 62 |
| Later than 5 Years | - | - |
| Sub Total | 102 | 141 |
| Less Hire Purchase Charges | 13 | 23 |
| Total | 89 | 118 |

NOTE 23: COMMITMENTS AND CONTINGENT LIABILITIES

At balance date the Group is unaware of any financial obligations that may have a material effect on the balance sheet other than those disclosed in the balance sheet.

At balance date there are no capital commitments.





**VICTORIAN
AUDITOR-
GENERAL'S
OFFICE**

*Auditing in the
Public Interest*

Auditor-General's Report

Audit scope

The accompanying financial statements of the Wimmera Health Care Group for the year ended 30 June 1998, comprising a revenue and expense statement, balance sheet, statement of cash flows and notes to the financial statements have been audited. The members of the Health Care Group's Board of Management are responsible for the preparation and presentation of the financial statements and the information they contain. An independent audit of the financial statements has been carried out in order to express an opinion on them as required by the *Audit Act 1994*.

The audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement. The audit procedures included an examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with Australian Accounting Standards and other mandatory professional reporting requirements and comply with the requirements of the *Financial Management Act 1994*, so as to present a view which is consistent with my understanding of the financial position of the Wimmera Health Care Group and the results of its operations and its cash flows.

The audit does not provide any assurances that the Health Care Group's systems, or any other systems that the Health Care Group relies on in the conduct of its activities such as those of suppliers and service providers are year 2000 compliant, or whether plans and associated actions are adequate to address the year 2000 issue. The year 2000 issue has been addressed only in the context of existing audit responsibilities under Australian Auditing Standards to express an opinion on the financial statements.

The audit opinion expressed on the financial statements has been formed on the above basis.

Audit opinion

In my opinion, the financial statements present fairly the financial position of the Wimmera Health Care Group as at 30 June 1998 and the results of its operations and its cash flows for the year ended on that date in accordance with Australian Accounting Standards and other mandatory professional reporting requirements and comply with the requirements of the *Financial Management Act 1994*.

MELBOURNE
1 / 9 / 1998


C.A. BARAGWANATH
Auditor-General