

BALLARAT BASE HOSPITAL



1986-87

**ANNUAL
REPORT**

BALLARAT BASE HOSPITAL

STURT STREET, BALLARAT. VIC. 3350.

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***ANNUAL REPORT
FINANCIAL AND STATISTICAL
STATEMENTS
FOR THE YEAR ENDED
30th JUNE, 1987***

YUILLE HOUSE



BOARD OF MANAGEMENT 1986/87

<i>President:</i>	MR. D. A. E. FAWELL.
<i>Vice-President:</i>	MRS. M. H. DUGGAN.
<i>Vice-President:</i>	MR. D. J. WOOLLEY.
<i>Treasurer:</i>	MR. W. L. COCHRAN.
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<i>Chief Executive Officer:</i>	MR. E. D. MACAULAY, ED, B.H.A. (N.S.W.), Grad. Dip. Computing (Deakin), F.H.A., F.A.S.A., C.P.A., A.A.I.M., M.A.C.S.

SENIOR EXECUTIVE STAFF

<i>Deputy Chief Executive & Director of General Services:</i>	MR. J. R. BRIDGER, F.A.S.A., C.P.A., A.H.A. (Prov.), A.F.A.I.M., R.C.A.
<i>Director of Nursing:</i>	MISS E. A. BRADY, R.N., R.M. (U.K.), Dip. Nurs. Admin., F.C.N.A.
<i>Director of Medical Services:</i>	DR. C. B. E. DAVIS, M.B.B.S. (W.A.), M. Admin. (Monash), A.H.A.
<i>Auditors:</i>	PROWSE, COOK & PERRIN.
<i>Solicitors:</i>	CUTHBERTS.
<i>Banker:</i>	A.N.Z. BANKING GROUP.

SERVICES PROVIDED

Medical and Surgical Wards
Intensive Care Ward
Isolation Ward
Day Ward
Emergency
Speech Pathology
Physiotherapy
Audiology
Pathology
Radiology
Blood Bank
Pharmacy
E.E.G./E.C.G.
Podiatry
Occupational Therapy
Rehabilitation Unit
Outpatient Clinics —
Ante Natal
Colposcopy
Dental
Dermatology
Drug and Alcohol Services
Family Planning
Gynaecology
Limited Care Dialysis
Medical
Orthopaedic
Otolaryngology
Ophthalmology
Paediatrics
Peter MacCallum
Post Natal
Psychiatric
Surgical
Urology

BOARD OF MANAGEMENT

1986-87 REPORT



*Mr. D. A. E. Fawell,
President of the
Board of Management*



*Mr. E. D. Macaulay,
Chief Executive
Officer*

INTRODUCTION

For the last 5 years we have presented reports pointing to the increasing amount of pressure on hospital services.

Last year we reported that this pressure was exceeding reasonable limits. Regrettably, this pattern continued throughout 1986/87 and appears likely to continue in the immediate future given the conflict between a rising patient demand and a diminishing funding base. Many pressures come about from the remote activities of Governments, both Federal and State, e.g., the Commonwealth Health Benefits changes announced from the 1st August, 1987 as a result of the "May Mini Budget," and changed working conditions arising from the implementation of State Industrial Agreements. Each in its own way has placed additional demands on State funding for general hospital purposes, ultimately leading to a squeezing of budgets and thus a curtailment of activity.

To try and spread the health care dollar further, State Health Services are experiencing an extensive amount of reorganisation, not only at the Government level but also at the unit level. It is a matter of concern to this Board that any changes in the organisation and delivery of health services should be thoroughly researched beforehand and be seen to produce real benefits, not only in terms of perceived cost savings but importantly of improved services to the community. Furthermore, any reorganisation should not lose touch with the community because without that intimate link, it is unlikely that the community will co-operate in the goal of rationalising health services. It is also of concern that any reorganisation does not merely transfer the problem from one hospital to another. Despite these pressures, the Board was able to take advantage of a number of initiatives which included the use of extra State funds to improve local services.

Some of the significant features for 86/87 included:

1. The completion of the Feasibility Study into the long term development needs of the Base to the end of the century and beyond.
2. Increased pressures on critical care facilities.
3. Coping with the longest industrial dispute in hospital history.
4. The agreement by the Government to fund \$3.1 million of much needed renovations.
5. The complete review of the hospital's By-Laws to reflect modern day requirements.
6. The continued attack on waiting lists and the ability to prevent these expanding.
7. The recognition at State level of the hospital's needs for a substantial improvement in resource levels.
8. The commencement of formal agreement negotiations with the State for guaranteed funding for specific service levels.

BOARD OF MANAGEMENT

SERVICE LEVELS

For 1986/87 the hospital was able to negotiate a reasonable budget base to achieve targeted patient output. Had it not been for the 7 week nursing dispute, the longest on record, service levels would have at least equalled, if not exceeded the 85/86 levels. As a consequence of this, inpatient numbers reduced for the first time in 15 years, however despite this the reduced throughput, the length of stay for inpatients continued to shorten, now recording a record low of 5.2 days. The drift of patients away from private insured treatment continues and it is clear that this results from the increasing pressure on family incomes. In the last 3 months of the financial year, the percentage of standard patients (those patients without the right of choice of doctor) reached 60% which is the highest percentage so far recorded for this classification. An outcome of this drift towards non private care is the need to provide additional funding to meet the extra staff medical costs incurred.

COMPARATIVE INPATIENT LEVELS 1983/84 TO 1986/87

Inpatients Treated:	1986/87	1985/86	1984/85	1983/84
Standard (Public)	7,067	6,770	5,854	5,672
Non Standard (Private)	4,904	5,777	5,797	5,752
	<hr/>	<hr/>	<hr/>	<hr/>
	11,971	12,547	11,651	11,424
Daily Average:				
Standard (Public)	96.89	97.86	91.36	92.05
Non Standard (Private)	73.18	85.45	98.54	94.08
	<hr/>	<hr/>	<hr/>	<hr/>
	170.07	183.31	189.90	187.03
Average Stay (Days)	5.18	5.48	5.95	6.00
Outpatient and Emergency Attendances	175,131	175,658	175,065	157,898
Births	838	911	920	920

WAITING LISTS

The additional funding for the waiting list reduction programme is showing results although not as much as originally planned.

Total waiting lists have reduced from 803 as at the 1st July, 1985 to 618 as at the 30th June, 1987. Given the projected increases in waiting lists prior to the funding programme to over 1,000 patients, your Board is pleased that not only has this projected increase been avoided, a steady reduction is also now quite evident. It should be noted that part of this reduction is due to patients being removed from the list for a variety of reasons including obtaining treatment elsewhere, left area, etc. Regrettably, the waiting list in some specialities, e.g., orthopaedics, is far too long with times extending up to 2 years for some joint replacement procedures, e.g., hips and knees.

INDUSTRIAL RELATIONS

Last year we reported a year relatively free of industrial disputes. This year will rank as one of the most significant in hospital history. The well publicised 7 week dispute between the Government and The Royal Australian Nursing Federation had a major impact on hospital services, not only throughout the State, but particularly at the Base. Service levels for the duration of the dispute were reduced to emergency numbers only, with daily averages dropping from 180 per day to 125. The dispute was the outcome of a claim to improve the gradings and classifications of trained nurses and students and had its origins in the initial decision of the Industrial Commission on the 20th June, 1986. This decision was rejected overwhelmingly by the nurses and work bans were subsequently introduced which saw some staff being stood down. Your Board was concerned that the negotiations over this interim period, following the rejection of the June 20 decision, proved fruitless with the strike occurring from October to December.

Although the strike had serious implications to many hospitals in the metropolitan area particularly in those hospitals which experienced total walk outs, the Board is pleased to report that with the support of local union officials, the Base was able to avoid the more extreme effects of the strike and that all patients requiring urgent or emergency care were catered for. The Board places on record its appreciation to the staff for their co-operation in minimising the dislocation of hospital services.

BOARD OF MANAGEMENT

One outcome of the settlement of the dispute was the creation of a further anomaly which directly effected the Base. The anomaly saw nursing staff at the Base being classified at lower grades than their colleagues in St. John of God Private Hospital, adjacent. To aggravate matters further, peer group hospitals such as Preston and Northcote Community Hospital, Box Hill and Western General were re-graded to the higher level.

The Board of Management immediately took up this issue through all appropriate channels in the Health Department seeking a resolution and regrettably none was forthcoming. This left the Board with the only remaining alternative, to approach the Wages Board directly and seek a rehearing into the classification issue. After a series of negotiations with employer representatives on the Board, it is expected that the case for the reclassification of staff at the Base, will be mounted and concluded prior to the end of 1987.

NEW SERVICES

The Board was pleased to be associated with the development of Ballarat Hospice, an organisation dedicated to providing palliative care to patients with terminal illnesses. This co-operation has extended to the provision of special arrangements to permit General Practitioners the opportunity of continuing to manage these patients, for the final stage of their illness, when it became necessary to admit them to hospital. In addition, special arrangements were made to allocate 2 beds to ensure that some guarantee could be given of admission. To co-ordinate the programme, the Board appointed Dr. A. van der Knijff as the Co-Ordinator responsible for the use of these beds and liaising with other hospital services. General Practitioners using the service were also granted Associate status on the Medical Staff. Services such as that provided by Hospice are a direct result of the work of the Lovell Committee of Enquiry into Cancer Services, which concluded that there were shortcomings in the provision of palliative care services to patients with terminal illnesses.

BUILDINGS AND SERVICES

Stage 3 — Building Redevelopment Programme

The Board is pleased to report that the Feasibility Study, approved by the State Government in July, 1986, into the long term needs of the Base Hospital was completed at the end of December, 1986. This Study was carried out by the consulting firm of Bates, Smart & McCutcheon. Not only did the Study confirm the previous Studies instituted by the Board of Management in 1972 and 1978 but went much further in clarifying the type and extent of services that should be provided by the Base Hospital under its role as the Major Referral Centre for Region 2.

In all the Study recommended additions and alterations totalling \$40 million (1986 costs) including the establishment of a new surgical wing to replace Yuille House, the conversion of Yuille House to provide modern medical facilities and the extensive renovation to the Eildon/Edward Wilson Wing, to provide comprehensive outpatient services.

As a result of this Study the Board has made a number of approaches to the Health Department seeking to have the next stage of the Redevelopment, namely Design, commenced as soon as possible. The community should note that, given a prompt start to the Design Phase, the new facilities in total would not be available for general use for at least 4 to 5 years. In the meantime, some existing services have had to be temporarily upgraded to cope in the intervening period. Any delays to this programme could seriously jeopardise the ability of the Base to fulfil the key role set out for it by the State Government.

RENOVATIONS

The Board is pleased to report that after intense negotiations with the Health Department, agreement was reached to spend \$3.1 million on a number of short term renovation projects which will enable the hospital to meet present needs pending the commencement of the Major Capital Works Programme as reported earlier.

The projects covered by this programme were —

1. Refurbishment Nurses' Home Lifts — completion of an existing project.
2. Fire Protection Services Upgrade Yuille House/Nurses' Home — completion of an existing project.
3. Replacement of X-Ray Equipment.
4. Asbestos Removal.
5. Temporary Coronary Care Unit.
6. Renovations Accident and Emergency Department and expansion Post Anaesthetic Recovery.
7. Limited Care Dialysis Service.
8. Midwifery Stage 2 — completion existing project.
9. Replacement of PABX — telephone equipment.
10. Fit out Shell Space in Medical Services Block.
11. Funding Feasibility Study for Major Redevelopment.

BOARD OF MANAGEMENT

The noteworthy part of this programme was the fact that formal submissions to obtain approval for these individual works projects commenced on the 16th October, 1986 and with outstanding co-operation from the Health Department officials at the Regional Office, general approval was obtained within 4 months. During the course of the Construction Phase, as many as 6 contractors were on site at the same time. This created considerable pressure for the staff in units which had to continue to operate throughout the renovation programme.

Two key projects within this group were the renovations to the Accident and Emergency Department to provide for a much improved work flow and the ability to cope with greater numbers of critical care patients and the establishment of a specific Coronary Care Unit attached to the present Intensive Care Unit. Both of these projects will enhance the hospital's ability to more effectively provide services to critically ill patients.

It was also pleasing to be able to continue with the Stage 2 renovations to the Midwifery Wing. As reported last year, the south end renovations of the wing was funded totally from hospital capital and without Government support and although we had planned to carry out the whole of the project under this arrangement, the high cost of works effectively prevented this. Through the special Government funding for renovation works, this programme was able to be recommenced and will result in substantial improvements to the private section of the ward area.

Whilst approval was granted to fit out the shell space in the X-Ray Department areas to accommodate CT Services, these works were being carried out in a climate of continuing discussion with the Health Department to obtain equipment funding to purchase the CT unit. The Board is confident that the CT Service will be operational by June 1988.

FINANCE

Total expenditure for the year was \$27,042,130. This was an increase of \$2,965,485 over 1985/86. Notwithstanding the increase in the absolute dollar amount spent by the hospital, we continue to record one of the lowest inpatient treatment costs in the State for the size and classification of the hospital. This not only reflects the efficiency in which the finances of the hospital are controlled but also reflects the extensive under resourcing of services which has been evident for the last 5 years. Unfortunately in the calculation of hospital budgets, less than adequate allowance is made for the escalation in costs for non salary items, e.g., dressings, bandages and other patient supplies. Because of the extensive pressure on State wide health funding, intensive budget negotiations were carried out between the Board and representatives of the Health Department which resulted in a budget that at least preserved the levels of expenditure from the previous financial year with some allowance for increased costs. The smaller number of patients treated over 85/86 as a result of the nurses' dispute, has had some effect on individual patient care costs. The average cost per inpatient treated rose from \$1,446.04 in 1985/86 to \$1,687.91 in 1986/87 with the outpatient cost increasing from \$29.56 to \$34.29. These costs are amongst the lowest in the group of similar sized hospitals in the State.

The "under resourcing" issue has concentrated the efforts of the Board to bring details of this to the notice of the Health Department. This has been achieved through a series of submissions to the Department on each effected service. It is not surprising that most areas of the hospital are affected.

Prior to the 1986 Annual Meeting, the Board met with the Chief General Manager of the Health Department, Mr. L. L'Huiller, and made a submission highlighting the disparity in funding levels for similar types of hospitals compared to the Base. At that meeting it was acknowledged that the issues effecting the Base, had to be addressed if the hospital was to fulfil its role as the Major Referral Centre for Region 2.

One of the disturbing features of the financial scene was the short fall in cash grants to the hospital from June, 1986 through to May, 1987. This cash short fall occurred notwithstanding the hospital had balanced its budget in terms of approved expenditure. The short fall had to be accommodated through short term loans with the hospital's bankers and accumulated interest amounted to \$250,000. Negotiations are still underway with the Health Department for the refund of this interest which occurred outside the control of the Board of Management.

NURSE EDUCATION

The hospital is now half way through the programme of transferring nurse education from the hospital based programme to the Ballarat College of Advanced Education. At the time of this report only 3 schools in the Base Hospital Programme remain to complete their training and the final school will graduate on the 100th Anniversary of Nurse Training at Ballarat Base Hospital in August, 1988.

Although the College Based Programme is administered by BCAE, the curriculum requires extensive use of hospital facilities for clinical experience. Close relationships are maintained with BCAE and progress of the course is monitored. In recent months concern has been expressed, not only in the Ballarat area but throughout the State, that the College Based Programme, in the short term, may not produce sufficient trained nurses to fill the growing needs. Importantly, there is concern that some major country centres without CAE services in their environs will gradually lose trained nurses through an inability to attract the new graduates from the colleges located in the larger centres.

BOARD OF MANAGEMENT

Arising from initiatives with the Health Department, a wide range of Regionally Based Post Graduate Training Programmes have been introduced. In addition, with the approval of the Victorian Nursing Council, the hospital will be commencing courses for nurses returning to work and in critical care services.

The Board foreshadows that once the College Based nurses enter the work force, there will be a need to establish special courses to acclimatise the new graduates to the hospital environment. It is expected these courses will be at least 12 months duration and will fit into the normal work environment experienced by the graduate.

MEDICAL EDUCATION

The Board notes there is a steadily reducing number of medical undergraduate students in the university system and that this has had some effect on the number of undergraduates gaining their experience at the Ballarat Base Hospital. As a result of this and other changes in the medical education programme, the Board has resolved to reactivate formal negotiations with the University of Melbourne to determine the future of the medical undergraduate activities here. Parallel to this, the Board is looking at various options to improve post graduate training programmes and to take advantage of the wide range of medical experience now available at this hospital.

PUBLIC FUND RAISING

Because of the pressure on State funds to provide new and replacement equipment and services, the Board has resolved to establish a Foundation to raise funds in a more systematic manner for the ongoing development of new and existing services. It is expected that the Foundation will be officially launched during 1988.

VISIT BY CHINESE DELEGATION

During the year the Board of Management welcomed a visit from a delegation of health officials from Jiangsu Province, Victoria's Sister Province in China.

Ballarat Base Hospital was the only Regional Acute Hospital visited by the delegation and although of short duration the delegation expressed great interest in the special services offered by the Base and requested much information, particularly in the technologies.

STAFF

Retirement of Director of Nursing — Miss Shirley Ogden

On the 16th November, 1986, the hospital's Director of Nursing, Miss Shirley Ogden, retired after 19 years service to the hospital as the Senior Executive responsible for Nursing Services. During this extensive period, Miss Ogden saw changes not only to the services provided by the hospital but importantly was deeply involved in the introduction of the 1972 revised curriculum for hospital based nurse training. Miss Ogden was a leading negotiator in the establishment of the college based course at the BCAE. In a very extensive career, Miss Ogden had membership of most of nursing's prestigious councils and advisory bodies. The Board paid special tribute to Miss Ogden's service to the hospital and on behalf of the whole Ballarat community, wished her a happy retirement.

APPOINTMENT OF NURSING DIRECTOR — MISS ELIZABETH BRADY

Following Miss Ogden's retirement, the Board was pleased to announce the appointment of Miss Elizabeth Brady as the hospital's new Director of Nursing. Miss Brady, who for a short time prior to Miss Ogden's retirement had joined the staff as Deputy Director of Nursing, came to the hospital with an extensive background in nursing service and latterly as a Nursing Administrator at the Royal Melbourne Hospital.

Mrs. Maria Stickland was appointed to replace Miss Brady as Deputy Director of Nursing. Mrs. Stickland previously held a Senior Executive position at the Royal Women's Hospital, Melbourne.

NURSING STRUCTURE

With the introduction of the new classifications for nurses under the revised Nurses' Award brought down in January, 1987, the Nursing Division has revised its structure to meet the requirements of the new award and has appointed the following persons as Associate Directors of Nursing with extended delegations of authority.

Deputy Director Nursing, Education — Miss W. Rogan.
Associate Director Nursing, Education — Miss J. Murphy.
Associate Director Nursing, Projects — Miss H. W. Menadue.
Associate Director Nursing, Allocations — Mrs. E. Cameron.
Associate Director Nursing, Midwifery and Queen Victoria Block — Mrs. L. Broad.
Associate Director Nursing, Specialised Areas — Miss P. Twaits.
Associate Director Nursing, Yuille House — Miss A. Solly.
Associate Director Nursing, Admissions and Discharges — Miss M. Morcom.
Associate Director Nursing, Night Duty — Miss A. McKenzie.

BOARD OF MANAGEMENT

MEDICAL STAFF

During the year there has been a number of changes to the medical staff with the Board recording the retirement of Ophthalmologist, Dr. John Hawkins who had served the hospital for a period of 22 years.

In the field of trauma medicine, the hospital's Deputy Director of Medical Services, Dr. Mark Fitzgerald, completed post graduate studies into Emergency Medicine and was appointed a Fellow of the College of Emergency Medicine.

With the revision of the hospital's By-Laws, a new committee within the Professional Staff Group has been established to monitor medical standards and act as a quality assurance group. In addition the Board has established a Patient Care Review Committee which will oversee all aspects of patient care including quality assurance, complaints, freedom of information requests and legal matters, relating to patients.

YEAR OF EXCELLENCE

The Executive of the hospital decided to promote the theme of "A Year of Excellence" throughout 1987. This theme was designed to improve all aspects of staffing relationships with patients, visitors and providers of services to the hospital as well as promoting a higher level of inter staff co-operation. The Board of Management in endorsing this project sees the theme as one of improving services to patients and other clients of the hospital.

BOARD OF MANAGEMENT

For the 1986 round of board appointments approved by the Governor-in-Council, the following appointments were made.

Mr. W. L. Cochran — 3 years. Mrs. P. I. Fiskin — 3 years. Dr. B. R. Hassett — 1 year.
Mrs. M. H. Duggan — 3 years. Dr. W. L. Sloss — 3 years. Mr. C. R. Pinkerton — 1 year.

At the Annual Meeting in 1986, the Board was pleased to appoint, as Life Governors, 5 former long serving members of the Board of Management in recognition of the outstanding service these members gave, not only to the hospital but to the Ballarat community.

Mr. J. H. Heinz — 38 years. Mr. K. F. Kemp — 16 years. Mr. R. Stickland — 26 years.
Mr. M. B. John — 36 years. Mr. J. McKay — 35 years.

With the ever increasing pressure from Governments on the Health Sector, the Board of Management has experienced a significant increase in workload. This has resulted in an increased number of meetings being held, both ordinary and special, to meet new challenges. It can be expected that these challenges will continue over the next few years as Governments wrestle with the problems of an increasing demand for services and a shrinking amount of funding. This pressure in turn has been felt right throughout the hospital and particularly at executive level. The Board wishes to place on record its appreciation of the support of the executive and the staff of the hospital for the extra work that has been required to be carried out during 1986/87.

During the year, the hospital's Chief Executive Officer, Mr. Eeon D. Macaulay, was appointed to the Board of Directors of the Victorian Hospitals' Association. Although the Base has had representation on the Division 2 Council for a number of years, this is the first time the hospital has had a representative at Board level.

APPRECIATION

Each year the Board of Management receives and welcomes the extensive support from a wide range of community organisations. The Board realises that without this support, the work of the hospital would become remote to say the least. The Board of Management pays a special tribute to the work of the Mary Helen Auxiliary, the Ballarat Base Hospital Trained Nurses' League, the Base Hospital Younger Set and the V.I.P.'s, for the direct interest they have displayed in the hospital and especially for the funds contributed to the hospital for equipment in specialised areas. During the year the hospital has received extensive financial support from individuals, trusts and other benefactors. We wish to say that without this financial support many of the services that are now provided would not have commenced if total reliance on Government was the only way funding could be provided.

To the media represented by the Ballarat Courier, BTV 6, the Ballarat News, 3BA and 3BBB, we express special appreciation for their interest in promoting hospital activities to the community.

THE FUTURE

1987/88 will see further development activities commenced during 1986/87. Certainly services will be broadened and become much more effective. The Board hopes that many of the issues outstanding at the writing of this Report will be resolved and that we will be in a position to report further initiatives and progress at the end of 1987/88.

MEDICAL SERVICES REPORT

Director of Medical Services

The year just completed would serve well as the basis for a Shakespearean play, from the heights of elation in an unexpected announcement of \$3 million for capital works to the depths of despair during the nurses strike. I hasten to add that the public of this area were well treated by our nursing staff during the strike in contrast to many areas of the state where patients were denied access to urgent care.

At the risk of being regarded as optimistic, I believe that the hospital's fortunes are on the improve with recognition by the Health Department of our significant under resourcing. The completion (or near completion) of important renovations in Accident and Emergency, Midwifery and a new Coronary Care Unit; and the hope that our major ward re-development is soon to be given the go-ahead. We also expect the announcement soon of the funding for a C.T. Scanner at this hospital.

Dr. John Hawkins concluded his sessional appointment after a total of 22 years of dedicated service. He will be missed. Dr. Peter Novakovic has joined the sessional staff and to him we extend a warm welcome.

In Pathology Dr. Ron Sterling left to return to Adelaide with our best wishes and we have been fortunate to entice Dr. Tony Roberts here from Perth as his successor. Dr. Tony Sutherland joined the staff as Director of I.C.U., which continues as a section of the Anaesthetic Department. We are delighted to have obtained Tony's services, though Royal Melbourne Hospital were not so delighted in losing them.

Pauline Archer, Eileen Graham and Caroline MacDonald left during the year. To these long serving and valuable members of staff I express my thanks as well as a welcome to their able successors, Shaun Murphy, Gayle Boschert and Leanne Butler.

In summary, I would say a year where the gains significantly outweighed the losses and a good basis has been established for further improvements.

Dr. C. B. E. DAVIS,
Director of Medical Services.



*Dr. C. B. E. Davis,
Director of Medical Services.*

Report of the Pathologist

While action on The Sim's Report is still awaited, staffing problems as regards Medical Scientists continue. The introduction of an evening shift this year has further highlighted the problem. The recent changes in Medicare payments have caused readjustments in the laboratory. Application has been made to the National Association of Testing Authorities for accreditation and we await with some trepidation for the on site visits. Besides the substantial costs in applying for accreditation, compliance with the necessary regulations may be expensive.

After the departure of Dr. R. K. Sterling we were fortunate in getting applicants of high calibre and extensive experience. Dr. A. N. Roberts, from Perth, was subsequently appointed as pathologist.

With the departure of Dr. S. T. H. H. Pilbeam, Chief Pathologist, overseas, the Department struggles on in his absence.

Dr. N. J. N. MULVANY,
Pathologist.

Report of the Radiologist

The last year in the Radiology Department has been busy and productive. An increase in patients attending this Department was again recorded. The staff in the Department have performed at their usual high standard.

Some equipment replacement and new installation has been possible with a capital works grant from the Health Department. An x-ray facility is now available in the Emergency Department. The equipment is sited in the Shock Ward area and will restrict the need for movement of critically ill patients.

MEDICAL SERVICES REPORT

One of the busiest areas in the Department has been ultrasound. An additional ultrasound machine may be soon required if the workload increase is sustained.

Three Radiographers are currently involved in post graduate ultrasound training. Mr. Leon Cottle has successfully completed his ultrasound diploma during the year.

Dr. John Stubbe has joined the hospital as an additional Radiologist. Dr. Alistair Firkin has held the Radiology Registrar appointment, and during the last year was successful in his first part Radiology Fellowship examination.

At the time of writing, renovation of the shell space at the back of the Department is taking place. It anticipated that C.T. scanning will commence in this area during the next year.

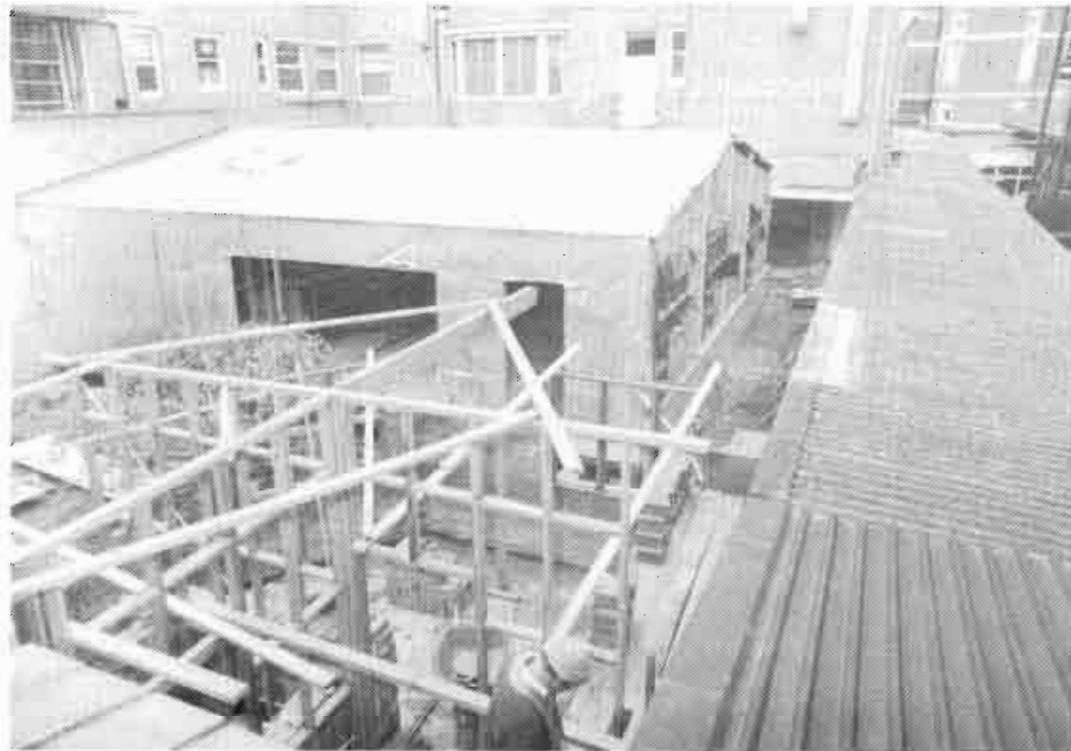
I. C. GOY,
Director of Radiology.

Professional Staff Group

The medical staff have contributed in no small way to the smooth and efficient functioning of the hospital during a difficult period. The nurses dispute and the burgeoning waiting lists placed extra strains on the functioning of the hospital. The medical staff, in co-operation with the nursing and administration staff, helped overcome these strains.

Dr. J. Hawkins resigned this year, having been on the staff of the hospital since 1984. He has given diligent and faithful service, conducting regular eye examinations on babies who received oxygen in the newborn period, in addition to his normal inpatient and outpatient services. The P.S.G. expresses its appreciation of John Hawkins.

Dr. C. R. RICHARDSON,
Chairman.



The new Coronary Care Unit takes shape.

ADMISSIONS

DOMICILE OF PATIENTS ADMITTED DURING THE YEAR ENDED 30TH JUNE, 1987

Region No. 2	PATIENTS	%
Ballarat City	4635	39.3
Ballarat Shire	1512	12.8
Sebastopol	997	8.4
Buninyong	610	5.2
Ripon/Grenville	544	4.6
Creswick/Clunes/Talbot	615	5.3
Ararat/Avoca	317	2.7
Bungaree	275	2.3
Lexton/Daylesford/Glenlyon	348	3.0
Other	591	5.0
Total Region No. 2	10,444	88.6
Outside Region No. 2	PATIENTS	%
Loddon/Campaspe	578	4.9
Barwon South West	395	3.2
Interstate and Overseas	70	.5
Metropolitan — Western	192	1.6
— North East	59	.5
— Southern	39	.5
Goulburn North East	10	.1
Gippsland	9	.1
Total Outside of Region No. 2	1,352	11.4
Total Number of Persons Admitted	11,796	100.0

COMMUNITY SUPPORT

During this year many Community Service Organisations have demonstrated their generosity by donating valuable equipment to the Hospital.



Surgical equipment to the value of \$10,000 donated by the Rotary Club of Ballarat South.



Rhino-Plastic equipment to the value of \$3,700 donated by the Mary Helen Auxiliary.



A mounted Ophthalmoscope and Auroscope donated by the Brown Hill Lions Club.

FINANCIAL STATEMENTS

BALLARAT BASE HOSPITAL SPECIAL PURPOSE AND ENDOWMENT FUNDS STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 30TH JUNE, 1987

INCOME	FUND	BALANCE
1986	1987	
\$	\$	\$
550,835	Fee Sharing (Net)	199,027
59,212	Donations and Bequests	71,446
61,439	Rent	55,703
9,125	Commissions	366,054
172,700	Interest	22,102
1,944	Lecturing Fees	714,332
7,550	Regional Charges	
59,950	Other	
922,755	916,781	
Less Expenditure:		
49,558	Salaries and Travel	432,292
15,100	Rates and Taxes	78,170
4,263	Subscriptions	24,980
77,853	Other Administration Expenses	19,628
590,855	Plant and Equipment	555,070
26,993	Maintenance Expenses	
32,466	Wages	
32,043	Other	
829,131	871,834	
93,624	Surplus (-Deficit)	
239,659	44,947	
(146,035)	Transfers to Other Funds	
	Debtor Transfer to Operating	
	44,947	
	Movement as per Balance Sheet	
	44,947	
		372,883
	Total as per Net Assets	1,682,852

FINANCIAL STATEMENTS

BALLARAT BASE HOSPITAL BALANCE SHEET AS AT 30TH JUNE, 1987

1986		1987	Operating	Special Purpose	Capital
\$	Note	\$	\$	\$	\$
12,803,144	Accumulated Fund — (Deficit)	11,613,625	(4,163,986)	1,637,905	14,139,706
	as at 1-7-86.				
49,090	Prior Year Adjustments				
(1,238,609)	Net Movement	2,105,945	211,815	44,947	1,849,183
<u>11,613,625</u>	Accumulated Fund (-Deficit)	<u>13,719,570</u>	<u>(3,952,171)</u>	<u>1,682,852</u>	<u>15,988,889</u>
	as at 30-6-87.				
CURRENT ASSETS					
278,694	Cash at Bank	277,114	83,210	193,904	
1,003,296	Patient Fees Outstanding	650,149	650,149		
(18,600)	Less Provision for Bad Debts	(18,600)	(18,600)		
418,491	Other Debtors	601,327	295,488	305,839	
	Prepayments	20,827	20,827		
309,630	1(c) Stores on Hand	337,601	337,601		
<u>1,991,511</u>	TOTAL CURRENT ASSETS	<u>1,868,418</u>	<u>1,368,675</u>	<u>499,743</u>	<u>0</u>
CURRENT LIABILITIES					
1,714,305	Bank Overdraft	20,758			20,758
1(g) 46,325	Operating Borrowings	1,000,000	1,000,000		
984,753	Other Borrowings	46,325			46,325
13,277	Creditors	1,198,050	769,096	106,389	322,565
547,584	Income in Advance				
1,327,328	1(e) Accrual — Salaries and Wages	717,969	717,969		
61,673	1(e) — Annual Leave	1,516,454	1,516,454		
	1(e) — Days Off	63,447	63,447		
	Provisions				
1,056,868	1(e) — Long Service Leave	1,253,880	1,253,880		
<u>5,752,113</u>	TOTAL CURRENT LIABILITIES	<u>5,816,883</u>	<u>5,320,846</u>	<u>106,389</u>	<u>389,648</u>
(3,760,602)	NET CURRENT ASSETS (-LIABILITIES)	(3,948,465)	(3,952,171)	393,354	(389,648)
1,168,913	1(f) INVESTMENTS	1,289,498		1,289,498	
1(d) FIXED ASSETS					
10,680,095	Land and Buildings	12,031,904			12,031,904
3,525,219	Plant and Equipment	4,346,633			4,346,633
<u>11,613,625</u>	NET ASSETS (-LIABILITIES)	<u>13,719,570</u>	<u>(3,952,171)</u>	<u>1,682,852</u>	<u>15,988,889</u>

The accompanying notes form part of and should be read in conjunction with the accounts.

FINANCIAL STATEMENTS

BALLARAT BASE HOSPITAL OPERATING ACCOUNT STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 30TH JUNE, 1987

1986 \$	INCOME	1987 \$	Each Dollar	GOVERNMENT GRANTS	\$
16,708,929	Government Grants	21,631,642	82.05 cents	Operating	21,054,270
539,183	Costs met by H.D.V.	268,544	1.02	Workcare	382,200
3,425,225	Inpatient Fees	3,147,318	11.94	Minor Works	132,800
106,452	Outpatient Fees	111,858	0.42	Specific Purpose	62,372
1,067,662	Use of Hospital Facilities	1,000,755	3.80		
170,418	Recoveries — Meals and Accommodation	157,363	0.60		
	Other Recoveries	20,723	0.08		
17,317	Sundry Income	23,956	0.09		<u>21,631,642</u>
22,035,186	TOTAL REVENUE	26,362,159	100.00 cents	EXPENDITURE BY FUNCTIONAL COST CENTRE	
	EXPENDITURE			\$	cents
18,238,066	Salaries and Wages	20,617,739	77.08	Nursing and Wards	9,880,038 36.93
239,780	Superannuation	358,164	1.34	Operating Theatre	1,137,746 4.25
313,023	Workcare	418,731	1.57	Medical	2,600,069 9.72
313,586	Food Supplies	300,436	1.12	Med. Support/Paramedics	1,746,792 6.53
815,500	Medical and Surgical Supplies ..	820,091	3.07	Outpatients/Emergency	758,623 2.83
846,112	Special Service Departments ..	984,168	3.68	Food and Dietary	1,712,283 6.40
586,855	Drug Supplies	590,916	2.21	Pathology	1,606,528 6.01
268,040	Fuel, Light and Power	328,209	1.23	Radiology	755,750 2.83
626,542	Domestic Charges	636,278	2.38	Administration and Finance ..	1,747,111 6.53 (2)
372,219	Repairs and Maintenance	431,319	1.61	Employee Benefits	1,454,881 5.44 (1)
1,013,283	Administrative Expenses	897,473	3.36	Engineering	1,216,358 4.55
190,835	Ambulance Charges	211,062	0.79	Domestic/Linen & Laundry ..	1,868,956 6.99
161,089	Payments in Lieu of Fee Sharing	154,225	0.58	Regional & Training Expenses	263,676 0.99
23,984,930	OPERATING EXPENSE ..	26,748,811	100.00 cents		26,748,811 100.00
98,252	Minor Works	98,963		(1) Employee Benefits includes:	
79,479	Interest	237,007 (3)		Superannuation	
30,068	Other Funded Programs	103,763		Workcare	
				Long Service Leave	
207,799	NON-OPERATING EXPENSE	439,733		(2) Administration and Finance includes:	
				Public Risk Insurance	
(2,157,543)	OPERATING DEFICIT ...	(826,385)		Telephone and Stationary	
240,671	Prior year Adjustments			Computer Expenses	
48,078	Prior Year Cash Grant	1,038,200		Costs met by Health Department of Victoria.	
				(3) Interest Non-Operating:	
(1,868,794)	Net Surplus (-Deficit)	211,815		Interest due to shortfall on Government cash payments from June 1986 - June 1987.	
	as per Balance Sheet				

FINANCIAL STATEMENTS

BALLARAT BASE HOSPITAL SOURCE AND APPLICATION OF OPERATING FUNDS FOR THE YEAR ENDED 30TH JUNE, 1987

SOURCE OF FUNDS	\$	APPLICATION OF FUNDS	\$
Increase in Provision accounts		Operating Deficit	826,385
Long Service Leave	197,012		
Prior Year Deficit Grant	1,038,200	Decrease in Liabilities	
Increase in Liabilities		Creditors	44,084
Accrued Expenses	361,285	Income in Advance	13,276
Other Borrowings	1,000,000	Increase in Assets	
Decrease in Assets		Bank	1,779,636
Patient Fees Outstanding ..	105,965	Stores	27,972
Other Debtors	16,780	Prepayments	20,827
	<u>2,719,242</u>	Sundry Debtors	7,062
			<u>2,719,242</u>

NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDED 30TH JUNE, 1987

1. Summary of significant accounting policies.

Set out below are the significant accounting policies adopted by the Hospital in the preparation of the accounts for the year ended 30th June, 1987. The accounting policies have been consistently applied unless otherwise stated.

(a) Accrued accounting.

The accrual method of accounting has been adopted in the preparation of these accounts.

(b) Historical cost.

The accounts have been prepared in accordance with the historical cost convention and have not been adjusted to take account of the current cost of specific assets or their impact on the operating results.

(c) Stores on hand.

Stores on hand as shown in the balance sheet are recorded at cost.

(d) Depreciation.

No depreciation has been charged on any Fixed Asset, Section 6.3 of Part One of the Health Department of Victoria Cost Centre Accounting and Budgeting System Procedures Manual states that depreciation should be charged on all items of plant and equipment. However, depreciation has not been charged in the accounts for the year ended 30th June, 1987. The effect of this department from Health Department of Victoria policy has not been calculated.

(e) Employee Benefits.

Provision is made in respect of liability for Long Service Leave, Annual Leave and Accrued Days Off. Long Service Leave has been provided for all employees with 10 years continuous service. The amount has been shown as a Current Liability, notwithstanding that some portion may not be due and payable within 12 months.

(f) Investments.

Investments held by the Hospital are shown in the Balance Sheet at cost. The practice of the Hospital has been to hold all investments to maturity.

(g) Operating Borrowings.

Special loan to meet shortfall in Government Cash Payments from June 1986 to June 1987.

CERTIFICATES AND REPORTS

STATEMENT OF RESPONSIBLE ACCOUNTING OFFICER

I, BARRY MAXWELL BOLGER, FINANCE MANAGER, being the Officer responsible for the preparation of the accompanying Accounts comprising Balance Sheets, Statement of Income and Expenditure, Explanatory Notes and supplementary information of BALLARAT BASE HOSPITAL, for the year ended 30th June, 1987, state that, to the best of my knowledge and belief, such Accounts have been prepared in accordance with the requirements of the Health Department of Victoria so as to give a true and fair view of the Institution's financial affairs as at the 30th June, 1987, and of the results of its financial operations for the year ended at that date.

BALLARAT,
4th September, 1987.

B. M. BOLGER, B. Comm., AASA CPA (MGT - Acct.)
FINANCE MANAGER.

STATEMENT OF BOARD OF MANAGEMENT

The Balance Sheet, Statements of Income and Expenditure, Statements of Receipts and Payments, Explanatory Notes and supplementary information of BALLARAT BASE HOSPITAL, to the best of our knowledge and belief, have been prepared in accordance with the requirements of the Health Department of Victoria so as to give a true and fair view of the Institution's financial affairs as at the 30th June, 1987, and of the results of its financial operations for the year ended at that date.

We also certify that to the best of our knowledge and belief all Government grants have been used solely for the purpose of the grant and have not been transferred to other funds or accounts for non approved purposes and that cash receipts have not been used to offset cash payments except where specifically authorised.

By resolution of the Committee of Management held 17th August, 1987.

E. D. MACAULAY,
Chief Executive Officer.

W. L. COCHRAN,
Honorary Treasurer.

D. A. E. FAWELL,
President.

AUDITOR'S REPORT

We have audited the financial statements set out on pages 15 to 19, being the Statement of Income and Expenditure of the Operating Fund for the year ended 30th June, 1987, Balance Sheet as at 30th June, 1987 and the accompanying notes to the accounts in accordance with Australian Auditing Standards.

The accounts have been prepared in accordance with accounting instructions issued by the Health Department of Victoria with the exception that depreciation has not been charged on fixed assets, as stated in Note 1 (d). This policy is also a departure from Australian Accounting Standard AAS4 "Depreciation of Non-Current Assets." It is impractical for us to calculate the effect of this departure from Health Department of Victoria policy and the Accounting Standard. The Assets Register maintained is not in accordance with Health Department of Victoria guidelines.

In our opinion, except for matters referred to in the preceding paragraph, the financial statements present fairly the financial position of the Ballarat Base Hospital at 30th June, 1987, and the results of its operations for the year ended on that date, in accordance with Australian Accounting Standards and the Health Department of Victoria Cost Centre Accounting and Budgeting System Procedures Manual.

Ballarat,
4th September, 1987.

PROWSE, COOK & PERRIN,
Certified Practising Accountants.
K. J. PERRIN (Partner).

STATISTICAL SUMMARY

	1987	1986	1985	1984
INPATIENT:				
Inpatients Treated	11,971	12,549	11,827	11,424
Inpatient Days	60,035	69,978	69,329	68,563
Births	838	911	920	920
Operations — Major	1,440	1,614	1,504	1,352
— Minor	4,496	4,718	4,295	4,258
Intensive Care Patients	822	840	738	635
Pathology Examinations	13,889	12,130	12,284	19,852
Radiology Examinations	8,857	9,179	7,191	9,394
Number of Patients per day	164.4	182.80	189.94	187.33
Stay in Hospital (Days)	5.18	5.48	5.95	6.00
OUTPATIENT ATTENDANCES:				
Outpatients (Clinical)	21,807	20,682	21,314	19,061
Casualty	35,981	36,194	32,325	32,814
Audiology	1,434	1,785	1,793	1,324
Speech Pathology	2,854	2,736	2,505	3,167
Physiotherapy	4,119	5,762	7,321	6,313
Dental	12,271	12,164	11,733	10,880
Occupational Therapy	2,905	2,708	739	667
Welfare	2,957	2,248	1,972	2,218
Pathology	60,803	58,372	58,122	46,886
Radiology	19,111	20,349	25,257	21,786
Dietetics	1,108	875	1,185	1,633
Pharmacy	9,781	11,783	10,799	11,149
Total Attendances	<u>175,131</u>	<u>175,658</u>	<u>157,898</u>	<u>164,998</u>



New Pay Office.

NURSING SERVICES REPORT



*Miss E. Brady,
Director of Nursing.*

Director of Nursing

This year has been one of changing perceptions for the nursing profession in general and for this Nursing Division in particular.

The demands of nurses for a career structure which would reflect the role of the clinical practitioner, in terms of recognition and remuneration, culminated in an unprecedented fifty-one days of industrial action. The dispute was resolved prior to Christmas and resulted in a new registered nurses award handed down on January 23rd, 1987.

Throughout the year a number of initiatives have been undertaken by the Nursing Division. The role and function of nursing administration has been reviewed and redefined and has resulted in the implementation of a decentralised management structure. The Nursing Process has been introduced to the surgical wards and will be introduced throughout the hospital by the end of this year. Nursing Care Plans and other documentation have been reviewed and revised and policies relating to nursing practises will be introduced in the near future. Special emphasis has been placed on Quality Assurance in relation to patient care and nursing procedures. It is envisaged that specific Quality Assurance programmes will be implemented in 1988.

Nursing education programmes within the hospital have been reviewed and as of 1988 the School of Nursing will provide inservice programmes for all hospital staff.

Victorian Nursing Council accreditation has been obtained for a Critical Care Course and a Refresher Course to be offered at the hospital. The first intake of students for both these courses will occur in July, 1987. Educational programmes for nurses within this region are continuing.

The School of Nursing has maintained very high academic standards in both general and midwifery courses.

On behalf of the Nursing Division I would like to thank all medical and paramedical staff for their support and assistance to us.

Finally I would express my personal and sincere thanks to all the nursing staff who have provided a high standard of patient care throughout a very difficult year. To Mrs. M. Stickland, Deputy Director of Nursing, and Miss W. Rogan, Deputy Director of Nursing, Education, my particular thanks.

E. BRADY,
Director of Nursing.

BALLARAT BASE HOSPITAL

1987 Graduates

GENERAL GRADUATES:

Tania Maria HIRT
Suzanne McCARTNEY

Class 84A

Barbara Maree BINKS
Annette Maree BROWN
Diane CAPUANO
Michelle CHAPMAN
Susan Ruth CHARLESWORTH
Gillian Kerry COCKING
Marlene Joy DWYER
Raelene Tracey GITTENS
Sharyn Maree GREENWOOD
Robyn Lesly HEINRICH
Sally Maree HUNT
Stephen Peter MILLS
Gail Ann ORR
Mari Carmen RODRIGUEZ
Noel Stanley ROGERS
Leanne RUSSELL
Rosemary Joy SHAW
Christine Ann START
Bernadette Anne YOUNG

Class 84B

Fiona Ann BREW
Kim Maree CARROLL
Patricia Mary CORBETT
Leanne Lyn CREASEY
Eileen Mary FLYNN
Angela Christine HARRIS
Marianne Ethel HILLBERG
Suzanne Maree JEFFREY
Kylie Arlene MAJOR
Glenda Joy PHILLIPS
Alison RICHARDS
Catherine RICHARDS
Kathryn Majella RYAN
Karen SMITH
Melissa Anita STEWART
Patricia Eileen SUTTON
Eric VAN DOORN
Katrina Maria VERHOEF
Tracey Lee WALKER
Michelle Leanne WOOLARD

FOURTH YEAR GRADUATES:

Wendy Jane DICKENSON
Janine Lee PARKINSON
Kathleen Ann CARSON
Amanda Tracey TURNER
Heather Julie REID
Dianne Lillie DIXON
Bronwyn Louise STOREY
Heather SWARDS
Peter STRANGER
Janelle Louise McGAFFIN
Joanne Lesley Rexier DAY

Marietha QUINLAN
Cheryl Dawn HEINRICH
Kerry HINCHCLIFFE
Lynette DOUGLAS
Helen Maree REILLY
Karen Margaret BIRD
Jennifer COCHRANE
Kathrine Ann KENT
Wendy MORRIS
Stephen DEMEYE
Margaret Byrne COTTLE

MIDWIVES:

Wendy BALHARRIE
Desley BEECHEY
Michele DYKMAN
Jennifer HIRTH
Betty McGUINNESS
Annette ROWE
Robyn TRELOAR

Joanne BAULCH
Helen FORSTER
Margaret GRUNDELL
Judith HOARE
Christine KENNEDY

1987 GRADUATION PRIZE WINNERS

Graduation Prize Winners

1. MARY HELEN P.T.S. PRIZE — No prize awarded this year (No P.T.S. class)
2. PHASE II SURGICAL PRIZE **Nr. Jennifer Partridge**
3. PHASE II MEDICAL PRIZE **Nr. Jennifer Partridge**
4. SURGICAL NURSING SENIOR PRIZE **Mrs. Patricia Sutton**
5. MEDICAL NURSING SENIOR PRIZE **Miss Alison Richards**
6. DR. W. SLOSS PRIZE FOR THE HIGHEST AGGREGATE
THROUGHOUT TRAINING **Miss Annette Brown**
7. JESSIE LANGHAM PRIZE FOR THE BEST PRACTICAL NURSE **Mrs. Patricia Sutton**
8. CITY OF BALLARAT PRIZE FOR THE BEST SECOND YEAR NURSE **Nr. Cheryl Wynen**
9. PRIZE FOR THE BEST PRACTICAL PAEDIATRIC NURSE **Miss Sharyn Greenwood**
10. DR. CLAUD SALTER PRIZE FOR BEST PRACTICAL THEATRE NURSE (TIE)
Miss Sue Charlesworth and Mrs. Fiona Brew
11. DIRECTOR OF NURSING PRIZE FOR GENERAL PROFICIENCY AND RELIABILITY **Miss Christine Start**
12. MR. W. R. GRIFFITH PRIZE FOR GENERAL PROFICIENCY IN MIDWIFERY **Mrs. Jennifer Hirth**
13. SR. MARGARET McGRATH PRIZE FOR PAEDIATRIC NURSING **Mrs. Judith Hoare**
14. THE SR. SILVEY MEMORIAL PRIZE FOR PROFICIENCY — FOURTH YEAR **Miss Dianne Dixon**



Dr. M. Fitzgerald, Director of Accident and Emergency, Dr. C. B. E. Davis, Director of Medical Services and Sister Judy Lindsay examine plans for the renovation of the Accident and Emergency Department.

GENERAL SERVICES REPORT



*Mr. J. R. Bridger,
Director of General Services.*



*Mr. B. Bolger,
Acting Director of General Services.*

GENERAL SERVICES REPORT — 1986/87 ANNUAL REPORT

1986/87 was a year of intense activity both for the General Services Division and the hospital in general. The \$3M Capital Works Program, Accreditation and Hospital Agreements Program all contributed to an increased workload during the year.

The Capital Works Program included the installation of a new computerized P.A.B.X. Telephone system, renovations to the Accident and Emergency Department together with significant equipment purchases, the construction of a Coronary Care Unit also with significant equipment purchases, safety projects in the Nurses Home environs and Yuille House, the construction of a Limited Care Dialysis Unit in one of the hospital residences in Windermere St. and alterations to the Midwifery section. The Chief Engineer, Mr. Leigh Grigg, and his Assistant, Mr. L. Ditchfield, have had significant involvement in the administration of these projects. Together with Mr. Bill Wallace, Project Officer, they have overseen the successful completion of this work.

The Engineering Department was also involved in the Minor Works Program valued at over \$100,000 and the continued development of their recent computerization. This Department continues to operate effectively and efficiently in an increasingly complex environment and is to be congratulated on the results achieved in the past year.

In an attempt to provide Hospital Management with more autonomy and make them more responsible for the Government funds provided, the Health Department of Victoria has intimated that it would be entering into Agreements with certain hospitals for the 1987/88 Financial year. These Agreements would provide a certain level of funding from the Health Department for a certain level of service from the hospital. They would also provide details of plans and strategies for the future direction of the hospital. As a precursor to this introduction, the 1986/87 Budget was settled by negotiation with the Department rather than the provision of a straight cost of living adjustment to the previous years budget. Involved in this process was the provision of previously unavailable hospital performance indicators that demonstrated that the Ballarat Base Hospital is one of the most efficient hospitals in the State. This information was used in the negotiation process to enable the hospital to achieve a budget higher than normally have been the case.

The Surplus for the year of \$211,815 (under the Accrual method of Accounting) compares to that of last year of \$1,868,794. The nurses strike during November and December of 1986 had a significant impact on the hospital's Revenue Budget which has affected our final deficit. Another contributing factor to this reduction in revenue has been the shift in the mix of patients attending the hospital. The latter part of the Financial Year has shown a significant shift — 7% — towards Hospital Patients at the expense of Private Patients. The recent changes to Medicare and consequent increase in health insurance premiums will mean that this trend will continue. The performance of the hospital against the Health Department Expenditure Budget was excellent as our expenditure did not exceed their target.

Preparations for the 1986/87 Hospital Agreement with the Health Department began in March 1987 and are continuing at this time. All Departments of the hospital were invited to present their plans and strategies for the future. These have been compiled by Mr. Wallace, Project Officer, who is presenting a draft for negotiation with the Department. In parallel with this development have been negotiations, significantly earlier than previous years, with the Health Department for our 1987/88 Budget. Consequently the Finance Department have had to prepare two budgets during the last financial year. The continued development of specialized computer programs in this area have assisted in the necessary work to be completed. The staff are to be commended in their use and development of this powerful financial and analytical tool.

GENERAL SERVICES REPORT

The actual building works and attendant upheaval to hospital procedures have caused significant dislocation for the Domestic Services staff. They have had to cope with an increased level of dust and dirt as well as the need to move wards and departments to and from temporary premises. The usual high standards of cleanliness have always been maintained throughout this period. Congratulations to Mr. Don Taylor and his staff for this effort. During the year Mr. Vic Sargent, Domestic Services Supervisor, was forced, through illness, to take extended sick leave. We look forward to a speedy recovery and return to work.

The Personnel Department also entered a new age of computerization during the year. Micro-computer facilities have enabled them to directly access our payroll files through the PEERS System provided by Health Computing Services. This has provided them with a more efficient means of entering data and a facility for the provision of information previously unavailable to us. The use of this system will be further developed through this coming year with significant results being foreseen.

Ballarat Base Hospital has been a leader in the field of computerization in hospitals. Since 1980, with the introduction of the Pathology system, it has grown to where the hospital has one of the most integrated systems in the State. Further development is planned for the coming months that will see the hospital without equal in this field. The benefits of an on-line system founded on patient care are obvious to us all.

The hospital has embarked on a policy to make it a smoke free environment during this coming year. A committee headed by Mr. P. Lane, Communications and Environmental Services, and Mr. D. Borys, Occupational Health and Safety Officer, has been formed to ensure the smooth introduction of this policy. The hospital believes it has an obligation and a responsibility to the community to "show the way" in this vital area of preventative health.

The Occupational Health and Safety Committee, introduced during 1985/86, continues to develop policies to the benefit of the hospital and its employees. The reduction in incidents and lost time accidents during the previous year has indicated the effectiveness of its programs.

The staff of the hospital, particularly in General Services, have again shown their loyalty and commitment to the hospital. The co-operation between departments and divisions is, I am sure, an example to all other hospitals. Staff who resigned during the year with 15 years service or more were:

Mr. David Rees (Administration) 17 years.

Mr. Wally Moloney (Pathology) 32 years.

Mrs. Phylis Williams (Domestic Services) 17 years.

Mr. Norman Borchers (Domestic Services) 15 years.

Mr. John Bridger, Director of General Services, supervised this division during the majority of the year. Unfortunately in mid June he was forced to take extended sick leave. I am pleased to advise that he is now rapidly recovering from a successful operation and will be resuming his duties in the near future. It is in no small measure that the excellent results achieved during this past year have been as a result of Mr. Bridger's tireless efforts as Director of this division. I would personally like to thank Mr. Bridger for his assistance during the year and to thank all staff in General Services for their efforts during 1986/87.

B. M. BOLGER,
Acting Director of General Services.



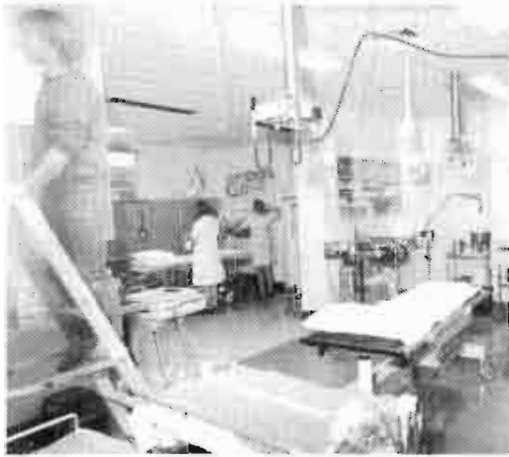
Kitchen staff preparing a splendid Christmas Dinner.



*THE HOSPITAL TEAM
Winners of the Inaugural Maurice Moore Trophy —
Ballarat to Maryborough Relay.*

CAPITAL WORKS PROGRAM 1986/87

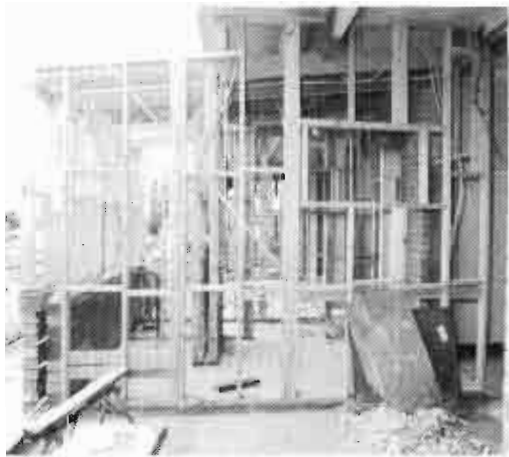
1986/87 has been an exciting year for the \$3 million Capital Works Program.



The newly renovated Accident and Emergency Department.



Fitting out of the Coronary Care Unit.



Construction of ensuite in Midwifery.



Installation of the new SPC PABX.

MEDICAL SERVICES

Director of Medical Services: Dr. C. B. E. DAVIS, M.B.B.S., (WA), M. Admin. (Monash), A.H.A.

HONORARY MEDICAL STAFF AS AT 30TH JUNE, 1987

<i>Dentists:</i>	F. J. MORGAN, B.D.Sc., L.D.S. P. R. RICHARDS, B.D.Sc., L.D.S.
<i>Geriatrician:</i>	D. B. SKEWES, M.B.B.S., F.R.C.S. (Edin.), F.R.A.C.S.
<i>Obstetricians and Gynaecologists:</i>	H. M. MOORHOUSE, M.B.B.S., M.R.C.O.G. W. L. SLOSS, M.B.B.S., F.R.C.O.G., F.R.A.C.O.G.
<i>Physicians:</i>	D. A. ALEXANDER, M.D.B.S., F.R.A.C.P. B. A. BAKER, M.B.B.S.
<i>Radiologist:</i>	H. DICK, M.B.B.S. (Syd.), D.M.R.E. (Camb.), F.R.A.C.P.
<i>Radiotherapists:</i>	R. KAYE SCOTT, M.B.B.S., D.T.R.E., F.R.A.C.S., F.F.R.
<i>Surgeons:</i>	H. D. DRURY, M.B.B.S., F.R.C.S., F.R.A.C.S. J. H. PRYOR, M.B.B.S., F.R.C.S., F.R.A.C.S. D. B. SKEWES, M.B.B.S., F.R.C.S. (Edin.), F.R.A.C.S.

HONORARY VISITING MEDICAL STAFF

<i>Consulting Physician — Nuclear Medicine:</i>	P. GRAHAM, M.B.B.S., F.R.A.C.P., D.D.U.
<i>Dental Surgeons:</i>	T. R. SANDERS, B.D.Sc., L.D.S. J. F. H. WILLIAMS, B.D.S., F.R.A.C.D.S. (NZ).
<i>Family Medicine/General Practice:</i>	J. F. GARNER, M.A., M.B., B. Chir., M.R.C.S., L.R.C.P., F.R.A.C.G.P.
<i>Psychiatrist:</i>	C. S. HAUGHTON, M.B.B.S., F.R.A.N.Z.C.P., M.R.C. Psych., F.R.A.C.M.S.

SESSIONAL MEDICAL STAFF

<i>Anaesthetists:</i>	G. I. T. CLARKE, M.B.B.S., F.F.A.R.A.C.S. J. F. OSWALD, M.B.B.S., F.F.A.R.A.C.S. G. A. SMITH, M.B.B.S., F.F.A.R.A.C.S. P. N. TOOM, M.B.B.S., F.F.A.R.A.C.S.
<i>Assistant Anaesthetist:</i>	R. PHILLIPS, M.B.B.S., F.F.A.R.A.C.S.
<i>Associate Anaesthetist:</i>	M. B. WHITEHEAD, M.B.B.S. (Monash), F.F.A.R.A.C.S.
<i>Dermatologist:</i>	G. J. GOODMAN, M.B.B.S., F.A.C.D.
<i>Director of Coronary Care:</i>	D. M. O'SULLIVAN, M.B.B.S., F.R.C.P. (Edin.), F.R.A.C.P.
<i>Geriatrician:</i>	J. HURLEY, M.B.B.S. (Lond.), L.R.C.P., M.R.C.S.D. Obst., R.C.O.G., M.R.C.P.
<i>Medical Training — Director:</i>	D. L. MORTON, M.B.B.S. (Melb.), F.R.A.C.P.

MEDICAL SERVICES

<i>Regional Supervisor:</i>	J. F. GARNER, M.A., M.B.B. Chir., M.R.C.S., L.R.C.P., F.R.A.C.G.P.
<i>Neurologist (Paediatrics):</i>	I. J. HOPKINS, M.B.B.S., F.R.A.C.P.
<i>Neurosurgeon:</i>	D. WALLACE, M.B.B.S., F.R.C.S., F.R.A.C.S.
<i>Neuro-Physician-Consultant:</i>	J. O. KING, M.D., F.R.A.C.P.
<i>Obstetricians & Gynaecologists:</i>	J. D. GRIFFITHS, M.B.B.S., F.R.C.O.G., F.R.A.C.O.G. I. K. MAYES, M.B.B.S., M.R.C.O.G., F.R.C.S. (Edin.), F.R.A.C.O.G. T. V. ROBERTS, M.B.B.S. (Melb.), F.R.C.O.G., F.R.C.S. (Edin.), F.R.A.C.S., F.A.G.O., F.R.A.C.O.G.
<i>Assistant Obstetrician and Gynaecologists:</i>	P. E. HALL, M.B.B.S., M.R.C.O.G., F.R.A.C.O.G.
<i>Ophthalmologists:</i>	J. R. HAWKINS, B.A., M.B.B.S., B. Sc. (Melb.), D.O., (R.C.P. & S. Lond.), F.R.A.C.O. G. MANGAN, M.R.C.S., L.R.C.P., D.O., F.R.A.C.O.
<i>Orthopaedic Surgeons:</i>	W. C. CARTER, M.B.B.S., F.R.A.C.S. P. J. KIERCE, M.B.B.S., F.R.A.C.S. (Resigned 1-2-87).
<i>Assistant Orthopaedic Surgeons:</i>	J. W. NELSON, M.B.B.S., F.R.A.C.S. J. M. BOURKE, M.B.B.S., F.R.A.C.S.
<i>Oto-Rhino-Laryngologist:</i>	A. H. PLATTS, M.B.B.S., F.R.C.S. (Otol). P. I. DONOGHUE, M.B.B.S., F.R.A.C.S.
<i>Paediatricians:</i>	C. R. F. RICHARDSON, M.B.B.S. (Melb.), F.R.A.C.P. M. K. EASTON, M.B.B.S., F.R.A.C.P.
<i>Assistant Paediatrician:</i>	H. M. ZEHNWIRTH, M.B.B.S., F.R.A.C.P.
<i>Physicians:</i>	D. L. MORTON, M.B.B.S. (Melb.), F.R.A.C.P. D. M. O'SULLIVAN, M.B.B.S., F.R.C.P. (Edin.), F.R.A.C.P. J. F. STICKLAND, M.B.B.S., F.R.A.C.P. A. AMBIKAPATHY, M.B.Ch.B. (L'Pool), F.R.C.P. (Lond.), D.T.M. & H. (L'Pool), F.R.A.C.P.
<i>Assistant Physicians:</i>	J. M. RICHMOND, M.B.B.S., F.R.A.C.P. W. J. C. SPRING, M.B.B.S., M.R.C.P. (Lond.), F.R.A.C.P.
<i>Psychiatrist:</i>	A. L. NICHOLSON, M.B.B.S. (Melb.), D.P.M. (Melb.), F.R.A.N.Z.C.P., M.R.C., Psych.
<i>Assistant Psychiatrist:</i>	V. R. THACORE, M.B.B.S., D.P.M., M.R.C., Psych., M.A.N.Z.C.P. (By agreement of Lakeside Hospital).
<i>Radiologists:</i>	I. C. GOY, M.B.B.S. (Melb.), F.R.A.C.P., F.R.C.R. (Lond.), F.R.A.C.R. R. C. WILKIE, M.B.B.S., M.R.A.C.R. R. HOUSE, M.B.B.S., M.R.A.C.R., D.D.U. J. STUBBE, M.B.B.S., F.R.A.C.R.
<i>Surgeons:</i>	B. W. GRIFFITHS, M.B.B.S., F.R.C.S. (Edin.), F.R.A.C.S. G. W. HOUGHTON, M.B.B.S. (Syd.), F.R.C.S. (Edin.), F.R.A.C.S. R. H. MITCHELL, M.B.B.S., F.R.A.C.S. F. P. DENTON, M.B.B.S., F.R.A.C.S.
<i>Assistant Surgeons:</i>	J. D. CORBETT, M.B.B.S., F.R.C.S. (Edin.), F.R.A.C.S. R. F. VENTURA, M.B.B.S., F.R.C.S., F.R.A.C.S.
<i>Urologist:</i>	D. I. McL. MOSS, M.B.B.S., F.R.A.C.S., F.A.C.S.
<i>Assistant Urologist:</i>	D. STEPHENS, M.B.B.S., F.R.A.C.S.

MEDICAL SERVICES

UNIVERSITY OF MELBOURNE

Clinical Supervisor (Part-time):

Medical —

D. L. MORTON, M.B.B.S. (Melb.), F.R.A.C.P.

Surgical —

F. P. DENTON, M.B.B.S., F.R.A.C.S.

Peter MacCallum Clinic:

D. L. M. BERNSHAW, M.B.B.S., B. Med. Sc.

P. HUGHES, F.R.C.S. (Lond.), F.R.C.R. (Lond.).

SALARIED MEDICAL STAFF & DENTAL STAFF

Dentists:

A. J. MOLONEY, B.D.Sc.

J. H. REDMAN, B.D.Sc., L.D.S., J.P.

*Director of Anaesthesia and
Intensive Care:*

S. D. GIDDY, M.B., Ch. B. (Birm.), D.A. (Lond.), Dip. Ost., R.C.O.G.,
F.F.A.R.A.C.S.

PATHOLOGY DEPARTMENT

Pathologists:

S.T.H.H. PILBEAM, M.A., M.B., B.Ch. (Camb.), M.R.C.S., L.R.C.P.,
F.R.C. (Path.) (Eng.), F.R.C.P.A.A., D.C.P. (Lond.), D. (Path.)
(Eng.), D. Med. J. (Path.).

N. J. N. MULVANY, M.B., B.Ch. F.R.C.P.A.

A. N. ROBERTS, M.B.B.S., F.R.C.P.A., M.R.C. (Path.)
(Appointed 16-2-87).

Section Heads:

Biochemistry:

R. E. PRIDDLE, Cert. App. Sc.

Blood Bank:

G. BARLOW, A.A.I.M.L.S.

Haematology:

D. BERRY, A.A.I.M.L.S., A.R.M.I.T.

Histology:

P. WALKEDEN, Aff. A.I.M.L.S.

Microbiology:

C. T. PEARCE, B. App. Sc. (Med. Tech.), A.R.M.I.T., F.A.I.M.L.S., M.A.S.M

MEDICAL ADMINISTRATION

Administrative Officers:

Medical Administration:

A. BATH.

*Director of Accident and
Emergency Department:*

M. C. FITZGERALD, M.B.B.S.

1987 Interns:

M. CHURCHER, M.B.B.S.

P. GOOD, M.B.B.S.

G. KOSMIDIS, M.B.B.S.

R. LIUBINAS, M.B.B.S.

R. MOTYER, M.B.B.S.

P. HUU. NGO, M.B.B.S.

J. SUTHERLAND, M.B.B.S.

J. WONG, M.B.B.S.

1987 J.R.M.O.'s:

M. BISHOP, M.B.B.S.

R. CAMPBELL, M.B.B.S.

H. CROOK, M.B.B.S.

S. DE GLERIA, M.B.B.S.

S. GRAUER, M.B.B.S.

C. WALLER, M.B.B.S.

S. TAYLOR, M.B.B.S.

1987 S.R.M.O.'s:

M. ARMSTRONG, M.B.B.S.

G. AYTON, M.B.B.S.

K. CARTER, M.B.B.S.

L. DANVERS, M.B.B.S.

A. DEAN, M.B.B.S.

M. HARRIS, M.B.B.S.

G. HENDERSON, M.B.B.S.

MEDICAL SERVICES

<i>Radiology Registrar:</i>	A. G. FIRKIN, M.B.B.S.
<i>Seconded from Royal Melbourne Hospital:</i>	
<i>Anaesthetic Registrars:</i>	P. MORLEY, M.B.B.S. Dr. RAJA. M. KALOWOLE, M.B.B.S. D. CHRISTIE, M.B.B.S. K. BOON, M.A.C., M.B.B.S. W. PARSONS, M.B.B.S.
<i>Medical Registrars:</i>	C. KEIGHLEY, M.B.B.S. Y. PUN, M.B.B.S.
<i>Orthopaedic:</i>	S. WALKER, M.B.B.S.
<i>Surgical Registrars:</i>	G. CAMPBELL, M.B.B.S. J. SMITH, M.B.B.S.
<i>Interns:</i>	P. HEBBARD, M.B.B.S. B. ARCHER, M.B.B.S. B. EDWARDS, M.B.B.S. J. COLLETT, M.B.B.S.

PARAMEDICAL STAFF

<i>Audiologist:</i>	R. ROPER, B.A. Dip. Aud.
<i>Crisis Centre:</i>	M. LEWIS-BORGWARDT, R.N. J. HOUSTON, B.A. Dip. Soc. Sc., Dip. Ed., M.B.Sc. (27-4-87).
<i>Diet Therapist:</i>	G. BOSCHERT, B.Sc. (Deakin), Dip. Nutrition and Dietetics.
<i>Librarian:</i>	N. WORSWICK, A.I.A.A.
<i>Medical Records Librarian:</i>	L. BUTLER, Associate Dip., M.R.A.
<i>Occupational Therapist:</i>	D. LYNCH, B.A., B. App. Sc. (Occ. Th.).
<i>Orthoptics:</i>	J. BROWNFIELD.
<i>Pharmacist:</i>	G. R. McCURDY, B. Pharm., F.S.H.P.
<i>Physiotherapist:</i>	S. MURPHY, B. App. Sc. (Physio.), Lincoln.
<i>Podiatrist:</i>	C. RIENIETS.
<i>Chief Radiographer:</i>	I. CHANNING, M.I.R., A.R.M.I.T., M.S.R.
<i>Speech Pathologist:</i>	E. BARTRAM, L.C.S.T., M.C.S.T., M.A.C.S.T., A.I.A.M.
<i>Welfare Sister:</i>	S. LORENSENI, B.A.

NURSING SERVICES

ADMINISTRATION:

<i>Director of Nursing:</i>	Miss E. A. BRADY, R.N., R.M. (UK), Dip. Nurs. Admin., F.C.N.A.
<i>Deputy Director of Nursing:</i>	Mrs. M. J. STICKLAND, R.N., R.W., Dip. Nurs. Admin.
<i>Deputy Director of Nursing Education:</i>	Miss W. ROGAN, R.N., R.M., Inf. Diseases Nurs. Cert., Dip. N. Ed., B.Ed., F.C.N.A.
<i>Associate Director of Nursing Projects:</i>	Miss H. W. MENADUE, R.N., R.M., I.W., Cert., R.S.C.N. (UK), Steriliz. in Hosp. Cert., Dip. Nurs. Admin., F.C.N.A.
<i>Associate Director of Nursing — Allocations:</i>	Miss E. CAMERON, R.N., R.M.
<i>Associate Director of Nursing — Midwifery and Queen Victoria Block:</i>	Mrs. L. BROAD, R.N., R.M., Grad. Dip. Ed. Admin., F.C.N.A.
<i>Associate Director of Nursing — Specialised Areas:</i>	Miss P. TWAITTS, R.N., R.M., Dip. Hosp. Nur. and Wd. Mgt., Stomal Therapy Cert.
<i>Associate Director of Nursing — Yuille House:</i>	Miss M. MORCOM, R.N., R.M., Dip. Hosp. Nurs. Wd. Mgt., F.C.N.A.
<i>Associate Director of Nursing — Night Duty:</i>	Miss M. MCKENZIE, R.N., R.M., Dip. N.Ed.
<i>Nursing Administrative Assistant:</i>	Miss F. LEWIS, R.N., R.M., Dip. I.C. Nurs. and Wd. Mgt., F.C.N.A.



MRS. M. J. STICKLAND,
Deputy Director of Nursing.

NURSING SERVICES

WARD AND DEPARTMENT:

<i>Charge Nurses —</i>	
Q.G.:	Mrs. V. LIVITSANIS, R.N.
QI:	Mrs. J. McMILLAN, R.N., R.M., Steriliz. Infect. Con. Cert.
EGS (Rehab):	Mrs. A. McNULTY, R.N., R.M.
EGE:	Mrs. L. BOOTH, R.N., R.M., Stomal Therapy Cert.
EGW:	Mrs. K. WHEELER, R.N., R.M.
ITU:	Mr. C. HAWKINS, R.N., Cert. C. Care (UK).
Accident and Emergency Dept.:	Mr. J. KARSTENS, R.N. A/E Cert.
Outpatients Dept.:	Mrs. N. DERBYSHIRE, R.N.
X-Ray:	Mrs. A. HIDDLE, R.N.
Pathology:	Mrs. J. LUSCOMBE, R.N.
YG:	Miss J. GODFREY, R.N., R.M., R.S.C.N. (UK).
Y1:	Mr. E. McDONALD, R.N. Associate Dip. ART.
Y2:	Ms. J. KEATING, R.N.
Y3:	Mrs. T. HART, R.N., R.M.
Y4:	Miss S. MARTIN, R.N., R.M.
Theatre:	Miss J. TAYLOR (ACT.) R.N.
C.S.S.D.:	Mrs. B. MOORE, R.N., Steriliz. Infect. Con. Cert.
Et:	Mrs. S. REILLY, R.N., R.M.
Ante/Post Natal Educator:	Mrs. M. TUBB, R.N., R.M.
Infection Control:	Mr. R. PECK, R.N., Steriliz. Infect. Con. Cert.
Nursing — Process Co-Ordinator:	Miss A. SOLLY, R.N., R.M.
Patient Dependency Co-Ordinator:	Mrs. M. NEALE, R.N., B.Sc., Dip. App. Sc. (NURS.)
Stomal Therapist:	Mrs. E. TINNEY, R.N., R.M., Stomal Therapy Cert.
Nurses Home:	Mrs. A. EGAN, R.N.

SCHOOL OF NURSING STAFF:

Senior Nurse Teacher (Midwifery):	Miss J. MURPHY, R.N., R.M., B. App. Sci. Nurs., Dip. Nurs. Ed. (Mid), F.C.N.A.
Staff Development Officer:	Miss J. CONDIE, R.N., R.M., I.W. Cert., B.B. Sc.
Senior Nurse Educators:	Ms. M. KEARNEY, R.N.
	Mrs. B. McGUINNESS, R.N., R.M.
	Mrs. P. GRAHAM, R.N., C. Care Cert., I.C. Cert., Sup. Mgt. Cert., B.App.Sci. (NURS.)
	Mrs. A. ROWE, R.N., R.M., Dip. Nr.Educ.
	Mrs. M. DELL, R.N.

GENERAL SERVICES STAFF

Director of General Services:

J. R. BRIDGER, F.A.S.A., C.P.A., A.H.A. (Prov.),
A.F.A.I.M., R.C.A.

DEPARTMENTAL HEADS:

<i>Finance Manager:</i>	B. M. BOLGER, B. Comm., A.A.S.A., C.P.A. (MGT-ACCT).
<i>Communications & Environmental Services:</i>	P. D. IANE, A.I.M.M.
<i>Catering Manager:</i>	D. R. BARKER, F.C.I.A., F.M.I.H.C., M.A.C.A.A., M.I.A.C., (Lond.), H.M.A.C.F. (Lond.)
<i>Chief Engineer:</i>	L. D. GRIGG, Dip. Mech. Eng.
<i>Domestic Services Supervisor:</i>	D. TAYLOR (Acting).
<i>Linen Services Supervisor:</i>	H. VAN HEES.
<i>Personnel Officer:</i>	L. M. GEORGE, M.C.E.S., M.I.A.A., A.H.P.A.A., A.I.P.M.A.
<i>Supply Officer:</i>	R. TONKS.

SENIOR SUPPORTING OFFICERS:

<i>Accountant:</i>	M. RHOOK, B. Bus. A.A.S.A., C.P.A.
<i>Assistant Accountant:</i>	R. K. BEAUMONT, M.I.A.A.
<i>Assistant Chief Engineer:</i>	L. DITCHFIELD, Dip. Mech. Eng., M.I.E. (Aust.).
<i>Assistant Caterer:</i>	A. FLAVELL, A.F.C.I.A., M.I.H.C., A.R.S.H., N.T.D.A., A.M.I.P.H.H.
<i>Assistant Domestic Services Supervisor:</i>	M. TUCKER (Acting).
<i>Paymaster:</i>	G. C. DALZIEL.
<i>Assistant Paymaster:</i>	G. GREVILLE.
<i>Project Officer:</i>	W. WALLACE. (Appointed 1-12-86).
<i>Occupational Health and Safety Officer:</i>	D. BORYS. (Appointed 27-1-87).

ASSOCIATED HOSPITALS ADMINISTRATION:

<i>Administrator:</i>	P. DUGGAN, L.H.A., A.A.I.M.
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CONTRIBUTORS

DONATIONS

AGGETT, Mr. G.	\$100.00	MARIOTT GLASS	50.00
ANONYMOUS	115.89	MARTIN, Mr. H.	1,000.00
APEX CLUB OF BALLARAT	198.00	MARTY, Mr. J.	150.00
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BIRKETT, Mr. G.	5.00	PERRIN, Mrs. V.	10.00
BLACKAM, Mrs. F.	25.00	POLICE DEPARTMENT	40.00
BOMBARDIERI, Ms. S.	100.00	PROWSE, A.	2.00
BRIDGER, Mr. J.	5.00	PROWSE, D.	2.00
BROAD, Mrs.	5.00	PROWSE, COOK & PERRIN	100.00
CLARK, Mr. L. H.	15.50	REDMAN, J. H. & K. M.	10.00
COCHRAN, Mr. W. L.	50.00	RICHARDS, Mr. R.	10.00
COLLIER CHARITY FUND	3,000.00	ROGERS, Mr. D.	100.00
COSTELLO, A. D.	100.00	ROTARY CLUB,	
CROUCH, N. A.	10.00	BALLARAT SOUTH	10,500.00
CROUCH, U. J.	10.00	RYAN, Miss J.	150.00
DUGGAN, Mr. R.	25.00	RYAN, Ms. A.	100.00
DUGGAN, Mrs. M.	25.00	S. J. WEIR PTY. LTD.	50.00
DUNN, Mr. L.	20.00	S. R. STONEHAM FOUNDATION .	50.00
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EXCHANGE HOTEL SOCIAL		SHEDDEN, J. & M.	25.00
CLUB	1,500.00	SHILLING, Mrs. R.	100.00
FARNELL, C.	2.00	SHIRE OF BALLAN	30.00
FISKEN, Mrs. P.	100.00	SHIRE OF BALLARAT	30.00
GEORGE, Mrs. I.	5.00	SHIRE OF BUNGAREE	100.00
GRIFFITHS, Dr. J.	25.00	SHIRE OF BUNINYONG	50.00
HALL & MAYES, Dr. P. & Dr. I.	10.00	SHIRE OF LEIGH	25.00
HARGREAVES, A. D.	200.00	SIMPER, Mr. N.	25.00
HEINZ, Mr. J. H.	20.00	SLOSS, Dr. W. L.	75.00
HOUSE, Mr. R. J. & Mrs. M. A.	300.00	TEBERNIEKS, Mrs. L.	20.00
JONES, Vera	15.00	THUSTAIN, T.	2.00
JONES, Mr. E. L.	100.00	THUSTAIN, R. J.	2.00
KEATING, Mr. M.	100.00	TOLLIDAY, Mr. T.	10.00
LAWLESS, Mrs. E.	5.00	V.LINE INDOOR CRICKET	100.00
LAYCOCK, Mrs. M.	20.00	VERNON, Mr. L. H.	10.00
LEATHER, Mr. R.	200.00	WENDOUREE PRIMARY SCHOOL	40.00
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LIONS CLUB BROWN HILL	550.00	WORMALD MACHINERY	
LONG, R.	400.00	VALVES	200.00
LUBECK, Mr. D.	100.00		

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ESTATE OF M. ADAMS	6,329.31	SCHEFFERLE, B. J. & T.	9.96
ESTATE OF M. A. ANSTIS	1,306.43	WALTERS, E.	33.02
ESTATE OF J. GRAYLING	438.91	JOE WHITE BEQUEST	4,500.00
HEWITT, R.	20,999.68	HILTON WHITE BEQUEST	5,500.00
MULLER, F.	37,602.06	ESTATE OF S. M. WILSON	815.00
PERCY & BAXTER			
CHARITY TRUST	1,000.00		

BALLARAT BASE HOSPITAL



OBJECTS

The objects of the hospital shall be:

- (a) To afford relief, including maintenance, and the treatment or care of, or attention to, any disease or ailment or any injury consequent on any accident, medical and/or surgical attendance, medicine, nursing assistance, support or aid of any kind in any form to such persons as are entitled thereto, under the Act, or any Regulations thereunder.
- (b) To provide facilities for the treatment of Hospital and Private patients or either of them.
- (c) To provide facilities for carrying out investigations and research into ailments, diseases, injuries, or other matters affecting the human body.
- (d) To provide facilities and support for undergraduate and post-graduate medical, nursing and ancillary education and of other persons associated with Hospitals as may be approved.
- (e) To support and assist local community health organisations and other health-related services in the community.





