

BALLARAT BASE HOSPITAL

1988-1989



**133rd ANNUAL REPORT
AND
REPORT OF OPERATIONS**

BALLARAT BASE HOSPITAL
STURT STREET, BALLARAT. VIC. 3350.
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*ANNUAL REPORT
AND REPORT OF OPERATIONS
FOR THE YEAR ENDED
30th JUNE, 1989*

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President of the Board of Management, Mrs. Margaret Duggan and Chief Executive Officer, Mr. Eeon Macaulay inspect a drawing of the new six-storey North Block.

Brief History

The Ballarat Base Hospital was established in 1856 as an outcome of the Eureka uprising. Initially its role was to treat injuries arising from gold mining. In succeeding years acute hospital services were extended firstly to the immediate District of Ballarat and subsequently to the wider Region, now represented by Health Region No. 2 and beyond. The Hospital is a registered funded agency under part 3 of the Health Services Act 1988. The responsible Minister as at 30th June, 1989 being the Honorable Caroline Hogg MLA.

A proud moment as Mr. Andrejs Zamurs Regional Director of Health presents the Certificate of Accreditation to Mrs. Margaret Duggan President of the Board of Management whilst (from the left) Dr. Ed. Davis Director of Medical Services, Mr. J.R. Bridger Deputy Chief Executive Officer and Miss W. Rogan Deputy Director of Nursing (Education) look on.



Philosophy

The Ballarat Base Hospital exists for the benefit of patients; all who work here do so because we service patients. The Ballarat Base Hospital's teaching and research benefits future patients.

We strive for excellence in care and acknowledge that the quality of our services depends on technical and professional skills, humanity, commitment and teamwork.

We accept the principle of accountability must apply to the Ballarat Base Hospital and to every staff member.

Thus we seek, through the pursuit of specific objectives, the highest standards of care, teaching and research, by the application of skill with compassion, discipline with dedication.

Mission Statement

Ballarat Base Hospital is committed to provide with care and compassion, the major referral services to Western Victoria in areas of comprehensive acute hospital patient care, research, professional staff development and community based care, and to constantly strive for excellence in effectively and efficiently providing these services.

Goals

To provide a comprehensive range of acute health care services, and to be the major referral centre for Western Victoria.

To ensure the highest quality of care and service using all available resources (human, physical and financial) as efficiently as possible.

To provide facilities for clinical teaching of undergraduates and graduates in medicine, nursing and the allied health professions.

To create an optimum working environment for all staff and to develop mechanisms which allow for appropriate recognition of staff service and achievement.

To provide leadership in all aspects of health care.

To foster positive community attitudes and commitment.

To conduct and promote relevant research.

BOARD

- President:* MRS. M.H. DUGGAN
- Senior Vice-President:* MR. D.J. WOOLLEY, B.Sc. (Eng.), M.Sc., M.Ed. Admin., C.Eng., M.R.A.E.S., F.I.E. Aust. Dean of Engineering.
- Junior Vice-President:* MR. N.F. MAHAR, Acc. (Bus. Studies) A.A.S.A., C.P.A., Public Accountant.
- Treasurer:* MR. W.L. COCHRAN
- Members:* MR. D.G.E. COWLES, Dip. Bus. Admin., Dip. Printing Admin., Managing Director. (Resigned 15/5/89)
- MR. D.A.E. FAWELL, L.L.B. (Melb.) Notary Public Barrister and Solicitor.
- MRS. P. FISKEN.
- DR. J.G. GRIFFITHS, M.B.B.S., F.R.C.O.G., F.Aust.C.O.G., Medical Practitioner. (Resigned 21/11/88).
- DR. B.R. HASSETT, M.B.B.S., F.R.A.C.G.P., Medical Practitioner.
- MR. C.R. PINKERTON.
- DR. W.L. SLOSS, M.B.B.S., F.R.C.O.G., Medical Practitioner.
- MR. J.B. VERNON, F.R.A.I.A., Architect.
- Chief Executive Officer:* 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

- Deputy Chief Executive & Director of General Services:* MR. J.R. BRIDGER, F.A.S.A., C.P.A., A.H.A., C.H.A., A.F.A.I.M., R.C.A.
- Director of Nursing:* MISS E.A. BRADY, R.N., R.M. (U.K.), Dip. Nurs. Admin., F.C.N.A.
- Director of Medical Services:* DR. C.B.E. DAVIS, M.B.B.S. (W.A.), M. Admin. (Monash), A.H.A.
- Auditors:* AUDITOR GENERAL OF VICTORIA
- Solicitors:* CUTHBERTS, BALLARAT
- Banker:* A.N.Z. BANKING GROUP.



The Chairman of the Hospitals Foundation receives a donation of \$10,000 from The Ballarat Brewing Company (L to R), Mr. Peter Lane Foundation Executive Officer, Mr. Jim Coghlan Chairman of Directors, Mr. David Karmouche Foundation Chairman and Mr. Jim Griffin General Manager.

SERVICES PROVIDED

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

**REPORT OF THE BOARD OF MANAGEMENT
FOR THE YEAR 1988-89**



Mrs. M. Duggan, President



Mr. E.D. Macaulay, Chief Executive Officer

This year has been significant for 2 major reasons. Firstly, changes in demand have eclipsed all previous years placing great strain on inpatient services. Secondly, the commencement of the planning process to redevelop the hospital following approval by the Minister for Health, the Honorable David White, MLC in April, 1988. Both of these issues have involved the Board of Management in extensive meetings and negotiations with the Health Department and the Ministry. In addition there have been a number of staffing issues, particularly the impact of the implementation of the report into professional issues in nursing and studies by the hospital relating to occupational health and safety, which have influenced policies. These and other significant issues affecting the Board's operations during the year will be detailed in this report.

REDEVELOPMENT

Planning — Throughout the year extensive user group investigation together with consultant briefing and planning took place to construct a new ward and operating theatre block to be located on the corner of Mair and Drummond Streets. In addition, planning included the refurbishment of Yuille House to provide improved conditions for patients and the first floor of Sloss House to house a new and "state of the art" intensive care and coronary care unit. In all, these works were estimated to cost \$39.5 million at Cost Plan C stage. The process was timed to be able to let building contracts no later than June, 1989 in accordance with original ministerial intentions.

Throughout the planning process extensive negotiations took place with the Facilities Division of the Health Department to ensure that a smooth transition from the planning to the contract stage would occur. A number of further studies were requested by the Health Department concerning aspects of the program and these, together with financial constraints in the latter part of the 1988/89, deferred a formal decision to proceed until the State budget in August, 1989.

In the second half of the year, the urgency for the redevelopment became apparent, because of increasing demand on services and growing community pressure. To expedite the decision, the Board had two deputations with the new Minister for Health, the Honorable Caroline Hogg, MLA, one at her office and one at the Hospital. On both occasions full support for the program was conveyed by the Minister. The Board acknowledges the assistance of State Members of Parliament, Mr. Frank Sheehan, Member for Ballarat South, Mr. Robert Knowles MLC, Mr. Richard De Fegely MLC. and Mr. Stephen Elder MLA, in supporting the submissions presented.

The Board was pleased to note that in the August, 1989 State Budget the sum of \$2 million was allocated to commence the project. These funds were to pay for contract claims expected to occur in April, May and June of 1990 following commencement on site in February.

The big task facing the Board will be to manage the patient demand during the three to four years of construction time.

Redevelopment Consultation — An important part of the planning process included extensive consultation with municipal and community groups. Under new guidelines the planning prerogative for hospital development now rests with the Minister for Health, however it has been the firm objective of the Board of Management to ensure that the impact of the new buildings will fit in with the environment and as far as possible meet community expectations. Accordingly, a number of meetings were convened with the Mayor of the City of Ballarat, Councillors and Officers of the Council to discuss these needs. Of particular note, were meetings held with the Ballarat Inner Neighbourhood Group — a body representing citizens living within the main city area of Ballarat concerned with environment issues affecting residential accommodation. Many matters were raised, particularly traffic, car parking and the visual impact of the new building to be located on the corner of Mair and Drummond Streets.

Demolition of Hutton Jones Wing — In anticipation of the approval of the redevelopment program, the Health Department approved the demolition of the Hutton Jones/McDonald Wing — a former 2 storey nurses quarters built in the 1920's. This project was funded by the hospital and completed at the end of June, 1989.

INCREASED DEMAND FOR SERVICES

By June, 1988 signs started to appear that the Base Hospital would be faced with a significant increase in demand, out of proportion to that experienced in the previous 10 years. There was evidence that, changes in health insurance status in the community, would cause a shift in demand from private hospital facilities towards the public sector. At the time of writing this report the Board notes that the overall level of health insurance in the community is now down to 46% with every indication that this percentage will go much lower. In addition, the aging of the community was also aggravating demand for acute services. The Board notes that nationally the percentage of aged persons has increased to 13% whereas in the 70's this was 10.5%. The aged percentage of the Ballarat community is above the national average and further serves to accentuate the effect of this factor on the demand for our services.

Another issue arising from the health insurance drift is that not only are more people reinsuring in lower benefit tables, more patients are demanding standard patient care than previously. This has had a significant revenue impact. Recent decisions by the Government have recognised this factor and budgets have been adjusted to make any inpatient revenues shortfall a fully funded budget item. The higher numbers of standard patients also increased costs, as all medical practitioner expenses now have to be met from operating funds. The impact of both revenue and expenses factors requires more funds to be allocated from State sources or alternatively modifications to throughput to remain within budget.

In December, 1988 because of a funding shortfall, the Board was forced to take urgent action to limit the availability of beds for patients as a means of curbing demand. Projections at that time showed that the Hospital could have cared for an additional 1,500 patients. It had been made clear to the Hospital by the Department that the Health Service Agreement provided a given amount of funds for a given amount of service and that the Hospital would be responsible for any additional costs associated with exceeding the targets. The Board, after very careful consideration of the impact that this would have on the community, reduced the available bed capacity to 228 beds from 254. Despite this action, inpatient numbers still exceeded budget forecasts by 600. As a consequence, the Board commenced negotiations with the Health Department to highlight the impact of growing demand and the need for extra funds to pay for additional patients. These negotiations led to a formal submission to the Minister highlighting the general under-funding of the hospital, emphasising the impact that the restricted funding for 1988/89 was having on the ability to meet demand. These matters were further discussed at a deputation with the Minister for Health, who agreed that the hospital's case had been substantiated. Unfortunately the hospital was unable to obtain relief for the financial year 1988/89, and negotiations centered on extra funds for 1989/90 to avoid further restrictions being imposed.

The restriction in services caused considerable community anxiety with many press statements from the public and medical staff.

In making its decision to reduce services, the Board established policies to ensure that no patient in urgent need of care would be denied that care, solely on the basis of the reduced funding and bed availability.

WAITING LISTS

As a direct consequence of the increased inpatient demand, the waiting list grew substantially during the year from 734 to 1,105. This was particularly significant taking into consideration the general easing of pressure over the Christmas/New Year period. An analysis of the figures showed an increase in complexity of cases waiting for orthopaedic surgery as well as an overall increase in numbers from 246 to 351.

While the average time for waiting for Orthopaedics under the formula devised by the Health Department was shown to be 5.4 months at the end of May, 1989, the actual statistics show that patients needing joint replacement were waiting in excess of 2 years. The Board is concerned that average waiting time for orthopaedic surgery ranks seventh in the State out of a total of the 29 large hospitals with official waiting lists. Other areas of concern in the waiting list were patients in the categories of General Surgery, Ear, Nose and Throat, Gynaecology and Urology.

There are two factors affecting the Hospital's ability to reduce waiting lists, namely the shortage of funded beds and the availability of only three operating theatres. The Redevelopment Program will address both of these issues especially through the increase in operating theatre capacity by 100%. However, it is of concern to the Board that, in the intervening period from the commencement of the Redevelopment Program to the availability of new services and facilities, the waiting list, particularly for complex cases, is expected to increase quite substantially.

The Board is also concerned that one of the major contributors to waiting list demand, namely the health insurance status of the community, is capable of being solved with a change in Federal Government attitude to health insurance. In the past Ballarat enjoyed a balance of services between the public and private hospital sectors and improved health insurance status would do much to redress the out of balance drift. The history of the Base shows that in the past, State Governments have taken both sectors into consideration when deciding the extent to which the services at the Base could be developed.

NURSING SERVICES

1988/89 was a milestone year in terms of issues that affected nursing at the Base Hospital.

Firstly, the Hospital celebrated 100 years of trained nurse education at the Ballarat Base Hospital in December, 1988. Prior to that the Hospital farewelled the last of the graduates from the hospital based training program started in 1888. The beginning of 1989 saw the first of the graduates from the Ballarat College of Advanced Education Nurse Training Program entering the paid workforce as graduate nurses.

In addition to the changes to the undergraduate program, the Hospital has had to become more dependent on its own resources to recruit staff and to train specialist nurses particularly in areas of critical care. Accordingly, while one program concluded, new education programs had to be commenced. These new programs were a key policy initiative aimed at improving staff retention rates and aiding recruiting.

ANNUAL MEETING 1988

The Statutory Annual Meeting of the Hospital was held on 21st September, at which Life Governor Certificates were presented to Dr. Heather Dick, Mr. George Peet and Mr. William Sorrell. Dr. Neal Blewett, Federal Health Minister, was the guest speaker.

SMOKE FREE ENVIRONMENT

On January 1st, 1989 the Board of Management extended the previous partial ban of no smoking in work and patient care areas to a total ban. In taking this final step the Board recognised the occupational health and safety risks associated with smoking, as outlined in Government policy, and in the policies of the Workcare organisation.

HEALTH SERVICE AGREEMENT

On 30th September, 1989 the hospital signed the second Health Service Agreement with the Government of Victoria for the provision of services. This Agreement specified the level of service to be provided for the budget funds allocated. During the course of the year the Board had cause to invoke clauses of the Agreement to be able for it to cope with the significant increase in demand for services, which were not to be matched by a compensatory increase in funding. This was achieved through a reduction in bed complement from 254 to 228 to match the funding available. It was anticipated that future Health Service Agreements would follow this same pattern.

C.T. SERVICE

In September, 1989 a new C.T. service was officially opened by the Minister for Health, the Honorable David White MLC. This new service followed protracted negotiations between the Ministry, the Health Department and the Board about the future of public hospital C.T. services for Region 2. Initially it had been proposed to transfer the privately owned C.T. service located at the St. John of God Hospital to the Base for a short period and then install a publicly owned service at a later date. After representations by St. John of God Hospital, it was determined that the private service remain at St. Johns and a new service be established at the Base. The Government funded the new service to the extent of \$1.15 million. The equipment supplied was a "C.T. Pace", from the General Electric Company, — a new style of C.T. machine based on a system of parallel microprocessing for the production of images. At the end of the financial year the service was operating on a profitable basis with a throughput of 9 patients per day. Part of the agreement with the Government to install this new service was that all costs including staffing, supplies and services had to be met from revenue generated.

MEDICAL STAFF

In December, 1988 Dr. Ian Goy, Director of Radiology, retired after 29 years of service as a Senior Radiologist and latterly as the Director of Radiology. Prior to entering Radiology, Dr. Goy served one year as Medical Superintendent in 1956/57.

Dr. David O'Sullivan retired in June, 1989 after an outstanding length of service, extending for 30 years, as a specialist physician. Dr. O'Sullivan held a number of honorary and sessional appointments finishing his career as Director of Coronary Care and Senior Specialist Physician. Both retirees were appointed to the Consultant Emeritus staff in August, 1989.

The undergraduate training program run in conjunction with the University of Melbourne continues to develop. Further negotiations with the University of Melbourne have resulted in the establishment of formal lecture programs in Pathology commencing in 1990. A special feature of undergraduate training has been the increasing number of overseas undergraduates, especially from Germany, seeking practical experience posts at the Base.

IMAGE RESEARCH

During the year the Board engaged consultants to examine the Hospital's relationships with patients and outside providers. This research was part of ongoing initiatives by the Board to assess, review and improve the Hospital interface with the wider community and in particular, its patients. Part of the research focused on internal staffing relationships to identify areas of service improvement.

This research follows two successful programs at Senior Staff and Board level held in 1987/88 which also focused on service delivery.

VISITS BY CHINESE DELEGATIONS

On the 1st July, 1988 and 5th March, 1989 two senior delegations from Jiangsu Province in China visited the Base Hospital. These visits were part of the Sister State arrangements fostered by the Government of Victoria. As an outcome of these visits a further visit for a week was arranged for the Chief Executive Officer of the Suzhou No. 2 Hospital in Jiangsu Province. This visit extended the relationships already established and concluded with an Agreement to exchange professional staff being signed by both parties. It is expected that two senior staff members of the Suzhou No. 2 Hospital will spend 4 to 6 weeks at Ballarat during 1990.

FAMILY BIRTHING SERVICES

During the year the Board approved funds to immediately upgrade the existing birthing rooms within the midwifery suite as a means of improving the environment for midwifery patients. Although not concluded, a feasibility study is being pursued jointly by Nursing and Medical staff to determine whether a family birthing centre could be established in the immediate future pending the opening of such a service at the conclusion of the Redevelopment Program. Both of these projects would be developed using funds generated by the Hospital.

CAR PARKING

For many years, the Board of Management has been concerned about the growth in the number of cars associated with both staff and patients now requiring parking space in the vicinity of the Hospital. Although about 300 spaces are provided on site, this is well below requirements and accordingly surrounding streets are being increasingly used, much to the concern of local residents.

Various surveys have been undertaken since 1980 to monitor this growth and finally in April, 1989 a formal feasibility study was commissioned by the Board to look at options for developing major onsite car parking facilities to relieve the growing pressure. One of the difficulties facing the Board in the establishment of new car parking facilities is the current Government policy not to fund such facilities. Accordingly, the project can only be developed as a self funding venture through fees raised supplemented by other revenue from associated services that might be built in conjunction with the car park and which would themselves produce surplus revenue. The current high level of interest rates will have a major effect on the Hospital's ability to follow through with this project. A decision on the future of car parking will be made during 1989/90.

JESSIE LANGHAM HOUSE

On the 5th August, 1988, the Board of Management formerly renamed the Nurses Home to Jessie Langham House in recognition of the service to the Hospital of a former Director of Nursing, Miss Jessie Langham, who served the Hospital from 1st December, 1947 to 18th September, 1967. She was awarded an OBE for her services to nursing and was Director during one of the most significant periods in the development of undergraduate nurse training in public hospitals. Miss Langham, who was aged 84, officiated at the ceremony to rename the building. Sadly Miss Langham passed away on 12th November, 1988.

STAFF AND EDUCATION

Many developments have taken place during the year in respect of staff development and education. Details of these programs are contained in the three Service Directors' reports. The total number of staff employed at the Hospital is shown in the supplementary information under "Other Reporting Requirements".

FINANCE

This year the Hospital is reporting on finance in a much more comprehensive manner because of the requirements of the Auditor General and the Annual Reporting Act. These statements are shown in a separate section in this report.

It is of significance to note that despite the substantial increases in costs experienced by the Hospital during the year, the increase in cost per inpatient treated from \$1,768 to \$1,850 was held to 4.6%, ie: less than CPI. This was occasioned by the continuing attention by the Board to efficiency issues throughout the year. It is also important to note that despite an increase in outpatient activity of the order of 20%, there was no increase in the per attendance cost of \$48.

The Board is concerned that productivity, in terms of cost containment, can go only so far and there are significant signs that any further attempts to increase throughput for no increase in cost will be counter-productive in terms of industrial relations, efficiency and possibly patient safety. It is also significant that the cost of patient supplies continue to rise, in many cases in excess of CPI values.

It is also of concern to the Board that future budget negotiations with the Government will take note of, but not necessarily include, full adjustment for CPI and other unavoidable cost increases associated with running the Hospital. Of particular note is the changing patient referral patterns, which have resulted in a substantial increase in the complexity of patients being treated as represented by an upward shift in the index represented by Diagnostic Related Groups (DRGs). It is also noteworthy that while certain activities in the Hospital are directly sensitive to patient numbers, for example; nursing and medical services, other departments such as medical records and administrative services eventually have to cope with the higher numbers being treated and consequently need to be recognised in funding allocations. In a special submission to the Health Department to seek additional funds to meet increased levels of throughput, these aspects were clearly identified and evaluated. The Board is concerned to dispel the myth that increased patient numbers can always be coped with within a given funding level, ie: that the additional patients can be treated without additional cost. In some cases it has been possible to cover this by productivity changes and agreements with unions to redirect staffing costs, however, in terms of direct patient costs such as medical and surgical supplies, food and linen, such costs cannot be avoided. The Board will continue to negotiate with the Health Department and the Government to ensure that these issues are well understood.

AUDIT AND ANNUAL REPORT

The Board wishes to pay a special tribute to the former external Auditors, Prowse, Cook & Perrin, for their long association with the Base which ended on the 30th June, 1989.

The Board appreciates the special expertise that this firm brought to the audit process together with the wide range of specialist advice they were able to provide to the Board. It was with regret that this long association had to be severed due to the assumption of external audit responsibilities by the Auditor General of Victoria from the 1st July, 1988.

In addition to the new auditing requirements, the Hospital is now required to meet further obligations under the Annual Reporting Act and this report together with the audited financial statements are now required to be tabled in the Houses of Parliament by the 31st October, 1989. As a consequence of both of these changes, this report will be much larger and more comprehensive than in previous years.

FOUNDATION

During the year a milestone was reached with the establishment of a Foundation aimed at using new capital funding per long term hospital purposes. The organisation was incorporated under the Companies Act as a non-profit organisation. To the Chairman of the Foundation, Mr. David Karmouche and the Board of Directors, the Hospital expresses its grateful thanks.

BOARD APPOINTMENTS

For the round of appointments due on September 30th, 1988, seven applications were received in response to advertisements for 4 positions on the Board. The following were successful.

Mr. D.A.E. Fawell
Mr. D.G.E. Cowles
Mr. N.F. Mahar
Mr. D.J. Woolley

During the year there were 2 resignations from the Board —

Dr. John G. Griffiths on 21st November, 1988
Mr. Douglas C.E. Cowles on 15th May, 1989.

Dr. Griffiths had served as a member of the Board of Management for 12 years and Mr. Cowles for 2 years. Both Members made a significant contribution to the running of the Hospital and the Board of Management publicly acknowledges this service.

THE FUTURE OF HEALTH SERVICE PROVISION

The Board believes that the time has arrived when serious decisions at Government level will be required about the level of public hospital services that can be funded and how the growing expectations of the community can be dealt with.

Experience overseas has shown that Governments cannot continue to pour money into health and at the same time meet their obligations to other areas of community service. There has been a growing expectation in the community, and in the minds of some providers of health services, that all demands for public hospital services must be funded. The last 2 to 3 years has shown this is not practical, however to date it has been left up to the hospitals to take the hard decisions to curtail services to meet the availability of funding.

It is now time for Governments, in partnership with hospitals and other health service providers, to take the initiative and start programs of educating the public that all services cannot be provided on demand and that funding is very finite. The expectations of the public should be channelled into a greater level of personal health maintenance. Activities deleterious to health, such as smoking, alcoholism and drug abuse will increasingly have to become a personal responsibility in partnership with the Government, if a balanced health service is to be provided.

APPRECIATION

The Hospital owes an extensive debt of gratitude to the continuing support of community organisations. The Board believes that this support and the links it provides with the community enables its services to be better understood. Especially, the Board of Management would like to pay a tribute to the work of the Mary Helen Auxiliary, the Ballarat Base Hospital Trained Nurses' League, the Base Hospital Younger Set and the VIPs for the funds raised to provide additional services to patients. In addition, the Board would like to recognise the valuable work provided by the Red Cross Volunteers and in particular, the services of the volunteer library staff who provide books to patients throughout the year.

During the year the Hospital received extensive financial support from individuals, Trusts and other benefactors. The Board wishes to place on record its gratitude for such financial support and to say that the high level of equipment available to patients in the Hospital is in no small way due to the continued interest of the community in their Hospital.

To the media, represented by the Ballarat Courier, BTV6, the Ballarat News, 3BA and 3BBB, the Board wishes to say that their continued publicity of activities at the Hospital has enabled us to keep the community better informed about the Hospital and in turn topical health issues.

M. Duggan

Margaret Duggan
PRESIDENT

E. D. Macaulay

Eeon D. Macaulay
CHIEF EXECUTIVE



MISS JESSIE LANGHAM, O.B.E.
(Matron from 1947-1967)

In a Ceremony on 5th August, 1988 the Nurses' Home was renamed Jessie Langham House in recognition of her services to the Base Hospital.

Medical Services Director's Report

This year 1988/89 was yet another period of record breaking for Ballarat Base Hospital, achieving the highest throughput yet while paradoxically also reaching the highest number of patients on the waiting list. It also was a record for expenditure with \$874,000 in excess of budget.

The record number of inpatients was achieved despite a reduction in bed numbers from December in an attempt to prevent the number of inpatients exceeding the agreement target. This we failed to do and a record number of patients over the agreement were treated.

Outpatient numbers also increased significantly with the Emergency Department numbers back to the highest number of the 70's. Consistent with the other increases there were record numbers of patients through our Investigatory Departments.



DR. C.B.E. DAVIS
Director of Medical Services

Staff

All of the above took place without any increase in Staff other than those employed on the CT service. This commenced in September, 1988 and has been invaluable in the investigation of severely ill and injured patients.

Two very senior staff left during the year, Dr. David O'Sullivan, Physician, and Dr. Ian Goy, Director of Radiology. They both have significantly influenced the development of Ballarat Base Hospital and their wise advice will be sorely missed. We are fortunate in obtaining fine replacements for them in Dr. John Richmond and Dr. Bob House, both of whom have been on the staff for some years and will be well known.

Another change in Radiology was the departure of Dr. John Stubbe for Albury which was received with regret. Dr. Jim Mullany as his replacement is proving more than capable and he has been well received. In Pathology Dr. Nick Mulvany has departed for Warrnambool after 4 years here. His quiet Irish charm and helpfulness will be missed.

Dr. John Garner left after a lengthy term as Director of Family Medicine. His representation of General Practitioner view points in the Specialist Professional Staff Group was always active, well argued and worth listening to. He also has been ably replaced this time by Dr. Neil Phillips.

During the year the Chief Occupational Therapist, Don Lynch elected to become part time and some time later resigned to go to Melbourne. We were fortunate to have an experienced O.T. Pauline Roennfeldt who replaced Don as Chief. Pauline's cheerful approach to her work has been well received by all.

The final Senior Staff change I would like to mention is to welcome a local, Dr. Michael Toohey, who joined us as a sessional Ophthalmologist early this year.

Excluding short term appointments such as Resident Medical Officers, trainee Pharmacists and Radiographer Interns, staff turnover in the Medical Division was 15% for the year.

Education and Training

As a Division with a predominance of Professional Staff in its ranks, education and training was mainly attended to outside the Hospital by the relevant professional bodies. This is reflected in the number of attendances at Conferences and Seminars.

Theatre Technicians who completed the Mayfield course during the year were Robert Hammond and Ian Leishman.

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

Accident and Emergency Department

The last financial year has seen increasing demands placed on the Accident & Emergency Department.

With 43,000 patient attendances the attendance rate at this Department has gone up 35% over the last five years.

Although there has been a 30% increase in trauma in this region over the last three or four years, the increase in attendance has not been due entirely to emergency work.

The time is nigh when we will have to look at restricting this service to people who are genuine emergency cases only to ensure that resources are not being diverted to people who are using this department purely for free medical care.

On the medical staff side of things, we are delighted to have Dr. Steve Walker return as Deputy Director of the Department, and the redoubtable Dr. Mark Harris has also returned to work with us indefinitely. It has been a year of nostalgia as our previously pregnant stalwarts in the nursing fraternity, and there are probably too many of them to name, have now returned, some on full time and some on a part time basis to the Department.

As in previous years I would like to thank the excellent support we receive from the Ambulance, Police and Fire Services in this city.

M. FITZGERALD,
Director of Accident
and Emergency.



*Dr. M. FITZGERALD
Director of Accident
and Emergency*

Radiology Department

The last twelve months has seen expansion of the Radiology Department. Changes in private health insurance with more patients choosing public hospital care, have resulted in a large increase in procedures performed. The introduction of C.T. scanning and duplex doppler ultrasonography, has increased the complexity of work undertaken. Such a major shift in workload would not have been possible without the full cooperation of all the staff in the department.

The high level of technical expertise and professional compassion evident in the Radiology Department, is testimony to the efforts of the previous Director, Dr. Ian Goy, who resigned during the year. Fortunately, his experience and wisdom is not lost to the hospital, Dr. Goy will continue to attend the hospital as visiting radiologist.

Developments in technology will no doubt bring more change in the near future. Hopefully the funds will be available to maintain the current status of the department.

R.J. HOUSE,
Director of Radiology.



*Dr. R.J. HOUSE
Director of Radiology*

Pathology Department

My change of title from Chief Pathologist to Regional Director of Pathology is an indication of the major change in Pathology Services which has occurred during the past year. Although the Pathologists at the Ballarat Base Hospital have always been responsible for regional pathology services the effect of Accreditation on these services and the requirements of the Commonwealth Government necessitated the introduction of more formal arrangements. These in turn necessitated more frequent and regular visiting of the regional Pathology laboratories. This was a major factor in the employment of a fourth Pathologist.



*Dr. S.T.H.H. PILBEAM
Regional Director of
Pathology*

Although for much of the year the hospital's bed state has been reduced by ward closures, the work load of the department has not fallen. The shorter bed occupancy and increased numbers of acutely ill patients has thrown a heavy strain on the department. Out of hours work has escalated and Saturdays and Sundays are becoming almost normal working days. The time is not far off when we shall have to staff the department for a 24 hour day, 7 day week. Already the extra costs can almost be offset by overtime and on-call payments. The introduction of new techniques and treatment into the hospital, though avoiding the necessity for patients to be referred to city centres increases the complexity and amount of work in ancillary departments. The Board of Management, is, I know well aware of this situation but can do little to help us in this period of financial stringency.

Much could be done, I am sure, by reallocation of funds within the Health Department rather than obtaining extra funds for this type of development. There is a tendency for major metropolitan institutions to maintain staffing and expenditure in their departments when faced with a significant fall in work load due to decentralisation. In consequence institutions like the Base Hospital are suffering considerable financial stress. Reduction of services in regional hospitals is resulting in increased regional referrals whereas improved services in the hospital have resulted in less referrals on to metropolitan hospitals and one of the departments particularly affected by this situation is the Pathology department.

S.T.H.H. PILBEAM,
Regional Director of Pathology.

Professional Staff Group Report

The P.S.G. regrets the resignation of Dr. D. O'Sullivan who has served the hospital for 30 years, as Paediatrician and Physician. We note with sorrow the death of Dr. E. Naug who served for 17 years.

In the past year the Professional Staff Group has continued to discuss and try find ways of improving the patients' lot. All the issues of the past ten years are still alive, but, the battle is surely but slowly being lost.

Much hope is being placed by all concerned that the promised new building will eventuate, however, the P.S.G. is well aware that the fate of Ballarat's sick people is decided at afar, and whilst we share the world wide problem of finance, this country is determined to repeat all errors of overseas and the triumph of theory over practice.

The P.S.G. thanks all those other members of staff, who, despite all the difficulties imposed by many capital city organizations; so cheerfully contribute their all to the Hospital and its patients well being.

B.W. GRIFFITHS,
Chairman.



*Miss E.A. Brady,
Director of Nursing*

Director of Nursing Report

1988-89 has been a demanding and challenging year for the Nursing Division dominated by increased patient throughput and limited resources.

The Education Resource Centre

The Education Resource Centre continues to achieve excellence in the fields of post basic and in service programmes, not only for the staff of Ballarat Base Hospital, but for hospital staff within our region.

The Centre has maintained a high profile in formal post basic education programmes including Critical Care Nursing, Midwifery Nursing and Refresher Nursing Courses. Graduate nurse programmes have been conducted at regular intervals and are of great value in assisting new graduates to take on the role of the registered nurse. The first group of graduates from Ballarat College of Advanced Education will complete their graduate year at the end of this year.

Quality Assurance

The Quality Assurance and Audit Committees have continued to play an important role in maintaining and improving the standard of patient care delivered within the hospital. The Quality Assurance Committee has developed audits related to Nursing Care, Drug Therapy and Nursing Documentation, and is working towards integrated Quality Assurance activities, such as Comprehensive Patient Satisfaction Surveys. Individual wards and department areas have been encouraged to develop audits related to specific activities within those areas.

All levels of nursing staff are to be congratulated for their involvement and commitment to maintaining nursing standards within existing financial constraints and with increased patient throughput.

Acknowledgements

To the Mary Helen Auxiliary and to The Ballarat Base Hospital Fund Raisers (Younger Set), my thanks for your continued financial support. To Miss W. Menadue and Mrs. L. McDonald, who have resigned after completing twenty years of service to this hospital, my best wishes and thanks.

Finally my thanks to the members of Nursing Administration, both nursing and clerical, for their support, and to Mrs. M. Stickland, Deputy Director, Nursing and Miss W. Rogan, Deputy Director of Nursing, Education, my appreciation of their commitment to the Nursing Division and this hospital.

E.A. BRADY,
Director of Nursing



Local television personality Glenn Ridge does his bit to support the introduction of the Hospital's Smoke Free Environment.



Mr. J.R. Bridger Deputy Chief Executive Officer, Nurse Tonia Hema and young patient participate in Red Nose Day.

COMMUNITY SUPPORT

Once again 1988-1989 has seen many Community Service Organisations continue to show their support and commitment with the donation of valuable equipment.

It is through their generosity that Ballarat Base Hospital continues its proud reputation as a first class health care provider.



Mr. Ray Rosenow of the Exchange Hotel Sports Club presents a Mini Doppler purchased by the Club. Receiving the equipment is Charge Nurse Carolyn Barrie (R) and Nurse Fiona Brew (L).



Board of Management President Mrs. Margaret Duggan tries out a Dinamap Non-Invasive Blood Pressure Machine donated by Heart Beat Victoria.



A presentation of one of three wheel chairs donated by the Trained Nurses League.



Equipment for the Children's Ward through the generosity of Brown Hill Lions Club.



The donation of a Cardiotacgraphy Monitor was the joint effort of the Lions Clubs of Ballarat, Brown Hill, Wendouree, Beaufort, Mt. Bolton and Cape Clear.



Chief Physiotherapist Shaun Murphy supervises the operation of a Tidro-Power Ankle Machine donated by the Police and Eureka Apex Club.

DIRECTOR'S REPORT

This financial year has been an extremely busy one. Not only because of the increased hospital activity in having treated a record number of patients, but also from the forward planning that has been undertaken for the Major Redevelopment. A number of user groups and working parties were formed early in the year to co-ordinate the input for the architects.

The increased patient throughput of both inpatients and outpatients together with an increase in demand for financial information has led to additional workloads throughout the Hospital and from an accounting point of view created a record number of receipts and invoices being processed.

During the year the Hospital received grants from the Government of \$125,000 and \$75,000 for the purchase of the following equipment:—

Cobe Dialysis Machine	— Intensive Care
Broncoscope	— Theatre
Pulse Oximeters	— Accident and Emergency, Theatre
Dinamaps	— Theatre
Sanitizers	— Yuille House
Photocopiers	— Administration
Ventilators	— I.C.U.
Resuscitation Trolley	— Midwifery

This year, fifty-five tours were conducted throughout the Hospital. The majority of these were for primary school children aged 5 to 11 but the Hospital also catered for other groups such as secondary students, career tours, Scouts, Brownies, Australian Air League and church groups. The responses and feedback received has been overwhelming with many letters of appreciation being received from the school children expressing their appreciation of the work undertaken by Mr. Gary Greville in arranging these tours. This is always a worthwhile public relations exercise for the Hospital and it is pleasing to see that the service has been greatly appreciated.

The Hospital Communicator has again been very well supported by all divisions, departments and individuals resulting in high quality items being submitted and giving a balanced publication. Approximately 500 copies are produced bi-monthly for distribution throughout the Hospital and to other interested parties. The Communicator plays an important part in the Hospital's communication network as well as providing light hearted and informative reading for the staff.

In preparation for the Redevelopment Program, new office accommodation had to be provided for those staff situated in McDonald/Hutton Jones Wings. Jessie Langham House first floor was modified for these staff. This work which was co-ordinated through the Engineering staff has resulted in comfortable accommodation being provided.



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



The redevelopment begins with demolition as workmen tear down the Hutton-Jones and McDonald Wings of the old nurses home.

There has been little point in expending resources on minor works to areas that are to be completely refurbished because of the redevelopment, and hence only a few such projects were undertaken by the Engineering Department this year. These include:—

Fit out newly created C.T. area ready for use	\$10,800
Convert the first floor of Jessie Langham House to office accommodation	\$58,000
Alterations to Pharmacy to increase store area	\$6,200
Development of proto-type rooms and fixtures for redevelopment project	\$15,000
Demolition of Hutton-Jones and McDonald Wings for redevelopment	\$55,000

The Occupational Health and Safety Committee again tackled a broad range of issues throughout the year in an effort to maintain a healthy and safe work environment for the benefit of patients and staff. One of the main aspects tackled during the year was the introduction on the 1st January, 1989 of a smoke free policy. During the past two years the Hospital has been moving towards a smoke free environment. Although always a contentious issue, the banning of smoking in the staff cafeteria in particular has provided a more pleasant environment for all to enjoy. In line with the broad range of activities covered by Occupational Health and Safety, other highlights included a 72% return to work success rate for those receiving rehabilitation under WorkCare, and the successful staging of a fire awareness month in June which involved extensive staff training culminating with an out of hours evacuation exercise.

The Hospital sponsored "After School Hours Child Care Programme" run in conjunction with St. John of God Hospital, has shown a steady increase in demand during the year. It has operated quite successfully during the first six months of 1989 and demand is set to increase.

The Catering Department serviced a record number of functions requiring food services. Some of the major ones being for the School of Nursing Centenary for which a decorated Centenary cake was donated, the Past Trainees Buffet Dinner, the Gordon Little Foundation Dinner and others. A sandwich bar now operates in the staff cafeteria which compliments the plated meals service available. During the year Mr. M. Wilmshurst resigned as Assistant Caterer, and Mr. H. Deutscher was appointed to replace him.



One of the hospital's international visitors Dr. Yu Kangmin, Executive Director of Suzhou No. 2 Peoples Hospital in Suzhou Province, China, speaks with Mrs. Margaret Duggan, President of the Board of Management.

Hospital Foundation

The Ballarat Base Hospital Foundation Limited was launched at a dinner at the Balanada Room, Bell Tower Motel on Wednesday evening the 3rd May, 1989. It was compered by entertainer and impersonator Mr. Paul Jennings. The evening was most successful. The Foundation has been established to support the hospital Board of Management by fostering financial assistance for the continued development and improvement of hospital services and facilities. Further, to invite the community of Ballarat to participate in the Hospital's future, and to encourage donations and gifts from the community of Ballarat. Already a number of large donations have been received and at the time of print the Foundation pledges amount to \$186,410.00. The Foundation Council is headed by Mr. David Karmouche as Chairman, Mr. Jamie Gear and Mr. Frank Whitfield the two Vice Chairmen. Mr. Peter Lane has been seconded to the Foundation to provide administrative services, and Mrs. Jenny Buchanan provides part-time secretarial services.

Training and Education

During the year, the Victorian Government released new regulations and a code of practice on manual handling. The Hospital has undertaken an ambitious program of staff consultation to meet the requirements of these regulations. The election and training of more Health and Safety representatives by both the A.N.F. and the H.E.F. will provide a workplace level approach to improving health and safety generally. Throughout the Division, staff have been encouraged to participate in staff development programs and staff have participated in various seminars to further improve their skills and knowledge.

Staff

I wish to record my grateful thanks to the following staff who left the General Service Division this year with 10 or more years of service.

Eileen Templar	— Catering	— 13 years
Barry Robertson	— Environmental Services	— 13 years
Don Terry	— Catering	— 12 years
Margaret Miller	— Environmental Services	— 19 years

Re-organisations within the Division allowed the appointment of a Personnel Officer, the upgrading of the Security Service to allow for 24 hours a day, seven days a week service, and the appointment of a Junior Storeman.

It is with regret that I report the death of Mr. Vic Sargeant who passed away in June of this year after a short illness.



Council Members and Staff of the Ballarat Base Hospital Foundation Limited. From the left: Mr. Merv Collins and Mr. Jamie Gear (Vice-Chairman), Mrs. Jenny Buchanan, Secretary and Mr. Peter Lane, Foundation Executive Officer.

Social Club

Membership continues to grow in the Social Club and is now approximately 500 members. Good support is being shown with large attendances at most functions. The Committee is a hard working group and are to be congratulated on their achievements.

Thankyou to all who helped during the 24 hour strike

On the 26th July, many of the General Services staff were involved in a 24 hour strike.

The Hospital coped very well on the day, thanks to the help and support of staff from all areas throughout the hospital and a small group of volunteers. I would like to record my grateful thanks to Mrs. Angela Flavell — Catering Manager, Mr. Henry Deutscher — Assistant Catering Manager and Mr. Alan Flavell (Angela's husband) who with the apprentice cooks provided the meals on the day. There was little change to the regular menu scheduled for that day and patients were offered the choice of a hot or cold breakfast, a choice of three hot meals for lunch, and a salad for the evening meal. To achieve this was magnificent, and demonstrated a real "Team Effort" throughout the organisation. A great deal of the preparation by way of setting up of the trays/trolleys and food preparation was done the previous day by the catering staff. This greatly assisted on the day of the strike and was greatly appreciated. To all those who in any way helped on the day in carrying out tasks beyond their normal duties, may I say a sincere thankyou for a job well done for the hospital and its patients.

The support received from staff at all levels has been greatly appreciated. To the Executive, Departmental Heads and their staff and particularly to my Secretary Mrs. Erin Kervarec, I record my sincere thanks for the assistance I have received throughout the year.

J.R. BRIDGER,
Director of General Services



Past Director of Radiology Dr. Ian Goy (left) inspects the new \$1.5 million CT Scanner with Chief Radiographer Ian Channing.



Chinese Health Administrators tour the Pathology Department. They are from the Province of Jiangsu, Victoria's sister state in China.

PERFORMANCE INDICATORS

	1987/88	1988/89
Inpatients Treated — Acute		
Total Treated	12,665	13,391
Total Discharges	12,483	13,216
Break Down by Speciality (Discharges only)		
General Surgery		2,312
Gynaecology (STD)		556
Obstetrics (STD)		742
Obstetrics and Gynaecology (PVF)		836
ENT	<i>NOT PREPARED</i>	675
Ophthalmology	<i>IN</i>	92
Urology	<i>THIS</i>	793
Orthopaedics	<i>FORMAT</i>	1,220
Dermatology		9
Psychiatry		7
Paediatric		730
Anaesthesiology		30
Oncology		329
Radiology		22
Facio-Maxillary		218
Dental		334
R.M.O. (A. & E.)		280
Medicine		3,212
General Practice		809
G.P. Rotation		10
Total	12,483	13,216
Average Length of Stay	5.07	5.04
Patient Days		
(a) NHT Patients	10	—
(b) Other	64,240	67,249
Occupancy		
(Based on beds available — 232)	75.85%	
(Based on beds available — 228)		80.8%
(Based on 254 beds)	—	72.4%
Outpatient Attendances		
Total	156,163	180,220
Accident and Emergency	42,063	43,212
Medical Clinic/Therapy	114,100	137,008
Efficiency		
	\$	\$
Cost per inpatient treated	1,767.96	1,839.05
Cost per inpatient day	348.71	365.11
Cost per inpatient treated		
DRG adjusted	2,339.19	2,419.80
Cost per outpatient attendance	50.40	47.82

OTHER REPORTS

OTHER REPORTING REQUIREMENTS

Accreditation

The Ballarat Base Hospital holds full accreditation status with the Australian Council on Hospital Standards, this being current until the 24th June, 1991.

Quality Assurance

The Hospital has established a comprehensive Policy on Quality Assurance and this is monitored through the Patient Care Review Committee, a Sub-Committee of the Board of Management. Application has been made to the Health Department for approval of this Committee to be exempt from F.O.I. under Section 139 of the Health Services Act relating to quality assurance.

Staff Numbers

The number of staff employed are as follows:—

Category	Paid EFT 1987/88	Paid EFT 1988/89
Nursing	365.97	366.24
Administration & Clerical	108.74	97.16
Medical Support	89.25	79.05
Hotel and Allied	191.81	191.06
Medical	7.30	6.58
RMO's	29.77	28.66
Sessional/Clinicians	11.43	11.08
TOTAL	<u>804.27</u>	<u>779.83</u>

*EFT = Equivalent Full Time

STAFF SUPERANNUATION BENEFITS

Every full-time, part-time and casual employee at the Ballarat Base Hospital now automatically receives the non-contributory Basic Benefit superannuation as part of their employment package. This benefit is financed by the Hospital and managed by the Hospitals Superannuation Board.

The Basic Benefit includes,

- A lump sum payment on retirement any time after age 55. This grows each year at 3% of salary, with interest added annually at the Fund earning rate.
- Personal disability insurance cover.
- Death benefits for dependants.

Members also have the option to build on this Basic Benefit by contributing 3% or 6% of their salary to the Fund. This contributory superannuation greatly increases the size of the benefit the employee can expect on retirement.

This benefit may be transferred between some 500 health care institutions throughout Victoria.

PECUNIARY INTERESTS

Members of the Board of Management are required to notify the President of the Board of any pecuniary interests which might give rise to a conflict of interest, in accordance with Clauses 10 to 13 of the Standard Conditions of Funding for registered funded agencies pursuant to Division 2 of Part 3 of the Health Services Act 1988.

WORK ACCIDENTS

The Hospital employs a full time Occupational Health & Safety Officer to develop and monitor policies in respect of Occupational Health & Safety issues relating to employees.

Relevant to the number of employees in the Hospital as shown in the above staffing table, the number of lost time injuries amounted to 60 with the number of hours lost as a result of these injuries amounting to 6,576 hours.

FREEDOM OF INFORMATION REQUESTS UNDER THE FREEDOM OF INFORMATION ACT 1982.

The number of formal requests under the Freedom of Information Act processed during 1988/89 totalled 39. The majority of requests was received from patients seeking information relating to treatment details included in medical records.

FEES AND CHARGES

The Hospital charges fees in accordance with Health Department directives issued under Section 8 of the Hospitals and Charities (Fees) Regulations 1986 as amended.

ADMISSIONS
**DOMICILE OF PATIENTS DISCHARGED DURING
THE YEAR ENDED 30TH JUNE, 1989**

Region No. 2	PATIENTS	%
Ballarat City	4,927	37.2
Ballarat Shire	1,603	12.1
Sebastopol	1,070	8.1
Buninyong	599	4.5
Ripon/Grenville	623	4.7
Creswick/Clunes/Talbot	741	5.6
Ararat/Avoca	343	2.6
Bungaree	476	3.6
Lexton/Daylesford/Glenlyon	385	2.9
Other	748	5.6
Total Region No. 2	11,515	86.9
Outside Region No. 2	PATIENTS	%
Loddon/Campaspe	721	5.5
Barwon South West	500	3.8
Interstate and Overseas	154	1.2
Metropolitan — Western	195	1.5
— North East	55	.4
— Southern	49	.4
Goulburn North East	19	.2
Gippsland	8	.1
Total Outside of Region No. 2	1,701	13.1
Total Number of Persons Admitted	13,216	100.00

STATISTICAL SUMMARY

	1989	1988	1987	1986
INPATIENTS:				
Inpatients Treated	13,391	12,665	11,971	12,547
Inpatient Days	67,096	64,250	60,035	69,978
Births	888	856	838	911
Operations — Major	1,594	1,513	1,440	1,614
— Minor	4,701	4,839	4,496	4,718
CCU/ICU Admissions	1,050	995	826	840
Pathology Services	10,973	12,805	13,889	12,130
Radiology Services	9,059	9,257	8,857	9,179
Average Number of Patients per day ...	175.8	176.03	170.07	183.31
Average Length of Stay (Days)	5.04	5.07	5.18	5.48
OUTPATIENTS:				
Attendances	180,220	162,681	159,200	—
Occasions of Service:				
Medical Clinics	20,492	20,411	21,807	20,682
Accident & Emergency	43,212	42,063	35,981	36,194
Aboriginal Liaison	365	—	—	—
Audiology	1,443	1,454	1,434	1,785
Crisis Centre	799	—	—	—
Speech Pathology	2,682	2,729	2,854	2,736
Physiotherapy/Rehabilitation	7,027	4,421	4,119	5,762
Dental	12,452	11,706	12,271	12,164
Occupational Therapy	2,817	2,050	2,905	2,708
Welfare	2,596	2,527	2,957	2,248
Pathology	77,613	63,125	60,803	58,372
Radiology	22,779	17,397	18,771	18,450
Dietetics	957	981	1,108	875
Pharmacy	9,584	9,674	9,781	11,783
Total Occasions	204,818	178,538	174,791	173,759
Average Occasion Per Attendance	1.13	1.09	1.09	—



Demolition of the Hutton-Jones and McDonald Wings of the nurses home begins in preparation for the commencement of the Redevelopment Program.

SENIOR STAFF APPOINTMENTS AS AT 30th JUNE, 1989

DIVISION OF MEDICAL SERVICES

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

CONSULTANT EMERITUS

Dentists: F.J. MORGAN, B.D.Sc., L.D.S.
P.R. RICHARDS, B.D.Sc., L.D.S.

Geriatrician: D.B. SKEWES, M.B.B.S., F.R.C.S. (Edin), F.R.A.C.S.
(Deceased).

Obstetricians and Gynaecologists: 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.

Physicians: D.A. ALEXANDER, M.B.B.S., F.R.A.C.P.
B.A. BAKER, M.B.B.S.

Radiologist: H. DICK, M.B.B.S. (Syd.), D.M.R.E. (Camb.), F.R.A.C.P.

Radiotherapist: R. KAY SCOTT, M.B.B.S., D.T.R.E., F.R.A.C.S., F.F.R.

Surgeons: 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.
(Deceased).

HONORARY VISITING MEDICAL STAFF

Consulting Physician —

Nuclear Medicine: P. GRAHAM, M.B.B.S., F.R.A.C.P., D.D.U.

Dental Surgeons: T.R. SANDERS, B.D.Sc., L.D.S.
J.F.H. WILLIAMS, B.D.S., F.R.A.C.D.S. (N.Z.)

Family Medicine/General Practice: J.F. GARNER, M.A., M.B., B.Chir., M.R.C.S., L.R.C.P.,
F.R.A.C.G.P.

Psychiatrist: 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

Anaesthetists: G.L.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.
R. PHILLIPS, M.B.B.S., F.F.A.R.A.C.S.

Associate Anaesthetists: M.B. WHITEHEAD, M.B.B.S. (Monash), F.F.A.R.A.C.S.
G.A. HUGHES, M.B.B.S., F.F.A.R.A.C.S.
S. WRIDE, M.B.B.S., F.F.A.R.A.C.S. (Appointed 13/2/89).

Dermatologist: G.J. GOODMAN, M.B.B.S., F.A.C.D. (Appointed 26/1/89).

Director of Coronary Care: D.M. O'SULLIVAN, M.B.B.S., F.R.C.P. (Edin.),
F.R.A.C.P.

Geriatrician: 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.

Director of Intensive Care: A.D. SUTHERLAND, M.B.B.S. (Melb.), F.F.A.R.A.C.S.

Medical Training — Director: D.L. MORTON, M.B.B.S. (Melb.), F.R.A.C.P.

Regional Supervisor: N.S. PHILLIPS, M.B.B.S., F.R.A.C.G.P.

Neurologist (Paediatrics): I.J. HOPKINS, M.B.B.S., F.R.A.C.P.

Neurosurgeon: D. WALLACE, M.B.B.S., F.R.C.S., F.R.A.C.S.

Neuro-Physician-Consultant: J.O. KING, M.D., F.R.A.C.P.

Obstetricians and Gynaecologists: J.G. 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.
P.E. HALL, M.B.B.S., M.R.C.O.G., F.R.A.C.O.G.

<i>Ophthalmologist:</i>	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. J.M. BOURKE, M.B.B.S., F.R.A.C.S.
<i>Assistant Orthopaedic Surgeon:</i>	J.W. NELSON, M.B.B.S., F.R.A.C.S.
<i>Oto-Rhino-Laryngologists:</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. (Resigned 9/1/89). 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. (Resigned 18/2/89) J.J. MJLLANY, M.B.B.S., F.R.C.R. (Aust.), F.R.C.R. (Eng.), D.M.R.D., (Appointed 25/1/89).
<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. CORBET, 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.

UNIVERSITY OF MELBOURNE

Clinical Supervisors (Part-time) —

<i>Medical:</i>	D.L. MORTON, M.B.B.S. (Melb.), F.R.A.C.P.
<i>Surgical:</i>	F.P. DENTON, M.B.B.S., F.R.A.C.S.
<i>Peter MacCallum Clinic:</i>	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 AND DENTAL STAFF

Dental Services:	<i>Dentists:</i>	A.J. MOLONEY, B.D.Sc. J.H. REDMAN, B.D.Sc., L.D.S., J.P.
Anaesthesia and Intensive Care:	<i>Director:</i>	S.D. GIDDY, M.B., Ch.B. (Birm.), D.A. (Lond.), Dip. Obs., R.C.O.G., F.F.A.R.A.C.S.
Pathology:	<i>Pathologists:</i>	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.) M. PILBEAM, M.B.B.S., PhD., F.R.C.P.A.

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., M.A.I. (Biol.)
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

*Deputy Director of
Medical Services:* G. AYTON, M.B.B.S., Dip. Obs.
Administrative Officer: A. BATH
Accident and Emergency:
Resident Medical Staff: M.C. FITZGERALD, M.B.B.S., F.A.C.E.M.
1989 Interns: G. BARRINGTON, M.B.B.S.
A. BROWN, M.B.B.S.
M. CLARK, M.B.B.S.
W. DWYER, M.B.B.S.
D. GILLATT, M.B.B.S.
R. GOCENTAS, M.B.B.S.
B. THORPE, M.B.B.S.
M. WATT, M.B.B.S.
1989 J.R.M.O.'s: A. DIGGINS, M.B.B.S.
N. KIMPTON, M.B.B.S.
S. KNIGHTS, M.B.B.S.
J. MAHER, M.B.B.S.
C. PICKETT, M.B.B.S.
V. RUSSELL, M.B.B.S.
S. WILD, M.B.B.S.
1989 S.R.M.O.'s: R. CAMPBELL, M.B.B.S.
M. CHURCHER, M.B.B.S.
H. CROOK, M.B.B.S.
R. DALTON, M.B.B.S.
S. DEGLERIA, M.B.B.S.
M. HARRIS, M.B.B.S.
R. LIUBINAS, M.B.B.S.
G. TAYLOR, M.B.B.S.
S. TAYLOR, M.B.B.S.
S. WALKER, M.B.B.S.
Radiology Registrar: A. VISIOLI, M.B.B.S. (Appointed 30/1/89)
Anaesthetic Registrars: K. LESLIE, M.B.B.S.
A. WALPOLE, M.B.B.S.
R. GAZZARD, M.B.B.S.
B. NUNN, M.B.B.S.
Medical Registrars: J. SWIECA, M.B.B.S.
M. ROSENTHAL, M.B.B.S.
Orthopaedic Registrars: A. DEAN, M.B.B.S.
M. ARMSTRONG, M.B.B.S.
R. FERGUSON, M.B.B.S.
Surgical Registrars: G. BROWN, M.B.B.S.
R. NICHOLSON, M.B.B.S.
Interns: M. ABEDI, M.B.B.S.
S.T. CHANG, M.B.B.S.
M. BLACKNEY, M.B.B.S.
M. RAYNER, M.B.B.S.

PARAMEDICAL STAFF

<i>Audiologist:</i>	R. ROPER, B.A.Dip. Aud.
<i>Crisis Centre:</i>	M. LEWIS-BORGWARDT, R.N. B. McMILLAN, (Appointed 20/7/87)
<i>Diet Therapist:</i>	G. BOSCHERT, B.Sc. (Deakin), Dip. Nutrition & Dietetics.
<i>Librarian:</i>	N. WORSWICK, A.L.A.A.
<i>Medical Records Librarian:</i>	L. BUTLER, Associate Dip., M.R.A. (Resigned 25/2/89)
<i>Chief Occupational Therapist:</i>	P. ROENNFELDT, B. App. Sc. (Occ.Th.)
<i>Orthoptist:</i>	J. BROWNFIELD
<i>Director of Pharmacy:</i>	G.R. McCURDY, B. Pharm. F.S.H.P.
<i>Chief 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>Chief Speech Pathologist:</i>	E. BARTRAM, L.C.S.T., M.C.S.T., M.A.C.S.T., A.L.A.M.
<i>Welfare Sister:</i>	S. LORENSINI, B.A.



The visiting Easter Bunny cheers a young patient in Children's Ward (YG).

DIVISION OF NURSING

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<i>Director:</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.M., Dip. Nurs. Admin., B. Admin. (Nursing)
<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, Personnel Officer, Nursing:</i>	MRS. J. DYER, R.N., R.M.
<i>Associate Director of Nursing, Projects:</i>	MRS. H. ROBINSON, R.N., R.M., P.B.G.N. Cert., (seconded to Commissioning Team as Commissioning Officer)
<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. TWAITES, R.N., R.M., Dip. Hosp. Nurs. and Wd. Mgt., Stomal Therapy Cert.
<i>Associate Director of Nursing, Yuille House:</i>	MRS. G. DAROSCHAK, R.N., R.P.N., Bachelor of Health Sciences (Management)
<i>Associate Director of Nursing, Night Duty:</i>	MRS. M. MONCK, R.N., Cert. C. Care.
<i>Evening and Weekend Supervisors:</i>	MRS. L. COSTELLO, R.N., R.M. MRS. C. ALLEN, R.N., R.M. MRS. J. MULROONY, R.N. MRS. A. DITCHFIELD, R.N., R.M.

WARDS AND DEPARTMENTS:

<i>Charge Nurses —</i>	
<i>Q6:</i>	MRS. V. LIVITSANIS, R.N.
<i>Q1:</i>	MS. V. THOMAS, R.N. (Acting)
<i>EGS (Rehabilitation):</i>	MRS. A. McNULTY, R.P.N., R.N., R.M.
<i>E.G.W.:</i>	MRS. K. WHEELER, R.N., R.M.
<i>ICU/CCU:</i>	MR. C. HAWKINS, R.N., Cert. C. Care (UK).
<i>Accident and Emergency Department:</i>	MR. J. KARSTENS, R.N., A. and E. Cert.
<i>Outpatients Department:</i>	MRS. N. DERBYSHIRE, R.N.
<i>Radiology Department:</i>	MRS. J. SCARFF, R.N.
<i>Pathology:</i>	MRS. J. LUSCOMBE, R.N.
<i>YG:</i>	MISS J. GODFREY, R.N., R.M., R.S.C.N. (UK)
<i>Y1:</i>	MR. E. McDONALD, R.N. Associate Dip. Art.
<i>Y2:</i>	MS. J. KEATING, R.N., R.M.
<i>Y3:</i>	MRS. L. BOOTH, R.N., R.M., Stomal Therapy Cert.
<i>Y4:</i>	MRS. J. McMILLAN, R.N., R.M., Steriliz. Infect. Con. Cert.
<i>THEATRE — Operating Suite:</i>	MISS. J. TAYLOR, R.N.
<i>Anaesthetics:</i>	MRS. M. POLLARD, R.N., R.M., Cert. Anaes., Cert. Post. Anaes. Nsg.
<i>C.S.S.D.:</i>	MRS. J. AUWEMA, R.N.
<i>E1 — Nursery and Post Natal:</i>	MRS. R. HAUSLER, R.N., R.M.
<i>Labour Ward and Ante Natal:</i>	MRS. C. BARRIE, R.N., R.M., Grad. Dip. Health Education
<i>Infection Control:</i>	MR. R. PECK, R.N., Steriliz. Infect. Con. Cert.
<i>Oncology:</i>	MRS. M. ADENEY, R.N., Cert. Chemoth. Admin., Cert. Oncology.
<i>Admissions and Discharge Co-ordinator:</i>	MISS. M. MORCOM, R.N., R.M., Dip. Hosp. Nurs. Wd. Mgt., F.C.N.A.

Ante/Post Natal Educator: MRS. M. TUBB, R.N., R.M.
Stomal Therapist: MRS. E. TINNEY, R.N., R.M., Stomal Therapy Cert.
Diabetes Nurse Educator: MISS. M. BROWN, R.N.
Nursing Process Co-ordinator: MR. D. MOYNIHAN, R.N., R.P.N., B. App. Sci. Adv. Nurs. (Education).

EDUCATION RESOURCE CENTRE:

*Associate Director of Nursing,
Education:* MISS. J. MURPHY, R.N., R.M., B. App. Sci. Adv. Nurs. (Education), F.C.N.A.
Senior Nurse Education: MS. M. KEARNEY, R.N.
MRS. P. GRAHAM., R.N., Cert. C. Care., I.C. Cert.,
Sup. Mgt. Cert., B. App. Sci. (Nurs.).
MRS. A. ROWE, R.N., R.M., Dip. Nurs. Ed.
MISS C. PRESTON, R.N., Cert. Int. Care.
MISS S. RHODES, R.N., R.M., B. App. Sci. Adv. Nurs. (Education), F.C.N.A.
MR. T. LIA, R.N., Dip. Teach (Primary), B. App. Sci. Adv. Nurs. (Clinical).
Research Officer: MRS. P. REYNOLDS, B.A., B. Ed., M. Ed., PhD.



The launching of the Smoke Free Environment Policy with Co-ordinators Mr. Peter Lane, Manager Communications (left) and Mr. David Borys Occupational Health and Safety Officer (right).

DIVISION OF GENERAL SERVICES

Director:		J.R. BRIDGER, F.A.S.A., C.P.A., A.H.A., C.H.A., A.F.A.I.M., R.C.A.
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	<i>Manager:</i>	B.M. BOLGER, B. COMM., A.A.S.A., C.P.A. (Mgt-Acct).
	<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. (Resigned 1/5/89) J. ROBSON (Appointed 13/4/89)
Engineering:		
	<i>Chief Engineer:</i>	L.D. GRIGG, Dip. Mech. Eng.
	<i>Deputy Chief Engineer:</i>	L. DITCHFIELD, Dip. Mech. Eng., M.I.E. (Aust.)
Communications:		
	<i>Manager:</i>	P.D. LANE, A.I.M.M.
Personnel:		
	<i>Manager:</i>	L.M. GEORGE, M.C.E.S., M.I.A.A., A.H.P.A.A., A.I.P.M.A.
	<i>Assistant Manager:</i>	R.K. BEAUMONT, M.I.A.A. (Appointed 1/5/89)
	<i>Paymaster:</i>	H. HEALY
	<i>Assistant Paymaster:</i>	L. ZEUSCHNER (Appointed 14/11/88)
Catering:		
	<i>Manager:</i>	A. FLAVELL, A.F.C.I.A., M.I.H.C., A.R.S.H., N.T.D.A.
	<i>Assistant Manager:</i>	M. WILMSHURST (Resigned 5/5/89)
Environmental Services:		
	<i>Manager:</i>	D. TAYLOR
	<i>Assistant Manager:</i>	M. TUCKER
Occupational Health and Safety:		
	<i>Safety Officer:</i>	D. BORYS
Projects:		
	<i>Projects Officer:</i>	W. WALLACE
Supply:		
	<i>Manager:</i>	R. HARRISON (Appointed 5/7/88)
Linen Services:		
	<i>Manager:</i>	H. VAN HEES
OTHER SERVICES		
Associated Hospitals Administration: (Skipton, Lismore, Ripon Peace Memorial)		
	<i>Chief Executive Officer:</i>	P. DUGGAN, L.H.A., A.A.I.M.
Redevelopment:		
	<i>Commissioning Officer:</i>	H. ROBINSON, R.N., R.M., P.B.G.N. Cert.
Chaplaincy:		
	<i>Chaplain (P/T.):</i>	B. PRATT
Internal Auditor:		
	<i>Auditor (P/T.):</i>	M. RHOOK, B.Bus., A.A.S.A., C.P.A.

CONTRIBUTORS

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JAMIESON, ESTATE J.J.	4,428.97	ROCHSTEIN, ESTATE D.P.	8,628.17
JOE WHITE, BEQUEST	4,500.00	WHITE, ESTATE HILTON	7,000.00

**BALLARAT BASE HOSPITAL
REGISTERED OFFICE:
P.O. BOX 577,
BALLARAT. 3350
(053) 32 1771**

