

1987 - 1988

BALLARAT BASE HOSPITAL
ANNUAL REPORT



SCHOOL OF NURSING CENTENARY
1888-1988

*Cover Photograph —
Graduating Nurses, November 1914.
Matron Quartermain.*



ANNUAL REPORT
FINANCIAL AND STATISTICAL
STATEMENTS
FOR THE YEAR ENDED
30th JUNE, 1988

NURSING CENTENARY 1888-1988

OBJECTS



Queen Victoria Block, 1918.

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.



*Edward Wilson Block
Children's Ward, 1935.*



Operating Theatre, 1927.

BOARD OF MANAGEMENT

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.

MR. D. A. E. FAWELL, LL.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.

DR. R. B. 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. (Prov.), 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: PROWSE, COOK & PERRIN.

Solicitors: CUTHBERTS.

Banker: A.N.Z. BANKING GROUP.

SERVICES PROVIDED

Medical and Surgical Wards
Accident and Emergency Department
Intensive Care Ward and Coronary Care Ward
Isolation Ward
Day Ward
Midwifery
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
Crisis Centre
Dental
Dermatology
Drug and Alcohol Services
Family Planning
Gynaecology
Limited Care Dialysis
Medical
Orthopaedic
Otolaryngology
Ophthalmology
Paediatrics
Peter MacCallum
Post Natal and Ante Natal
Psychiatric
Surgical
Urology
Welfare

BOARD OF MANAGEMENT

1987-1988 REPORT



*Mrs. M. DUGGAN
President of the
Board of Management*



*Mr. E. B. MACAULAY
Chief Executive Officer*

LONG AWAITED REDEVELOPMENT PROGRAMME CAN NOW GO AHEAD

After years of reporting to you that we were hopeful of obtaining approval to the final stages of the hospital Redevelopment Programme commenced in 1972, your Board can now happily report that a breakthrough came during this financial year.

In December, 1987, the Board of Management successfully petitioned the Minister for Health to commence the Redevelopment Programme during this financial year. At this meeting, the Honourable David White, MLC, acknowledged that the workload being undertaken by the hospital far exceeded the ability of the facilities to cope. He immediately commissioned a follow-on report to the 1986 Feasibility Study with the specific objective of precisely defining the scope of the new facilities needed and a likely contract cost. The hospital executive in conjunction with consultants, Bates, Smart & McCutcheon, worked over the Christmas period to the end of February to meet the Minister's deadline for the additional report. The report not only confirmed the conclusions of the 1986 study, but pointed to disturbing increases in activity and pressure in key areas particularly operating theatres and ward areas. Forecast theatre workload through to the mid 1990's showed that this would increase from 7,500 cases in 1987 to 9,500 in 1996. Much could be attributed to the significant changes occurring to the roles of district hospitals throughout Region 2, together with a higher level of independence of self sufficiency of the Base from hospitals in the metropolitan area.

On the 27th April, 1988, the Minister for Health visited Ballarat to announce an immediate start on the Redevelopment Programme at a total end cost of \$50 million. The target date to commence work on site was scheduled for the 1st May, 1989.

Following the announcement, a series of interlocking User Groups were formed and the planning process commenced. The aim was to complete sketch plans for Phase 1 of the Project, estimated at \$37 million, by the 15th October, 1988. This Phase includes 5 operating theatres with provision for a 6th, modern obstetric facilities including a Family Birth Unit, new surgical and medical wards, Day Ward and a new 10 bed Critical Care facility. In addition, Phase 1 provided for refurbishment of the existing Yuille House building. A key planning feature is the optimisation of designs to meet improved recurrent cost efficiency.

The Phase 2 scheduled to commence planning in 1989 after construction commences for Phase 1, will provide new Outpatient facilities and the redevelopment of the existing Queen Victoria and Outpatient/Administration buildings. This Phase was estimated to cost \$13 million. Both Phases are scheduled to be fully operational by 1993.

At the time of the announcement of the Redevelopment Plans, the Minister for Health also announced approval to instal a new Computerised Tomography (CT) in the hospital. For many years the Base has had to rely on the services provided by St. John of God Hospital for these diagnostic services. CT is an important tool in the treatment of major accident trauma and increasingly many patients were not able to be transported to St. John of God Hospital due to their clinical condition, and approval to establish a machine in the Base became urgent. After much debate and workload evaluation, the Minister concluded that 2 machines in Ballarat were justified. Approval and a capital grant totalling \$1.15 million led to the purchase of a General Electric CT Pace, the first of its kind to be installed in Australia. This machine is particularly suited to trauma management and has excellent diagnostic quality and response times. The new service will be of great benefit to the Region as a whole and is scheduled to commence on the 1st September, 1988.

BOARD OF MANAGEMENT

PATIENT SERVICES

With the absence of industrial disputes having an effect on hospital activity, inpatient numbers rose to an all time record of 12,665 patients. This exceeded the target agreed to in the Health Service Agreement with the Health Department of 12,500 patients. Many of these patients came from the hospital's waiting lists. An increasing number come from Regional areas and in 12% of cases, from outside Region 2. The high level of inpatient activity was due to a further reduction in average length of stay to 5.07 days. Significantly, the percentage of standard patients, i.e. those entering hospital without private insurance under the Medicare Agreement, continued to rise, peaking at 58% having reached a record high of 60% during the year.

Whilst the recently announced Redevelopment Programme will address the overcrowding that exists in wards and operating theatres, this will not become effective until 1992. In the meantime, your Board expects that the pressure on these facilities to steadily increase. It is of concern to your Board that this pressure will have the effect of reducing the availability of beds for the less acutely ill who may have to seek alternative accommodation. The increased number of beds provided under the Redevelopment Programme will, it is hoped, restore this balance.

COMPARATIVE INPATIENT LEVELS 1984/85 to 1987/88

Inpatients Treated	1987/88	1986/87	1985/86	1984/85
Standard (Public)	7,346	7,067	6,770	5,854
Non Standard (Private)	5,319	4,904	5,777	5,797
	12,665	11,971	12,547	11,651
Daily Average:				
Standard (Public)	99.02	96.89	97.86	91.36
Non Standard (Private)	77.01	73.18	85.45	98.54
	176.03	170.07	183.31	189.90
Average Stay (Days)	5.07	5.18	5.48	5.95
Outpatient and Emergency Occasions of Service	186,564	175,131	175,658	175,065
Births	856	838	911	920

WAITING LISTS

The additional funding for waiting list reduction continued during 1987/88. Regrettably, we must inform you that having reduced the list to 618 as of the 30th June, 1987, further pressures on standard accommodation increased the list to 734 by the 30th June, 1988. The bulk of the present list occurs in the specialities of orthopaedics (246), gynaecology (96), urology (173) and ear, nose and throat (80). Despite this increase, we are pleased to report that of 37 hospitals in the State of Victoria with defined waiting lists as reported on by the Health Department, your hospital has an enviable record of being 9th. Nevertheless, it is of concern that waiting lists of significance still occur. It is clear that the effects of an ageing population, an increasing level of all types of trauma and the increasing cost of insuring for private health care in addition to one's Medicare obligations, have contributed to channelling more patients towards the Base Hospital. It is to be hoped that the legislators will recognise these effects and make the necessary changes to restore the previous balance between the public and private sectors and thus reduce the increasing pressure on public hospitals.

NEW SERVICES

ONCOLOGY

In October, 1987, a new Oncology Service was established under the direction of Dr. Richard Bell.

Dr. Bell came to Ballarat after extensive Australian and overseas experience in the field of oncology. This new service has meant that many people who would have previously required to travel to Melbourne for treatment at one or other of the major metropolitan hospitals, can now benefit from a comprehensive service in Ballarat. This new service also compliments the long standing Peter MacCallum Clinic which has been associated with the Base for many years. A side effect of the new service has been the extensive growth in pharmaceuticals drawn from the hospital's Pharmacy Department. Continuing submissions are being made to the Health Department to recognise the costs of providing this new service, at the same time pointing out the extensive savings, on a State wide basis, of having a service close to the people where the costs of travel to Melbourne hospitals can be avoided.

WOMENS HEALTH CLINIC

Following the release of the Government Report, "Why Womens Health" and with the encouragement of a special government unit set up to implement the report, the Board of Management established a special Advisory Committee chaired by the President, Mrs. Margaret Duggan, and invited women from the Base Hospital staff, Regional Health Department and other interested areas within Ballarat to join it, to determine the needs to be addressed in Ballarat. It is to be hoped that a formal submission will be completed by the beginning of November, 1988.

BOARD OF MANAGEMENT

BUILDINGS AND SERVICES

CAR PARKING

The demand for car parking is continuing to increase with many staff having to park at some distance from the hospital. The installation of meters in Drummond Street while improving availability of spaces for visitors, is also aggravating staff car parking availability despite the hospital providing over 300 car spaces on site. Continued negotiations are taking place with the Ballarat City Council over this important issue.

RENOVATIONS

The 11 projects mentioned in the 1986/87 report were all completed during the early part of this financial year. The temporary Coronary Care Unit and the renovations to the Accident & Emergency Department, have come none too soon as both of these facilities have been in great demand during the year. It is to be hoped that these major renovations will enable the existing facilities to cope until the Redevelopment Programme is completed.

FINANCE

Total expenditure for the year was \$30,880,662. This was an increase of \$3,838,492 over 1986/87. Translated into unit costs, the average cost per inpatient treated rose from \$1,688 in 1986/87 to \$1,768 in 1987/88, with outpatient costs increasing from \$34.29 to \$42.62. There were 2 main factors contributing to cost increases during the financial year. The first being the recognition, at the beginning of the financial year, that the hospital was significantly under resourced by comparative standards with like hospitals in the Melbourne area, resulting in an additional \$1 million being approved to provide much needed new staff, particularly in ward and operating theatre areas. This additional funding was part of an agreed 3 year realignment of the budget to meet the known deficiencies that have occurred over the last 10 years. Notwithstanding the extensive pressures brought about by an increasing number of patients (over the approved budget level), the final cash budget result was \$152,000 over the agreed budget level approved with the Health Department. Your Board believes that an outstanding case exists for having this overrun adjusted during the succeeding financial year.

As part of the Government's policy change in respect of the funding of hospitals, the year just ended saw the introduction of Health Service Agreements. The Agreement clarified the hospital's role and the targets to be achieved for the amount of funds allocated. A principal feature of this agreement process was the changing of a long standing tradition by the Government that funds raised in excess of budget limits within certain categories could be retained, without eroding the budget base for the succeeding year. Your Board welcomes this new initiative as it provides an incentive and recognition for continued hard work in the maintenance of tight budgetary control. The hospital's initiatives and efficiency in the budget sector have been recognised both at Department and Ministerial level.

HOSPITAL FOUNDATION

Last year we advised you that the Board of Management had decided to form a Foundation under the Companies Act to raise funds for use by the Hospital.

Your Board is pleased to announce that the first chairman of the Foundation is Mr. David Karmouche. During this year the Foundation and its Interim Committee have been determining objectives, a constitution and a structure for bringing the Foundation into being.

The Foundation expects to commence its formal work in the early part of 1989.

STAFFING AND INDUSTRIAL RELATIONS

PLANNING WORKSHOP

Given the uncertainties of the current financial climate and the need to carefully examine priorities for current and future service provision, members of the senior staff were invited to participate in a weekend workshop in August. Senior members of the Board were also invited to attend. The activity was also a part of the 1987 "Theme of Excellence" Programme adopted by the Board of Management. This workshop was followed by one especially designed for members of the Board of Management and included Executive Staff. This programme which was held in November, examined many of the issues raised at the Senior Staff Workshop and examined possible Board objectives for future years.

4% SECOND TIER SALARY INCREASE

Arising from the Government's award of a 4% salary increase, subject to offsetting productivity gains, a special staff/management task force was required to be set up to examine all areas of staffing to see what areas could yield the necessary productivity gains. This structure was part of a State wide programme for hospitals. In order to meet the 4% productivity requirement, cost savings of \$800,000 or increased productivity to that value were seen to be required. Because of the hospital's efficiency record, it was felt that little additional savings could be gained without approval to make major changes to industrial awards governing the employment of staff. Nevertheless, a full programme of examination was established to meet the requirements of the State Industrial Commission. Final results from this Programme will not be known until the later part of the coming year.

BOARD OF MANAGEMENT

EXTENDED NIGHT SHIFTS FOR NURSING

In an effort to improve the ability of the hospital to recruit nursing staff, new 9½ hour shifts for nursing were introduced during the year. Although there was a net increase in staffing costs of \$130,000 arising from this programme, it was felt by the Board of Management that the benefits in a greater ability to recruit staff and improve staff morale was worth this extra cost. The introduction of these new shifts brought the Base Hospital into line with most major metropolitan hospitals. The anomaly of grading nursing staff at the base at lower grades than comparable Melbourne hospitals as an outcome of the 1987 Award, is a major concern to staff, however further action on this by the Board was suspended pending the outcome of the Professional Nursing Rates Case due to be completed in August, 1988.

MEDICAL EDUCATION

During the year, discussions were initiated with the University of Melbourne concerning the future of medical undergraduate education at the Ballarat Base Hospital. Your Board is pleased to report that as a result of these negotiations, the Ballarat Base Hospital will have an increased role. New changes for 1989 will include the appointment of lecturers, to carry out formal programmes at the Base Hospital in place of some now currently being undertaken at the University and the appointment of Base Hospital medical staff as examiners in certain subject areas of the course. The course curriculum was also being modified generally and this would also involve Ballarat in undertaking additional education activities through to 6th and final year undergraduates. Further developments in curriculum at Ballarat Base Hospital are planned for succeeding years.

NURSE EDUCATION

Last year we reported progress on the transfer of nurse education from the hospital based programme to the Ballarat College of Advanced Education. In August, 1988, the hospital said farewell to the last graduating school of nurse students. This last graduation ceremony ended an era spanning 100 years in the field of undergraduate nurse education. From now on the hospital will be relying totally on college trained students for recruitment of new nurses. As these new students will have a differing range of clinical experience than that obtained by our own graduates, new Orientation Programmes are being developed to assist in assimilating the new trainees into the registered nurse work force.

EMERITUS APPOINTMENTS

During the year the Board was pleased to appoint the following former members of the sessional medical staff to the Consultant Emeritus Staff in accordance with the requirements of By-Law 16.2(A) (a).

- Dr. John Hawkins, B.A., M.B.B.S., B.Sc. (Melb.), D.O., (R.C.P. & S. Lond.), F.R.A.C.O.
- Mr. Paul Kierce, M.B.B.S., F.R.A.C.S.

Dr. Hawkins and Mr. Kierce served the hospital in an active capacity for 23 years and 14 years respectively.

LEGISLATION

During the year the new Health Services Bill was debated in Parliament. The resulting Act replaced the Hospitals & Charities Act which had served the state since 1948, in the administration and financing of public hospitals. The new Act removes all charitable activities and concentrates totally on the administration of financed health services. An interesting feature of the new Act is the recognition of a greater role for Boards of Management and freeing up of restrictions on the activities that can be undertaken by hospitals particularly in the fields of additional revenue raising.

BOARD OF MANAGEMENT

During the year, in addition to the vacancies caused by effluxion of time, Board Member Mr. Peter Marriott submitted his resignation effective from the 30th September, 1987. Mr. Marriott, a Public Accountant in Ballarat, had served the hospital for 2 years and resigned from the Board in order to undertake business commitments interstate.

For the round of appointments scheduled for 1987, the Governor-in-Council determined to appoint the following persons for a period of 3 years to the 30th September, 1990.

- Dr. J. G. Griffiths.
- Mr. J. B. Vernon.
- Dr. B. R. Hassett.
- Mr. C. R. Pinkerton.

To fill the vacancy caused by Mr. Marriott's resignation, the Governor-in-Council appointed Mr. Douglas G. E. Cowles, Managing Director of the Ballarat Courier, for a one year term ending the 30th September, 1988.

As 1987 coincided with the biannual change in office bearers, the following appointments were elected by the Board of Management.

- | | |
|---------------------------|--------------------|
| — President — | Mrs. M. H. Duggan. |
| — Senior Vice President — | Mr. D. J. Woolley. |
| — Junior Vice President — | Mr. N. F. Mahar. |
| — Treasurer — | Mr. W. L. Cochran. |

BOARD OF MANAGEMENT

APPOINTMENT OF LIFE GOVERNORS

The Board resolved that the following representatives of the Mary Helen Auxiliary, who had given long and extensive service to the hospital and the Auxiliary, be awarded Life Governorships.

- Mrs. Mary Fletcher Johnson.
- Mrs. Lorna Mervene Chamberlain.
- Mrs. Olive Marjorie Buchanan.
- Mrs. Lena Elizabeth Trevenen, M.B.E.

RENAMING OF HOSPITAL AREAS

On Thursday the 3rd March, 1988, the Urology Ward, known as EGE, was named "The Ken Neerhut Urology Ward" in appreciation of the late Mr. Neerhut's services to the hospital both in the capacity of senior urologist and as a member of the Board of Management including a term as its President.

The Board also decided to honour the outstanding contribution to the hospital of one of its past Directors of Nursing, Miss Jessie Langham and decided to rename the Nurses' Home, "Jessie Langham House" in recognition of Miss Langham's service to the hospital as Director of Nursing from 1947 to 1967.

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 VIP's 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 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.

MARGARET H. DUGGAN
President

EEON D. MACAULAY
Chief Executive Officer

MEDICAL SERVICES REPORT

Director of Medical Services

The hopes expressed in my last report have been fulfilled with both the C.T. Scanner and the major ward development being announced. With the re-development commencing there will be much hard work for many people, though I am sure none will complain! While the re-development is of great importance, I believe that the procuring of sufficient resources to allow us to employ the right staff (both in number and knowledge) is of equal importance. If I had to choose medical staff for myself between an institution with poor facilities and excellent staff, or with excellent facilities and poor staff, I would not hesitate to choose the former.

The resignation of Dr. Peter Novakovic, Ophthalmologist and Dr. Greg Goodman, Dermatologist, neither of whom we have been able to replace, has been a blow to the provision of service by the hospital.

On the positive side the arrival in Ballarat late last year of Dr. Richard Bell, Oncologist, has had a profound impact on the provision of oncological services in Ballarat and the Region.

In the Paramedical Services the additional funding has enabled a number of staff to be added in areas of shortage. This has considerably improved our ability to improve service provisions in those areas.

In nautical terms I would say that Ballarat Base Hospital not only is making headway against the wind and tide but is now purposefully moving strongly towards its destiny as the major acute hospital in Western Victoria.

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



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

Report of the Chief Radiologist

The Department of Radiology is now functioning to full capacity even though it is only some eight years since the opening of the new Department, with completely new equipment. Some rationalisation of equipment has occurred with varying changes in diagnostic procedures and a new generator was replaced in one unit and equipment updates were performed in several other units.

The big increase in workload has been in the Ultrasonographer Department under the direction of Dr. R. J. House. This modality has shown ever-increasing popularity as a diagnostic procedure and the new Department was opened during the year. A second, very sophisticated unit has been purchased and will provide not only the Ultrasonography performed by the present Sonoline machine but will also be fitted with the Doppler ultrasound which provides non-invasive diagnosis of vascular and cardiac complaints.

During the year, the shell space was also converted into a C.T. suite and was opened for inspection during the visit of the Minister for Health, The Hon. David White. The unit to occupy this magnificent suite has been ordered and should be in operation by 1st September, 1988. The G.E. Pace C.T. Scanner is the most advanced model available in the world today and this will be the first unit installed in Australia. Seriously injured patients will be able to have C.T. investigations performed without transfer by ambulance to the other facility at St. John of God Hospital. Resuscitation procedures can be carried out in the unit, if necessary, and a speedy diagnosis will be made without any loss of time or any pause in the patient care. Dr. Ross Wilkie will be directing this Department.

Dr. John Stubbe has been particularly interested in interventional radiology and he, with Dr. Wilkie, have performed many intra-luminal dilatations of blockages in arteries and other tubular structures.

During the past two years, this Department has provided working experience for radiographers who have done their three years course at the R.M.I.T. At the end of this additional year, the radiographers tend to stay on the full time staff and usually such opportunities present with the large number of radiographers and ultrasonographers that we now have on our staff. Our chief radiographer, Mr. Ian Channing, is able to keep our staff at maximal level and with a high level of efficiency.

Dr. I. C. GOY,
Chief Radiologist.



Dr. I. C. GOY
Chief Radiologist.

MEDICAL SERVICES REPORT

Report of the Chief Pathologist

This year, in addition to the ever increasing demands on our services, our staff have had to deal with the additional work load concerning the accreditation of the laboratory services by the National Association of Testing Authorities. Following assessment of the laboratories and associated facilities in February 1988 we have now been approved for full recognition as a Category 1 laboratory. All staff are congratulated — a social function is in the process of being organized, a small token of the efforts of all involved.

There have been extensive internal alterations to the lay-out of the laboratories with additional laboratory areas provided in blood transfusion, Serology and Biochemistry. These are presently being equipped and commissioned, and represent a major contribution in the improvement of the work environment.

We welcome Dr. Mark Pilbeam to the department — initially as a locum for Dr. S. Pilbeam but from August 1988 as an additional pathologist — to cover our increasing commitment to the Regional Pathology services.

As I write this, plans for the new ward block and refurbishment of Yuille House are being made. These changes, and the increased work load related to the 50 extra beds, must be taken into account in the future development of pathology services. 1989 looks as though it will be an interesting year!

A. N. ROBERTS,
Acting Chief Pathologist



Dr. A. N. ROBERTS
Acting Chief Pathologist

Accident and Emergency Report

It is a pleasure to report on what has been an exciting year for the Department.

The renovations and the installment of excellent equipment have made this Department one of the best equipped in the state. Ease of resuscitation and improved patient throughput have been the outstanding features and we are very grateful.

Of particular concern, however, is the increase in trauma patients attended. In the last 5 years road accident victim attendances have increased by 30% whilst assault/interpersonal injury patients have increased 300%. The total attendances were approximately 42,000 with 1500 being road victims.

With the invaluable assistance of the Ambulance Service the Department has now a well established retrieval service which enables us to stabilise and transport critically ill patients from outlying areas. This is the second year of operation and to date approximately 70 patients have required this service with a round trip of 250-300 kilometers. No patients have died either waiting for the service or whilst en route.

With some regret members of staff who have contributed valuably have moved on.

Dr. Mark Harris was a tower of strength throughout the year. His skills in resuscitation combined with his dry wit provided an admirable combination and he will be missed.

SRNs Judy Lindsay, Barb Stephenson, Joy Secombe, Anne Dwyer will also be missed. All were great exponents of the 'can do' attitude which has become characteristic of the nursing staff who work in the Department.

Mr. Wayne Barclay, one of the senior A&E technicians has transferred to Pathology and he will be missed.

The quality of the medical, nursing and clerical staff passing through the Department has never been higher. The support that we receive from the other Emergency Services, in particular the Ambulance Service, Police, CFA and Salvage Rescue and SES has ensured an extremely well coordinated emergency medical system.

Other Departments, in particular the Consultant and Resident Medical staff, Medical Imaging, Pathology, Critical Care, Theatre and the Wards have ensured the appropriate and continued patient care with maximum support and minimal fuss.

It is a pleasure to work in an environment surrounded by the best equipment available and working with staff whose camaraderie and dedication ensures that the unfortunate patients we attend will have the best possible outcome.

Dr. M. FITZGERALD,
Director Accident and Emergency



Dr. M. FITZGERALD
Director of Accident &
Emergency Department

MEDICAL SERVICES REPORT



*Dr. C. R. F. RICHARDSON
Chairman
Professional Staff Group.*

Professional Staff Group Report

The P.S.G. has considered many important issues during the past year. These have included:-

1. The reclassification of the Ballarat Base Hospital from Group 2 to IB.
2. Fostering the good relationship between the Nursing and Medical Staff.
3. The attainment of C.T. facilities in the Base Hospital.
4. Participating in the planning for the next stage of redevelopment of the Hospital.
5. Improving and developing the liaison between the Hospital and the University of Melbourne Medical School.

We would also express appreciation of the services of Dr. J. Garner, who has resigned after many years of service as the Regional Director of Medical Education. Dr. Garner has been a vital force in the development of many of the postgraduate educational facilities at the Hospital; in addition to his responsibilities as Director of the Family Medicine Programme.

Dr. S. Phillips has been appointed to this position and is welcomed by the P.S.G.

C. R. F. RICHARDSON,
Chairman.

ADMISSIONS

DOMICILE OF PATIENTS ADMITTED DURING THE YEAR ENDED 30TH JUNE, 1988

Region No. 2	PATIENTS	%
Ballarat City	4,643	37.1
Ballarat Shire	1,507	12.0
Sebastopol	1,065	8.5
Buninyong	640	5.2
Ripon/Grenville	593	4.8
Creswick/Clunes/Talbot	650	5.3
Ararat/Avoca	374	2.9
Bungaree	374	3.0
Lexton/Daylesford/Glenlyon	407	3.2
Other	698	5.6
Total Region No. 2	10,951	87.6

Outside Region No. 2	PATIENTS	%
Loddon/Campaspe	601	4.8
Barwon South West	495	4.0
Interstate and Overseas	116	.8
Metropolitan — Western	232	1.9
— North East	49	.4
— Southern	43	.3
Goulburn North East	12	.1
Gippsland	12	.1
Total Outside of Region No. 2	1,560	12.4
Total Number of Persons Admitted	12,511	100.00

FINANCIAL STATEMENTS

BALLARAT BASE HOSPITAL SPECIAL PURPOSE AND ENDOWMENT FUNDS STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 30TH JUNE, 1988

INCOME:	1986/87	1987/88	FUND	BALANCE
1986/87	5	5	Special Purpose	\$
526,443 Fee Sharing (Net)		596,446	Pathology	288,907
125,784 Donations and Bequests		117,913	Radiology	156,374
95,382 Rent		148,986	Medical Equipment	28,193
11,200 Commissions		12,348	Laboratory Development	370,186
147,928 Interest		131,087	Nursing Equipment	25,979
2,379 Lecturing Fees		4,555		<u>869,639</u>
4,346 Regional Charges		2,845	Building and Equipment	
3,319 Other		69,770	Other B & E	236,163
<u>916,781</u>		<u>1,083,950</u>	Other B & E Rental	-54,775
			Specific B & E	27,246
Less Expenditure:			Other Capital Equipment	15,743
72,086 Salaries and Travel		67,918		<u>333,927</u>
14,289 Rates and Taxes		14,553	General	
8,435 Subscriptions		13,909	General Staff Amenities	-36,876
30,195 Other Admin expenses		38,820	Nurses Prize	
691,039 Plant and Equipment		746,621	Nurses Prize Funds	1,679
15,163 Maintenance Expenses		68,988		
Computer		60,040	Other	
40,627 Other		79,207	Historical Research	68,980
<u>871,834</u>		<u>1,090,056</u>	Endowment	47,647
44,947 Surplus (-Deficit)		-6,106	RMO Reserve	17,248
			Gordon Little Trust	19,106
			Radiology Fee Collection	235,319
Transfers to Other Funds				<u>388,300</u>
Debtor payback Capital		46,325		<u>1,630,421</u>
<u>44,947</u> Movement as per Balance Sheet		<u>-52,431</u>		

FINANCIAL STATEMENTS

BALLARAT BASE HOSPITAL BALANCE SHEET AS AT 30TH JUNE, 1988

1986/87 Notes		1987/88	Operating	Special Purpose	Capital
\$		\$	\$	\$	\$
11,613,625	Accumulated Fund (-Deficit) at beginning of year:	13,719,570	-3,952,171	1,682,852	15,988,889
2,105,945	Prior Year Adjustments				
	Net Movement	1,627,585	-1,100,807	-52,411	2,780,823
13,719,570	Accumulated Fund (-Deficit) at end of year	15,347,155	-5,052,978	1,630,421	18,769,712
	CURRENT ASSETS				
277,114	Cash at Bank	1,062,197	50,495		1,011,702
650,149	Patient Fees Outstanding	900,959	900,959		
-18,600	Less Provision for Bad Debts	-18,600	-18,600		
601,327	Other Debtors	602,994	356,135	246,859	
20,827	Prepayments	200,000			200,000
337,601	(a) Stores on Hand	411,168	411,168		
1,868,418	TOTAL CURRENT ASSETS	3,158,718	1,700,157	246,859	1,211,702
	CURRENT LIABILITIES				
20,758	3 Bank Overdraft	2,095,302	1,997,152	98,150	
1,000,000	Operating Borrowings				
46,325	Other Borrowings				
1,198,050	Creditors	1,228,292	1,026,190	129,150	72,946
	Income in Advance	950,000			950,000
717,969	Accrual - Salaries & Wages	405,545	405,545		
1,316,454	(b) - Annual Leave	1,717,766	1,717,766		
63,447	(c) - Days Off	110,893	110,893		
1,253,880	(c) Provision for Long Service Leave	1,495,589	1,495,589		
5,816,883	TOTAL CURRENT LIABILITIES	8,003,387	6,753,135	227,306	1,022,946
-3,948,465	NET CURRENT ASSETS (-LIABILITIES)	-4,844,669	-5,052,978	19,553	188,756
1,289,498	(d) INVESTMENTS	1,610,868		1,610,868	
	FIXED ASSETS				
12,031,904	Land and Buildings	13,557,323			13,557,323
4,346,631	Plant and Equipment	5,291,734			5,291,734
	(b) Less Provision for Depreciation	-268,101			-268,101
13,719,570	NET ASSETS (-LIABILITIES)	15,347,155	-5,052,978	1,630,421	18,769,712

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, 1988

1986/87 \$	INCOME	1987/88 \$	Each dollar		GOVERNMENT GRANTS	\$	
21,631,642	Government Grants	23,767,107	80.20	cents	Operating	22,975,500	
268,544	Costs met by H.D.V.	263,731	0.89		Workcare	487,600	
3,147,318	Inpatient Fees	3,999,662	13.50		Minor Works	183,432	
111,858	Outpatient Fees	156,581	0.53		Specific Purpose	120,575	
1,000,755	Use of Hospital Facilities	1,224,608	4.13			<u>23,767,107</u>	
157,363	Recoveries — Meals and Accommodation	184,184	0.62				
20,723	Other Recoveries	4,217	0.01				
23,956	Sundry Income	34,172	0.12				
<u>26,362,159</u>	TOTAL REVENUE	<u>29,634,262</u>	<u>100.00</u>				
	EXPENDITURE						
20,617,739	Salaries and Wages	23,096,683	75.81				
358,164	Superannuation	335,171	1.10				
418,731	Workcare	579,235	1.90				
300,436	Food Supplies	327,607	1.08				
820,091	Medical and Surgical Supplies	1,003,367	3.29				
984,168	Special Service Departments	1,145,219	3.76				
590,916	Drug Supplies	733,683	2.41				
328,209	Fuel, Light and Power	337,372	1.11				
636,278	Domestic Charges	707,965	2.32				
431,319	Repairs and Maintenance	563,186	1.85				
897,473	Administrative Expenses	984,914	3.23				
211,062	Ambulance Charges	220,300	0.72				
154,225	Payments in Lieu of Fee Sharing	164,938	0.54				
	Depreciation	268,101	0.88				
<u>26,748,811</u>	OPERATING EXPENSE	<u>30,467,741</u>	<u>100.00</u>	cents			
98,963	Minor Works	177,480					
237,007	Interest	62,167					
103,763	Other Funded programs	329,362					
	NON-OPERATING EXPENSE	<u>569,009</u>					
-826,385	OPERATING DEFICIT	<u>-1,402,488</u>					
	Depreciation Transfer —						
	Capital	268,101					
	Prior Year Adjustments	-26,020					
1,038,200	Prior Year Cash Grant	59,600					
<u>211,815</u>	Net Surplus (-Deficit)	<u>-1,100,807</u>					
	as per Balance Sheet						

EXPENDITURE BY FUNCTIONAL COST CENTRE	\$	cents
Nursing and Wards	10,785,015	35.40
Operating Theatre	1,218,844	4.00
Medical	3,171,369	10.41
Medical Support/Paramedics	2,534,629	8.32
Outpatients/Emergency	751,825	2.47
Food & Dietary	1,848,480	6.07
Pathology	1,914,243	6.28
Radiology	895,234	2.94
Administration and Finance	1,496,909	4.91 (1)
Personnel/Employee Benefits	2,135,163	7.01 (2)
Engineering	1,391,782	4.57
Domestic/Linen and Laundry	1,884,202	6.18
Regional & Training Expenses	440,046	1.44
	<u>30,467,741</u>	<u>100.00</u>

(1) Employee Benefits includes:
Superannuation
Workcare
Long Service Leave

(2) Administration and Finance includes:
Public Risk Insurance
Computer Expenses
Costs met by HDV

BALLARAT BASE HOSPITAL

SCHOOL OF NURSING CENTENARY 1888-1988



ONE HUNDRED YEARS OF NURSE EDUCATION

BALLARAT BASE HOSPITAL SCHOOL OF NURSING CENTENARY 1888-1988

Nurse training at Ballarat had its beginning as a result of the following extract from the minutes of the Ballarat District Hospital Incorporated held at the Hospital, Wednesday 11th April, 1888 at 8.00 pm.

Dr. Salter moved and Dr. Whitcombe seconded " . . . that this Committee adopt the suggestion of the Sub-Committee on female nursing throughout the Hospital, and that another sub-committee be now appointed to bring up a report this day next month, as to the best means of commencing at once, and forming a nursing school."

The sub-committee had been investigating the possibility of establishing a School of Nursing for the Hospital since 1884.

Members of the newly formed Sub-committee appointed were as the President, Dr. Alex White; Vice Presidents, Dr. D. Cameron, J. Phillips. The Committee members were A. Anderson, G. Smith, R. Gibbings, C. Salter, together with the Honorary Medical and Surgical Staff. It was known as the Female Nursing Committee.

Plans for the preparation for the commencement of a School of Nursing for female nurses were prepared at subsequent monthly meetings.

The committee wrote to the Surgeons and Physicians asking if they would be "willing to give their hearty support in regard to lecturing to Nurses and Trainees and imparting all necessary instruction connected therein."

Drs. Wornaiski and Eastwood replied agreeing to co-operate in all matters connected with supervising, and lecturing to Nurses and Trainees.

Rules for the Nurses were those used at the Alfred Hospital although several alterations were recommended prior to adoption.

Rules included:-

1. The trainee nurses would wear a distinguished dress on duty as the Committee would appoint.
2. Strangers or visitors were not permitted to remain after visiting hours or crowd around any one bed.
3. An entrance fee of three guineas, and one guinea for each course of lectures.

The Committee insisted that a certified nurse be engaged at £40 per annum and to start in Ward 4, as soon as possible. Also that trainees commence at 5/- per week for the first three months, 7/6 for the next three months and 10/- for the following six months if they passed an examination.

Preparation for the employment of female nurses in the wards had the Committee of Management recommend " . . . to expend a sum not exceeding £700 for alterations, furniture and to provide the necessary accommodation for the female nurses."

The development and progress throughout the past 100 years of the School of Nursing, no doubt, has been due to the influence and guidance of the matrons and later day Directors of Nursing.

Also the contributions of the many qualified members of the Ballarat Hospital's Trained Nursing Staff, the Professional Staff and all other staff of the Hospital have ensured the great reputation of the School of Nursing.

*Cover Photograph:
Mrs. A. Neilson (Matron), 1891
and Trainees.*

The Ballarat Hospitals Nurse Training School opened in 1888 on the advice of the honorary medical staff, some of whom undertook to teach the nurses.

At this time the training of females as nurses began because demand for skills was required and Trained Wardsmen were scarce.

All nursing activities focused around the matron and to many including young aspiring nurses, Matron meant fear and the supreme power.

The qualifications required for the early matrons was to have the title of "Mrs."

MRS. GARRETT 1856-1857

As first matron she was appointed with a salary of \$100 per year, her husband was appointed House Steward and Dispenser. Her main duties were to supervise the preparations of the patients meals, the cleanliness of the wards and maintain the supply of linen.

MRS. HILLAS 1857-1862

Her husband was the Resident Surgeon and Dispenser 1827-1892, noted as the first in Australia to perform a Caesarean Section in Australia here at the Ballarat Base Hospital on 13th June, 1872.

MRS. SPENCE 1862-1864

Her husband was House Steward and Dispenser and female Nurses wages were £30 per annum. Matrons salary however was £60 per annum.

At this time the Management Committee felt it better to appoint separate persons for the position of Matron and House Steward.

MISS SARAH BISHOP 1864-1875

Miss Bishop was appointed following an advertisement in the Ballarat "Star". There were 8 applicants. There is no mention of a husband. Her salary on appointment was £60 per annum but increased £20 per annum, including a private sitting room, change of dish, and she sat at the officers table.

On 9th September 1875, Mrs. Bishop resigned her position to become the second matron of the Children's Hospital, Melbourne, where she remained for nearly a quarter of a century. In 1891 she completed and passed her exams for Nurse Training with the second group of Nurses. On her retirement from the Ballarat Hospital she received a bonus of £15.

MRS. NELSON 1875-1896

The longest serving matron, 21 years. Before coming to Ballarat she was Head Nurse at the Armhurst Hospital, (no longer in existence). During her term in 1884 the "Style of Nursing in the female wards", and the training of nurses was much discussed.

A Head Nurse position was advertised in the Sydney Morning Herald, the Adelaide Registrar, the Melbourne Argus and Ballarat papers. Miss Osburn, Lady Superintendent of the Sydney Hospital was contacted for advice and asked to recommend a suitable applicant.

A Mrs. Aitkins from Sydney was appointed at a salary of £70 per annum. The Head Nurse was required to superintend the nurses in the female wards and assist the Honorary Professional Staff and Resident Surgeon.

In 1887, employment of female nurses to replace wardsmen began.

Nurses were engaged at the following rates:

1st Year and 2nd Year £26 per annum.

3rd Year £30 per annum.

Hours of duty were 7.00 am to 7.00 pm during the day and 9.30 pm to 7.30 am overnight.



*Miss S. A. BISHOP
1864-1875.*



*Mrs. F. G. EAGLETON
Surgeons, Physicians and Members of Board of Management 1896-1911.*

On 20th June, 1888 a letter was received by the Committee of Management from the Honorary Professional Staff who were keen to improve the standard of Nursing so that more effective and efficient care of the patient would be available. Drs. Wormaiki and Eastwood promptly agreed to co-operate in all matters related to the Nurses Lectures and the Education Programme was agreed upon, hence training was of 2 years duration. Rules for the guidance of trainees were drawn up, following communication with the Melbourne Alfred Hospital.

However, prior to this a meeting was held on 11th April, 1888 regarding the forming of a Nursing School at the Ballarat Base Hospital. Rules were drawn up for trainee nurses based on those of the Alfred Hospital at Melbourne.

1. They shall wear such distinguished dress on duty as the Committee may appoint.
2. Call the attention of a resident medical officer to the case.
3. They shall not permit strangers, or visitors to remain after the usual visiting hours, or to crowd around any one bed, but shall quietly request such visitors to retire, if not adhered to, report same to the Matron or medical officer.
4. An entrance fee of three guineas and one guinea for each course of Lectures was charged.

Certified nurses were engaged at £40 per annum to start in Ward 4. A trainee nurse commenced at 5/- per week for the first 3 months, 7/6 for next 3 months and 10/- if they passed the examination for the following six months.

The depression of the 1890's placed severe economic restrictions on the country including hospitals. Nurses too suffered severely the effects, wages were reduced, longer hours were worked and few nurses were employed. Infectious Diseases were more prevalent in the community — especially diphtheria.

Medical Staff recommended that cooking classes be instituted in connection with the Nurse Training School.

Three nursing staff were dismissed to save £70.5.0 per annum.

During the Diphtheria Epidemic, nurses worked long hours continuously, often 1 nurse caring for 23 to 31 patients a ward.

In 1893 The Inspector of Charities suggested "the employment of unpaid probationers on the nursing staff be acted upon and advertised for in the local newspapers."

"That all nurses except Sisters on the permanent staff be required to leave as soon as they have obtained their certificate of proficiency at the end of their period of two years training so that the unpaid probationers may in turn be placed upon the paid staff."

However, in 1896 upon the resignation of Mrs. Neilson the advertisement of her position called for a married couple to fill the position as Secretary and Matron as an economical proposition. A joint salary of £250 per annum with Board and Residence was paid. The wife to have had if possible, Hospital Training as a nurse.

MR. AND MRS. EAGLETON 1896-1912

On 02/12/1896 Mr. and Mrs. Eagleton were appointed as Secretary and Matron respectively.

The Nurse Training School continued, wages for nurses in training disappeared, nurses became the work force of the hospital with little or no remuneration.

However, on 14th April 1897, Nurses^s Rose, Harrington and Cooke were the first mentioned and recorded to have had the seal of co-operation affixed to their certificates of competency.

Another significant date during this period was 8th February, 1899. The tender to build Queen Victoria Block. The cost of the building was £7,544.

The new century brought about many changes. The Victorian Trained Nurses Association was established, their objective was to improve and unify nurse training and conditions throughout Victoria. They requested fees for State Examinations and introduced State Regulations and requested that Probationers join the Association when commencing their training. These proposals were not well received by the local Committee of Management. Nurses by this time were paying \$4 to do their nurse training, in 1909 the fee was doubled to \$8. Thus for many decades to follow the nurses were a financial proposition for the Hospital.

Mrs. Eagleton resigned as Matron in 1912. She was much admired and respected by all. Many Past Trainees of the Hospital remembered her as a guest at the Annual reunions. She died during the late 1960's. The Committee of Management on her retirement recognized her services with the presentation of an inscribed silver tray and kettle.

MISS ROSA QUATERMAN, R.R.C. 1912-1918

She was the first trained nurse to be appointed Matron but joined the Army Nursing Service in World War I.

Nursing staff salaries were reduced again and on completion of training, many nurses left the Hospital as they could earn £2 to £3 per week private nursing (a higher wage).

This left probationers and student nurses often in charge of the wards.

Infectious diseases still were the main reason for a patient's admission.

Lady Peacock, wife of Sir Alexander Peacock, Premier of Victoria, assisted with a Queen Carnival to raise money for Hospital funds. She wore her Court presentation gown (her portrait hangs in the Hospital Library).

After World War I, the hospital had three Matrons between 1918 and 1929. They were Miss K. Ryan (1918-1923), Miss A. F. Roberts (1923-1926), and Miss Newman (1926-1929).

It was during the term of Miss Newman that the Mary Helen Auxiliary formed to raise funds in order to furnish the McDonald wing of the Nurses Home.

Another significant event was the introduction of the Hospital Nurses badge awarded to all Nurses upon completion of their training.

In 1926, the Midwifery training school commenced and Nurses Clelland and Stewart were the first graduates, and the hospital became classified as a Base Hospital providing all specialist services previously only available in Melbourne.

MISS A. M. BROWN 1929-1934

Miss Brown, a trainee of the hospital served as an Army Nurse in World War I.

It was a period of mixed fortunes with The Edward Wilson Building being opened, but the depression forced a 2% reduction in Government funding. The number of Nursing positions was reduced and wages fell. But also during this time the Ballarat Post Trainees League was formed.

MISS N. M. GRIFFITHS 1935-1939

A Miss Prichard only after a very short time as Matron (1934-1935) was replaced by Miss N. M. Griffiths. A trainee of the Royal Melbourne Hospital, Miss Griffiths arrived at a time when the position of Matron demanded expertise as a tutor, examiner and administrator.

As a member of the Board of Examiners for General and Midwifery in Victoria, Miss Griffiths was instrumental in establishing a training school that commanded high esteem throughout the state.

Fortunes were mixed during Miss Griffiths term as Matron, Senior Sisters' received the princely wage of £2/10/0 per week plus board and lodging.

In 1937, the Polio myelitis epidemic saw the Infectious Disease Ward 7 stretched to capacity, Splints for the patients' limbs were manufactured in the hospital's Engineering shop.

1939 bought the outbreak of World War II and the devastating bushfires. All nursing staff donated one half day's pay to bush fire relief.

MISS J. M. LITTLE 1939-1947

Trained in Tasmania, Miss Little left her position as Matron of the Warrnambool Hospital to take up duties at Ballarat Base Hospital.

During the war years, Miss Little developed evacuation plans and storage of emergency supplies. She introduced the retraining of former nurses for civilian nursing and emergency hospital work.

On 4th April, 1944 the first Preliminary Training School commenced with the first graduation taking place on 20th June, 1945. Eight nurses received certificates of General nursing and two completed Midwifery training.

The year 1947 saw the commencement of construction of the new Nurses Home designed to house one hundred and eighty nurses.

MISS J. M. LANGHAM, O.B.E. 1947-1967

Completing her training at the Royal Melbourne Hospital, Miss Langham served as an army nurse during World War II and prior to taking up the position at Ballarat Base Hospital in 1947 she was Matron at the Warrnambool Hospital. Significant events during this time included the opening of the new nurses home in November 1951 by the then Governor of Victoria, Sir Dallas Brooks. Some 37 years later, on 5th August 1988, the nurses home was renamed Jessie Langham House in her honor.



*Miss K. P. RYAN
Matron 1918-1923.*



*Miss A. ROBERTS
Matron 1923-1926.*



*Miss N. GRIFFITHS
Matron 1935-1939.*



*Miss M. S. OGDEN
Director of Nursing
1967-1986.*



*Miss E. A. Brady
Director of Nursing
1986 -*

MISS S. M. OGDEN, F.C.N.A. 1967-1986

Miss Ogden trained at the Mooroopna Base Hospital. She was also a graduate of the College of Nursing of Australia. During her time as matron at Ballarat Base Hospital, nursing took on many changes.

Greater emphasis was placed on post graduate studies, trainees from the Ararat Hospital attended Ballarat to gain Senior Nursing experience and in 1978 economic constraints reduced the intakes of 1st year trainees to 48.

During this time a uniform change occurred for student nurse trainees. The staff apron, cuffs and collars made way for tailored dress.

1983 saw the development of Dependency studies and the introduction of the 38 hour week for nursing staff.

In 1985, the last General Nursing School commenced. This marked the beginning of the end of Nursing Training at the Ballarat Base Hospital.

New students had commenced at the Ballarat College of Advanced Education.

MISS E. A. BRADY, R.N., R.M. (UK), Dip. Nurse Admin., F.C.N.A. 1986-

Miss Brady, the hospital's current Director of Nursing has been instrumental in bringing a new professionalism to nursing.

During the last two years a number of new initiatives have been undertaken. The role and function of the Nursing Division has been reviewed and redefined and has resulted in the implementation of a decentralised management structure. The Nursing Process has been introduced throughout the ward areas and Nursing Care Plans and other nursing documentation has been reviewed.

Quality Assurance programs have been planned and implemented and Nursing Audits are being used to monitor the standard of nursing care delivery.

Within the School of Nursing, now known as the Education Centre, there have been many changes. There has been the introduction of a Critical Care course, Coronary Care updates, refresher programs for general and midwifery nurses and orientation for all members of hospital staff. A variety of staff development programs will be presented for all levels of hospital staff.



PRELIMINARY TRAINING SCHOOL 1951.

Back (L. to R.) J. Scott, E. Cameron, T. Harlock, P. Haintz,
N. Dalman.
Front (L. to R.) D. Searle, E. Hart, W. Archibald,
B. Goldberg, M. Kuhne.



GRADUATES 1953.

Back (L. to R.) Y. Cornthwaite, M. Coutts, N. Wright, J. Knox,
M. O'Connell, G. Oheron.
Front (L. to R.) J. Donohue, L. Middlemiss, Sister Jean Harris
(Tutor-Sister) A. Tyler, Z. Coleman.



THE FINAL NURSING CLASS TO GRADUATE
5th AUGUST, 1988.



*Ballarat Base Hospital Trainees First Reunion,
11th October, 1929.*



GRADUATES 1945

*Back Row (L. to R.) Sisters Wallish, Fletcher, Coad, Williams,
Newell, Lavery.
Front Row (L. to R.) Sisters Hirth, M. Williams, Feckner, Kemp.*



*Miss J. M. Langham (Matron)
1939-1947.*

FINANCIAL STATEMENTS

BALLARAT BASE HOSPITAL SOURCE & APPLICATION OF OPERATING FUNDS FOR THE YEAR ENDED 30TH JUNE, 1988

SOURCE OF FUNDS	\$	APPLICATION OF FUNDS	\$
Increase in Provision accounts		Net Deficit	1,402,488
Long Service Leave	241,709	Prior Year Adjustments	26,020
Depreciation	268,101	Decrease in Liabilities	
Prior Year Deficit Grant	59,600	Accrued expenses Salaries & Wages	312,424
Increase in Liabilities		Other Borrowings	1,000,000
Trade Creditors	257,094	Increase in Assets	
Bank Overdraft	1,997,152	Patient Fees Outstanding	250,810
Accrued expenses Accrued Days Off	47,446	Stores on Hand (cost)	73,567
Accrued expenses Annual Leave	201,312	Sundry Debtors	60,647
Assets funded under Minor Works			
Decrease in Assets			
Cash at Bank	32,715		
Prepayments and Accrued Income	20,827		
	<u>3,125,956</u>		<u>3,125,956</u>

NOTES TO AND FORMING PART OF THE ACCOUNTS YEAR ENDED 30TH JUNE, 1988

NOTE 1: SIGNIFICANT ACCOUNTING POLICIES

The accounts have been prepared in accordance with the requirements of the Health Department of Victoria and Australian Accounting Standards. The accounts have also been prepared in accordance with the historical cost convention and do not take into account changing money values nor, except where stated, current valuations of non-current assets. Unless otherwise stated the accounting policies adopted are consistent with those in the previous year.

Set out below is a summary of the significant accounting policies adopted in the preparation of the accounts.

- (a) Stores on hand:—
Stores on hand have been valued at the lower of cost and net realisable value. Cost is determined on a first-in first-out basis and does not include any overhead expense.
- (b) Depreciation:—
The requirements of the Health Department of Victoria Cost Centre Accounting and Budgeting Systems Procedures manual requires that depreciation be charged on all fixed assets, other than buildings, costing \$2,000 or more. In accordance with the requirements of the Health Department of Victoria applicable fixed assets are depreciated over their estimated useful lives using the straight line method.
Depreciation has not been charged on fixed assets in prior years. The effect of this change in policy resulted in the current year's deficit being increased by \$268,101.
In accordance with the requirements of the Health Department of Victoria depreciation has not been charged on fixed assets with a cost value of less than \$2,000 or on buildings. This represents a departure from Australian Accounting Standard AAS4—Depreciation of Non-Current Assets, which states that fixed assets are to be depreciated over their estimated useful lives. The effect of this departure upon the results for the year has not been determined.
- (c) Employee Entitlements:—
The amount expected to be paid to employees for their prorata entitlements for long service leave, annual leave, and accrued days off is accrued annually at current rates of pay having regard to experience of employees departure and period of service. 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.
- (d) Investments:—
Investments held by the Hospital are shown in the Balance Sheet at cost. All investments are comprised of interest bearing securities and it has been the practice of the Hospital to hold all investments to maturity.

NOTE 2: COMMITMENTS:—

At balance date the Hospital has a signed contract for the purchase of a Cat-Scan for installation during the 1988/89 financial year. The total value of the contract is \$1,150,000 of which a deposit of \$200,000 had been paid at balance date.

NOTE 3: BANK OVERDRAFT:—

The ANZ Banking Group Ltd has granted the hospital an unsecured overdraft facility with a limit of \$800,000.

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, 1988, 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, 1988, and of the results of its financial operations for the year ended at that date.

BALLARAT,
20th September, 1988.

B. M. BOLGER, B. Comm., AASA CPA
(MANAGEMENT ACCOUNTANT) 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, 1988, 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 19th September, 1988.

E. D. MACAULAY,
Chief Executive Officer.

W. L. COCHRAN,
Honorary Treasurer.

M. H. DUGGAN,
President.

AUDITOR'S REPORT

We have audited the financial statements set out on pages 14 to 18, being the Statement of Income and Expenditure for the year ended 30th June, 1988, Consolidated Balance Sheet as at that date and the accompanying notes to the accounts in accordance with Australian Auditing Standards and the requirements of the Health Department of Victoria.

In our opinion, except for the matter raised in Note 1(b) in the notes to and forming part of the accounts, the financial statements present fairly the financial position of the Ballarat Base Hospital at 30th June, 1988 and the results of its operations for the year ended on that date, and are in accordance with Australian Accounting Standards and the Health Department of Victoria Cost Centre Accounting and Budgeting Systems Procedures manual.

Signed at Ballarat
this twentieth day
of September, 1988.

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

STATISTICAL SUMMARY

	1988	1987	1986	1985
INPATIENT:				
Inpatients Treated	12,665	11,971	12,547	11,651
Inpatient Days	64,250	60,035	69,978	69,529
Births	856	838	911	920
Operations — Major	1,513	1,440	1,614	1,504
— Minor	4,839	4,496	4,718	4,295
CCU/ICU	995	822	840	738
Pathology Examinations	12,805	13,889	12,130	12,284
Radiology Examinations	9,257	8,857	9,179	7,191
Number of Patients per day	176.05	170.07	183.31	189.90
Stay in Hospital (Days)	5.07	5.18	5.48	5.95
OUTPATIENT OCCASIONS:				
Outpatients (Clinical)	20,411	21,807	20,682	21,314
Accident & Emergency	42,063	35,981	36,194	32,325
Audiology	1,454	1,434	1,785	1,791
Speech Pathology	2,729	3,854	2,736	2,505
Physiotherapy, Rehabilitation	4,421	4,119	5,762	7,321
Dental	11,706	12,271	12,164	11,733
Occupational Therapy	2,050	2,905	2,708	739
Welfare	2,527	2,957	2,248	1,972
Pathology	63,125	60,803	58,372	58,122
Radiology	25,423	19,111	20,349	25,257
Dietetics	981	1,108	875	1,185
Pharmacy	9,674	9,781	11,783	10,799
Total Attendances	186,564	175,131	175,658	175,065



Patients of Ward 5 — Q2 with Matron J. M. Lingham, 1951-52.

NURSING SERVICES REPORT



*MISS E. A. BRADY
Director of Nursing
1986.*

Director of Nursing Report

Over the last twelve months the Nursing Division has implemented changes to improve patient care, to increase the job satisfaction of members of the nursing staff and to develop and expand the education programs available within the Hospital. The fact that the Nursing Division was able to implement these changes within a limited time span, reflects the commitment of the nursing staff to the improvement of patient care. All levels of nursing staff are to be congratulated for their efforts and contributions over these last twelve months.

NURSING PROCESS

The Nursing Division has completed the implementation of the Nursing Process into the ward areas of the Hospital. The Nursing Process is a method of providing a problem orientated approach to the delivery of patient care, especially in relation to nursing care planning and documentation.

QUALITY ASSURANCE

The Quality Assurance Committee has had a very productive year. Much effort has been concentrated on the development of audits for the purpose of measuring various aspects of nursing care, such as the administration of drugs and patient safety. The activities of the committee have been well supported throughout the Nursing Division. The results of the audits, whilst indicating some minor problems, have been pleasing overall. It is intended to conduct a range of nursing audits, on a regular basis, in order to monitor, and improve where possible, the standard of nursing care in the Hospital.

COLLEGE BASED EDUCATION

Ballarat College of Advanced Education continues to place their students for part of their clinical experience at the Hospital. The Nursing Division will look forward to welcoming these college graduates to our staff in January, 1989.

THE SCHOOL OF NURSING

This year will see the last graduation of general nurse students in August, 1988. As of that date the School of Nursing will become the Education Resource Centre and will be providing inservice and ongoing education for all members of hospital staff. In line with this new focus, the School of Nursing has expanded and now provides an orientation program for hospital staff and specific ongoing education programs to hospital staff.

The School of Nursing has presented refresher courses for both general and midwifery nurses wishing to return to the workforce, and continues to conduct a first year graduate nurse program. Post basic education remains a high priority and the School of Nursing will go on providing a Midwifery Nurse and Intensive Care education program.

ACKNOWLEDGEMENTS

I am appreciative of the continuing support of the Committee of Management and Mr. Macaulay, Chief Executive Officer, Dr. Davis, Director of Medical Services and Mr. Bridger, Director of General Services. My thanks also to the continuing efforts of both the Mary Helen Auxiliary and the Younger Set. Their efforts have been greatly appreciated.

I am grateful for the involvement and commitment of the Charge Nurses and all levels of nursing staff who have had to adapt to many changes in the past twelve months.

Finally to the members of Nursing Administration, both nursing and clerical, who have worked so hard in relatively new roles. To Mrs. E. Cameron who has been of great assistance to me in her role as Associate Director of Nursing, allocations my thanks and best wishes for her retirement. To Mrs. M. Stuckland, Deputy Director of Nursing, Education my sincere thanks for their loyalty and support.

NURSING GRADUATES 1988

GENERAL GRADUATES:

Class 85A

Terri Gay ANTONIO
 Gregory Noel BENTON
 Maree Christine COAD
 Bronwyn Margaret CUTHBERTSON
 Marie Frances GERDTZ
 Trudy Patricia HODGE
 Andrea Lynn HOGAN
 Julie Michelle HURLEY
 Helen Louise HUTCHISON
 Paul Thomas INGRAM
 Elizabeth Anne KINNERSLY
 Anita Stella KRICAK
 Melissa Mary McOWAN
 Leesa Kristene NITSCHKE
 Jennifer Maree PARTRIDGE
 Demetrios PERKOULIDIS
 Bernadette Ann RYAN
 Michelle TEMPLAR
 Joanne Francis WALKER
 Marlene Ellen YOUNG

Class 85B

Elizabeth DERBYSHIRE
 Justine Maria DUFLOU
 Timothy John EVA
 Jacinta Mary EVERARD
 Peter David FOYSTER
 Susan Joan GARNER
 Janine Ann LOADER
 Susan Jean MILLS
 David Robert POWELL
 Nola Elizabeth RICHENS
 Monique Johanna RIESEWIJK
 Fiona Elizabeth ROWLANDS
 Robert Glen SHIPSIDES
 Christine Margaret TAUSCHKE
 Cheryl Lee WYNEN

FOURTH YEAR GRADUATES:

Catherine Patricia BASHAM
 Suzanne Elizabeth BATCH
 Robert Gordon CARTLEDGE
 Janine Elizabeth CARTLEDGE
 Sandra Louise COOK
 Louisa Gertruda HEATH
 Bruce Owen HYDE
 Kim Maree KNIGHTS
 Melissa MANN
 Fiona Jean MULLER
 Sarah Jane SHEFFIELD

Barbara Maree BINKS
 Michelle CHAPMAN
 Susan Ruth CHARLESWORTH
 Marlene Joy DWYER
 Sharyn Maree GREENWOOD
 Robyn Lesley HEINRICH
 Tonia Michelle Kay HEMA
 Sally Maree HUNT
 Annette Maree McFARLANE
 Gail Ann ORR
 Rosemary Maree SHAW
 Christine Anne START
 Gillian Kerry TUBB

MIDWIVES:

Jennifer DODSON
 Pauline ELLIOTT
 Colleen PAULSON
 Noelyn WALES

Kathleen CONSIDINE
 Sandra DECKER
 Marion EISING
 Lesley GAMMIE
 Katherine KENT
 Jacki METCALF
 Karen WERNER

CRITICAL CARE GRADUATES

Kaylene BAIRD
 Christine BRIODY
 Glenys COSSAR
 Helen HEANEY

Kerry HEWITT
 Denise SHANNON
 Wendy SNIBSON
 Peter STRANGER

GRADUATION PRIZE WINNERS

Graduation Prize Winners

1. SURGICAL NURSING SENIOR PRIZEequal — Mrs. Cheryl Wynen and Miss Jennifer Partridge
2. MEDICAL NURSING SENIOR PRIZE Miss Monique Riesewijk
3. DR. W. SLOSS PRIZE FOR THE HIGHEST AGGREGATE THROUGHOUT TRAINING Miss Jennifer Partridge
4. JESSIE M. LANGHAM PRIZE FOR THE BEST PRACTICAL NURSE Mr. Paul Ingram
5. PRIZE FOR THE BEST PRACTICAL PAEDIATRIC NURSE Miss Fiona Rowlands
6. DR. CLAUDE SALTER PRIZE FOR THE BEST PRACTICAL THEATRE NURSE Miss Janine Loader
7. DIRECTOR OF NURSING'S PRIZE FOR EFFICIENCY AND RELIABILITY Miss Janine Loader
8. MR. W. R. GRIFFITH'S PRIZE FOR GENERAL PROFICIENCY IN MIDWIFERY Mrs. Karen Werner
9. SISTER MARGARET McGRATH PRIZE FOR PAEDIATRIC NURSING Mrs. Lesley Gammie
10. THE SISTER SILVEY MEMORIAL PRIZE FOR PROFICIENCY FOURTH YEAR Mrs. Suzanne Baich



Final Graduation Class (85B), 1988.

GENERAL SERVICES REPORT



— Mr. J. R. BRIDGER
Director of General Services

GENERAL SERVICES REPORT

The year 1987/88 was an exciting one for our hospital as two long awaited decisions were announced by the State Government. The first was the approval of a C.T. installation, and the second, the announcement by the Minister for Health of the approval for the major Redevelopment Program to proceed in two phases at an estimated cost of \$50 million. This was good news and gave a great boost to all of us.

Advice was received from the Australian Council on Hospital Standards that the hospital had been granted a 3 year accreditation status, a very commendable effort. I am sure these issues will be further elaborated on in other parts of the annual report.

This was the first year of Hospital Agreements. Under the Agreement System, the Hospital contracted to treat 12,500 Inpatients and 142,000 Outpatients for a total cost of \$29,444,700. The targets for Inpatients and Outpatients were exceeded by 115 and 14,163 respectively, while the total expenditure of \$29,551,317 was approximately \$130,000 over budget. Despite the overrun, the hospital remains one of the most cost effective in the state. Receipts for the year, apart from the Government Grant of \$22,975,500 were \$5,236,516.

The new fee structure introduced on 1st April, 1988 is based on type of service provided (Advanced Surgical, Surgical, Medical and Obstetrics) rather than type of room as previously determined. The increase in rates were substantial, and will see a commensurate increase in fee income to the hospital.

The hospital has moved into the Unix era in computing and this year terminals will be introduced into the general ward areas of the hospital. This move will consolidate the hospital as a leader in this field.

This year we were able to provide an improved environment, and more convenient facilities for patients, visitors and staff with various projects being undertaken. This has lifted both morale and image of our hospital. I refer to the following projects that were undertaken this year that fall into this category.

— New outpatients waiting room was completed at a cost of	\$18,000
— New outpatients office and entry foyer	\$13,000
— Improved visual appeal of the Queen Victoria Block entry	\$14,500
— Vastly improved front entry at Sloss House with comfortable seating and improved access	\$34,000
— Replacement of Yuille House corridor floor coverings with special carpet	\$35,000
— Walking track to replace the garden lost to the Coronary Care Unit building	\$8,000

These works together with some of the capital projects carried over from the previous year, were administered by the hospital Chief Engineer, Mr. Leigh Grigg, and his assistants Mr. Leigh Ditchfield and Mr. Norm Lee. The throughput of the engineering department this year has been considerable, and it is a credit to the staff for what has been achieved. The co-operation of staff throughout the hospital in the areas affected by these works was greatly appreciated, and contributed to the harmonious completion of the projects.

During the year the hospital placed a high priority on security. One additional staff member was appointed to the security workforce. A program was designed to send the security staff to the Mayfield Centre to undertake the Hospital Security Officer Course which is a recognised certificate course. Mr. Robert Walters has already qualified, and Mr. Greg Foster is to attend the course later this year.

A one day security workshop was conducted by the hospital's Education Centre during the year, and this proved very successful with representatives from some 20 hospitals around the state attending.

Following the Board of Management's decision to develop an ongoing fund raising program, the basis for the establishment of a Foundation has been put in place. Mr. David Karmouche has accepted the Chairmanship of the Foundation, and he is assisted by Mr. Peter Lane who is attending to the administrative matters, assisted by Miss E. Marshall as the part-time clerical assistant. Membership is growing, and development of aims, objectives and recruiting is continuing. Regular meetings are being held with a view to fully establish the Foundation as a legal entity within the next few weeks.

A number of initiatives were taken throughout the year to develop the hospital as a Centre of Excellence. These included:-

- The developing and printing of a substantial staff magazine, "The Communicator".
- The introduction of monogram jumpers for staff.
- Hospital tours were also re-introduced for school children. To date some twenty tours have been conducted.

GENERAL SERVICES REPORT

As a result of the efforts of the Occupational Health and Safety Committee, the philosophy behind the government's Workcare Legislation of 1985 which embraces prevention, compensation and rehabilitation has been realised by the hospital.

At all times the Occupational Health and Safety Committee has worked towards reducing injury rates and this is highlighted in the graph display of 'Staff Lost Time Injury Frequency Rates for the Years 1984 to 1987'. The graph illustrates a reduction in lost time injuries of over 33% between 1985 to 1987. This is a commendable effort and I congratulate the Safety Officer and the Safety Committee for their achievements.

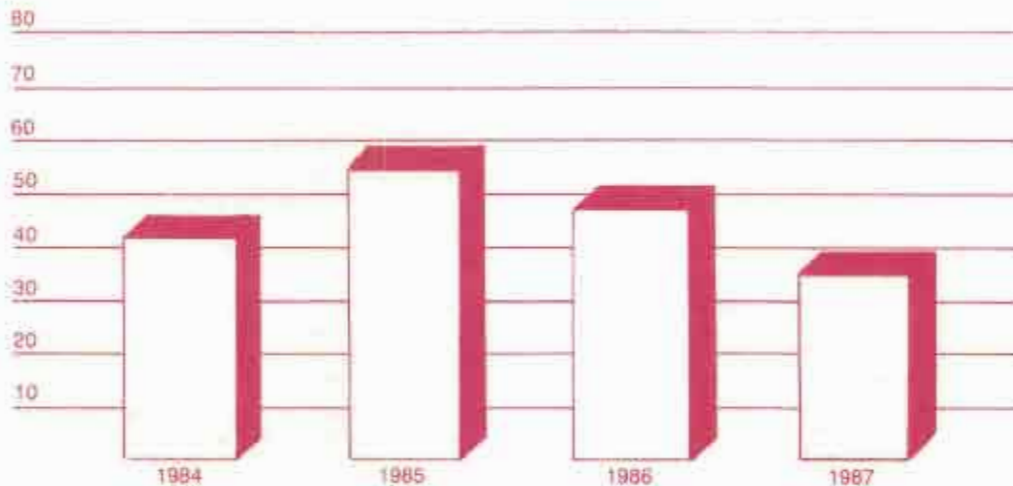
Other activities worthy of highlighting relating to Occupational Health and Safety included:-

- Development of a staff rehabilitation policy.
- Development and implementation of a smoke free environment policy.
- The undertaking by the hospital of a comprehensive health and safety survey using the expertise of a consultant ergonomist with the aim of providing a safer environment for staff, patients and visitors.
- Increased staff training.
- The most notable being the back care program utilising inhouse expertise from physiotherapy and the inclusion of health and safety training as part of the new staff orientation program.

During the year, the following staff resigned or retired from the General Services Division having completed 10 or more years service.

- Tony Fitzpatrick, Switchboard Operator, 14 years,
- Cliff Bilston, Domestic Services, 13 years,
- Susie Mills, Domestic Services, 10 years,
- In July 1988, Miss Rose Eichler retired after 34 years service on the Domestic Staff,
- Mr. D. Barker retired as Catering Manager after 22 years service and,
- Mr. Ron Toaks retired as Supply Manager after 20 years service.

LOST TIME INJURY FREQUENCY RATE



Mrs. A. Flavall was appointed Catering Manager, and Mr. R. Harrison appointed Supply Manager.

I congratulate both these staff members on their appointment and wish them well in their new roles.

It is with regret that I record the death of Mr. Ron Redfern of the Domestic staff after a 12 month illness.

I express my grateful thanks and appreciation to all these staff for their contribution to the hospital over the many years they worked for it.

The hospital is at present taking part in the 4% second tier productivity reviews. A Steering Committee has been formed and has been regularly meeting throughout the year. At present a number of reviews are being undertaken in an endeavour to achieve required productivity savings.

In conclusion to all my Divisional staff, and my secretary, I offer my thanks and appreciation, and to my Executive Colleagues I record my thanks for their support, particularly during the Chief Executive Officers period of study leave earlier this year.

J. B. BRIDGER,
Director of General Services.

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, 1988

<i>Dentists:</i>	F. J. MORGAN, B.D.Sc., I.D.S. P. R. RICHARDS, B.D.Sc., I.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>Radiotherapist:</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., I.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. 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.
<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. (Resigned 30/6/88).
<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>Director of Intensive Care:</i>	A. D. SUTHERLAND, M.B.B.S. (Melb.), F.F.A.R.A.C.S.
<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. (Resigned 30/6/88)
<i>Neurologist (Paediatric):</i>	J. 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. D. 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 Gynaecologist:</i>	P. E. HALL, M.B.B.S., M.R.C.O.G., F.R.A.C.O.G.
<i>Oncologist:</i>	R. BELL, M.B.B.S., F.R.A.C.P., F.R.C.P.A., (Appointed 4/10/87).
<i>Ophthalmologist:</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. J. M. BOURKE, M.B.B.S., F.R.A.C.S.
<i>Assistant Orthopaedic Surgeons:</i>	J. W. NELSON, 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. I. 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. I. 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>	L. 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. 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, Afl. 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

Administrative Officers:

Medical Administration:

A. BATH

Director of Accident and Emergency Department:

M. C. FITZGERALD, M.B.B.S., F.A.C.E.M.

1988 Interns:

N. Kimpton, M.B.B.S.

S. Knights, M.B.B.S.

D. Kosenko, M.B.B.S.

D. Llewellyn, 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.

1988 J.R.M.O.'s:

M. Churcher, M.B.B.S.

R. Liubinas, M.B.B.S.

G. Taylor, M.B.B.S.

P. Motyer, M.B.B.S.

A. Mariampillai, M.B.B.S.

J. Wong, M.B.B.S.

1988 S.R.M.O.'s:

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M. Bishop, M.B.B.S.

R. Campbell, M.B.B.S.

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M. Harris, M.B.B.S.

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C. Waller, M.B.B.S.

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A. G. FIRKIN, M.B.B.S. (Resigned 31/1/88)
N. B. TROST, M.B.B.S. (Appoint. 1/2/88)

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B. CHRISTIE, M.B.B.S.
P. MORLEY, M.B.B.S.
R. GAZZARD, M.B.B.S.
B. NUNN, M.B.B.S.

Medical Registrar:

S. FARAG, M.B.B.S.
M. ROSENTHAL, M.B.B.S.

Orthopaedic:

A. DEAN, M.B.B.S.
B. MANN, M.B.B.S.
R. FERGUSON, M.B.B.S.

Surgical Registrar:

W. FLEMING, M.B.B.S.
R. NICHOLSON, M.B.B.S.

Injury:

P. KEITH, M.B.B.S.
G. ELLIS, M.B.B.S.
M. ABEDI, M.B.B.S.
S. K. CHANG, M.B.B.S.

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Audiologist:

R. ROPER, B.A. Dip. Aud.

Cross Centre:

M. LEWIS-BORGWARDT, B.N.
J. HOLSTON, B.A. Dip. Soc. Sc., Dip. Ed., M.B.Sc.
(27/4/87).

Diet Therapist:

G. BOSCHERT, B.Sc. (Deakin), Dip. Nutrition and Dietetics.

Librarian:

N. WORSWICK, A.L.A.A.

Medical Records Librarian:

L. BUTLER, Associate Dip., M.B.A.

Occupational Therapist:

D. LYNCH, B.A., B. App. Sc. (Occ. Th.).

Orthoptics:

J. BROWNFIELD.

Pharmacist:

G. R. McCURDY, B. Pharm., F.S.H.P.

Physiotherapist:

S. MURPHY, B. App. Sc. (Physio.), Lincoln.

Podiatrist:

C. RIENIETS.

Chief Radiographer:

I. CHANNING, M.I.R., A.R.M.I.T., M.S.R.

Speech Pathologist:

E. BARTRAM, J.C.S.T., M.C.S.T., M.A.C.S.T., A.L.A.M.

Welfare Sister:

S. LORENSEN, B.A.



Miss Ann Nelson, Mission 1875 to 1896

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MISS A. SOLLY, R.N., R.M.

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Nursing Staff, 3rd July, 1918.

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<i>QI:</i>	MRS. A. McNULTY, R.P.N., R.N., R.M.
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<i>EGE:</i>	MRS. K. WHEELER, R.N., R.M.
<i>EGW:</i>	MR. C. HAWKINS, R.N., Cert. C.Care (UK)
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<i>Y2:</i>	MRS. M. J. MONCK, R.N., Cert. C.Care
<i>Y3:</i>	MRS. J. McMILLAN, R.N., R.M., Steriliz. Infect. Con. Cert.
<i>Y4:</i>	(Acting) MISS J. TAYLOR, R.N.
<i>THEATRE — Operating Suite:</i>	MRS. M. POLLARD, R.N., R.M., Cert. Anaes., Cert. Post-
<i>Anaesthetics:</i>	Anaes. Nsg.
<i>C.S.S.D.:</i>	Mrs. J. Auwema, R.N.
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<i>Admission and Discharge Co-ordinator:</i>	MISS M. MORCOM, R.N., R.M., Dip. Hosp. Nurs. Wd. Mgt., F.C.N.A.
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<i>Stomal Therapist:</i>	MRS. E. TINNEY, R.N., R.M., Stomal Therapy Cert.
<i>Diabetes Nurse Educator:</i>	MISS M. BROWN, R.N.

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L. D. GRIGG, Dip. Mech. Eng.

Environmental Services Manager:

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Linen Services Manager:

H. VAN HEES.

Personnel Manager:

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Assistant Caterer:

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A.M.I.P.H.H.

*Assistant Environmental
Services Manager:*

M. TUCKER.

Paymaster:

G. C. DALZIEL (Resigned 29th April, 1988).

Assistant Paymaster:

H. HEALY (Appointed 5th October, 1987).

Project Officer:

W. WALLACE.

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D. BORYS.

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