



**St Andrew's**  
Hospital

2016  
2017



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## MEDICAL AND SURGICAL EXCELLENCE

**ST ANDREW'S IS A 213-BED PRIVATE HOSPITAL OVERLOOKING ADELAIDE'S SOUTH-EASTERN PARKLANDS. IT HOUSES NINE STATE-OF-THE-ART OPERATING THEATRE SUITES, AN 18-BED CRITICAL CARE UNIT, AN EMERGENCY DEPARTMENT, PLUS TWO PROCEDURE ROOMS, AN ANGIOGRAPHY SUITE, A DAY-PATIENT SUITE, AND ARGUABLY SOUTH AUSTRALIA'S MOST COMPREHENSIVE PRIVATE CANCER-CARE FACILITY. THE TEAM AT ST ANDREW'S HAS RECEIVED NUMEROUS NATIONAL QUALITY AND CLINICAL EXCELLENCE AWARDS, SUPPORTING OUR BELIEF THAT WE HAVE SOME OF THE BEST PEOPLE IN SOUTH AUSTRALIA WORKING HERE.**

### MISSION

Medical and Surgical Excellence.

### VISION

St Andrew's will be known as the best private hospital in Australia, with a culture where relationships matter.

We will achieve this by creating an environment that promotes:

- Quality healthcare supported by exemplary customer service
- Best-practice patient care and support
- Partnerships with patients, carers and consumers that facilitate a service responsive to their needs
- A positive culture based on teamwork that allows us to attract and retain the best staff
- Sound business and financial practices to maintain a stable base for future growth
- A strong affiliation with the uniting church and its agencies
- Innovation and creativity in all our pursuits
- Ensuring up-to-date facilities and equipment.

### VALUES

We Care,  
We Create,  
We Deliver.



# CHAIRMAN'S AND CEO'S REPORT

David Whitbread



Stephen Walker



In a year in which many Australian private hospitals recorded a drop in activity, we are delighted to report that St Andrew's continued to grow in both activity and the range of clinical-services. This was achieved despite a consistent reduction in private health insurance membership across the country. This reduction is cause for concern for the private healthcare industry, and it is imperative that all stakeholders work together to offer excellent value to those Australians who are privately insured. Here at St Andrew's we do that by providing an environment where staff feel valued and are committed to being part of an exceptional team, resulting in outstanding patient care. We continue to work hard at our customer service and making St Andrew's an enjoyable place to work for all staff, medical specialists and contract providers.

Our strong belief in what we do was reinforced by again achieving full accreditation from the Australian Council of Healthcare Standards in November 2016, and through the excellent results we obtained in all private health insurance benchmarking surveys.

During the year, we made significant equipment purchases for our new neurosurgery service; significantly increased our cardiac surgery numbers; and were part of a world-first clinical trial with Adelaide Cardiology. Our robotic service (for both private and public patients) is provided in Urology, ENT (Ear, Nose and Throat), Gynaecology, colorectal surgery and general surgery, and during the course of the year we were able to train many more surgeons in its use. We continued to enhance our robotic surgery service and have become one of the busiest robotic sites in Australia. We are proud to be offering such leading-edge technology and a diverse range of clinical specialties to the South Australian community. In January 2017, we welcomed the introduction of the Adelaide Cancer Centre (ACC) to St Andrew's. ACC is located adjacent

the Chemotherapy Suite at our Medical Centre, where we also have Adelaide Oncology and Haematology and Dr James Dickson (South Terrace Oncology) providing a highly skilled and comprehensive cancer service.

In last year's annual report, we identified that we had commenced construction of a new wing for the hospital, and we are delighted to report progress has been on schedule and on budget. Our builder (Mossop), the many consultants and dedicated staff have ensured a smooth, well-run project, and have dealt with the inevitable challenges with aplomb. The building has now well and truly taken shape and we are in the finishing stages, ready for completion in December 2017. We are all excited about the development, which will house: 200 car parks; a 35-bed day-surgery unit; two operating theatres (giving us 11 in total); three procedure rooms; two angiography suites; and a 28-bed cardiac unit. The effort that went into planning this expansion has certainly paid off, as we're now seeing our vision turn to reality.

In addition to the building development, we have also had significant capital upgrades as part of our Engineering Services Master Plan. We have replaced medical air compressors, installed an 1100kW air conditioning chiller, automated building controls, and upgraded a number of patient-room ensuites.

However, the most notable project was the recent purchase of a tri-generation plant. This plant will provide base-load electrical power for the hospital, and use the waste heat it generates to provide hot water and cooling (via the new absorption chillers). This is a very energy-efficient process, resulting in a reduction in our carbon footprint. The tri-generation plant, together with our diesel generators, will enable us to operate self-sufficiently during any disruptions to the South Australian electricity grid.

The former chair of our Board of Governors, Ken Williams, advised early in the year he would need to step down from the role, due to an increasing workload outside the hospital. Consequently, the board decided to engage a recruitment firm to search for a new external chair, which ultimately resulted in the appointment of Mr David Whitbread in May. David is a Chartered Accountant and a former Partner of Deloitte Australia.

He has had extensive experience in a range of corporate endeavours, especially corporate governance,

and acting as Finance Director and/or Chairing the boards of large and fast growing family businesses.

In other board changes, we farewelled Ms Susy Daw after a long and productive commitment to the hospital. Fortunately Susy has retained a connection with us though, as she continues to chair our Credentials Committee. The board also commenced a review of our clinical governance framework. Although we already provide solid governance through a group of people with diverse and excellent skill sets, we are eager to identify any opportunities to enhance our contribution. The review is expected to be completed in the coming year.

It was with great sadness that, in February, we saw the passing of our inaugural St Andrew's Hospital Foundation Patron, Mr Basil Hetzel. Long regarded as a living treasure, Basil was internationally renowned and acknowledged for his outstanding achievement in discovering the connection between iodine deficiency in pregnant women and brain development in the unborn child. This, of course, led to the introduction of iodised salt in food.

The continuing work of our hospital foundation itself cannot go unacknowledged. The foundation has once again provided considerable support for the hospital through equipment purchases, donations and scholarships.

The past year has been another highly successful one for St Andrew's. We've expanded our service profile and grown our activity, while retaining a strong financial position and a culture everyone is happy to be part of. But above all, we're most proud of our unrelenting commitment to our patients.

We would like to thank all our dedicated nursing staff and medical specialists, our non-nursing and administrative staff, our board and foundation, all of whom have worked very hard throughout another outstanding year for St Andrew's.

**Stephen Walker**  
Chief Executive Officer

**David Whitbread**  
Chairman

## HIGHLIGHTS

**WHAT  
MATTERS TO  
YOU? DAY**

**INSTALLATION  
OF TRI  
GENERATION  
PLANT**

**ACHS  
ACCREDITATION**

**EXPANSION  
OF CARDIAC  
SURGERY**

**EXPANSION  
OF ROBOTIC  
SURGERY**

**DEVELOPMENT  
OF EASTERN  
CLINICAL  
DEVELOPMENT**

**HACCP  
ACCREDITATION**

**BREAST CARE  
LUNCHEON**

**INTRODUCTION  
OF ADELAIDE  
CANCER CENTRE**

**INTRODUCTION  
OF  
NEUROSURGERY**





**ST ANDREW'S IS COMMITTED TO DELIVERING EXCELLENCE IN NURSING AND CLINICAL SERVICES, AND OUR VISION IS TO PROVIDE SAFE, HIGH-QUALITY CARE FOR ALL OUR PATIENTS. THIS IS ARTICULATED TO OUR STAFF AND VOLUNTEERS VIA THE SAFETY AND QUALITY FRAMEWORK, WHICH DEFINES THE CARE PROVIDED AT ST ANDREW'S HOSPITAL AS PATIENT-FOCUSED, DRIVEN BY INFORMATION, AND ORGANISED FOR SAFETY.**

# NURSING AND CLINICAL SERVICES

## SA HEALTH NURSING AND MIDWIFERY EXCELLENCE AWARDS

This year's SA Health Nursing and Midwifery Excellence Awards were held at the Adelaide Entertainment Centre on Friday 12 May, 2017. The occasion was hosted by Jane Doyle, with Minister for Health Mr Jack Snelling and South Australia Chief Nurse and Midwifery Officer Ms Lydia Dennett in attendance. State-wide, there were 61 nominations for individuals and work teams this year, with St Andrew's staff nominated in four of the eight categories presented. These nominations were reviewed by industry panels, one of which included our own Jacquie Wiley, with 21 finalists identified across all categories. St Andrew's stomal therapist Susan Saies was a finalist in the "Excellence in Practice: RGN" category, and our Breast Care nursing team was a finalist in the "Excellence in Person Centred Care: Team" category. While neither took out their respective awards, each represented a significant personal and organisational achievement, with St Andrew's the only private organisation among the state-wide finalists. The awards were an opportunity to celebrate and acknowledge the nurses who deliver outstanding care to the patients, and their families, at St Andrew's.

## ST ANDREW'S BREAST CARE TEAM

### RETIREMENT OF JILL BORTHWICK, BREAST CARE COORDINATOR

We held a morning tea on Friday 30 June, 2017 to say farewell to our much-loved Breast Care Coordinator Jill Borthwick and wish her well in her retirement. Jill served St Andrew's for 28 years and was instrumental in developing our Breast Care Service. She was also one of the main drivers for the development of the "breast care nurse" specialisation, and was pivotal in the development of our Breast Clinic service. The clinic started modestly, with surgeons initially consulting out of a small area and seeing under 600 patients a year.

Under Jill's leadership, however, the Breast Care team expanded its operations to now see and support over 1,000 patients annually in its own dedicated facility.

Jill lives and breathes the values St Andrew's holds dear, and is held in high esteem by all those who work with her. Specialist breast surgeon Mr Jim Kollias said, "Jill has been a wonderful support person for our breast cancer patients, and to the breast surgeons attending St Andrew's. Furthermore, she has been a tremendous leader and educator to the nursing staff." Jill was also mentioned with incredible regularity in the monthly patient-nominated Bupa Awards.

Each year, Jill has led a team of outstanding nurses and administration staff to deliver the hospital's Breast Care Lunch, with around 250 patients and family members attending annually. The event features a variety of high-calibre speakers, and patients who have undergone body-image changes due to breast surgery provide an inspiring lingerie fashion parade—a gift of confidence strongly contributed to by the Breast Care team.

Jill leaves the Breast Care service in a strong position, having ensured there are systems in place to provide patients with a team of knowledgeable and compassionate staff to provide the care they need. She has also established valuable resource networks to ensure patients can access and absorb, at their leisure, a wealth of care-related information. These networks are communicated to staff and patients to ensure ongoing support beyond the hospital's doors.

We have indeed been privileged to have Jill at St Andrew's, and we wish her well in her next journey.

We have been fortunate to recruit Amanda Jones into the Breast Care Coordinator role. Amanda has a wealth of experience in this area as well as holding a Master of Nursing (Breast Care) from La Trobe University.

## INTERNATIONAL NURSES DAY

On Friday 12 May, 2017 St Andrew's celebrated International Nurses Day, with the board and Staff Executive Committee providing cakes to all nursing staff over all shifts. This allowed management to recognise the excellent care our nursing staff deliver to St Andrew's patients. Staff expressed their appreciation that this special day was recognised by the hospital.

## 50 YEAR REUNION FOR GROUPS 15, 16, 17 AND 18

St Andrew's has a rich history of not only providing excellence in nursing care, but also in the provision of nursing education. On Friday 12 May 2017 we hosted a 50 year reunion for over 20 nurses who commenced training at St Andrew's in 1967.

The day included a tour of the hospital and an overview of the new building developments. Those present were excited to see us preserving so much of our history, while still moving forward with exciting projects such as the new clinical wing. Many comments were made that, while times change, the hospital retains a welcoming culture with friendly staff, and remains an organisation where relationships matter.

It was obvious that, for both nurses who trained in 1967 and those working at St Andrew's today, the focus continues to be on providing outstanding care.



## QUALITY

St Andrew's Hospital celebrated "What matters to you?" day on Tuesday 6 June, 2017. "What matters to you?" day has grown into an international movement designed to inspire health and social care providers to listen deeply to the needs of those they care for.

On the day, we invited patients across the hospital to write on handmade leaves generously made by children at the Halifax Street Children's Centre and Preschool, what matters to them about their healthcare. The leaves were then gathered by our staff and volunteers and displayed on a tree in the main reception area for a week.

"What matters to you?" day also provided us with an opportunity to celebrate all that our teams do every day to ensure our patients receive care tailored to their needs.

With 49.5% of our patients responding, we received valuable feedback and enjoyed seeing our patients and staff interact in this meaningful way. The information we received was collated and reviewed as part of our commitment to providing the best possible care to our patients. Areas identified by patients identified as being important to them are included in the diagram below.

## WHAT MATTERS TO YOU?

**THIS GRAPH SHOWS THE RESPONSES FROM PATIENTS FROM "WHAT MATTERS TO YOU? DAY".**

**23.2%**

### Care

(i.e. individual, prompt, competent, safe)

**9.5%**

### Other

(i.e. Access to garden, balcony for fresh air, sleep, rain)

**8.9%**

### Communication

(i.e. being listened to, access to information, updates)

**5.4%**

### Meals

## ACCREDITATION

St Andrew's Hospital is accredited with the Australian Council on Healthcare Standards (ACHS). Accreditation is recognised as an important driver for safety and quality improvement. It provides public recognition of the achievement of a set of accreditation standards by an organisation, and the organisation's level of performance in relation to those standards.

The hospital completed the required Organisation Wide Survey with ACHS during November 2016.

This accreditation survey entailed five ACHS surveyors spending three days at St Andrew's Hospital to verify the hospital's compliance to the ACSQHS 10 National Safety and Quality Health Services Standards, as well as the five EQuIP standards developed by ACHS. The surveyors spent time talking with staff, patients and key committee members, as well as reviewing documentation, systems and practices.

This was the first time St Andrew's Hospital had undertaken the full survey against the 15 standards, and the feedback from the survey team was very positive, with all core components of the standards met. The survey overview stated:

"SAH staff and executives were well versed in the requirements of the EQuIP National Standards and the surveyors found all core actions to be Satisfactorily Met. Surveyors were impressed with a number of innovative and successful quality improvements which are mentioned in the more detailed Surveyor Summaries for each Standard."

**46.4%**

### Staff

(i.e. caring, empathetic, professional, friendly)

**2.4%**

### Family support

**4.2%**

### Environment/facilities

(i.e. décor, noise, cleanliness, equipment)



# MEASURING OUR PERFORMANCE

**UNDERPINNING OUR COMMITMENT TO DELIVERING EXCELLENCE AND CONTINUOUS IMPROVEMENT IS THE DESIRE AND ABILITY TO CONTINUALLY MEASURE HOW WELL WE ARE PERFORMING ACROSS THE ORGANISATION. THIS PERFORMANCE MEASUREMENT INCLUDES CLINICAL INDICATOR MONITORING, CLINICAL AND NON-CLINICAL AUDITS, INDEPENDENT STAKEHOLDER SURVEYS, PATIENT FEEDBACK MECHANISMS AND ACCREDITATION SURVEYS.**

Patient feedback continues to be an integral part of informing us on patient safety and quality. In 2016, 59.1% of the 3,546 compliments received were about our staff, recognising them for being welcoming, caring, cheerful, friendly, efficient, helpful and professional in the excellent care they provide.

The Department of Veterans' Affairs Patient Satisfaction Summary (2015-16) indicated the hospital's overall rating remains a very high 9/10, with 81.5% of patients indicating they would recommend St Andrew's to family and friends.

The hospital's participation in the ACHS Clinical Indicator Program enables us to benchmark our results against our peers. A large number of

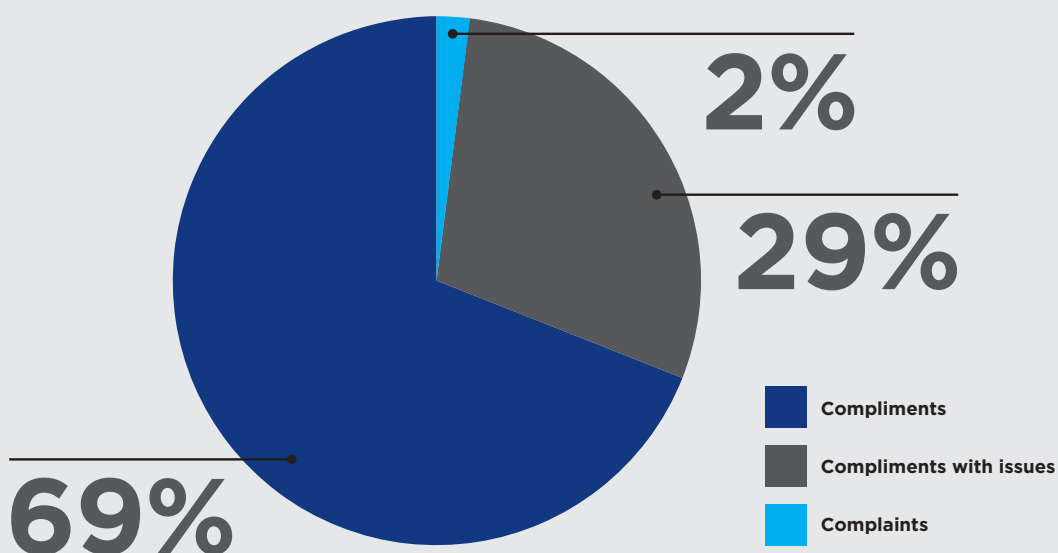
other performance indicators are monitored internally. Action is taken to address performance indicator results that fall outside expected norms.

The following is a sample of performance indicators that are measured and monitored to further improve patient safety and quality at St Andrew's Hospital.

## PATIENT SATISFACTION

These indicators are created from patient feedback that is provided on paper and via the website. The indicators are the rate of compliments, compliments with issues, and complaints.

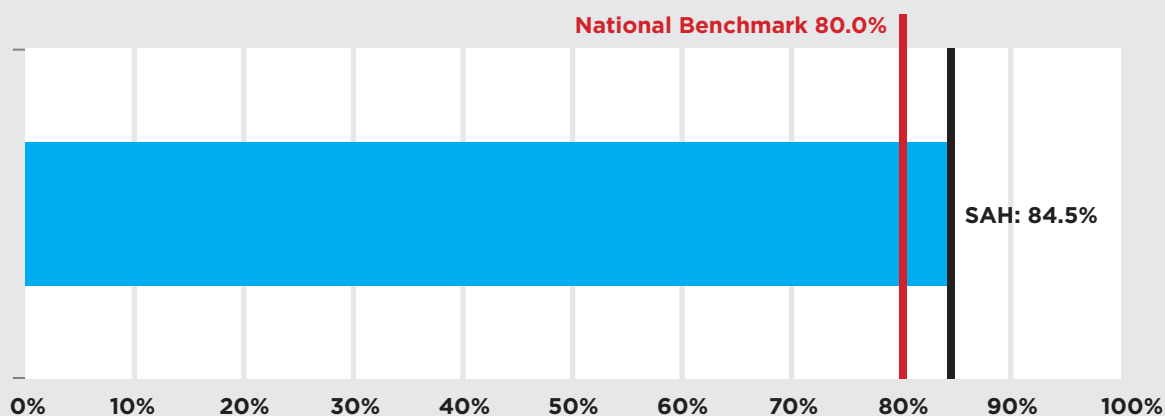
The pie chart shows the majority of feedback is Compliments at 69%, with Compliments with Issues at 29% and Complaints comprising of 2% of the feedback. Compliments with issues are often minor in nature and are used to improve the services of St Andrew's Hospital.



## HAND HYGIENE COMPLIANCE

### INFECTION CONTROL INDICATORS

Higher rate is a good result. The hospital Hand Hygiene rate is 84.5% and the National Benchmark is 80%. Hand Hygiene is one of the ways to reduce the Staphylococcus aureus bacteraemia rate.



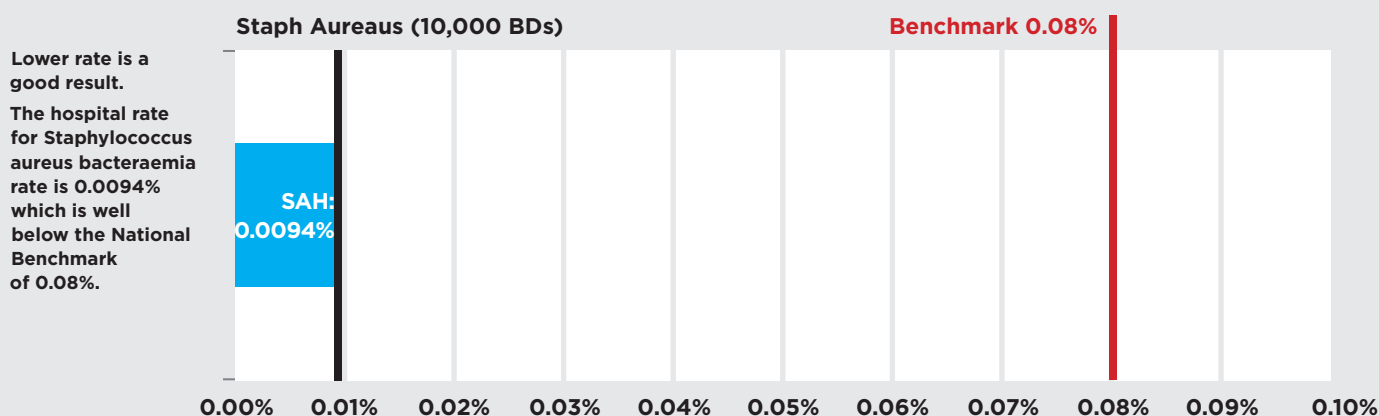
## CLINICAL INDICATORS

### AVERAGE LENGTH OF STAY

Over time we have seen a decreasing length of stay (time in hospital) as well as surgeries now being performed as day surgery.

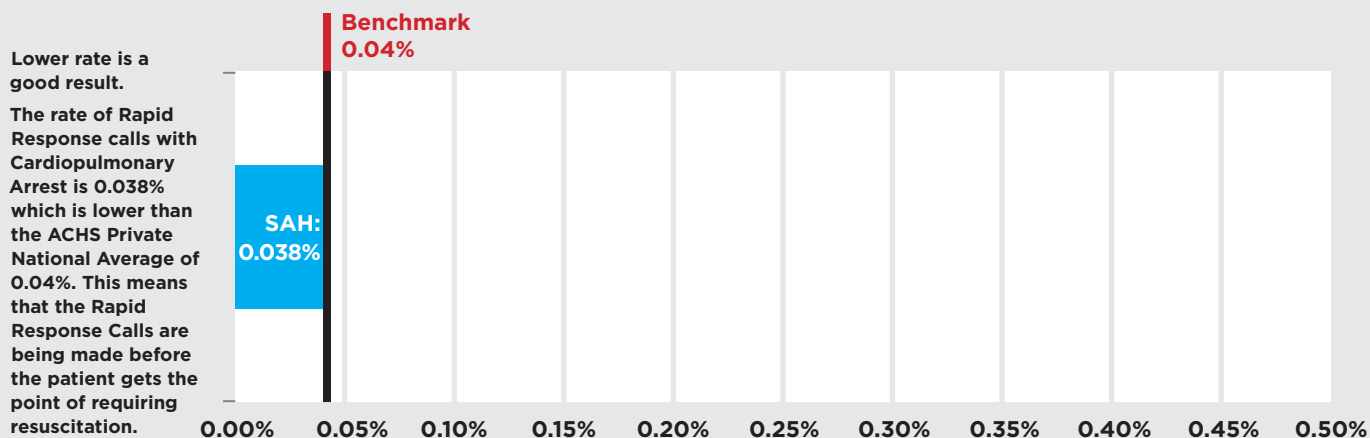


### INFECTION CONTROL INDICATORS



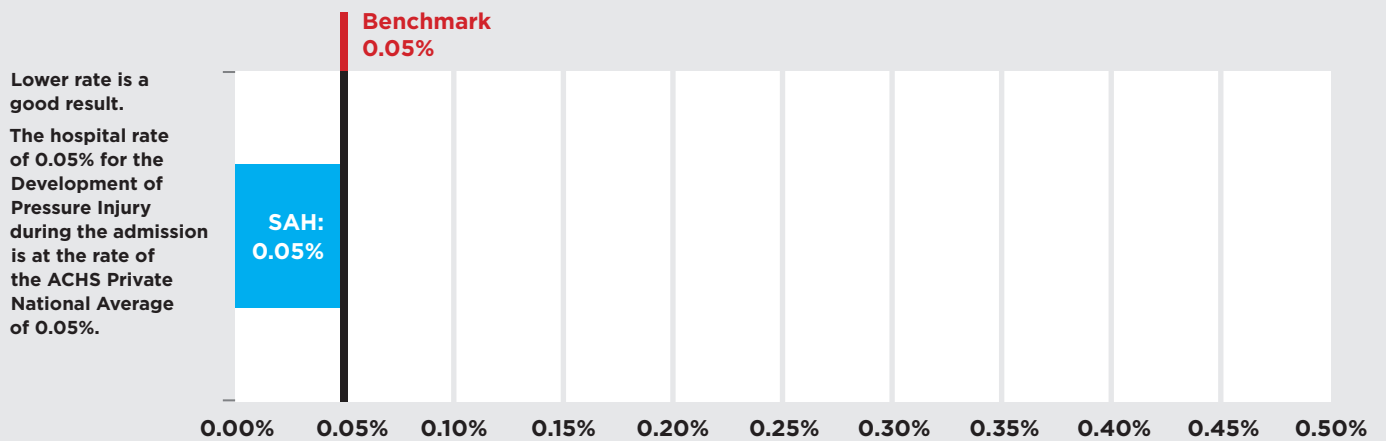
### RAPID RESPONSE CALLS WITH CARDIOPULMONARY ARREST

Rapid Response Calls are made when concern exists for the patient condition and extra help is required to prevent the patient condition from worsening.



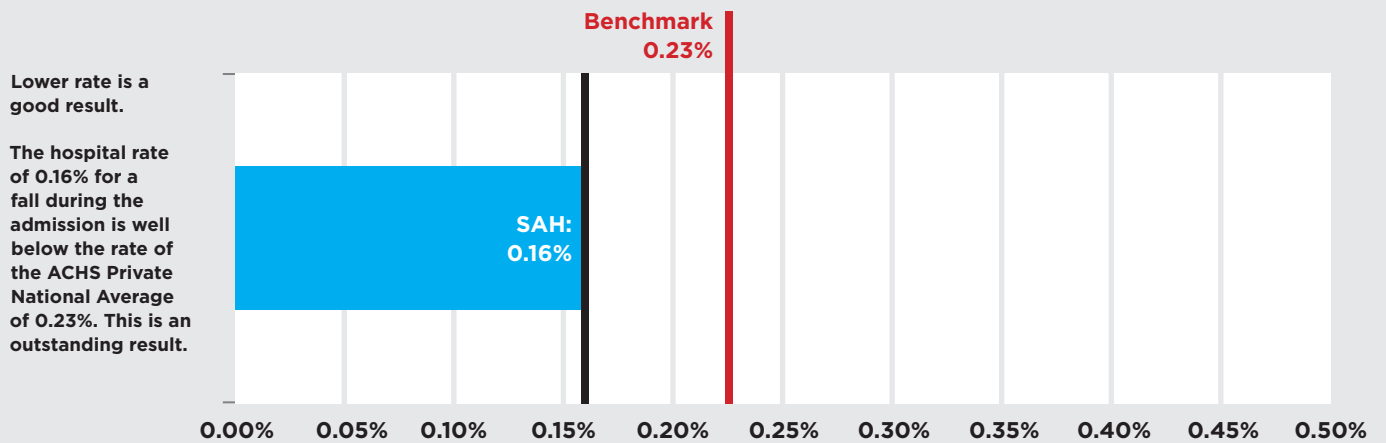
## PRESSURE INJURIES

One or more Pressure injuries developed during admission (ACHS 4.1).



## TOTAL NUMBER OF FALLS EACH MONTH

Total falls by month (ACHS 5.1)





# FINANCE AND ADMINISTRATION

## FINANCE

Our Finance team continues to work closely with all other areas of the hospital, providing key support services such as billing, payroll, accounts payable, accounting and financial reporting.

As the Eastern Clinical Development (ECD) construction progresses at rapid pace, the Finance team have provided the necessary administrative support, particularly around paying for contracted services and managing related cash flows and planned borrowing. We have formed a good working relationship with the ANZ Bank, who were chosen as preferred financier for the ECD project through a competitive tender process. This new relationship is key to supporting not only the ECD project, but also the hospital's ongoing capital plans and refurbishments under the Engineering Services Master Plan.

## CAPITAL

St Andrew's continues to make significant capital investments to support our commitment to medical and surgical excellence. Capital expenditure was \$2.8m in the financial year 2016-17, with major purchases including:

- a neurosurgery O-arm® surgical imaging system
- a spinal and imaging operating table
- a TOE (transoesophageal echocardiogram) ultrasound system
- payroll rostering software
- Soluscope reproprocessors
- Fluoriscan® surgical imaging systems
- OPMI® Pentero 900 Microscope for Neurosurgery
- Stealth Navigation Equipment for Neurosurgery
- da Vinci teaching console
- Intra Aortic Balloon Pump
- Cold caps.

In addition to our normal capital expenditure, construction of the ECD is well underway and due for completion in December 2017.

We would once again like to acknowledge the very generous financial support provided by Mr Gordon Pickard AM to purchase the dual console for the da Vinci Xi surgical robot.

The Engineering Services Master Plan also represents a major investment in infrastructure refurbishment.

## ADMINISTRATION

The ECD will include a new admission area for the day-procedure suite. Our Patient Services staff have formed a project team and have identified changes in patient flows to be implemented when the new facility opens. Their aim is to make our patients' journey through the expanded day procedure suite as simple as possible.

The update to our website has also contributed to an improved admission process. We are now working to provide electronic submission of patient admission forms and integration with online payments for health insurance excess and gaps.

This year Patient Services staff assisted inpatients with the national census. This required liaison with the Australian Electoral Commission and Australian Bureau of Statistics, and pre-training of staff to deliver and explain the census forms. We also provide this type of service whenever patients in the hospital are required to vote in a state or federal election.

After a successful trial period, the new concierge role has been confirmed as an ongoing service for our patients. St Andrew's is the only hospital in Adelaide to provide this type of service, and patients are thrilled with the extra care and attention they receive. There has been positive feedback from patients, visitors and medical specialists about the assistance offered.





## HEALTH INFORMATION MANAGEMENT

For some time now, we have considered the need to strengthen our coding and medical records capability. To this end, we engaged the services this year of a health information manager to head up our refocused Health Information Management team. Ms Lorraine Van Gemert recently commenced in the role, and brings considerable experience in the public and private health sectors.

One of Lorraine's main aims is to provide education to all St Andrew's clinical staff about current health information requirements and the need for informative documentation, essential for internal and external reporting purposes.

## SUPPLY

The Supply team continues to provide effective services to support the hospital's theatre and ward areas, and provide the essentials of food and general supplies to all other non-clinical areas. This year we have upgraded our existing barcode scanning equipment and methods, and we plan to share this capability throughout the hospital to improve traceability of material usage and costs.







# PEOPLE, ORGANISATIONAL DEVELOPMENT AND WORKPLACE SAFETY

**THE HR DIVISION TEAM HAS CONTINUED TO LEAD AND STRENGTHEN THE HOSPITAL'S HUMAN RESOURCE MANAGEMENT, ORGANISATIONAL DEVELOPMENT AND WORKPLACE SAFETY INITIATIVES OVER THE PAST YEAR. OUR CORE PURPOSE IS TO ENSURE THE HOSPITAL ATTRACTS, RETAINS, DEVELOPS AND EQUIPS ALL OF OUR HIGHLY SKILLED AND COMMITTED PEOPLE TO PROVIDE THE VERY BEST CARE TO OUR PATIENTS AND THAT ST ANDREW'S IS AN ENJOYABLE AND REWARDING PLACE TO WORK.**

Attracting talented staff, who reflect the hospital's culture and values, can be a challenge in the current health-sector environment, particularly with specialist nurses. We have explored and put in place new ideas and approaches, in collaboration with the management team, and opened up conversations with like-minded private hospitals across Australia to identify new talent pools, facilitate innovative thinking and continue to strive to be a great place to work.

The hospital is proudly committed to the development of leadership expertise across the clinical and non-clinical management team, as well as senior staff. In 2016, the St Andrew's Hospital Foundation funded four inaugural scholarships to complete the UniSA Leadership Development Program. Scholarship recipients had the opportunity to apply their learning through participation in key hospital projects, with support and mentoring from our Staff Executive team over a 9 month period. The hospital will continue to partner with UniSA in 2017 to deliver tailored leadership initiatives to the broader St Andrew's management group to facilitate transition and change

that supports achievement of the Hospital's operational and strategic objectives.

Key contributions from the HR Division team over the last 12 months have included:

- Comprehensive workforce planning in collaboration with division directors and managers, to support sustainability and organisational growth.
- Investment in the development of "soft" people management expertise and skills including: mastering tough conversations; mental health awareness; staff absenteeism; and day-to day performance discussions.
- Development of high-quality, tailored clinical training and education programs, including clinical skill workshops facilitated by medical specialists, health sector experts and St Andrew's staff. These programs are a key platform to strengthen our nurses knowledge in contemporary nursing practice, clinical reflection skills, and deliver exemplary patient care.
- Implementation of a 12-month perioperative Graduate Nurse Placement to cultivate specialist nurses for the future.
- Further development of the hospital's human resource information system, data and reporting tools to inform HR planning and decision making.
- Identification of opportunities for, and driving continuous performance improvement through, benchmarking our HR management, organisational learning and development, and WHS performance indicators with interstate private hospitals.
- Investment in technology to drive efficiencies in our recruitment processes, hazard and staff incident reporting, and management of workers compensation claims.
- Achievement of a robust safety culture across all work areas, following on from a successful transition to self-insurance in April 2016. A key focus has been improving awareness of, and skills in, risk assessment of day-to-day manual handling tasks to prevent work-related injuries.

# INFORMATION SYSTEMS

**DURING THE PAST YEAR, THE ST ANDREW'S INFORMATION SYSTEMS DEPARTMENT HAS WORKED DILIGENTLY AND IN LINE WITH THE HOSPITAL'S STRATEGIC PLAN. THE HOSPITAL'S HEALTHCARE INFORMATION SYSTEM, TRAKCARE, ACHIEVED A KEY PERFORMANCE MEASURE OF 99.99% AVAILABILITY.**

In the area of Wi-Fi, we listened to our customers: they were telling us we needed to provide a fast and effective Wi-Fi network for general purpose use, so in January 2017 we delivered free patient and guest Wi-Fi access. Our staff Wi-Fi network is also improving, being upgraded to voice-grade quality to enable state-of-the-art mobile telephony for nursing staff.

Preparations have begun to ensure a smooth transition to National Broadband Network (NBN) service provision, now that the NBN rollout has extended along South Terrace. Voice Over Internet Protocol (VOIP) communications are being adopted throughout.

All new and upgraded server systems have been built on the standard information technology (IT) host environment, ensuring safe and reliable operations. This is particularly important given the recent worldwide cyber-security focus. St Andrew's has conducted thorough internal and external reviews of its security systems. Firewalls and security applications and processes have been updated accordingly.

We have increased the number of desktop computers in theatres and within the Nursing Division. We have also increased the number of mobile devices delivered to nursing. Workplace quality audits are now being completed at the bedside.

Secure remote access to applications has been enabled to allow for a greater reach of St Andrew's

IT systems. A new contemporary website was released to the general public, providing compatibility across all popular mobile device technologies, and we merged this with the St Andrew's Hospital Foundation site to create a single, consolidated online presence. The St Andrew's website delivers important new features, including secure online admission processes and payment gateways.

Many hours have also been invested in ensuring we "future proof" our information and communications technology (ICT) capability within the hospital's new Eastern Clinical Development. This investment in up-to-date technology infrastructure will enable St Andrew's to enhance its capability across a broad range of services.

## ENGINEERING AND SUPPORT SERVICES

The 2016-17 financial year proved to be another period of exciting challenges for the Engineering and Support Services departments in terms of supporting the hospital to achieve its objectives. This is particularly true with regard to the works associated with the Eastern Clinical Development and Engineering Services Master Plan projects.

Engineering and Support Services consists of:

- Maintenance Department
- Capital Works Projects
- Dietary Services
- Biomedical Engineering Services
- Cleaning Services
- Security Services
- Property Services (Leases).

### ENGINEERING

This department is kept extremely busy in providing preventative and corrective maintenance services to the hospital and related off-site facilities.

### CAPITAL WORKS

In addition to routine maintenance and repairs, we have completed significant capital works, including the refurbishment of Theatre 2. With the completion of Theatre 2, we have now refurbished all current theatres.



## DIETARY SERVICES

This year has brought about significant change with regard to raising the emphasis on our safe-work practices, as well as notification protocols.

The Dietary Services Department continued to retain our HACCP accreditation and have done so since March 2006. This high standard of meal service is provided on a “paddock to plate” basis. That is, our meals are all freshly cooked and designed by dietitians to support patients’ needs, such as modified textures and special dietary foods (gluten-free, lactose-free, low potassium, low fibre, high protein and modified consistencies).

## BIOMEDICAL ENGINEERING SERVICES

The Biomedical Engineering Services Department is staffed by two qualified and experienced biomedical technicians.

Maged Shenouda and Colin Hill have continued to provide an excellent standard of service to the hospital, providing technical support to the new and exciting technologies being employed in the St Andrew’s theatres. In particular, our biomedical technicians have provided support to every cardiac procedure performed in St Andrew’s for the entire year.

In addition to providing services to St Andrew’s, we extend our service provision to clientele outside the hospital.

Tasks provided by the department during the year include:

- preventative maintenance
- corrective maintenance
- external work.

## CLEANING SERVICES

ISS Healthcare Services has continued to provide a high level of cleaning services to St Andrew’s.

In addition to the provision of the cleaning services (which includes making beds in all ward areas), ISS also carry out specialised services in our theatres to comply with vancomycin-resistant enterococci (VRE) and methicillin/multi-resistant staphylococcus aurea (MRSA) cleaning schedules.

We continue to work with our major contracting service providers to create innovative ways to improve the quality of services to the hospital.



## CURRENT RESEARCH AND ETHICS PROJECTS

**ALL RESEARCH IS ADMINISTERED BY THE RESEARCH AND ETHICS COMMITTEE. WE ADHERE TO AUSTRALIAN STANDARDS IN THE CONDUCT OF ALL RESEARCH OR PROJECTS. ST ANDREW'S IS COMMITTED TO CLINICAL RESEARCH AND CURRENTLY SUPPORTS A NUMBER OF PROJECTS, INCLUDING:**

- Collection of data for the Australian Orthopaedic Association National Joint Replacement Registry
- The South Australian Audit for the Clinical Management of Advanced Colorectal Cancer
- Bi-National Colorectal Cancer Audit
- Spine Tango Registry for Spinal Surgery – Mr David Hall's Private Patients, St Andrews Hospital
- Application to become an Authorised Prescriber for the Trabecular Metal Glenoid Augment (TMGA)
- Transcatheter Aortic Valve Implantation (TAVI)
- The South Australian Prostate Cancer Clinical Outcomes Collaborative (SA-PCCOC): In pursuit of a state-wide population based cancer registry
- The Australian Prostate Cancer BioResource
- BlastGen for couples with implantation problems or previous miscarriage
- A prospective MRI evaluation of multifidus structure and composition following percutaneous facet joint denervation in chronic lower back pain
- Use of Glubran2 to prevent seroma formation after mastectomy and/or axillary lymphadenectomy
- Australian Breast Device Registry
- "A Clinical Evaluation of the Medtronic Polymer-Free Drug-Eluting Coronary Stent System in De Novo native Coronary Artery lesions – (Polymer-Free DES Trial)"
- Actioning end of life care and advance care directives in an emergency department context.
- Clinical evaluation of a novel suture anchor for rotator cuff repairs
- Arthroscopic Trans-Osseous Knotless
- Magnetic Resonance to Manage Breast Disease
- Fertility SA BioResource
- Fertility Understanding through registry and Evaluation (FUTuRE Fertility)
- The couple in the spotlight of fertility treatment. Can couple-based approach improve the standard of care and shared decision making?
- Mitral Valve Repair Clinical Trial (MAVERIC Trial)
- STREAM Trial: Stimulation Resulting in Embryonic Aneuploidy using Menopur
- AMPLATZER™ Amulet™ Left Atrial Appendage Occluder Randomized Controlled Trial
- Quality and Cost impacts of Microsystems in Healthcare





# MEDICAL EDUCATION

MEDICAL STUDENT SELECTIVE PROGRAMME 2017

**THE 6TH-YEAR UNIVERSITY OF ADELAIDE BACHELOR OF MEDICINE AND BACHELOR OF SURGERY (MBBS) PROGRAM CONSISTS OF TWO SEMESTERS: ONE INCORPORATING “SELECTIVE” PROGRAM PLACEMENTS IN MEDICINE, PRIMARY CARE, PSYCHIATRY AND SURGERY, AS WELL AS A STUDENT SELECTED EXPERIENCE (ELECTIVE); AND IN THE OTHER, HOSPITAL INTERNSHIPS ARE UNDERTAKEN. SELECTIVES CONSIST OF FOUR-WEEK PLACEMENTS, WITH A COMMUNITY EMPHASIS. ST ANDREW’S HAS BEEN INVOLVED IN THE SELECTIVE PROGRAM FOR EIGHT YEARS, AND IS THE ONLY PRIVATE HOSPITAL TO DO SO.**





In 2017, the University of Adelaide had its largest Selective program cohort to date, with a total of 195 students involved. These figures, together with the unpredictable timing of the transfer to the new Royal Adelaide Hospital, have resulted in a similarly record participant group at St Andrew's. Throughout the 10 rotations, 28 students will have attended a placement by the end of 2017; 18 in Breast/Endocrine, six in Cardiology, and four in Urology.

A consultant in each of the specialty areas supervises and attends the students' sessions, and students must present a PowerPoint presentation to the consultant (demonstrating their understanding) upon completion of their rotation. Melissa Bochner has supervised 17 of the 18 Breast/Endocrine students, with Rob Whitfield stepping into the role while Melissa was on leave; Peter Sage has supervised the six Cardiology students; and Darren Foreman, Richard Wells, Andrew Fuller and Raj Singh-Rai have each supervised one Urology student.

Although students are assigned to one specialty area, opportunities to experience a variety of surgical procedures are maximised during the rotation. This flexibility has been consistently recognised in students' feedback as a positive attribute of the program. All students have attended a session in the cardiac theatre and followed through with patient care the following morning, attending a session with the Intensive Care Unit consultants. They have observed robotic procedures and participated in surgical sessions in Vascular, Plastics, Breast/Endocrine, Urology, Spinal/Neuro, and Orthopaedics. Students have also gained knowledge from anaesthetists, both in assigned sessions and while working with the surgeon. Many surgeons allow the students to scrub into procedures in an observant capacity only.

We prepare the students by providing a practical session on the skills of scrubbing, gowning and draping on their orientation day. This session has been well received by all students, with one stating: "We never received a formal teaching session for scrubbing and theatre etiquette in the past. This session was useful and I wished I received it earlier in my training."

Not all of the Cardiology sessions are procedural, as students spend time with the various consultants at Adelaide Cardiology. They experience consulting sessions, exercise stress

echocardiographs (ECHO), the sleep clinic, computed tomography (CT) reporting, angiography lab sessions, transoesophageal ECHO and electrophysiology (EP) lab sessions, and have been exposed to the atrial appendage trial being conducted at St Andrew's. The Breast/Endocrine students spend sessions with consultants in the hospital's Breast Centre to provide an insight into the preoperative and postoperative care of these patients. A session with the breast care and stomal therapy nurses gives students insight into the holistic care St Andrew's provides.

Adelaide Radiotherapy Centre (ARC) continues its involvement by facilitating a two-day program introducing Selective students to this specialty area. Dr Jones & Partners have also facilitated a session this year, with Randell Brown sharing his knowledge with the students. Consultants from both Adelaide Oncology and Haematology and South Terrace Oncology have provided exposure to the specialty of oncology and haematology. The second half of the year has seen the reintroduction of a pathology session with Clinpath. The students spend this session touring the facility at Kent Town and observing a pathologist dealing with specimens through the multi-header microscope.

Reverend Peter Morel facilitates a session with all Selective students on delivering bad news, where he shares his experiences and gives the students practical tips and resources for further reading. Feedback from this session continues to recognise the importance of developing this skill, and how this session has benefited and prepared students for their future careers. One student stated the only improvement she could suggest was to have two sessions with Peter rather than one, emphasising its popularity.

The feedback received from the students continues to be positive. The following extracts are indicative of the comments received:

"I thought the rotation was one of the best I have ever done. It was well structured and importantly well balanced. It allowed me to fill in a lot of gaps in regards to surgical experience having seen surgeries I had never seen. I also enjoyed all the additional sessions—radiology, chemo, radiotherapy and grief; these made it feel particularly well balanced. There was also a good time with consultants and teaching. Thank you for making this process smooth and also making it so structured."

"I really enjoyed the rotation, and thought it was great that we were able to experience working in the private sector, to compare to the public hospitals we have been in previously. I found all the consultants to be extremely helpful and willing to teach, which is definitely a positive influence for our study. I thought the rotation provided a great opportunity to experience multiple different surgical specialties, which allowed us to consolidate and fill in the gaps in our knowledge. Our time spent at Clinpath, Adelaide Radiotherapy Centre, Chemotherapy Suite and with the breast care nurse was also helpful as we have not had a chance to spend time in these areas in the past. It was really lovely having you introduce us to everyone in theatre, as it made us feel part of the team."

The success of the Selective program is due to the time and commitment shown by those involved: the many consultants who continue to share their knowledge; the breast care and stomal therapy nurses; theatre and angio nurses; the Critical Care Unit team; Kath Reval; Peter Morel; the staff from Adelaide Radiotherapy; Adelaide Cardiology; Clinpath; Dr Jones & Partners; Adelaide Oncology and Haematology; and South Terrace Oncology. All contribute to developing and running these diverse and successful placement opportunities.

#### THANK YOU TO ALL MEDICAL OFFICERS WHO PROVIDED INPUT AND SUPPORT:

|                 |                         |
|-----------------|-------------------------|
| Vinod Aiyappan  | Susan Neuhaus           |
| Michael Berce   | Rob Parkyn              |
| Melissa Bochner | Steve Petito            |
| John Bolt       | Raj Singh-Rai           |
| Julie Bradley   | Maria Santos            |
| Michael Brown   | Richard Sarre           |
| Randell Brown   | Peter Steele            |
| Jim Burnett     | Peter Sage              |
| Daniel Cehic    | Luay Samaraie           |
| Georgy Chacko   | Simon Sandler           |
| Rod Cooter      | Bob Singh               |
| Patrick Disney  | Govindarajan Srinivasan |
| Paul Dolan      | Rob Stuklis             |
| James Dickson   | Peter Sutherland        |
| James Edwards   | Karen Teo               |
| Darren Foreman  | Michelle Thomas         |
| Peter Franklyn  | Charles Tie             |
| Andrew Fuller   | Fabiano Viana           |
| Tabitha Healy   | David Walsh             |
| Tom Jaensch     | David Walters           |
| David King      | Richard Wells           |
| Jim Kollias     | Rob Whitfield           |
| Quoc Lam        | Malcolm Wicks           |
| Clayton Lang    | Thuc Nhi Wilson         |
| Mark Lewis      | Roger Woods             |
| Bill McLeay     | Mike Worthington        |
| Joe Montarello  | Stephen Worthley        |
| Jamie Morton    | Glenn Young             |
| Nick Murray     |                         |

# ST ANDREW'S HOSPITAL FOUNDATION

**THIS LAST YEAR HAS SEEN ENORMOUS GROWTH FOR THE ST ANDREW'S HOSPITAL FOUNDATION. WE HAVE ENJOYED SIGNIFICANT CONTRIBUTIONS FROM OUR DONORS, AN INCREASE IN OUR VOLUNTEER AND FRIENDS OF ST ANDREW'S NUMBERS, FURTHER DEVELOPMENT OF OUR SCHOLARSHIP PROGRAM, AND REFURBISHMENT OF TWO VISITOR WAITING AREAS WITHIN THE HOSPITAL. A NUMBER OF OUR VOLUNTEERS ALSO CELEBRATED AN INCREDIBLE 25 YEARS OF SERVICE TO THE FOUNDATION.**

It is with sadness that we acknowledge the passing of Dr Basil Hetzel, the inaugural patron of the St Andrew's Hospital Foundation. Dr Hetzel's contribution to the hospital is greatly appreciated, and his dedication to medicine and research is remarkable.

An absolute highlight for our volunteers was a reception at Government House, most generously hosted by Governor of South Australia His Excellency the Honourable Hieu Van Le AC, and his wife, Mrs Le. The reception coincided with National Volunteer Week and was a memorable occasion for all, but especially Ros Griffiths, Robyn McPherson and Mollie Bradford, who were presented by the Governor with a Premier's Certificate of Recognition for Outstanding Volunteer Service.

We have made significant contributions to the hospital this year, with our total distribution being in the order of \$1.35 million. Project highlights have included:

- ongoing contributions for the da Vinci surgical robot
- a blanket warmer and additional iPads for the chemotherapy suite

- contributions for new equipment to support the hospital's work in neurology
- continued support for cardiac facilities in the Eastern Clinical Development
- refurbishment of the Intensive Care Unit (ICU) and Ward 2A waiting lounges
- contributions towards a bariatric chair for ICU
- further development of the foundation scholarship program.

Under the leadership of Foundation Manager Amy Bredon, and with very capable support from Foundation Assistant Valerie Turnbull, the foundation has made significant progress over the last 12 months. It has recently undertaken a three-year strategic review, which has, in addition to highlighting new and diverse opportunities, reaffirmed the successful work done by the team.

We remain committed to providing a wonderful atmosphere for patients, visitors and staff when they visit the hospital coffee shop. Once again, Coffee Shop Manager John Coates has lifted the bar, and we now provide an even more tempting menu, backed by friendly volunteers and excellent coffee. Customers regularly comment on the welcoming nature of our coffee shop volunteers, and we know it is a service appreciated by many.

The Friends of St Andrew's program continues to develop, with membership growing steadily. Thank you to Dr Jones & Partners Medical Imaging and HPS Pharmacies for their support of this initiative, with both providing generous on-site discounts to program members.

I would like to thank my fellow directors for their continued advice and guidance. Their expertise is invaluable in providing support to Amy and the foundation team. The hospital also provides a tremendous amount of corporate support to the foundation. This diverse support is also greatly appreciated.

We look forward to the next 12 months and the exciting times ahead for the hospital and the foundation.

**Chris Wright**  
Chairman







# DONATIONS

WE WOULD LIKE TO ACKNOWLEDGE THE INDIVIDUALS, COMMUNITY GROUPS AND SERVICE PROVIDERS WHO HAVE SO GENEROUSLY SUPPORTED THE WORK OF THE ST ANDREW'S HOSPITAL FOUNDATION. THEIR SUPPORT ENHANCES THE QUALITY OF CARE PROVIDED TO OUR PATIENTS AND THEIR FAMILIES.

Ms Zoi Athanasopoulos  
Mr Graham Blacket  
Mr Brian and Mrs Marion Chapman  
Mrs Adrienne Copley  
Mrs Denise Cotterill  
Mrs Jillian Crouch  
Mr John Davis  
Mr Graeme French  
Mr Peter and Mrs Ros Griffiths  
Mr Richard and Mrs Wendy Haynes  
Ms Rosemary Higgins  
Mrs Caroline Holdt  
Mr David Klingberg AM and  
Mrs Margaret Klingberg  
Mr Geoffrey Lessure  
Mr Michael and Mrs Lesley Madigan  
Mr Bob Major  
Mr Philip and Mrs Helen McBride  
Dr Tony McLarty  
Ms Wendy Nicholas-Smith  
Mr Paul Rice  
Ms Amanda Seaton  
Mrs Priscilla Shea  
Mrs Shirley Stone  
Ms Jacqueline Sutherland  
Dr Walford and Mrs Susan Thyer  
Mrs Ros Tucker  
Mr Malcolm Tyrrell  
Mr Ian and Mrs Rosemary Wallage  
Mrs Mary Walters  
Mr Kent Wilson  
Mrs Sah Lan Wong  
Mr Barry Worrell  
  
Mundulla Concert Committee  
The Pickard Group  
The Sterling Foundation  
Westmead IVF Pty Ltd

WE GRATEFULLY ACKNOWLEDGE DONATIONS RECEIVED IN MEMORY OF THE FOLLOWING PEOPLE WHO HAVE BEEN IN OUR CARE.

Mr Bernard Collins  
Mr Pieter van de Water  
Mr Darren Modra  
Mr Evan Powell  
Mr Hans Zimmerman

WE GRATEFULLY ACKNOWLEDGE THE KIND CONTRIBUTION OF THE MEDICAL SPECIALISTS WHO HAVE PARTICIPATED IN THE 6TH-YEAR MEDICAL STUDENT CLINICAL PLACEMENTS PROGRAMME AND HAVE KINDLY DONATED TO THE MEDICAL EDUCATION RESEARCH FUND.

Dr M Berce  
Dr M Bochner  
Dr J Bolt  
Dr J Bradley  
Dr M Brown  
Dr R Brown  
Dr J Burnett  
Dr D Cehic  
Dr G Chacko  
Mr T Collinson  
Dr P Disney  
Dr T Healy  
Mr D King  
Mr J Kollias  
Dr C Lang  
Dr B McLeay  
Dr J Montarello  
Dr N Murray  
A/Prof S Neuhaus  
Dr R Parkyn  
Dr S Petito  
Dr P Sage  
Dr L Samaraie  
Dr M Santos  
Dr R Singh-Rai  
Dr V Singh  
Dr G Srinivasan  
Dr R Stuklis  
Dr P Sutherland  
Dr H Takhar  
Dr M Teo  
Dr D Walsh  
Dr D Walters  
Mr R Wells  
Dr R Whitfield  
Mr M Wicks  
Dr P Worley  
Dr M Worthington  
Dr S Worthley  
A/Prof G Young



# FINANCIAL REPORT

## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2017

(Extract from audited accounts)

|                                | 2016/17<br>\$,000 | 2015/16<br>\$,000 |
|--------------------------------|-------------------|-------------------|
| Current assets                 | 28,387            | 37,816            |
| Non-current assets             | 94,396            | 76,556            |
| <b>Total assets</b>            | <b>122,783</b>    | <b>114,372</b>    |
| Current liabilities            | 18,719            | 17,396            |
| Non-current liabilities        | 595               | 597               |
| <b>Total liabilities</b>       | <b>19,314</b>     | <b>17,993</b>     |
| Net assets                     | 103,469           | 96,379            |
| <b>Total accumulated funds</b> | <b>103,469</b>    | <b>96,379</b>     |

## ST ANDREW'S HOSPITAL STATISTICS 2015-2016

|   | 2016/2017     | 2015/2016     |
|---|---------------|---------------|
| OBD's medical surgical                    | 53,067        | 51,830        |
| Separations                               | 28,641        | 28,314        |
| Average length of stay                    | 1.85 days     | 1.83 days     |
| Theatre procedures                        | 12,896        | 12,292        |
| Day Suite procedures                      | 5,122         | 5,310         |
| Emergency Department attendances          | 4,068         | 4,214         |
| Emergency Department admissions           | 1,649         | 1,763         |
| Emergency Department average waiting time | 20 minutes    | 20 minutes    |
| Workforce statistics – employees          | 662           | 627           |
|   | (391 Nursing) | (383 Nursing) |

## AUDITOR

BDO Chartered  
Accountants  
Level 7  
420 King William Street  
ADELAIDE SA 5000

## BANKERS

ANZ Corporate Banking  
Level 21  
11 - 29 Waymouth Street  
Adelaide SA 5000

Commonwealth  
Bank of Australia  
96 King William Street  
ADELAIDE SA 5000

## SOLICITORS

Rossi Legal  
Level 7  
185 Victoria Square  
ADELAIDE SA 5000

DW Fox Tucker  
Level 14  
100 King William Street  
ADELAIDE SA 5000

# ORGANISATIONAL STRUCTURE 2016-2017

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Ms Leandra Spencer/  
Ms Renee McHugh

**Clinical Educator Theatre**  
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#### **DIRECTOR OF EMERGENCY SERVICE - DR STEVEN SCHUELER**

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Mrs Amy Bredon

**St Andrew's Hospital  
Coffee Shop Manager**  
Mr John Coates

**Coordinating Chaplain**  
Rev Peter Morel

**Project Coordinator (ECD)**  
Ms Anne Sherlock

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Front (L-R) Prof R Fraser, Dr M Sutherland, Mr D Whitbread, Mr S Walker, Rev R Miller  
Absent. Mr J Sweeney, Dr D Cehic, Ms R Wyness, Ms M Phythian, Mr R McLachlan, Mr D Walters

## CHAIR

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BEC (Hons) MAppFin MAICD  
(retired as Chair May 2017)

### Mr D Whitbread

BEC, FCA, FAICD  
(appointed as Chair May 2017)

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### Dr M F Sutherland

MBBS FFARACS FANZCA

## BOARD MEMBERS

### Dr R J Armstrong

MAMBA FCPA FCIA

### Prof R D Fraser

AM MBBS MD FRACS FAOrthA

### Ms M Phythian

RN

### Mr J L Sweeney

MBBS FRACS

### Mr D J Walters

MBBS DDU FRACS  
(retired September 2016)

### Ms S C Furey

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BEC (Acc) GAICD, GDLP, CTA, CA

### Dr D Cehic

MBBS FRACP FCSANZ

### Mr R McLachlan

BBus(Prop) GradDipMktg  
(retired July 2017)

### Mr T Lambert

BE (Civil), MEnvSt, GradDip  
BusMgt

## EX OFFICIO MEMBER

### Rev R Miller

Min.Dip.; Grad.Dip.Ed.  
The Moderators Alternate,  
SA Synod Uniting Church  
in Australia





## ST ANDREW'S HOSPITAL

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