



BURNSIDE
HOSPITAL

Burnside War Memorial Hospital Inc. Annual Review 2004.

Caring For Generations.





Our vision, mission and values

Respect for the individual, teamwork and quality are paramount in all our endeavours.

Our vision to be the first choice private hospital for Eastern Metropolitan Adelaide and rural South Australia motivates us to achieve a high level of sensitivity to the needs of our clients. We expect to achieve excellent clinical outcomes at all times whilst always providing premier, personalised care for all of our patients.

Translating our vision and mission into reality in the context of our key values is the guiding force for our work. Our values encompass respecting our patients, our professional association with our visiting clinicians, high quality services, excellence achieved within a collegial approach, responsible management of our resources and conserving our natural environment.

Respect for the individual, teamwork and quality are paramount in all our endeavours and integral to achieving excellence in patient care and associated services. These key values are very important to us in the way we deliver our services, care for our patients and in the way we work with each other. Together with our vision and mission these values contribute to the unique character of Burnside and are the basis for our culture of ensuring clinical safety.

During 2003/2004 these values have been tested as the demands of a constrained financial environment, changes in senior staff and a highly competitive market place have occasioned many changes. Keeping our focus on the future has been a significant challenge and lead to the implementation of the Burnside Business Improvement Plan now work in progress.

About us

Our redeveloped patient care facilities have been warmly welcomed by our patients, staff and visiting clinicians. The popularity of our Maternity unit is testament to the value of providing a level of patient comfort unsurpassed in Adelaide. Patient feedback confirms a very high level of appreciation of the care, services and facilities we

take pride in providing. Our staff and visiting clinicians have clinical safety always upper most in their minds and seek to ensure our patients do receive the care their condition warrants within a safe working environment.



Chairman and Chief Executive's overview – 2004

A leading provider of women's health, acute medical care, cancer care, general, short stay and orthopaedic surgery.

Ensuring sustainable excellence in patient care and the preservation of our heritage have been the focus of our attention this year. We can report recently introduced new and refined strategies aligned with the Hospital's Business Plan are bringing their rewards.

This year has been a testing one for the Hospital as indicated by the poor financial result. A loss of \$500,000 primarily reflects unsustainable agreements with certain Health Funds in the past and difficulties in the effective management of the nursing workforce. Activity levels for the year were on a par with the previous year in virtually all areas.

Following two months of particularly poor demand for general beds, due to the coincidence of international and national medical conferences, actions were taken that would redress that situation. The problem has been exacerbated by insufficient flexibility of the nursing work force. A Business Improvement Plan was introduced in May with attention focussed on three key areas of the business. These include improving our capability to admit and manage non elective patients using a clinical standing orders approach; eliminating the obstetric

waiting list and maximising the efficiency of the operating theatre suite by achieving 80% utilisation of booked time.

Early indications reveal improved business throughput and this combined with a more efficient management of staff resources has resulted in improved trading results for the first three months of the new financial year.

In reviewing the hospital's Strategic Business Plan the Board reaffirmed the key elements to 2006. These include achieving annual revenue of \$20M and net profit of \$1m, being the first choice private hospital in our catchment and being recognised as a leading provider of women's health, acute medical care, cancer care, general, short stay and orthopaedic surgery.

The continuing commitment by government to the private health insurance 30 percent rebate in order to maintain its affordability was welcome news. It is a fact that the rebate is an effective instrument in keeping a balanced demand between the public and private hospital sectors.



Ensuring sustainable excellence

The hospital continues to provide high standards of care having met all the required standards.

Capital expenditure demands continue to necessitate the diligent apportionment of available funds. In 2004/2005 provision has been made for an investment of \$800,000 in plant and equipment.

Risk Management continues to receive its due with the recent adoption by the Board of an updated Risk Management Plan 2004 ~ 2007. The Plan comprehensively addresses all aspects of risk reduction and improves our capability for safe care and safe work environment.

Occupational Health and Safety is another area of improvement. We can report that a long running dispute with Workcover was resolved reducing our levy rate by almost one percent or a premium reduction of almost \$100,000. With only nine lost time injuries amounting to 558 hours and around \$13000 or 0.13% of total labour costs, safe work practice is a strong feature of our work culture.

In mid September this year, ACHS conducted a one-day Periodic Review where surveyors monitored compliance with 19 mandatory criteria. From feedback at the summation session it was obvious the Hospital continues to provide high standards of care having met all the required standards.

The persistent drive and commitment by the Risk and Quality Coordinator, Gillian Clark, to the accreditation program has undoubtedly played a significant part in the good outcomes and achievements for which the organisation has much to be grateful.

Two new Board Members were appointed this year. Associate Professor Brenda Wilson brings a wealth of management experience having held various senior executive-nursing positions. Ms Anne Hinton appointed in May comes with a background in health consulting at a high strategic level and is presently the Chief Financial Officer and Company Secretary for a bio-sciences organisation.

The Hospital has again been blessed with support from its Foundation. Of note was the Five-Star Lunch organised under the direction of Mrs Bardie Simpson OAM and a talented team of supporters held in the newly refurbished Ballroom at the Adelaide Hilton Hotel in June. A hugely successful event in honour of Foundation Founding Member, the late Brian Fricker AM with all proceeds committed to the Hospital's new Chemotherapy Unit to be known as The Brian Fricker Oncology Centre. Overall, funds of \$131,000 were raised for the Centre, a remarkable achievement.



 **Meriel**
Health Information
Manager

Our staff, our volunteers

To achieve a culture of always looking to be better at all that we do.

Our staff continue to enjoy the confidence of our patients. They aspire to the highest levels of safe quality care for our patients and their achievement of this aspiration is manifested by the many expressions of appreciation that are regularly received.

Volunteers play a much valued and significant part in the life of the Hospital. Support from our

magnificent team of volunteers amounted to some 10,000 hours last year, a truly wonderful contribution. We are most grateful to each and every one of them and thank all sincerely for their invaluable support and commitment.

Mr Frank Kite

Chairman, Board of Directors

Mr Nick Warden

Chief Executive

Highlights 2003/2004

The Burnside Performance Improvement Program defines the way we integrate quality, safety and risk processes to achieve a culture of always looking to be better at all that we do. Measuring our progress internally is achieved via the various processes defined within the program and externally primarily through accreditation with the Australian Council on Healthcare Standards. This year we have advanced many initiatives designed to enhance patient safety and improve the strategic and operational management of the hospital including:

Successful introduction of the Medical Emergency Triage Team has ensured early detection of clinical deterioration and improved patient safety.

Collaborative functional guidelines have ensured safe clinical care and practice.

Contemporary Risk Management Program has ensured our risk exposure both corporate and clinical is minimised.

At risk protocols implemented in the Sleep Centre have achieved a more timely response to patients with severe sleep disorders.

Separate Anaesthetic Consent has encouraged more informed decision making by patients undergoing surgical procedures.

Patient Safety Initiative actively encourages our patients to question and understand their care.



Highlights 2003/2004

In depth DRG analysis has given us a new dimension in health fund negotiations.

Midwife managed Outpatient Advisory Clinic is assisting our new mothers in the early days with their new babies.

Courtesy Desk managed by volunteers receives regular positive accolades for the highly patient focussed service it provides.

General Practitioner relationship strategy is strengthening our association with our general practitioner community.

Business Improvement Plan initiatives are enhancing business outcomes and greater responsiveness to patient needs.

New staff appointments have given a new edge to our operational performance including Information Technology Administrator, Human Resource and Purchasing Officers and Maintenance Manager. Significant cost savings have resulted from their efforts. More recently welcomed our new Health Information Manager.

Greatly enhance knowledge of our business through in depth DRG analysis has given us a new dimension in health fund negotiations.

A Safe Work Practice Policy for the Operating Suite and Obstetric Delivery Rooms has reduced clinical risk and enhance patient safety.

Compliance with AS/NZS4187:2003 ensures our Central Sterilising Service provides a safe and responsive service.

Refurbishments combined with upgrades where necessary is providing improved access for our Maternity patients and enhancing service provision.

Pre admission risk assessment of patients attending the Short Stay Procedure Unit has reduced clinical risk and enhanced patient safety.

Streamlined account management has seen reduced debtors and quicker turnaround times for patient accounts improving cash flow.

Many OH&S aspects improved resulting in reduced costs and safer work practice.

Overall a positive year with improvements evident everywhere – next year will present more challenges. Our task is to address the new challenges with zest, energy and creativity with sustainable excellence as our most important goal.



The way ahead

Maintaining our independence is critical to preserving the Burnside difference.

The way ahead is potentially punctuated by many influences often beyond the hospital's control. The maintenance of the 30% private health insurance rebate, the continuing difficulties in securing a reasonable reimbursement from all health funds and the seemingly ever present recruitment shortfalls for all categories of nurses sit clearly and consistently on our drawing board. Managing both the known and

unknown implications of these and other issues is the challenge facing Burnside – ensuring our hospital is sustained for future generations to enjoy is our biggest responsibility and also our most challenging task for the immediate and long term futures. Maintaining our independence is critical to preserving the Burnside difference which our patients have come to expect.

The Burnside Hospital Foundation: A five star year

In 2003-4 The Burnside Hospital Foundation undertook two projects to raise funds for a foetal heart monitor for the Maternity Unit, and a major campaign to raise funds for the upgrade of the hospital's Chemotherapy Unit.

The re-developed Chemotherapy Unit will be named in honour of the late Mr Brian Fricker AM. A founding member of the Board of the Foundation, and well known in Adelaide for his many business and charitable involvements, Brian sadly lost his own battle with cancer in July 2003. Almost 500 people including Brian's family, and many of his friends and business associates - attended the Foundation's Five Star Luncheon in June, a most

memorable day that raised more than \$130,000 for the project. A highlight was the presentation of a donation of \$10,000 from the Australian Hotels Association SA. We particularly thank Ann Middleton's Chez Jewels, Custom Press, the Fricker Carrington Group, Haigh's Chocolates, Heli Air Helicopters, the Adelaide Hilton, and Malaysia Airlines for their wonderful support of the campaign for the Brian Fricker Oncology Centre.

The Burnside War Memorial Hospital Inc.

Statement of Financial Performance and Position

For the year ended 30th June 2004

(Extract from Audited Accounts)

Income and Expenditure Statement

	2004	2003
	\$	\$
Income		
Patient revenue	16,631,840	16,131,723
Ancilliary units	554,341	729,205
Interest received	6,739	19,561
Rent	369,979	337,023
Other	7,806	12,570
Kiosk	131,285	110,618
Total Income	17,701,270	17,340,700
Expenditure		
Salaries and wages	8,469,892	8,281,513
Annual and long service leave	921,806	773,869
Superannuation	718,667	698,239
Administrative expenses	976,973	1,129,068
Medical, catering and domestic supplies	3,265,894	3,313,724
Insurance	412,780	370,282
Borrowing and lease expenses	464,545	502,452
Repairs, maintenance and replacement	638,724	794,396
Depreciation	1,652,196	1,408,057
Kiosk	50,404	50,951
Other	648,665	425,193
Total Expenditure	18,220,545	17,747,744
Operating deficit before capital revenue\costs	(519,275)	(407,044)
Capital revenue/costs		
Donation distribution from the Burnside Hospital Foundation	22,000	250,000
Write down of leasehold improvements	-	(469,815)
Operating surplus/(loss) after capital revenue/costs	(497,275)	(626,859)

The Burnside War Memorial Hospital Inc.

Statement of Financial Performance and Position For the year ended 30th June 2004

Balance sheet		2004	2003
		\$	\$
Funds provided			
Capital and trust funds		1,123,540	1,123,540
Accumulated funds		14,621,228	15,118,503
Total funds provided		16,242,043	18,007,500
Represented by:			
Fixed assets (net)		20,875,277	21,781,452
Current assets		3,014,904	3,125,536
		23,890,181	24,906,988
Less	Current liabilities	3,482,268	3,347,300
	Non-current liabilities	4,663,145	5,317,645
	Total liabilities	8,145,413	8,664,945
Net Assets		15,744,768	16,242,043

Burnside at a glance

Average Length of Stay




(Excluding same day patients)

2003/04		2.79
2002/03		2.84
2001/02		2.81
2000/01		3.29

Number of Operations

2003/04		6983
2002/03		6993
2001/02		6573
2000/01		5812

Total Patients Treated

2003/04		10786
2002/03		10755
2001/02		9713
2000/01		8342

Total Same Day Patients

2003/04		3870
2002/03		3846
2001/02		3849
2000/01		3116



The Burnside War Memorial Hospital's commitment to achieving sustainable excellence in patient care remains paramount as we work toward achieving our vision. In so doing, we will fulfil our responsibility as a community hospital to remain viable to serve the healthcare needs of future generations.

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