



# Burnside War Memorial Hospital Inc Annual Review 2003



the business of **caring**



# compassionate care

## Our Vision

Achieving excellent clinical outcomes, Burnside will be the first choice private hospital for the residents of eastern metropolitan Adelaide and rural South Australia.

## Our Mission

Burnside Hospital provides **premier, personalised** care for surgical, medical and obstetric patients in contemporary facilities equipped with state of the art technology.

## Our Values

The key values of respect for the individual, teamwork and quality are integral to Burnside Hospital's primary goal of achieving **sustainable excellence** in patient care and associated services. We value:

- > Observing the rights of our patients, focusing on respect for their privacy, dignity and individual needs;
- > Respecting the professional association with our visiting clinicians;
- > Providing high quality services;
- > Delivering service excellence through a collegial approach;
- > Managing available resources effectively and efficiently; and
- > Conserving our natural environment.

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The completion and official dedication of the \$12 million redevelopment of our patient care facilities heralded a new era in health care at the Burnside Hospital. It was also a time of change as we worked towards creating a culture of business excellence to complement the hospital's hallmark standard of clinical and service excellence.

## About Us

The Burnside War Memorial Hospital is an independent private hospital that has evolved to serve the health care needs of Adelaide's eastern metropolitan and regional communities since opening in 1956.

With 76 overnight beds and an array of short stay and outpatient services, Burnside is a leading provider of acute medical, surgical and obstetric care. Its clinical specialties include women's health, day, general and orthopaedic surgery, medical and cancer care, and the diagnosis and treatment of sleep disorders in adults.

On-site specialist suites house leading clinicians across a range of medical specialties, complemented by radiology and pathology services. These include obstetrics and gynaecology, orthopaedics, general, breast, vascular and ENT surgery, gastroenterology, respiratory medicine, oncology, urology and general practice.

Our commitment to maintaining a culture of clinical and service excellence has earned us continuous accreditation by the Australian Council on Healthcare Standards since 1985.

A not-for-profit hospital, Burnside reinvests surplus funds in developing sustainable services and facilities that enable it to respond to the changing health care needs of its client community.

Visit our website

[www.burnsidehospital.asn.au](http://www.burnsidehospital.asn.au)

## Highlights

The completion and official dedication of the \$12 million redevelopment of our patient care facilities heralded a new era in health care at the Burnside Hospital. It was also a time of change as we worked towards creating a culture of business excellence to complement the hospital's hallmark standard of clinical and service excellence.

- > Our standard of care and commitment to quality improvement were again endorsed when the Australian Council on Healthcare Standards (ACHS) awarded us a further four years accreditation until November 2006.
- > Activity reached record levels with 6,993 operations performed, 789 births, and a total of 10,755 patients treated resulting in a turnover of \$17million.
- > We successfully implemented new patient information and financial management systems in October 2002.
- > The purpose-built, six-bed Burnside Sleep Centre re-opened in November 2002. It is now the largest private centre in South Australia and one of the busiest - operating seven nights per week.
- > Burnside Hospital set the benchmark for doctor satisfaction across a range of indicators in an independent survey of 73 healthcare facilities and 3,012 doctors nationally.
- > The new Burnside Specialist Centre, incorporating an expanded pre-admission service, was completed in December 2002.



## Leading words

The Burnside War Memorial Hospital has a long term, intergenerational commitment to ensuring that we maintain a sustainable business. This is achieved through cost efficient management while maintaining high standards of patient care and providing value-for-money services.



### Overview from the Board Chairman and Chief Executive

While Burnside Hospital was again a key provider of acute services in the private sector, the year was one of mixed fortunes. Although we achieved significant growth in turnover and record patient activity, our operating margins were eroded resulting in an operating loss of more than \$400,000. This outcome is due to internal and external factors, and reflects the exceptionally challenging market conditions facing the private health care sector generally.

The Australian Institute of Health and Welfare's (AIHW's) annual *Australian Hospital Statistics 2001-02* report again showed that private hospitals 'punched above their weight' in easing the patient load on public hospitals. The AIHW revealed that private hospitals treated 155,000 additional patients in 2001-02, following a 245,000 increase in 2000-01. This represents an increase of 22% in the number of patients treated in the private sector over this two-year period. Over the same period, the number of patients treated at Burnside rose by 26.9%, and by 10.6% in 2002-2003.

Besides being busier, private hospitals also faced escalating costs related to nursing wages and professional indemnity insurance. For Burnside, depreciation, higher utilities costs and insurance premiums alone accounted for an increase of \$750,000 over the 2002 financial year.

Two key factors placed continuing pressure on the available cash flow. These were the redevelopment, 50% of which was financed by commercial debt, and our program of upgrading operating theatre instrumentation to comply with the sterilisation procedures required under the revised Australian Standard (AS) 4187.

Despite these factors, the share of benefits directed to private hospitals by the health insurance funds to provide patient care has fallen sharply.

Nationally, industry offers reportedly ranged between -10% and +2%. However, for Burnside new agreements yielded rate increases in the range +2.7% to +4.0%. Despite achieving better than the industry average, the benefits now in place with many of the funds, seem inadequate to sustain our current service profile in the long term.

Health funds have won significant premium increases citing higher hospital operating costs, but pass on

only a small fraction of the gains received. The proportion of total benefits paid to private sector facilities has fallen from 55% prior to the introduction of the Federal Government's 30% rebate to less than 49% in 2002-03. Urgent market action is needed to ensure that a more reasonable percentage of premium increases is passed on to private hospitals to cover the ever-mounting costs of delivering quality care.

It is against this background that Burnside Hospital's financial performance has been a major issue for the Board and executive management.

Accordingly, our major focus is on improving our overall profitability through critically reviewing our operating costs while maintaining high standards of patient care. We will also be exploring opportunities to introduce innovations in pricing our services and to maintain a balanced service profile.

In June, we received an initial report from a specialist healthcare cost consulting firm that gave a detailed insight into the cost of delivering our current services. Already, this has highlighted the impact of the marked disparity in reimbursements from individual health funds for similar procedures.



**Far left:** Mr Frank Kite *Chairman*,  
Mrs Barb Stace *Director of  
Nursing & Clinical Services*,  
Mr Nick Warden *Chief Executive*  
**Centre:** Mr Damian Papps  
**Right:** Mr Chris Collins,  
Dr Ann Olsson, Mr Chris Morley,  
Mr Paul Fielding

To drive our improved performance, we have concentrated on establishing consistent processes across the organisation all of which contribute to good governance, management and accountability. While many of these reviews represent work in progress, the benefits are already starting to accrue.

Notwithstanding this year's decline in profitability, hospital staff and visiting clinicians are congratulated on achieving excellent outcomes across many aspects of our business. Foremost was ensuring that the hospital remained fully operational throughout its major redevelopment.

Achieving a further four years full accreditation with the Australian Council on Healthcare Standards (ACHS) with few recommendations for improvement is also testament to our culture of clinical and service excellence. This was affirmed in February in the remarks made by The Hon. Lea Stevens MP, Minister for Health, when presenting our Accreditation certificate.

The final phase of the hospital's current \$12 million redevelopment was completed in December 2002 with the fit-out of the Burnside Specialist Centre.

Located on the ground floor of the new north wing, the centre houses four full-time tenants, seven sessional users and the hospital's expanded pre-admission service.

Burnside is now in a strong position to capitalise on its reputation for first class care and service, offering patients single room accommodation.

The upgrade also provides a much-improved working environment for all hospital users, and better facilities for visitors. These include extra on-site parking, patient retreats and the very successful Café Otto that opened last October.

Our hospital enjoyed a positive public profile throughout the year, due partly to an integrated marketing strategy. A major aspect of this was the 'five-star' advertising campaign, which used outdoor and print media to promote our new facilities. Launched in May 2002, the campaign culminated with the official dedication of the redevelopment by The Hon. Trish Worth MP, Federal Parliamentary Secretary to the Minister for Health and Ageing. More than 600 people attended the March 30 event that included a very successful community open day.

Through their diverse backgrounds, the hospital's Board of Directors bring a blend of contemporary healthcare expertise, business acumen and special community interests. Their collective focus is on working toward best corporate governance practices.

As part of an organisation-wide Risk Management Program, we developed a Clinical Risk Action Plan that was formally adopted by the Patient Care Committee in May 2003. The systematic identification, assessment and management of clinical risk will strengthen our position in managing the impact of continual change in the professional indemnity insurance industry.

Human resource planning remains a priority. Innovative retention and recruitment strategies have seen us successfully attract the extra staff needed to care for increased patient numbers. Our aim is to develop a flexible, multi-skilled staff and to create a working environment that will give Burnside 'employer of choice' status, particularly for graduate nurses.

Left: Mr David Berman, Mr Jay Hogan,  
Mrs Jean Wickham  
Right: Dr Clive Hoffmann, Mr Larry Opie



Our commitment to achieving sustainable excellence in patient care remains paramount as we work toward realising our vision. In so doing we will also fulfil our responsibility as a community hospital to remain viable to serve the healthcare needs of future generations. These sentiments were unanimously endorsed at a joint Board and senior staff strategic planning meeting held in August 2003.

In looking toward the future, the Burnside Hospital Foundation continues to provide vital funds through the proceeds from the Development Appeal. We are very grateful to those who have, and continue to contribute to the Foundation's great success. It was indeed fitting that the leadership of key Appeal Committee members Bardie Simpson OAM, Bill Cooper OAM, John Gerard, Michael Brock and Tim Jordan was recognised at the March dedication ceremony. It is with great sadness that we acknowledge the passing of Foundation Board Member, Brian Fricker. Burnside was very fortunate to have benefited from his deep

personal commitment and generous spirit. His wise counsel as an inaugural member of the Foundation Board will be greatly missed but fondly remembered.

We are also fortunate to have forged excellent working partnerships with our visiting medical and allied health practitioners and their staff. Their continued support, which extends to serving on hospital committees, participating in peer review and professional development for our staff, is fundamental to providing first-class clinical care.

Volunteers also made a remarkable contribution to our team. We are sincerely grateful for their valued service at both the courtesy desk and in Café Otto.

Ultimately, Burnside Hospital is not guided by buildings or achievements, but by our staff who are committed to provide the very best care and service for their patients.

It is their compassionate approach to health care that is the key to our future success – this is the *Burnside Difference*.

Mr Frank Kite  
*Chairman, Board of Directors*

Mr Nick Warden  
*Chief Executive*

premier care



## The way ahead

The stewardship of our resources remains a priority. Sustaining a strong culture of improving performance and efficiency is the key to our survival. It also underpins our continued ability to invest in providing new and innovative services for the community.

Burnside Hospital's dedicated focus on its future direction was reaffirmed during the annual business planning process. We adopted four strategic goals with associated performance measures as part of our strategic business plan 2002-2006.

We have made considerable progress toward meeting those goals. However, we must continue to focus on achieving efficient operating systems that enable us to provide safe, quality care within a safe environment.

Our teams have worked hard over the year to establish consistent processes across the organisation. These have included reviews of staffing costs, employment strategies, policies and procedures, risk management including clinical risk reduction, the credentialing of our clinicians, financial and information systems, business planning, and workplace health and safety systems.

We remain actively involved in the ten-hospital ADVANTAGE Benchmarking Consortium that compares results across a range of indicators including patient falls and incidents, therapeutic errors and staff accidents.

Nursing, medical and allied health staff worked collaboratively to include evidence-based best practice guidelines into the patient pathways used to guide the delivery of optimal patient care.

The stewardship of our resources remains a priority. Sustaining a strong culture of improving performance and efficiency is the key to our survival. It also underpins our continued ability to invest in providing new and innovative services for the community.

## Measuring our progress

### Sustainable viability

We are reviewing the profitability of our service profile for the period June 2001- 03. Detailed analysis of the results will provide a much clearer insight into the relationship between revenue and the relative operating and capital costs of providing each clinical service.

This in turn will help to negotiate realistic reimbursements from health insurance funds, and will guide our investment in projects such as the planned upgrade of the day surgery unit.

A priority is to maintain a clinical service profile that comprises a sustainable, cost effective and balanced mix of inpatient and short stay services. As pivotal partners in delivering optimal care, our visiting medical staff will be actively involved in this process.

Creating a *Culture of Cost Consciousness* was an important initiative during the year and has helped staff to understand and become actively involved in improving our key operating systems.

### First choice private hospital for patients, doctors and staff within our client community

The Australian Council on Healthcare Standards (ACHS) awarded Burnside full four-year accreditation status following a two-day onsite survey in September 2002.

The surveyors' report evaluated our performance across six major standards under the Evaluation and Quality Improvement Program (EQulP).

We were commended for our multi-disciplinary approach to the admission/discharge process, community communication, the new volunteer-run courtesy service and our extensive quality improvement program.

Also highly rated were the excellent standard of inpatient accommodation, the quality of information provided to patients at discharge, our proactive approach to human resource, information, and risk management and safety systems.

These results provide an important indicator for the community and demonstrate our focus on providing the best professional and personal attention in every service offered. In preparation for EQulP Edition 3, which introduces 19 mandatory criteria, Burnside was a pilot site for reviewing the new standards.

Six-monthly review of patient incidents shows a continued downward trend. Direct care related incidents stand at 0.12% based on total patient days, with a very low incidence (0.01%) of serious injury.

Patients have an opportunity to evaluate our care and services through completing the revised "Impressions Are Important to Us" forms available at each bedside.

The results, together with those from regular surveys regarding catering, housekeeping and maintenance services all indicate high levels of client satisfaction and provide the basis for improvements.



# personalised care

Consumer participation in the hospital's quality and accreditation programs will broaden further through representation at Quality Committee meetings from October 2003.

Clients of our sleep disorders and diabetes services responded to a nationwide benchmark study of test and therapy services involving 5,917 patients in 13 categories. Both services achieved high scores across five major indicators of patient satisfaction and the highest rate of 'very good' responses.

Burnside Hospital also set the benchmark in an independent national survey of doctor satisfaction conducted during October and November 2002.

We achieved the highest overall mean score on 67 questions covering all aspects of clinician-management relationships and the provision of clinical services.

People – patients and staff – remain our fundamental focus. Developing staff potential is key to our success and fosters the collective commitment and resourcefulness that drives clinical and service excellence.

We strive to instigate innovative human resource management strategies that create a supportive, learning environment. Last year we helped 85 staff to undertake external professional development, with a further 72 taking part in programs provided on site.

Enterprise Agreements negotiated across all groups are moving toward creating a more flexible and family-friendly work place and offering greater individual rewards.

We are also focused on ensuring our future ability to attract quality staff. Initiatives include offering clinical placement for student enrolled nurses and generalist and specialist Graduate Nurse Programs through affiliations with the tertiary education sector.

Developing detailed staff and clinician profiles is an ongoing priority that is integral to ensuring that we can recruit and retain a high calibre workforce.

Due to its extensive workplace safety management systems, the hospital was invited to participate in WorkCover Corporation's new Safe Work Incentive Scheme from July 2002.

Strong community support for the hospital was evident when more than 600 people toured our new facilities during the public viewing held on 30 March this year.

This event was the climax of a year-long marketing and communications program launched in May 2002. Independent market research conducted in May this year indicated that the five-star campaign resulted in increased community awareness of the hospital and its major services.

Recognised as a principal provider of clinical services in the specialties of Women's Health, Sleep Disorders, Acute Medical Care, General and Day Surgery, Cancer Care and Orthopaedics.

We invested more than \$600,000 in purchasing new equipment to enhance the service provided in our five-theatre operating suite. This included buying extra surgical instrumentation to comply with the sterilisation procedures required under the revised Australian Standard (AS) 4187. In addition to installing a new autoclave, we are also investigating a plan to relocate and redesign the Central Sterile Supply Department (CSSD).

A new system was introduced to track all sterile items used for each procedure for documentation in the patients' case notes. Staff are now developing patient pathways for short stay surgical procedures including endoscopic investigations.

The purchase of three new eye surgery stretcher chairs resulted in more efficient care for patients undergoing such procedures.

An action plan was implemented to further streamline workflow, including multi-skilling and more flexible staffing arrangements.

Our free pre-admission service continues to grow. More than 200 patients attended a consultation prior to their orthopaedic, general or abdominal surgery last year. A similar service for short stay surgery patients is being examined.



Developing women's health services remains a strong focus. Subspecialties include general gynaecology, gynaecological oncology, uro-gynaecology, and breast cancer services.

In its first year, the Endometriosis Care Centre of Australia (ECCA) managed 305 enquiries, including referrals from general practitioners. Over 220 women consulted the centre's gynaecologists and nurse counsellor. Many underwent surgery related to their condition or received information about allied and complementary therapies to optimise their outcome.

Demand remained high for the hospital's 15-bed obstetric service, which averaged 65 births per month. With an expected increase to 77 deliveries per month from October, the midwifery team is developing a range of new initiatives to support parents. These include a revised antenatal education program, an early discharge support package including home midwifery visits, and a structured outpatient service. Staff also cared for 129 newborns admitted to the unit's special care nursery.

Since opening last November, the purpose-built Burnside Sleep Centre has attracted very positive client feedback. The centre comprises six private rooms with ensuites, each with electric king-single beds, individual air conditioning and high specification soundproofing. It is equipped with the latest diagnostic and treatment systems and infrared video cameras for monitoring sleep behaviour disorders.

Together with the centre's consultant respiratory physicians, our sleep technicians performed 2,071 diagnostic and treatment studies, 155 more than the previous year. The co-located respiratory investigation service was also expanded to two testing facilities.

Since consolidating our general patient accommodation on the first floor last year, nursing, clerical and support staff have built a cohesive team by working across both the von Rieben North and South wings. With a total of 52 beds, including four in the Level 1 Critical Care Unit, the wards care for post-surgical patients and those with medical conditions including respiratory illness, abdominal pain and unstable diabetes. Palliative care is provided with compassion and understanding, with the comfort of the patient and their family paramount.



# specialised care

The north wing also includes a day oncology unit that operates up to five days per week. In conjunction with consulting oncologists, a dedicated team of registered nurses assess and support patients undergoing chemotherapy for lung, cervical, ovarian and colo-rectal cancers. Staff managed 600 admissions last year, and we plan to expand the unit to incorporate six recliners and dedicated consulting and waiting areas.

In March, Burnside introduced the Medical Emergency Team (MET) system. The aim of the team is early identification of potential clinical problems and rapid response to patients with potentially life threatening conditions, or those at risk of cardio-pulmonary arrest.

Nursing staff use a set of 'calling' criteria to identify changes in a patient's condition, which if left untreated, could lead to serious complications. Once called, the team comprising accredited registered nurses evaluates the patient, provides immediate aid and contacts the treating medical practitioner.

The MET system will be assessed by December 2003 using collected data, including treatment measures and patient outcomes, forming the basis for analysis, review and action.

A number of inpatients and outpatients chose to participate in clinical trials over the year. The Clinical Trials Centre based at Burnside, coordinated 11 multi-centre trials in diverse areas including chemotherapy, respiratory medicine and gynaecology.

## Responsive to innovative technological advances in clinical and operational management

Implementing new patient information and financial management systems in October 2002, placed significant demands on hospital resources. Functional deficits identified during the initial changeover have been resolved through the diligent efforts of key users. The primary benefits of the new systems are improved access to real time patient information and more flexible financial reporting.

A comprehensive purchasing system, including bar coding, has also streamlined the ordering and tracking of medical and surgical supplies.

Ongoing evaluation and enhancement of the new systems will ensure they meet our information needs.

The appointment of an Information Technology (IT) Administrator has resulted in more cost effective and responsive onsite management of our IT systems. Improvements are evident in the areas of network security and management, email communication and user support.

Newly installed Windows-based payroll and human resources management systems will provide a comprehensive workforce-planning tool. The new system can track and report attendance at professional development and training, produce templates for position descriptions and assist with succession planning.

## Best foot forward

At age seventy I had only ever been a patient in hospital once, and that thirty years previously. But by early in 2003 my right hip needed replacement after ever-increasing difficulty – stiffness, mild pain and diminishing mobility – over six or seven years. The surgery and hospitalisation at Burnside were so ‘life changing’ that I am pleased to recount my story.



*I have always loved walking. During the last nine years of work in the city I walked daily the six kilometres from home. When the cause of my increasing discomfort in the right hip was diagnosed as osteoarthritis I was unwilling to accept the inevitability of surgery. Physiotherapy, exercises and anti-inflammatory tablets enabled me to adapt well for some years. While overseas last September, I found it a gruelling struggle to keep up on long walks. At last I accepted that I needed a hip replacement.*

*We had agreed to attend a wedding in London in August 2003. In February my GP referred me to an Orthopaedic Surgeon. Was there time to have the surgery and recover adequately for the planned trip? My surgeon agreed to operate on March 10th at Burnside Hospital and said that would allow plenty of time before travelling.*

*Then followed an appointment to attend Burnside Hospital for a pre-admission visit, which consisted of two separate components. The admission and discharge coordinator explained the choice of anaesthetics and the nature of the surgery. ‘You are to have no pain.’ The patient uses a hand held device to deliver fixed amounts of painkiller.*

*The physiotherapist explained how her program of carefully guided exercise would begin within a day or two of the surgery. I found all this overwhelming – but at least I knew what to expect, and everybody had been so reassuring.*

*As promised the surgeon phoned my wife immediately my surgery was over. The green-masked face said, “Brian we’ve finished now. It’s gone well. Here’s your wife on the phone.”*

*The following are some of the many aspects of my stay in Burnside Hospital that impressed me deeply.*

- I was aware all along of personal, friendly care through the admission and discharge coordinator’s presence. She provided a continuing link between the various people in the team.*
- Other hospital staff were of the same calibre. I saw at least twenty. There was a consistency of style, sheer professionalism and teamwork. I guessed that this reflected a deliberate policy, in-house planning and training.*
- My surgeon and physiotherapist both fit the same pattern - kind, considerate, never too hurried, and highly professional.*

*My recovery has been all that could be wished for. I was able to drive and walk ‘normally’ with caution within about six weeks. We have just returned from a wonderful month overseas. I did all the usual things without any hindrance.*

*In time my left hip will also need replacement but that can wait. I just hope that the same kind of professional teams will be available when I need them – because I now have high expectations derived from first-hand experience.*

**Brian Ward**



# family care

## A foundation for the future

The Burnside Hospital Foundation donated a further \$250,000 to the hospital last year. It has now contributed a total of one million dollars from the very successful Burnside Hospital Development Appeal.

We celebrated the dedicated efforts of all those who supported the appeal on 30 March at the official dedication and viewing of the hospital's landmark redevelopment. It was a proud day for the many donors who witnessed Appeal Chairperson Mrs Bardie Simpson OAM unveiling the Founding Board of Subscribing Donors.

Now prominently displayed in the hospital foyer, the boards recognise the major supporters of the appeal in six categories from Friend through to Benefactor.

A number of patient rooms and lounge areas also carry plaques acknowledging the generous individuals and businesses who helped make them a reality through their donations.

The Foundation continues to raise funds for the hospital, to help purchase vital medical and surgical equipment and to upgrade patient care facilities as needed.

There are many caring people and businesses in our community actively involved in raising funds for this worthwhile cause, with more than 5,000 now regularly receiving the Foundation's quarterly newsletter.

To find out more about how the Burnside Hospital Foundation supports the hospital in achieving its mission, please contact executive officer Robyn Downing on 8202 7248.

## A gift from the heart

*In June the Foundation launched an appeal for donations to help buy a new foetal heart monitor for the maternity unit. We have raised more than \$6,000 so far, with many donations from our regular supporters. Among them were Stephen and Emma Evans who had also given to the Development Appeal. A note accompanied their gift, saying that they hoped they wouldn't need to use the monitor when the time came for the birth of their first child in July.*

*Their daughter Mollie arrived safely on 18 July. According to Stephen and Emma the midwives were friendly and supportive, while allowing them to build their own self-confidence as first time parents.*

*"The accommodation was outstanding and the support staff went about their duties with a minimum of fuss and little disruption", they said.*

*"We were lucky that the hospital was near to Stephen's family and also allowed for easy access and parking for my family who come from Keith", Emma added.*

*The new monitor will be used during labour, helping to reduce possible complications by providing midwives and obstetricians with accurate information about mother and baby simultaneously.*

## Figure matters

### The Burnside War Memorial Hospital Inc. Statement of Financial Performance and Position For the year ended 30 June 2003

(Extract from Audited Accounts)

#### Income and Expenditure Statement

	<b>2003</b>	<b>2002</b>
	<b>\$</b>	<b>\$</b>
<b>Income</b>		
Patient revenue	16,131,723	13,539,153
Ancillary units	729,205	650,184
Interest received	19,561	85,081
Rent	337,023	329,975
Other	12,570	4,033
Kiosk	110,618	70,897
<b>Total Income</b>	<b>17,340,700</b>	<b>14,679,323</b>
<b>Expenditure</b>		
Salaries and wages	8,281,513	6,801,077
Superannuation	698,239	525,592
Administrative expenses	1,129,068	1,030,251
Medical, catering and domestic supplies	2,822,974	2,671,864
Insurance	370,282	130,259
Borrowing and lease expenses	502,452	537,234
Repairs, maintenance and replacement	794,396	712,498
Depreciation	1,408,057	928,749
Kiosk	50,951	59,600
Other	1,689,812	1,150,520
<b>Total Expenditure</b>	<b>17,747,744</b>	<b>14,547,644</b>
<b>Operating surplus/(loss) before capital revenue/(costs)</b>	<b>(407,044)</b>	<b>131,679</b>
<b>Capital revenue/(costs)</b>		
Donation distribution from The Burnside Hospital Foundation Inc	250,000	750,000
Write down of leasehold improvements	(469,815)	-
<b>Operating surplus/(loss) after capital revenue/(costs)</b>	<b>(626,859)</b>	<b>881,679</b>

#### Balance sheet

<b>Funds provided</b>		
Capital and trust funds	1,123,540	1,123,540
Reserves	-	1,138,598
Accumulated funds	15,118,503	15,745,362
<b>Total funds provided</b>	<b>16,242,043</b>	<b>18,007,500</b>
<b>Represented by:</b>		
Fixed assets (net)	21,781,452	21,028,573
Current assets	3,125,535	4,026,122
	24,906,987	25,054,695
Less		
Current liabilities	3,003,137	3,086,500
Non-current liabilities	5,661,808	3,960,695
Total liabilities	8,664,945	7,047,195
<b>Net Assets</b>	<b>16,242,043</b>	<b>18,007,500</b>

# Figure matters

## Average Length of Stay

(Excluding same day patients)



## Number of Operations



## Patron

Lady Wilson

## Auditor

Grant Thornton  
67 Greenhill Road  
Unley  
South Australia 5061

## Total Patients Treated



## Total Same Day Patients



## Bankers

Bank of South Australia  
(A Division of St George Bank Limited)  
374 Greenhill Road  
Toorak Gardens  
South Australia 5065

## Patient Days



## Number of Births



# Organisational chart



### Key

Dotted line denotes communication link

▼ denotes reporting relationship

▶ denotes same level

### Note

The Burnside Hospital Foundation Inc. operates under an independent Board of Directors and Burnside Hospital's Chief Executive is the Public Officer

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.



**Your first choice** for premier, personalised health care

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