



The Ramsay Way

Our Commitment

THE CORPORATE NEWSLETTER OF RAMSAY HEALTH CARE



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MESSAGE FROM THE MD

A question of risk

As we head into the last quarter of 2003 life at Ramsay Health Care is certainly providing many challenges and is as hectic as ever. Over the past two months Ramsay's has been involved in bidding to purchase a specific number of Mayne hospitals. Although disappointed at not winning, our final bid was a balance between price and the risk we had to take on, regarding the malpractice exposure. As great as it would have been to bring additional hospitals into our portfolio we did not want to put at risk our very good existing business. As we have said all along we will only make those acquisitions that add value to our existing quality portfolio of hospitals.

Staff satisfaction and morale is always of concern to both the Board of Ramsay Health Care and myself, and I have been pleased to note that, in my recent visits to the hospital sites, our local managers are continuing to work on their Ramsay Way action plans. These plans are aimed at addressing the issues and concerns raised in the last staff survey in late 2001. It is my intention to conduct another staff survey across the group in early 2004 – the details of which will be announced in the next newsletter.

One of the issues to come out of the staff survey, and which was then raised again in the Managers' survey a couple of months ago, was communications. As a result I have initiated a communication project. The objective of this project is to improve leadership communication through a strategy for the Group which can be used by all those responsible for communication and which will foster two way communication between our managers and our staff. Group HR Manager, Gavin O'Meara and Corporate Project Manager, Lyn Lewis will be working together on this important initiative.

At the recent Australian Private Hospitals Association Congress I felt very honoured to be awarded an industry Achievement Award. Much of this award can be attributed to Ramsays. I have been very fortunate to have found myself working in this very rewarding industry and particularly the past 15 years at Ramsay Health Care. The Ramsay people have been such special people to work with which has made the journey all the more enjoyable.

PAT GRIER - Managing Director

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Ramsay Health Care takes out top private hospital awards

Congratulations to our MD

We are very pleased to advise our staff in this newsletter that Pat Grier was awarded the **Individual Award for Achievement** in the prestigious 2003 Australian Private Hospitals Association (APHA) Awards for Quality and Excellence. The Award recognises Pat's ongoing contribution to the viability, growth, quality and expansion of the private hospital sector in Australia.

At a national industry level Pat has been instrumental in negotiating initiatives which have impacted enormously on health care delivery, such as pioneering psychiatric treatment programs with a commensurate mandatory health fund benefit and the introduction of the 30% health fund membership rebate and Lifetime Health Cover.

Pat's pivotal involvement in the 30% rebate initiative has resulted in private health insurance being taken up by close to half of the Australian population. This alone has provided an enormous opportunity for growth within the private hospital sector. At a time during the late 1990s when the APHA was facing numerous challenges Pat accepted the role as President of the Association and played a leading role in reinstating the relevance and credibility of APHA.

Pat has been an active participant in the health care industry since 1984 and after joining Ramsay Health Care in 1987 has overseen the development of our organisation to the extent that we are now recognised as the premier provider of private hospital care in the country. In his true style Pat has consistently acknowledged that his personal success is also a compliment to the people around him and that the success of RHC can be largely attributed to the efforts of our staff.

Pat was presented with the coveted Individual Award for Achievement at a ceremony held at the APHA Conference on the Gold Coast, which was attended by over 300 representatives of Australia's private health care community in October.



Above – Albert Road Clinic's Parent Infant Unit Team Award winners (left to right): Jackie Jukes, Kerry Judd, Megan Galbally, Pamela Newman, Dr Michael Block, Linda Shawyer, Angela Ross, Mary Zambory, Dr Liam O'Conner, Irene Blackburn (other members not pictured: Dr Spiri Katsenos, Dr Miriam Kuttner, Barbara Eager, Dianne Amore, Colleen Cunningham, Angie McLeod, and Lisa Butcher)

Congratulations to Albert Road Clinic

Albert Road Clinic was presented with the **Team Award for Service Excellence** at the APHA Awards for Quality and Excellence. Specifically, Albert Road's Parent Infant Unit, which treats mothers and their babies in the post partum period, was honoured with the Team Award.

The Parent Infant Unit was first opened in 1990 and has continued to grow and evolve as an outstanding service for post-partum disorders. It has expanded over the last two years, applying a philosophy of promoting growth in inter-relationships and a unique therapeutic model of care. The team includes psychiatrists, nursing staff and a psychotherapist (see photo above).

Congratulations also go to Albury Wodonga Private Hospital & Greenslopes Private Hospital

Albury Wodonga Private Hospital was awarded runner-up, in the **Best Private Hospital** (over 70 beds) category, as was Greenslopes Private Hospital's Wellness Program in the **Team Award for Service Excellence**.

Ramsay commended for equal opportunity workplace

The Equal Opportunity for Women in the Workplace Agency (EOWA) has commended Ramsay Health Care Australia Pty Ltd for achieving equal opportunity for female employees and has granted the Company 'waived status' under the *Equal Opportunity for Women in the Workplace Act 1999*.

Fiona Krautil, Director of EOWA, said Ramsay Health Care could be congratulated for developing and implementing a workplace program that has a positive impact on women in the workplace.

"We are particularly impressed with the work Ramsay Health Care is doing in the area of flexible workplace practices,

retraining initiatives, consultation with staff, request driven rosters and retention rates."

'Waiving' recognises organisations that are taking all reasonably practicable steps to achieve equal opportunity for their female employees.

Ramsay Health Care's achievements were described by the Agency as an "inspiration" and would be used as one of the examples to inspire other employers who still have some way to go to reach this level of achievement.

Congratulations to Rita Maguire, HR Manager at Hollywood Hospital who prepares the annual EOWA Report.

EMPLOYEE BENEFITS

New travel partner for Ramsay Health Care Employees



HotelClub.com, Asia-Pacific's leading discount online accommodation provider, will partner Ramsay Health Care in offering travel services to all employees. HotelClub.com specialises in providing competitive hotel rates for 7,000 hotels in 35 countries worldwide.

HotelClub.com offers a global hotel reservation service which allows general users to book hotels around the world at discounted rates, and a last minute service component that allows users to book 24 hours to three weeks in advance offering a lowest rate guarantee (conditions apply).

Bookings can be made easily online via Ramsay's intranet with written confirmation to most destinations received within 24 hours. HotelClub.com also offers telephone customer service support in ten countries.

HotelClub.com membership is also available to all Ramsay Health Care employees. Membership benefits include:

- Member dollars for each booking,
- Member dollars for referring friends and family to the program,
- Access to member ONLY specials and
- Priority bookings for special events and peak periods.

Special bonus to Ramsay Health Care employees – Join HotelClub.com by 31st November 2003 and receive AU\$5 credit into your new member account. To sign up visit the Ramsay Health Care intranet today.

Discounted banking for Employees

Ramsay Health Care has negotiated a discounted banking package, **anz@work**, for employees scheduled to be in place by Christmas 2003.

The package offers discounted banking benefits, fee savings, bonus interest and discounted premiums on home insurance. There is no package fee and it will be available to both new and existing ANZ customers.

anz@work

Watch the Employee Benefits section of the Ramsay Health Care intranet for further information on this deal or see the Christmas edition of The Ramsay Way.

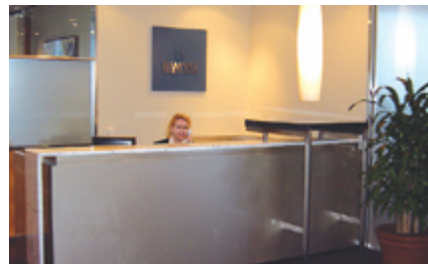
CORPORATE NEWS

Corporate Office to Undergo Accreditation

Ramsay Health Care Corporate Offices in St. Leonards and Brisbane have elected to undergo Accreditation assessment with the Australian Council on Healthcare Standards (ACHS).

The introduction of mandatory criteria by ACHS has prompted this decision, so that Corporate Office can play a greater role in supporting Ramsay Health Care hospitals with their accreditation.

Sally Spillane, Quality Coordinator of Hunters Hill Private Hospital, has been engaged in Corporate Office to facilitate the corporate accreditation process. Sally has extensive experience facilitating high levels of accreditation against both the ACHS and Aged Care standards, throughout the healthcare industry.



Left: Charmaine Wallbridge at front reception – RHC Head Office, St Leonards Sydney.

HOSPITAL NEWS

First anniversary for Cairns Private

On 11 November 2003, Cairns Private Hospital celebrates its first anniversary of ownership with Ramsay Health Care.

In the last year, Ramsay Health Care has invested heavily in the hospital. A full upgrade of the Hospital's operating theatre suites, which includes a major upgrade of infrastructure and equipment, is expected to be completed by the end of the year and the arrival of new monitoring equipment will be a welcome Christmas present for the cardiac unit. Planning is now underway to refurbish the ward areas.

"We are committed to improving the facilities of Cairns Private in order to meet the growing needs of the Tropical North Queensland community," Managing Director of Ramsay Health Care Pat Grier said on the anniversary of CPH.

At the same time, he said the Company was focused on its people - the doctors and staff of the hospital - who are valued as an integral part of the Ramsay Health Care team.

"From the outset, we wanted the staff and doctors at Cairns Private to feel confident that they were becoming part of a successful private hospital operating group with a strong culture and set of values. In this regard, we have received excellent feedback - staff feel that they have the opportunity to work in an environment that is receptive and flexible, and where they have good career opportunities."

LETTERS TO THE EDITOR

Have your say!

In Ramsay Way style we are always pleased to receive commentary and feedback from staff, and in this edition we would like to introduce a "Letters to the editor" segment for future editions. Letters with comments or suggestions can be forwarded to **The Editor - The Ramsay Way**; contact details can be found overleaf at the bottom of the page.

Staff Feature in 2003 Annual Report

Staff, patients and doctors of Ramsay Health Care feature in this year's Annual Report, which has just been distributed to shareholders.

This year's theme focuses on the people of Ramsay Health Care through testimonials and photographs and highlights the Company's culture of commitment and dedication to its staff.

"We constantly receive positive feedback from those who are staff and patients of our hospitals and wanted to acknowledge this through this year's annual report and our 2003 results," Managing Director Pat Grier said.

"This feedback underscores the strength of the 'Ramsay Way' and our culture of care and achievement."

Thanks to Sally Elston of Albury Wodonga Private Hospital, Mark Bennett of Northside Clinic, Mrs Anne Leach, patient of Hollywood Private Hospital, Dr Ian Cole of Cairns Private Hospital and Shelly Murray of Greenslopes Private Hospital, who feature in this year's Report.

For a copy of the Annual Report visit the Company website: www.ramsayhealth.com.au



Sally Elston
Staff Development & Education Manager
Albury Wodonga Private Hospital

"The exciting and unpredictable thing about nursing is its diversity and the opportunities to develop and experience new challenges in a variety of settings. Joining Ramsay and the Albury Wodonga Private five years ago has certainly provided me with exactly that!

Having held positions within the Operating Suite, I now hold the position as the hospital's Staff Development and Education Manager and work to promote and facilitate lifelong learning across the organisation. I also have the privilege of working closely with our partners in the tertiary sector at both undergraduate and post-graduate levels to ensure a competent and confident workforce for our future.

I am lucky to keep a great balance of 'hands on' nursing, lecturing at the local university and working with the staff to ensure our hospital continues to be a progressive and learning organisation.

As Albury Wodonga Private continues to grow, I look forward to our Education Unit being a great resource to all staff in planning their personal development and future careers.

I am very grateful for the opportunities that Albury Wodonga Private Hospital have been able to offer me, allowing me to diversify my nursing career and to explore my own professional development opportunities."



Mark Bennett
Nurse Unit Manager - Unit 3
Northside Clinic

"I have been working as a nurse for Ramsay Health Care since early 2001.

When I first came to Northside what impressed me most was the degree of professionalism and a strong sense of teamwork.

Ramsay seemed keen to draw on my considerable experience as a nurse specialist in psychiatric care. They gave me the opportunity to become involved in many direct care projects and most recently my appointment as Unit Manager for the Acute Care Unit.

Ramsay is big on recognition, when you have an idea they want to hear it. My experience is that there is a strong focus on creativity and innovation in patient care, and this is openly encouraged amongst staff.

I am proud to be part of the professional provision of care that is provided by Ramsay, I actively embrace the positive work culture amongst staff and look forward to a long and rewarding career with the company."



Dr Ian Cole
Hospital Medical Officer,
Cairns Private Hospital

I had been working for the Cairns Private Hospital for two years prior to Ramsay adding it to their stable of health institutions.

With the arrival of Ramsay, we felt a surge of confidence in the knowledge that an experienced hospital operator would assist us with the new challenges facing private hospitals. We found Ramsay Health Care willing to establish a strategic direction for Cairns Private Hospital. Yes it is possible to upgrade facilities, yes we can consider offering that service to our community, yes there is someone you can ring up to advise on a situation, rather than reinventing the wheel. We have had some difficult times in our hospital over the last few months with restructuring and refurbishing, but I believe the process is leading to a dynamic and healthy work environment.

It is a great privilege to work in medicine and the health industry. I have returned to the hospital institution after years of the relative isolation of general practice, and every day I have reason to feel humble before another health worker's commitment to their profession and their patients.

I believe Ramsay have an invaluable asset in their workforce, and the indications are that the management recognise this. The enthusiasm of those I have met to date from other institutions within the group has been most inspiring.

Thanks for the lift, I'm enjoying the ride!

PRODUCTION & MATERIAL

The Ramsay Way is produced by the Marketing Department of Ramsay Health Care. For feedback, enquiries and material submission please contact:

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