

The Ramsay Way

THE CORPORATE NEWSLETTER OF RAMSAY HEALTH CARE

Our commitment

MESSAGE FROM THE MD

In September, we had a very successful Manager's Conference held at The Westin Hotel in Sydney. The feedback has been positive from the former Benchmark Managers and I believe that this was a very good introduction to Ramsay Health Care. The highlight of the Conference, the 40 year anniversary dinner, was an outstanding success. Each hospital has now received a copy of the 40 year DVD that was prepared for the anniversary dinner, and this is available for all staff to view.



A draft of the Ramsay Health Care Strategic Plan was handed out at the Conference and we aim to launch this by November and will forward copies to all facilities.

We have recently launched our end of year results and this 40th anniversary year has been another significant year for the Company. We are currently the largest listed private hospital operator in the country with over 4000 beds and 10000 staff. The Annual General Meeting of the Company will be held in Sydney in November.

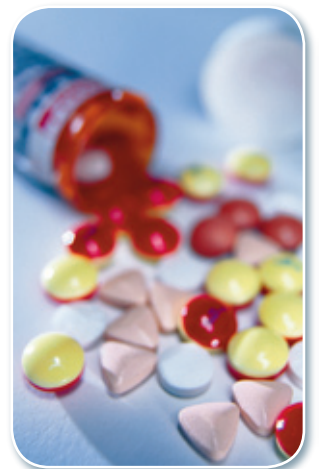
I would like to take this opportunity to congratulate all those hospitals, which achieved successes in the last year. These have included:

- Mildura Base Hospital opened new Monash Medical School offering a degree in nursing
- Southern Highlands Private Hospital won "Outstanding Business Award" for Southern Highlands
- Greenslopes Private Hospital recently won the Australian Private Hospital Association's (APHA) Hospital Award for Excellence and the Large Employer of the Year at the Queensland State Training Finals
- Illawarra Private Hospital had their complaints management procedure published by the Australian Council on Healthcare Standards (ACHS)
- Albert Road Clinic's Parent Infant Unit won the APHA Team Award for Service Excellence
- Hollywood Private Hospital initiated the "One Plus" nurse recruiting strategy

These awards and achievements show that Ramsay Health Care would not be one of the most respected private hospital operators without the staff and doctors of Ramsay Health Care. We are extremely proud of the high quality of our staff and our excellent relationship with doctors and we thank all of you for your commitment to The Ramsay Way.

Pat Grier
Managing Director

Ramsay Hospitals in National Medication Breakthrough Collaborative



Four Ramsay Health Care hospitals have been selected to participate in a national program across Australia that aims to make the use of medication safer for all members of the community.

The program, run by the Australian Council for Safety and Quality in Health Care (ACS & QHC), is the largest national initiative that has focused on improving medication systems.

Albury Wodonga, Lake Macquarie, Mildura and Donvale Private Hospitals are some of the 100 hospitals across Australia that are participating in the collaborative venture. At the conclusion of the two year program the results and improvements will be distributed among all Australian health care organisations.

Albury Wodonga Private Hospital has been selected as part of Wave 1 of the program. Wave 1 will focus on improving the fundamental processes associated with medication utilisation such as information for consumers, medication appropriateness, prescribing, administration, dispensing, and documentation processes. Specific medications that most commonly result in medication incidents such as:

- Anticoagulants;
- Antibiotics;
- Corticosteroids;
- Cancer Chemotherapy; and
- Medications acting on the Central Nervous System.

Lake Macquarie, Mildura and Donvale have all been selected to participate in Wave 2 of the program, which focuses on the systems interface where patients move from the hospital or health care setting to the community.

Quality Manager at Lake Macquarie Private Hospital, Therese Barrett, said their project involved working closely with a focus group of seven general surgeons to improve the transfer from self-medicating at home to nurse administration in the hospital.

"All patients are now advised to bring their medications, prescribed and complimentary, with them on admission to hospital.

"When patients see their specialist surgeons it is highly important they take a list of their current medications with them. This will ensure the surgeon has a complete medical history of their patient and give them an opportunity to accurately chart their medications prior to admission," Therese said.

"When the collaborative concludes in December we aim to sustain the changes that we have implemented and continue learning from our network of contacts throughout Australia, that we have developed during the collaborative program."

Greenslopes Private Hospital - best in nation!

Greenslopes Private Hospital has been awarded Australia's number one private hospital in the 2004 Australian Private Hospitals Association Awards for Quality and Excellence.

Announced on the Gold Coast last month, Australia's prestigious "Hospital Award for Excellence" prize for private hospitals over 70 beds was awarded to Greenslopes in recognition of its commitment to excellence in the provision of high quality patient care.

Greenslopes was deemed by the judges to excel in a wide range of areas, including leadership and management, quality of care, customer focus, human resource management, information management, and safe practice and the environment.

Accepting the award, Greenslopes Private Hospital's Chief Executive Officer Alan Kinkade, said it was an honour for the Hospital to be recognised as Australia's top private hospital in the provision of quality patient care.

Multi-million Dollar Redevelopment announced for Mitcham Private Hospital

A multimillion dollar redevelopment of Mitcham Private Hospital has recently been announced by the Board of Ramsay Health Care.

The redevelopment, estimated to be \$6 million, will occur in two stages with the refurbishment of theatres, wards and the hospital's main entrance starting immediately. The development of an onsite Specialist Centre will begin as soon as the feasibility assessment is completed.

The refurbishment of the theatres will include a new endoscopy and procedure room, new equipment, an upgrade to the day surgery facilities and a new airconditioning system for the theatre complex.

The wards will receive a total makeover and new equipment including state-of-the-art electric beds. In addition, the High Dependency Unit will be relocated and upgraded.

Announcing the plans, Mitcham's Chief Executive Officer Michael Rozek said this would be a significant development for the hospital and would position it well for the future.

"Mitcham Private Hospital has established a strong reputation in the area for the provision of excellent services to the community. I am particularly delighted that Ramsay Health Care has made a decision to upgrade the hospital so soon after taking ownership of the hospital in July this year.

"Mitcham has continued to substantially enhance its services and facilities over the past 60 years. To meet the growing demand for our services, we now need to redevelop



Above: Architects impression of the new Mitcham Private Hospital redevelopment.

the hospital to meet the ever increasing number of patients utilising our hospital services," Mr Rozek said.

Commissioning of the main redevelopment has already begun with a 6-9 month time-line till completion of the theatre, ward and foyer redevelopment.



Tina Works Abroad for Ramsay Health Care

Tina Boger, formerly the Day Surgery Manager at North Shore Private Hospital has been on a Ramsay Health Care Recruitment drive in the UK since May this year.

On the Company's behalf, Tina attended the Nursing & Midwifery Council Conference in Harrogate in May and exhibited at the Nursing Times Careers Expo in Earls Court in June.

She did a one week road trip to Northern England & Scotland in August and recruited 7 good candidates. An open day was held in London in August from which she hopes to recruit 4 candidates. Regular advertisements running in the Nursing Times and other UK publications have also resulted in the recruitment of several candidates.

Tina said all the candidates were very experienced.

"The English are short of nurses as well which is extremely evident in London as some hospitals have as few as 5% English nurses (the rest are overseas trained)," reported Tina from London.

"The rural areas seem to be the place to recruit from and I am hopeful that Ireland will be fruitful."

She said England was targeting overseas nurses from the Philippines and India and that India and China were possibly the best bet from a recruitment perspective.

"Most hospitals have adaptation programs which is something Ramsay Health Care could look into in the future.

"In summary, England has the same issues as Australia. I think overseas recruitment is a very competitive market and a long term project."

Following the trip to Ireland, Tina plans to hold another open day in London and conduct a road trip to Southern England.

Aged Care Update

Ramsay Health Care is committed to the growth of its operations into the aged care sector. Did you know that Aged care is ranked as one of the top growth sectors in the world? That's one of the reasons we are wanting to enter the aged care marketplace. We have already made a start with acquiring Silver Circle (our community aged care provider) and, as part of the Benchmark Hospital acquisition we are managing a 68 bed nursing home in North Eastern Community Hospital, in Adelaide. Another reason is that there is a high degree of core skills and expertise that we can apply in aged care from our experience in hospital services.

In addition, to carefully targeted acquisitions, attaining greenfield site developments in aged care is a key strategy. We have recently prepared a number of expression of interest documents for Federal Government funded community and residential places which have been advertised across Australia. We are offering to provide a number of innovative services which include general low and high care, dementia specific services, planned and emergency respite services, integration where possible with our community aged care services and hospitals, transitional care services and preventative care models including falls prevention and sensory loss programmes.

It is expected that the results of the applications will be announced early in 2005.

Progress is also well under way for us to submit Development Applications from previous successful bed licence applications for North Brisbane, our Greenslopes site in South Brisbane and Coffs Harbour. We have acquired land in Shellharbour on the South Coast of NSW and our applications for funding for low and high care beds includes this site.

You may not have known that there are approximately 3,000 Residential Aged Care facilities in Australia. About half of them are hostels (low care) and the other half nursing homes (high care) The average entry age for low care is 83 years with an average stay of 3 years. The average entry age for high care is 84 years with an average stay of 1 year.

Dementia is a debilitating disease and is fast becoming a major component of the care needs facing aged care operators. Ramsay is committed to ensuring that we provide contemporary designed facilities for persons requiring specialist dementia care and support programs that enhance their quality of life.

We'll keep you updated on the progress and initiatives that we are making as we press ahead in our strategy for caring for older Australians.

Mark Caldwell – Aged Care Manager



The Valley Launches new Cardiac Services



The Valley Private Hospital in Mulgrave, Victoria celebrated the opening of its new \$2.5 M Cardiac Services Unit, at the official launch in September.

Chief Operating Officer of Ramsay Health Care Mr Chris Rex was on hand to officially open the Cardiac Catheter Laboratory, the newest and most technologically advanced catheter laboratory in Melbourne. Since commencing operations in August, over 60 procedures have been performed in the laboratory.

"Our goal was to fulfil the need for a quality, trauma-based private cardiac service in the growing south eastern corridor of Melbourne, and we are delighted that Ramsay Health Care have had the foresight to endorse and support this initiative and investment into the future of The Valley," said Ian Maytom, CEO, The Valley Private Hospital.

The launch cocktail function, which was attended by cardiologists, members of the ambulance service and staff of The Valley Private Hospital, was followed by a tour through the new Catheter Laboratory.

The Valley Cardiac Services also features a refurbished and dedicated cardiac ward including 6 private coronary care beds and is supported by a 24 hr emergency department, acute care and cardiac services teams.



Above: Ian Maytom, CEO of The Valley Private Hospital invites Chris Rex, Chief Operating Officer of Ramsay Health Care to officially launch The Valley Cardiac Services with Catherine Robertson, Manager of the Catheter Laboratory.

Top: The new Catheter Laboratory.

Hollywood supports leading research

The ability to grow a human eardrum may sound like the plot from a science fiction film, but this important process is just one of the many research projects supported by Hollywood Private Hospital Research Foundation grants.

Two recent research grant recipients are Dr Kirsten Auret from Hollywood Private Hospital's Palliative Care Unit and Dr Keith Anandacoomaraswamy from the UWA School of Surgery and Pathology and the Lions Ear and Hearing Institute.

Dr Auret looks after patients who have progressive illnesses, where the focus is on improving the general quality of life, rather than curing the disease.

"Many of my patients have advanced cancer and complain of overwhelming

physical and emotional fatigue, worse than anything they have experienced before, and more bothersome to them than many other symptoms such as pain," Dr Auret said.

"My research includes looking at the impact of dexamphetamine, a stimulant drug, on decreasing the fatigue levels in patients with advanced cancer."

Dr Anandacoomaraswamy received a foundation grant supporting a research project to tissue engineer a tympanic membrane or more simply, "grow an eardrum" using a patient's own cells.

"This project is a significant step towards improving myringoplasty, a surgical procedure that patches a hole in the eardrum to protect the ear and improve hearing."



Left: Dr Keith Anandacoomaraswamy from the UWA School of Surgery & Pathology & the Lions Ear & Hearing Institute.

Cairns Private Hospital opens new Birthing Centre

Cairns Private Hospital has recently celebrated the opening of its new Birthing Centre following an extensive refurbishment of the facilities.

The new Birthing Centre incorporates a range of facilities specially designed for women during labour including a large deepwater bath for pain relief.

Nurse-in-charge of the Women's Unit at Cairns Private Hospital, Marge Foley said the new bath was a welcome addition to the facilities as it provided an alternative way of managing the pain of labour. "Water not only reduces pain, but the warm pleasant sensation and relaxing environment helps the



body to produce endorphins or pain relieving hormones," Ms Foley said.

Cairns Private Chief Executive Officer Richard Lizzio said at the Opening of the new facilities that the facilities were excellent and would provide a better and modern environment for women having babies at Cairns Private Hospital.

"We now have a beautiful facility. Together with our team of dedicated staff, midwives obstetricians and paediatricians and our family focused approach to care it's a great place to give birth," said Mr Lizzio.

40 Years of commitment Ramsay Health Care Timeline

1964 – 1973

The year 2004 marks 40 years since Paul Ramsay, founder & Chairman of Ramsay Health Care, purchased a guesthouse called Warina House on Sydney's North Shore & converted it into a psychiatric hospital in the earliest days of the industry in Australia. Warina House, formerly a guesthouse, became a 16 bed psychiatric facility. For the first 14 years, Ramsay Health Care expanded its psychiatric hospital business, building Evesham Clinic in 1967, Lynton Private Hospital in 1972 & Northside Clinic in 1973. Northside Clinic in Greenwich Road, St Leonards quickly earned the reputation as one of the most respected psychiatric hospitals in Sydney.

4 Hospitals

1978 – 1980

In 1978 & 1979 Ramsay Health Care diversified into the medical/surgical business & built its first surgical hospitals – Baringa Private Hospital in Coffs Harbour & Albury Wodonga Private Hospital in Albury. These hospitals have recently celebrated their silver anniversaries & continue to provide a valuable service to their respective regions.

6 Hospitals

1987 – 1990

The Company continued to expand its psychiatric business acquiring psychiatric hospitals in both Melbourne & Adelaide. By this time, Ramsay Health Care had developed a strong profile in the psychiatric business providing valuable input to the industry through representation on lobby groups & associations.

13 Hospitals

1994 & 1995

The last decade has been arguably the most significant in Ramsay Health Care's history – starting with the privatisation of the two former repatriation hospitals, Hollywood Private Hospital in Perth & Greenslopes Private Hospital in Brisbane in 1994 & 1995 respectively. Successfully winning the tender to privatise these large metropolitan-based medical/surgical hospitals provided a major boost to the Company's existing portfolio of regional medical/surgical hospitals. It also launched the Company into the area of medical teaching & clinical research as both Hollywood & Greenslopes were unique as the only gazetted private medical teaching hospitals in Australia. The success of the privatisation also demonstrated the health care management expertise of Ramsay Health Care.

13 Hospitals

1997

In September of this year, Ramsay Health Care floated on the Australian Stock Exchange & in the ensuing year exceeded prospectus forecasts for revenue & profit.

1998

The Company proved its ability to design, finance, construct & operate major projects through the successful development of North Shore Private Hospital which opened in July 1998. Collocated with Royal North Shore in Sydney, North Shore Private became the benchmark for five star health care in Australia.

14 Hospitals

Hunters Hill Open Day



Hunters Hill Private Hospital held an Open Day in September, as part of a community awareness program. Features included tours of the hospital, sausage sizzle, Health Info stand, show bags, jumping castle and career information.

The main focus, however, was a luncheon provided for former patients to provide feedback on their stay at the hospital.

Staff manned the stalls and barbeque, and provided information to the public on activities at the hospital.

Greenslopes Private - QLD Large Employer of the Year

Congratulations to Greenslopes Private Hospital which has been awarded the State's Large Employer of the Year at the recent Queensland Training Awards.

The Hospital received the award ahead of the two other State finalists - Rockhampton City Council and Sea World Nara Resort - who were all selected from more than 830 applicants state wide.

Hospital CEO Alan Kinkade said GPH was well-recognised in the health industry for its extensive training programs and unique initiatives for staff, such as the Hospital Wellness Program.

"We have positioned ourselves as an employer of choice in Queensland, offering a diverse range of educational opportunities that include clinical, non-clinical and nationally recognised management training," he said.

The Hospital's Staff Development Department offers hospital staff more than 50 formal training programs from clinical management to administrative skills.

"This award recognises that the diversity and sheer numbers of our hospital staff are no barrier to ensuring appropriate training for all levels of the Hospital workforce."



Above: The jubilant Greenslopes Staff Development Team celebrate with hospital CEO Alan Kinkade. (L-R) Leonie Dieckmann, Caroline Carter, Kerry Page, Alan Kinkade - CEO, Tracey Oakley - Manager, Karyn Allen, Cyndi Roughan, Sue Mantova, Susan Adams & Jane Roebuck.

Outlook – beyond 2004

Our focus in coming years will be to enhance Ramsay Health Care's position as one of the most reputable companies in health-care in Australia. The Company will continue to grow without losing sight of the culture & people that have been fundamental to the Company's success.

2004

In July of 2004, Ramsay Health Care acquired Benchmark Healthcare.

Benchmark operates 10 hospitals in Victoria and South Australia, comprising 980 hospital beds and 68 aged care beds. The total number of beds will rise to 1,119 beds in 2005 as a result of capacity expansion currently underway. The Group has annual revenue of approximately \$200 million. This acquisition was strategically significant for Ramsay Health Care enhancing its position as a leading private hospital operator. It also extends Ramsay's national presence and enhances our existing portfolio of quality hospital assets.

This acquisition is in line with the Company's stated strategy to grow the business both organically and through strategic acquisitions in the hospital and aged care sectors. It also met the Company's investment criteria and is expected to achieve our targeted return at the end of the integration process. It will not direct resources away from the pursuit of our aged care strategy.

35 Hospitals

2003

Over \$75 million was committed to major expansion programs at existing hospitals including Hollywood, Greenslopes & Lake Macquarie Private Hospitals. The benefits of investing in & adding value to existing hospitals has paid dividends for the Company.

25 Hospitals

2001

In August 2001, Ramsay Health Care successfully acquired Alpha Healthcare & its 8 hospitals. The Alpha Healthcare acquisition expanded Ramsay Health Care's presence in New South Wales & also provided it with a strong rehabilitation portfolio. The benefits of additional capacity, reduced running costs & the extension of Ramsay Health Care's management expertise to these facilities was soon realised.

23 Hospitals

New Rehabilitation Programs launched at College Grove

College Grove Rehabilitation Hospital in Adelaide has recently launched new Cardiac and Pulmonary Outpatient Rehabilitation Programs.

The Cardiac Rehabilitation Program is a six week program. The Pulmonary Rehabilitation Program is a new program that commenced in September and goes for 10 weeks in duration. The aim of the Pulmonary Rehabilitation Program is to improve exercise capacity and reduce anxiety in people with chronic lung disease. Pulmonary Rehabilitation has also been shown to reduce the health burden for patients, families and the community.



The new look Figtree Private Hospital

Recent upgrades, renovations and the introduction of new facilities are not the only changes happening at Illawarra Private Hospital.

On 15 September the hospital relaunched its name back to Figtree Private Hospital.

"We always have people calling reception and asking if this is the hospital in Figtree, so to save confusion we are changing the name," Chief Executive Officer, Helen Webb said.

The name was officially relaunched at the Hospital's annual general meeting.

As part of the launch the Hospital was refurbished with new carpet, fresh paint, a new foyer entrance and new signage.

"We also have plans for the future to upgrade the kitchen and central sterilising department as well as introducing ensuites in the medical ward," Mrs Webb said.

Figtree Private Hospital was originally built in 1979 and changed its name to Illawarra Private Hospital in 1999. The Hospital now has 101 beds and provides medical, surgical and maternity services as well as a range of acute specialities, including coronary care, plastic surgery, intensive care, neurology, and obstetrics.



Top to bottom: (L-R) Director of Clinical Services, David Crowe & Maintenance Manager, Paul Jordan in their new Figtree Private caps. New signage at the Hospital's entrance. (L-R) Assistant in Nursing, Liam Sims & Enrolled Nurse, Kar-ling Tseng. The newly-refurbished bistro.

Tamara scores highly in MBF Satisfaction Survey

School kids visit Tamara

Werris Creek School Children visited Tamara Private to help allay fears on hospitalisation and participate in demonstrations of the equipment that is utilised within a hospital environment.



Above: Nurse Kerrie Davidson & teacher Lyn Windsor with a group of Werris Creek students in Day Surgery at Tamara Private Hospital.

Tamara Private Hospital in Tamworth has rated highly in a widespread MBF member satisfaction survey that shows regional hospitals scored most of the top ten places.

The endorsement of Tamara by local MBF members follows an overall survey of more than 8,000 people covering their experience and treatment at 90 private hospitals in most States.

Seven private hospitals in country areas including Tamara rated among the top ten hospitals as judged by MBF members following hospital admissions.

"Tamara Private Hospital has every reason to be proud of their high standing with our members because the survey is quite a comprehensive study of aspects of care that our members appreciate greatly," said David Jones, MBF national public affairs manager.

"Members' expectations are understandably high so to be in the top ten a hospital would generally achieve a very positive response in most if not all areas studied. Nursing care is usually a stand out in addition to information about treatment and the pre-admission and discharge process.

"Going to hospital can be a stressful time and members rate highly hospitals that make them feel confident, secure and informed. Tamara rated highly in relation to pre-admission, admission, nursing care and

information for members during their stay.

"The survey confirmed Tamara's excellent performance and conveyed a generally high level of satisfaction with private health care among our members."

Tamara chief executive officer, Annette Arthur, said she was very proud that the hospital, which is part of the national Ramsay Health Care group, had performed so well in the MBF member satisfaction survey.

Ms Arthur attributed the strong result to the culture of the hospital embodied in the caring approach of the staff to looking after the needs of patients. "Patients and visitors know that they are always going to find a warm and welcoming smile at the hospital," Ms Arthur said.

"Patients get on well with staff and feel confident in asking questions about their treatment. I am very proud of the hospital and the staff. It is one of the nicest places I have ever worked."

Ms Arthur identified consistency of care as a reason for so many regional hospitals being placed by members in the top ten facilities that were surveyed. Nursing staff members were usually permanent employees and very much a part of the local community. "As a result, you get a continuum of care with some staff coming in for consecutive shifts which builds a strong rapport with patients," Ms Arthur said.

Lord Mayor opens Stage One of the Wakefield Hospital Development

The Right Honourable Lord Mayor of Adelaide, Mr Michael Harbison officially opened the first stage of a major \$16 million redevelopment at Wakefield Hospital in July 2004.

The redevelopment incorporates two new ward areas expanding the hospital from 123 to 180 beds. The new private bed wards are now in operation and include an orthopaedic ward, a cardiac step down and coronary care unit.



Above (L-R): Right Honourable Lord Mayor of Adelaide, Mr Michael Harbison with Wakefield Private Hospital CEO, Ms Cathy Miller.

The new ward amenities include all private patient rooms with en-suites and state-of-the-art wireless monitoring in the coronary care unit. A new patient admission centre has also opened to assist with streamlining the patient admission process.

Hospital CEO Cathy Miller said demand pressures on hospital beds had been improved and the hospital was now able to assist all patients requiring admission for elective procedures or in emergency circumstances.

Prior to the development the demand for Wakefield Hospital services exceeded available bed capability. This particularly affected the hospital's private Wakefield Emergency Centre resulting in Ambulance diversions up to 75% of the time translating to at least 80 patients per month being redirected to other centres.

"All the new areas that have been opened as part of our first stage redevelopment provide an excellent environment for doctors and staff to assist patients achieve optimal health care outcomes," Ms Miller said.



Left (L-R): Dr Scott Brumby & Theatre Manager Gaye Fischer with the Theatre Team.

The Latest in Robotic Technology launched at Wakefield Hospital

Wakefield Hospital has launched South Australia's most technologically advanced operating theatres, the Wakefield Endosuites, which use high definition imaging technology and voice-activated commands to connect all equipment within the operating theatre.

Wakefield is the first hospital in Adelaide to install the Stryker Endosuite technology and has the most advanced functions available in Australia.

The opening of these new operating theatres at Wakefield Hospital will ensure shorter surgery times and patients will therefore spend less time under anaesthesia.

This new technology also allows surgeons to dictate important patient notes and record real-time images during surgery. Surgeons can then provide very detailed patient reports to GPs, which can be discussed with patients during follow-up consultations.

"The beauty of the voice-activated system means it frees up the nursing staff to concentrate on patient care," said the Theatre Manager, Gaye Fischer.

Visiting Orthopaedic Surgeon Dr Scott Brumby said there were great advantages in connecting the individual operating theatres to one another with digital link-up technology.

Baringa Awarded for Contribution to Community

Baringa Private Hospital has taken out the Community Contribution Award in the Outstanding Achievement category of the 2004 Coffs Coast Small Business Awards.

The Award was presented recently by the Coffs Coast Advocate Newspaper which was a major sponsor of the Award.

Baringa General Manager Greg Jenke said the organisation of 200 staff were proud to provide an excellent standard of care to their patients.

"It is very gratifying that the business community has recognised and acknowledged the important community role that Baringa provides," General Manager Greg Jenke said.

"It is testimony to the dedication, hard work and devotion of staff to our patients that Baringa Private Hospital has continued to grow and develop for 26 years."

Mr Jenke said that while Baringa employs around 200 local people, it also facilitates the recruitment of specialist doctors into the area and generates a

significant financial input into the local economy.

"Baringa also provides assistance to local charities, sporting bodies, organisations and individuals," he said. "There are many events that have had assistance from Baringa with no other justification necessary than it is good for the people of Coffs Harbour. In many ways Baringa's development over the past 26 years mirrors the growth of Coffs Harbour itself."

Mr Jenke said the services Baringa provides have grown in line with the increase in population and the change in demographic. He said the ageing population, increase in private health insurance take-up, and greater access to government-funded private health care have also created a greater expectation of quality health care.

"Consequently Baringa Private Hospital is considering the next phase of development necessary to provide a growing ageing population with a better facility that provides a greater quality and diversity of services that will meet their heightened expectations of a private health care facility," he said.

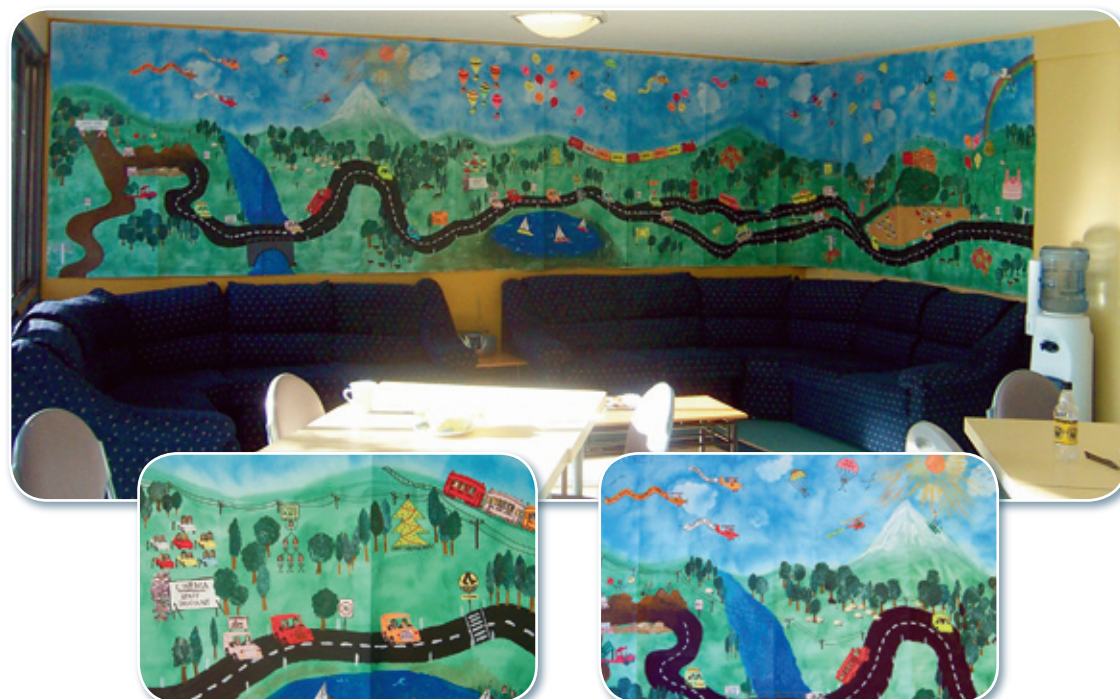
New mural depicting customer service improvements at Albury Wodonga Private

A colourful wall mural depicting their "Journey" was created to communicate the improvements at Albury Wodonga Private Hospital to all the staff in a fun, dynamic and unusual way. Staff Development Coordinator, Sally Squire, said they wanted something that would make the staff say 'Wow, look at all we have done!'

"The 'Journey' starts out a little rockily, hitting dead ends and road works, but as the trip continues, we gather speed and momentum working towards achieving our departmental and organisation goals as outlined in our strategic plans."

Photos of staff feature prominently in the mural currently displayed in the staff dining room, depicting the effort made by all team members in achieving great outcomes. They travel through the mural by car, boat, bus, balloons, kites, planes and trains.

Bronwyn Schindler and Sally Squire are very proud of their 8x1.5metre creation and are thrilled by the comments and excitement the mural has stimulated among the staff. "The mural has certainly allowed us all to reflect on the huge effort of all staff to improve customer service delivery and facilities at AWPH," Sally said.



Mitcham Mother Baby Unit celebrates 10 years

The Mother Baby Unit at Mitcham Private Hospital celebrated 10 years of service to the local community in September.

The Mother Baby Unit provides supportive education and assessment on a range of different mother, baby and family issues.



Above (L-R): Alexandra Nedelkovski, born 21st January 2004, Libby Crosby, Mother Baby Unit Manager, & Alexandra's mother, Maria Nedelkovski.

Andrew ahoy!

Disabled sailor Andrew Hartley, sponsored by Ramsay Health Care, competed in the 2004 Access Dinghy Australian and International Championships at Belmont, NSW in October.

Over 105 disabled and able-bodied sailors from all over Australia, Singapore, Japan, Malaysia and India competed in the event.

There were 15 boats in the fleet and they raced four races over four hours in one afternoon. Andrew finished 2nd, 2nd, 5th and 7th making him third overall in the Australian fleet and second overall in the international fleet – a great result considering the poor weather in Adelaide has prevented him from sailing since May this year.

Andrew sails in a Liberty, a single-handed boat often referred to as the Formula One of Access Dinghies. A team of volunteers from Adelaide Sailing Club rigged the boat complete with new sails with the Ramsay Health Care logo.

As a high-level, ventilated quad and the only competitor using a chin-control, he is probably the most disabled sailor, but he says competing against less disabled or able-bodied people is the essence of the challenge.

During the championships Andrew was also announced a joint winner of the 2004 Yachting Australia Disabled Sailor of the Year Award.

"It turned out to be a highly successful weekend all round. Most importantly from my point of view, the sailing went very well and will stand me in good stead for future important regattas," Andrew told The Ramsay Way.

"The Sailor of the Year Award was a happy surprise."

He said there was much interest in Ramsay Health Care's sponsorship and he spent much time answering questions on what the Company does.

Andrew's next big event is the equivalent of the Olympics for Liberty sailors, The World Disabled Sailing Championships in the United Kingdom next August.

"Many thanks to everybody at Ramsay Health Care for your ongoing support. I am proud to have you along for the ride."



Patients Eligible to Access Home Care Services through some Health Funds

Did you know that some health care funds will pay for community care services provided through Silver Circle, after discharge. A number of smaller funds have engaged Carelink, to case manage and purchase home based services for their clients. Some clients are eligible for these services, post hospital, through their health insurance fund, depending on their level of cover. CareLink, based in Wollongong, co-ordinates these services for the funds involved in the Member Support Program. (1800 653 316) A list of participating funds is detailed below.



Silver Circle can provide community care services for these patients in the areas where they operate.

Services we can provide can include assistance with domestic assistance,, personal care - showering, toileting, grooming, meal preparation, medication monitoring, shopping, companionship and respite care. Nursing care is not currently included. The care workers generally assist at the client's home but may take them out, for appointments, recreational and social activities.

The member funds are:

Government Employees health Fund
Credicare
Illawarra Health Fund
Grand United
Australian Country Health
Lysaghts Peoplecare NSW Teachers Federation
Mutual Health
Health
Australian Country Health
Queensland Teachers Union Health
Australian Unity
NRMA Health
Manchester Unity
SGIC Health
Defence Health
Queensland Country Health
Navy Health
Health Partners
ACA Health Fund
Police Health

Silver Circle currently operates across Sydney and the Central Coast, Melbourne and rural Victoria, in the Shepparton and Gippsland regions. **For enquiries about what Silver Circle can offer your patients, contact 1300 66 00 22.**

EMPLOYEE BENEFITS

Great accommodation deals from Ramsay Employee Benefits

Group HR are pleased to announce that we have been able to negotiate corporate rates with Windsor Hotels <<http://ramsay/corporate/HR/benefits/HotelWindsor.asp>> and Intercontinental Hotels <<http://ramsay/corporate/HR/benefits/IntercontinentalHotels.htm>> in the last month for Ramsay employees.

Did you know there are special deals with MBF <<http://ramsay/corporate/HR/benefits/MBF.asp>> and Intercontinental Hotels every month on the Ramsay Employee Benefits <<http://ramsay/corporate/HR/benefits/benefits.asp>> website - **visit the website today!**

A great deal for the month of November:

- Receive one month's premium free when you take out MBF Hospital Cover as a new member on Ramsay's Corporate Plan.

Other great companies who offer discount rates for Ramsay employees include:

- Hertz, Telstra, HCF, ANZ and Sunlover Holidays.

RAMSAY PEOPLE



Golden Anniversary for Physio

This year, Jill Slee celebrates 50 years at Hollywood Private Hospital. Jill, a physiotherapist at Hollywood since 1954, believes that the Hospital's fun loving and professional spirit has made being part of the team for 50 years extremely easy and rewarding.

Hollywood Hospital Physiotherapy Manager Karen Lennon said Jill was a remarkable person who had made a great contribution to the hospital.

"Jill is committed to her patients and a great role model for her co-workers. Her many years here are a testament to her strength of character and passion for her work."

Jill cannot see herself retiring in the near future, but when the time comes will dedicate more time to swimming, playing tennis and perhaps volunteering at the hospital.

Immunisation Nurses Group Established in Victoria

Two Mitcham Private Hospital nurses, Rosemary Morey and Jacque Van Wettering are part of the foundation Executive Committee of a new Immunisation Nurses Group that has been launched in Victoria recently.

The inaugural meeting of the Victorian Immunisation Nurses Special Interest Group was held at the Australian Nurses Federation office in Melbourne on 1 September 2004. The Group already has over 130 members.

If you are involved in delivering immunisation and would like further details visit the ANF Website, www.anfvic.asn.au, and click on SIGs.

Staff at Berkeley Vale Private receive 10 year Service Rewards

Congratulations to seven staff at Berkeley Vale Private Hospital who recently received ten (10) year service awards:

Ruth Rolph (Theatre)

Tania Caple (Enrolled Nurse)

Rhonda Smith (Registered Nurse – recovery)

Robyn Nelson (Food Service Manger)

Elva Whisson (Registered Nurse)

Leanne Edwards (Catering)

Rosemary Jones (Enrolled Nurse)



Left (L-R): Leanne Edwards; Colleen Bromwich; Rosemary Jones; Rhonda Smith (seated); Marilyn Clayton (Chief Executive Officer/ Director of Nursing); Robyn Nelson & Tania Caple.



Special Care Nursery Manager retires after 10 years

Gillie Birchall retired after ten years at Mitcham Private Hospital as Assistant Unit Manager, in charge of the Hospital's Special Care Nursery.

Gillie provided many new mothers with expert advice on infant feeding and cared for many new born babies over her 10 years. Over 200 babies are admitted to the Special Care Nursery at Mitcham each year.

LEGAL UPDATE

Privacy Laws

Ramsay Health Care is committed to conducting its health care services in compliance with all applicable laws and regulations and with the highest ethical standards.

We believe that our patients can feel safe in the knowledge that we safeguard their personal health information ensuring that confidentiality is respected and information is stored securely.

We have had in place for some time a privacy compliance program to assist the organisation and all staff to comply with privacy legislation.

All Ramsay Health Care patients are provided with a copy of our Privacy Policy and Consent Form prior to or upon admission.

Each Facility has appointed to it a Privacy Officer, to whom questions can be referred. Privacy information is available to staff from our internal intranet site.

As Ramsay Health Care is a private hospital operator the main laws that apply to it are:

- The Commonwealth Privacy Act 1988;
- The Victorian Health Records Act 2001; and
- The New South Wales Health Records and Information Privacy Act 2002 which recently commenced on 1 September 2004.

Privacy laws protect personal information which means information or an opinion about an individual whose identity is apparent or can be reasonably ascertained from the information or opinion, and includes health information.

The main areas dealt with under this legislation are:

- Collection;
- Use and disclosure
- Data Quality
- Data Security
- Openness
- Access and Correction
- Identifiers
- Anonymity
- Transborder data flows
- Sensitive information

Information on the recently introduced New South Wales privacy legislation has been provided to the NSW privacy officers.

Whilst the NSW Act is very similar to the Commonwealth legislation there are some differences, including:

- The New South Wales Act specifically includes in health information genetic information about an individual arising from a health service provided to the individual in the form that is or could be predictive of the health (at any time) of the individual or of any sibling, relative or descendant of the individual;
- Similar to the Victorian legislation, the New South Wales Act imposes timeframes for providing patients with access to their health information;
- New South Wales has provided statutory guidelines for notifying a person when you have collected health information about them from someone else, research and training;
- The New South Wales Act has special requirements regarding the computerised linking of health information.

Questions in relation to corporate compliance with privacy requirements can be directed to Alison Choy Flannigan, Ramsay Health Care's Legal Counsel and Corporate Privacy Officer.

Staff Satisfaction Survey update

The Best Practice Staff Satisfaction Survey, undertaken across Ramsay Health Care in September and October 2004, is now complete with an overall response rate of 64% recorded.

Group Human Resource Manager Gavin O'Meara said the high response rate was an excellent result and an improvement of 13% over the last survey conducted in 2001.

He said highest response rates were recorded at Cairns Private (88.7%), Tamara (86%), Southern Highlands (77.3%), Lawrence Hargrave (73.2%) and Berkeley Vale (69.5%).

"I would like to pass on a big thank you to the survey coordinators in each of the sites who assisted us to achieve this excellent response rate," Gavin said.

He said Best Practice consultants would release the results of the survey to Ramsay Health Care Managing Director, Pat Grier and senior Operations staff in mid November

"Results will be forwarded to hospitals before the end of November and hospital management will be asked to share results with department managers and general staff soon after this."

He said hospital management would be required to develop plans to address key findings of the survey by early February.

For further information contact Group HR on 07 3229 5188

GROUP RISK SERVICES

Ignorance is no longer bliss!!

We continue to focus upon managing the major risks within the clinical, safety, financial and other operational areas of the business and to ensure compliance with ACHS and corporate governance standards. However, in light of recent corporate collapses both in Australia and overseas, the Board of Directors has sought greater assurance that the company's financial and operational controls are sound and effective. Accordingly, RHC has initiated a program to ensure all the major risks to the business are understood and proactive systems are in place at each of our sites to manage these risks effectively.

The Controls Assurance Program (CAP) will be rolled out progressively across all sites over the next 12 months and will cover all the major processes shown below. Identification and assessment of our risks in the areas of payroll, purchasing/accounts payable, revenue, information services, contracts management and psychiatric services have already begun.

During the initial roll out period, selected staff will be invited to attend brief workshops in Sydney to develop sets of 'best practice' controls for implementation across the Group. Once in place, these key controls will be independently tested on a regular basis and the results reported to local management, Head Office and the Audit Committee.

Success of the program depends on the commitment of management and staff across the organization. Within Head Office, executives have been assigned accountability for the operation of CAP within specific processes. At the local level, each Manager is responsible for the success of the program.

Processes to be addressed by program:

- Business planning/budgeting
- Acquisitions/disposals
- Financial reporting
- Treasury
- Taxation
- Corporate regulatory compliance
- Insurance
- Revenue
- Purchasing/accounts payable
- Contracts management
- Payroll
- Human Resources
- MIS
- Building security and facilities
- Business continuity
- Psychiatric
- Medical/surgical
- Rehabilitation
- Aged Care
- Adverse event management
- Infection control
- VMP/AH credentialing
- OH&S
- Privacy

For further information contact Group Risk Services on 02 9433 3444



LATE NEWS!

Congratulations Liz!

Liz Williams of Figtree Private hospital recently returned from the Oceania Masters Athletics Championships in Rarotonga, Cook Islands with seven medals including silver in the 100 & 200m sprint, bronze in the 400m, Triple jump, & Long Jump, and Gold in the 4x100m relay & Medley Relay.



PRODUCTION & MATERIAL

The Ramsay Way is produced by the Ramsay Health Care Marketing Department. For feedback, enquiries & material submission please contact: **Marketing Department - ph: (07) 3394 7614**

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