

The Ramsay Way

THE CORPORATE NEWSLETTER OF RAMSAY HEALTH CARE

Introducing The Ramsay Employee Club

Ramsay Health Care has negotiated a new benefits package which will provide all employees with the opportunity to access discounts and deals on a wide range of products and services across the country, at a small cost to employees of only \$1.25 per week.

The Ramsay Employee Club will be launched by Group HR in a major rollout to all hospitals across the Organisation in July 2006*. Signed up members of the Club will receive an exclusive Ramsay membership card (see image) and a membership pack which will contain information on how to access all the benefits and services available through this Club.

The Ramsay Employee Club will provide 4 key areas of benefits:

- **card privileges** – a membership card that you can use at a huge range of stores, movies, cafes and restaurants to access immediate discounts or deals (eg. 20% of a huge range of restaurants, 15% discount at Roger David, great prices at Harvey Norman, discounted accommodation, upsized coffees at Hudsons) – good news for our regional locations too because there are a huge range of local restaurants included – six in the Albury/Wodonga area, three in Armidale and two in Tamworth.
- **shopping** – online access to brand name products at substantial discounts, and discounts on gift vouchers for retail stores and cinemas including \$8.95 movies and 5%

off vouchers for Coles, Big W, Safeway and Woolworths, discounts at Dick Smith, Tandy, Dan Murphys and BWS Liquor Stores – imagine saving 5% on your weekly grocery bill? NB. You have to be organised enough to log-on and order your shopping vouchers every week.

- **box office** – tickets to concerts, shows and sporting events before public sales – this allows you to access the very best seats available without having to stand in line at ticket stands and still get stuck down the back of the venue! Coming soon: The Boy From Oz, Disney on Ice, Coldplay, Fiddler On the Roof, Split Enz, Pearl Jam and Cirque du Soleil are all currently available – BEST SEATS IN THE HOUSE! (No discounted prices but access to those hard to get seats!).
- **weekly updates** – a series of regular communication tools to ensure all new offers are regular, current and communicated to our employees.

The Ramsay Employee Club will be launched at the same time as the salary packaging rollout (see page 5) and will take place in rollout across the Company during July and August. Representatives from Group HR will visit all hospitals during this period to launch the program.

Group HR Manager Gavin O'Meara said providing an attractive employee benefits scheme was a high priority for



Ramsay Health Care and after an extensive review this was considered the best program available.

He said that Ramsay would pay the establishment fee for all employees and then the small weekly membership fee would be able to be done as a payroll deduction.

Information regarding The Ramsay Employee Club and Salary Packaging are now contained on the Ramsay intranet and staff wanting more details should visit this site or contact Group HR on hrenquiries@ramsayhealth.com.au

...See page 5 for more information on Ramsay Health Care Employee Benefits. **For further information check the website at www.atwork.com.au/ramsay**

*An official launch of the Ramsay Employee Club will not be undertaken in Western Australian hospitals as employees in the West have access to an excellent employee benefit provided through the "Entertainment Books". However, our Western Australian employees are more than welcome to join this new program by completing a membership form which is available on the Ramsay intranet or by contacting Group HR – Ph. 07 3233 6001 or email: HRenquiries@ramsayhealth.com.au

Ramsay Indonesian hospitals assist earthquake victims in Yogyakarta

Ramsay Health Care hospitals in Indonesia moved quickly to assist earthquake victims in the recent earthquake disaster to hit this country.

The earthquake, with a magnitude of 5.9 and epicenter of 37.6 km, hit Yogyakarta on Saturday, 27 May 2006 at 5:55 am Indonesian time.

It was the latest in a series of natural disasters to hit Indonesia in the past few years.

The disaster killed more than 5,800 people and displaced an estimated of 650,000 people in Yogyakarta and parts of Central Java.

At least 65 foreign organizations have since arrived in the quake-hit areas to deliver relief supplies to survivors.

Manager of Ramsay Health Care's Indonesian operations, Jusup Halimi, said many people were injured and there were a lack of medication supplies available at the local hospitals to the care for the injured. "Ramsay Health Care Indonesia hospitals RS Mitra Internasional and RS Internasional Bintaro, participated by providing donations in the form of medical consumables, drugs, and blankets which were distributed through the Indonesian Hospitals Association and local community organizations," Jusup said.

"Our third hospital, RS Surabaya Internasional, donated specific medical consumables for surgery. This Hospital also sent their orthopedic team (orthopedic and spine surgeons) to the earthquake location to perform procedures and prepare for patient transfers from Yogyakarta.

"Additionally, RS Surabaya Internasional sent an anaesthetic nurse to be stationed in Yogyakarta for three days on a rotation basis to support medical practitioners in the earthquake areas."

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In this edition of The Ramsay Way we are pleased to announce a new employee benefits package – The Ramsay Employee Club. This program will be launched at all hospitals together with the relaunch of our salary packaging program by Group HR over the coming months. Ramsay Health Care has outlaid an establishment fee for all staff who join up to The Employee Club and at a small cost to you which can be paid via payroll deduction, there are a wide range of great benefits on offer. We have been reviewing the best opportunities to provide our employees for some time and feel that this program will be very well received by staff. Please provide feedback to us on other benefits you would like to see us offer to staff.

In Development news, the Development Committee of Ramsay is now meeting monthly to consider the large number of proposed capital development opportunities around the Group. Since the last issue of The Ramsay Way, the Board has approved a number of new projects including the refurbishment of St Andrews Ipswich; a new car park and access road works at Nambour; construction of consulting suites, car park and ward refurbishment at Greenslopes; ward refurbishment at Cairns; and the purchase of land adjacent to Westmead.

There are a number of exciting projects that are currently undergoing master planning and feasibility review and I will be announcing a number of significant projects in the coming months once we have conducted our final review of these projects.

Following a strategic review of our assets, Ramsay Health Care entered into an agreement to sell Wakefield, College Grove and Central Districts Hospitals to Little Company of Mary Health Care and the sale took place in late May.

After the Affinity acquisition in 2005, we announced our intention to review the make-up of our portfolio, resulting in the decision to explore the sale of our aged care businesses, the sale of our Community Care business, Silver Circle, and now the sale of these three hospitals.

Now that we have sold the three hospitals in Adelaide and our aged care facilities – this completes the review of our portfolio of facilities and unless there is an extraordinary unforeseen circumstance, we do not intend selling any more hospitals. The good news is that we intend to put the proceeds back into enhancing and expanding our existing business.

It is good to see news from our Indonesian hospitals in this issue of The Ramsay Way. Chris Rex and I have recently been over to a doctors' conference held in Indonesia at which 250 specialists from our hospitals attended. These hospitals are progressive and are very well respected in the country.

Pat Grier
Managing Director

Ramsay explores expansion opportunities in Indonesia



Above: Anne Mortimer led questions & answers session during the Indonesian hospitals corporate client's gathering at Shangri-La Hotel, Jakarta on March 28, 2006



Above: Marjorie Brislee, Christopher Rex, & management team of RS International Bintaro visit a patient at RS International Bintaro.

Ramsay Health Care's Chief Operating Officer, Chris Rex, led a small team of Ramsay representatives including former Ramsay Board member Marjorie Brislee, and Chief Executive of The Northside Group of Psychiatric Hospitals, Anne Mortimer, on a trip to Indonesia recently to visit the three Ramsay hospitals acquired from Affinity Healthcare: Mitra Internasional in Jakarta, Surabaya Internasional in Surabaya, and Internasional Bintaro in Banten.

Together these hospitals have 611 beds, of which 31 are intensive care beds. There are 320 specialists across the facilities offering the full range of medical and surgical services.

Additionally, the hospitals offer outpatient and 24-hour ancillary services. Health

education, early detection and counseling are important preventative measures and home medical and nursing care are also offered.

Ramsay COO Chris Rex said the hospitals were dynamically upgrading and expanding their services and facilities in order to provide the very best in health care to patients and their families.

"The Indonesian hospitals are excellent facilities and have great potential to expand their services to meet the growing needs of the Indonesian people," Chris said.

One of the objectives of the visit was to explore further opportunities for expansion in Indonesia, particularly in the area of psychiatric services.

The Mitra Internasional has a Psychology Clinic which is one of a very limited number of private mental health services in Indonesia.

The Ramsay representatives, led by President Director of Ramsay Health Care Indonesia, Jusup Halimi, who oversees the Ramsay Indonesian hospitals, visited four mental health facilities during their stay including Menur Psychiatric Hospital, Surabaya; Marzuki Mahdi Psychiatric Hospital, Bogor; Dharma Graha Psychiatric Hospital, Serpong Tangerang; and Soeharto Heerdjan Psychiatric Hospital, Jakarta Barat. The majority of patients admitted to these facilities are treated for IV drug use and psychosis.



Above: Marjorie Brislee & Anne Mortimer visit the baby room of RS International Bintaro.



Above: Christopher Rex accompanied by Dr. Mulyadi Muchtiar, Medical Services Manager of RS International Bintaro, greet a patient & his mother in the lobby of RS International Bintaro.

Cairns Private & Ramsay kick in \$30,000 to the Cyclone Larry Appeal

Cairns Private Hospital has launched a nation-wide fundraising drive throughout the Ramsay hospital network, to help rebuild the lives affected by Cyclone Larry.

Cairns Private Hospital kick-started the campaign with \$20,000 and staff are donating days and hours through their pay. The hospital called on other Ramsay hospitals to donate to the appeal and so far he has received about \$10,000 in pledged donations.

"We are aiming for a target of \$30 000 and are encouraging other Ramsay Health hospitals to pledge generously and their staff to do the same as ours.

"We are sympathetic not only to the immediate needs of businesses and families in the cyclone affected region but to the impacts down the track," Mr Lizzio said.

"We're hoping our contribution will help to relieve some of the stress likely to be felt in time. It is just over a month since the cyclone hit, and the community is still busy dealing with the physical damage, but different problems will arise as the months pass."

Mr Lizzio plans to consult with community leaders to establish high priority needs where the donation will be of most benefit. This may mean that it will become a part of the Premier's Appeal.

Ramsay Health Care is known for its generosity during major disasters after \$250,000 was donated to the Tsunami Appeal in 2005.

Doctors attend 3rd Annual Conference in Jakarta



Above: Pat Grier (centre) with management of RS International Bintaro.



Above: Pat Grier, Wiryono Sastrohandoyo & Chris Rex with delegates of the Doctors' Gathering at the Shangri-La Hotel, Jakarta

Over 170 specialists and general practitioners from RS Mitra Internasional and RS Internasional Bintaro, attended the 3rd annual Doctors' Conference at the Shangri-La Hotel in Jakarta recently.

Ramsay Health Care Managing Director Pat Grier and Chief Operating Officer Chris Rex attended the Conference.



Above: Chris Rex welcomes delegates to the 3rd Annual Doctors Gathering in Jakarta.

Attendees were given an update on malpractice issues and patient care. Two well-known spokespersons in health consumer and customer service business presented at the Conference. Dr Marius Widjajarta, SE (Head of Indonesian Health Consumer Empowerment Foundation) spoke on "Customer Oriented Hospitals", and Mario Teguh (Business Effective Consultant) spoke on "Branding You".



Above: Hollywood staff were extremely surprised when 2000 long stem roses arrived from a patient in appreciation of the care he had received whilst in hospital.

A sea of roses at Hollywood

Hollywood Private Hospital was transformed into a sea of beautiful roses recently when a very appreciative patient, Mr John Butler surprised the staff with 2,000 long stem roses as a thanks to the staff for the excellent care he has been receiving.

Mr Butler surprised staff recently when the 60 tubs overflowing with long stem roses arrived at Hollywood Private Hospital's supply department as a gesture of thanks to the staff who have been caring for him. He said, "I just wanted to make other patient's happy and brighten their day."

Gallipoli Research Foundation receives \$5 million lift

The Gallipoli Research Foundation at Greenslopes Private Hospital has been awarded a \$5 million grant for development and expansion by the Department of Health and Ageing. The announcement was made in the May Federal Budget.

The Foundation was listed as one of only three Queensland research centres to receive part of a total pool of \$163 million. The funds will be paid as a lump sum and are being given to contribute to the establishment of a research laboratory at Greenslopes Private Hospital to conduct research in a range of

areas including hypertension, cardiovascular disease, endocrinology and cancer.

CEO of Greenslopes Private Hospital, Associate Professor Jill Watts said the news was well received by the Board and very timely as the hospital considered the Foundation's strategic future and how best to develop the research activities on the hospital's campus.

And **Hollywood Private Hospital's** Research Foundation has been the recent recipient of a \$4000 cheque recently donated by BHP Billiton after one of their staff was

treated at Hollywood Private Hospital last year.

Danny Segall was Mine Manager of the Mt Keith Operation and died of bone cancer in September 2006 in the palliative care unit.

Danny's wife, Sharon, was so impressed by the care that her husband received she recommended the research foundation to be the recipient of the large donation.

The cheque handover took place on Friday 31 March at Thiess St George's Terrace offices and the money will go towards cancer research.



Celebrating International Nurses Day

Ramsay Health Care Hospitals across the country celebrated International Nurses Day on 12 May.

Since 1971, the anniversary of Florence Nightingale's birth, 12 May, has been set down by the International Council of Nurses (ICN) as International Nurses Day. This is a day of celebration for nurses around the world and is an important opportunity for all staff, doctors and patients to reflect on the importance and value of nursing in our community.

On behalf of the Board and Management of Ramsay Health Care, Managing Director Pat Grier extended his sincere thanks and appreciation for the hard work that nurses in all Ramsay hospitals undertake

and their important contribution in caring for patients.

"At this time it is also important to reflect on the remarkable legacy of Florence Nightingale who contributed so much to nursing leadership and education and who the International Nurses Day is in memory of," Pat said in an open letter to all staff.

"In Ramsay Health Care, we are committed to ensuring that our nurses are able to access ongoing education and career development opportunities.

"We are extremely grateful for the ongoing enthusiasm and commitment by nurses in our Organisation in ensuring excellence in nursing care. This is The Ramsay Way and we are extremely proud of our nurses," Pat said.

Right: North Shore Private Hospital showed their appreciation of the nursing staff by arranging a number of different activities to celebrate International Nurses Day, including specialty cakes for the staff, a foyer display, & a bed making race-off, which was won by the after hours managers.

Pictured here are the Nurse Educators at North Shore Private, who arranged the festivities, in Nightingale attire.



Left: Lake Macquarie Private Hospital hosted a luncheon for all staff to celebrate International Nurses Day. Pictured from **L to R:** Alyssa Robertson, Jen Yates, & Victoria Burrows.



Left: Donvale Rehabilitation Hospital gave each of their nurses a rose on International Nurses Day. **Pictured here** are nurses from Donvale Helen Lewison Nurse Unit Manager, Deanna Finn (DCS) & MATRON for the day, Ros Nicholson Nurse Co-ordinator, & Lyn Kent Nurse Unit Manager.



Left: Cairns Private Hospital put on a special lunch for all staff. **Pictured L-R** - Marge Foley, CNM Women's Unit, & Helen Gamble - RN/Midwife.



Right: North Shore Private Hospital showed their appreciation of the nursing staff by arranging a number of different activities to celebrate International Nurses Day, including specialty cakes for the staff, a foyer display, & a bed making race-off, which was won by the after hours managers. **Pictured here** are the Nurse Educators at North Shore Private, who arranged the festivities, in Nightingale attire.

Ramsay Health, Safety & Environment Update

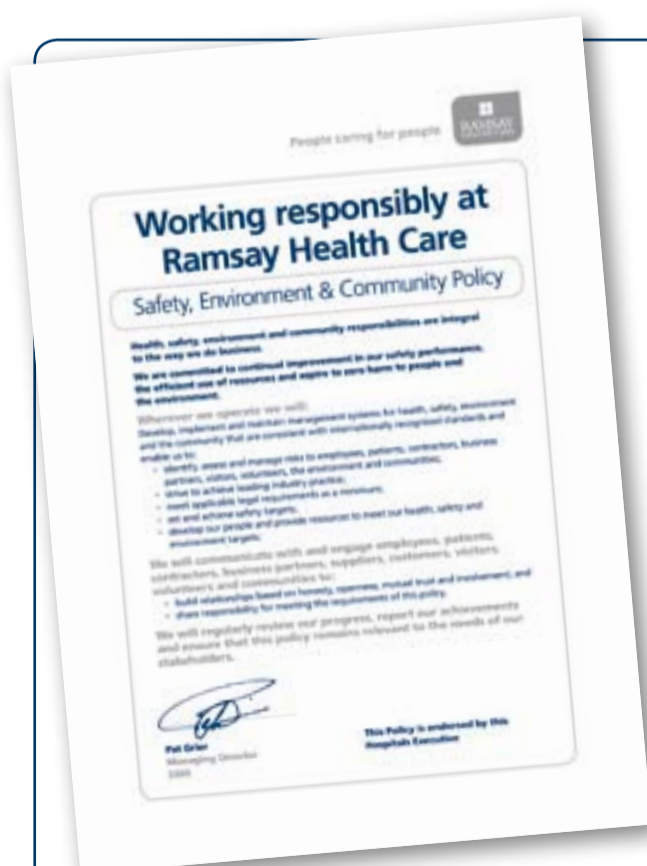
This policy will be displayed prominently in all hospitals and will be available to order online via the online print ordering site.

Incident reporting for non-patients (employees, volunteers, contractors, agency personnel and visitors), is under review and it is anticipated that a policy and procedure will be released in July 2006.

The release will be accompanied by a newly formatted incident reporting form and the introduction of submission of the event to the RiskMan database program. Once introduced all the reporting mechanisms for non-patient events will be superseded. All facilities will be provided with this information when it is finalized.

For more information please contact: Janet Healy, OH&S Project Manager, on janet.healy@affinityhealth.com.au or phone: 03 9916 2027.

Ramsay Health Care has launched a new Safety, Environment and Community Policy that recognizes that health, safety, environment and community policies are integral to the way we do business (see image).



Salary packaging rollout for Ramsay Employees

In 2005, Ramsay Health Care entered into an agreement with a company called Paradigm, to provide salary packaging services across the Ramsay group.*

Ramsay Health Care has been trialling this salary packaging scheme at a handful of locations and are now ready to roll salary packaging out across the whole group.

Employee information brochures will be circulated to all eligible employees prior to rolling out salary packaging at each facility.

Group HR Coordinator Raeleen Garner said the salary packaging program offered by Paradigm provides Ramsay employees

access to a program that allows staff to more tax effectively package their pay.

"Salary packaging simply means staff pay for certain personal expenses from their salary BEFORE tax is calculated. The result is you pay less tax and therefore have more disposable income," Raeleen said.

"Salary packaging should be appealing to a lot of staff and we are looking forward to the rollout shortly."

After reviewing previous rollouts and considering other market factors, a rollout schedule has been created, which will be released very shortly. Regardless of where

hospitals fall in the rollout schedule, salary packaging will be available to all Ramsay staff by the end of September 2006.

*Paradigm will not be rolled out to Western Australian hospitals as salary packaging services are already provided by McMillian Shakespeare.

For more information on salary packaging at Western Australian facilities, please email the WA State HR Manager, Rita Maguire: MaguireR@ramsayhealth.com.au

*Note that these savings are based on 2005/06 tax rates. Benefit values may change on 1 July 2006"



Salary packaging case examples

The following case studies are examples only.

Linda works as a Secretary & receives an annual salary of \$31,558.00

Linda wants to purchase a Mazda 3 Neo with a purchase price of \$22,822 and enter into a Novated Lease over a 4 year lease term. She expects to travel between 15,000 – 20,000Kms p.a. She also needs to buy a laptop for her to use whilst studying worth \$1,400.

Using the above information, the following table illustrates how much tax Linda would save in a year by salary packaging to pay for these expenses from her pre tax salary compared to paying for them from her after tax salary.

	Without salary Packaging	With salary Packaging
Annual Salary	\$31,558.00	\$31,558.00
Less Pre Tax Car operating costs	\$0	\$ 4,458.38
Less Pre Tax Laptop payment	\$0	\$ 1,272.73
Less Pre Tax Paradigm administration fee	\$0	\$ 226.72
Taxable Salary	\$31,558.00	\$25,600.17
Less Tax	\$ 5,801.00	\$ 3,924.00
Take Home Net Pay	\$25,757.00	\$21,676.17
Less After Tax Car operating costs	\$ 9,413.62	\$ 4,564.40
Less After Tax Laptop payment	\$ 1,400.00	\$0
Disposable Income	\$14,943.38	\$17,111.77
Benefit per annum	\$0	\$ 2,168.39
Benefit per fortnight	\$0	\$ 83.40

Kylie works as a Fulltime Nurse & receives an annual salary of \$41,943.20

Kylie wants to purchase a Toyota Corolla Ascent with a purchase price of \$23,100 and enter into a Novated Lease over a 4 year lease term. She expects to travel between 15,000 – 20,000Kms p.a. She also needs to buy a laptop for her child worth \$2,200.

Using the above information, the following table illustrates how much tax Kylie would save in a year by salary packaging to pay for these expenses from her pre tax salary compared to paying for them from her after tax salary.

	Without salary Packaging	With salary Packaging
Annual Salary	\$41,943.20	\$41,943.20
Less Pre Tax Car operating costs	\$0	\$ 4,467.14
Less Pre Tax Laptop payment	\$0	\$ 2,000.00
Less Pre Tax Paradigm administration fee	\$0	\$ 226.72
Taxable Salary	\$41,943.20	\$35,249.34
Less Tax	\$ 9,072.00	\$ 6,964.00
Take Home Net Pay	\$32,871.20	\$28,285.34
Less After Tax Car operating costs	\$ 9,478.86	\$ 4,620.00
Less After Tax Laptop payment	\$ 2,200.00	\$0
Disposable Income	\$21,192.34	\$23,665.34
Benefit per annum	\$0	\$ 2,473.00
Benefit per fortnight	\$0	\$ 95.12

Frequently Asked Questions

Q: Which employees have access to salary packaging?

A: Unfortunately, because of the payroll deductions that are necessary on a monthly basis to pay for your personal packaged expenses, salary packaging is only available to permanent employees (full-time or part-time).

Q: Which employees will get a benefit from salary packaging?

A: Salary packaging provides a direct benefit to employees from salary levels starting from \$20,000 per annum (\$380 per week).

Q: What expenses can be salary packaged?

A: Some expenses that you can salary package

- A car lease, including running expenses (max. 2 per employee)
- One laptop per year

- Superannuation contributions, including contribution to pay life insurance premiums
- Financial and tax advice provided by independent and registered advisors
- Disability and income protection insurance premiums
- In-house child care fees (child care centre must be a part of your facility)
- In-house gym fees (must be a gym within the facility)
- Self-education expenses
- Professional development expenses
- Trade or professional journal subscriptions

Westmead leads the way



Above: L-R: Steve Johnson (Anaesthetic/ Recovery Nursing Unit Manager), Dr. Kevin Yee (anaesthetist), Irene Brown (anaesthetic enrolled nurse)

Westmead Private Hospital is the first hospital in the world to introduce the Yeescop[®] into everyday anaesthetic practice. The Yeescop[®] is a single-use laryngoscope developed by one of our Anaesthetists – Dr Kevin Yee. This fully disposable instrument incorporating blade and handle was introduced following excellent feedback from a clinical trial in our Operating Theatres. Anaesthetists and anaesthetic nursing staff continue to provide positive feedback on this new device following the initial trial saying that its use will lead to better patient outcomes.

The introduction of the Yeescop[®] was considered as another step towards improved infection control practice in our Theatre Unit. Each time a used laryngoscope blade is folded onto its handle after intubation, the handle is not only contaminated, but becomes a source of contamination for the next clean laryngoscope blade. Conventional laryngoscope handles have a textured surface for improved grip, but this results in accumulated deposits of micro-organisms, blood and protein. An informal audit of the care, handling and cleaning of laryngoscope handles highlighted the potential for cross contamination/infection of the current practice of decontaminating laryngoscope handles between cases.

Our anaesthetists who have used the Yeescop[®] have been suitably impressed by the

bright illumination that it produces compared to that from resterilised blades. One team noted that the light lasted in excess of their 8 hour case!

A unique feature of the Yeescop[®] is the hook located at the end of the short handle. By lifting the laryngoscope handle by the hook, the tendency to lever the blade on the upper front teeth is eliminated. The ABS plastic is also more gentle on contact with teeth enamel.

Other benefits of the Yeescop[®] include a reduction in clinical supply costs (including battery replacements, maintenance and replacement of reusable handles and blades, sterile packaging costs) and better utilisation of staff work hours (anaesthetic nursing as well as CSSD staff).

By changing to a fully disposable system as with many other healthcare products, we anticipate benefits for the patient, healthcare worker and hospital. We estimate that with the introduction of the Yeescop[®] there is currently a cost saving of \$8-16 per patient use.

We are now looking to utilise Yeescopes[®] on all emergency trolleys due to the ease of use and access that the scope provides.

Westmead Private Hospital CEO Carol Bryant said Westmead considered itself at the forefront of the industry in terms of improving infection control practices for the health service community.

Ramsay Hospitals introduce the Look Good...Feel Better Program

Over the last few months hospitals in the Ramsay Health Care group have started the Look Good...Feel Better program, a free national community service program dedicated to teaching female cancer patients – through hands on experience – techniques to help restore their appearance and self image during chemotherapy and radiation treatment.

The program was founded and developed by the Cosmetic, Toiletry and Fragrance Association (CTFA) in May 1990 and it is administered through the registered charitable organisation, the Cancer Patients Foundation Ltd.

The program utilises the resources of the beauty industry to provide

- Patient education through group workshop sessions
- Complimentary make up kits for each patient participating in the group workshops
- Free program materials such as videos, patient brochures, and self-help booklets.

Caboolture Private Hospital in Brisbane and John Flynn Private Hospital on the Gold Coast have recently commenced the program.

At John Flynn Private Hospital the program is organised by their 2005 Nurse of the Year

entrant for the Queensland Cancer Fund, Victoria Nolan. Being one of the breast care nurses, Victoria was well aware of the importance of such a program to the breast cancer patients and so arranged this program.

Workshops cover areas such as dry skin, hair loss, pigmentation, eyebrow and eyelash loss and help to provide patients with greater feelings of hope and control.

Ladies who have participated in the program say that "the Look Good... Feel Better program provides "little miracles" by the fact that they can have control over their appearance – therefore bringing back some of the control they had lost.



Above: The Look Good...Feel Better Program has been launched at John Flynn Private Hospital. Pictured here standing in the back row is John Flynn Nurse of the Year 2005 entrant and breast care nurse Victoria Nolan, with the program coordinators and two patient participants."



Above: The Lymphoedema team at Mt Wilga

Mt Wilga showcased at Lymphology Conference

Mt Wilga Private Hospital has been showcased at the Australasian Lymphology Association 6th Biennial conference which was held at the Hyatt Canberra 31st March-2nd April 2006. Delegates from the United Kingdom, Canada, and New Zealand and throughout Australia had the opportunity to hear international and local guest speakers. Several of the Mt Wilga team presented free papers or workshops and staff manned a trade display which received a high level of delegate interest.

The ALA conference was convened by Kerryn Shanley Physiotherapy Manager at Mt Wilga and the conference program was established by the Scientific Committee which included Mt Wilga rehabilitation specialist Dr Helen Mackie.

The Lymphoedema Team at Mt Wilga has an ongoing commitment to involvement in this professional organisation with Physiotherapist Brenda Lee accepting the position of NSW representative on the ALA committee and Kerryn Shanley, President-Elect.

Kareena Private Hospital hosts exciting new education program for ambulance officers in south Sydney

In an Australian first Kareena Private Hospital and the NSW Ambulance Service South Eastern and Central Sydney Education Team have teamed up to deliver a unique education program for ambulance officers across Sydney.

The education program, known as Pulse, will be delivered in five sessions to ambulance officers by Sydney's leading specialists and clinical educators and hosted by Kareena Private Hospital.

The program content for the first five sessions has been requested by ambulance staff themselves and includes paediatric resuscitation, obstetric emergencies and pre-hospital delivery, burns, trauma, chest pain and heart attack.

Kareena Private Hospital CEO Malcolm Passmore said the Hospital was very proud to support the program and the ambulance service in southern Sydney.

"This will be an excellent program of real topics, delivered by real people with real skills, and this will make it extremely relevant to ambulance officers attending the Pulse Program," Mr Passmore said.

"Kareena Private Hospital opened southern Sydney's first and only private Emergency Department seven years ago. Through the Department we have developed a wonderful relationship with local Ambulance Officers and we are very happy to support the service, their people and the wonderful job they do for our

local community."

Kareena Private Hospital had been serving the local community since 1965 and had always led the way with new developments in healthcare for the community including the development of the Shire's first cardiac angiography suite.

During 2003-2004 the NSW Ambulance Service provided 928 000 responses to pre-hospital care including aero medical care. South East & Central Sydney Ambulance Service Education Unit (SECS) aided in coordinating the educational series and is very positive about the program's success. A spokesman for the Ambulance Service said the first lecture [in paediatric care] was well received by the officers who attended.

As an adjunct to the core program content, ambulance officers who have volunteered to educate their peers will aid the medical specialists in the lecture series.

"Our Ambulance Officers will gain a lot from these courses," Paramedic Ambulance Educator, Anna Kudric, said today

"We can learn so much from the wealth of experience these lecturers have – both theoretically and practically."

The next educational session, led by Dr Norman Chan, a Kareena Private Obstetrician, will detail pre-hospital delivery and obstetric emergencies.

Cairns Orthopaedic Rehab Unit celebrates first birthday



Above: Sue Forbes, CNM Rehabilitation Unit at Cairns Private Hospital helps patient Gordon McCardle on the road to recovery.

Cairns Private Hospital opened a dedicated rehabilitation unit for orthopaedic patients one year ago and in that time, staff report that it has exceeded all expectations.

The number of patients opting to use the Cairns Rehabilitation service is increasing and orthopaedic surgeons have shown enormous support, some insisting that all of their patients who have received total joint replacements join the programme.

The specialised nursing team has created a warm and cheerful atmosphere for patients facing the daunting task of regaining their independence and ensuring they reach their full potential following surgery. Special friendships are bonded between patients, many opting to undertake a longer programme to graduate with their new mates.

The aim of the programme is to maximise independence and reduce the burden on families on their return home. It is the only orthopaedic rehabilitation programme available to private patients in far north Queensland and is enabling faster recovery and reducing the risks associated with immobility.

Clinical Nurse Manager Sue Forbes said for many older people who live on their own the rehab programme gave them confidence to cope alone and made them aware of their capabilities. It also enabled younger patients to get back to work more quickly.

The benefits of the rehab unit are extended to patients who have experienced prolonged period of illness.

"Following a multiple heart by-pass operation Gordon McCardle was extremely unwell and largely bedridden for 10 weeks. He had lost condition and was unable to walk or carry out basic self-care routines," Sue said.

"Mr McCardle said he was very apprehensive about rehabilitation fearing he would be pushed too hard and forced to do things he wasn't ready for. The day before he was due to return home, after a week in rehabilitation Mr McCardle has made dramatic progress, now walking confidently with a frame and showering and grooming independently."

"Full marks to the nurses and physios" he said, "should I mention the stock whips?" he laughs.

Peninsula selected to present to National Quality & Safety Conference

Well done to Cardiac Services at Peninsula Private Hospital. Peninsula has been selected to present an oral presentation at the upcoming 4th Australasian Conference on Quality and Safety in Healthcare to be held in Melbourne on 21-23 August 2006. The presentation will focus on the successful introduction of the Rapid Assessment Unit within the Coronary Care Unit during 2005.

Cataract surgery education forum held at Tamara Private Hospital.



Above: L-R Dr David Moore, Annette Arthur (CEO) and Dr Peter Hinchcliffe

Ophthalmologists, Dr David Moore and Dr Peter Hinchcliffe conducted an Education morning at Tamara Private Hospital for members of the public to attend an informative session. Details of the processes involved in cataract surgery and the instruments and equipment used for this type of Surgical procedure were conveyed during this presentation. This was an excellent initiative by the Day Surgery staff and further Education forums are being planned for the future.



Above: Ramsay Health Care Finance Managers meet in March in Sydney.

Finance Managers meet in March

At the end of March 2006, 70 hospital and head office finance managers attended the annual Finance Managers' Conference in Sydney. The conference represented the first opportunity for 'old' and 'new' Ramsay Finance Managers to meet, share ideas and begin networking with each other.

The busy three-day agenda included a host of speakers, including Paul Ramsay kicking off the event with his speech "It's All About People!". Pat Grier, Managing Director, also spoke about what makes Ramsay such a special company to work for. And Bill Nelson, an elite international sporting coach, gave a motivational speech titled "None of You are as

Good as All of You". Bill's speech encouraged people to think that everyone in the organisation provides a valuable contribution and everyone must work together if Ramsay Health Care is to continue its success.

Conference host Danny Sims, Group Financial Controller-Operations, commented, "The success of the conference can only be measured by the feedback received from the participants. I have had a number of Finance Managers comment that this was the 'best conference ever'. Therefore, I regard this year's conference, thanks to the superb organisation of our Finance PA, Maria Ferraro, as a fantastic success."

Sydney Symphony Brass Band visit Tamara Private Hospital



Members of the Sydney Symphony Brass band performed a recital in the Hospital Foyer for patients, visitors and staff to enjoy. This was sponsored by MBF in an effort to bring music to rural hospitals and include music in the overall healing process.



Port Macquarie dedicates memorial

Port Macquarie Private Hospital recently unveiled a memorial plaque dedicated to "Remembering those who have served" in a small but significant ceremony in the central courtyard of the hospital.

Attended by representatives of the various local RSL Sub-Branches, DVA representatives, veterans, patients and hospital staff, the ceremony saw local member for Port Macquarie, Mr Rob Oakeshott MP unveil the plaque whilst Port Macquarie RSL Sub Branch President, Mr Greg Laird, assisted by Mr John Meehan raised the Australian flag on the recently installed flagpole.

The memorial plaque and flagpole form the centrepiece of the memorial garden dedicated by Hospital Chaplain, Leanne Smith to those who made the ultimate sacrifice for Australia, to those who returned and to those who have served and continue to serve our veteran community which includes the nursing staff of the Port Macq

DVD celebrates waterbirth practice

Only two Ramsay hospitals in Queensland (John Flynn Private on the Gold Coast and Nambour Selangor, on the Sunshine Coast) offer women the option of waterbirth. Selangor started first in February 1998 and have had 1245 waterbirths, John Flynn Hospital started in 1999 and have 450 waterbabies to their credit.



Obstetrician, Dr Andrew Davidson, has been involved at John Flynn Hospital since waterbirthing began there, and he has now produced an educational DVD for women who are contemplating water immersion or waterbirth. The DVD portrays the birthing process graphically and realistically with emphasis on the emotional aspects.

"Waterbirth offers women a drug free, no intervention birth which is safely monitored and supervised by professional staff in a modern hospital environment" Dr Davidson stated.

Waterbirth can be an option for women who are considered to have a low risk or uncomplicated pregnancy. Currently 25% of all babies born at John Flynn Hospital are born through water. In addition another 15% of labouring



women are in the water at some time during the first stage of labour. All obstetricians at John Flynn Hospital, now offer waterbirth as an option for pregnant women.

Over six years data has been collected on all mothers and babies, and analysis has shown good outcomes for mother and their babies when compared with birth into air. This ongoing research is part of an international study based in Oxford, United Kingdom.

Mothers who have birthed in this way report a very high level of satisfaction, with this experience.

The release of the DVD this month titled "Birth In Water at JFH - A Gentle Start to Life" celebrates the process of waterbirth and provides future intending mothers with a

valuable resource while preparing for childbirth. The film runs for 55 minutes and reveals to expectant parents and or birth care professionals the benefits of waterbirthing both physically and emotionally. This DVD can be used as a helpful tool for midwives and childbirth educators who are interested in water immersion and waterbirth.

Cheryl Farington who filmed this production has done an outstanding job creating a work of art and an honest appraisal of the birth process. The film is set to original music, performed by local artists, which helps to add a stunning and powerful background to the births.

For further information or detail regarding DVD purchase, contact Dr A Davidson at adavidson@adavidson.com.au.

Ramsay Supports Emma in World Shooting Titles

Southern Highlands Private Hospital nurse, Emma Eagles will head overseas for the 2006 International Shooting Sport Federation world titles to be held in Zagreb, Croatia in July.

Emma is the No.1 ranked junior women's trap shooter in the country after beginning shooting at 12 years of age.

At the tender age of 19 years, Emma has already competed in a range of titles including the World Championships in Finland in 2002 where she was ranked 11th, the National titles in 2003 which she placed 1st in the Junior Women's Trap and the World

Championships in Cyprus that same year where she placed 5th. At this event, she also gained a Minimum Qualifying Score so she could compete for a place at the 2004 Olympics.

In 2005, Emma commenced study at Wollongong University to become a Registered Nurse. She says now that she has settled into University she has been able to compete and train at a much higher level and recently ranked No. 1 Junior Girl in Austra at the National Titles and Australia Cup titles.

Ramsay Health Care will assist Emma to the World Titles in Croatia by giving her \$3000 in sponsorship. Southern Highlands Private Hospital has also raised \$2000 through fundraising activities.

"I am overwhelmed at the kindness and generosity that Ramsay Health Care and Southern Highlands Private Hospital have shown me by sponsoring me for the 2006 World Championships. Ramsay is a wonderful employer," Emma said in a letter to Pat Grier recently.

Good Luck in July Emma from all at Ramsay.



Above: Emma in action.

Left: Emma featuring in her local Wollongong Advertiser.

Integration update: for staff in new Ramsay facilities

Information Services: Castlecrag was the pilot site for the programme to convert hospitals from the Affinity network into the Ramsay IT infrastructure and this occurred on 21 May, 2006. Following an evaluation of this conversion, the programme has Caboolture, Attadale and Frances Perry cutting over during the following three weekends. An implementation schedule has been posted on the intranet under MIS but this is subject to change.

Intranet: Staff in New Ramsay hospitals can now log on to the Ramsay Health Care intranet from the Ali (Affinity Intranet) home page. The link has been tested and appears to be working well in most facilities. By logging into the Ramsay intranet, you will be able to access information pertaining to Clinical Governance, National Supply, Marketing, HR, Health Funds, Legal Services and Finance. Policies and Forms are also available on this intranet. There are some secure sections that require authorisation to view, but generally, all staff should be able to access most of the intranet site.

Financial Systems Review: Following a comprehensive review process, Ramsay Health Care has elected to implement Pronto software across the New Ramsay hospitals located in Australia. Group Financial Controller – Operations, Danny Sims said the final decision to go with Pronto was based on a number of factors including, but not limited to, a) both systems have adequately supported the business in the past and b) the Pronto system demonstrated better “value for money”.

As a result of this decision, a team of Head Office Finance, IT and National Supply personnel will work together and develop a detailed implementation plan to convert the New Ramsay hospitals to Pronto over the next 12 to 18 months.

New Ramsay hospitals will transition to Pronto only **after** these hospitals have been integrated into the Ramsay e-mail and IT system infrastructure.

Danny said everyone would be kept thoroughly advised of the implementation timetable as well as the work required by the implementation team and personnel at the New Ramsay hospitals to ensure a smooth and successful transition.

“In addition, given the New Ramsay hospitals utilise SAP to process their fortnightly payrolls, as a result of the above decision, we will be transitioning to an alternative payroll software system to process the payrolls of the New Ramsay hospitals. Further information on the payroll system transition will be provided by Group HR in the coming weeks.”

For further information on any of the above items or other issues concerning the Integration of the New Ramsay hospitals, please contact Ray Jacobson in Melbourne office or send an email to: integration@ramsayhealth.com.au



Above: Land has been purchased adjacent to Westmead Private Hospital to allow for expansion of this hospital.

Development Update

Following a strategic review of assets, the following announcements have been made by Ramsay Health Care over the last few months:

- Ramsay entered into an agreement to sell Wakefield, College Grove and Central Districts Private Hospitals in South Australia to the Little Company of Mary. The sales completed at the end of May;
- Ramsay entered into an agreement to sell its residential aged care business to Domain Aged Care Group. The sale was completed in mid May.

Following the sale of these facilities, Ramsay Health Care has a portfolio of 69 hospitals and day surgeries.

The Development Committee is meeting monthly to consider a large number of proposed capital development opportunities. Since I last reported on projects that had been approved, the Development Committee and the Board have approved a number of new projects.

These projects include refurbishment of St Andrews Ipswich; car park and access road works at Nambour Selangor; construction of consulting suites, car park and ward refurbishment at Greenslopes; ward refurbishment at Cairns, and the purchase of land adjacent to Westmead Private Hospital.

There are a number of exciting projects that are currently undergoing master planning and feasibility review and these will be announced in the coming months once we have conducted our final review of these projects.

Craig McNally Business Development Manager

New Patient Administration System announced for Ramsay Health Care

Ramsay Health Care will roll out a multi-million dollar integrated patient administration system which allows real-time information sharing and collection across its 69 hospitals and 6,500 inpatient beds following a deal announced recently with Medical Information Technology, Australia (MEDITECH Australia).

The imminent rollout of this new Patient Administration System to all Ramsay facilities (excluding Mildura and the Indonesian hospitals), represents the first major contract in Australia for the healthcare information systems leader - MEDITECH - which is in its 37th year of operations and already has a significant market share in the US and Canada.

Ramsay Health Care's Chief Information Officer, Mick Campbell said a great deal of work had been done to get to this stage and MEDITECH had been selected over existing and other patient administration systems on the strength of their software suite.

“The decision to go with MEDITECH was strategic and we feel comfortable to charter our future in partnership with an organization that has an impressive track record of delivering successful outcomes,” Mick said.

The rollout of MEDITECH to the Ramsay hospitals will involve a dedicated project team and will take just under four years to implement. During this time, the MIS team has negotiated a four year support agreement with IBA to cover those hospitals awaiting the MEDITECH implementation.

“MIS is looking forward to working with all the respective hospitals to implement this system change, and whilst it will take a significant effort to achieve a successful implementation, that hard work should be repaid by the various benefits which Meditech should deliver,” Mick said.

“It should be noted that considerable work has been completed to get to this stage, and significant credit should go to everyone at Hunters Hill Private Hospital where the pilot was undertaken and, at Westmead Private Hospital where a further pilot was undertaken, and not forgetting the project team as well!”

He said some issues remained at both Hunters Hill and Westmead, but the MIS team were confident of bowling these over by the end of the month.

“There will be various communications to inform everyone of the project, and an intranet site will be set up shortly so that everyone can keep abreast of developments.

KEY POINTS

- Using a dedicated Ramsay project team, the rollout of MEDITECH will take just under 4 years to implement
- MIS has negotiated a 4 year support agreement with IBA to cover those hospitals awaiting the Meditech implementation
- IBA has been informed of the decision to migrate to Meditech

ABOUT MEDITECH

MEDITECH has been the leader in the Health Care Information Systems (HCIS) industry since 1969. MEDITECH's applications unify clinical, administrative, and financial information across a health care organization, including acute care, long-term care, home health care, and physician practices. Today, more than 2,000 customers worldwide use MEDITECH's information systems.



Above: Helen Webb, CEO Figtree Private Hospital with Pat Grier, Ramsay Managing Director.

Helen retires

Helen Webb will be retiring as Chief Executive Officer at Figtree Private Hospital in July this year. For anyone who knows Helen they will agree that she is one in a million.

Helen has been at Figtree since 1997 when Alpha Health Care took over from HCC. She has taken the Hospital from strength to strength and has had to weather many storms in the process. Helen has been instrumental in setting up new services such as Cardiothoracic surgery in the Illawarra region and building on existing services as well as establishing the Maternity unit at Figtree Private Hospital. Helen is well known throughout the Illawarra community. Some mornings it seems like it takes us hours to do our morning round because she always has somebody at the Hospital that she knows that she has to visit.

Helen has been an inspirational leader and mentor to all of her staff and has been integral in developing the culture of Figtree Private. Helen has also been an advocate for Business of the Illawarra. She was asked to address a group of Bachelor of Commerce Graduands from the University of Wollongong last year regarding the challenges faced by Health Care Executives.

Helen is a true believer in The Ramsay Way and has worked hard in instilling these values in all of her staff. She is one of the most thoughtful people I know and will be sadly missed at the Hospital when she leaves, although, Helen tells me that she is not leaving as such because she wants to come back to work in Maternity as a Midwife. Helen Webb is probably the one person in the world who could quite easily go from CEO one day to one of the workers the next.

I am sure that all of Ramsay would join with me in wishing Helen all the best for the future wherever that may take her.

Executive changes in Victoria

As a result of Gail Graham leaving her position as CEO of The Avenue Private Hospital, there are a few changes to the following hospitals which will take effect as of June 5:

- Greg Hall, currently CEO/DCS of Masada Private will become CEO of The Avenue Private Hospital
 - Graham Clarke, currently CEO of Waverley Private will expand his role to take on the CEO role of Masada Private Hospital.
 - Lisa Carter, formerly Director of Clinical Services for Albert Road Clinic and more recently working on special projects from Melbourne Office, will take on the Director of Clinical Services role at Masada Private Hospital.
 - Gail Graham will remain as CEO of Glenferrie Private Hospital two days per week.
- Congratulations on all the appointments.

New procurement team



Above: Group Procurement Team L-R Kelly Barber, Aaron Traves & Sandra Keller

We are pleased to welcome Kelly Barber, Aaron Traves and Sandra Keller to the Group Procurement Team based at Head Office in Sydney.

Kelly was previously with New Regional Hospital Redevelopment team for Capital Coast District Health Board, Wellington Hospital NZ and will be working on national pricing for capital equipment and service contracts. Aaron joins us from Noosa Hospital where he was Staff Development Coordinator and has now taken on the role of National Product Advisor responsible for product evaluation and the introduction of new product lines.

Sandra was at Inchcape Motors where she was the head of national procurement and will now manage the non clinical procurement portfolio.

The mission for Group Procurement (formerly known as National Supply) is to provide a professional and comprehensive service to all customers within the Ramsay Group using best procurement practices. This will be achieved by providing internal customers with advice and guidance on the purchase of goods and services and renewing contracts on the group's behalf.

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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

Newdegate Street, Greenslopes. QLD 4120 or email: marketing@ramsayhealth.com.au

Strathfield Private supports their volunteer nurse

Strathfield Clinical Nurse Operating Theatre Specialist Annie Porter was recently supported by the Hospital and Rotary Australia to participate in a working trip to the Solomon Islands with the Interplast program.

Together with a team of two plastic surgeons and an anaesthetist, Annie was involved in conducting a Clinic for over 100 patients. The clinic performed over 60 operations at the National Referral Hospital in Honiara.

She said surgery ranged from congenital

hands to cleft lip and palate.

"Our schedule was grueling through very rewarding. We were able to teach Solomon Islands medical and nursing staff new skills and technologies, furthering their knowledge in the field of Plastic and Reconstructive Surgery," Annie said.

"I feel strongly that the neighbouring Pacific Islands also receive the support that this volunteer organisation (Interplast) can provide and I am looking forward to the next trip wherever it may take me."



Above: Strathfield Nurse Annie Porter on a working trip in the Solomon Islands with the Interplast program.



Masters achievers at Joondalup

Congratulations to Joondalup Hospital staff Shane Combs and Angela Bushby who have been awarded the Master of Clinical Studies (Nursing) from Curtin University. Bronwyn Nicholson has also been awarded a Post graduate degree in Clinical Specialisation (Nurse Practitioner) and awarded the Sir Charles Gairdner Hospital prize for the most outstanding student.

Pride of Workmanship honour for Hunters Hill Private Hospital employees



Congratulations to Cathy Logan and Sandra Bowyer who were both presented with Pride of Workmanship honours by Hunters Hill Rotary Club on Wednesday 12 April. Both Cathy and Sandra work in the Operating Suite at Hunters Hill Private Hospital. Cathy has worked as an Enrolled Nurse for the last eleven years and is always professional, enthusiastic and full of fun. Sandra has worked at Hunters Hill Private Hospital for ten years and her dedication, punctuality and cheerfulness has seen her role as Operating Suite Receptionist become an integral part of the Operating Suite team.

Left: L – R: Cathy Logan and Sandra Bowyer were presented with the Pride of Workmanship honours by Hunters Hill Rotary Club in April.



Nola's contribution acknowledged

Hollywood Private Hospital Director of Clinical Services Nola Cruickshank has been presented with the Royal College of Nursing, Australia – WA Chapter and the Office of the Chief Nursing Officer Annual Award. Nola received this award in April for "outstanding contribution to the Royal College of Nursing, Australia."

Executive appointments at Nambour Selangor



Garry Weston will be commenced at Nambour Selangor & Caloundra Private Hospitals on 8 May as Finance Manager. Garry is transferred from St Andrew's Private Hospital Ipswich where he has worked as Finance Manager for the past 3 years. Prior to that Garry worked for St Vincent's Hospital Lismore as Financial Accountant.



Sue Power commenced at Nambour Selangor on 8 May as Director of Clinical Services. Sue comes to Nambour from John James Memorial Hospital in Canberra where she was Assistant Director of Nursing for the past 1½ years. Prior to that Sue held A/DON positions at Holy Spirit Northside & Mater Private Hospital Redland and CNM positions at Noosa Hospital and Sunshine Coast Private Hospital.

CEO appointments for Figtree & Kareena



Malcolm Passmore



Sue Panuccio

Malcolm Passmore, formerly CEO of Kareena Private Hospital and who was previously a Director of Clinical Services at Figtree Private has returned as CEO recently. Malcolm will be replaced at Kareena by Sue Panuccio, currently Director of Corporate Services at Greenslopes Private Hospital. Congratulations to both on their appointments.



Figtree fitness

Staff and doctors from Figtree Private Hospital in Illawarra, participated in the Fitness 5 Fun Run in April. Pictured here are participants from left to right: Xavier Cassidy, Dr Phil Goodhew (Paediatrician), David Crowe (Director of Clinical Services), Ashleigh O'Neill, Liz Coll and Louise David.

Fun & games in Ramsay



Above: The Ramsay Commonwealth Games Team

The inaugural Ramsay Commonwealth Games were held in wonderful Melbourne sunshine in Fawkner Park in late March (during the other Commonwealth Games).

The Games were preceded by the traditional presentation of the King's Baton and the reading of the message of Welcome from King Paul Ramsay I.

The host organisers, Camille Graham (Accounts Payable Manager) and Megan Lynch (Senior Accountant), organised wonderful facilities within the grounds of the Fawkner Tennis Club and all staff voted these as the "best Games ever."

All Melbourne office staff participated in the gold ribbon day and were allocated into teams from some of the smaller Commonwealth nations, such as the Maldives, Cayman Islands and Mauritius.

Gold medallists and their events were:

- Egg & Spoon Race - Melissa Harrington, Dani Belzunce, Nigel Gladman, & Adam Rowlston (The Bahamas)

- Three-Legged Race - Jon Clegg and Vincent Wan (Botswana)
- Bocce - Melissa Harrington, Dani Belzunce, Nigel Gladman and Adam Rowlston (The Bahamas)
- Mini Golf - Gold went to Nilesh Lal (Fiji), and Silver went to Vincent Wan (Botswana)
- Cricket - Michael Nicholls, Richard Horrocks, Simon Deery and Peter Coe (Australia, of course)
- Tennis - Megan Lynch and Michael Tran (Bermuda) and Silver went to Bill Chan and Jimmy Go (Canada)
- Cheering and Spectating – all present

The closing ceremony was somewhat unspectacular. Lacklustre song and dance performance included "Picking up the Empties", "Cleaning out the Eskies" and everyone's favourite classic, "Dumping the Rubbish". However, we managed them all before the sun went down.

A big thank you goes to Camille and Megan for their enthusiasm and organisation of an unforgettable afternoon.



Above: Dual Gold Medallists (Egg & Spoon/ Bocce) Dani Belzunce, Nigel Gladman, Adam Rowlston & Melissa Harrington.