



Ashford Hospital

Flinders Private Hospital

The Memorial Hospital

Annual Report

2022

ONE:

ONE: ACHA



Watch the Acknowledgement of Country on YouTube

What is OneACHA?

The formation of ACHA in 1999 saw several established hospitals with their own identities become part of one group. Behind the scenes, connections between the hospitals were made, providing opportunities for stability, building on each other's strengths and growing together to become the successful organisation we are today.

To promote ACHA and further strengthen the connections between our hospitals and staff, the OneACHA concept was introduced in 2020. By working together as "One" we are better able to use our resources, harness our strengths and offer more comprehensive services to our community.

2022 has seen the further expansion of OneACHA with our hospitals working cohesively and presenting as a united group.

The introduction of the term "by ACHA" alongside our hospital brands, the launch of the ACHA Facebook page and the collaborative OneACHA marketing campaigns, has facilitated the cross promotion of our hospitals and the further strengthening of the ACHA brand.

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Adelaide Community Healthcare
Alliance Incorporated (ACHA)
ABN 99 367 793 956

Acknowledgement of Country

We acknowledge the traditional custodians of the Adelaide region - the Kaurna people. We respect their spiritual relationship with their country and their ongoing connection through the custodianship of its land and waters. We work thoughtfully and respectfully, remembering the land on which we stand belongs to the oldest continuing living culture in the world. We pay our respects to elders past, present, and still to come.

National Close the Gap Campaign

ACHA is supportive of the National Close the Gap Campaign message which aims to:

- Achieve health equality for Aboriginal and Torres Strait Islanders by 2030
- Allow access to health care in the location of choice
- Make available a healthcare system that responds to health needs
- Promote good housing for good health

ACHA has an Indigenous Engagement Plan which encourages a culturally safe and inclusive healing environment for patients and staff. It is based on building relationships, respect and opportunities to improve the service delivery to our Indigenous population. With this, staff undertake cultural awareness training and we monitor and seek feedback from those who identify as Aboriginal or Torres Strait Islander.

At the forefront of excellence in healthcare



Both the ACHA and ACHA Foundation logos symbolise wellness, hope and joy. The star has uplifting qualities and represents excellence.

Annual General Meeting (for Association Members)

Date Tuesday 23 May 2023
Time 6.00pm for 6.30pm
Venue Adelaide West Uniting Church
312 Sir Donald Bradman Drive
Brooklyn Park SA 5032

Our Purpose, Vision, Mission and Values

Our Purpose

We work together for better care

Vision

To be the first choice for private health services for South Australians

Mission

We are a group of private hospitals in Adelaide that provide an integrated range of quality and consumer centred medical, rehabilitation, surgical and related health services in a safe and caring environment

Values we will demonstrate:

- A passion for excellence
- A commitment to quality, patient focused care
- Integrity, transparency, accountability, loyalty and respect in relationships
- The provision of a safe hospital environment
- A preparedness to innovate and change
- A commitment to financial sustainability

ONE:

Purpose

Mr Tony Johnson Chairman

BA, LLB, LLM (Companies and Securities), FAICD

Mr Graham Walters AM Deputy Chairman

FCA

Assoc Prof Peter Cundy Director

MBBS, FRACS, FAICD

Ms Kathy Gramp Director

BA Acc, FAICD, FCA

Rev Dr Ian Price Director

BA, DIP Theol, D Min, GAICD

Prof Brenda Wilson AM Director

RN, DipAppSci, BBus, MBA, FAICD, FACN, FCHSE, FWSM



Tony is a consultant with national law firm Johnson Winter & Slattery. He is a highly respected legal practitioner and an experienced Company Director. He practices in the area of corporate advisory and dispute resolution and advises many companies and businesses on matters relating to Director responsibilities, corporate governance and risk management. Furthermore, as a former Governor and Vice President of the Florey Medical Foundation of The University of Adelaide, he has enjoyed a long association with the University's Medical School.

Other ACHA roles:

- Chairman of ACHA FPH Property Pty Ltd
- Member of the Audit Committee
- Member of the Nomination & Remuneration Committee

Other Directorships and Offices Current / Recent:

- Chairman of AA Scott Pty Ltd
- Chairman of K&S Corporation Ltd
- LEADR Accredited Mediator
- Practitioner of the High Court of Australia and the Supreme Courts of NSW, SA & NT
- Former Chairman of Johnson Winter & Slattery

Graham is an experienced Chartered Accountant and Director of successful public / private companies and associations, with extensive experience in accounting, finance, audit, risk management and corporate governance. He was made a Member of the General Order of Australia in 2005 in recognition of his contribution to accountancy and business.

Other ACHA roles:

- Chairman of the Audit Committee
- Director of ACHA FPH Property Pty Ltd
- Chairman of the Nomination & Remuneration Committee

Other Directorships and Offices Current / Recent:

- Director K&S Corporation Ltd
- Former Chairman of Westpac South Australia
- Former President of the Royal Automobile Association of South Australia
- Former Board Member of KPMG Australia
- Former Director of Gerard Lighting Group Ltd
- Former Director of TechInSA (formerly BioSA)

Peter is a well known Orthopaedic Surgeon in Australia, specialising in paediatric orthopaedic surgery and general adult orthopaedics. He is active in research (The University of Adelaide) and on the editorial boards of several peer reviewed medical journals. He is the Head of Spinal Orthopaedic Surgery at the Women's & Children's Hospital and was an Examiner for the Royal Australasian College of Surgeons. Peter consults and operates at The Memorial Hospital. He is active in teaching medical students and surgical trainees, as well as education and assistance throughout the South Pacific region where he spearheads programs for children's clubfoot management in the Solomon Islands, Samoa and Fiji.

Other ACHA roles:

- Chairman of the ACHA Foundation Inc

Other Directorships and Offices Current / Recent:

- Chairman and Director, Orthopaedics SA
- Former Director of MDASA (Medical Defence Association of SA)
- Former Chair, Claims Committee, MIGA
- Former Director of MIA (Medical Insurance Australia)

Kathy has extensive Director experience across a diverse range of organisations and industry sectors including health, media, property, technology, finance, government, education and primary industry. A Chartered Accountant and Fellow of the Australian Institute of Company Directors and Chartered Accountants Australia and New Zealand, Kathy brings a blend of leadership, strategy, finance, risk, corporate governance and change management skills to the Board.

Other ACHA roles:

- Director of ACHA FPH Property Pty Ltd
- Member of the Audit Committee
- Member of the Pastoral Care Committee

Other Directorships and Offices Current / Recent:

- Director of Codan Ltd
- Member of the Flinders University Council
- Deputy Chairman & Vice President of the RAA Group
- Director of RAA Insurance Ltd
- Director of RAA Insurance Holdings Ltd
- Director of QANTM Intellectual Property Ltd

Ian is a Minister of the Word in the Uniting Church in Australia, serving for over 40 years. These include three parishes and various leadership roles including Executive Director of Education (UCA NSW); CEO MediaCom Education Inc and Executive Officer Mission Resourcing Network (UCA SA). He is the past Chair of Eldercare Inc; currently a member of the UCA SA Synod Standing Committee; and past Chair of the Centre for Music, Liturgy and the Arts.

Other ACHA roles:

- Chairman of the Pastoral Care Committee
- Trustee of the ACHA Foundation Inc

Other Directorships and Offices Current / Recent:

- Former Chair Eldercare Inc
- Former Chair CMLA
- Former CEO MediaCom Education
- Former member UCA Assembly Standing Committee
- Former member UCA SA Synod Standing Committee

Brenda has significant clinical and management experience in the healthcare industry in the public, private and not-for-profit sectors in Australia and the UK. She held several senior leadership roles across the sectors, most recently as CEO of the Cancer Council SA. She was made a Member of the General Order of Australia in 2019 for significant service to community health, and to the people of South Australia through a range of roles.

Other ACHA roles:

- Member of the Nomination & Remuneration Committee

Other Directorships and Offices Current / Recent:

- Chairman of Helping Hand Aged Care Inc (HHAC)
- Member of the Finance and Property Committee (HHAC)
- Member of the Clinical Care Committee (HHAC)
- Member of the Flinders University Council
- Member of the Flinders University Executive Committee
- Member of the Women's and Children's Health Network Governing Board
- Member of the Finance and Performance Committee, Women's and Children's Health Network
- Former Lieutenant Governor of South Australia

ONE:

Step forward



MR TONY JOHNSON Chairman's Review

As the Board Chairman, I am pleased to present the ACHA Annual Report for the 2022 financial year to members.

Throughout 2022, COVID-19 was again a major influencer on our business, with ACHA also not immune to the impact of other global events.

I, along with the other ACHA Directors, am very proud of how well ACHA has been able to remain true to our core precept of providing a safe and caring environment for our patients, staff, visiting medical officers (VMOs) and everyone attending our hospitals.

Despite the challenges from global volatility impacting our local environment, ACHA has been able to maintain its financial position through prudent financial management. This, in no small way, was due to our excellent senior leadership team, led by the CEO, Hospital Operations, Mr Paul Evans.

I sincerely thank each and every staff member of ACHA, whose combined efforts in working as OneACHA is commendable, especially during these difficult COVID-19 pandemic affected years.

During 2022, ACHA continued to support SA Health's COVID-19 requirements by working closely with Local Health Networks to provide surge capacity to the system. While public contract work across ACHA has increased over the past two years, reflecting a national trend, it remains a relatively small component of ACHA's business.

I would like to acknowledge my fellow Directors for their commitment to endeavouring that ACHA retains its position as a leading provider of quality healthcare in South Australia.

I also acknowledge the invaluable support of the Australia and New Zealand Banking Group (ANZ) and our manager, Healthscope Operations Pty Ltd (Healthscope), both central to and important in helping ACHA to achieve its goals.

I have every confidence that ACHA will build on our solid foundations during 2023.

"I, along with the other ACHA Directors, am very proud of how well ACHA has been able to remain true to our core precept of providing a safe and caring environment for our patients, staff, visiting medical officers (VMOs) and everyone attending our hospitals."

MR TONY JOHNSON



ONE:

Team



MR PAUL EVANS CEO's Review

Each year in this report, it is my privilege to look back at our achievements and share some highlights.

COVID-19 remained a constant in our lives with ACHA adapting to legislative changes during 2022 and transitioning to a 'business as usual' approach for how we operate with COVID-19 in the community. ACHA's senior leadership teams, in conjunction with the Healthscope network, continued to guide our people to ensure the safety and protection of our patients, workforce, VMOs, contractors and visitors. They are to be congratulated for their outstanding work.

ACHA continued to support SA Health with their COVID-19 requirements, with our hospitals providing varying types of assistance to the Local Health Networks and SA Virtual Care Service.

One of the primary challenges in 2022 was workforce pressures due to COVID-19 employee furlough and cancelled operating lists. Our heartfelt thanks to all of our staff for their commitment, adaptability and flexibility in ensuring OneACHA provided quality patient centred care during this period.

Using the OneACHA approach in 2022, we implemented some innovative recruitment and training initiatives as well as targeted marketing campaigns to promote our specialties. A refresh for some of our branding was also undertaken to better reflect the connections between our hospitals and ACHA.

2022 saw some changes to our senior leadership team. Ms Janet Jongeneel was appointed the new General Manager at Flinders Private Hospital. Part of The Memorial Hospital family for the past 25 years, with the last six as the General Manager, Ms Jongeneel brings a genuine strength in building teams, staff culture and seeing team members progress in their careers.

We thank outgoing General Manager Ms McCabe for her contribution to developing and growing the ACHA business over the past 18 years.

Ms Sue Coe was appointed as the new General Manager at The Memorial Hospital in early 2023. Ms Coe has over 30 years' experience in managing acute and rehabilitation hospitals and is a firm advocate for patients and staff alike.

Each year ACHA and Healthscope seek to acknowledge staff who have excelled throughout the year and embody the Ace values of *"We Care, We Strive, We Do, We're a Team"*. In 2022, ACHA's hospitals were well represented with five finalists from 31 individual or team nominations. We are very proud of the individuals and teams across OneACHA who were nominated and recognised for their outstanding contributions.

Looking forward, 2023 will see the completion of the \$20.3m staged upgrades across our Central Sterilising Supply Departments (CSSD). All three hospitals will be compliant with the new standards that now come into effect in December 2024. The new CSSDs will offer streamlined and integrated services for our hospitals.

"Using the OneACHA approach in 2022, we implemented some innovative recruitment and training initiatives as well as targeted marketing campaigns to promote our specialties. A refresh for some of our branding was also undertaken to better reflect the connections between our hospitals and ACHA."

MR PAUL EVANS



ONE.



Safe environment

Work Health Safety & Injury Management (WHS & IM)

The Work Health and Safety journey continued during 2022 with ACHA Health & Safety Representatives (HSRs) winning a national WHS competition for teamwork for a workshop they ran to improve their ability to influence safety culture and outcomes. The workshop focused on mental agility, resilience and psychological safety.

As 2022 commenced with a COVID-19 lock down, a major focus was staff well-being while the broader ACHA community contended with the ever changing environment at work and home. This initiative was supported by ACHA's Employee Assistance Program (EAP) provider, with programs focusing on a positive mindset during times of change.

The executive leadership interactions continued to grow over the reporting period and positively influenced workplace safety across all areas of our hospitals. The OneACHA approach was embraced by ACHA HSRs. The HSR Appreciation Day was once again a big hit with the guest speaker, a WHS specialist (and part-time snake catcher), encouraging staff to look more innovatively and laterally when solving WHS problems.

A snapshot of the year:

- Positive engagement with staff, VMOs, practice staff, patients and visitors on managing the COVID-19 risk through regular and targeted communication
- Over 340 safety leadership interactions by the executive teams – an improvement of 40% on the prior year
- A further 12% reduction in Lost Time Injury Frequency Rate following a 14% improvement in the prior year

Many thanks to the ACHA WHS & IM team for another positive year as we prepare for a RTWSA self-insurance evaluation in 2023. Special recognition to ACHA WHS Manager, Ms Sally Ralph who we farewelled in 2022. Ms Ralph was instrumental in developing the current ACHA WHS system and safety culture across ACHA.

"...a major focus was staff well-being..."



Across ACHA we care for you: *Working Together*



ACHA IT

Resilience of systems and cyber security were the main focus areas for ACHA IT during 2022. To assist staff with more efficient communications across all sites we upgraded our mobile phone (DECT) system. Parallel to this work, upgrades were also made to the emergency paging system.

Within our CSSDs, an updated instrument tracking system, Precision Medicals' MaQS, was deployed. This allows for reusable theatre instruments to be logged and tracked throughout the hospital, from cleaning and sterilising, to being used in theatres. ACHA would be one of the first hospital groups in Australia to meet the AS/NZS 4187 requirements where instruments are traceable to the patient.

Additionally, within the MaQS system, pre-prepared instrument kits are available for VMOs, based on the type of surgery the VMO is undertaking. Our teams monitor demand for each procedure and prepare trays with the specific instruments used by individual VMOs.

Working with the clinical staff, the IT team deployed a Temperature and Humidity Monitoring System across all hospitals, providing real-time monitoring of medication fridges, theatre storerooms and other clinical areas. Staff have full visibility over the devices in their area via a web portal, with automated alerts being sent via email, push notification and SMS. Further rollouts are planned in 2023 to assist with monitoring temperature control for perishable drugs and vaccines.

Looking forward to 2023, planning is well underway for additional data pathways to further enhance fast access to information for our staff and VMOs.

ACHA proactively monitors and tests our systems to ensure we are fully compliant with all cyber security regulations.

Procurement

2022 demanded a relentless focus on security of supply. Continuing challenges resulting from the COVID-19 pandemic saw numerous interruptions within our supply chain both globally and domestically. Demand for PPE remained at historical highs, whereby multiple sourcing channels were developed to ensure our people, VMOs and patients have what is required to promote their safety. In addition, we were able to rapidly secure a reliable source for Rapid Antigen Tests to support our pandemic response.

Our ability to manage our supply chain and generate insights through the use of data has improved significantly over the last 12 months.

In partnership with Healthscope, our *Source, Spend & Supply Better* strategy progressed during 2022.

- **Source Better** – identify and strategically leverage economies of scale across consumables, capital equipment and key services to deliver sustainable value while working only with reputable partners who meet or exceed our high standards.
- **Spend Better** – improvements in data quality and the modernisation of our purchase to pay processes.
- **Supply Better** – design a fit-for-purpose end to end supply chain supported by digital inventory, delivering the most efficient material management processes from our vendors, to our theatres or wards. The right product of the right quality, in the right quantity, in the right place at the right time.

Every effort is made to ensure our supply chain partners adhere to the ethical and legal standards expected.

Under the requirements of the *Modern Slavery Act 2018* (Cth), ACHA lodges an annual Modern Slavery Statement with Australian Border Force.

ONE:



Focus

Safety and Quality Systems

A primary focus for ACHA is maintaining our high standards of quality and safety.

Effective clinical governance recognises that the accountability for safe and effective patient centred care rests equally on everyone, from front line clinicians to managers, to the executive teams and the governing body.

ACHA is scheduled for our National Safety and Quality Healthcare Standards (NSQHS) Organisation-Wide Assessment for re-accreditation in June 2023.

Quality Improvement Initiatives

Our commitment to safety and quality ensures that ACHA is well placed with systems that have reached a healthy level of reliability and maturity. Patients, consumers and the broader community hold an expectation that health services and the clinicians working within them will provide a level of care which is safe and of high quality.

Improvement activities undertaken during 2022:

- Implementation of an electronic system to measure, analyse and report, auditing, KPIs and Clinical Indicators
- Implementation of an electronic Quality Management System (eQuaMS) to manage and monitor quality activities – 'Always Ready' initiative
- Updated patient safety information in real time, through the Data Analytic Service Hub (DASH)
- Establishment of an Indigenous Engagement Plan with Consumer consultation, review of 'Acknowledgment of Country' and development of an accompanying video presentation
- Ongoing implementation of resources for managing delirium and difficult behaviours
- Commenced the 'Better Discharge and Transfer of Care' project
- Implementation of the prevention and management of patient falls package and the implementation of resources for the prevention of sepsis
- Continued consumer representation on the ACHA Safety and Quality Committees
- Review of patient incident outcomes reporting as part of the risk management system

Medical Advisory Committee (MAC)

ACHA continues to have a strong and proficient Medical Advisory Committee (MAC) and sub-committees. In the past year the MAC and its sub-committees have provided expert advice in areas such as:

- Health practitioner accreditation
- Defining and modifying the scope of clinical practice in a range of specialties
- Unplanned admission to intensive care
- Care and management of obstetric / neonatal patients
- Public work performed at private hospitals
- New interventional procedures
- Medication safety
- Antimicrobial Stewardship
- Hospital acquired complications
- Clinical audit review
- COVID-19 de-escalation

We acknowledge with gratitude, the ongoing support of past and present Committee Members and Clinical Advisors across all three ACHA hospitals, including the following Chairpersons:

- **Medical Advisory Committee**
Dr Andrew Holt (vacated end of 2022)
Assoc Prof Sam Lehman (from 2023)
- **Anaesthetics Advisory Committee (ACHA)**
Dr Tony Russell
- **Cardiac Care Committee (Ashford Hospital)**
Assoc Prof Sam Lehman / Dr Peter Waddy
- **Cardiac Care Committee (Flinders Private Hospital)**
Dr Julian Vaile (vacated end of 2022)
- **Clinical Review Committee (ACHA)**
Dr Jeffrey Bowden
- **Gastroenterology and General Surgery Committee (incl Endoscopy) (Ashford Hospital)**
Dr Jonathan Martin
- **General Medical Committee (Ashford Hospital)**
Dr Enrico Quaini
- **Infection Prevention and Control Committee (ACHA)**
(Position vacant)
- **Paediatric Care Committee (The Memorial Hospital)**
Dr David Wabnitz
- **Women's and Children's Health Committee (ACHA)**
Dr Anneliese Perkins

We would also like to thank Assoc Prof Victoria Atkinson, ACHA / Healthscope Chief Medical Officer, who delivered the keynote address at the ACHA MAC / Clinical Advisors Annual Dinner in November 2022. She spoke on the importance of building resilience with a focus on self-care, whilst along the way, creating and maintaining high functioning teams.

Spotlight on outgoing ACHA MAC Chairman, Dr Andrew Holt, Critical Care Consultant

In 2022, Dr Andrew Holt served his final year as the Chairman of the ACHA Medical Advisory Committee. Dr Holt started his professional interest in Clinical Review (as a committee member), Credentialing and Determining Scope of Practice, in 1993 and continued the journey as:

- Chairman of the ACHA Clinical Review Committee for seven years (2000-2007)
- Chairman of the ACHA Medical Advisory Committee (2007-2022)

We sincerely thank Dr Holt for his unwavering drive and support for outstanding clinical governance and his 29 years of dedication to ACHA's Clinical Review and Medical Advisory Committees.



Dr Andrew Holt

ONE: Of a kind

ACHA VMO Experience

VMO Experience remains a key focus across ACHA.

With a renewed emphasis on communication, our VMOs benefit from multiple platforms to assist them to stay up-to-date with key changes. We have continued to progress our OneACHA strategy and have further streamlined email communication to our VMOs and practice staff.

To better understand their experience and feedback, Nurse Unit Managers and other key staff regularly attend patient rounds with VMOs.

Our Continuing Professional Development program provides the GP community with education and networking opportunities for healthcare professionals and supports our VMOs in connecting with local GP referrers.

A number of OneACHA campaigns have marketed our cardiology and orthopaedic services to GPs and the community. These campaigns showcase the benefits of choosing an ACHA VMO at an ACHA hospital, as well as highlighting ACHA's leading facilities and technology. Targeted to prospective patients in addition to GPs, the digital campaigns use a mix of Facebook and Google Search advertising in our catchment and surrounds.

In November 2022, it was a great pleasure to see a VMO cricket match again after these were put on hold in prior years. Ashford Hospital hosted a team of doctors from Tata Memorial Centre, Mumbai, India for a friendly game of Twenty20 cricket. The Ashford Hospital team comprised a star line up of VMOs and colleagues and were the winners on the day. It was a hotly contested match, held in good spirits, with both teams demonstrating great passion for the game.

Our People - Nurses

ACHA's nurses are the mainstay of our hospitals. It is their dedication and clinical experience that underpins ACHA's reputation for providing excellent patient centred care.

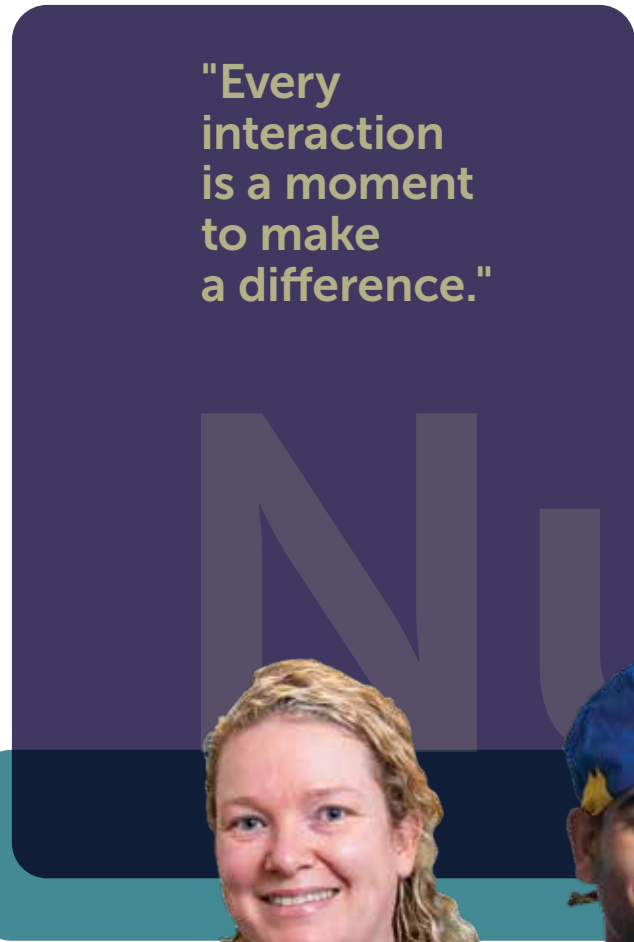
Relationships matter in healthcare and to further improve on our already strong patient centred care focus, the Relationship Based Care (RBC) philosophy has been introduced to our staff.

Every interaction is a moment to make a difference. Using RBC, we can create positive experiences every day from our interactions with our patients and their families and with each other to enhance our relationships. The benefits include improvements in patient and staff satisfaction as well as safety and quality.

Recruitment and retention of our nurses is a major ongoing focus at ACHA.

With the continued impact of COVID-19 on recruitment, 2022 proved to be a challenging year for our nurses. While different avenues for recruitment have and continue to be explored, a change in focus was required to attract senior nurses in this environment. To recruit overseas candidates, we implemented a OneACHA approach which was developed through a leading international healthcare recruitment company.

Part of the campaign included a live recruitment webinar held in March 2022, hosted by the Directors of Nursing from our three hospitals showcasing ACHA and the South Australian lifestyle. This was attended online by 30 potential candidates from the UK, NZ and Singapore. The live webinar was recorded and is available to view on demand. This successful campaign has seen ACHA recruit a good number of senior staff.



Our robust Graduate Nurse Programs (GNP) also continues with a 'Grow your own' focus. For Flinders Private Hospital, 30 graduate nurses commenced in 2022 on permanent contracts, with a further 33 commencing at Ashford Hospital and 11 at The Memorial Hospital.

All ACHA hospitals also participated in the Healthscope National Introduction to Perioperative Nursing Practice Program which commenced in June 2022, allowing eight nurses to be fast tracked through the program over a 12 week period.

Flinders Private Hospital continued with the University Specialist Nursing program during 2022, where specialist student placements were offered training in Intensive Care, Cardiac Services and Peri-operative nursing.

Ongoing support was provided throughout 2022 for our nurses pursuing post graduate studies in intensive care, cardiac care, orthopaedic, paediatric, cardiac and stomal therapy specialties.

The 2022 Maxine and Bill Alver Scholarship at Ashford Hospital was awarded to Danielle Ronquillo, anaesthetic RN. The scholarship will be used to complete a Graduate Diploma in Nursing Science (Anaesthetics and Recovery Nursing).



ONE:



In a million

Our People

Ms Lynley-Ann Dodd, an anaesthetic nurse in the angio suite at Flinders Private Hospital competed in the Commonwealth Games in the UK during August 2022 in a new esports non-medalled event. It was introduced into the Games as a demonstration for its future inclusion as a medal event in 2026. Esports, an abbreviation of electronic sports, is a form of competition using video games, often taking the form of organised, multiplayer video game competitions, either individually or as teams.

Ms Dodd and four other women represented Australia and played against competitors from multiple countries. The Australian women's team finished 4th. The event was covered by ABC Sports, the Daily Telegraph and was broadcasted on the BBC in the UK, as well as online for international viewers.

Ms Dodd commented that "this is something we never imagined we'd have the opportunity to do, and this event will determine the future direction of esports. As women we are underrepresented in many professional esports tournaments and as a team, it is an amazing opportunity and a privilege to participate in a worldwide event, not only representing our country, but our fellow female gamers."



An 'Ace' year at Ashford for Adele

Ms Adele Shaw, a highly respected physiotherapist at Ashford Hospital for over 12 years, was the winner of the ACHA / Healthscope Ace Award 'We Strive' – Individual category in May 2022.

Ms Shaw was instrumental in the establishment of a physiotherapy student program which was launched at Ashford Hospital in collaboration with Flinders University, in 2021.

The program provides supportive hospital placement for undergraduate physiotherapy students. This has resulted in increased interest from students applying to work in acute private hospitals such as Ashford Hospital, following the completion of their university studies.

Ms Shaw was also recognised by the university, as the recipient of the Flinders University Physiotherapy Excellence in Placement Supervision Award for 2022.

Feedback from students has highlighted the excellent environment created by Ms Shaw for learning that makes students want to succeed in this often-challenging environment. She was encouraging while supporting students to maintain a high standard of supervision and clinical care.

Ms Shaw is an expert in her field and a fantastic role model for the future members of our Allied Health teams.



Our Volunteers

"Our volunteers are often a source of motivation and inspiration."



Once again, our wonderful volunteers made an invaluable contribution to ACHA during 2022. Their friendly faces, even behind a mask, puts everyone at ease. The return of the volunteers, following the COVID-19 restrictions, has been a wonderful boost to staff morale as well as a great help to our patients on their journey through our hospitals.

Our hospital teams are indebted to them for their skills and experience in supporting staff, especially with their advice and friendship.

During 2022, all three hospitals experienced the retirement of a number of long serving volunteers and welcomed recruits to their teams. Notably at Ashford Hospital, four volunteers with over 25 years of service moved on to different ventures. As with all retiring volunteers, we are grateful for their unwavering support throughout their many years of service.

At Flinders Private Hospital, a volunteer is now providing support for patients one day a week in Day Oncology and we hope to see this grow. Other areas of support are being explored as the team continue to look for the right person for each opportunity.

The Memorial Hospital has 16 dedicated volunteers making this the largest group of volunteers. They come from a variety of backgrounds including students, former staff, past patients as well as a retired ACHA Board Director. They are all well respected members of the Memorial Family, assisting across many areas of the hospital, most notably in the Day Surgery unit.

Our volunteers are often a source of motivation and inspiration. They strengthen morale in our workplace and we look forward to working alongside them in our hospitals.

ONE:

Our Chaplains

Chaplaincy and Pastoral Care

It was hoped that a new year would bring relief from the uncertainty of recent years, but the resilience of our hospital communities would continue to be tested and stretched in 2022. While COVID-19 and its attendant pressures continued to present changing conditions, the pastoral care team, as well as the patients, their loved ones and staff, found creative ways to connect and rise to the challenges of care.

We found it's still possible to connect in significant ways at times of both struggle and celebration, even when wearing an N95 mask and an eye shield. All staff adjusted to this new reality, as well as the Chaplains, the pastoral volunteers (who we welcomed back from April 2022) and students of the Clinical Pastoral Education program, who fulfilled their hospital pastoral placements from July 2022. The level of comfort and understanding that can be conveyed through the eyes of human beings cannot be underestimated.

We said farewell to Rev Leanne Jensi as the Chaplain at The Memorial Hospital and in November 2022 we welcomed Rev Dave Williamson to the ACHA Chaplaincy team. We look forward to the ways in which his wisdom and experience will enrich The Memorial Hospital and the ACHA community. Thank you to Lynton Willcocks who provided interim Chaplaincy across ACHA this year.

Amid the challenges and triumphs of the year, ACHA's Chaplains and pastoral volunteers have provided a calm presence, ready to hold space and listen for whatever needs to be voiced, as well as being there when there are no words to be said.

"The level of comfort and understanding that can be conveyed through the eyes of human beings cannot be underestimated."



Good turn deserves another



ACHA Foundation

The ACHA Foundation proudly supports our hospitals, providing funds for medical equipment, facility upgrades, staff training and other programs.

Donating to the ACHA Foundation provides community members, staff, patients and their families with a unique opportunity to support ACHA's mission to provide an integrated range of quality and consumer centred medical, rehabilitation, surgical and related health services in a safe and caring environment.

Gifts can be immediate, ongoing, or designated through a will or estate planning. Workplace giving (payroll deduction) is another convenient way to donate. The ACHA Foundation is a registered charity with donations over \$2 tax deductible. A donation of any size makes a difference.

Established in 2015 as a result of the care and dedication of hospital staff towards two individuals, the ACHA Foundation also administers the Bill & Maxine Alver Post Graduate Nursing Scholarship – Ashford Hospital. This annual scholarship for Ashford Hospital staff provides funding for educational and associated expenses. Previous recipients have engaged in: Cardiac electrophysiology studies; Post Graduate studies in Oncology; Post Graduate nursing studies in Intensive Care; Graduate Diploma studies in Anaesthetics / Recovery; and Graduate Diploma studies in Nursing Science (Emergency Nursing).



For more general information or details of other past ACHA Foundation projects, please refer to the ACHA website at acha.org.au. Alternatively you can contact the ACHA Foundation at foundation@acha.org.au or by calling 8275 3587.

ONE:

Patient Journey



1

Referral

GP to cardiologist for investigation. Transcatheter Aortic Valve Implantation (TAVI) procedure recommended. A TAVI is a minimally invasive surgical procedure to repair a damaged aortic valve without removing the native valve.

2

TAVI Multi-disciplinary Team Assessment

Cardiologist refers the case to a TAVI credentialed cardiologist for consideration by the Multi-D Team against the criteria set by the Department of Health for this procedure.

3

ACHA eAdmission and Confirmation

Complete ACHA eAdmission process following consultation with the cardiologist. Patient receives a pre-admission phone call the day before to confirm their admission.

4

Admission

Admitted to hospital Coronary Care Unit the day / night before the procedure.

5

Specialist TAVI nurse contacts the patient

- Bloods taken
- ECG performed
- Medication review and patient instructions
- Discharge planning commences

6

The day of procedure

Anaesthetist visits the patient in the morning and inserts IV cannula and reviews medications.

7

Proceed to Angiography Unit

- Met by cardiologist and nursing staff
- Procedure performed under an anaesthetic

8

Post procedure

- In Recovery for minimum of 45 minutes with a recovery nurse until awake
- Transfer to Coronary Care Unit

9

Coronary Care Unit

- Monitored in close observation area
- ECG performed 2 hourly
- Regular observations undertaken
- Bloods taken
- Reconfirm discharge plans
- Meal provided 2-4 hours post procedure
- Shower as tolerated

10

Day 1: post procedure

Remain monitoring in the unit under close observation to ensure a good recovery.

11

Day 2: discharge day

- Seen by a TAVI nurse
- Medication education provided
- Ambulate (mobilise unaided as tolerated)
- Review by cardiologist prior to discharge
- Discharge details confirmed
- Nursing Summary Discharge explained to patient and a copy sent to the patient's GP
- TAVI Procedure Discharge Advice Sheet provided to the patient with explanation

12

Discharge from hospital

- Collected by responsible person
- Advised not to drive for 48 hours
- Follow-up phone call from a TAVI nurse

During the patient journey, specialised ACHA staff and VMOs work closely with the patient and their family to deliver a life altering procedure.

- Administration staff to assist with eAdmission, first point of contact when arriving at hospital for admission, medical records staff and the finance teams
- Support Service Assistants (catering) – provision of meals for patients, staff and VMOs as well as delivery of meals to patients and morning / afternoon / evening hot drinks

- Support Service Assistants (domestic) – cleaning of patient rooms, theatres, angiography suites and common areas
- Specialist angiography, cardiac and critical care nurses
- Allied Health staff

- Ward clerks
- CSSD staff – sterilisation of reusable medical equipment for angiography suite
- Stores – provision of the TAVI valve and related consumables



In January 2022, the \$1.3m project to install a new Siemens Artis Q-floor imaging unit into Cath Lab 2 of the Ashford Hospital Angiography suite was completed. During the six week period when Cath Lab 2 was out of action, VMOs and staff continued to provide exceptional service while operating out of Cath Lab 1.

This new unit ensures the highest quality imaging is available for our patients and provides our cardiologists with access to state-of-the-art technology. An upgrade to the scrub room was also undertaken at the same time.

During 2022 the Staff Events and Wellbeing Calendar for Ashford Hospital focused on staff appreciation, with traditional staff engagement events from previous years being reshaped with an emphasis on appreciation and inclusion, acknowledging the hard work and contribution of our teams, including:

- Donut Day - 'DONut' know what we would do without you
- Staff Lunch - A Taste of Harmony, recognising Harmony Week
- Staff Appreciation Day - We can't mask our appreciation
- Staff Lunch - 'Frank You Very Much' Hot Dog Day

In June 2022, as part of Bowel Cancer Australia's Awareness Month and #MensHealthWeek2022, Ashford Hospital was honoured to share the story of Zak, a former Ashford patient.

This was a personal and impactful patient story of his bowel cancer diagnosis and subsequent treatment. Zak's message was incredibly important. His story was told via the Ashford Hospital Facebook page and YouTube through a video series.

The series also featured ACHA VMO, Prof Peter Hewett, Colorectal Surgeon, urging the community not to ignore the symptoms. Prof Hewett said, *"It's very common for people under the age of 50 to dismiss their symptoms ... without going to see a health professional to get proper investigations."*

Also, throughout that month, the team at Marleston Ward, one of Ashford Hospital's surgical wards, organised a series of bowel cancer events. They raised over \$1,000 for Bowel Cancer Australia by selling bowel cancer awareness ribbons, providing apples for patients and staff on Red Apple Day and hosting a fundraising bake sale.



ONE.

More highlight



Built on the old ACHA Stores site on Reid Avenue, the new ca \$15m CSSD complex was completed and went 'live' in November 2022.

This state-of-the-art CSSD facility boasts the latest in technology to reduce processing times and improve overall efficiency. A new digital system enables the tracking of reusable medical devices throughout the entire sterilisation process.

Congratulations to the CSSD team at Ashford Hospital, who continued to provide an essential sterilisation service throughout the project, with support from the CSSD teams from Flinders Private Hospital and The Memorial Hospital.

The team has welcomed the new modern facility and adapted to the new environment and processes.

The area where the previous CSSD was situated within the hospital has been developed into a scope processing area.

CSSD Development





2022 has been a year where we continued to look forward and build on strong foundations and commitment to our purpose, values and goals. Our commitment has underpinned the innovation and flexibility required to adopt the right changes necessary to meet the challenges of a waning pandemic environment.

Flinders Private Hospital is unique in SA due to its co-location with Flinders Medical Centre and has a long standing relationship with Southern Adelaide Local Health Network (SALHN). We continued to work closely with SA Health, SALHN, VMOs, staff and our patients to deliver a safe and connected response to the growing demand for healthcare in our community.

At Flinders Private Hospital we continue to invest and expand services for our patients. A refurbishment of the CSSD commenced in February 2023. Expected to be completed within four months, the project includes construction and the procurement of new sterilisers and washers, as well as increasing our fleet of instrumentation and equipment.

During this period, all sterilising of instrumentation will be undertaken at the newly completed and expanded Ashford Hospital CSSD. Flinders Private Hospital CSSD staff will work across both sites to maintain business continuity. The investment in the new equipment in the upgraded CSSD will provide for growth in surgical specialties and VMO support.

The installation of a new space saving shelving system for the Angiography Suite occurred in October 2022. The system provides a colour coded systematic storage solution for sterile stock. Ergonomically, the shelving is easier to move and the angled baskets provide easy access. Other benefits include greater time efficiency and clearing valuable floor space required for the new CSSD upgrade on the ground floor.

To provide greater access to Magnetic Resonance Imaging (MRI) services for patients at Flinders Private Hospital and the southern suburbs, Radiology SA now has a MRI at the hospital. This technology will provide a greater level of service for our orthopaedic, oncology, neurosurgery and cardiology patients.

Mr Dean Rowe, a Flinders Private Hospital Consumer Representative has a long connection with the hospital - he and his late wife Judith have been former patients.

At 89, Mr Rowe also works tirelessly to fundraise for the Cancer Council and Judith's Legacy to increase awareness and support for those affected by ovarian cancer. As well as the annual Judith's Walk along the Shiraz Wine trail, Mr Rowe organises many other fundraising events. Initially aiming for \$60,000, he has now raised over \$84,000 towards the new target of \$100,000.

Our thanks to everyone who has supported Mr Rowe and Judith's legacy.



ONE.

More highlight



Flinders Private Hospital is fortunate to have a resilient workforce of 790 dedicated staff who have adapted and responded to the many challenges thrown their way, including changing patterns of service demand, staffing level pressures and surges in both private and public service demand.

Throughout it all, our workforce has remained focused on achieving positive outcomes for our patients.

Their ongoing efforts to provide the best possible care to our community and deliver on improvement and innovation has kept our health service on track during 2022.

The resourcefulness of our teams and their ability to multitask has been impressive, but we also acknowledge the impact that the challenges of the past year may have had on the lives of staff and their families beyond work.

The leadership and support staff have shown one another is truly appreciated and deserves to be highlighted.

Spotlight on our staff



790



The Memorial Hospital

by ACHA Health



2022 has been a year of change for The Memorial Hospital as we navigated into a post COVID-19 landscape and realigned our business with ever changing operational needs.

After 25 years at The Memorial Hospital with the last six as the General Manager, Ms Janet Jongeneel embarked on a new challenge in November 2022 when she moved to the General Manager role at Flinders Private Hospital.

In January 2023 Ms Sue Coe was welcomed as the incoming General Manager. She is a passionate leader who prides herself on building sustainable teams and engaging with all stakeholders to ensure the delivery of exceptional patient care.

In recognising the dedication and commitment of our staff, Mr James Grimmett, Team Leader, Operating Theatres was awarded the 2022 Lucy Lillywhite Prize and Ms Catherine (Ned) Ninnnes, RN, Perry Ward was awarded the June Seward Memorial Prize for 2022.

To assist SA Health with their COVID-19 demand management, The Memorial Hospital worked closely with Local Health Networks to support the public sector with surge capacity. As an example, ACHA developed a direct admission pathway for medical patients with SA Virtual Care Service. Their admission, via the SA Ambulance Service provides direct access of care for these patients. Throughout, The Memorial Hospital continued to provide exemplary service to our VMOs and private patients.

In 2022 The Memorial Hospital, in partnership with DonateLife SA, honoured the wishes of an organ donor and their family by providing the clinical setting for this to occur. The family, staff and VMOs were supported throughout the process by ACHA's Chaplains and the DonateLife SA staff. The generosity of this organ and tissue donation transformed the lives of seven Australians.



ONE:

More highlight



The Memorial Hospital

by ACHA Health

Investing in our future

Amongst others, orthopaedic surgery is a key speciality of The Memorial Hospital. To support this, two orthopaedic robotic surgical systems, a Stryker Mako™ Robotic-Arm Assisted Orthopaedic Surgery System and a Zimmer Biomet ROSA® Knee System, were acquired in 2022.

The ROSA, which stands for Robotic Surgical Assistant, is used for patients undergoing knee surgery. The robotic technology is designed to work with individual patient anatomy. Specially trained VMOs use this to tailor the placement of the knee implant specific to each patient.

The Mako is also used by specially trained and credentialed VMOs for both partial and total knee replacements as well as total hip replacements. The Mako uses 3D CT-based planning, haptic technology and real time data analytics in one platform. This allows for the creation of surgical plans specific to each patient as well as the ability for VMOs to refine the surgical plan intraoperatively for the best outcome.

These investments assist The Memorial Hospital in being a leader in providing the latest technology for our VMOs and patients.



Orthopaedic Robotic Surgical Systems



ONE: Governing body

The Role and Composition of the Board

ACHA is governed by its Board of Directors, elected and appointed in accordance with the Constitution.

As ACHA's governing body, the Board is responsible for its overall strategy, governance and performance.

The Board's role is to represent the members and to promote and protect the interests of the organisation. Moreover, it sets and reviews the group's strategic direction, monitors its financial and other performance measures and manages and oversees the Healthscope Operations Pty Ltd (Healthscope) agreements.

The Corporate Secretary to the Board is responsible for providing input to ACHA's business strategy, for ensuring procedural compliance and for providing advice on governance matters.

The Board has delegated to Healthscope, as the hospitals' operator, all responsibilities with respect to hospital operations.

The CEO, Hospital Operations, is accountable at Board level, implements Board policy, takes responsibility for the overall management of ACHA's hospital operations, develops business plans and reports to the Board.

ACHA complies with all applicable statutory reporting requirements with relevant agencies and acts.

The Board considers that the Directors collectively provide the range of skills, knowledge and experience necessary to govern the organisation.

Sustainability Statement

As a respected leader in the South Australian private hospital sector, ACHA recognises the need to achieve healthcare outcomes in a responsible, ethical and sustainable manner.

The organisation has identified and is committed to three key objectives in delivering sustainable healthcare services:

- A relentless pursuance of patient safety and quality
- Creating a culture in which all employees can thrive and innovate
- Protecting the environment by reducing waste and ensuring efficient use of precious natural resources

Code of Conduct

The ACHA Board Code of Conduct and Governance Standards contain the guiding principles to assist Directors in carrying out their duties and responsibilities and in setting out expectations of standards of professional conduct for Board Directors.

Equally – and in line with the Board's commitment to the principles of good governance and ethical behaviour – an approved ACHA Code of Conduct embodies the behaviour of staff and employees across the entire organisation.

The ACHA Board draws on best practice in corporate governance while adopting the most appropriate approach and framework for the health environment.

This responsibility involves the Board and management contributing to strategic planning processes to set clear objectives. To this end, the Board has established a number of committees and associated entities to implement the objectives and regularly monitor ACHA's performance.

Workplace Gender Equality Agency (WGEA)

As an organisation ACHA encourages workplace equality.

Our 2021/22 Report submitted to the Workplace Gender Equality Agency (WGEA) covered our employment conditions as well as practices and policies that support gender equality in our workplace.

ACHA's 2021/22 WGEA Public Report is available on ACHA's website acha.org.au/sustainability

More information is available on WGEA's website wgea.gov.au

ACHA Board Committees and Entities

In 2022, they included:

ACHA Audit Committee

The ACHA Audit Committee assists the Board in relation to:

- The review and management of the audit processes of ACHA and its subsidiary, ACHA FPH Property Pty Ltd (collectively "ACHA")
- In discharging its responsibility in respect to ACHA's financial reporting to members and external compliance requirements including Consumer & Business Services, the Australian Charities and Not-for-profits Commission (ACNC) and ACHA's bankers
- Its various requirements and Management Agreements with Healthscope Operations Pty Ltd

The Committee makes recommendations to the ACHA Board concerning the appointment, compensation and retention of ACHA's external auditors, currently KPMG.

The Committee comprises three ACHA Directors in Committee Chairman Mr Graham Walters AM, ACHA Chairman Mr Tony Johnson, ACHA Director Ms Kathy Gramp and the Corporate Secretary to the Board. The CEO, Hospital Operations and the Chief Financial Officer attend Committee meetings by invitation, as does KPMG.

ACHA Pastoral Care Committee

The ACHA Pastoral Care Committee comprises two ACHA Directors in Committee Chairman Rev Dr Ian Price and Ms Kathy Gramp; the CEO, Hospital Operations (ex-officio); the three hospital General Managers, the Chaplains and the Corporate Secretary to the Board. It is tasked with identifying and promoting the delivery of care and support to patients, their families and staff members.

ACHA Nomination & Remuneration Committee

The role of the ACHA Nomination & Remuneration Committee is to consider and, if thought fit, to make recommendations to the ACHA Board with respect to the remuneration, succession planning and appointment of the Directors of the Board and the Members of Board sub-committees, including other associated committees as well as the Corporate Secretary to the Board and any management personnel where it is appropriate to do so.

The Committee comprises three ACHA Directors in Committee Chairman Mr Graham Walters AM, Mr Tony Johnson and Prof Brenda Wilson AM, as well as the Corporate Secretary to the Board.



ONE: Governing body

ACHA FPH Property Pty Ltd

ACHA FPH Property Pty Ltd was established for the development of Flinders Private Hospital, for the purpose of fulfilling the requirements of the Flinders Medical Centre Private Development Project.

The Board of ACHA FPH Property Pty Ltd comprises Chairman Mr Tony Johnson, Directors Mr Graham Walters AM and Ms Kathy Gramp, and Secretary Mr Graham Clark. The CEO, Hospital Operations and the Chief Financial Officer attend meetings by invitation.

ACHA's consolidated financial results include those of the ACHA Association and Association subsidiary ACHA FPH Property Pty Ltd and are reported in the annual financial statements provided to members. ACHA FPH Property Pty Ltd provides regular reports to the ACHA Audit Committee and the ACHA Board.

ACHA FPH Property Pty Ltd is registered as a charity by the Australian Charities and Not-for-profits Commission (ACNC) and as an income tax exempt charitable entity under Subdivision 50B of the Income Tax Assessment Act 1997.

ACHA Foundation Incorporated

The ACHA Foundation Inc is governed by three Trustees. It is chaired by ACHA Director Assoc Prof Peter Cundy, supported by Director, Rev Dr Ian Price, VMO, Dr Bronte Ayres AM and Executive Officer Mr Graham Clark. The ACHA Foundation Inc enjoys a proud history of support for Ashford, Flinders Private and The Memorial Hospitals through the provision of funds for medical equipment, staff training and various other programs.

As a registered charity where donations are tax-deductible, the Foundation relies on the generous support of staff, individuals and families who, more often than not, make donations in memory of their loved ones.

The ACHA Foundation Inc sincerely thanks all who supported the organisation and looks forward to ensuring that its good work continues into the future.

Australian Charities and Not-for-profits Commission (ACNC)

Adelaide Community Healthcare Alliance Incorporated, ACHA Foundation Incorporated and ACHA FPH Property Pty Ltd are registered as charities with the ACNC.

ACHA Directors’ Remuneration and Attendance

Details For 2022 (1 Jan to 31 Dec)

The table below reflects the remuneration of Directors during the reporting period.

Directors' Remuneration for 2022		
Remuneration Band	2022	2021
\$40,000 - \$49,999	3	3
\$50,000 - \$59,999	1	1
\$60,000 - \$69,999	1	1
\$100,000 - \$109,999	-	1
\$110,000 - \$119,999	1	-
Total	6	6

The table below reflects the attendance of Directors at meetings during the reporting period.

Directors' attendance at meetings for 2022												
Director	ACHA Board		ACHA Audit Committee		ACHA Nomination & Remuneration Committee		ACHA Pastoral Care Committee		ACHA FPH Property Pty Ltd		ACHA Foundation Inc	
	Number of meetings eligible to attend	Number of meetings attended	Number of meetings eligible to attend	Number of meetings attended	Number of meetings eligible to attend	Number of meetings attended	Number of meetings eligible to attend	Number of meetings attended	Number of meetings eligible to attend	Number of meetings attended	Number of meetings eligible to attend	Number of meetings attended
Mr Tony Johnson	13	12	6	6	2	2			4	4		
Mr Graham Walters AM	13	13	6	6	2	2			4	4		
Assoc Prof Peter Cundy	13	13									5	5
Ms Kathy Gramp	13	11	6	5			4	2	4	3		
Rev Dr Ian Price	13	13					4	4			5	5
Prof Brenda Wilson AM	13	11			2	2						

ONE: Financial report

Special purpose Financial Statements for the period 1 January 2022 to 31 December 2022, audited by KPMG, have been prepared for distribution to the members of Adelaide Community Healthcare Alliance Incorporated.

This information for ACHA can be viewed on the Australian Charities and Not-for-profit Commission's website, under the entry ACHA_ACNC Group.

Special purpose Financial Statements for the period 1 January 2022 to 31 December 2022, audited by KPMG, have been prepared for distribution to the members of Adelaide Community Healthcare Alliance Incorporated.

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Ashford Hospital

Surgical and Medical Specialties:

- Cardiology
- Cardiothoracic Surgery
- Critical Care
- Diabetes Services
- Emergency Department
- Endocrinology
- Gastroenterology
- General Medicine
- General Surgery
 - Bariatric Surgery
 - Breast and Endocrine Surgery
 - Colorectal Surgery
 - Hepatobiliary Surgery
- Geriatric Medicine
- Gynaecologic Oncology
- Haematology
- Infectious Diseases
- Medical Oncology
- Obstetrics
- Oral and Maxillofacial Surgery
- Orthopaedic Surgery
- Paediatric Medicine
- Pain Medicine
- Plastic and Reconstructive Surgery
- Respiratory Medicine
- Robotic Surgery
 - Bariatric Surgery
 - Colorectal Surgery
 - General Surgery
 - Gynaecology Oncology
 - Orthopaedic Surgery
 - Urology
- Urology
- Vascular Surgery

Ashford Hospital

Support Services:

- 24/7 Chest Pain Unit
- Allied Health (inc: Dietetics, Occupational Therapy, Physiotherapy, Speech Pathology)
- Cardiac Rehabilitation Program
- Chaplaincy Services
- Critical Care Unit
- Day Procedure Unit
- Diabetes Education
- Discharge Planning
- Emergency Department
- Pathology on-site
- Pharmacy on-site
- Radiology on-site
- Volunteer Services
- Wound and Stoma Care



Flinders Private Hospital

Surgical and Medical Specialties:

- Cardiac Emergency Centre / Interventional Cardiology
- Cardiothoracic Surgery
- Critical Care
- Ear, Nose and Throat Surgery
- Endocrinology
- Gastroenterology
- General Medicine
- General Surgery
 - Bariatric Surgery
 - Breast and Endocrine Surgery
 - Colorectal Surgery
 - Hepatobiliary Surgery
- Gynaecology
- Gynaecologic Oncology
- Head and Neck Surgery
- Haematology
- Infectious Diseases
- Neurology
- Neurosurgery
- Nephrology
- Oncology
- Ophthalmology
- Orthopaedic Surgery
- Pain Medicine
- Plastic and Reconstructive Surgery
- Respiratory Medicine
- Rheumatology
- Robotic Surgery
 - Bariatric Surgery
 - Colorectal Surgery
 - Ear, Nose and Throat Surgery
 - General Surgery
 - Gynaecology / Gynaecologic Oncology
 - Orthopaedic Surgery
 - Urology
- Spinal Surgery
- Urology
- Uro-Gynaecology
- Vascular Surgery

Flinders Private Hospital

Support Services:

- Allied Health (inc: Dietetics, Occupational Therapy, Physiotherapy, Speech Pathology)
- Cardiac Rehabilitation Program
- Chaplaincy Services
- Coronary Care Unit
- Critical Care Unit
- Day Procedure Unit
- Diabetes Education
- Discharge Planning
- Emergency Department Liaison Nurse
- Orthopaedic Liaison Nurse
- Pathology on-site
- Pharmacy on-site
- Rapid Access Chest Pain Clinic
- Rapid Access Knee, Hip and Shoulder Clinic
- Rapid Access PR Bleed Clinic
- Rapid Access Urology Clinic
- Radiology on-site
- Volunteer Services
- Wound and Stoma Nurse



The Memorial Hospital

by ACHA Health

The Memorial Hospital

Surgical and Medical Specialties:

- Ear Nose and Throat Surgery
- General Medicine
- Geriatric Medicine
- Head and Neck Surgery
- Infectious Diseases
- Neurology
- Neurosurgery
- Ophthalmology
- Oral and Maxillofacial Surgery
- Orthopaedic Surgery
- Paediatric Medicine
 - Allergy / Immunology
 - Sleep Studies
- Paediatric Surgery
 - Ear Nose and Throat Surgery
 - General Surgery
 - Orthopaedic Surgery
 - Plastic and Reconstructive Surgery
 - Spinal Surgery
 - Urology
- Plastic and Reconstructive Surgery
- Rehabilitation
 - Day Programs
 - Inpatient Programs
- Robotic Surgery
 - Orthopaedic Surgery
- Spinal Surgery

The Memorial Hospital

Support Services:

- Allied Health (inc: Dietetics, Occupational Therapy, Physiotherapy, Speech Pathology)
- Chaplaincy Services
- Critical Care Unit
- Day Surgery Unit
 - Adult
 - Paediatric
- Discharge Planning
- Fast Track Head & Neck Cancer Clinic
- Neurosurgical Liaison Nurse
- Orthopaedic Liaison Nurse
- Pathology Service
- Pharmacy Service
- Preadmission Service
- Radiology on-site
- Rehabilitation and Wellness Centre
- Volunteer Services
- Wound Nurse





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