



Mercy Public Hospitals Inc Annual Report 2009-10



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Mercy Health

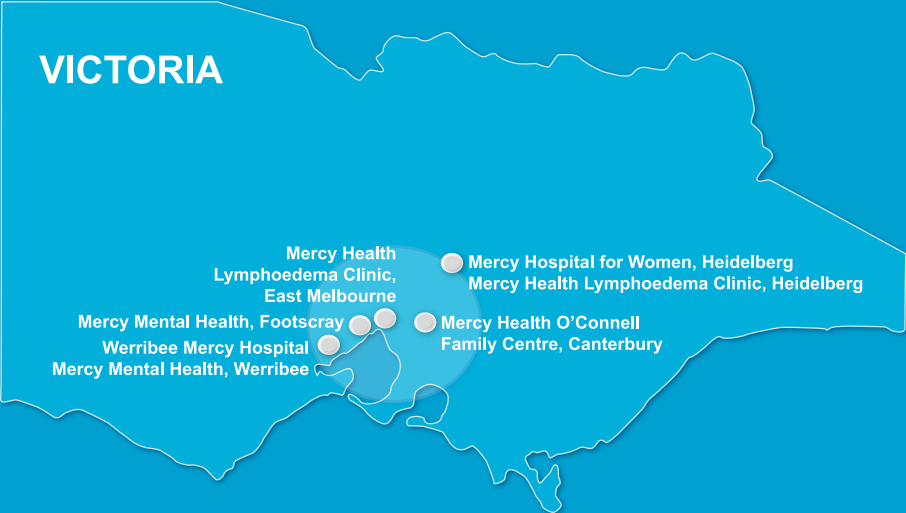
Mercy Health is a Catholic provider of health, community and aged care services. Founded by the Sisters of Mercy, we offer acute and subacute hospital care, aged care, mental health programs, specialist women's health, early parenting, palliative, home and community care, and health worker training and development.

We believe in the sacredness of life and the dignity of each person at every stage of life. We are committed to providing compassionate care to all people, regardless of culture or religion.

Each year Mercy Health cares for nearly half a million people across Victoria, southern New South Wales and the Australian Capital Territory.

Mercy Public Hospitals Inc operates public health services in Victoria on behalf of Mercy Health and comprises:

- Mercy Hospital for Women, Heidelberg
- Werribee Mercy Hospital, Werribee
- Mercy Health O'Connell Family Centre, Canterbury
- Mercy Mental Health, Werribee and Footscray
- Mercy Health Lymphoedema Services, East Melbourne and Heidelberg



Mercy Public Hospitals Inc was established in 1986 by the Sisters of Mercy under Schedule 2 (Denominational Hospitals) of the Victorian Health Services Act 1988 (Vic). All Mercy Public Hospitals Inc services are fully accredited by the Australian Council on Healthcare Standards (ACHS).

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Report from the Chairman



On behalf of the Board of Mercy Public Hospitals Inc I am pleased to present the *Annual Report* for the year ending 30 June 2010.

This report is prepared for The Hon. Daniel Andrews, Minister for Health and the Parliament of Victoria. I wish to thank the Minister and the Department of Health for their support and guidance during 2009-10.

As an organisation we strive to deliver high quality health care. The dedication and commitment of the people who work across Mercy Public Hospitals Inc is an inspiration to me and to the many people who receive their care in our facilities.

This past year has been a challenging one; however, we remain focused on ensuring our strategic direction is one that responds to community needs.

Mercy Health Foundation is raising one million dollars to establish Mercy Health Breastmilk Bank, which will be a first for Victoria. Another first is the full funding of a Chair of Maternal Fetal Medicine at Mercy Hospital for Women with the University of Melbourne.

We were pleased to receive the "Diversity and Inclusion Champion – Large Organisation" Award at the National Diversity@Work Awards in 2009. Mercy Health's profile as a leader in supporting diversity in the workplace was further acknowledged through the Aon Consulting Award for "Best Workplace Diversity Strategy" at the HR Leadership Awards in 2009 and the Victorian Government's Working Families Council "Fair and Flexible Employer" Award in 2010. Our Chief Executive Officer, Dr John Ballard received the Australian Human Resources Institute, Lynda Gratton "CEO of the Year" Award in 2009, and in 2010, for the third consecutive year, Mercy Health was recognised as an Employer of Choice for Women.

While celebrating the many successes of the past year, we recognise the long and rich history of our services founded by the Sisters of Mercy who continue their active support at this ministry.

I also wish to thank Dr John Ballard and his outstanding team for their leadership, management and commitment to ensure that we always place care first.

Mr Julien O'Connell

Report from the Chief Executive Officer

This past year has been one of many achievements made possible by a dedicated and talented team of Mercy people.

We celebrated five years of Mercy Hospital for Women at Heidelberg. During this time, the hospital has been the birthplace of over 27,000 babies. The Transitions Clinic celebrated 10 years at Mercy Hospital for Women, providing specialist antenatal care for women with complex needs.

We continue to enjoy the support of Mercy Health Foundation, which is committed to fostering philanthropic donations to enhance the quality of care through advancing teaching, research, training and unique developments. During the year the Foundation awarded 26 scholarships to assist Mercy Health people with their continuing education.

Werribee Mercy Hospital celebrated its sixteenth anniversary and we commenced redevelopment of the Maternity and Neonatal Units to meet the needs of the rapidly growing population in the south western region of Melbourne. With completion expected in 2011, the new wing will increase Werribee Mercy Hospital's capacity by an additional 800 births a year. The establishment of the University of Notre Dame Medical School on site, with the recent commencement of 34 graduate entry medical students, adds further diversity to the hospital and has great potential to enhance the medical workforce across Victoria. These developments form a strong base for future growth.

Mercy Mental Health and Mercy Palliative Care services continue to see a high number of clients, reflecting the growing needs of the community. These services are challenged by the scale and complexity of this demand.

Mercy Health O'Connell Family Centre has worked with the Department of Human Services to review the future direction for early parenting programs as we endeavour to redevelop the centre's infrastructure to improve service delivery.

The *2009 Mercy Public Hospitals Inc Research Report* was produced by the Academic Research and Development Committee, highlighting key clinical research from across the organisation. I congratulate our extraordinary researchers for their achievements, contribution and commitment to improving health outcomes.

I wish to acknowledge the support of the Board of Mercy Public Hospitals Inc and the Sisters of Mercy, who remain our inspiration. I also wish to thank the people of Mercy Health for their talent, dedication and compassion in caring for those who put their trust in us.

Dr John Ballard



Leading a Diverse Organisation

Mercy Public Hospitals Inc is part of the larger structure at Mercy Health. To ensure the effective leadership and management of the diverse range of services we offer within health, aged care, home and community care, and professional training and development, a Chief Officers Forum meets regularly.

The forum is made up of Mercy Health's Chief Executive Officer; Chief Financial Officer; Chief Operating Officer; Director, People, Learning & Culture; and Director Leadership & Mission to align the organisation's operations and strategy.

We always seek to act with integrity and the highest levels of professionalism. We consistently prepare for change: changes in our community and changes in the way we deliver services. Throughout, we never lose sight of the need to care for people with compassion and respect.



Mr Stephen Cornelissen,
Chief Operating Officer

The Chief Officers conduct monthly situation meetings to review key issues facing the group and the quarterly performance reports. All of the health services within Mercy Public Hospitals Inc report directly to the Chief Operating Officer. (See organisational structure on page 25)

Changing with the times

In 2009-10 we reviewed our health services leadership model to meet the changing demographic and clinical needs of the communities we serve.

Previously, one Executive Director oversaw all of our health services including Mercy Public Hospitals Inc. While this model worked historically, it needed to be revised to meet current demand and future growth.

An Executive Director was appointed to Mercy Health – South Western Health Services to lead our community hospital, mental health and palliative care services in this rapidly growing region. An Executive Director was also appointed to oversee our specialist services provided by Mercy Hospital for Women and Mercy Health O'Connell Family Centre statewide.

This new structure equips both services to continue as leading providers in their respective areas and links directly to Mercy Health's values of "innovation" and "stewardship".

Our Strategic Direction

Mercy Health strategic themes

- Be authentic to our faith base as an ethical provider of care
- Build a culture that is passionate about serving people through the Mercy mission
- Respond to those with special needs, particularly in the areas of women's and children's health, early parenting, mental health, the elderly and the dying
- Ensure that as an organisation we keep up to date with and respond to changing needs
- Build our financial resources to deliver our mission

Long term objectives

Mercy Public Hospitals Inc is committed to being a best of type provider of services to its respective communities and continues our commitment to care first.

To achieve this and build on our reputation as a quality provider of health services to communities in Victoria, our focus will be the achievement of:

- Increased patient satisfaction with quality and consistent care
- Being a leader in women's and children's health

- Being a leader in chronic care in mental health and subacute services
- Contemporary models of care across the organisation
- Quality teaching, training and research in our areas of expertise
- Innovative strategies to cope with growth in demand
- Being an employer of first choice

With these achievements we will continue to advance care options in all sub specialties ensuring that we continue to respond to those who entrust their care to us.

Fulfilling our mission

Our mission is to follow Jesus Christ in His mission of mercy through the delivery of health, aged care and community services.

Our vision is to build an enduring capacity and passion to serve those with special needs.

Our values are the key to who we are. They reflect our culture and traditions.

Compassion

We are present for others in their time of need.

Hospitality

We welcome people with warmth and offer comfort.

Respect

We respect the sacredness of the gift of life. We act with integrity and justice and value each person's dignity.

Innovation

We strive to create a dynamic environment which encourages creativity and diversity.

Stewardship

We build and strengthen the ministry and all resources entrusted to us.

Teamwork

We work together to progress the Mercy mission.

Mercy Hospital for Women

Based in Heidelberg in Victoria's largest medical precinct, Mercy Hospital for Women is a 229 bed health service offering obstetric, gynaecology and neonatal services. This accredited Level 3 tertiary hospital provides one of only four neonatal intensive care units in metropolitan Melbourne.

Our clinicians are leaders in women's and babies' health care. Many of our employees are involved in research and represent the hospital on peak local, national and international bodies, including regulatory boards, collaborative service networks, state advisory committees and professional associations. This commitment benefits people's direct health care, accelerates professional development and enhances the contribution the hospital makes to the health sector.

A healthcare snapshot: May 2005 to April 2010

Births	27,745
Elective Gynaecology Surgery	10,484
Neonatal Admissions	5,990
Total Occasions of Service – Outpatients	462,484
Emergency Department Presentations	74,182

Our dedication deepens in a year of change

Dr Linda Mellors, Executive Director Mercy Hospital for Women and Mercy Health O'Connell Family Centre, was appointed to oversee our specialist health services. The change in the leadership and management structure of our health services has given Mercy Hospital for Women the opportunity to increase focus on serving families, especially women and babies who need tertiary level care.

Five year anniversary

In May 2010 Mercy Hospital for Women celebrated five years at Heidelberg. The hospital relocated from East Melbourne in partnership with Major Projects Victoria, the Victorian Department of Health and Austin Health to serve the northern growth corridor of Victoria with specialist services. Over this time our relationship with the community and other local providers has flourished.

Mercy Health Breastmilk Bank

Substantial work has taken place to establish and pilot Mercy Health Breastmilk Bank so that we can further support sick and premature babies. The breastmilk bank is set up in a dedicated space at Mercy Hospital for Women and meets all statutory and regulatory requirements. As this breastmilk bank will be the first of its kind in Victoria, comprehensive new operating guidelines have been developed based on national and international best practice.

New Directions

Our care for Indigenous people continues with great commitment. We were successful in gaining federal funding under the "New Directions Program" which is aimed at closing the life expectancy gap between Indigenous and non Indigenous Australians within a generation. Funding is provided through the Office for Aboriginal and Torres Strait Islander Health (OATSIH). The program's priorities are access to antenatal care; provision of standard information and advice on baby care; monitoring of children's progress; and ensuring testing, early detection and timely treatment of correctable disorders. The first phase of the project has been completed.

In tune with contemporary needs

Mercy Hospital for Women is committed to providing safe and effective services for Victorian women and babies. We continually contribute to and monitor research so that our services are up to date and evidence based.

Supporting our goal to improve maternity practices, increase client satisfaction and recruit and retain employees, we have implemented the "Leading the Way" project. This is a trial model of care based on the National Institute for Health and Clinical Excellence model in the United Kingdom and is being conducted in one of the three postnatal wards at Mercy Hospital for Women over a six month period.



A first for Victoria: Mercy Health Breastmilk Bank will support sick and premature babies.

Our core services

We provide public and privately insured care for women and babies through maternity services, neonatology and paediatrics, peri-operative services, women's health and information, associated health and support services, diagnostic services, a special care nursery and midwifery professorial unit.

Our specialised clinics include genetic counselling, Transitions Clinic, natural family planning, reproductive medicine, psychiatric services, diabetes, gynaecology, gynaecological oncology, urogynaecology and endosurgery.

The Perineal Clinic opened in February 2010 to provide specialist medical, nursing and physiotherapy support to women with pelvic floor dysfunction and incontinence problems.

Since relocating to Ivanhoe, the Well Women's Clinic has developed as a vibrant nurse administered community service.

The research effort of our medical team, allied health professionals and students has been exceptional. In 2009 urogynaecologist Peter Dwyer, based at Mercy Hospital for Women, was appointed full clinical professor by the University of Melbourne.

Some key initiatives

Information sharing

Our Twilight seminars remain popular with health professionals. They create a forum for discussion and collaboration across disciplines. Presenters include midwives, obstetricians, gynaecologists, physiotherapists, paediatricians, pastoral care and social workers.

Timely delivery of blood products

The Major Obstetric Haemorrhage Project was a quality assurance initiative aimed at improving the delivery of blood products to patients with major haemorrhage. Fundamental outcomes were the major haemorrhage algorithm/flowchart, a new emergency response code "Respond White", enhanced communication with the blood bank and specialist haematologists at Austin Health, guidelines for blood product transfusion and improved documentation so that people can follow the protocol more effectively.

Helping students enter the health sector

Training students at Mercy Hospital for Women is critical to the quality of care we can deliver. In 2009-10, following a successful pilot program, Mercy Hospital for Women increased the number of students employed as Division 2 Nurses from eight to 14 who are completing their fourth year of the Bachelor of Nursing and Midwifery double degree program at La Trobe University.

This strategy introduced in 2008 offers students opportunities to increase their understanding of clinical environments and health service delivery, provide appropriate employment to midwifery students in their chosen career and facilitate a more seamless transition from student to registered midwife.

Since February 2010 a number of Year 10-12 students from Banyule and Nillumbik have been participating in a pilot program that provides an alternative health career pathway. The structured class based learning, in conjunction with workplace learning, is directly linked to the Certificate III in Allied Health Assistance VET qualification.

In addition to these academic partnerships, Mercy Hospital for Women facilitates clinical placements for the following universities:

- The University of Melbourne
- Monash University
- La Trobe University
- Australian Catholic University
- RMIT University
- Deakin University
- Victoria University

Academic achievements

Lyn Tuttle Scholarship for Research Award

This year one nurse and one midwife received the award due to the excellence of the research being conducted at the hospital. One scholarship is usually given annually to a nurse or midwife for a research project in their area of speciality that will enhance the health outcome of women and children.

Mercy Health Foundation

Nine Mercy Health Foundation Scholarships were awarded to employees at Mercy Hospital for Women to support their further studies.

Study grants

Two of our midwives were recipients of the Nurses Board of Victoria study grants.

Research is fundamental to our work

Information on our clinical research is included in the *2009 Mercy Public Hospitals Inc Research Report*.



After 10 years the Transitions Clinic continues as a friendly and specialist environment for Aboriginal mothers and mothers of Aboriginal babies.

Mercy Health O'Connell Family Centre

A year of industry and service planning

Mercy Health O'Connell Family Centre experienced two significant milestones in 2009-10.

Looking to our past, we acknowledged our history with the 80 year celebrations of the Family Care Sisters who founded the O'Connell Family Centre. The O'Connell Family Centre was gifted to Mercy Health in 2006 after eight years of management by the organisation.

Looking to our future, our new strategic direction was articulated through the Victorian Early Parenting Strategy, developed and launched by the Department of Human Services. Mercy Health O'Connell Family Centre played a significant role in the development of this strategy, working in partnership with the government and other industry members.



Our group education, day stay and residential programs enhance parenting skills and confidence.

The Victorian Early Parenting Strategy

This strategy is underpinned by policy and legislation to promote earlier intervention and effective services for vulnerable children and families.

Our future parenting services will have a strong focus on infant health and development, family wellbeing and infant attachment. While Mercy Health O'Connell Family Centre already provides care based on priority of need and vulnerability, we will improve access for families with greatest need. We are also strengthening our associations with community and primary services to achieve this outcome.

We recognise the need to support our employees in these times of change and have developed an intensive professional education program. This program will help us work more effectively with the increasing number of families with complex and multiple issues, especially mental health issues.

Honing our service provision

Enhanced psychological services

A key focus for 2010-11 will be enhanced psychological services. Mercy Health O'Connell Family Centre has received funding under The National Perinatal Depression Initiative, a joint initiative by the Commonwealth Government and State Government, to fund a new position. This position will give greater support to families with mental health issues, including the prevention of mental health complexities in women experiencing postnatal depression and issues with infant attachment.

PlaySteps

Also funded by the Mental Health and Drugs division within the State Government, Mercy Health O'Connell Family Centre is one of the three parenting centres that will trial and evaluate a new community group, "PlaySteps". This group will promote child/parent attachment and interaction and provide another opportunity for employee development.

Decreasing waiting times

During the year we made significant changes to the way we provide services within our residential and day stay programs. Improvements included decreasing waiting time for information and admission for vulnerable families. Pre-admission processes have been formalised so that we can prioritise and prepare families for admission. These changes have resulted in the reduction of unplanned early discharge as families can better plan for their admission.

Our future parenting services will have a strong focus on infant health and development, family wellbeing and infant attachment.

Mercy Health Lymphoedema Clinic

A sustained effort

Mercy Health Lymphoedema Clinic is a specialist clinic providing assessment, education and management for men, women and children with lymphoedema or who are at risk of developing the condition. Located at East Melbourne and Heidelberg, the clinic provides a range of individual and group services delivered by a multidisciplinary team.

Paediatric programs

A key focus for the year was the development of innovative paediatric programs, including a collaboration with The Royal Children's Hospital to provide a paediatric lymphoedema service.

The Young People's Days held in East Melbourne during school holidays ensure that young children and adolescents are assessed and treated in a youth friendly way. Support, educational programs and peer support for children, young people and their parents are very well received.

Industry recognition

In May 2010, Ms Penelope Sanderson, Manager Mercy Health Lymphoedema Clinic began her two year appointment as President of the Australasian Lymphology Association. She has also become a member of the BreaCan Advisory Group and was invited to present on the clinic's paediatric program at the International Lymphoedema Framework Conference in Brighton, UK in March 2010. This provided valuable information sharing and networking with other specialists.

Focused on education

Education of professionals, students and clients remains an important focus for the clinic.

Upskilling health professionals

Our employees have continued to present to related groups including BreaCan and the Australian Orthotist and Prosthetic Association. One particular highlight was delivering a Level 1 Australasian Lymphology Association approved lymphoedema training course for 18 professionals. This training course involved collaboration between the Mercy Health Lymphoedema Clinic and the Lymphoedema Practitioners Education Group of Victoria. It provided an opportunity to train physiotherapists, occupational therapists and registered nurses in the assessment and management of uncomplicated lymphoedema. This course constituted a significant contribution to workforce requirements for trained lymphoedema therapists in newly created positions throughout Victoria. Student placements for social work and allied health assistants were also provided during the year.

The clinic hosted a range of professionals from international and Australian centres to showcase the work of the clinic. Seminars for lymphoedema therapists across Victoria have been popular, with topics such as advanced compression therapy, paediatrics, breast cancer surgery and gynaecology cancer.

A key focus for the year was the development of innovative paediatric programs, including a collaboration with The Royal Children's Hospital to provide a paediatric lymphoedema service.

The International Society of Lymphology Congress, Sydney, 2009 was attended by most employees. Our people also contributed extensively to the organising committee and scientific committee for the Australasian Lymphology Association held in Melbourne, 2010. Both conferences provided the opportunity to present on a number of clinical challenges, including obesity related lymphoedema, paediatrics, self management training and breast oedema. We also presented posters on skincare, self management and lymphoedema care in India.

Mercy Health Foundation Scholarship

This year Ms Sally James, lymphoedema practitioner, received a scholarship from Mercy Health Foundation to complete her Master in Wound Care.



Empowering people with chronic illnesses through education and self management.

Mercy Health – South Western Health Services

Werribee Mercy Hospital

South western Melbourne is one of the fastest growing regions in Australia. With a growth rate of more than eight per cent per annum, there will be significant changes in the population as well as the types of health care people will need.

“Mercy Health – South Western Health Services” was created in 2009-10 so that we can be in a better position to respond to these changes. This new structure incorporates the longstanding local services of Werribee Mercy Hospital, Mercy Mental Health and Mercy Palliative Care and has a newly appointed Executive Director, Mr Richard Ainley, who oversees all three services areas.

The service plan for Mercy Health – South Western Health Services was completed this year and accepted by the Victorian Department of Health.

Over the next decade we will increase services that are provided direct to the community through clinics, outreach and home care.

As a public hospital, Werribee Mercy Hospital will continue to serve many communities, with its primary focus on the City of Wyndham, Hobsons Bay as well as parts of Melton and Maribyrnong.

Over the next decade we will further expand the scale and range of our services. We will increase and diversify the type of care we provide direct to the community through clinics, outreach and home care.

Our service plan articulates a vision for Werribee Mercy Hospital to become a locally responsive Level 2 general hospital over the next 10 years.

Major projects a feature of our year

Our services continued to grow in 2009-10, with more than 23,000 admissions, over 36,000 emergency department attendances and more than 2,000 babies born at Werribee Mercy Hospital.

Improving our infrastructure

Construction began on the \$14 million maternity services expansion project funded by the Department of Health. When completed in 2011, our child birth centre will offer 32 beds and 12 special care nursery cots.

Further works, currently underway, will see the addition of an Emergency Department Short Stay Unit and the expansion of renal dialysis services from six chairs to 16 chairs.

Time sheets are history

Werribee Mercy Hospital was one of the first hospitals in Victoria to successfully implement an electronic “time sheet” system. This system allows employees to sign on and off for their shifts electronically rather than complete manual time sheets. This technology has dramatically reduced time spent on manual data management.

Developing our senior medical team

A number of senior appointments were made to the growing medical team at Werribee Mercy Hospital. This year the Surgical Services unit welcomed Mr Shaukart Esufali, appointed as Deputy Director of Surgery; Professor Haydn Walters appointed as Professor of Medicine, University of Notre Dame; and Dr Matthew Ryan appointed as Deputy Director, Emergency Medicine.

Improving access

This year we implemented an elective surgery access unit at the hospital to further improve the way we manage elective surgery waiting lists and local access to services.

General and specialist services

Our current services include surgical, medical, maternity, newborn, renal dialysis, emergency, mental health, aged, palliative and community care. In total there are over 200 beds (multi day and same day) on the campus providing inpatient medical, surgical, palliative care, mental health and emergency department services; birthing and maternity services; and ambulatory care services including day procedure unit, day chemotherapy, endoscopy suite, renal dialysis and breastfeeding day stay service.

Werribee Mercy Hospital operates a Community Rehabilitation Centre in the Werribee town centre and provides a range of home based support services including Hospital in the Home, Midwifery in the Home and a Neonatal Transition Service.

The Hospital Admission Risk Program (HARP) is a specialist service designed to assist people living with long term illness to improve their overall health and wellbeing. The multidisciplinary service offers care co-ordination, physiotherapy, occupational therapy, social work, dietetics, registered nursing and diabetes nurse education.



Our expanding maternity services will directly support our local communities.

Staying in touch with the community

Werribee Mercy Hospital is an important part of the local community; it is a major healthcare provider in the area and a major employer. The Community Advisory Committee provides a formal link to the community and is a forum for regular consultation with local people. Chaired by Mr John Nicol OAM, the committee is made up of representatives from schools, police, local clubs and community groups.

Werribee Mercy Hospital again hosted a number of successful community events this year. Highlights included the Werribee Mercy Hospital Annual Art Show in September 2009 and the annual Werribee Mercy Community Fair in January 2010.

Teaching, training and research

New clinical school

In February this year, Mercy Health – South Western Health Services welcomed its first induction of graduate entry medical students at Werribee Mercy Hospital as part of a partnership with the University of Notre Dame. These third year students – who have already completed two years' preclinical training with the School of Medicine in Sydney – will undertake a further two years clinical placement in general medicine, surgery, obstetrics and gynaecology, paediatrics and psychiatry at the hospital. They will also complete a five week placement within a general practice in the local community.

Scholarships

Eleven annual Ronald Hepburn and Diane Turnbull Scholarships were awarded to employees in February 2010. The scholarships were established four years ago in memory of their namesakes who both died in 2004 after many years of service to the hospital and to the former Werribee District Hospital. They are funded by the Werribee District Hospital Charitable Foundation and Werribee and Hoppers Crossing Rotary organisations.

Three Mercy Health Foundation Scholarships were awarded to employees at Werribee Mercy Hospital.

Emergency Department accreditation

Under the direction of Dr John Pasco, Director of Emergency Medicine, Werribee Mercy Hospital Emergency Department has now obtained accreditation as a provider of training to emergency physicians and surgical registrars.

Supporting students

The Werribee Mercy Hospital Education Unit increased its numbers of undergraduate nursing students on clinical placement by more than 50 per cent, providing over 4,600 clinical placement days across the hospital.

Three new graduate nurse programs began in 2009-10 in General and Midwifery, General and Aged Care, General and Mental Health.

Werribee Mercy Hospital continues to offer an award winning work experience program which saw 44 secondary school students complete placements at the hospital this year.

Information on our clinical research is included in the *2009 Mercy Public Hospitals Inc Research Report*.

In February this year, Mercy Health – South Western Health Services welcomed its first induction of graduate entry medical students at Werribee Mercy Hospital as part of a partnership with the University of Notre Dame.



The Hospital Admission Risk Program is a specialist service for people living with long term illness to improve their overall health and wellbeing.

Mercy Mental Health

Our future priorities are the expansion of inpatient bed capacity, acute and community treatment programs.

Mercy Mental Health is the area mental health service for the south western region of Melbourne. It offers a range of clinical mental health services to adults living in the municipalities of Wyndham, Hobsons Bay and Maribyrnong. We work in partnership with other agencies to respond to the needs of local communities and our specialist psychiatric Mother-Baby Service is available across all of western Victoria.

Managing rising demand for services

Across the year there has been increased demand for acute inpatient services, referrals for crisis assessment and community treatment programs.

There was a 19.5 per cent increase in the provision of intensive home treatment for people in crisis.

Our adult inpatient unit and short stay unit operates at 98 per cent occupancy and deals with severely ill and complex clients. The units have been developing assessment and therapeutic interventions to better address acute arousal behaviour of clients, to minimise risk and reduce the need for seclusion.

The Burnside Prevention and Recovery Care service (PARC) has steadily increased its activity since opening in 2009 and Mercy Mental Health's community program has maintained busy caseloads. Through the South West Rehabilitation Alliance and partnerships with the Psychiatric Disability Rehabilitation Support Services and local Alcohol and Other Drug Services, we have fostered a collaborative approach to care that supports client recovery and people's capacity to live in their local community.

The mobile support team completed a pilot care co-ordination project and participated in the integrated rehabilitation and recovery care program of clients returning to the community after extended hospital care.

We continue to conduct mental health first aid courses to people in the community and are offering courses to culturally and linguistically diverse communities to help reduce the stigma associated with mental illness.

New appointments

Mercy Mental Health was successful in securing funding for one of the state's 10 Forensic Clinical Specialist positions and has appointed Ms Noreen Siebuhr to this role. It also received funding to develop a nurse practitioner candidate, Ms Judith Foord, to provide services to people in our community who present for mental health assistance after situational crisis.

Planning future services

Responding to population growth in south western Melbourne, Mercy Mental Health has worked with Werribee Mercy Hospital and the Department of Health to plan services for the future. Our service plan for Mercy Health – South Western Health Services has identified expansion of inpatient bed capacity, acute and community treatment programs as priorities for the redevelopment and expansion of the Werribee Mercy Hospital campus.

Our core services

Mercy Mental Health's acute services are delivered in a number of settings.

They include the:

- Crisis Assessment and Treatment service
- 25 bed acute inpatient psychiatric unit and four bed short stay unit
- Eight bed perinatal psychiatry Mother-Baby Unit at Werribee Mercy Hospital
- 10 bed Prevention and Recovery Care Service (PARC) in partnership with Western Region Health Centre
- 20 bed Community Care Unit providing residential postacute treatment and rehabilitation
- Consultation and Liaison Psychiatry service supporting Western Hospital and Werribee Mercy Hospital
- Consultation and Partnerships team providing outreach advice and shared care to general practitioners
- Community Treatment Program providing case management and continuing treatment for people living in the community
- Bilingual and interpreter support
- Mobile Support and Treatment Team providing outreach intensive support and follow up treatment to people who frequently have a relapse of their illness
- Homeless Outreach Psychiatric Service

- Outreach clinics providing assessment and treatment planning for pregnant women and mothers who have psychiatric conditions in the perinatal period
- Forensic Clinical Specialist providing advice to mental health clinicians
- Psychiatric Disability Rehabilitation Support Services managing complex clients with mental illness and forensic issues

Achievements in education

Extending our in-service and educational programs this year, we offered a joint orientation program with other local mental health service providers for new employees.

In 2010 our Education Unit, in conjunction with Mercy Health Training Institute, developed a Diploma of Mental Health which has seen the first intake of students.

Our graduate and postgraduate programs for nurses and occupational therapists were expanded to include social work, and several of our international medical graduates successfully completed their RANZCP fellowship.

People, Learning & Culture

Having dedicated, skilled people to provide health services with compassion and respect is integral to Mercy Health. To achieve this, we have created a number of programs that support people in the workplace, offer flexibility and celebrate diversity. We also have professional development programs that guide people toward the values of the organisation.

Some of our key initiatives include the Diversity Management Training Program, Parents Network, School Holiday Program, Future Leaders Program, Mercy Managers Network, Management Council, Mercy Ethos Program, Work Experience Program, Mercybank Program and the Mentoring Program.

We offer our employees leave options as well as paid study leave, and our health and wellbeing benefits include access to the Well Women's Clinic through Mercy Hospital for Women; free flu vaccinations; and a self referral Employee Assistance Program that provides free counselling and support.

These programs are creating continuity in our workforce and providing managers with options to accommodate people's changing needs. Their effectiveness has been recognised through a number of industry awards.

2010

- Victorian Government's Working Families Council – Fair and Flexible Employer Recognition
- Equal Opportunity for Women in the Workplace Agency's (EOWA) Employer of Choice citation (third consecutive year)

2009

- EOWA Business Achievement Awards – Leading Organisation for the Advancement of Women (800+ employees)
- Diversity@Work Awards – Diversity and Inclusion Champion (Large Organisation)
- HR Leader Awards – The Aon Consulting Award for Best Workplace Diversity Strategy
- Australian Human Resources Institute (AHRI) Awards – Lynda Gratton CEO of the Year (Dr John Ballard)

Discovering more about people in the workplace

Jobs Expo

In February 2010 we hosted our second Mercy Health Jobs Expo. Co-ordinated by the Human Resources team, the expo is an opportunity to showcase our services at one event and speak to prospective employees in a relaxed environment. This year the expo was attended by over 560 people.

Health and Wellbeing Survey

In November 2009 the final Health and Wellbeing Survey was conducted, completing a three year organisational behaviour research in collaboration with Deakin University and Macquarie University.

The aim of the research was to measure the attitudes and behaviours of our employees in relation to job satisfaction, organisational commitment and psychological distress, and to identify working conditions that are closely associated with these attitudes and behaviours.

The final results of the surveys will provide valuable longitudinal data to assist us in developing strategies to create healthier and more satisfying work environments for our people.



The Mercy Health Jobs Expo is an opportunity to showcase our services at one event and speak to prospective employees in a relaxed environment.



Our shared services

New era for Group Procurement

In January 2010 Mercy Health's Group Supply department restructured in order to achieve better efficiencies for the organisation and increase team performance.

Renamed Group Procurement, the department is adopting best practice in the sourcing of products and services. More emphasis is also placed on understanding cost drivers, industry benchmarks, value analysis and measuring outcomes.

Doing things right the first time

Along with improvements to the procurement process, the increased focus on customer and organisation requirements is yielding benefits for our services. We are starting to see this through better contract negotiation and management; better management of purchase orders; identifying opportunities to reduce costs through productivity, process or technology improvements; supplier and spend analysis; supply chain and value analysis; and up-skilling employees in strategic procurement.

Mercy Incident Command System Awarded

In November 2009 Mercy Health received the "Xchanging Better Workplace Award" for the Mercy Incident Command System (MICS).

MICS is a comprehensive incident management system used at all Mercy Health facilities so that our trained managers can optimise safety during unexpected incidents. This is an outstanding achievement for the Mercy Health Risk & Safety team and Incident Command System trainer.

Finance services restructured

In October 2009 the shared services finance team was restructured to improve the support it provides the organisation, particularly with financial planning and reporting. This included the roll out of new integrated reporting and planning systems and processes across Mercy Health.

Intranet launch a success

In December 2009 Mercy Health's new intranet was launched groupwide. The fully revised site offers employees new search functionality, making it easier to find information in the document library and the staff directory.

Other features include a simple navigation structure, an online form for submitting news and event items, staff noticeboards and the ability to create shortcuts. The quality of the intranet was noted by the Australian Council on Healthcare Standards Surveyor in 2009 and 2010.

Internet kiosks

IT Services set up a number of internet kiosks in selected healthcare and aged care facilities across Mercy Health.

The kiosks provide equal access to patients, residents and employees. With usability being central to the design, they feature easy access buttons to internet communications, social networking, banking, holiday information, news, sport and weather. Security is maintained through anti-virus and anti-spyware controls.

The feedback has been extremely positive as the kiosks are free, user friendly and meet people's individual needs.

Section 2

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Our Governance Structure

Mercy Public Hospitals Inc Board

Mr Julien O’Connell (Chairman)
Dr Frances Baker rsm
(Appointed 1 December 2009)
Mr Maurice Bisetto
Ms Virginia Bourke
Ms Pauline Caldow
Associate Professor Michael Coote
Mr Gerard Dalbosco
Sr Helen Monkivitch rsm AO
(Retired 19 November 2009)
Mr John Moore
Ms Agnes Sheehan
Sr Kathleen Tierney rsm
Professor Gregory Whelan AM

Finance & Audit Committee

Mr Gerard Dalbosco (Chair)
Mr Maurice Bisetto
Mr John Moore
Mr John Ries
Mr Dominic White

Ethics Committee

Sr Helen Monkivitch rsm AO (Chair)
Dr Frances Baker rsm
Mr Stephen Cornelissen
Dr Genevieve Green
Ms Kate Hewett
Ms Mary Klasen
Fr Cormac Nagle OFM
Dr Adrian Thomas

Quality Committee

Professor Gregory Whelan AM (Chair)
Mr Brian Collopy AM
Associate Professor Michael Coote
Sr Helen Monkivitch rsm AO
Dr Carol Ong rsm

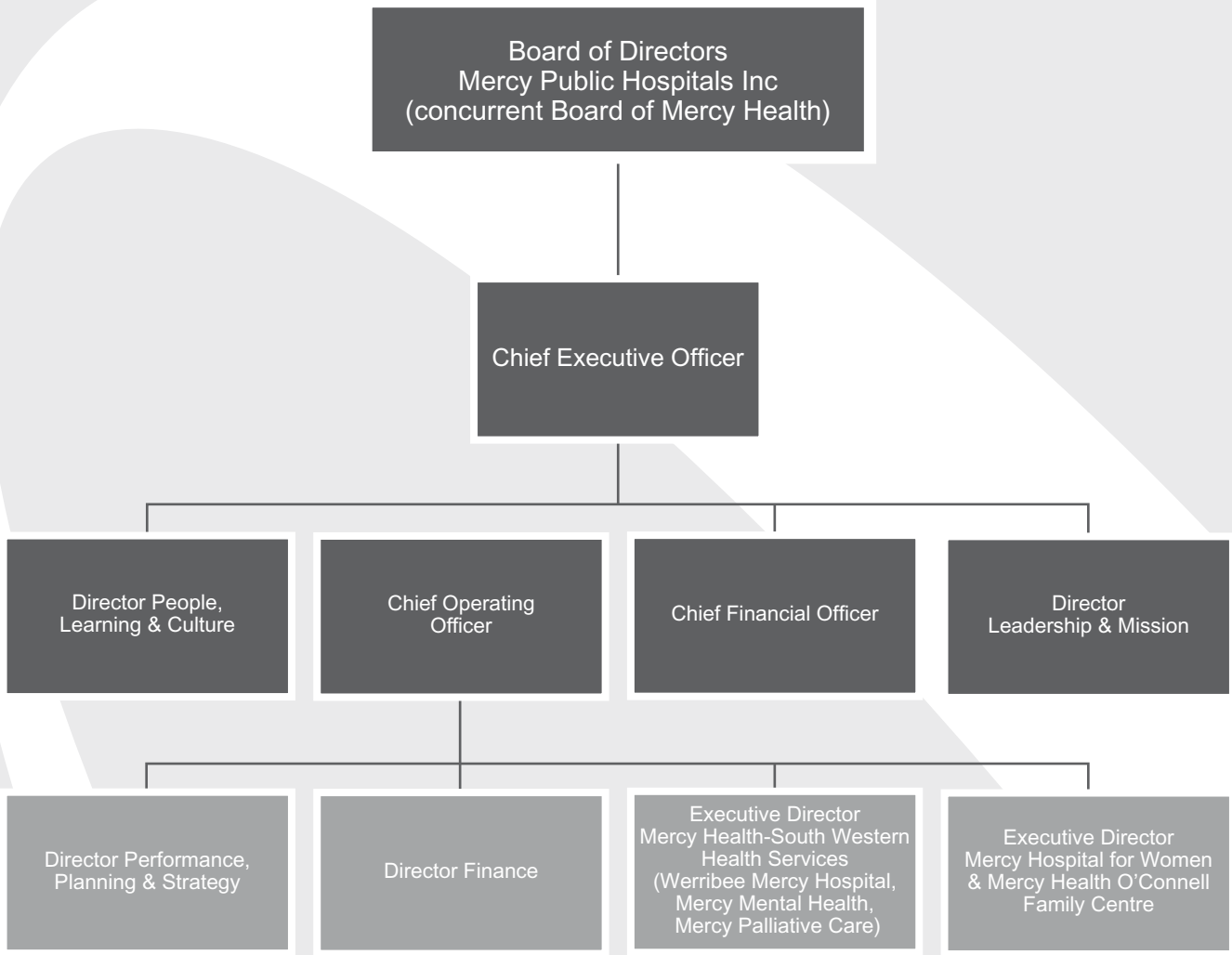
Research Ethics Committee

Emeritus Professor Peter Carpenter (Chair)
Ms Christine Childs
Dr Deborah Cole (until February 2010)
Mr Paul Drinkwater
Mr Kevin Fell
Ms Geraldine Gray
Professor Susan McDonald
Associate Professor Michael McKay
Sr Helen Monkivitch rsm AO
Fr Cormac Nagle OFM
Professor Michael Permezel
Ms Susan Phillips
Associate Professor Sue Walker
Dr Andrew Watkins

Corporate Governance, Remuneration and Nomination Committee

Mr Julien O’Connell (Chairman)
Mr Gerard Dalbosco
Sr Helen Monkivitch rsm AO
(Retired 19 November 2009)

Mercy Public Hospitals Inc Organisational Structure



■ Mercy Health Groupwide Positions

Mercy Public Hospitals Inc

Workforce Data

	Mercy Hospital for Women			Mercy Health O’Connell Family Centre		
	2009-10	2008-09	2007-08	2009-10	2008-09	2007-08
Staff by Gender						
Male	152	153	150	1	1	1
Female	1,277	1,198	1,163	32	35	36
TOTAL	1,429	1,351	1,313	33	36	37
Staff by EFT						
Administration & Hotel Services	176.96	169.86	169.28	3.0	3.8	4.7
Allied Health Professionals	50.49	45.89	45.03	0.2	0.2	0.2
*Medical	93.37	90.52	84.88	0.1	0.1	-
Nursing/Midwifery	440.88	424.53	411.39	21.1	20.1	20.8
TOTAL STAFF EFT	761.69	730.79	710.58	24.5	24.3	25.7
*Includes rotational medical staff as employees						

Werribee Mercy Hospital and Mercy Mental Health

	Werribee Mercy Hospital			Mercy Mental Health		
	2009-10	2008-09	2007-08	2009-10	2008-09	2007-08
Staff by Gender						
Male	143	110	117	92	83	77
Female	827	752	717	190	180	113
TOTAL	970	862	834	282	263	190
Staff by EFT						
Administration & Hotel services	120.33	117.41	113.74	14.61	14.48	13.27
Allied Health Professionals	33.04	32.61	30.08	39.70	37.33	36.62
*Medical	36.14	31.08	27.13	23.16	18.23	16.02
Nursing/Midwifery	272.87	251.36	245.21	113.38	108.66	103.61
TOTAL STAFF EFT	462.39	432.47	416.16	190.84	178.70	169.52
*Includes registrars						

Mercy Public Hospitals Inc

Access Data

Mercy Hospital for Women	09/10	08/09	07/08	06/07
1. Elective surgery performance				
Category 1 proportion of patients admitted within 30 days	100	100	100	100
Category 2 proportion of patients waiting less than 90 days	100	100	98	88
Average waiting time of Category 2 patients	N/A	26.02	30.05	37.4
Number on waiting list	455	338*	296*	321*
2. Emergency Department performance				
2a. Percentage of triage Category 1 emergency patients seen immediately	100	100	100	100
2b. Percentage of Category 2 patients receiving attention within 10 minutes	100	100	98	92
2c. Percentage of Category 3 patients receiving attention within 30 minutes	84	96	93	90
2d. Percentage of patients requiring admission who are admitted within eight hours	85	81	81	83
2e. Percentage of non-admitted patients who stayed less than four hours	87	88	85	85
2f. Number of patients who stayed in the Emergency Department for more than 24 hours	22	62	55	53
3. Hospital in the home separations	538	889	864	859
*These previously calculated as average number on waiting list				

Werribee Mercy Hospital	09/10	08/09	07/08	06/07
1. Elective surgery performance				
Category 1 proportion of patients admitted within 30 days	100	100	100	100
Category 2 proportion of patients waiting less than 90 days	99	97	99	95
Average waiting time of Category 2 patients	N/A	31.01	29.08	27.2
Number on waiting list	658	636*	656*	669*
2. Emergency Department performance				
2a. Percentage of triage Category 1 emergency patients seen immediately	100	100	100	100
2b. Percentage of Category 2 patients receiving attention within 10 minutes	76	89	98	94
2c. Percentage of Category 3 patients receiving attention within 30 minutes	77	58	63	53
2d. Percentage of patients requiring admission who are admitted within eight hours	75	72	75	71
2e. Percentage of non-admitted patients who stayed less than four hours	81	81	81	77
2f. Number of patients who stayed in the Emergency Department for more than 24 hours	141	168	162	231
3. Hospital in the home separations	254	231	261	261
*These previously calculated as average number on waiting list				

Mercy Public Hospitals Inc - Activity Data

Mercy Hospital for Women – Activity Statement

Admitted Patients	
Separations	
Same day	5,389
Multi day	13,703
Total separations	19,092
Emergency	1,221
Elective	3,896
Other (including maternity)	13,975
Total separations	19,092
Public separations	16,977
Total WIES	17,775
Separations per available bed	91.35
Total bed days	66,596
Non-admitted Patients	2009/10
Emergency medicine attendances	14,664
Victorian Ambulatory Classification System (VACS) outpatient services – occasions of services	91,775
Non-VACS outpatient services – occasions of services	34,991
Other services – occasions of services (DOM – Postnatal Domiciliary Care)	8,613
Aboriginal liaison service	689
Family and Reproductive Rights Education Program (FARREP)	722
Total occasions of service	151,454

Werribee Mercy Hospital – Activity Statement

Admitted Patients	Acute	Sub Acute	Mental Health	Total
Separations				
Same day	14,829	0	11	14,840
Multi day	10,467	171	720	11,358
Total separations	25,296	171	731	26,198
Emergency	8,732			
Elective	12,105			
Other (including maternity)	4,459			
Total separations	25,296	171	731	26,198
Public separations	23,529			23,529
Total WIES	12,765			12,765
Separations per available bed	187.37	14	21	222
Total bed days	53,235	3287	12056	68,578

Werribee Mercy Hospital – Activity Statement cont.

Non-admitted Patients	Acute	Sub Acute	Mental Health	Total
Emergency medicine attendances	36,759			36,759
Outpatient services – occasions of services	13,265	27,452	91,986	132,703
Other services – occasions of services (*DOM – Postnatal Domiciliary Care) (**CRC - Community Rehabilitation Centre)	*3,036	**4,020		7,056
Total occasions of service	53,060	31,472	91,986	176,518
Victorian Ambulatory Classification System – number of encounters	None	None	None	None

Mercy Health O’Connell Family Centre – Access Statement

	2009/10	2008/09	2007/08	2006/07
Individuals				
Residential – average length of stay (in days)	3.28	3.51	3.47	3.1
Total residential – individuals	1,075	1,050	1,039	1,080
Total day stay – individuals	1,126	1,116	1,103	1,096
Families				
Residential – average length of stay (in days)	3.28	3.51	3.47	3.1
Total residential (agreed performance = 500)	507	497	490	515
Total day stay (agreed performance = 500)	535	537	533	526
High needs families				
Percentage of families with one or more risk factors	99%	93%	91%	88.2%
Education				
Service providers	164	634	307	210
Non-residential families (agreed performance = 250)	253	700	435	344
Triage calls				
Families counselled and placed on waiting list	1,129	1,186	1,067	1,244
Calls to health professionals	802	750	705	534
Total number of families counselled	1,433	2,919	2,850	2,922
Special needs calls				
Professionals	802	750	705	534
High needs	392	291	278	216
Postnatal depression	314	255	193	192

Statutory Requirements

Freedom of Information

Mercy Public Hospitals Inc is committed to maintaining the integrity and security of patient records and the health information held within them. The Freedom of Information Act 1982 (Vic) provides for individuals to request access to information contained within their medical record. It also provides for individuals to request that incorrect or misleading information be amended or removed from their medical record.

In 2009-10 Mercy Hospital for Women received a total of 137 Freedom of Information (FOI) requests and Werribee Mercy Hospital received 342 FOI requests.

Mercy Hospital for Women

To date the number of requests completely processed (closed) is 131 and, at the time of printing, four requests were being processed.

FOI application fees received:	\$2,082.60
FOI application fees waived:	\$1,123.20
Total value of any other FOI income:	\$1,089.60

Werribee Mercy Hospital

To date the number of requests completely processed (closed) is 308 and, at the time of printing, 34 requests were being processed.

FOI application fees received:	\$2,970.80
FOI application fees waived:	\$2,276.30
Total value of any other FOI income:	\$3,618.20

Whistleblowers Protection Act 2001

The Whistleblowers Protection Act 2001 supports people in making disclosures of improper conduct by public officers and public bodies. The Act provides protection for people who make disclosures in accordance with the Act and establishes a system for the matters disclosed to be investigated and rectifying action to be taken.

Mercy Public Hospitals Inc does not tolerate improper conduct by its employees, nor any prejudice against those who come forward to disclose such conduct. We are committed to ensuring transparency and accountability in the administration of our services and strongly support the disclosure of information that enables the identification of corrupt conduct or conduct involving a substantial mismanagement of public resources, risk to public health and safety or the environment.

Mercy Public Hospitals Inc will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. It will also afford natural justice to the person who is the subject of the disclosure.

Reporting Procedures

Disclosures of improper conduct or detrimental action by Mercy Public Hospitals Inc or its employees may be made to the following officer.

The Protected Disclosure Co-ordinator
Ms Kerry Shearer
Group Risk Manager
Phone: (03) 8416 7843

Alternatively, disclosures of improper conduct or detrimental action by Mercy Public Hospitals Inc or its employees may also be made directly to the Ombudsman.

The Ombudsman Victoria
Level 9, 459 Collins Street
(North Tower)
Melbourne Victoria 3000
Phone: (03) 9613 6222
Toll free: 1800 806 314
ombudvic@ombudsman.vic.gov.au
www.ombudsman.vic.gov.au

Further Information

Written guidelines outlining the system for reporting disclosures of improper conduct or detrimental action by Mercy Public Hospitals Inc or its employees are available for public perusal.

Disclosures under the Whistleblowers Protection Act in 2009-10

The current procedures established by Mercy Public Hospitals Inc under Part 6 of the Act are available upon request. In 2009-10 there were no public interest disclosures, no protected disclosures and no recommendations made by the Ombudsman that related to Mercy Public Hospitals Inc.

National Competition Policy

Mercy Public Hospitals Inc adheres to competitive neutrality guidelines in the contracting process and reviews existing contracts where appropriate.

The Building Act 1993

Mercy Public Hospitals Inc ensures buildings, plant and equipment that it owns are maintained in accordance with the requirements of all relevant statutory authorities. All new building works performed by or on behalf of Mercy Public Hospitals Inc comply with current requirements of the Building Code of Australia and other applicable Australian standards, statutory authorities or codes of practice.

Victorian Industry Participation Policy Act 2001

During 2009-10 no contracts that required disclosure under the Victorian Industry Participation Policy Act 2003 were started or completed.

Financial Reporting Direction 22 (FRD 22)

All information required by Financial Reporting Direction 22 is available for the Minister, Members of Parliament and the general public on request.

Disclosure Requirements (FRD 10)

Mercy Public Hospitals Inc complies with all Financial Reporting Directions and statutory disclosure requirements. All disclosures applicable under Australian Accounting Standards are independently audited.

Occupational Health and Safety

Mercy Health is committed to ensuring the health, safety and welfare of its employees, patients, residents, clients, volunteers, contractors, visitors and others who may be affected by its operations.

Finance & Performance Report

Organisational resilience

Implementing our pandemic plans was a groupwide focus in 2009-10. The plans are intrinsically linked to the Mercy Incident Command System (MICS), a framework based on the Incident Command System that is used by emergency services but customised to suit a health environment. In conjunction with MICS, the pandemic plans ensured that our response was timely, comprehensive and controlled.

Werribee Mercy Hospital conducted a real time desktop emergency exercise in December 2009 with the local Municipal Emergency Management Committee and Local Emergency Services, which tested the hospital's responsiveness to an emergency event involving several agencies.

Mercy Hospital for Women's *Emergency Procedures Manual* was updated to include a new emergency code to cover instances of major haemorrhage. This new response provides for enhanced communication with the blood bank and specialist haematologists at Austin Health.

Aggression management training

Werribee Mercy Hospital has developed a two part aggression management training package that combines an online program and physical intervention training. Twelve staff received four days training that allows them to provide direct support to employees in their respective areas.

Smoke free

Werribee Mercy Hospital became a smoke free workplace on 1 July 2010.

More flexible manual handling training

The manual handling training program has been amended so that it is more flexible in delivery and key contact staff can be available to peers.

A review of bariatric equipment and procedures resulted in the development of bariatric specific manual handling procedures in new development works at Werribee Mercy Hospital.

Reducing incidents at work

Housekeeping inspections continue so that there is early detection of hazards leading to the reduction of risk and injury in the workplace.

Fewer WorkSafe claims

There have been fewer WorkSafe claims this year with the number of standard claims reducing from 30 in 2008-09 to 18 in 2009-10. The claims:cost ratio, ie claims costs as a percentage of remuneration, has also reduced markedly. This has gone down from 0.81 per cent to 0.38 per cent. As in previous years the predominant claims continue to be musculoskeletal injuries while the number of stress claims remains low.

Attestation on Data Integrity

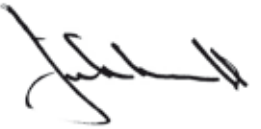
I, Julien O'Connell certify that Mercy Public Hospitals Inc has put in place appropriate internal controls and processes to ensure that reported data reasonably reflects actual performance. Mercy Public Hospitals Inc has critically reviewed these controls and processes during the year.



Mr Julien O'Connell
Board Chairman
Mercy Public Hospitals Inc

Chairman's Attestation Statutory Authority and other relevant agency – Mercy Public Hospitals Inc

I, Julien O'Connell certify that Mercy Public Hospitals Inc has risk management processes in place consistent with the Australian/ New Zealand Risk Management Standard and an internal control system is in place that enables the executives to understand, manage and satisfactorily control risk exposures. The audit committee verifies this assurance and that the risk profile of Mercy Public Hospitals Inc has been critically reviewed within the last 12 months.



Mr Julien O'Connell
Board Chairman

A challenging year

This year presented a number of challenges for Mercy Public Hospitals Inc. The most significant challenge was maintaining financial viability while caring for an increasing number of patients and clients with diverse needs, in diverse settings.

Our service delivery was validated through a range of reviews and benchmarking reports, but despite a range of initiatives and the best endeavours by many of our people, we ended the year with a financial deficit.

With the improvements we made in the last quarter of 2009-10, a continued focus on our operational efficiency and the support of the Department of Health, we are confident of a significant improvement in 2010-11.

A new structure for a new era

We have revised the management structure within Mercy Public Hospitals Inc so that the business overall will have a clearer focus.

We have developed detailed operational plans and, in partnership with the Department of Health, are completing a financial management improvement plan. This plan will identify achievable revenue enhancement, cost saving and productivity improvements so that our health services continue to deliver high quality care to the communities we serve.

Through an internal review process we have identified a number of issues regarding lack of access to systems that support the provision of performance and activity management information. As a result Mercy Public Hospitals Inc is implementing enhanced performance reporting technology with the aim of providing clinicians with performance management tools to support their clinical operations. This includes web based reporting and business intelligence services. We will be able to identify performance management opportunities and facilitate change through this technology.

Meeting demand for services

Although we were able to bring to account the majority of contracted revenue, our operational results were impacted by peaks and troughs in the demand for services. Vacancies in key roles also impacted operations as short term staff had to be secured.

In addition to this, a number of one-off financial imposts were booked as a result of prior year issues.

Department of Health acute funding (also referred to as WIES) was delivered at 99 per cent of target, which was a satisfactory outcome according to this year's agreement with the State's Statement of Priorities.

Major grants

In 2009-10 Mercy Public Hospitals Inc received \$7.4 million capital funding to increase our capacity to provide services in our growing catchment areas.

This funding supports the following projects:

- Targeted equipment – \$639,000
- Renal services at Werribee Mercy Hospital – \$977,000
- Redevelopment of the emergency department and Short Stay Unit at Werribee Mercy Hospital – \$1,250,000
- Redevelopment of maternity services at Werribee Mercy Hospital – \$4,300,000

We have developed detailed operational plans and, in partnership with the Department of Health, are completing a financial management improvement plan.

Finance & Performance Report cont.

Access and performance

We continue to meet our performance targets for elective surgery performance. Werribee Mercy Hospital's emergency department has continued to experience increased growth in the number and complexity of the patients that were treated, including an additional 677 inpatients and 1,424 medical attendances. We continue to work with the Department of Health on a range of measures to ensure we meet our performance targets, including the provision of additional short stay beds to improve patient flow and reduce waiting times. We have also extended the Fast Track model of care to provide an alternative option for emergency care and provide access to timely care for people with minor injury or illness.

As a HealthSMART agency for our patient management system we have encountered some difficulties with the provision of access and performance data; however, we continue to work productively with the Department of Health to improve our capability to deliver data that is timely and of a high standard.

Project initiatives

During the year Mercy Public Hospitals Inc participated in two hospital redesign projects that incorporated lean thinking and continuous improvement methodologies.

The projects supported:

- The development and standardisation of the Fast Track model of care to decrease waiting times for patients for emergency patients at Werribee Mercy Hospital's emergency department
- Improved utilisation of employees and increased theatre utilisation assisted Mercy Hospital for Women to meet activity targets

Mercy Hospital for Women, Werribee Mercy Hospital and Mercy Health O'Connell Family Centre participated in an upgrade to HealthSMART's latest version of i.PM patient administration software. This new software allows those services to meet their Department of Health reporting requirements for inpatient and waiting list data.

Mercy Public Hospitals Inc participated in Wave 1 of the statewide rollout of the Victorian Health Incident Management System (VHIMS), which was implemented in April 2010.

We continue to work with the Department of Health on a range of measures to ensure we meet our performance targets, including the provision of additional short stay beds to improve patient flow and reduce waiting times.



Summary of Financial Results

	2010 \$'000	2009 \$'000	2008 \$'000	2007 \$'000	2006 \$'000	2005 \$'000
Total Revenue	200,450	186,703	176,855	162,845	149,062	149,157
Total Expense	204,638	185,888	175,696	165,115	150,573	148,616
Operating Surplus/(Deficit)	(4,188)	815	1,159	(2,270)	(1,511)	541
Retained Surplus (Accumulated Deficit)	1,434	5,603	4,462	3,474	6,533	8,213
Total Assets	45,529	53,985	50,769	48,676	51,411	40,141
Total Liabilities	42,181	46,449	44,048	43,114	43,579	30,798
Net Assets	3,348	7,536	6,721	5,562	7,832	9,343
Total Equity	3,348	7,536	6,721	5,562	7,832	9,343

Revenue Indicators

	2010	2009
Average Collection Days		
Private	67	70

Debtors Outstanding as at 30 June 2010

Mercy Hospital for Women	Under 30 days \$'000	31-60 days \$'000	61-90 days \$'000	Over 90 days \$'000	Total 2010 \$'000	Total 2009 \$'000
Private	526	196	119	363	1,204	1,194
Werribee Mercy Hospital	Under 30 days \$'000	31-60 days \$'000	61-90 days \$'000	Over 90 days \$'000	Total 2010 \$'000	Total 2009 \$'000
Private	130	34	11	63	238	212

Analysis of Operating Revenues & Expenses

	2010 \$'000	2009 \$'000
REVENUES		
Services supported by Health Services Agreement		
Government grants	174,930	165,641
Indirect contributions by Department of Health	3,180	4,081
Equipment and infrastructure maintenance	1,146	1,108
Patient fees	6,334	5,489
Donations and bequests	217	372
Interest	310	621
Other revenue	2,705	1,907
	188,822	179,219
Services supported by Hospital and Community Initiatives		
Private practice fees	1,513	873
Research and program grants	45	146
Property income	457	484
Other revenue	2,214	2,006
	193,051	182,728
EXPENSES		
Services supported by Health Services Agreement		
Employee entitlements	143,495	129,897
Fee for service medical officers	6,031	5,274
Supplies and consumables	19,406	19,602
Other expenses	28,492	25,696
	197,424	180,469
Services supported by Hospital and Community Initiatives		
Employee entitlements	2,309	1,657
Fee for service medical officers	24	5
Supplies and consumables	71	89
Other expenses	823	370
	200,651	182,590
Surplus/(Deficit) for the year before capital purpose income, depreciation, amortisation and specific revenues and expenses	(7,600)	138
Capital purpose income	7,399	3,975
Depreciation and amortisation	(3,986)	(3,298)
Finance costs	(1)	-
Net surplus/(Deficit)	(4,188)	815

Locations

Mercy Health

678 Victoria Street,
Richmond Vic 3121
Phone: (03) 8416 7777
Fax: (03) 8416 7888
Email: information@mercy.com.au
mercyhealth.com.au

Mercy Public Hospitals Inc

Mercy Hospital for Women

163 Studley Road,
Heidelberg Vic 3084
Phone: (03) 8458 4444
Fax: (03) 8458 4777
Email: mercyhw@mercy.com.au

Mercy Health O'Connell Family Centre

6 Mont Albert Road,
Canterbury Vic 3126
Phone: (03) 8416 7600
Fax: (03) 9816 9729
Email: ofc_reception@mercy.com.au

Mercy Health Lymphoedema Clinic – Heidelberg

Level 3, 163 Studley Road,
Heidelberg Vic 3084
Phone: (03) 8458 4949
Fax: (03) 8458 4987
Email: mercyhw@mercy.com.au

Mercy Health Lymphoedema Clinic – East Melbourne

First floor, 232 Victoria Parade,
East Melbourne Vic 3002
Phone: (03) 8458 4990
Fax: (03) 8458 4989
Email: mercyhw@mercy.com.au

Werribee Mercy Hospital

300-310 Princes Highway,
Werribee Vic 3030
Phone: (03) 9216 8888
Fax: (03) 9216 8777
Email: werribee@mercy.com.au

Mercy Mental Health

Mercy Mental Health Community Care Units

131-135 Synnot Street,
Werribee Vic 3030
Phone: (03) 9974 8111
Fax: (03) 9974 8100

Mercy Mental Health Saltwater Clinic

Level 1, Corner Albert and Paisley Streets,
Footscray Vic 3011
Phone: (03) 9928 7444
Fax: (03) 9687 7130

Mercy Mental Health Wyndham

117-129 Warringa Crescent,
Hoppers Crossing Vic 3029
Phone: (03) 8734 1550
Fax: (03) 8734 1560