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MEMBERSHIP REPORT

Total Reg. Members	245
Full Members	146
Affiliates	9
Corporate	99
Life Members	10

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PUBLISHED BY

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The views expressed in this publication are not necessarily those of AHSP0 or the Publisher. The Publisher shall not be under any liability whatsoever in respect to the content of the contributed articles.

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Pictures on the bottom left to right - AHSP0 Life Members, Outgoing President Russell King, Platinum Sponsor Endeavour Industries

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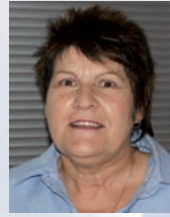
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Past President's Report

AGM time again the past 12 months has been a blur on all fronts, unfortunately I cannot be with you this year as a couple of health issues knocked me flat during this week. Knowing how the committee have put this year's conference together everything will run smoothly I am sure.

During the year we facilitated Probity in Procurement workshops on behalf of DoH, we conducted around 15 sessions at various health services around the state with all sessions either full or over the limit, providing education or refresher updates to over 300 health services personnel and many new members. Thank you to Glenda for organising these workshops, and Greg, Oliver and Tim from CTS for providing the training.

ILG has also been active in the latter part of the year with first of the sustainability road shows being held at Bass Coast Region on the 7th of October 2011 and with another to be held at Western Health early in the new year.

There will be more of these type of workshop on the horizon as the need arises or another governmental report is published.

CIJ was back in the Docklands precinct again on Central Pier at Sketch, what a another brilliant venue and definitely the best views of the Bolte, 72 members witnessed great fireworks display before sitting down to enjoy a terrific meal and catching up with colleagues' that we don't all see face to face often and once and thank you to Aldo for organising the night.

Which brings us to this year conference which I hope all have enjoyed Mark's facilitation of the sessions and have found them to be beneficial so far, have a good evening tonight make sure you don't overdo it because tomorrow's sessions are not to be missed either.

I would like you to thank your hard working committee who have kept AHSPPO functioning, when I have been unable to put as much time in as usual. Once again through continuous membership promotion we have been able to increase our numbers again this year at the conference to a record high of 74,(should have been 75). Not bad after a low of 42 four years ago when we were considering what would be the minimum number the conference would go forth on. 75 was also the number we set to strive for and a few thought we may have set the bar too high, but having established a good hard working committee anything is always possible. Now the challenge is to maintain the momentum which is why your feedback is so important to the planning of our functions.

Finally with this being my last term as President and not standing for any position I would like to thank each committee member on the excellent jobs they have been doing, some learning the hard way given a task and running with it knowing that the support is always only a phone call away if needed.

I have really enjoyed my time on the committee in all roles over the last ten years it has been a privilege to work with all committee members past and present, and the terrific networking opportunities that this organisation avails to its membership if they use it

Once again thank you to you all

Russell King



New President's Report

Thank you to everyone for their best wishes as I take on the role of AHSPPO President. As I previously stated in the closing of the conference, what big shoes I have to fill. Taking over from Russell who has done an exceptional job is always going to be difficult. Russell has always shown his dedication to the association. Even though Russell has retired from the President's role and the Committee we can expect to see Russell at future functions. I take this opportunity to thank Russell for his contribution to the Association and wish him all the best for the future.

For those members that attended the conference I am sure you would agree that it was another successful year. Congratulations to the committee, a lot of effort goes in each year to ensure that it is filled with interesting speakers and sessions. For those of you that couldn't make it, please try and come along next year. We would love to see you there!

The next cycle now begins and planning is underway for the coming year, I look forward to working with the committee.

Remember this is your association so don't make yourself a stranger, please feel free to contact myself or any of committee members to express any new ideas, any concerns you have or activities that you would like to be involved in that would be of benefit to our members and the association.

Finally, to all members have a great Christmas and safe New Year, look forward to catching up with you all in 2012.

Glenda Prewett



Hospital Probity Training

The Ombudsman Victoria's report 'Probity controls in public hospitals for the procurement of non-clinical goods and services' August 2008 identified a number of issues that impact on public hospitals and health services throughout Victoria.

The Ombudsman's investigation reviewed policies and procedures relating to procurement, interviewed a range of staff at various levels across the non-clinical departments and conducted a financial procurement audit. The investigation looked closely at probity controls in place in each of the identified areas and tested these controls against the regulatory procurement framework and each hospital's own policies and procedures. It was found that local procurement practices had been allowed to develop in non clinical areas, outside of the hospital mainstream, which did not comply with the regulatory framework. Where the cost of goods and services was under the threshold for public tender, there were concerns about the level of monitoring conducted to determine whether hospital procurement practices were compliant with the regulatory framework in which they operate.

The investigation identified:

- A lack of probity controls in relation to the selection and management of contractors in each of the engineering departments examined
- A lack of probity in local purchasing arrangements and the use of supplies and equipment
- Shortcomings in financial controls overseeing the procurement of non-clinical goods and services
- Cash flow problems compromising one hospital's ability to achieve value for money in the provision of non-clinical services.

Hospital policies and procedures in relation to dealing with gifts, benefits and conflicts of interest were reviewed and it was found that:

- Processes could be improved and strengthened to ensure greater probity in procurement.

It was also recommended that all Victorian Public Hospitals:

- Review their selection and management of external contractors, with a view to achieving greater openness and transparency
- Review their financial controls over procurement to eliminate probity risks
- Consider centralising purchasing arrangements and controls over supplies
- Review cash flows and develop a plan to meet debts and obtain payments as they fall due
- Revise their policies, procedures and training in relation to dealing with gifts, benefits and conflicts of interest.

Furthermore, Contracting and Tendering Services Pty Ltd (CTS) was engaged by the Department of Health to provide hospital procurement training to numerous public hospitals and health services throughout Victoria in 2011. It should be noted that much of the training coordination and marketing was performed by AHSPPO.

The level of effort and enthusiasm provided by AHSPPO and its members led to a highly successful interaction with hospitals and health services across the State.



Table 1 illustrates the number of participating organisations and the registrations from each organisation who attended the 1-day Managers' Course, which was coordinated by AHSPPO. The course was targeted at managers within hospitals with responsibility for the conduct of procurement including corporate services, facilities management, engineering, pharmacy, catering and food supplies, and supply management.

Table 1: Training Course Attendees (organised by AHSP0)

Health Service	# AHSP0 members	# Non AHSP0 attendees	Total
Ballarat Health	4	20	24
Austin Hospital	2	18	20
The Royal Victorian Eye & Ear Hospital	1	11	12
East Grampians Health	0	3	3
East Wimmera Health Service	1	2	3
Hepburn Health	1	2	3
Stawell Regional Health	1	1	2
Swan Hill District Health	1	1	2
Wimmera Health	1	3	4
Melbourne Health	4	12	16
Peter Mac Callum Cancer Centre	4	9	13
Eastern Health	4	4	8
Benalla Hospital	3	9	12
North East Health	6	7	13
Goulburn Valley Health	0	9	9
Mansfield District Hospital	0	5	5
Kilmore & District Hospital	0	2	2
Hume Rural Health Alliance	0	3	3
Western District Health Service	0	1	1
Southern Health	5	20	25
Geelong Hospital	2	18	20
Bass Coast Regional Health	1	2	3
LaTrobe Regional Hospital	1	1	2
Central Gippsland Health	0	3	3
South Gippsland Health Service	0	1	1
Gippsland Southern Health Service	0	1	1
West Gippsland Healthcare	0	3	3
Yarram Hospital	0	2	2
Peter Mac Callum Cancer Centre	0	1	1
Peninsula Health	6	13	19
Alfred Health	1	0	1
Albury Wodonga Health	2	21	23
South West Healthcare	3	6	9
Portland District Health	0	4	4
Colac Area Health	1	0	1
Western District Health Service	0	3	3
Southern Health	1	2	3
Albury Wodonga Health	0	2	2
Total	58	226	284

The feedback from the participants has been excellent. Table 2 outlines the feedback, where the rating scale was from 5 (maximum rating) to 1 (minimum rating).

Question	Score
Program Content	
Clear structure to the program	4.68
Course material, such as workbook, handouts, checklists	4.54
I will recommend this course	4.57
Learning consultant/course presenter	
Explanations clear and easily understood	4.77
Trainer/course well prepared	4.91
A variety of training aids used to reinforce learning, such as activities and discussions	4.49
Presentation was interesting	4.54
Self-assessment/Learning experience	
I learned a lot	4.45
My knowledge and understanding has greatly improved	4.41
My knowledge of resources available to assist me has greatly improved	4.27

All in all, the results were very pleasing and the profile of and importance of procurement was enhanced by this training program.

CTS and AHSPo look forward to developing other training opportunities in 2012.

CTS has been operating successfully in Australia for more than 25 years. We offer our clients a unique value proposition and capability mix as both a global procurement consultancy firm and Registered Training Organisation (RTO) specializing in procurement and contract management.

CTS is a CIPS Approved Study Centre for southern and western Australia and is on the Victorian Department of Treasury and Finance's State Procurement Contract (SPC) - Probity Practitioner Services Panel, which aims to facilitate the engagement of external specialist probity services to achieve best value for money in terms of price (fees), quality and service delivery. CTS provides probity advisory and probity auditing services.

Our consultants and trainers are practitioners, providing world class procurement training to government and private sectors, and at tertiary level to universities both domestic and international.

Please call 1300 898 622 or visit www.contractingandtenderingservices.com.au for further details.



Finance News by Mark Powers

Welcome to a series of articles on investing, property and finance. I had a great time at this year's conference but more importantly I learnt plenty. One of the speakers that I especially enjoyed was Noel Whittaker. He did make a number of pertinent points and hopefully for a few of us in the room it was some tough love.

Just to summarize a few of his points and to expand on them a little.

- Never before has the divide between the “Haves” & the “Have Not’s” been as wide. Whilst this is a worry from a Nation’s perspective, all that we have control over is what actions WE take to ensure that WE are on the right side of the divide.
- Save, save & then save some more. It’s interesting to note that since the GFC we have become much better as a nation at saving and or paying down our bad debt. I will touch on what I mean by bad debt a little later. However, it’s impossible to save if you don’t pay yourself first. You should pay yourself 10% of everything you earn (into your savings account), before you pay any other bills or spend any of your money. One of my favorite & highly recommended books is “The Richest Man in Babylon”. Buy it and read it. It will change your view on some of the basic fundamentals of saving, investing and planning for your financial future.
- Invest using the principles of “Compounding Growth”. This means invest with a long term view, reinvest the gains and the growth is not only on the original investment but on the gains as well. This is the classic “Get Rich Slowly and Safely” scheme and it works.
- People are either “property” people or “share” people. That’s fine, go with what you are comfortable but the bottom line is just start NOW.
- You must understand & mitigate RISK. “The higher the return the higher the risk” is a term that is heard often and quite often ignored. You must protect your assets with good advice, sound decisions and the right insurances. Warren Buffett’s first 2 rules for investing are - “Rule No. 1: Never Lose Money. Rule No. 2: Never Forget Rule No. 1.”
- Start early but it’s never too late. Start your savings plan early (pay yourself 10% first) and then invest your savings wisely. Over time the Compounding effect will make sure you are well and truly comfortable later in life. However if you are in your late 40’s or early 50’s and you suddenly realize you are not going to have enough to retire comfortably, it’s never too late to start an accelerated strategy. Remember it’s what you do before retirement that determines how comfortable you are for the 30 years of retirement. What ever your age, start now!!! How much do you need? Well, use the “Rule of 12”. Whatever annual income you think you need, you must have 12 times that in Savings, Super or other income producing assets. Are you on track?
- The transition to retirement starts early and you must get great advise here. There are so many pit falls, taxation loop holes and ways to maximize your position that the right advise is vital. You need the expert team around you including Financial Planning, Accountancy and a Finance Broker.
- Have a Sinking Fund. I call this a “what if” fund. What if you become retrenched or very ill or if life just throws you a curve ball? You need a bucket of available cash. The right amount of cash can either fix most issues or mitigate the impact. The best place to keep a bucket of cash is in a Offset Account linked to the mortgage on your family home.
- Understand the difference between Good Debt and Bad Debt. Good debt is debt that assists you to invest and build your asset base. It is usually tax deductible and usually secured by appreciating assets. Bad debt is debt that is secured by depreciating assets (car loans, high credit card debt, hire purchase on a boat or furniture ect). This is non tax deductible debt in most cases and it will keep you poor and maybe send you broke!! The mortgage on your family home is technically bad debt but it is necessary in most cases and whilst not for investment purposes, it is secured by an appreciating asset. What is vitally important here is ensuring you have the correct structure in place to separate out your tax deductible from your non tax deductible debt, whilst eliminating your bad debt.

I will be expanding on some of these points in future articles. However if you have any questions or comments I would welcome them, please email me on markp@financementors.com.au. You can also subscribe to our free Enewsletter by sending me an email. We do have an excellent network of other professionals such as Accountants, Financial Planners, Solicitors and Property Experts, who we have personally used and can highly recommend. Just ask if you require a referral.

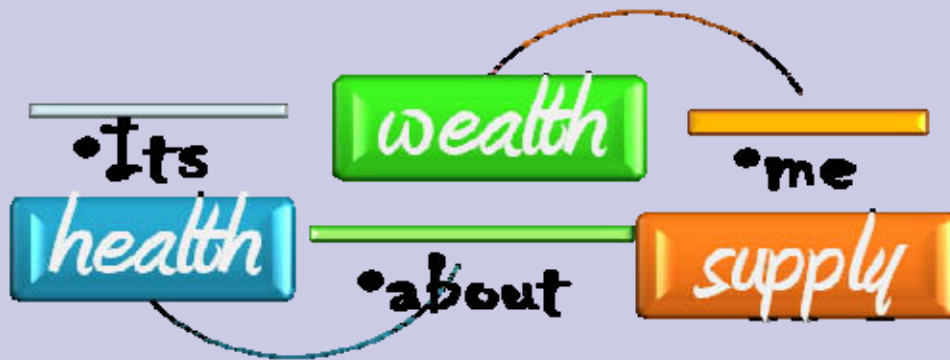
We also offer Free “Financial Health Checks”, email me to book a time for yours, you have nothing to lose and plenty to gain!!

Mark Powers is a Finance Consultant with Finance Mentors www.financementors.com.au We specialize in working with families & individuals to assist them to grow their asset base & their wealth whilst minimizing their risk and bad debt. We practice what we preach as every person at Finance Mentors is a Professional Property Investor.





Association of Hospital Supply & Purchasing Officers INC



23rd Annual Conference
19th - 21st October 2011

Venue: Mercure Ballarat Hotel & Convention Centre 613 Main Road Ballarat Vic 3350

A welcome return to Ballarat and to the excellent facilities of the Mercure for this year's conference.

Another fine conference program was prepared, by our tireless Committee, both socially and formally.

Under the guiding hand of facilitator Mark McKeon, about whom much is known, Mark has attended his fourth conference and we now have a sense of ownership of Mark's great work.

Conference theme again was cryptic.. "It's about Me, Health, Wealth, Supply" but it's real meaning soon unfolded.

Delegates numbers were most encouraging and well supported by Trade exhibitors, all made for a large family of supply people with high expectations of the three days.

WEDNESDAY

As in previous years, the Wednesday "curtain raiser" provided a wonderful foundation, with the usual high standard of Trade Exhibitors, well attended by delegates.

The concentration of the exhibition as the only formal activity, allows all parties to mingle and to work on those ever important business relationships.

Evening activities, including an excellent BBQ and some moderate consumption of various beverages. This was complimented by a number of activities, akin to showground or gala fetes.

This provided an opportunity for some to display their various skills and hopefully express their egos to an audience to which they were not accustomed.

For those who chose more sedentary activity, facilities catered for this.

A most enjoyable evening, based on a simple principle of good food and good company, set the scene for the ensuing two days.

THURSDAY

Down to Business

A conference without our President, Russell King was inconceivable, but it actually happened.

We learned that Russell was bed ridden and recuperating from a mystery illness.

However, the show must go on would be Russell's credo and so it did.

Welcome and orientation notes was presented by our Vice President, Barbara Storm, who then invited Life member, Mark Powers to officially open the Conference.

Opening

Mark Powers was asked by Committee to relate what AHSP0 has meant to him over the journey.

Mark talked passionately about the value he took from his time serving on the Committee. Time spent was re-paid, ten fold. Relationships that were forged and maintained has assisted Mark immeasurably over time.

He went on to relate the salutary reminder we were given, when our industry was threatened with out sourcing. The Royal Melbourne model was frightening at the time, but it enabled us to sit back and examine our own activities.

We quickly introduced our own new KPI's and began to demonstrate to Management, the values that we contributed to our organizations.

This led to where Mark is today. Operating a successful Mortgage Broking Business.

The business is based on a simple business model, Happy Clients, Sound Business relationships.

Mark left us with the challenge to take this business model as well as to absorb all of what this conference will teach us and make it part of our activity when we return to our various institutions.

Thanks very much to Mark for his presentation.



Keynote Speaker 1

The conference welcomed Mr. Darren Flanagan.... fair to say, a relatively unknown person by name, but a celebrity by his deeds.

Darren, nicknamed "The Gun" literally took over the stage for an hour while he told of his involvement in the release of the Beaconsfield Miners in 2006.

From a peaceful Sunday night in a small NSW town, with family in front of the TV., then suddenly thrust into a dramatic flight to Launceston, complete with large supply of explosives, Darren was confronted with a truly life changing experience.

This was the day that two miners were found alive, they were trapped 925metres underground and their lives were totally dependent on the amazing skills of this explosives expert.

The events of Darren's progress to the trapped miners, deep underground, forging his own narrow tunnels, enduring his own skilled blasting, was described in the most chilling way

Ultimate success was manifest with the emergence of Todd Russell and Brant Webb, both hailed as heroes and besieged by the World's media.

We have all been privileged to meet and know the true hero of this amazing event in our history.

Darren, although a humble and reluctant celebrity, is emotionally scarred. He makes little secret of this and who wouldn't be.

A wonderful presentation, delivered with such unbridled emotion and passion, all who listened were so humbled and inspired and for this were are eternally grateful.



Mark McKeon's First session

Mark McKeon, with whom we are well acquainted, led us in a fascinating session as he outlined his "Go Zone" Personal Proficiency Program.

Mark's presentation is available on the AHSP0 site.

The Go Zone message is simple. It demands of you the need to divide your time management into three zones.

1. **Go Zone**
2. **Slow Zone**
3. **No Zone**

Go Zone - Is when you do the difficult things.
You focus only on the next task
You must NOT allow distractions

Slow Zone - Complete routine tasks
Be productive but no big decisions here
Plan your next Go Zone

No Zone - This is where you get away from the office
No Phones
No work thoughts
This is refresh time...do something for you.

What a great way of structuring your every day timetables. Most refreshing and thought provoking presentation.

Mark's final quote is worthy of note...

"Stress is not the problem, the problem is lack of recovery"

Session 2

"It's about Supply - Our Heritage and Embracing Change"

This session was an interview style presentation, facilitated by Mark and addressed the subjects

How it was...how it is...How it will be

A panel comprising, Santo Cavaleri, Richard Fox, Arthur Taft, Peter Wilson and David Pearce talked about things past and their impact on today and the future.

Each panel member was given three minutes to outline their stories. This was followed by questions from Mark and ultimately an open forum by audience members.

The predominant themes from this presentation were the need to establish and maintain meaningful relationships with all with whom you meet, and to be passionate about all that you set to achieve.

It's about YOU...our future. What can we do? How can we value add?

The future of the Supply profession is threatened and now requires a re-ignition of the passion that is agreed will be needed, going forward.



Session 3

Dr. Jefferson Hopewell, Ph.D Chemistry - "It's about Green Health."

Dr. Hopewell is a recent addition to the HPV team.

Jefferson , is a passionate evangelist of environmental sustainability and took us on a journey as we work together to progress sustainable procurement in Public Healthcare.

He took us through the processes of this multidenominational model. It included:-

Time spans for implementation, forecasting

Non linear interactions

Resources

Pollutants, what share of the carbon footprint is due to consumption.?

And of course Economic interests and social factors.

We as an industry are well on the way to sustainable procurement and the endorsement of this role by HPV is very re-assuring.

Dr. Hopewell's paper is also available on AHSPO web site.



Keynote Speaker 2

Noel Whittaker, renowned Finance analyst and Journalist talked to us about "Wealth and Me"

Noel's presentation was a whirlwind revelation of wealth management, as well as Money making made simple.

A series of mind numbing examples of simple money making exercises was presented and left us breathless by its complexity, yet simplicity.

Noel started with an old adage..."It's not the strongest that survives, it's the one that is most adaptable to change that survives."

Simple principles like... **Budgeting**

Save first...build your life style around your means.

Understand Compound Interest

Understand how little things add up

Superannuation and Salary Sacrificing

Establish the Money Habit

To summarize Noel's presentation is best explained by all us seeking professional assistance in wealth growth and maintenance.



Keynote Speaker 3

Ray Sicluna, "It's about Crossroads and Roundabouts - Life is full of Choices"

Ray Sicluna is a most fascinating person. A pen picture describes him as "not the brightest kid at school, but is one of the sharpest tools in the shed."

Left school at 13, by 27, Ray had owned a franchised business to \$90million turnover.

At the age of 29 he had lost the lot.

What a life experience that Ray can share with us and the lessons of those experiences is what this very animated, humorous and erudite presentation was all about.

Ray's message, very profound but simple,

- All things are possible
- Accept change. Ray gave an illustration of this when a teenage family member presented for an outing. With outrageous hair style and "with it" outfit, Ray was asked "how do I look.?"

Ray was gob smacked by the appearance but quickly reconciled to the fact that things do change and I don't necessarily agree, but totally accept change.

- Use life's experiences as the best Teacher.
- Never lose sight of what we aim to achieve
- People don't care what you know, they care about what you care

Ray of course is right Back on Top and although his loss at 29 was a setback, he never lost sight of his life's objectives.

He has the innate ability to get the best out of people and to illustrate by inspiration, How to get it done.

Summary

An excellent conference, very professionally presented and of great worth to all who attended.

Congratulations again to our hard working Committee, always visible, but unobtrusive. Their work is very much appreciated, more often un-heralded and sometimes taken for granted. This is because of the smoothness of the running of the conference.

This work is on-going and I'm sure next year's conference planning is well underway.

A big thank you to all of the team.

Thanks also to all presenters and especially our Facilitator Mark McKeon.

Fair to say that Mark's skill is unique and he uses that skill in the most efficient, and entertaining way.

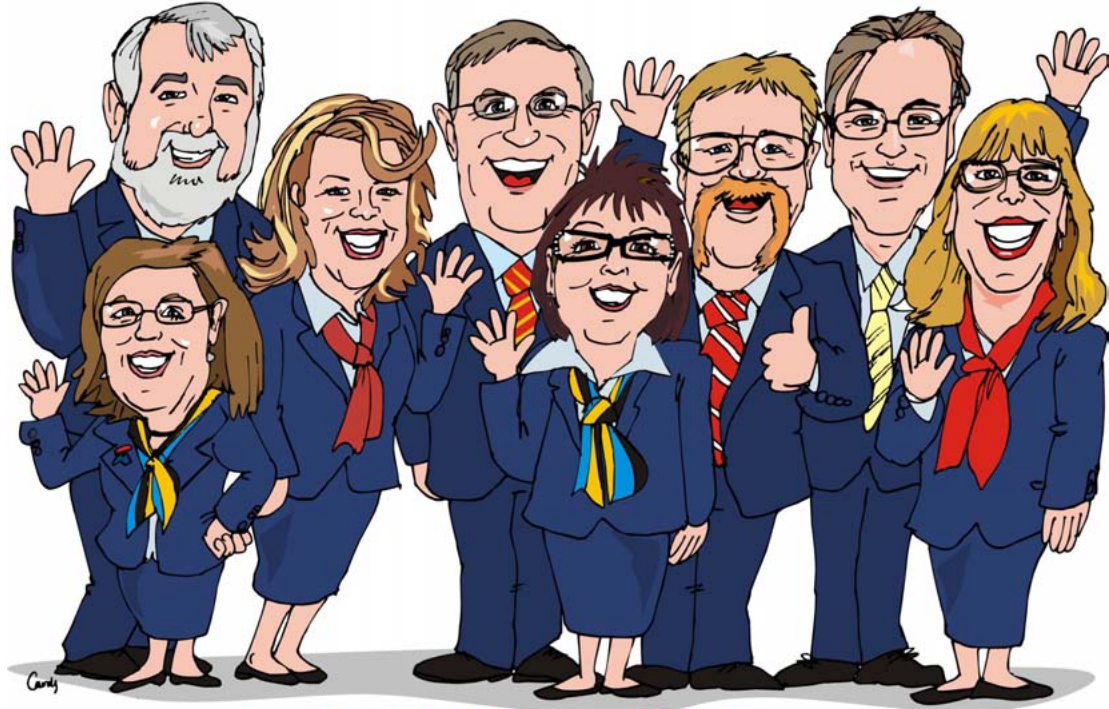
That is what makes the conference sessions flow with humor and good continuity.

Conference report by

David Pearce
Life Member



AHSP0 Committee Welcomes Everyone



**to the 23rd Annual Conference
"Health, Wealth, Supply - its about me!"**

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AHSP0 Ballarat Conference raised \$2000 for the United care Charity in Ballarat

Conference photos - Ballarat 2011





Conference photos - Ballarat 2011





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- the energy used to heat, cool and ventilate the event venue,
- the electricity consumed by the lighting and entertainment appliances used,
- the emissions embodied in the food and beverage packages supplied for the event

Once calculated these emissions have been offset using verified and real carbon credits that have been sourced through the Carbon Reduction Institute.

More information about the credits used can be found at <http://www.noco2.com.au/web/page/offset>

Please find an attached certificate for the emission offsets purchased by Mercure Ballarat Hotel and Convention Centre for your event.

For further information about the Carbon Reduction Institute please see our website www.noco2.com.au.

Thanks and Regards,

Mercure Ballarat Hotel and Convention Centre and the Carbon Reduction Institute

The Mercure logo features a stylized, overlapping 'M' in shades of pink and red, with the word 'Mercure' in a white, sans-serif font positioned to its right.

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Dear **Barbara**

Mercure Hotels and the Carbon Reduction Institute have measured the greenhouse gas footprint produced from the use of the venue room and the conference services provided by Mercure Hotels for your event.

The Carbon Reduction Institute hereby certifies that the use of the venue at and the services provided to you by Mercure Ballarat Hotel and Convention Centre for the conference on **18/10/2011** will be carbon neutral.

CARBON NEUTRAL

The total amount of greenhouse gas offset is **8.17** tonnes CO₂e.

The Carbon Reduction Institute and the Mercure Hotels would like to thank you for choosing to offset your emissions and we look forward to working with you again soon for a more sustainable future!

For more information visit **www.noco2.com.au**

We hope you enjoyed your event at Mercure.

Therese Dodd

Kind Regards,
Mercure Hotels and the Carbon Reduction Institute
31/10/2011



Making savings with rechargeable Batteries at Northern Health

Northern Health

Established in July 2000, Northern Health provides quality health care services to the expanding communities in the northern suburbs of Melbourne. Situated in one of Melbourne's busiest growth corridors, Northern Health offers health care services to the community where they are needed – close to where people live.

Northern Health is striving to be a leader in environmental sustainability within the health sector and has implemented a range of environmental initiatives.

Initiative description

At Northern Health, AA and AAA batteries are predominately used for pagers. In 2005, Northern Health was using approximately

10,000 batteries each year. Staff pagers were known to need frequent battery exchange, so Northern Health decided to conduct a rechargeable battery trial in pagers. During the three-month trial, four staff pagers were used. Two pagers were placed with alkaline batteries and the other two with rechargeable batteries. The trial demonstrated that if a certain type of rechargeable battery were used, the battery would last longer than a non-rechargeable battery.

The success of this trial initiated an agency-wide battery recycling/recharging initiative. A business case was developed and staff were given support and budget of \$5000 by the executive to implement the program across all sites. Funding provided set-up costs for the purchase of AA and AAA chargers and batteries. Approximately 500 rechargeable batteries were purchased along with recharger units, and a battery recycling location was nominated at each campus. Staff were made aware of the initiative through the Northern Health newsletter, meetings, forums and staff-wide emails.

The program was managed centrally across most campuses, due to the increased cost of providing a recharger unit to each area/department. The process involved a battery swap, battery recharge or recycle system.

When a pager had a flat battery, the staff member took it to the front reception/switchboard area at the campus, where switchboard staff removed the flat battery and replaced it with a recharged one. The flat battery was then recharged.

Non-rechargeable batteries were placed into a box, which was collected by a battery recycler. Northern Health has various suppliers who collect used batteries at no cost. The suppliers also provide collection bins, which are collected when required.

The program was a success. Northern Health saves over 10,000 batteries per year going to landfill. The program was also showcased at Australian Council for Healthcare Standards accreditation reviews.

Overcoming initiative challenges

One of the largest challenges was educating staff and preventing staff from disposing of a flat rechargeable battery, forgetting they needed to swap it. Communicating this message to junior doctors was particularly challenging, given that this group of staff often turn around as quickly as every eight weeks.

This challenge was overcome by placing a piece of red Dymo label tape across the battery cover on the back of the pager, reminding staff to bring their pager and flat battery to reception/switchboard to be replaced. This task improved the success rate significantly and a compliance rate of approximately 90–95 per cent is now achieved.

The life expectancy of the battery differs and is dependent on how many times the battery is charged. This is determined by accounting for the life cycle of a standard battery against a fully rechargeable battery. Due to the high volume of pagers throughout Northern Health, this cost is negligible. Northern Health is purchasing approximately 150 rechargeable batteries per year.

Key initiative outcomes

Since the trial commenced, the cost of purchasing batteries has diminished significantly. Northern Health estimates it is saving around \$13,000 per year. The success of the program has encouraged further sustainability initiatives across the agency. For example, some wards have started using torches powered by hand, removing the need for batteries altogether. Other areas at Northern Health have started using rechargeable batteries in medical equipment, for example, in tympanic thermometers and clocks. These wards are given a start-up supply of batteries purchased through a central fund, with the cost of ongoing replacement funded locally. These new initiatives have all helped to reduce battery needs at Northern Health. The total budget to set-up the program was about \$5000. Based on estimated savings, Northern Health recovered its initial costs in less than five months. New campuses and building extensions are automatically set up with rechargeable batteries and chargers.

Thanks to Sharon McNulty and Northern Health for allowing us to use this article. Other case studies can be found on the Sustainability Victoria Website

Continuing AHSP0's commitment to Environmental Sustainability

The Industry Liaison Group (ILG) has been and will continue to organising "Travelling Road Shows on Sustainability Products and Services". The objective of the road show will be to focus on sustainable & environmentally friendly products, packaging and waste efficiencies that would be of key interest to Hospitals to help embed sustainable purchasing practices and attitudes within our organisations. It will also provide the Industry the opportunity to promote corporate social and environmental responsibility.

The first sustainability road show was held at Bass Coast Regional on the 7th October 2011. Aldo Santo did a great job organizing the event held at the Wonthaggi Hospital. There were some great displays on sustainable and environmentally friendly products, services and packaging from the suppliers. Western Health will be holding another show early in the new year.

If your Health facility site is interested in holding an event at your site, please contact Glenda Prewett - Glenda.prewett@eyeandear.org.au or Peter D'Costa - peter.d'costa@wh.org.au to discuss.



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• Store to Customer
• Supplier to Customer

reuse reduce recycle





STEVE MELNYK CONTINUING EDUCATION AWARD

Steven Melynk Continuing Education Award 2010 by Dharam Singh

The Steven Melynk Continuing Education Award is an AHSP0 initiative aimed at increasing the skills of Purchasing and Materials Management personnel working in health care facilities in all states and territories of Australia.

The Continuing Education Award is funded by AHSP0 Inc. Awards are not determined on academic record; it is hoped that recipients will make a significant contribution to Healthcare Industry. Award funding should be considered a contribution/subsidy toward the total cost of the program. It is expected that applicants will meet some of the costs of the program themselves. Each year members of AHSP0 can apply to receive this award. Applications must be received by 30th of September each year.

I was fortunate to be awarded the Steven Melynk Continuing Education Award in 2010 and would like to personally thank the AHSP0 committee. I was able to enrol in the 9th and 10th units of Master of Marketing - logistics and supply chain speciality at Monash University in semester 1 of this year.

The two units I studied included Advanced supply chain, providing me with various skills, knowledge and tools to take on challenges in the healthcare industry towards best practice models.

The areas that were covered included information technology, sustainability, agile supply chains, cost to serve, customer service, relationship building and collaboration. The study involved researching how leading global companies like Walmart, Mark & Spencer in UK, Dell computers, Eli-Lilly tackle supply chain and sustainability issues.

The other unit I studied was theory and process of buyer behaviour, which is an important unit in marketing. This covered buyer behaviour, consumer decision making, branding and social media's impact in marketing.

I would also like to acknowledge the Mayfield course I completed many years ago assisting me to overcome challenges and develop new skills at the university level. This course was taught by Supply practitioners and was extremely relevant to meet the needs of the students. There are a few people on the AHSP0 committee and just to name a few Barbara Storm and Ron Heller. The others were Bruce Humpheries, Karl ,Kerry, Paul Rush (CH2) and Terry (Warrnambool Supply Manager).

WHERE FROM HERE-

I will be completing a major project on the Pharmaceutical supply chain challenges in Australia in regards to drug shortages ranging from very basic products like benzyl penicillin to complex single source products used to treat cancer patients. This study will explore the opportunities and highlight the deficiencies in the pharmaceutical supply chain. Recently there have been several instances of drug shortages by manufacturers of originator brands and generics.

It has been recognised now by top management that procurement is an enabler to cost reduction therefore we need to market ourselves to management that we capture, add and deliver value to our organisations. Strategic sourcing to generate value and category management strategies are widely sought after by top management. Education and skill development will give us confidence to tackle supply chain issues in the future.

According to Rupert Murdoch's (quote)"The world is changing very fast. Big will not beat the small anymore. It will be the fast beating the slow." This perspective is extremely relevant in today's fast pace logistics and supply chain management environment to reduce cost and improve service.

Dharam J Singh, Peter MacCallum

The major drivers that impact logistics and supply chain management

*Dharam Singh - Graduate Diploma in Marketing – Logistics & Supply Chain speciality,
Advanced Certificate in Operations Management, Supply and Pharmacy Technology Certificate*

Peter MacCallum Centre

This paper will discuss the major factors that impact logistics and supply chains in the pharmaceutical and the Information Technology (I.T.) industry.



The areas covered will be:

- **Information Technology**
- **Collaboration**
- **Vendor Managed inventory (VMI)**
- **Customer service**

The principles discussed can be adapted in other supply chains including materials management in the supply departments of hospitals. Organisations often question why a particular business or a hospital provides a superior customer service compared with other business's.

There are many factors which can contribute to this situation and the key is the people who work for this organisation ,strategic vision and management styles .The other factors are great communication skills, problem solving ability, computer systems, policies and procedures, culture, working environment, education, multi-skilled staff, contingency planning, process of continuous improvement, development and the implementation of Key Performance indicators (K.P.I.) .

Impact of Information Technology on logistics and Supply chain management

Information technology is a critical driver for logistics and supply chain management success.

Speed and agility are critical for organisations, businesses and marketers to achieve superior customer service. According to Christopher (1998), in today's highly competitive global market place, there is an increased demand placed on organisations to find new ways of creating and delivering value to customers. He also states that through information technology integration the twin goals of cost reduction and service enhancement can be achieved by the supply chains.

According to Rupert Murdoch, "The world is changing very fast. Big will not beat small anymore. It will be the fast beating the slow." This perspective is extremely relevant in the logistics and supply chain environment in order to reduce costs and improve service.

Michael Porter's the value chain (1985) has placed emphasis upon search for strategies that will provide superior value in the eyes of the customer.

The value chain can be categorised into two types-primary activities (inbound logistics, operations, outbound logistics, marketing and sales, and service) and support services(infrastructure, human resource management, technology development and procurement).

These support activities are integrating functions that cut across the various primary activities within the firm. Competitive Advantage is derived from the way firms organise and perform these discrete activities within the value chain. To gain significant competitive advantage over its rivals, a firm must deliver these activities more efficiently than its competitor's or performing the activities in a unique way that creates greater differentiation (Martin,C 1998)

One good example is Dell computers and Michael Dell's business definition "Our business is about technology Yes. But it's also about operations and customer relationships". The I.T. is fully utilized by Dell computers . The demand that is created by the marketing functions through product, price, and promotion mixes with logistics functions that is geared towards demand satisfaction through supply, sourcing and system (IT) mixes, in effect, getting the right product to the right place at the right time.

Figure 1 – Source: Supply Chain Management Review, 2004

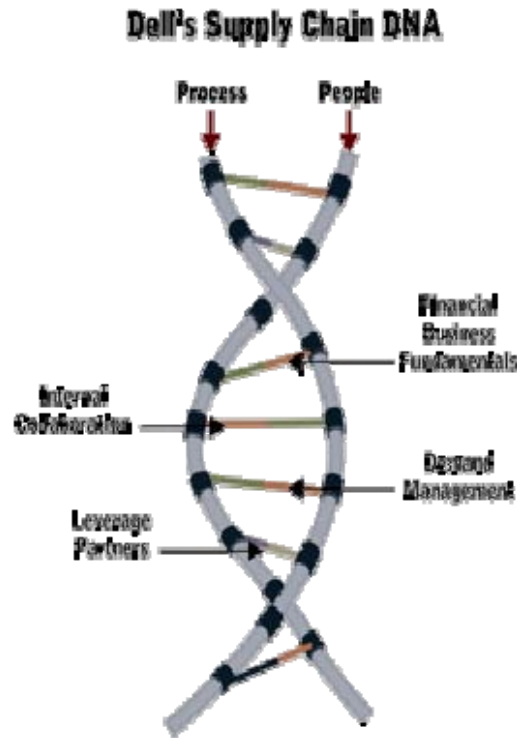
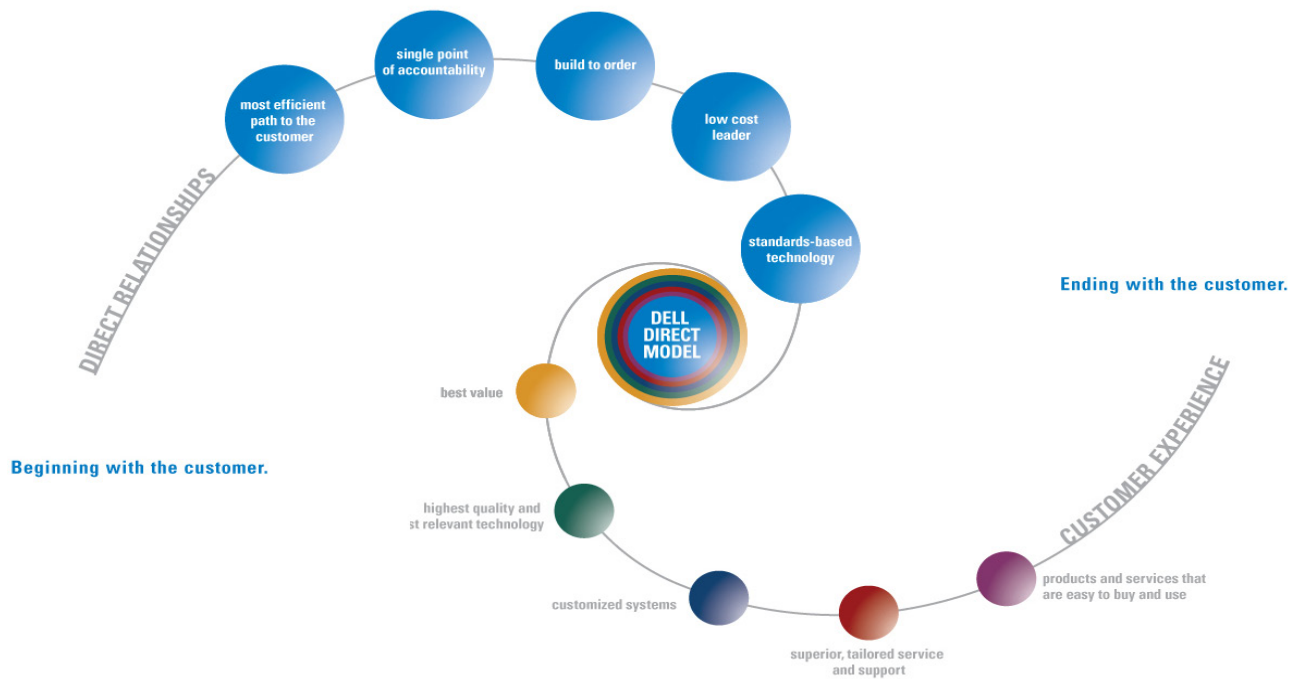


Figure 2 – Source: Dells value chain



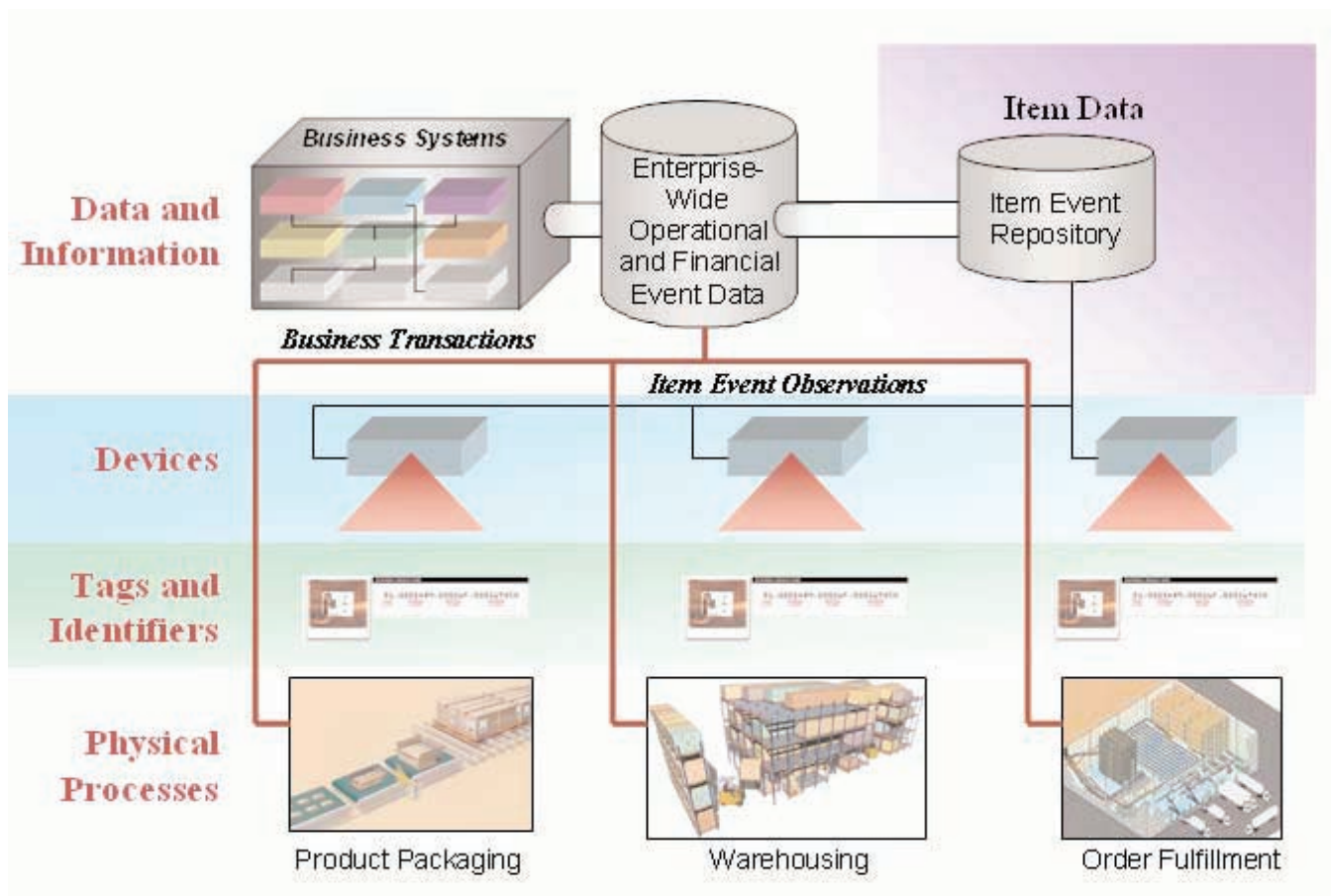
Value parameter driving the PC industry.

An efficient and agile supply chain is now considered essential for developing a sustainable competitive advantage. Now with the aid of breakthrough progress made in the area of I.T. pharmaceutical companies are deploying increasingly sophisticated solutions to further improve the efficiency of the supply chains. Products have Global Trade Item Number (GTIN) which describes a family of GS1 global structure. These GTIN identify a product by way of barcodes and Radio- Frequency identification (RFID). The basic need and the goal of the pharmaceutical industry are to emphasize on regulatory compliance and safety of products, but also include leveraging information, to be more responsive to the needs of the customers. In order to efficiently enhance patient safety and become more demand driven the pharmaceutical supply chain industry can adopt a technological framework that follows and includes

Item Level Data Management:

In the pharmaceutical industry most of the companies have the ability to manage the business information on the transactional level i.e. orders, shipment, payment etc., providing insight into the financial and operational events. Item level data can provide insight into the physical data movement of particular products and also enhance visibility of end user demand, contract compliance and reverse logistics. Achieving this visibility requires unique identifiers in product labelling and packaging. Technologies such as RFID and barcodes enable packages to carry a unique identifier, and when coupled with an infrastructure of readers can generate data related to the event of the drugs. RFID will assist to address the concerns arising from drug counterfeiting, and assist in tractability and trace drug recalls to ensure proper disposal.

Figure 3– Typical System Architecture to Support Operational, Financial, and Item-Level Data (©2006 VeriSign, Inc.)



An Electronic Data Interchange (EDI) model needs to be in place to ensure cost efficiency and reliable data interchange. This enables departments like order management, shipment, payment, pharmacy, hospitals, customers etc., to have more visibility and accessibility of the information on availability, specifications of the ordered drugs. Thus, making the process more transparent for all parties.

From the following diagram (Figure 3) indicates how infrastructure can be set up to accommodate cost effective and efficient availability of item information. This diagram assumes that manufacturers, wholesalers, pharmacy chains and hospitals establish their own item level data management capabilities.

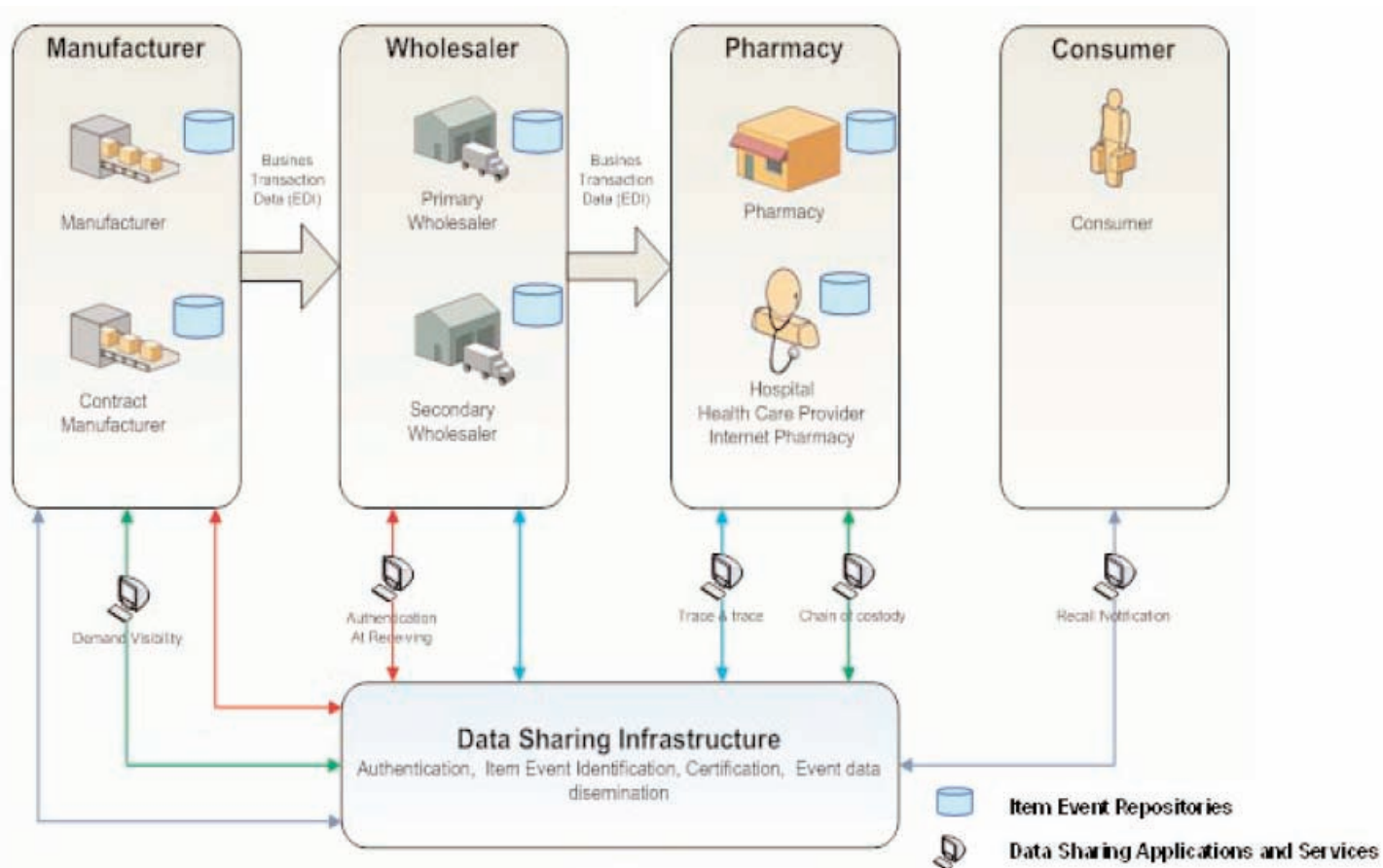


Figure 4 – Item level data sharing infrastructure (©2006 VeriSign, Inc.)

The two examples given are from two dynamic industries where speed, accuracy, track and trace capabilities are crucial for success. Great information technology would deliver superior customer service and provide the business with competitive advantage. Despite the initial cost of the IT infrastructure, it would still be beneficial in providing long term cost and value advantages.

The cost to serve would determine long term competitive position as both industries are facing challenges. The computer industries components cost is decreasing and cost pressure is increasing and the pharmaceutical industry is facing the incoming generic medicines and the federal government’s reform of the Pharmaceutical Benefits Scheme (PBS).

Business survival in a cut-throat environment is a “dog eat dog situation”. Darwin’s theory regarding the survival of the fittest is quite clear in this circumstance.

The businesses with great IT traits will survive and prosper in the long term however there are huge challenges with the implementation of new systems. If not properly managed there can be huge frustration and the cost of doing business can increase. There are several examples where implementation of new technology has gone wrong. For instance the SAP software system implemented by a major healthcare manufacturer and the Victorian State governments Myki ticketing system.

The impact of Global Financial Crisis (GFC) has impacted on inventory holding of businesses such as Just in time concepts(JIT) . According to Paul Little who is the former CEO of Toll Logistics who spoke at RMIT university in May (2011) said after GFC businesses purchase smaller consignment of inventory.

In his words “airfreight on fire” and the speed to customers is crucial for success. There is a monumental shift in the supply chain of the future as compared with traditional supply chain’s of the past. The Just In Time (JIT) concept is applied by all parties from manufacturers, wholesalers, Hospitals and customers.

Collaboration in the supply chain

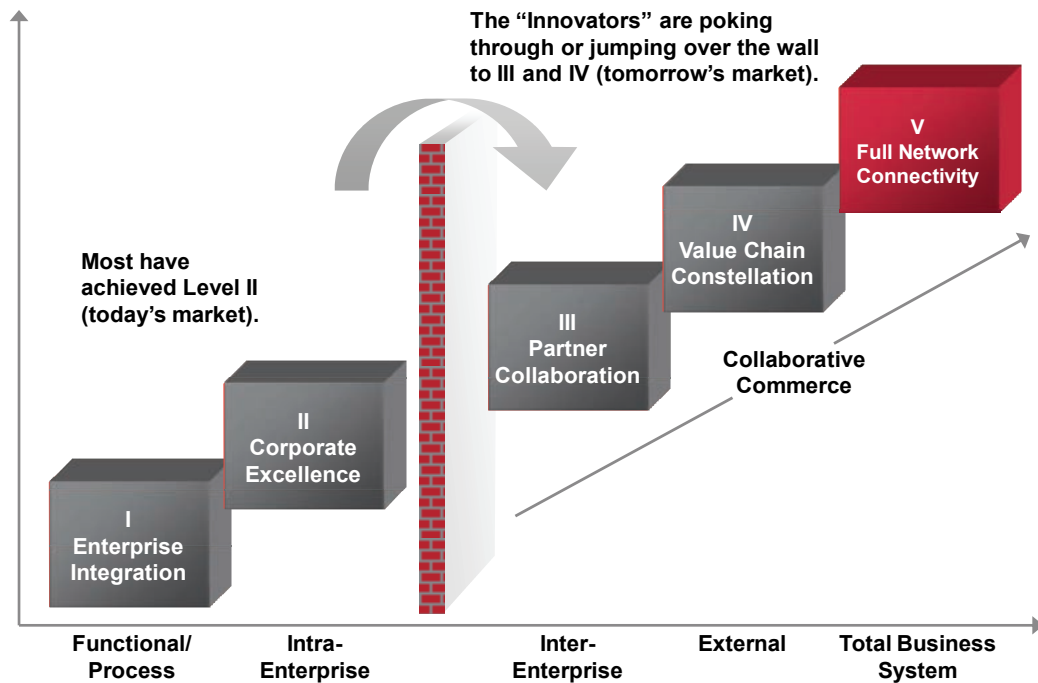
Supply chain collaboration across the supply chain is dependent on internal integration of the various conduits. A supply chain integrative framework is required to define the nature of collaboration required in alliances and enterprise extension. Such framework requires that capabilities and competencies essential to integrating supply chain logistics are defined and implemented. The creation of value related to supply chain integration is best achieved by simultaneous orchestration of for critical flows such as product, service, market accommodation, information, and cash.

Figure 4 Poirer 2010 (workshop at Swinburne university)

Five Levels Explain the Supply Chain Evolution

Business Application	Levels 1&2 Internal Supply Chain Optimization	Level 3 External Network Formation	Level 4 Value Chain Constellation	Level 5 Full Network Connectivity
	Supply Chain Optimization	Advanced Supply Chain Management	e-Commerce	e-Business
Design, Development Product/Service Introduction ¹	Internal Only	Selected External Assistance	Collaborative Design – Enterprise Integration and PIM linked CAD/CIM	Business Functional View – Joint Design and Development
Purchase, Procurement, Sourcing	Leverage Business Unit Volume	Leverage Full Network Through Aggregation	Key Supplier Assistance, Web-Based Sourcing	Network Sourcing Through Best Constituent
Marketing, Sales, Customer Service	Internally Developed Programs, Promotions	Customer-Focused, Data-Based Initiatives	Collaborative Development for Focused Consumer Base	Consumer Response System Across the Value Chain
Engineering, Planning, Scheduling, Manufacturing	MRP MRPII DRP	ERP – Internal Connectivity	Collaborative Network Planning – Best Asset Utilization	Full Network Business System Optimization shared processes and systems
Logistics	Manufacturing Push – Inventory Intensive	Pull System Through Internal/External Providers	Best Constituent Provider	Total Network, Virtual Logistics Optimization
Customer Care	Customer Service Reaction	Focused Service – Call Centers	Segmented Response System, Customer Relationship Management	Matched Care – Customer Care Automation and Remediation
Human Resources	Regulatory Issues/hiring, Recruiting, Training	New work models, Training	Inter-Enterprise Resource Utilization, Training	Full Network Alignment and Capability Provision
Information Technology	Point Solutions Internal Silos	Linked Intranets Corp Strategy/architecture	Internet-based Extranet Shared Capabilities	Full Network Comm. System Shared Architecture Planning

Supply Chain Maturity Model as a Calibration Tool



Vendor Managed Inventory (VMI)

Customers and suppliers could drastically improve the forecasting and planning process between business's and its suppliers by using such VMI techniques. This system has been applied in organisations such as Dell which further synchronises this with Customer Relations Management (CRM).

There are systems that provide closer relationships with customers. Such collaboration could help business development and maintenance of strategic relationships with all key stakeholders, promote a resource and information sharing culture and reduce inventory levels and operational costs.

The Hospital can also benchmark either related or unrelated companies and industries in order to measure its performance level and continuously improve (Bowersox et al. (2008) The Alfred hospital is one the most successful hospital in utilising VMI model in Victoria .The hospital maintains a low level of inventory and also manages its two important flows in its supply chain – inventory and information efficiently.

According to Cohen and Roussel (2005) in a VMI relationship, the supplier is responsible for making sure that the customer never runs out of inventory of critical products.

Figure 1: Alfred Hospital Supply Chain

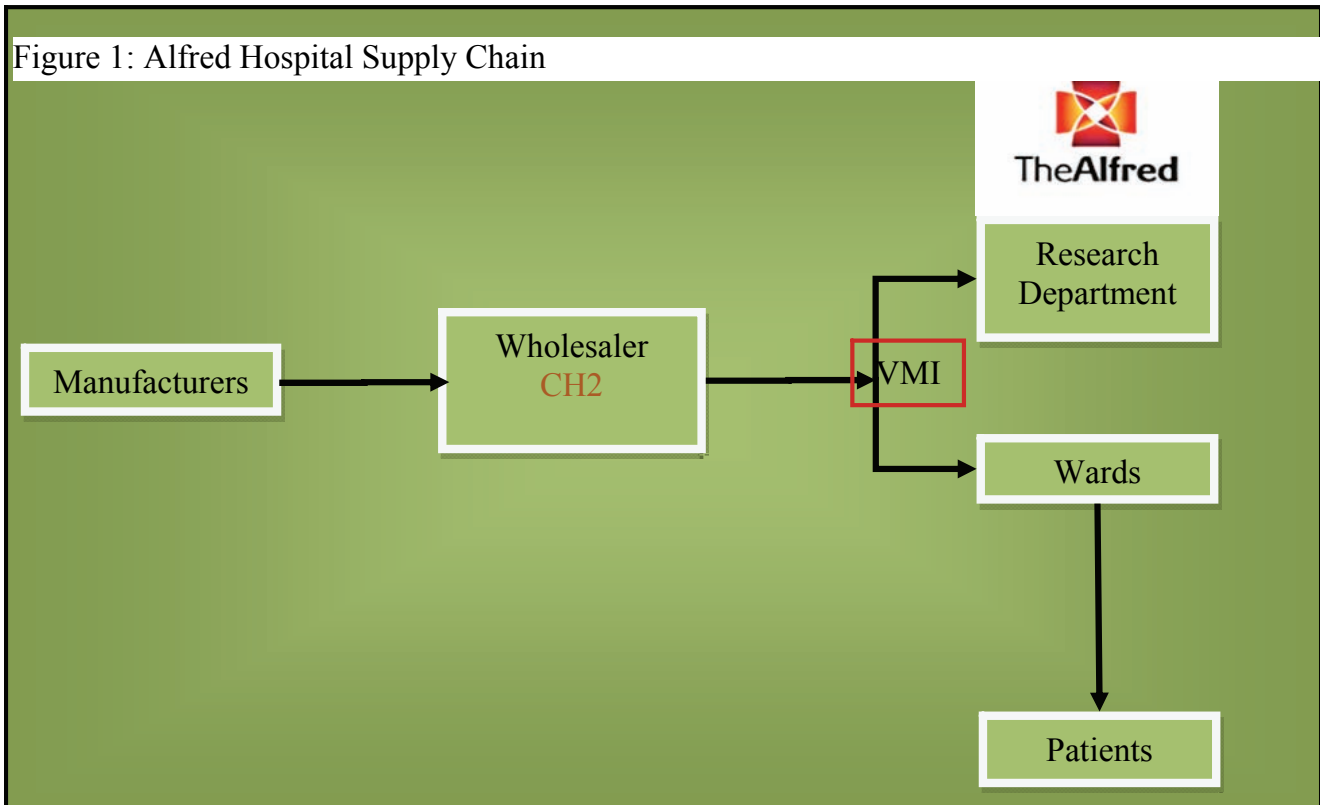


Figure 6 Source: Singh, 2009.

According to Kazim (2007) in this model the inventory is managed and controlled by the supplier at the customer's end. The customer is the Alfred hospital whereas the supplier is the wholesaler-CH2. CH2 delivers the products or pharmaceuticals directly to the wards in the hospital via the ward box system which reduces the time required to serve the customers. Also as the inventory is managed by the supplier the bullwhip effect as highlighted by Bowersox et al. (2007) decreases drastically (Kazim, 2007). This in return also assists forecasting the demand of pharmaceuticals. After the implementation of VMI at Alfred hospital it was able to reduce the amount of capital invested substantially.

The risk of the V.M.I. model is if there is a strike action fire or natural disaster if the wholesaler's premises and inventory gets destroyed the time it will take to look at contingencies measures can be critical to meet patient requirements such as ward box. This area of risk needs to be clearly spelt out in the contract agreement.

The benefits are lower inventory holdings, the expired or obsolete products cost impact is lower, the stock outs are lower due to wholesaler's performance measurement metrics.

Kholi and Jaworski (1990) propose that market orientation is an approach in which businesses seek to understand and anticipate their customer's expressed and latent needs to develop and deliver superior solutions. This is via inter-functional integration to achieve sustainable competitive advantage.

The advancement of information technology and globalisation has put tremendous pressure on personal computers.

Manufacturers to develop a holistic and optimised view of the supply chain i.e. decreasing inefficiencies in the value chain while increasing the flexibility and responsiveness of the physical logistics at the same time. The company's supply chain competency comprises four qualities, demand management, internal collaboration, leveraging partners, and financial fundamentals.

Customer service

Availability of product to the customer is one performance parameter of delivering customer value or accommodating the customer (Bowersox et al., 2007). The various measurements of availability of the product to the customers are the fill rate, stock-outs encountered and the number of back orders generated.

Every year in hospitals there is a survey called 'Press Ganey' done by the government in order to determine the customer satisfactions in the hospitals. Within the hospital the patient may sometimes experience a greater level of anxiety and stress normally associated with sickness. An article in 'Press Ganey' highlights that the 'waiting time' to treatment is a major factor in determining customer satisfaction in hospitals (The Satisfaction Snapshot, 2006). It is suggested that the longer a patient has to wait for treatment the greater the level of dissatisfaction.

Conclusion

The supply chain is a critical strategic asset of any business and needs constant refinement to meet superior customer service. Dell computers is constantly adapting its supply chain due to the evolving nature of the I.T. industry, the key concept being speed to market and optimal deployment of inventory.

The pharmaceutical supply chain is unpredictable, complex and forecasting can be challenging due to various factors including seasonal usage, patient mix, doctors prescribing patterns, generics versus originator brands, monopoly suppliers and high cost of new treatments. The logistics and supply chains need robust information technology, good collaboration skills which will lead to outstanding customer service.

The cost to serve customers requires a fine balance which should be neither too much nor too little and effort. Hospitals also need to be innovative in service provision similar to any business enterprise. The inventory management needs to be meticulous and collaboration between hospitals to reduce wastage of expiring drugs and moving slow moving drugs to hospitals where it can be used.

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Christmas in July

Once again we celebrated another CIJ in the docklands precinct on Centre pier in a brilliant venue called Sketch. Thank you to Aldo for organizing the event which gave 72 members magnificent waterfront and Bolte bridge views and front row seats for the very colourful fireworks. Not to forget a terrific meal and good conversation with fellow colleagues.

Also on the night a presentation was made to Alan Gentry thanking him for his support of AHSPO throughout his career and wishing him well in his retirement





*Merry Christmas
and
A Happy New Year
from
the AHSPD Committee*



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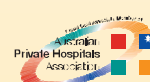
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