

The
Queen Elizabeth
Centre

53 Lytton Street
Carlton 3053

Phone (03) 347 2777 Fax. (03) 347 2779

71st Annual Report
1989



THE QUEEN ELIZABETH CENTRE

The Queen Elizabeth Centre is a registered Schedule I Public Hospital and is a body corporate by operation in accordance with the Health Services Act, 1988. The affairs of the Centre are the responsibility of the Board of Management in accordance with the Health Services Act, 1988.

The QEC complex, located in Carlton, Melbourne, provides specialist child and family services in an inpatient setting aimed at involving the total family unit and promoting a healthier lifestyle through education and training for effective parenting. The principle which underlies each of QEC's programmes is the promotion of social and family health and preventive medicine centred around child development and family care.

Preventive medicine includes such activities as: development of parenting and mothercraft skills, assistance with support and guidance for establishment of breastfeeding, medical assessment of children with educational, behavioural or physical disabilities, assistance in establishing bonding, management of feeding difficulties, linking of or liaising with local agencies for continuation of support and guidance upon return to the community, telephone counselling for families in crisis, emergency/crisis care for children at risk, respite care for handicapped children and children of families with domestic problems.

Consistent with QEC's new directions - to involve the total family unit - QEC's earlier mother and baby dyad was expanded to include the family unit rather than isolating mother and child from the family. At QEC we believe the family is one of society's most important socialising agents.

HISTORY

The Baby Health Centres movement in Victoria was established in June 1917. It was conceived and initiated through voluntary effort and with voluntary funds. The movement was initiated by the late Dr. Younger Ross, the late Mrs. J. Hemphill and the late Mrs. W. Ramsay.

1917 - the Victorian Baby Health Centres movement established.

1928 - first residential Centre for training Infant Welfare nurses was established next door to The Women's Hospital.

1934 - the Queen Elizabeth Hospital for Mothers & Babies registered under the Hospitals and Charities Act.

1950 - the V.B.H.C.A. incorporated under Section 46 of the Hospitals and Charities Act.

1951 - V.B.H.C.A. transferred its work in training and care of mothers and babies to the newly renovated Queen Elizabeth Maternal & Child Health Centre and Hospital for Mothers & Babies in Carlton.

1951-79 - Training of Infant Welfare Sisters and Mothercraft Nurses conducted at Q.E.H. M. & B. in Carlton.

1969 - new hospital Building Appeal launched by Lady Curtis, President, Committee of Management.

1973 - new hospital building opened.

1979 - Queen Elizabeth Day Nursery opened.

1986 - name changed to The Queen Elizabeth Centre to incorporate all services.

1989 - Carlton Creche and Day Nursery amalgamated with the Queen Elizabeth Centre.

1989 - the Queen Elizabeth Centre Foundation established.

HOSPITAL SERVICES

A total of 40 beds are available (10 adult and 30 paediatric). The core services provided by the Centre are acute general medical, paediatric and psychiatric care and special maternal and child health nursing delivered through:

- (a) the Mothers and Babies Unit
- (b) the Care by Parent Unit
- (c) the Children's Unit

EMERGENCY SERVICES

Four paediatric beds are available on a 24 hour basis for emergency admissions from the Community Policing Squad and Protective Services, for children at risk.

OTHER SERVICES

Community Outreach Nurse,
Maternal & Child Health Centre
(to December 1988)

Queen Elizabeth Day Nursery
Carlton Creche & Day Nursery
Family Planning Clinic



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REPORT OF THE QUEEN ELIZABETH CENTRE & FINANCIAL STATEMENTS FOR THE YEAR ENDING JUNE 30 1989

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Mother: Shelley Dyson.
Baby: Erin Rourke 5.4.89 25 weeks.

This report was released to the public
on Wednesday 25 October 1989.

CONSTITUTION, OBJECTS AND BY-LAWS OF THE QUEEN ELIZABETH CENTRE

CONSTITUTION

The Queen Elizabeth Centre is a registered Schedule I Public Hospital and is a body corporate by operation in accordance with the Health Services Act, 1988.

The Affairs of the Centre are the responsibility of the Board of Management in accordance with the Health Services Act, 1988.

OBJECTS

The objects of The Queen Elizabeth Centre are:

- (i) to maintain a hospital for parents and newborn infants and to provide facilities for babies and children who are in need of special care;
- (ii) to provide high quality family care, having regard to the physical, intellectual, social and emotional needs of family members and with particular concern for the welfare of parents and their young children;
- (iii) to encourage and promote breast feeding; but being cognisant of associated difficulties and alternative methods of infant feeding;
- (iv) to care for children at risk;
- (v) to recognize and respect the individual needs of families and children in the care of The Queen Elizabeth Centre;
- (vi) to promote the optimum development of each child;
- (vii) to improve the quality of parent and family management skills for parents and children in Victoria;
- (viii) to assist in the education of parents in the care of their children.
- (ix) to contribute to ongoing educational programmes for health care professionals
- (x) to assist in the development of existing health, family and childcare services and ensure that such services respond to community needs;
- (xi) to raise the level of community awareness on relevant issues relating to infancy, child development and family care; and
- (xii) to increase public awareness of The Queen Elizabeth Centre as a community resource, specializing in mothercraft, family care nursing, child development and maternal and child care.



BOARD OF MANAGEMENT MEMBERS, OFFICE BEARERS & SENIOR STAFF

LIFE PATRONESS:

Lady Curtis

PRESIDENT:

Mrs. June Shaw

VICE PRESIDENTS:

Mr. Richard J. Meldrum, B.Arch., Dip.Arch., F.R.I.B.A., F.R.A.I.A., J.P., Councillor, City of Melbourne
(resigned May, 1989)

Mr. David Wells, B.A.(Hons.), L.L.B. (Melb.)

HONORARY TREASURER:

Mr. Graeme McRae, F.C.A., A.C.I.S., A.I.Arb.A.

COMMITTEE MEMBERS:

Mr. Martin Artenstein, B. Comm. (Melb), A.C.A.

Ms. Lorna Blair, R.N., R.M., D.P.H.N., F.A.C.N., Cert. T.E.C.D. (Macquarie U.) 1975

Dr. Bell Brodrick, B.Sc., M.B.B.S., D.C.H. (London) Dip. Crim., M.P.M.

Mr. David Dyer, M.A. (Oxon), Dip. Ed., F.A.C.E. (from October 1988)

Mrs. R. L. Harrison, T.P.T.C., Speech Cert. A.S.D.A. Library Cert.

Mrs. Gabrielle Mahony, T.I.T.C.

Dr. Merrilyn Murnane, M.B.B.S., F.R.A.C.P., D.C.H., D.D.U. (Pt.1)

Dr. John Yeatman, M.B.B.S., Dip. Hosp. Admin., F.R.A.C.P., F.R.A.C.M.A., F.H.A. (from January 1989)

CHIEF EXECUTIVE OFFICER:

Mr. S. Seymour, B.Bus., G.Dip. Health Admin. F.H.A., C.H.A., F.I.B.A., A.F.A.I.M., M.I.P.M.

DIRECTOR OF NURSING SERVICES:

Mrs. M. Yeatman, R.N., R.M., M & C.H.N.

FINANCE OFFICER:

Mr. K. Lumley, A.A.S.A., C.P.A.

DIRECTOR OF MEDICAL SERVICES:

Dr. G. Danielson, M.B., B.S.

HON. SOLICITORS:

Mr. Peter Trumble, LLB, Mallesons Stephen Jaques

AUDITORS:

Auditor General, Victoria

BANKERS:

National Australia Bank, Ltd.

BOARD OF MANAGEMENT REPORT

On behalf of the Board of Management I wish to report to you on the Queen Elizabeth Centre's activities and performance during the past financial year.

FINANCES

Of the \$1,722,980 of public monies received in government grants, \$1,520,176 or 88.2% was allocated for salaries and wages. The balance of \$202,804 or 11.8% was for general operating costs. In addition \$357,223 was raised in private patients' fees and \$257,063 in Day Nurseries fees. Other income totalled \$183,142, giving us total receipts of \$2,520,408 for the year.

The operating surplus for the year was \$99,531. However there are a number of items contributing to this surplus. These include patient fees in excess of expectations, \$107,223, special grants relating to the 1986 and 1987 years, \$19,729, and a surplus arising on revaluation of assets, \$22,015. If these extraordinary items are excluded, a deficit of \$49,436 would have been recorded.

OUR PATIENTS & SERVICES

This year at Queen Elizabeth Centre we cared for 1,271 patients compared with 985 patients last year, an increase of 286 patients or 29%. We are pleased to report that we more than met our target for this year of 1100 admissions. In fact we exceeded this by 171 patients or 15.5%.

In addition, our Community Outreach Nurse conducted 794 telephone counselling/referral services and 133 follow-up patient visits. In our Day Nurseries we have a total of 75 children enrolled: 30 attend the Cardigan Street campus and 45 children attend the Neill Street campus.

Having commented briefly on the above figures, it is important to stress that QEC is all about people - our patients, staff, the children attending the Day Nurseries and the proper concerns of their parents: these are our major business. The figures relating to our operational activities are in fact an end result, in that they provide a means of establishing a base. This enables us to negotiate future service requirements with the relevant Government departments, as well as providing the community with a realistic base and understanding of the various aspects associated with 'quality of care'. The Board is most concerned that QEC has reached saturation point: with existing services and the reserves available to us, QEC cannot provide for more than 1200 patients or address the many urgent community issues which are properly the province of the Centre.

In addition to providing services for our patients/consumers, there are many other

issues requiring the Board's attention and these include:

HEALTH SERVICES AGREEMENTS

The introduction of the requirement to sign a Health Services Agreement is formalising the relationship between the Health Department Victoria and health service agencies. Arrangements under these Agreements cover negotiated goals, targets, role, functions and long-term strategies of the health agency in line with government policy and priorities.

We welcome the introduction of Health Services Agreements, particularly with their underlying principles of jointly negotiated goals and resource allocation, providing those processes are developed on the basis of reasonableness, equity and joint responsibility and input. Health Services Agreements will become an integral part of every Hospital Board's planning process, but at this stage we are not entirely convinced of the reasonableness of the process, when already the process of negotiation is limited. The Board is very concerned that general increases in patient numbers and reductions in expenditure are imposed without adequate consideration of past gains in productivity, the capacity for further productivity or even the very special nature of the services provided by Queen Elizabeth Centre.

At QEC 'work practices' policies and procedures are constantly reviewed by the Board and senior staff. Through the positive efforts of all staff QEC has achieved some very remarkable results, and this year alone has seen an all time record of 1271 patients. We have met the challenges and the changes and dealt with the conflict. As we continue to meet challenges and changes, the Board of Management and staff look to the Health Department Victoria for support and understanding of the particular circumstances that apply to the QEC. We cannot increase productivity further without a serious decline in patient care and professional standards. QEC has been operating with the same level of staffing since 1985, during which time the numbers of patients have increased from 800 to 1271, or 58.8%. This achievement reflects the staff's dedication and commitment, which the Board acknowledges with sincere gratitude.

DAY NURSERIES REVIEW

The Board appointed a Sub-committee comprising Mrs. Nan Harrison, Mrs. Gabby Mahony and Ms Lorna Blair to review all aspects of operations of both day nurseries in order that the Board can plan for the best possible services for the children. Mr. David Dyer has also provided specialist assistance to this Sub-committee. The Board has agreed in prin-

ciple with the Sub-committee's recommendations and is evaluating the implications for the future. Parents have been informed of proposals.

THE QUEEN ELIZABETH CENTRE FOUNDATION

The Foundation was established on 29th March 1989 with the Honourable Walter Jona, A.M., J.P. as Chairman and the Honourable Basil L. Murray, C.B.E., Q.C., Cr. Wendy Spry, J.P., Mrs. Val Smorgon, O.B.E., J.P., and Mr. John Crutch, as Trustees. Mr. Frank Slutzkin continues his association with QEC as Honorary Secretary to the Foundation. We would like to place on record a vote of sincere thanks and appreciation to the Trustees for assisting us with QEC's future. We are also encouraged by the positive interest and financial support shown by established charitable trusts and others within the community.

MASTERPLAN

The Masterplan has now been completed by our Architects, Eggleston Macdonald, and we are awaiting Health Department Victoria approval. A key part of the Masterplan is to extend our Care by Parent Units, which are so urgently needed as identified from our waiting lists.

EARLY CHILDHOOD DEVELOPMENT UNIT

We are pleased to confirm the completion of building works to part of the old hospital, for the relocation of the Early Childhood Development Unit and the itinerant Physiotherapy Team. This will provide centralised services in the areas of: psychology, nutrition, occupational therapy, school health, speech therapy and paediatric physiotherapy. The Board of Management welcomes this specialised team and looks forward to having them as an integral part of the QEC complex.

BOARD OF MANAGEMENT APPOINTMENTS

Under the new Health Services Act 1989, Queen Elizabeth Centre is now registered as a Schedule 1 Public Hospital. Appointments to the Board will now be made by the Governor in Council rather than by contributors.

We welcome Mr. David Dyer and Dr. John Yeatman who joined the Board this year, and whose contributions have already proved invaluable. We were sorry to lose Cr. Richard Meldrum, our Vice-President and record our gratitude to him for his many years of dedicated service to the Board.

At this stage we are unable to confirm next year's Board members: however this is an appropriate time to state that much thought and effort to date has gone into building a board of diverse expertise, in accordance with the guidelines set out in the Health Services Act, 1988. We have benefited greatly by the input and objec-

tive advice received from current Board members who include past and present users of our Day Nursery. Board representation includes expertise and experience in the areas of medicine, law, nursing, education, finance, commerce and parenting.

EDUCATION

This year saw a total of 1033 student days used by students gaining training and experience in all aspects of maternal and child health. These included Melbourne University medical students, Phillip Institute Maternal & Child Health nursing students, Child Care students from TAFE Colleges at Yallourn, Frankston and Geelong as well as the metropolitan colleges, State Enrolled Nurses from Mount Royal Hospital and students undertaking Early Childhood studies.

Retraining programmes for pre-school mothercraft nurses as approved by the Victorian Nursing Council, were also held at QEC as well as work experience programmes for 20 students from secondary schools.

Regular inservice education programmes were held for mothers and staff members alike. In addition, hospital staff are also actively encouraged to attend external education and training programmes.

We are most grateful to the Lord Mayor's Fund for providing audio-visual equipment and furnishings for our Educational Unit. This has allowed us to extend our inservice education programmes considerably.

As an integral part of the educational role conducted by QEC, we are pleased to advise that the Dame Kate Campbell library is now in operation and most appreciated by staff and students. A special thanks to our voluntary librarians headed by Mrs. Nan Harrison, who have spent a considerable amount of time cataloguing books and making the library operational.

THANKS AND APPRECIATION

In closing we wish to place on record a vote of sincere thanks and appreciation to all staff for their continued interest and support in all areas of the QEC complex. I personally would also like to record my thanks to my fellow Board members for their valued contributions at Board and various sub-committees and to the Auxiliary for their continued enthusiasm and loyal support in fund raising for the Centre.


MRS. JUNE SHAW
President

THE YEAR IN REVIEW

STAFF PERFORMANCE

Whilst there are many complex issues in health management, one of the most important is, I believe, the matter of productivity from the work force. If we do not have a motivated staff, then all the rest is irrelevant.

At QEC we are justifiably proud of our staff – they are a highly motivated and dedicated team and the results of their performance and achievements are reflected below and throughout this report.

| PATIENT STATISTICS | 1988-89 | | 1987-88 | 1986-87 |
|------------------------|----------|----------|-----------|----------|
| | Actual | Target | Actual | Actual |
| No of Patients | 1271 | 1100 | 985 | 936 |
| Average Length of Stay | 7.5 days | 7.5 days | 8.31 days | 8.4 days |
| No. of Bed Days | 9533 | 8250 | 8440 | 7946 |
| Occupancy Level | 72.5% | | 65.6% | 64.1% |
| Cost per bed day | \$222.50 | | \$186.40 | - |
| Registered Beds | 40 | 40 | 40 | 40 |
| Actual Beds | 36 | 36 | 36 | 36 |

Notes: Total patients 1271 as compared with 985 ('87/'88) which represents an increase of 286 patients or 29%. We exceeded our 1988-89 targets of 1100 by 171 patients – a 15.5% increase.
Bed Costs: Reflect increased costs of superannuation following the introduction in July 1988 of the non-contributory superannuation scheme for all employees.

INDUSTRIAL RELATIONS, WORKCARE & OCCUPATIONAL HEALTH/SAFETY

- No time lost due to industrial disputes in 1988/89.
- WorkCare – a total of 2864 working hours were lost, involving six employees – one of whom was off duty on WorkCare for the full year (or total of 1976 hours).

| Type of Injury | Hours Lost |
|--|-------------------|
| Back Injury | 2304 |
| Arm Strain | 48 |
| Neck, Shoulder Injuries (motor accidents) | 360 |
| Knee Injury (motor accident) | 152 |
| | <u>2864 hours</u> |

ITEMS OF INTEREST

MASTERPLAN

One of the prime initiatives undertaken by the Board was the development of a Masterplan, which was recently completed by our Architects, Eggleston Macdonald. The Masterplan will provide an essential framework for the development of future services and building requirements.

NEW LEGISLATION

This year the new Health Services Act 1988 was proclaimed and the Hospital & Charities Act 1958 repealed. There are many aspects of the new Act which affect QEC, major changes being that the Centre is now a Schedule I Public Hospital and as a result Board Members are appointed by the Governor in Council and no longer elected by Contributors. We are also in process of amending the By-Laws to incorporate recent changes in the legislation.

CHILDREN'S SERVICES CENTRE REGULATIONS 1988

This new Act became effective in February 1989 and applies to both day nursery campuses. Administrative changes have been implemented as required by the Regulations.

BUILDINGS & WORKS

1. **Minor Works** grants from Health Department Victoria included \$25,000 for installation of additional water main and fire lines to the Centre, \$9,000 for security upgrading and \$6,500 for a computerised pay system.

2. **Early Childhood Development Unit** – for completion and occupancy in October 1989. Project costs as funded by HDV (Regional Office and Statewide Services) are approximately \$212,000. A special vote of thanks is extended to Fooks Martin Pty Ltd, Architects for completing building works on schedule.

STEPHEN SEYMOUR
Chief Executive Officer

MEDICAL SERVICES REPORT

The past twelve months have once again seen an expansion of services offered by the Queen Elizabeth Centre to the community. This has been reflected in our admission rate of 1271 patients, who have had an average stay of 7.5 days. This increased number of patients has been managed by our existing staff members. It has required much dedication and hard work and has involved the staff on many occasions with a very stressful work load. I wish to thank everyone for their efforts in maintaining our standard of care.

Admissions continue to come from a wide range of country areas as well as the metropolitan region. The management and treatment of patients is greatly assisted by input from many professional people working in community based organisations and in other public hospitals. Our aim is to continue to expand these links into the community and to improve our liaison with other health professionals. The Queen Elizabeth Centre also accepts that we have a role in the field of education. This role will involve educational programmes aimed at assisting the family. A pilot study is soon to be commenced involving a discussion group set up to assist mothers to improve their parenting skills. It is also recognised that we have a wealth of clinical material which is of great value for research and study purposes. Medical students from Melbourne University continue to attend for an elective clinical teaching session as part of their education at the Royal Children's Hospital.

In addition, a pilot study involving staff from the Queen Elizabeth Centre and

the Royal Children's Hospital Department of Psychiatry and Psychology has been set up to study the subject of maternal/child interaction. This has involved provision of research material for the Royal Children's Hospital staff and in return our staff have received education in, and assistance with, case planning.

The Medical Advisory committee has met regularly during the year and has helped to formulate policies relevant to medical administration. Dr. Nick Paoletti has been granted twelve months sabbatical leave and his place has been filled by Dr. Ann Buist. Dr. Buist's appointment has widened our contacts with the Mercy Maternity Hospital Department of Psychiatry.

I have been most grateful for the advice and assistance received from all members of the Visiting Medical Staff. I also wish to thank all members of the nursing staff for their commitment to the Queen Elizabeth Centre over the past year.

We continue to offer a service unique in the field of maternal and child health and we look forward to another year of expansion in this field.

DR. G. DANIELSON, M.B.B.S.
Director of Medical Services

Dr. D. DOWNING, M.B.B.S., F.R.A.C.P.
President, Medical Advisory Committee

MEDICAL ADVISORY COMMITTEE

PRESIDENT:

Dr. David Downing, M.B.B.S., F.R.A.C.P.

SECRETARY:

Dr. Greta Danielson, M.B.B.S.

MEMBERS:

Dr. Ann Buist, M.B.B.S., F.R.A.N.Z.C.P.
Dr. Merrilyn Mumane, M.B.B.S., F.R.A.C.P., D.C.H., D.D.U. (Pt.1)
Dr. Nicholas Paoletti, M.B.B.S., D.P.M. (Melb), F.R.A.N.Z.C.P. (on sabbatical leave)
Dr. Jill Sewell, M.B.B.S., F.R.A.C.P.
Dr. John Spensley, M.B.B.S., F.R.A.C.P.

FAMILY PLANNING CLINIC REPORT

For the Family Planning Clinic 1989 has been a successful and encouraging year. Numbers have varied but overall attendance figures have been maintained with ethnic groups well represented. There has been a particularly wide range in the age and type of patients seen and therefore in the needs to be met.

We are grateful for the co-operation of the Infant Welfare Nurse, Janice Kiernan, the administrative staff of the Queen Elizabeth Centre and the Central Interpreter Service.

The Clinic provides a free and confidential service to both male and female members of the community. The setting is relaxed and informal and patients are given as much time as possible. Advice is given on all methods of birth control and patients are able to purchase supplies at a moderate cost. Services include cervical smears, breast examination, pregnancy

testing, counselling and referrals. Rubella immunisation is undertaken and patients can be advised on infertility, menopause problems and male and female sterilizations, with specialised referrals where appropriate.

We hope to conclude a rewarding year with a repeat of our special Papanicolaou Smear Days, which proved so popular last year, and feel that we have this year gained more ground in furthering education in our special sphere of preventive medicine.

DR. M. SPENCE, B.A., M.B.B.S.
Family Health and Support Branch
Community Services Victoria

SR. C. SORELL, S.R.N.



NURSING SERVICES

Our main goal for 1988-89 was to help provide a statewide comprehensive service of support and guidance in all aspects of family care.

We realised that to achieve our goal we needed to increase our knowledge and understanding of allied agencies. After working closely with many agencies over the past year, we now feel that a network of resources is being established. We now have an excellent working relationship with many organisations. These include Maternal & Child Health Centres, Community Services Victoria, particularly North Eastern and Inner Urban regions, Community Policing Squad, Community Health Centres and many local community, ethnic and religious groups.

EDUCATION

Inservice training - approximately 60% of our senior nursing staff have completed nursing management courses at Mayfield Centre. The staff are also attending retraining courses in cardiopulmonary resuscitation and have attended seminars and lectures on lactation, A.I.D.S., child abuse and associated subjects.

We have also been attending fortnightly meetings with staff from Royal Children's Hospital Psychiatric Unit to discuss diagnoses and treatment of emotional and personality problems amongst our patients.

We have provided supervision and teaching for students studying child care from Prahran, Box Hill, Broadmeadows, Gordon, Footscray, Yallourn and Frankston T.A.F.E. Colleges; also tuition for medical students from Melbourne University, midwifery students from St. Georges and Maternal and Child Health nurses from Phillip Institute. We are accredited by the Victorian Nursing Council to supervise the retraining of mothercraft nurses for re-registration. Work experience students interested in child care are also able to obtain their experience at Queen Elizabeth Centre.

CHILDREN'S UNIT

Once again the Children's Unit has had a busy year with an increase of 14.7% in the total number of admissions. The demand for Care by Parent Unit beds remains constant, with a much greater demand for beds than we can supply. The staff in this Unit spend a lot of time counselling distressed parents, knowing that there are very few alternative beds available for this style of care in Victoria. Frequently we have to admit the baby to the Children's Unit and have the

parents attend as Day Patients, but in the best interest of the child, it is better not to separate mother and babe.

The nursery staff continue to educate mothers and babies with their many problems and to offer respite care when parents are unable to cope. There are always new problems presenting, the latest being oxygen-dependent babies. The mothers of these babes need support between leaving hospital and returning home. We are very proud to send home a mother with her self-esteem intact and a baby with a good daily routine, with the probability of their remaining this way because of the guidance they have received from our staff.

MOTHERS AND BABIES UNIT

The increasing number of admissions indicates the demand for services offered by this Unit. The average length of stay is one week, but this is extended as necessary. The type of patient often follows community trends, with the young single mother predominating at this time. Babies with feeding and sleeping difficulties are always a problem and mothers with post-partum depression and psychiatric disorders need constant support and guidance. On occasions we admit additional family members for education, usually the father of the child, but occasionally the grandmother. We work closely with the Grey Sisters, Tweddle Baby Home, Royal Women's Hospital, Royal Children's Hospital and Mercy Maternity Hospital, often taking cross-referrals when our services are the most appropriate. We thank them for their co-operation during the year.

COMMUNITY OUTREACH NURSE

During 1988-89 our outreach nurse visited 133 homes, conducted telephone counselling for 794 ex-patients and made 80 community contacts. These involved visiting hospitals, community centres and contacting Maternal & Child Health Nurses to discuss ongoing treatment of patients.

We are unable to increase our service in 1989-90 but will follow-up our patients when other support services are unavailable. In some cases we will have to use existing hospital staff, when the staff member lives in the same region as the family. This will overcome the problem of distance and allow us to be more efficient in our planning and enable us to follow up patients more effectively, saving both time and travelling.

Our outreach nurse introduced a pilot programme at Q.E.C. for selected ex-patients to teach them about future growth and development of their babies. This programme proved to be effective and the participating families were very appreciative. We are now developing a similar programme for the inpatient mothers, which is also proving to be extremely popular. We hope to increase our educational video library and give our parents more flexibility in the times available to them for educational sessions while they are here, so that they may use the facility while their babies are asleep and, if they are interrupted, return to their programme when convenient.

We thank all the other service providers who carry out most of the community care for our families after they leave the QEC and regret we are unable to provide a more extensive outreach service.

HIGHLIGHTS

Q.E.C. staff have formed a netball team, "The Lizzies" and are incorporated in the Yarra Valley Netball Association. The team consists of staff from both units who are all very enthusiastic. Unfortunately there is truth in the rumour that the team has only won two games since their inception last year. We wish to thank all staff for their participation in the



team, the loyal squad of cheer leaders, and staff members who remain at work while others are at play.

ACKNOWLEDGEMENTS

We are grateful to Mead Johnson, Nestle Australia Ltd, Wyeth Pharmaceuticals, Milton, Mrs. Eileen Chettle, the 1st Waverley Scout Group, the Sun Toy Fund and the Caulfield Ladies Baby Health Centres Association for their generous donations and assistance to the Centre this year.

Thank you Dr. Danielson for the mass immunisation of staff members with Hepatitis B vaccine.

Thank you Dr. Campbell Paul and Ms Gail Arnold for our enlightening fortnightly sessions on child psychiatry.

Mr. Seymour and I would like to thank all hospital staff for their cheerful co-operation and efficiency of service under demanding circumstances.

MRS. M. YEATMAN, R.N., R.M., M. & C.H.N.
Director of Nursing Services



QUEEN ELIZABETH DAY NURSERY

I am happy to submit the 1989 Annual Report for the Queen Elizabeth Day Nursery as Acting Director.

A major change for the Nursery took place during the year with the resignation of Sr. Mary Linden, Director since the foundation in 1979.

Naturally this change caused some apprehensions and fears amongst some of the parents, however I feel they are now reassured that the high standard of child care that they were accustomed to has been maintained. A generous allowance from the Board of Management for the purchase of a variety of new equipment including a radio and music tapes has enhanced the educational programmes offered.

Staff meetings are held on a regular basis and some of the staff have attended in-service programmes at the Lady Gowrie Centre; also videos have been shown in the QEC Education Room. During the year students from the primary teaching course at Teachers College and child care courses at Prahran T.A.F.E., Phillip Institute, and the Institute for Early Childhood Education have been offered the opportunity to obtain their practical experience at the

Nursery. Students from local secondary schools and the Ascot Vale Special School have attended the Centre for work experience.

Child care has continued to be in great demand. At the time of writing this report the Nursery is fully booked and enquiries for places remain buoyant.

Parents and friends of the Nursery have donated toys and other useful items for the children's use. Mrs. Gwen Kendall of Wodonga donated five hand-made mobiles to the Nursery.

The Day Nursery Review Committee has submitted the findings of a detailed study of the workings of both Nurseries, and when all recommendations have been approved, the staff will be pleased to be at the forefront of progress.

I wish to commend the staff for recognising the 'signs of the times' and thank them for their support and co-operation in dealing with all the necessary changes we have been obliged to make under the newly implemented Childcare Regulations.

JOAN LENAGHAN, S.R.N., S.R.M., M. & C.H.N.

Just prior to the beginning of the year, Sr. Lenaghan suffered a fractured heel, which required four months off work. Sr. Macleod has been acting Director of the Carlton Creche since February 1989, following Sr. Lenaghan's accident and sick leave. Sr. Macleod continued as Acting Director following Sr. Lenaghan's transfer to Queen Elizabeth Day Nursery after the resignation of Sr. M. Linden.

Despite these changes the Carlton Creche and Day Nursery has continued to provide warm and caring child care services to the children enrolled. Demand for placement in all areas, especially the under-three year olds, has been constant, but the actual need for this group is extremely hard to assess as so many parents double-book their children at several centres!

Education: Tertiary students from Footscray T.A.F.E., Mount Royal Hospital and secondary students from Genazzano College and Robinvale High School have attended the Creche for their practical experience.

There has only been one change in staff this year; after 3½ years, Debbie Slimmon left to enter a new field. Debbie was most appreciative of the

support given by staff and management with her basketball commitments. She represented Australia at the Seoul Olympics. We are fortunate to still have the services of our cook, Lydia Scicluna, who has been with us since 1973.

We must thank the Carlton Rotary Club for holding a working bee during which time they painted the kitchen of the 2-3 year room. Thanks also to the Impact Club (formerly 28 Club), a voluntary group who did a lot of sewing for us and to the Carlton Lions whose visit with showbags, ice-cream, fruit and juices has become a traditional treat for the children during the Show Week.

We all thank the management staff at Queen Elizabeth Centre, Mr. Seymour and Sr. Yeatman in particular, who have at all times given their time to keep us informed of the general progress with the amalgamation of the day care centres.

Finally, a big thank you to the staff who continue to cheerfully work well together to make a happy environment for the children.

O. MACLEOD, S.R.N., S.R.M., M. & C.H.N.

AUXILIARY REPORT

It is hard to believe that more than a year has gone by since I took over as President of the Auxiliary, ably assisted by Judy Watson as my Vice-President. I wish to thank her most sincerely for her support and enthusiasm.

It was with a great deal of pleasure that we welcomed three new members, Lurline Bone, Barbara Guzzardi and Carol Smith, who are a great asset to our Committee. Judy James took over the position of Secretary until her departure overseas in April, and I thank her for her effort. Barbara Guzzardi very kindly filled in for Judy, for which I am most grateful.

Jan Spooner is our new Treasurer and we are delighted she has been able to take on this position.

Sadly we farewelled two of our members, Maureen Melbourne and Dawn Ferguson. We wish them every happiness in their new homes.

We were pleased to transfer \$70,000 to the Queen Elizabeth Centre Foundation to be used specifically for one Care by Parent Unit.

Financially, it has been a most rewarding year after several successful functions - the Plus Two Parade, Jazz Night at the Old Melbourne Gaol, masked dinner on the South Steyne and the

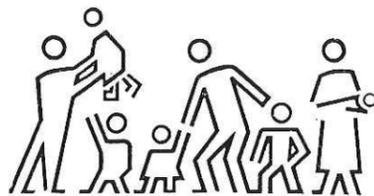
Bunty Gordon International/David Medwin Parade. Our grateful thanks go to Shirley Keon and Sheila Noon of Plus Two, Bunty Gordon of Bunty Gordon International and David Medwin for their continued support and generosity.

At the present time we are busily organising our next function, which is a cocktail party in the ANZ Gothic Bank Chambers at 388 Collins Street. Our sincere thanks go to the ANZ Bank for allowing us the use of their wonderful premises, in particular Mr. Peter Harrington who has been so helpful, Mr. Peter Rowland for his superb donation of food, and Mr. L.J. Mangan and Carlton Wines and Spirits, Notting Hill for the refreshments.

Bunty Gordon has again offered us a parade which we will be arranging in the near future. To these people and all those who supported us during the year, we offer our most grateful thanks.

We appreciate the help and assistance given by the Administrative Staff throughout the year.

COLLEEN MELDRUM
President



THE QUEEN ELIZABETH CENTRE FOUNDATION CHAIRMAN'S REPORT

The Queen Elizabeth Centre Foundation was established by Deed dated 29th March 1989 and this, therefore, is the first Report to be submitted by the Foundation for inclusion in an Annual Report of the activities of the Centre.

The purpose of the Foundation is to provide an independent public charitable Trust designed to afford financial and other support to the Centre for the preservation, development and improvement of the standards, facilities and well-being of the Centre.

I am privileged to have been asked to accept the chairmanship of the Trust, firstly because of its worthy objectives and, secondly, because of the standing and calibre of the inaugural Trustees who so willingly and enthusiastically accepted appointment. The Trustees are as follows:

The Hon. Walter Jona AM JP - Chairman
The Hon. Basil L. Murray CBE QC
Councillor Wendy Spry JP
Mrs. Val Smorgon OBE JP
Mr. John H. Crutch

The considerable professional expertise, the widespread community involvement and the special talents of each of the Trustees is very apparent. The Centre and its supporters are indeed fortunate to have these persons at the helm of the Foundation.

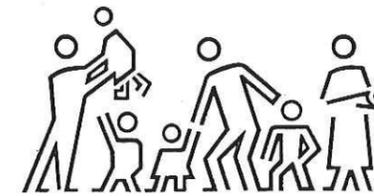
The Trustees are delighted that Mr. Frank A. Slutzkin VRD, Development Consultant to the Centre, agreed to accept the position of Honorary Secretary of the Foundation. Mr. Slutzkin has been a tower of strength to the Foundation and of inestimable assistance to the Trustees in the performance of their tasks.

I pay a special tribute to Mrs. June Shaw, President of the Queen Elizabeth Centre, whose vision and untiring efforts for the well-being of the Centre led to the formation of the Foundation. Mrs. Shaw has been an inspiration to us, and her guidance, advice and personal involvement in the establishment of the Foundation to its present independent and viable status is gratefully recorded. To the Board of Management of the Centre and to the Executive Director Mr. Stephen Seymour, we express our appreciation for their continuing goodwill and co-operation at all times.

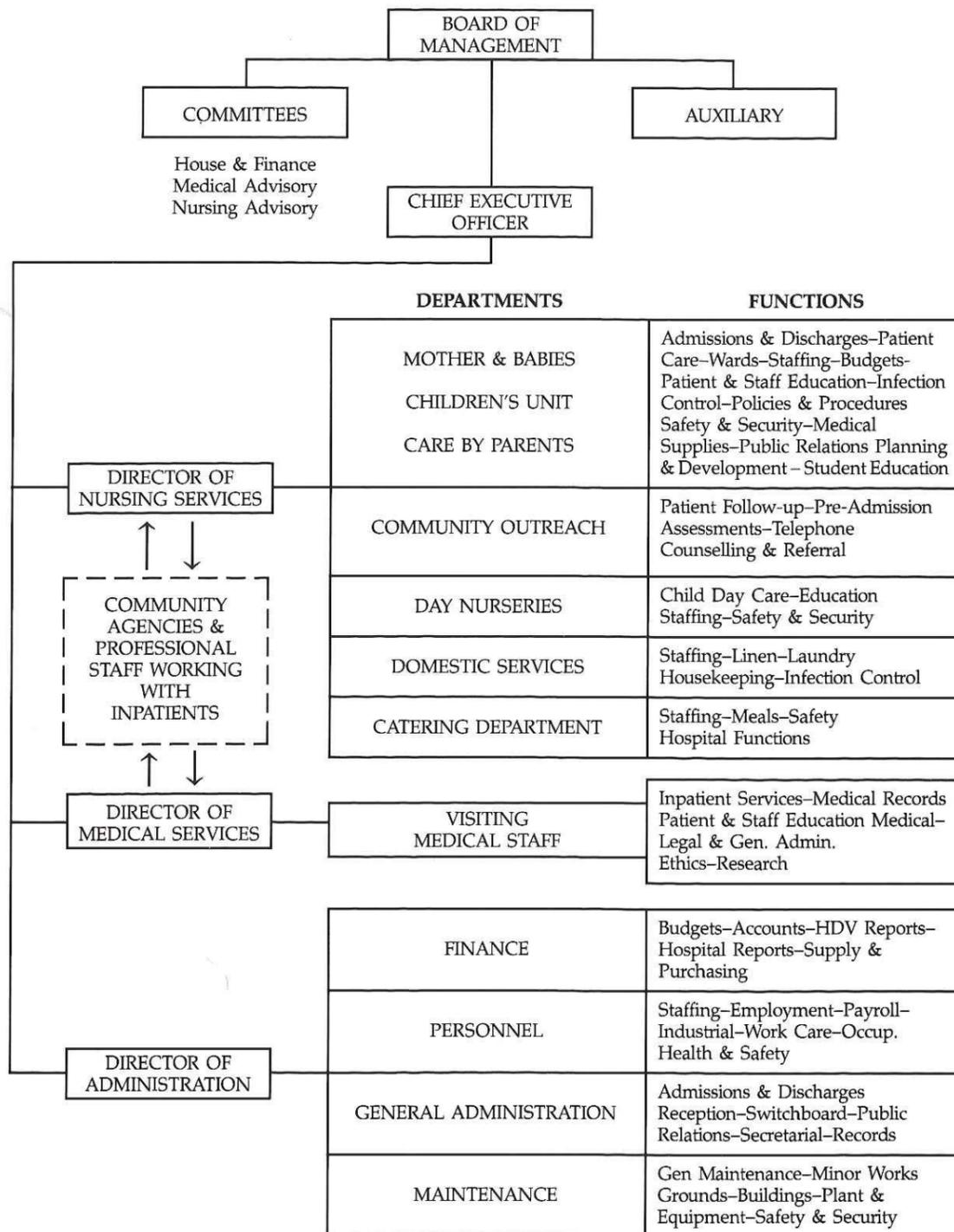
The Foundation is a body approved by the Commissioner of Taxation for the purposes of Section 78(1)(a) of the Income Tax Assessment Act of 1936, and therefore all donations to the Foundation are tax deductible. The Trustees acknowledge the encouraging and generous response already received from Trusts, corporations and individual donors.

The Foundation is under the sole control and management of the Trustees who commit themselves to further the objects specified in the Trust Deed, all of which are directed exclusively to the present and future best interests of the Queen Elizabeth Centre.

WALTER JONA, A.M., J.P.
Chairman of Trustees



ORGANISATION CHART



OUR STAFF

APPRECIATION

The members of the Board of Management and executive staff express their appreciation of the achievements and progress made in the various activities outlined in this Report. The year's successful results are a testimony to the commitment and competence of the QEC staff.

Within the context of QEC's Objectives, the Board of Management and Executive staff are constantly reviewing all matters pertaining to the staff including education, safety and security, industrial relations, staff personal development and job satisfaction. Some staff highlights for the year are as follows:

STAFF HANDBOOK

Sr Phyllis Anastasios, Associate Charge Nurse, Children's Unit completed the Management Development Course at the Mayfield Training Centre in June 1989. As her major project Phyllis undertook the task of completely reviewing our staff handbook. Over the last five years QEC has undergone many changes and the staff handbook was hopelessly outdated.

The new handbook is to be released in December 1989 and a vote of sincere thanks and appreciation is extended to Phyllis for preparing this valuable staff resource.

SPIN REPORT

Study of Professional Issues in Nursing. QEC's responses to recommendations arising from this report have been forwarded to HDV's Nursing Advisory Committee for consideration.

IN-SERVICE EDUCATION

Throughout the year in-service education programmes have been conducted for all staff and topics have included: Fire/Safety, A.I.D.S., Child Abuse, Cardio-Pulmonary Resuscitation and general topics relating to nutrition, parenting and mothercraft skills.

TRAINING AND EDUCATION

A total of 1033 student days were used by students gaining training and experience in all aspects of maternal and child health. Students undertaking such programmes included: medical students, postgraduate nurses, mothercraft & enrolled nurses, child care workers and senior high school students undertaking work experience - reference should also be made to the Nursing Services Report re education for further information.

SAFETY & SECURITY

The relative isolation of Queen Elizabeth Centre which was once an attractive feature to us, has now become an increasing security problem. As a result of the large number of incidents relating to safety and security we have had to upgrade existing security and implement additional measures, including increased external security patrols, electronic surveillance of car parking and hospital entry areas, additional external security lighting and the necessity for night nursing staff to wear security alarm pendants.

STAFF ESTABLISHMENT

Group One: As funded by Health Department Victoria for QEC hospital units. Figures based on the equivalent full time staff positions as approved by Health Department Victoria.

| | |
|---|--------------|
| (a) Administration | 4.9 |
| Registered Nurses | 11.55 |
| Mothercraft Nurses | 17.25 |
| Catering Staff | 3.75 |
| Domestic Staff | 6.0 |
| Maintenance | 2.4 |
| Total | 45.85 |
| (b) Visiting Medical Staff - paid fee for service | |
| Paediatricians | 4.0 |
| Psychiatrists | 3.0 |
| (c) Honorary Public Relations Officer | 1.00 |

Group Two: Day Nurseries:

The approved positions are subsidised by Community Services Victoria at 80% of salary. Balance of salary payments and costs for additional staff raised through Day Nursery fees.

| | QEC Campus | |
|-----------------------|----------------|----------|
| | Approved | Actual |
| Director | 1 | 1 |
| Kindergarten Teacher | 1 | 1 |
| Mothercraft Nurses | 1 | 3 |
| Child Care Workers | - | - |
| Child Care Assistants | 2 | 2 |
| | <u>5</u> | <u>7</u> |
| | Carlton Campus | |
| | Approved | Actual |
| Director | 1 | 1 |
| Kindergarten Teacher | - | - |
| Mothercraft Nurses | 2 | 4 |
| Child Care Workers | - | 1 |
| Child Care Assistants | 4 | 2 |
| | <u>7</u> | <u>8</u> |

STAFF LIST

CHIEF EXECUTIVE OFFICER

Mr. S. Seymour

DIRECTOR OF MEDICAL SERVICES

Dr. G. Danielson

DIRECTOR OF NURSING

Mrs. M. Yeatman

FINANCE OFFICER

Mr. K. Lumley

HONORARY PUBLIC RELATIONS OFFICER

Mrs. P. Fellows

ADMINISTRATIVE

Mrs. G. O'Keefe, Mrs. R. Fusinato, Miss. S. Kirkland

NURSERY DIRECTORS

Sr. M. Linden (resigned)

Sr. J. Lenaghan

Sr. O. Macleod

MATERNAL & CHILD HEALTH CENTRE

H. Morris (Melbourne City Council assumed operations at 30th December, 1989)

COMMUNITY OUTREACH NURSE

P. Heselev

KINDERGARTEN TEACHER

J. Travis (resigned)

M. Fitzgibbon

REGISTERED NURSES

K. Adams, K. Allan, P. Anastasios, M. Cordner (resigned), C. Cottier, R. Fairweather, M. Ferres,

M. Fontana, A. Hegarty, K. Houghton (resigned), R. Lusins (resigned), J. McKay, J. McNaught, N. Parks, A. Poulter, J. Samways, M. Tuxworth.

MOTHERCRAFT NURSES

A. Abernethy, H. Barrett, S. Brown, S. Conolly, U. Cook, P. Dent, W. Didjurgies, J. Dimech, J. Donald, P. Dunne, B. Eastgate, E. Fabel, T. Frawley, M. Gilham, C. Gooley (resigned), L. Ross-Henry, S. Herd (resigned), L. Howat, M. Hurley, S. Jackson, M. Jennar, A. Johnson, L. Kyrou, V. Lane, J. Le Maistre, P. Leslie, F. Matthews, S. Mayne, K. McCauley (resigned), C. Phillips (resigned), M. Smith (resigned), M. Trewarne, G. Turner, J. Vizard, J. Whitten, J. Wright

CHILDCARE WORKERS

L. Pollard (resigned),

L. Retallick

CHILDCARE ASSISTANTS

K. Blackley, L. Burgo (resigned), L. Craigie, J. Devonport (resigned), J. Felton, L. Martin, D. Slimmon

HOUSEKEEPING

R. Stringer, D. Alexiadis, V. Argyrou, D. Champion, H. Kolliou, K. Kolliou, S. Kostas, M. Malovic

CATERING

I. Preston, L. Maynard, I. Oldham, D. Pretty, M. Wilkins, L. Scicluna

MAINTENANCE

N. Wilson, R. Mundy (resigned), R. Yates, G. Apostoliou

CONTRIBUTORS

THE QUEEN ELIZABETH CENTRE

| | \$ |
|---|-------------------|
| Mrs. H. Van Der Heyden | 10.00 |
| Mrs. Mina Fink | 100.00 |
| Mrs. P.M. Hewson | 30.00 |
| Mrs. W.M.K. Stephens | 50.00 |
| Miss J.S. Fraser | 10.00 |
| M.L. Robbins | 37.00 |
| Dr. B. Brodrick | 50.00 |
| Mr. Ian Flanders | 28.20 |
| Mr. A.J.G. Sinclair (Lord Mayor's Fund) | 50.00 |
| Dr. M. Spence | 50.00 |
| Estate of the Late Mr. George Pethard | 1,000.00 |
| Hospitals & Charities Sunday Committee | 280.00 |
| Lord Mayor's Fund | 4,720.00 |
| Thomas Baker (Kodak), Alice Baker & Eleanor Shaw Benefactions | 1,000.00 |
| Estate of the late Edward Wilson | 500.00 |
| | <u>\$7,915.20</u> |

VICTORIAN BABY HEALTH CENTRES ASSOCIATION

| | |
|--------------------------|-------------------|
| Sir Walter Leitch Estate | 1,000.00 |
| Estate E.G. Batchelor | 617.47 |
| Joe White Bequest | 300.00 |
| | <u>\$1,917.47</u> |

SPECIFIC PURPOSES

| | |
|--|--------------------|
| Lord Mayor's Fund | 9,178.00 |
| Hospitals & Charities Sunday Committee | 400.00 |
| | <u>\$9,578.00</u> |
| DAY NURSERY COMMITTEE DUES | 3,875.50 |
| | 10.00 |
| TOTAL | <u>\$23,296.17</u> |



Q.E.C. Netball Team (Dizzy Lizzies).



Left to right:
Mr Neville Wilson,
Mr Ron Yeates,
Maintenance Staff.



Mrs Irene Preston,
Catering Manager.