
**DIAMANTINA HEALTH CARE MUSEUM INC.
OF PRINCESS ALEXANDRA HOSPITAL**

STRATEGIC PLAN
January 1999

Diamantina Health Care Museum Inc. of Princess Alexandra Hospital

People and practice are health care's history. Diamantina Health Care Museum Inc. of Princess Alexandra Hospital will celebrate, document and interpret the rich history of health care, people and staff at Princess Alexandra Hospital and its predecessors on the site for the public benefit.

The Museum is a non-profit institution, which acquires, conserves, researches, communicates and exhibits material of significance in health and nursing care, including development and support services. It will include the role of technological innovation in contributing to advances in care. The Museum will address contemporary issues as well as providing linkages to the wealth of past hospital practice and the energy and commitment of staff.

The Collection and displays will include medical, nursing, para-medical, hospital, and scientific objects, documents and details of processes and of significance and importance in the development of health care at the site. The past empowers the future. A profile Collection will consider how sites become symbols of collective cultural identity and community responses and relationships to that identity at this site.

A multi-strand approach has been adopted for the Museum with displays at the Dispenser's House and in cases at the Hospital; Mobile Museum trolleys to take exhibits direct to patients; and the Virtual Museum which will present exhibits and collection information through the Hospital's broadcast video program. There is wheelchair access.

The Museum's name acknowledges two broad histories. Contessa Diamantina Roma,* Lady Bowen, initiated several charitable organisations in Brisbane, and the Princess Alexandra site has a long historical connection with health care. The latter includes the establishment on 5 August 1901 of the Diamantina Hospital for chronic disease, South Brisbane Auxiliary Hospital in 1943, the new South Brisbane Hospital in 1956, and its identity since 1960 as Princess Alexandra Hospital. The title also acknowledges the Museum's charter as an organisation concerned with broad health and nursing care issues. There is a particular focus on the history of activity on this site, including indigenous history, and community relationships to that activity. The Museum will look at special developments initiated at the Hospital and their subsequent broader application, including non-medical solutions, e.g., engineering or other technical involvements, which have made these developments possible.

*Contessa Diamantina Roma (1833-93), wife of Queensland's first Governor (from 1859-67), Sir George Bowen, was born at Zante in the Ionian Islands. She was the first Greek resident in the new Queensland colony. An attractive and popular figure, she was an advocate for Greek culture and philosophy. *Information on the Contessa is taken from Dr Owen Harris's research which is to be published as a paper.*

Diamantina Health Care Museum Inc. of Princess Alexandra Hospital

MUSEUM VISION

PEOPLE AND PRACTICE HEALTH CARE'S HISTORY

1.1 MISSION STATEMENT

Diamantina Health Care Museum Inc. of Princess Alexandra Hospital will celebrate, document and interpret the rich history of health care, people and staff at Princess Alexandra Hospital and its predecessors on the site for the public benefit. The Museum will be a non-profit institution, which acquires, conserves, researches, communicates and exhibits material of significance in health care, including development and support services. It will include technological innovation's role in contributing to advances in care. The Museum will address contemporary issues as well as providing linkages to the wealth of past hospital practice and the energy and commitment of staff contributions.

1.2 MUSEUM MULTI-STRAND OPERATIONAL APPROACHES INCLUDE:

- Exhibits, displays, administration and storage at the Dispenser's House
- Museum exhibits in display cases in the Hospital
- Mobile Museum trolleys which can be accessed throughout the Hospital with assistance from Museum volunteers
- Virtual Museum disseminating displays and collection information through the Hospital's broadcast video program
- Historic records of hospital staff and personnel on CD rom

1.3 THE MUSEUM'S NAME

Diamantina Health Care Museum Inc. of Princess Alexandra Hospital

The Museum's name commemorates a person, Contessa Diamantina Roma*, and the site's long history of health care including: Opening on 5 August 1901 of Diamantina Hospital for chronic disease, South Brisbane Auxiliary Hospital in 1943, the new South Brisbane Hospital in 1956, and its identity since 1960 as the Princess Alexandra Hospital.

The title acknowledges the Museum's proposed charter as an organisation concerned with people and broad health and nursing care issues. There is a particular focus on the history of activity on this site, including Indigenous history, and community relationships to that activity.

The Museum will look at special developments initiated at the Hospital and their subsequent broader application, including non-medical solutions, e.g., engineering or other technical involvements, which have made these developments possible.

Contessa Diamantina Roma*, Lady Bowen (1833-93), wife of Queensland's first Governor (1859-67) Sir George Bowen, initiated several charitable organisations. She is commemorated in the name of many Queensland institutions, places and facilities, including the Lady Bowen Lying In Hospital, Diamantina River, Diamantina Orphanage at River Hills (1864), Diamantina Orphanage (1883) and Diamantina Hospital (1901), both on the PA site, a church Sunday School, a private yacht, and a river class frigate.

Born in Zante in the Ionian Islands, Contessa Diamantina Roma was the 10th of the 11 children of Count Giorgio Candiano, Count Roma, President of the Ionian Senate, and the Contessa Orsolandi Belsama, also of Zante. Her parents were from noble Veneto-Grecian families and the Contessa was the first Greek resident in the new Queensland colony. She was described as attractive, very, very popular, an elegant musician, and an advocate for Greek culture and philosophy. When she and Sir George left Queensland they were accorded huge popular farewells.

*Information on the Contessa is from Dr Owen Harris's research which is to be published as a paper.

1.4 Brief PA site history

(from information researched and compiled by Dr Owen Harris)

1883	Diamantina Orphanage
1893-97	Residence for quieter patients from Goodna Asylum
1898	Reformatory for Boys
1901 August 5	Diamantina Hospital for chronic disease established with 72 beds Control: Department of Health Matron: Miss Florence Chatfield (1900-34) Superintendent: Dr F.E. Hare (1901-03) VMO: Dr A. Jefferis Turner (1901-35) Dispenser: Mr Frederick Staubwasser (1901-38, and Superintendent 1934-38), who occupied the Dispenser's House (built 1909) which is to be used for the Diamantina Health Care Museum.
1903	Septic tank installed
1909	Dispenser's House built (Diamantina Health Care Museum)
1909	Two wards for epileptics opened
1911	One ward and one open-air tent for consumptives opened (known as huts and tents and later as Pavilions)
1917	One ward for male cancer patients opened; capacity now 164 beds
1920	Electricity connected
1942 January 1	The Hospital prepared as a major World War II casualty hospital Control: B & SCHB
1943	South Brisbane Auxiliary Hospital (chronic hospital)
1947-48	Two brick blocks, S7 and S8, completed
1951	Foundations laid for new acute hospital
1956 August 26	New South Brisbane Hospital opened (acute hospital)
1959 July 18	The Hospital becomes independent from Brisbane Hospital
1960 May	Princess Alexandra Hospital (date of official name change)
2001 January	Deferrment of refurbishment of Dispenser's House
2001 May	Scheduled opening of <i>Diamantina Health Care Museum Inc. of Princess Alexandra Hospital</i>
2001 July	PA Week
2001 August 5	Centenary of Hospital activity on this site

1.5 Occupancy of the Dispenser's House after Frederick Staubwasser (1909-38)

Dr Harris has researched and prepared an occupancy list which shows that the house was mostly unoccupied from 1938 to 1945, largely because of World War II, and fully occupied again from 1945 to 1973 by senior medical staff. From 1974 to 1998 it was used as a Home Dialysis Training Centre and in 1997 also provided premises for the PAH History and archives Committee.

2.1 Museum Management and Operations

The History and Archives Committee, a sub-committee of the Princess Alexandra Hospital, recommends that this sub-committee be disbanded. In its place it is recommended that the non-profit Diamantina Health Care Museum Inc. of Princess Alexandra Hospital be established with the present members of the History and Archives Committee as a Museum Committee responsible for the Museum which includes historical and archival interests. For the Museum to be eligible for Arts Queensland and other similar Funding it must be an independent, non-profit organisation.

The Museum Committee will establish a Collections Assessment Committee from among its membership.

Detail of the Museum Committee structure is contained in the Museum's Rules of Association.

It is an objective of the Museum that all new staff orientation programs of the Princess Alexandra Hospital include an introduction to the Museum and its activities.

2.2 Opening Hours:

Hospital Premises: 24 hour case displays; video and Hospital intranet and internet availability and Mobile Museum Trolley displays on request.

2.3 Audience:

The Museum will target wide and diverse audiences including: Community and general public; Hospital outpatients and inpatients; Visitors to hospital patients; Staff; Retired staff; Schools, including students interested in future careers in medicine, nursing or health care; Health care professionals and those in training; Special interest groups, for example, the Asthma Association, the Multiple Sclerosis Society.

2.4 Museum parking and loading dock

The architect is to be asked to incorporate a Museum coach and loading bay site near the Museum.

2.5 Museum Staffing

Volunteers will staff the Museum under the direction of the Museum Committee. A community appeal is to be launched for volunteers, and invitations to join the program will be sent to past hospital staff.

2.6 Volunteer training

A volunteer training program will provide training for volunteers in museum management and procedures. Best practice models of Australian volunteer standards will be followed.

2.7 Collegial relationships

The *Diamantina Health Care Museum Inc.* will relate to other Museums, both general and with a health care emphasis, in Brisbane and south east Queensland. Because of the energy and commitment of the Museum Committee the Museum has the potential to be a leader in the field in Australia, particularly in innovative strategies.

3.1 COLLECTION AND DISPLAY POLICY

(Note: Collection, Display and Collection Management Policies will require further input and development)

The ***Diamantina Health Care Museum Inc. of Princess Alexandra Hospital*** will collect, preserve, research, interpret and exhibit medical, nursing, para medical, hospital, and scientific objects, processes and documents of significance and importance in the development of health care at Princess Alexandra Hospital and its predecessors on the site. The Collection will recognise the contribution of staff to this history. Collections and displays will celebrate the rich history of the site, including its prior indigenous occupation.

In its Collection focus the Museum will consider the history of the Princess Alexandra Hospital and its predecessors on this site, including technology, development and support services.

3.2 Collection management responsibilities

The Museum will:

- catalogue, store, interpret, photograph and display its Collection in accordance with museum practices recommended by Museums Australia.
- not accept into the collection items which cannot be stored adequately and safely
- refer all acquisitions and loans to a Collections Assessment Committee
- record oral histories connected with health and nursing care on the site.

When Collection Policy is determined all objects and material for acquisition will be considered by the Collections Assessment Committee in relation to Policy guidelines. Large bodies of historical documentation such as staff lists should be put on CD roms which can be accessed at the Museum.

3.3 Loans

The Museum will not accept permanent loans. Short term loans (length to be determined but not longer than six months) will be sought and accepted for special displays and exhibitions. Diamantina Health Care Museum Inc. is not intended to be an anatomy museum.

3.4 Insurance

The collection will not be insured because of cost. Many collection items will be unique and therefore irreplaceable in the event of loss. Loan items will be insured if required by the lender.

3.5 Registration and transfer of PA Material

A process needs to be established for registration and transfer of discarded museum material from the Princess Alexandra Hospital to the ***Diamantina Health Care Museum Inc.***

3.6 Storage

Investigations may be needed of the cost of creating storage by excavating under the rear portion of the Museum building.

3.7 Collection disposal

In the event that the ***Diamantina Health Care Museum Inc.*** ceases to operate as a Museum the Collection will be offered to another authorised museum. Items which have come from the PA Hospital will be offered to the Hospital.

3.8 Community appeals

Community appeals will be made for historical, photographic and biographical material including oral history and past hospital staff and volunteers will be contacted in this regard. There will also be an appeal for volunteer staff (see 2.3 and 2.4 above), and for funding through donations and bequests.

3.9 Possible display themes

(The following are examples of possible display themes which will be expanded in the future.)

The Museum Committee identified the following possible display themes for the Museum:

- Site history including its indigenous history; and history prior to, during and after the orphanage
- Site demolition history
- Historical records of nursing, hospital, technical and medical activity
- The Pavilions
- Nursing history and memorabilia
- Spinal
- Gastroenterology
- Transplant
- Renal
- Pharmacy
- 1904 Hospital activity including Boggo Road Inebriates patients
- Those things which make the museum distinct and different
- Displays connected to event anniversaries
- World first research achievements at PA and their subsequent development
- Paraplegic associations
- Scientific and technological innovation

4 BUDGET AND FUNDRAISING

4.1 Fundraising

A sub-committee will be established for revenue raising.

Patron membership will be offered to donors over \$10,000 (Patron membership may be a single donation or \$2000 per year for 5 years). Patron members will be appropriately acknowledged on an honour board or plaque.

Application is to be made for the Museum to be eligible for gifts under the Australian Government's Cultural Gifts and Bequests Program and for monetary gifts to be eligible for tax deductions.

Limited merchandising opportunities may return some funds.

5 MARKETING

A Marketing Plan for the Museum will require further input. The following points are for consideration:

- Review the strategic plan to see which objectives or activities have marketing implications.
- Ensure that marketing group objectives confirm to the Museum's corporate plan.
- Will marketing activities contribute to corporate goals?
- Identify potential conflicts or overlaps.
- Consider short-term goals (6-12 months) and long-term goals (3-5 years).
- Ensure after the first three years that there is a program and policy evaluation and development of a new forward plan.
- Focus on potential audience, sponsorship, friends, and patrons.
- Market the museum profile, its proposed identity and visibility in the general community and in the special target groups.
- Evaluate the community's view of the museum.

SWOT ANALYSIS

Strengths

Committed Museum Committee
 Provision of basic facilities and landlord services by the hospital, i.e. premises, security, air conditioning not to museum standard), cleaning
 Availability of diverse collection material
 Volunteer assistance of Minter Ellison staff member with Museum's incorporation
 A small funding base
 Support of Hospital architect who will prepare a renovation plan for the building and ensure there is provision for Museum display cases to be located in the new building
 Proximity of Museum building to the Hospital
 Importance of Project Officer's position and awareness of Museum communication requirements
 Forward program of volunteer training in Museum display, management, collections development, cataloguing and database entry
 Awareness of risk management factors

Strengths provide advantages and can be built upon further.

Opportunities

Likelihood of keen volunteers after an appeal
 Possible Arts Queensland and other grant funding
 Because of energy and commitment of Museum Committee the Diamantina Health Care Museum Inc. has the potential to become a leader in health care museums in Australia
 Incorporation of innovative Museum strategies
 Museums Australia (Q) Health and Medical Museums seminar in July 1999 hosted by Museum Committee will provide training and networking opportunities and to coincide with visit of Megan Hicks, Curator Health & Medicine, Powerhouse, Sydney, and Secretary Health & Medicine Museums Special Interest Group (Megan will be a speaker at the seminar and will meet the Museum Committee).
 Possible visit in May 1999 of Dr Philip Thomson (Dr Thomson was awarded a Churchill Fellowship in 1995 to study medical history and pharmacy displays at significant museums in Canada, the USA and the UK. He is honorary Curator in Medical History at Tasmanian Museum & Art Gallery. He has developed interactive Healthcare Museum programs for school children.

Weaknesses

Museum Committee members are all busy people
 Collection material requires detailed recording and analysis
 Need to raise establishment and operational funding
 No parking for dedicated museum visitors other than those already at the hospital for other reasons
 Management agreements not yet in place regarding collection transfer and operation of premises
 Costs involved in building renovation and display fitout, including lighting, display cases, complete wheelchair access and wheelchair unisex toilet
 Cost for storage provision

Some weaknesses should be considered opportunities for growth and development.

Threats

The building might be used or required for other purposes
 Opposition to Museum or to aspects of Museum Program from some staff (communication of Museum aims and objectives to staff will be developed).

6 IMMEDIATE MUSEUM OBJECTIVES

- Establish the *Diamantina Health Care Museum Inc.* as a legal entity.
- Secure a Management Agreement with the Hospital, which recognises the new Museum structure and its responsibility for Museum, historical and archival matters
- Secure renovation plans and quotations so funding applications can be completed before March 1999 grant funding deadlines.
- Prepare an inventory of available Collection material so a detailed policy can be drawn up and implemented and an agreement made with the Hospital for transfer of materials and objects.
- Establish a Collections Assessment Committee to review available material and future offerings
- Target a volunteer group to assist with the inventory and future cataloguing.
- Establish a linkage with the Hospital's Volunteer Co-ordinator.
- Emphasise the Museum's commitment to access, quality and education.

7 MUSEUM GOALS

Goal 1 – To collect, conserve, research, communicate, interpret and exhibit for the public benefit material of significance in health care and to celebrate, document and interpret the rich history of health care at Princess Alexandra Hospital and its predecessors on the site including its prior indigenous occupation.

- 1.1 Collect medical, nursing, para-medical, hospital and scientific objects and documents
- 1.2 Refer all acquisitions and loans to a Collections Assessment Committee
- 1.3 Consider in displays the role of staff, support services and technological innovation in contributing to advances in care and special developments initiated at the Hospital and their subsequent broader application, including non-medical solutions, e.g., engineering, or other technical involvements, which have made these developments possible
- 1.4 Address contemporary issues and provide linkages to the wealth of past hospital practice and the energy and commitment of staff.
- 1.5 Consider how sites become symbols of collective cultural identity and community responses and relationships to that identity
- 1.6 Develop a multi-strand Museum approach with displays at the Dispenser's House; in cases at the Hospital; Mobile Museum trolleys to take exhibits to patients; and the Virtual Museum to present exhibits and collection information through the Hospital's broadcast video and intranet programs

Performance indicators

- a) *Actions and procedures implemented*
- b) *Priority issues addressed, documentation of monitoring procedures completed on continuing basis*
- c) *Fragile and valuable works given appropriate display safeguards*

Goal 2 – Catalogue, manage and maintain the Collection in accordance with best practice standards recommended by Museums Australia

- 2.1 Ensure that Collection is catalogued, maintained and managed to the highest museum standards
- 2.2 Ensure that items accepted for the Collection can be displayed or stored adequately and safely
- 2.2 Maintain accurate inventory of Collection, short term loans, and works offered for acquisition
- 2.3 Use CD roms and other technology to store documentary material such as staff lists
- 2.4 Establish and implement an ongoing plan to monitor and conserve objects
- 2.5 Implement registration procedures for management and movement of Collection items

Performance indicators

- a) *Actions and procedures in Collection Management plan implemented and budget allocated*
- b) *Objects regularly checked for conservation needs and treatments carried out as required*
- b) *Fragile and valuable works given conservation priority, storage and display*

Goal 3 – Audience Development - To bring the Museum and its programs to wide and diverse audiences including: Hospital outpatients and inpatients; visitors to hospital patients; Staff; Retired staff; Schools, including students interested in future careers in medicine, nursing or health care; Health care professionals and those in training; and Special interest groups

- 3.1 Inform Hospital Auxiliary members of the Museum's aims and objectives and seek their support
- 3.2 Develop and support linkages to other Museums and to tourism services and projects
- 3.3 Effectively communicate to all hospital staff the museum's program and activities and include an introduction to these in new Princess Alexandra Hospital staff orientation programs
- 3.4 Effectively communicate and market museum programs and services to the widest possible audience and to special target audience groups
- 3.5 Develop a publications and information dissemination program on several levels
- 3.6 Provide access, quality visitor experiences and education programs through a Collection, display and public program that addresses broad community and various special interest group needs
- 3.7 Co-ordinate public program activities with the school syllabus through formal consultative processes between the Museum and teachers
- 3.8 Involve the Museum Committee and volunteers in the regular dissemination of information on the Museum and its programs in newsletters, publications, seminars, conferences and interviews
- 3.9 Assist and encourage participation in Museum activities and in the development of displays, exhibitions, publications and material based on historical and archival sources
- 3.10 Develop and maintain a web site
- 3.11 Provide wheelchair and disabled access.

Performance indicators

- a) *Increase in visitor rate and visitor experience maximised*
- b) *Attendance at Museum by various community and special interest groups*
- c) *Increased tourist visitation to Museum (measured by effective use of visitor book, postcode records)*
- d) *Increased and regular usage of Museum resources*
- e) *School groups satisfied with visits and make regular return visits*
- f) *Increased number of school visits*
- g) *Resources and support materials available for use*
- h) *Accurate monthly documentation and analysis of individual and group visits*
- i) *Co-ordinated placement of Museum program and activity notices on the basis of research marketing mix*
- j) *Increase in editorial coverage of Museum across all media types*
- k) *Maintain Museum media coverage record and assess program effectiveness on a regular basis*
- l) *Increased awareness of Museum and Museum activities*
- m) *Operation of a targeted up-to-date contact register for direct mail*

Goal 4 – To ensure the Museum's financial viability

- 4.1 Prepare a financial plan
- 4.2 Establish a sub-committee for revenue raising and to seek specialist financial assistance from the Hospital with this program
- 4.3 Ensure that all avenues for potential grants and sponsorships are explored
- 4.4 Operate a small merchandising outlet in the Museum and possibly in the Hospital

Performance indicators

- a) *Growth in sale of merchandise and net contribution from sales to Museum budget*
- b) *Mechanisms for monitoring budget on basis as determined in financial plan*
- c) *Budget stays within financial plan parameters*
- d) *Museum Committee accept responsibility for ensuring budget follows financial plan*
- e) *Accounts presented to Museum processed and forwarded within 72 hours of receipt*
- f) *Annual budgets meet financial plan targets and longer term goals achieved*
- g) *Cost recovery through special events and activities*
- h) *Sponsorship and grant targets achieved*

Goal 5 – To ensure best practice management of the Museum, its administration and its programs

- 5.1 Establish communication, monitoring and reporting systems for all sectors involved with the Museum and ensure that systems are maintained to the highest standards
- 5.2 Ensure that administration processes are timely and effective
- 5.3 Establish agreements with the Museum Committee and volunteers on accountabilities, tasks and performance indicators
- 5.4 Follow best practice models of Australian volunteer standards and establish clear volunteer and friends policies and objectives
- 5.5 Assist and encourage wide participation in Museum activities and in the development of displays and exhibitions by volunteers, friends and Hospital staff
- 5.6 Identify skills gaps and implement training as required
- 5.7 Ensure that the building meets workplace health and safety standards and provides maximum visitor experiences
- 5.8 Foster a teams approach and a clear understanding of the Museum's role and Mission.
- 5.9 Acquire and maintain necessary tools, equipment and consumables for the Museum's operation

Performance indicators

- a) *Job specifications and duties structured to meet current and ongoing operational requirements*
- b) *Performance reviews conducted annually and on a needs basis and results actioned*
- c) *Museum training successfully completed by staff and volunteers, benefits implemented into operations and Museum standards achieved*
- d) *Daily, weekly, monthly and annual monitoring of maintenance and technical services completed and documented and action completed as required*
- e) *Correspondence, telephone enquiries, reports, submissions, databases, file activity and general Museum administrative processes carried out promptly and efficiently and to client satisfaction*
- f) *Positive feedback on quality of assistance and performance*
- g) *Advice and assistance incorporated into other Hospital initiatives*
- h) *Positive perception of contribution of Museum to Hospital corporate mission*