

AHSPPO Journal

December 2025

The Association of Healthcare Supply
and Procurement Officers

AHSPPO MEMBER INSIGHT SERIES

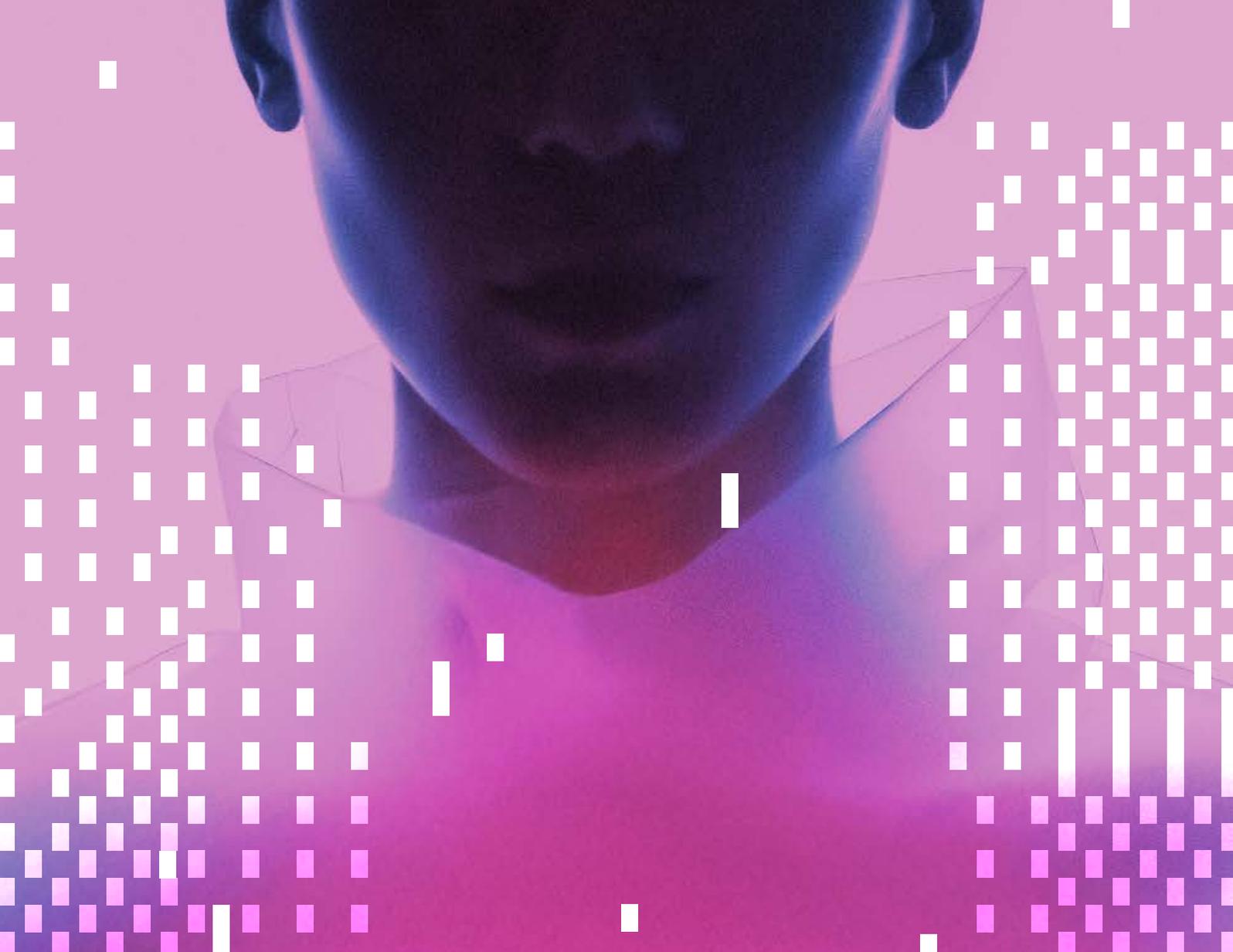


The State of Clinical Engagement and Hospital Supply Chains Revealed

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//AHSPO

36th Annual Conference
Mantra Lorne

CONFERENCE 2026

AI IN HEALTHCARE + PROCUREMENT

19 – 21 August
Speakers Announced Soon

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December 2025

//AHSP0

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LEKKER A Lekker
The Nice Agency. publication
for AHSP0

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For more than 150 years,
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Who Am I?

Can you guess the identity of this
respected, renowned surgeon?

Correction:

In the last edition of the AHSP0 Journal we incorrectly attributed the Conference 2025 opening night speech to someone from the previous year's event. This year's speaker was Mr. Craig Fraser, Chief Executive Southwest Healthcare. We apologise for this error.

Snapshots



Lenovo announces new partnership to provide environmental transparency

Lenovo, a global IT hardware vendor, has partnered with the IT carbon data platform Rejoose to advance its net-zero emissions commitment. This exciting collaboration, a first for a major global Hardware provider, will integrate verified carbon emission data directly into the purchasing process for customers.

This will significantly improve the accuracy of carbon reporting, reducing reliance on estimates and simplifying end-of-year audits for all parties. A real-time view of environmental impact insights is a strong step towards increased transparency across the industry, and Lenovo's leadership will encourage other businesses to follow.

For those of us in procurement and supply, this establishes a clear precedent for demanding immediate, verified carbon data from all technology vendors to align equipment purchases with internal sustainability and net-zero goals.



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References: 1. In-Vitro Performance Characteristics of ConvaMax™, WHRI6045 MS161, Data on file 2020, Convatec.
2. The in-vitro physical performance characteristics of ConvaMax™ Superabsorber. 2020. AP-030412.

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Snapshots

New Aboriginal and Torres Strait Islander Procurement Strategy 2024–2027 now live

The Federal Reconciliation Action Plan outlines efforts to improve opportunities for Aboriginal and Torres Strait Islander businesses in procurement. It aligns with the Australian Government's commitment to reconciliation and economic empowerment by promoting increased Indigenous participation in supply chains.

The plan aims to stimulate Indigenous entrepreneurship and business development, creating greater opportunities for Aboriginal and Torres Strait Islander peoples to participate in the economy. By strengthening economic inclusion, the initiative supports improved social and economic outcomes for communities that have often faced historical disadvantage.

To make this strategy to reality, we in the industry must create a culturally safe environment that fosters mutual respect, understanding, and a genuine partnership, empowering Aboriginal and Torres Strait Islander peoples and their communities.



Professor Kathryn North Announced as New Head of Australian Medical Research Board

Professor North is a distinguished pediatric physician, neurologist, and clinical geneticist, recognised for her leadership in research translation and genomic medicine. She was appointed following an open nomination process. In 2019, Kathryn received one of Australia's highest honours, the Companion (AC) of the Order of Australia, for her contributions to genomic medicine and medical research.

Professor North has succeeded Professor Ian Frazer AC, who stepped down as Chair of the Australian Medical Research Advisory Board (AMRAB) in February 2025. Professor Frazer led three iterations of the Australian Medical Research and Innovation Strategy and Priorities before his departure. AMRAB is responsible for determining the Australian Medical Research and Innovation Strategy and Priorities, which guide the distribution of funds from the \$650M Medical Research Future Fund.

Snapshots

The Australian Medical Association Releases TGA Medical Cannabis Review Submission

The TGA launched a public consultation in August in response to increasing concerns about access to unapproved medicinal cannabis products in Australia, especially those containing high levels of the intoxicating cannabinoid Tetrahydrocannabinol (THC).

In its submission, the AMA raised repeated concerns about concentrated, high-THC liquids intended for inhalation, as well as devices that enable rapid pulmonary absorption. They argue that these products pose disproportionate risks compared to orally administered options, such as oils.

The AMA does not support a complete ban on access to unapproved medical cannabis products, as it believes that the Special Access Scheme (SAS) and Authorised Prescriber (AP) pathways should remain available for cases of exceptional clinical need.



Australian Health Experts Warn That Trump's Unfounded Autism Claims About Paracetamol May Harm Pregnant Women

Australia's top obstetricians and gynecologists are concerned that pregnant women may avoid paracetamol due to unfounded autism claims from the Trump administration, potentially risking their health.

They recommend consulting doctors for guidance. The Therapeutic Goods Administration in Australia has confirmed that paracetamol is safe during pregnancy and dismissed any autism link. Elisha Broom, a spokesperson for the Royal Australian and New Zealand College of Obstetricians and Gynaecologists (RANZCOG), stated, "We know that actually there is a link between fever and impacts on babies – not neurodivergence – but complications in pregnancies that result from unmanaged fever," Broom said.

President's Report

Welcome to the
final Journal of 2025



As we approach the end of the year, I want to sincerely thank you for the vibrant community and sense of family we have created together this year at AHSPO. As always, seeing you all at the annual Conference brings me great joy and hope for the future. Your participation and engagement are invaluable. AHSPO simply wouldn't exist without you.

In this edition, we are excited to announce our first collaboration at AHSPO. We are launching a four-part series in partnership with JP Rebola to share data-driven stories and insights from our industry. You will have seen the first survey released in November. In this edition, JP explores the survey findings, specifically looking at the role of Clinical Engagement within our hospitals and the invaluable part it plays in not only the supply but also the quality of the resources we use.

I'd also like to thank the ILG for their contribution this year. In particular, the increased engagement with providing Journal content has been wonderful. It's great to see you and your colleagues sharing valuable wisdom with us all.

As always, look after yourselves and each other this holiday season.

A stylized, handwritten signature in orange ink, reading "Aldo Santo".

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President

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AHSPO Member Insight Series



This feature article is an extract from the first of our Member Insights Series. To read the full report, please visit the [AHSPO website](#).





This first edition of the AHSPo Member Insights Series focuses on one of the most important relationships in any hospital supply chain: how suppliers, procurement and supply chain (P&SC) teams, and clinicians work together around the point of care.

This publication draws on two parallel surveys, one completed by hospital suppliers and the other by hospital procurement and supply chain (P&SC) professionals, to capture a bifocal picture of how engagement is happening across Australian hospital supply. Together, these data sets offer a comparative view of collaboration practices, challenges, and opportunities for improvement across the sector.

For transparency, I am not clinically trained, and these surveys were not created for clinicians. Nor did they capture whether respondents held a clinical background. Instead, the surveys were intentionally designed for suppliers and hospital staff who work closely with frontline clinical teams. Your perspectives offer a valuable view of how engagement operates around and in support of, clinical workflows.

A special thanks to Caron Adair, The Lekker Agency, and all AHSPo members who contributed their time and evidence. Your responses underpin the insights that follow. Whether these findings confirm what you already see on the ground or raise new questions, they're designed to spark discussion: to acknowledge what's working well, highlight what isn't, and open the door to ongoing dialogue across the AHSPo community.

If you'd like to continue the conversation, keep an eye on the AHSPo blog, where we'll share updates, reflections, and member perspectives as the series progresses.



JP REBOLA

Part One

The Current State



Insight 1

Clinician collaboration is frequent, practical, and people-driven

Across both sides of the supply chain, engagement with clinicians is frequent and hands-on. Over two-thirds of suppliers (65%) and more than half of procurement and supply chain professionals (56%) report collaborating with clinicians several times a week or more. This confirms that Australia's hospital and supplier communities remain deeply operational, in theatres, wards, and corridors, working together to keep clinical workflows running smoothly.

When asked about their preferred ways to communicate, both groups placed in-person consultations and theatre huddles at the top, with 91% ranking them among their three most effective methods. Suppliers are also making greater use of phone and video calls, with 58% reporting these as common channels, while P&SC teams continue to rely heavily on face-to-face conversations, with 83% preferring on-site engagement over digital options.

This pattern shows that collaboration remains grounded in practical, people-driven interaction. It also reflects a longstanding challenge in healthcare: deeper IT adoption is often difficult in frontline environments. Shared devices, strict security controls, limited access to approved communication platforms, and the pace of clinical work all influence what digital engagement is realistically possible. Understanding which teams have been able to overcome these constraints, and how they have introduced digital tools effectively into clinical settings, could provide valuable guidance for those looking to modernise communication without disrupting workflow.

Importantly, comments from hospital respondents reinforce that authentic, transparent communication remains the foundation of good engagement.

Together, these results paint a positive picture: despite system complexity, both suppliers and hospitals are consistently present, engaged, and solutions-oriented at the point of care. The challenge ahead is not getting people to collaborate, it's ensuring those rich, everyday interactions are captured, shared, and built into structured engagement systems that reward openness and reliability.

Insight 2

Most engagement is theatre-centred, practical, and built on familiar relationships

The data confirms that theatres remain the heartbeat of hospital-supplier collaboration.

Both suppliers and hospital supply team members ranked theatre managers as their most frequent point of contact, followed by clinical product officers and nurse unit managers (NUMs). Suppliers also reported regular contact with procurement staff and committees, although hospitals placed these roles much lower in their own rankings.

These patterns point to a practical engagement ecosystem shaped by day-to-day operational needs. At the same time, they raise an important question about the breadth of clinical engagement. While theatre-based relationships are strong and consistent, it remains unclear whether other critical areas, such as asset replacement planning or non-theatre clinical environments, receive the necessary levels of engagement.

As we move further into the data, the survey begins to show where these practical engagement patterns start to encounter friction, particularly when each group looks at the barriers they face.



“We value suppliers who are upfront with us. The transparency builds trust.”

— P&SC respondent, Public Acute Hospital

Part Two

Early Signs of Strain

Insight 3

Barriers differ but the frustration is mutual

For procurement and supply chain (P&SC) teams, the top barriers to effective clinical engagement were:

1. Resistance to change or product standardisation
2. Limited clinician time and competing priorities
3. Limited visibility of clinical priorities

For suppliers, the leading barriers were:

1. Resistance to change or product standardisation
2. Limited clinician time and competing priorities
3. Limited visibility of clinical priorities

Taken together, these results show two sides of the same system grappling with very different forms of constraint. P&SC teams appear to be dealing primarily with cultural and capacity challenges within the clinical environment, which limits their ability to influence change or maintain consistent engagement. Suppliers, on the other hand, seem to be running up against structural and procedural obstacles, particularly around access to information, clarity on timelines, and the number of administrative layers involved.

Improving transparency around cost drivers, data availability, and decision-making timelines addresses the barriers raised by both groups. For suppliers, clearer information flows and better visibility of data would ease the access and timing challenges that slow their progress and create repeated back-and-forth with hospitals. For P&SC teams, greater clarity about clinical priorities and the rationale behind supplier proposals would help reduce resistance to change and support more informed conversations with clinicians. Together, these improvements would lower defensiveness, create a shared understanding of constraints on both sides, and enable more open, outcome-focused dialogue.





Insight 4

Perceptions of satisfaction and engagement quality vary

Suppliers rated clinician satisfaction with them at 4.0 out of 5, while P&SC professionals believed clinicians would rate suppliers lower, at 3.3, a 0.7-point perception gap. The same pattern appeared in reverse. P&SC professionals rated clinician satisfaction with internal procurement and supply services at 3.7, while suppliers scored them slightly lower at 3.5. These differences are modest but consistent, suggesting a perception gap rather than a confirmed performance issue. The only way to validate either view would be to ask clinicians directly, which neither survey captured.

A similar pattern emerged when both groups rated the overall quality of their engagement with each other. Suppliers scored their interactions with P&SC teams at 3.1 out of 5, while P&SC professionals rated supplier engagement slightly higher at 3.4 out of 5. These mid-range scores indicate that engagement is functional but not excelling.

The reasons behind this are reflected in the qualitative feedback. Suppliers most often cited slow or unclear feedback loops, unpredictable decision ownership, and differences in engagement style between hospitals. P&SC professionals pointed to variable supplier responsiveness and pricing behaviours.

Insight 5

Both sides experience only partial support in the partnership

Both suppliers and P&SC professionals see partnership support as present but only partial. Among suppliers, 21% said they feel strongly supported by procurement teams, 44% somewhat supported, and 35% neutral or unsupported. P&SC professionals reported a very similar pattern, with 22% feeling strongly supported by suppliers, 22% somewhat supported, and 56% neutral or unsupported.

The message is consistent across both groups: effort is evident, but neither side feels fully backed by the other. Support is sufficient to keep operations moving, but it is not yet strong enough to create the confidence and predictability expected in a genuine partnership.

It is also important to acknowledge that suppliers and P&SC teams operate with different interests, priorities, and pressures. Some level of tension between commercial and hospital perspectives is inevitable. But that tension does not prevent improvement. A more reliable sense of mutual support benefits the system, strengthens frontline workflows, and ultimately improves outcomes for clinicians and patients.

Improvement does not require major reform. Respondents pointed to several practical shifts that would make support more visible and reliable:

- Clearer communication of constraints, so both sides understand what is possible and what is not;
- More consistent pre-planning, especially ahead of trials, tenders, and review cycles
- Defined points of contact to reduce ambiguity about who owns which decisions;
- Routine check-ins, even brief ones, to keep momentum and avoid issues accumulating; and
- Shared visibility of next steps, so neither group feels they are carrying work alone.

These small, predictable behaviours would strengthen trust and shift both groups toward a more confident and dependable partnership experience.

Insight 6

P&SCs top priority is reliability

P&SC professionals ranked reliability of supply as their top priority, something suppliers correctly identified when asked what they believed mattered most to hospital teams.

After reliability, however, perceptions begin to separate.

P&SC professionals ranked:

- Responsive communication (2nd)
- Proactive problem solving (3rd)
- Price transparency (5th)

Suppliers believed P&SC teams would prioritise:

- Price transparency (2nd)
- Ease of doing business (3rd)

This misalignment highlights an important opportunity. Suppliers already understand the foundational priority, reliability, but may underestimate how much P&SC teams value communication quality and problem-solving over price factors in day-to-day operations.



Ready to dive deeper?

I hope this extract whets your appetite to understand more about clinical engagement in the supply chain. The full Clinical and Supply Engagement Insights Report continues online, where the remaining findings explore the operational and system side of engagement in more detail. If you've ever been curious about why the clinical engagement process is yet to be evenly applied across the industry, or why feedback loops are critical for suppliers, then do read the full report.

In the meantime, we'd love your support to continue this insight series. You can contribute by clicking the links below.



Keep the momentum going and read the full breakdown.

[Read the Full Breakdown](#)



Procurement & supply chain professionals, please make your contributions to the next Insight report survey (Strategy & Risk).

[Complete the Member Survey](#)



Suppliers, please make your contributions to the next Insight report survey (Strategy & Risk).

[Complete the Supplier Survey](#)

Building a Purpose-Driven Supply Chain

Guest article by Kimberly Clarke



For more than 150 years, Kimberly-Clark has transformed insights and technologies into innovative products and services that improve the lives of nearly a quarter of the world's population.



Today, the company's purpose - Better Care for a Better World - extends beyond essential products, embedding sustainability into multiple layers of its business, from sourcing and manufacturing to distribution and supply chain operations.

Its 2024 Sustainability Report⁽¹⁾ highlights strong progress toward ambitious 2030 environmental and social goals, with achievements that are particularly relevant to the supply chain and procurement sector.

Key Highlights

Social Impact

Through brand programs and local and global partnerships, Kimberly-Clark positively impacted nearly 120 million people in need, including initiatives to empower women and girls, enhance maternal and child health, and expand access to safe water and sanitation.

Energy & Climate

The company increased renewable electricity to more than 39% of global purchases, accelerated onsite solar initiatives, and signed new virtual Power Purchase Agreements. Since 2015, Scope 1 and 2 greenhouse gas emissions have been reduced by 43%.

Responsible Sourcing

Kimberly-Clark updated its Forests, Land and Agriculture Policy, reinforced its commitment to forest conservation, and achieved a 40% reduction in the use of Natural Forest Fibres since 2015⁽²⁾.

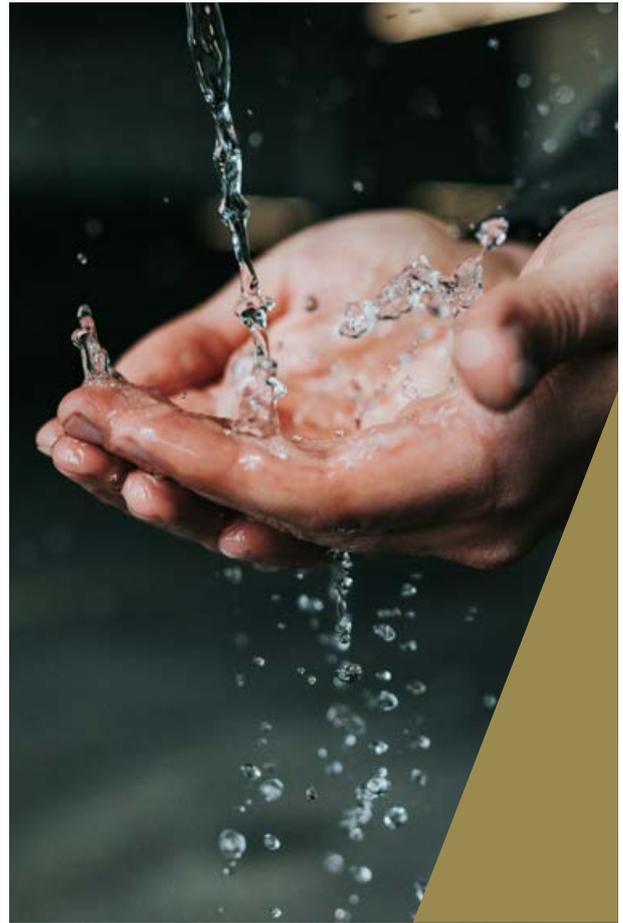
Water Stewardship

We have reduced the water footprint of our mills in water-stressed⁽³⁾ areas by 55% since 2015 - surpassing the company's target of 50% by 2030.

"These efforts strengthen our ability to meet complex sustainability challenges while delivering greater value to consumers, customers, employees, and stakeholders," says Lisa Morden, Chief Sustainability Officer at Kimberly-Clark.

Embedding Sustainability in the Supply Chain

For procurement leaders and supply chain professionals, the way sustainability is applied at Kimberly-Clark is particularly instructive. The company's strategy integrates responsible sourcing, product innovation, and logistics efficiency - ensuring impact is felt throughout the value chain.



Responsible Sourcing At Scale

- The majority of Australia-ranged paper products are FSC® certified, protecting biodiversity and supporting indigenous community rights.
- Our Kleenex™ soaps and sanitisers come in fully recyclable containers, to help divert waste from landfills⁽⁴⁾. And, a commitment to be 100% Natural Forest Free beyond 2030.

Reducing Logistics Footprint

- Our Scott™ and Kleenex™ rolled hand towels are made out of up to 25% less fibre vs. Light Dry Crepe technology, thanks to our Airflex™ technology that creates absorbency pockets - designed to allow people to use fewer towels and create less waste.
- Scott® Optimum Towel Large (4459) fits 20% more sheets per pallet vs Scott 4457 and doubles case capacity.

These product innovations are designed not only for performance but also for measurable impact on freight efficiency, storage optimisation, and waste reduction.

“It’s not just one truck—it’s a signal of what’s possible when innovation meets sustainability.”

Leading in Local Impact

Kimberly-Clark’s Australian operations demonstrate leadership in sustainable supply chain practices. For example, in 2024, the Millicent Mill in South Australia proudly reached 100% landfill-free status.

Meanwhile, logistics transformation is underway with a series of initiatives designed to increase efficiency and reduce environmental impact:

- Digitised appointment scheduling has eliminated tens of thousands of emails, improved delivery accuracy, and freed teams to focus on higher-value work.
- In partnership with Ofoad, Kimberly-Clark has seamlessly integrated its first electric freight vehicle into daily operations, signalling the company’s commitment to low-emission transport.
- A new distribution centre in Victoria is doubling capacity, cutting emissions, and streamlining logistics to ensure faster, more sustainable service across the region.

Looking Ahead: 2030 Goals

Kimberly-Clark’s sustainability roadmap sets out bold ambitions for the decade ahead:

- Advance the well-being of 1 billion people by 2030.
- Reduce the plastics footprint by 50% from the 2019 base year⁽⁵⁾, with solutions built on renewable and regenerative materials.
- Cut direct (Scope 1 and 2) emissions by 50% and value chain emissions by 20%, over the 2015 base year.
- Reduce the natural forest fibre⁽⁶⁾ footprint by 50%, unlocking forests’ role in solving climate and biodiversity crises.

Conclusion: A Blueprint for Supply Chain Leaders

Kimberly-Clark’s sustainability progress offers valuable lessons for procurement and supply chain professionals. From reducing packaging weight and optimising palletisation to pioneering landfill-free manufacturing and electrifying freight. Demonstrating how sustainability and operational excellence can go hand in hand.

For an industry navigating constant disruption, Kimberly-Clark provides a clear example of what it means to build a purpose-driven, future-ready supply chain—one that delivers value not only to business and customers, but to society and the environment as well.

“Ambition: 100% Natural Forest Free across our portfolio beyond 2030.”

References: (1)<https://www.news.kimberly-clark.com/Kimberly-Clark-Publishes-2024-Sustainability-Report,-Showcasing-Progress-Against-2030-Goals>

(2) In our sustainability reporting, use of the term Natural Forest Fiber refers to fibre from northern boreal or temperate spruce, pine, and fir forests that are primarily naturally regenerating and contain key elements of native ecosystems, including wildlife and biological diversity. This excludes plantation-grown or planted forests.

(3) Water stress refers to the ability, or lack thereof, to meet human and ecological demand for water. Compared to scarcity, water stress is a more inclusive and broader concept. It considers several physical aspects related to water resources, including water scarcity, but also water quality, environmental flows, and the accessibility of water. We use the World Resources Institute Aqueduct water tool to identify the regions of water stress.

(4) Disclaimer: Only after the hand pump is removed, and for products sold in the APAC market, excluding India.

(5) External data inputs on plastics do not follow or apply uniform definitions and metrics, which poses challenges with respect to harmonising and aggregating the same. While the methodology used in this report is the same as previous years, we continue to evaluate fundamental assumptions and methodologies as the available data and materials science continue to evolve. Excludes other non-renewable materials (i.e., tape, adhesives, binders, and absorbents). Virgin fossil fuel-based plastics use minus plastic waste (post-industrial and post-consumer) collected for beneficial use. Excludes other non-renewable materials (i.e., tapes, adhesives, binders, and absorbents).

(6) In our sustainability reporting, use of the term Natural Forest Fiber refers to fibre from northern boreal or temperate spruce, pine, and fir forests that are primarily naturally regenerating and contain key elements of native ecosystems, including wildlife and biological diversity. This excludes plantation-grown or planted forests.



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5 Biggest Takeaways from the AHSPPO Conference

Words by Jaime Watts



The annual AHSPPO survey provides valuable insights into our members, helping us identify where we excel and where we can improve. It also helps us better understand member demographics, attitudes and the value they gain from the AHSPPO program.

Here are some of the biggest takeaways from this year's survey.



The Increasing Prominence of Clinical Advisory

When looking at different attendee types, the clinical advisory role saw the biggest increase, rising from 11.4% to 21.1% since the previous survey. This growth was driven by the conference's strong focus on clinical advisory topics, as well as the contributions of guest speakers such as Caron Adair and Sue McCallum. Their expertise added significant value to the event, inspiring many professionals in the field to participate, engage, and join the conference.

Engaging the Next Generation

We asked about the tenure of our members. The proportion of younger numbers increased from 18% to 25% (those with a tenure of 1-5 years), a positive sign that age diversity is shifting. However, nearly half of our members (46.8%) still have 20+ years of tenure, which means our membership still skews older. Bringing in younger members is crucial for sustaining our association's growth and relevance. This also presents an opportunity for our more experienced members to share their knowledge and mentor the next generation.

Email Newsletters Are Not Dead

Members were surveyed on their preferred sources for industry news. The top three responses were email newsletters (69.9%), social media (45.7%), and industry news websites (45.5%). We've listened and are excited to launch our updated newsletter, keeping members up to date and informed.





Members Are Hungry For More Journal Content

In the survey, we asked members what they would like to see in the journal. They expressed a desire to see improved journal content, more educational content, and increased opportunities to participate in the journal. Members would most like more industry updates (69.2%) and guest contributor articles (53.8%). Increased user-generated content and more frequent updates from groups like the TGA and sponsors were also of interest.

We Need To Raise Awareness Of The Education Program

We asked members if they were aware of the AHSP0 Education Program. Awareness dropped significantly from 79.7% to 56.5% in 2025. Education is the cornerstone of our organisation, and we must clearly demonstrate its value.

Did you know AHSP0 provides a wide range of opportunities to support professional growth, including the University of New England Undergraduate Degree, ArcBlue courses, and self-nominated courses through LEAN and Six Sigma. Our Education Officer is always available to help members explore different options to progress their learning and career.

Conclusion

Our association is powered by people, and your input matters to us. So please keep engaging and let us know what you want from the association.

We love hearing from our members, so if you have any suggestions or feedback, please feel free to reach out. Your input helps make AHSP0 a better and stronger community for everyone.

Social Pages

Highlights from the 2025 Conference



Another fantastic Conference - check out some of the fun and frivolity below!







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Join the AHSP0 LinkedIn Community

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ALDO SANTO, PRESIDENT



[linkedin.com/company/ahspo](https://www.linkedin.com/company/ahspo)



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Balter XPA



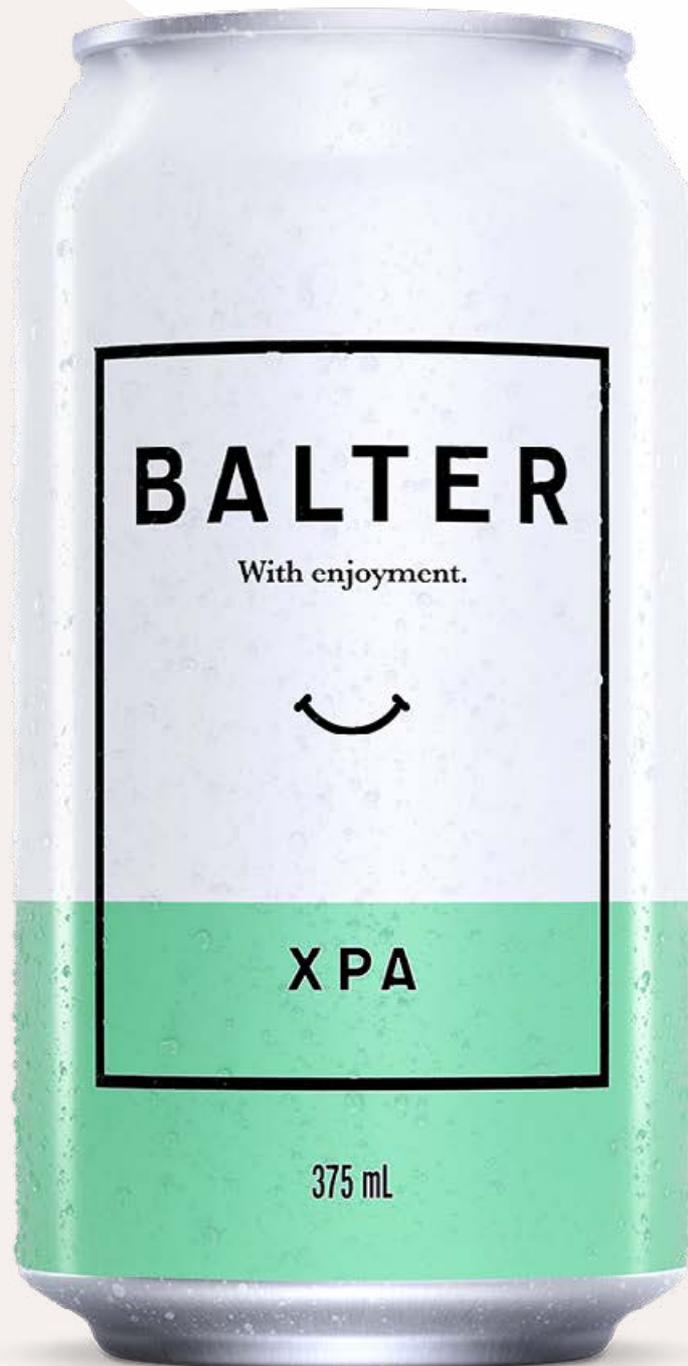
WORDS BY RICKY MUTSAERS

Some beers are just drinks. Others are anchors, linking you to a specific time, a specific place, and a specific feeling. For me, Balter XPA is the taste of the Gold Coast - a bright, immediate memory of settling into a new home in Queensland.

We moved to Queensland almost a year and a half ago. It's flown by really quickly. Kind of like life, really. There are things I love, the sunshine, sitting outside on a winter's night, playing football in weather warmer than 5 degrees. And, there are things I miss about Melbourne, being an inner-north leftie, trams down the street, and classic 100-year-old pubs.

One of the things I've come to enjoy about the Gold Coast is the vibrant independent brewing scene. There are plenty of local locations - Hound and Stag, Black Hops, to name a couple. But one that I've taken to is Balter, a Currumbin-based brewer. Their XPA was one of the first local schooners (my new preferred size) I tried. It's easy to drink, awesome ice cold, and as a bonus, their brewpub is a wonderful location for an afternoon drink. I'm not a big drinker, but when I have a beer, I like to have something a little special - Balter XPA, and their other beers in fact, is just that.

Attribute	Tasting Note
Appearance	Hazy, brilliant straw-gold with a persistent white head.
Aroma	Dominant notes of passionfruit, mango, and a hint of pine from the American hops.
Taste	Exceptionally clean and crisp. A soft bitterness is immediately followed by juicy tropical fruit flavours—guava and passionfruit.
Mouthfeel	Medium-light body, incredibly smooth, and high carbonation that makes it supremely refreshing.



Tasting Notes

Balter XPA is a masterpiece of balance in the pale ale category. It delivers the citrus and tropical fruit notes of an IPA without the overwhelming bitterness. This is not a challenging beer; it's an inviting one. It encourages a second sip, and then a third. For me, it's perfect to have just a couple, but it is a "sessionable" beer, meaning you can enjoy it over an entire afternoon without feeling weighed down.

Pricing and Availability

The Balter XPA is widely available across Australia and is a premium craft beer option. A six-pack of Balter XPA typically costs between \$24.00 and \$28.00 and is available pretty much anywhere in Queensland, and at Dan Murphy's in other states. Like I mentioned earlier, go find their brew pub in Currumbin on the Gold Coast for a relaxed time with plenty of fun beers to try.

Who Am I?



Can you guess the identity of this respected, renowned surgeon, or will you skip directly to the hidden answer?



I was born in Yorkshire, England, on February 2, 1958, as the third of four children. Growing up in a low-income household, my parents encouraged me to pursue my education. As an athletic child, I aspired to have a career as an Olympic sprinter.

In 1978, I was one of twelve women admitted to St Thomas's Hospital Medical School in London, where I graduated with a Bachelor of Medicine and Bachelor of Surgery in 1981.

After graduating, I worked in London at Great Ormond Street Hospital and then at Queen Victoria Hospital. In 1987, I married Western Australian-born surgeon Tony Kierath and migrated to Perth with our first two children.

I became the first female plastic surgeon in Western Australia. In 1993, I began collaborating with medical scientist Marie Stoner on tissue engineering, specifically addressing a significant challenge in burn treatments. Our work significantly reduced the time required for skin culturing and minimised permanent scarring in burn victims.

I am best known for my patented invention of spray-on skin for burn patients, a treatment that is continually being developed. While previous techniques of skin culturing required 21 days to produce enough cells to cover major burns, I have reduced this period to just five days.

CHECK THE ANSWER HIDDEN ON THE CONTENTS PAGE.



Reflecting on 2025

A Christmas Message from the AHSPPO Committee



As we enter the final few weeks of 2025, it's the ideal time to reflect on all we've achieved as an Association this year. We've changed how we deliver value to our members and expanded our networks internationally, with more to come next year.

Earlier this year, we undertook a major brand and website project. For the first time in our history, we took the time to reflect on what AHSPPO means to us as custodians of the Association, and the mark we want to leave on the world. It was a fantastic experience that delivered a new look we can all be proud of.

Alongside the new brand, we launched an all-new website, which has revolutionised how we deliver education content to our members. We have a new blog with regular content, and have launched a great initiative - the AHSPPO Members' Insight Series. We look forward to engaging with you all to bring you even more educational content.

As we moved into August, we were so proud to run an expanded conference. The new space was a logistical learning experience for us all, but most importantly, it gave suppliers and members the opportunity and space to have proactive conversations together.

Speaking of expansion, we were fortunate to have Brian Mangan join us from the UK to discuss value-based procurement, a timely topic indeed. This was followed in November by Aldo Santo's attendance at the HSCA Conference in England. We're thankful for these opportunities and look forward to growing our international network in 2026.

Lastly, as always at this time of year. The Committee thanks you for your contribution this year. We've achieved a lot together and can't wait to keep helping you advance procurement in 2026. Stay safe these holidays, enjoy time with loved ones, and we'll see you next year.

FSG

PRINTING & 3PL SERVICES

3PL SOLUTIONS

From **bulk and palletised storage** through to contract **packing and transportation**, FSG deliver tailor-made, flexible and innovative **third-party logistics, storage and e-commerce services** that seamlessly integrate with a comprehensive range of printing, graphic design and marketing capabilities. We can organise all stages of the online shopping experience, from **website design through to domain name registration, hosting and order fulfillment and dispatch**.

Inventory is managed through our **Warehouse Management System** and reports are available to track stock movement and sales.

DIGITAL & OFFSET + WIDE-FORMAT PRINTING

FSG has a wide range of **digital and offset presses** and **wide-format printers** and we are well equipped to handle a broad range of work, from single colour to sophisticated multi-colour requirements with embellishments, to make your job look great. Our printing equipment is complemented by a comprehensive **in-house bindery and finishing department**, allowing us to be a **complete one-stop-shop**.

ON-LINE PRINT MANAGEMENT + WAREHOUSE MANAGEMENT

Our system allows you to order products and manage inventory through **custom made eStore portals**, tailor-made for your company using its **corporate branding**, showcasing products with all necessary information and prices.

Our Software Development, Programming, Web Design and Graphic Design is handled in house, so we can design, build and **manage your entire online presence**, and integrate this with product warehousing, printing and distribution.

Our Warehouse Management System collects orders from the most popular shopping cart systems including Shopify, Magento and WooCommerce. **We can manage returns and reverse logistics** to ensure customer satisfaction.

GRAPHIC DESIGN

FSG operates a **full in-house graphic design studio**. Our experienced graphic design team understands the importance of brand recognition and consistency in communications. We work with you in finding **creative strategies** that allow you to stand out from your marketplace and effectively communicate your message.

DIRECT MAIL & DISTRIBUTION

Direct Mail can still be one of the most cost-effective and efficient ways to **communicate with your audience**, and expand your business' opportunities. Rather than crossing your fingers and hoping that your audience will find your message, Direct Mail literally finds them by landing on their doorstep.

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