

2016 QUALITY MATTERS

Victorian Quality Account



To deliver excellence in person centred care and improve the health and wellbeing of Beaufort, Skipton and surrounding communities.



Beaufort & Skipton
Health Service



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ACKNOWLEDGEMENTS

Our grateful thanks to our community of staff, patients, residents, clients, volunteers, family and friends who shared their stories and make our Health Service a great place to access quality care, delivered by qualified, friendly staff.

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PURPOSE

To deliver excellence in person centred care and improve the health and wellbeing of the Beaufort and Skipton and surrounding communities.

THIS WILL BE ACHIEVED THROUGH:

- Continuous improvements to Beaufort and Skipton Health Service's capability and performance
- Maximising opportunities to innovate and transform Beaufort and Skipton Health Service

STRATEGIC INTENTIONS

- To be responsive to each individual
- To value and support our workforce
- To provide safe and effective care for each individual
- To ensure the consumer journey is integrated, informed and seamless
- To maintain sustainable, responsive and integrated organisational systems
- To provide an appropriate environment for the delivery of care

OUR EXPECTATIONS ABOUT YOUR EXPERIENCE WITH US:

"Staff were responsive to my needs; they were approachable, knowledgeable and friendly; they listened to my contribution".

"My care was timely, well-coordinated and provided in a contemporary, well maintained environment".



CHIEF EXECUTIVE'S INTRODUCTION

Quality Matters is an important publication that provides information on how Beaufort and Skipton Health Service works with our community to initiate and improve service delivery. Our Health Service is accountable to our community for providing safe, quality health care and we take that responsibility very seriously.



Following on from last year's introduction of our four business pillars that align with the State Government's Clinical Governance Framework, Beaufort and Skipton Health Service now has a purpose statement and strategic intentions that are aligned to better address community needs. This important statement and strategic pathway are a contemporary approach to the way in which our Health Service delivers and responds to care. To ensure that they will be incorporated into the daily management of health care, as well as being accepted by staff and the community, both groups have had input into their development.

In this year's Quality Matters we will demonstrate how we have gone about achieving our Purpose and Strategic Intentions through reflection, collaboration, participation and reform.

This year, the appointment of three new Board members who bring with them a breadth of knowledge in rural health, local government and clinical governance, has greatly strengthened our Clinical Governance framework. Clinical Governance underpins the way in which we deliver safe, quality care.

Carita Potts, Jenny Trengove and Deb Bain will have a significant impact on the continuing development of our strategic priorities. We look forward to a productive relationship with them as we progress our systems into the future. Carita Potts was profiled in last year's Quality Report.

A number of key staff appointments this year has maintained our capabilities to deliver contemporary, appropriate, safe, quality health care. Helen Rylands was appointed as Director of Nursing for our Beaufort Campus.

Helen has over 30 years experience nursing at the highest level and she is going to be a great asset to supporting our clinical systems. The strengthening of Nurse Education is already having a significant impact on learning throughout the Organisation.

Last year we introduced a different format for our Quality of Care Report, which was extremely well accepted. This year the Government has emphasised the importance of developing accountability and transparency and our Quality Matters will reflect this direction. We received several compliments and again this year facts will be expanded by personal stories from residents, students, carers and staff. Distribution of the report used a more personal approach, which we found worked extremely efficiently. Copies were left at prominent locations throughout our smaller communities, at local medical practices and at each of our facilities. The uptake was extremely high and this means that more people are finding out about their health service. You can, of course, download this report and our Annual Report from our website: www.bashs.org.au where we are launching a new look site to enhance the site as a resource and as a means of communication. The new website will also be easier to access from a mobile device, which has been increasingly the way people visit.

Your feedback is always important to us. It really does shape the future delivery of health care within our catchment. Please take time to complete the form at the back of this publication. You can also indicate whether you would be interested to participate in community forums or be a member of a consultative committee.

If you would like to talk to me or a member of the executive team, we would be glad to meet with you.

Trevor Adem
Chief Executive



An honour to lead

It's a great honour to lead this Health Service to ensure it remains viable for future generations. I became a member of the Board of Management three years ago and now, as President, I am committed to work with all levels of Government, the Board, Executive team, staff and community to ensure that our dynamic Health Service continues to meet all community expectations.

I have lived in Skipton for over 30 years and my family and I rely on the Medical Practice and Allied Health services provided at the Skipton campus. I know how important it is for our community that we support our Health Service as it continues to evolve to meet our needs.

Rathi Dawson
President
Board of Management



A rewarding challenge

As a newly elected member of the Board of Management the past 12 months have been challenging but also personally rewarding. My motivation for joining the Board comes from my desire to be involved in the community in which I live and work. I know how fortunate our community is to have the many services provided by Beaufort and Skipton Health Service.

Raising a family, I know how important it is to have access to a range of health services that can address the needs of growing children, elderly people and other members of the community.

I know that we all need to work together to ensure that our Health Service continues to grow and prosper.

Jenny Trengove
Member Board of Management

An exemplary small rural health service



I have been a member of the Board since 2015 and have found the experience extremely positive.

This year I am chairing the Consumer Committee and believe that it is developing into a cohesive group that will enhance the community impact of our two hospitals, our health support team and our medical services.

The opportunity for each Board member to contribute to a sub-committee ensures that open communication and clear understanding connect through all the different facets of the organisation.

Small rural hospitals face many challenges - from community, regulatory bodies, the broader health and hospital networks and the expectations of the staff themselves.

I feel privileged to be part of the Beaufort and Skipton Health Service team that is working effectively to best manage the continual change that is required to be an exemplary small rural health service.

Deb Bain
Board member

Continuous improvements to Beaufort and Skipton Health Service's capability and performance.

New initiatives this year include:

- Collaboration with community representatives throughout our catchment to improve health outcomes focused on patient-centred care. (p10,12)
- Strengthening our response to family violence, elder abuse and occupational violence. (p11)
- Participation in the development of Optimal Care Pathways for people diagnosed with cancer. (p07)
- Promotion of a positive workplace culture and enhanced well being, through the introduction of a program to identify positive behaviours, strengthen workplace relationships and encourage genuine conversations. (p15)
- Collaboration with Grampians Region Infection Control Group to detect and manage bacteria that are resistant to antibiotics. (p16)
- Maintenance and review of emergency response plans. (p21)
- Improvements to cash management to ensure the Health Service is able to meet its financial obligations as they fall due. (p20)
- Improvements to enhance shared care arrangements to ensure reliability, consistency and content of referral systems. (p16, 20)
- Progress ongoing partnership opportunities with other health service providers to provide our patients with access to primary health services as close to their homes as possible. (p20)

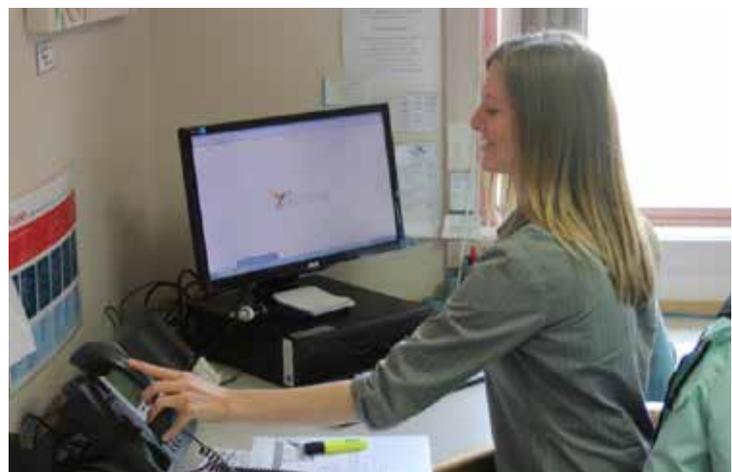
Accreditation

Accreditation is a procedure that our Health Service undertakes to assure our community we have in place processes and practices that demonstrate our competency to deliver quality health care.

Preparing for accreditation is a continuous process; a systematic strategy for ongoing quality assurance. We are pleased to inform our community that our Health Service has successfully passed a full accreditation survey against the National Safety and Quality in Healthcare Standards and full Accreditation against the Aged care Standards for Residential Care. These excellent results indicate that we have both clinical and corporate governance systems in place that are robust and ensure that we monitor elements of our activity that lead to the safe management of our Health Service. Qualified accreditors undertake a survey, which can last up to four days. Documentation is rigorously assessed: our staff, patients, carers and volunteers undertake a confidential interview with surveyors who gain a broad understanding of the Health Service. We sincerely thank those community members who participated in the accreditation process.

Preparing for accreditation takes dedication and determination from all our staff. This year, to reinforce our commitment to their ongoing professional development and training, we appointed additional nurse educators whose work has already established positive outcomes for our patients, residents and clients. In preparing for the National Standards review in December 2015, nursing documentation resources were reviewed and updated resulting in a robust system of documentation and document control. This has led to improved patient and resident outcomes. Staff understand that there are always new avenues, different approaches and ways in which we can achieve excellent results. This is an ongoing process of continuous improvement.

Our two Medical Practices are also preparing for accreditation in October 2016 through Australian General Practice Accreditation Limited (AGPAL). Policies and work practices will be reviewed to ensure they are compliant with industry Standards to deliver high quality health care to our communities.



Beaufort Medical Receptionist, Kara Smith



Clinical Nurse Educators, Kim Stevens and Rowena Morgan

Beaufort and Skipton Health Service is fully accredited by the following agencies:

- Australian General Practice Accreditation Limited
- Aged Care Standards and Accreditation Agency
- National Safety and Quality Health Standards
- Home Care Standards

Our Health Service also participates in:

- Aged Care Residential & Carers Surveys
- Auditor General's Audit
- Audits and measures related to identified organisational risk
- Clinical Audits for Safety & Quality
- Fire, Security & Emergency Audits
- Food Safety Audits
- Infection Control Audits
- Internal and External Cleaning Audits
- Meals On Wheels Surveys
- Medication Audits
- Occupational Health & Safety Risk Assessments
- Patient and Resident Satisfaction Surveys
- Patient Record Coding Audit
- People Matter Survey
- Post Discharge Follow Up Survey Audits
- Respite Satisfaction Surveys

Beaufort and Skipton Health Service complies with all relevant Acts, Legislation and Regulations including the Health Services Act under which we are auspiced.

Last year the Health Service introduced its Strategic Quality System, developed around four business pillars: Performance & Audit; Consumers; Workforce; Internal Quality Business Systems. The Strategic Quality System was developed between the Board, Executive Team and staff. This combined input ensured acceptance across the whole Organisation. More structured patient-centred care has improved consumer outcomes. The challenges established in the Strategic Quality System have been embraced by staff who now have a greater appreciation of what it means to always place the patient at the centre of every decision and action.

Board members chair sub-committees of the Strategic Quality System, thus broadening their knowledge of and involvement in our Health Service.

The next stage in the development of our quality system is for the Board and Executive team to review the organisational structures. This is to ensure that the services we offer actually assist us in delivering on our Purpose and Strategic Intentions.

We will begin this process by reviewing our Aged Care services. In this endeavour we are grateful to the Department of Health and Human Services who partly funded the review, which commenced in 2016. We have gained community input into this review.

This year our Health Service has embarked on developing cancer care pathways through collaboration with Grampians Integrated Cancer Service (GICS).

We have focussed on screening and referrals, while at the same time working with our health partners on an overall cancer care plan for the region. We have been particularly keen to see the development of information and advice for patients and to review care capability and gaps in service delivery.

Maximising opportunities to innovate and transform Beaufort and Skipton Health Service.

Education is integral to all our lives; from an appropriately trained workforce, to appropriately informed patients, residents and carers.

It is so important that as a consumer of our services, you are cared for by a knowledgeable, responsive and professional healthcare workforce. To support this goal Beaufort and Skipton Health Service has invested in an increased commitment to education for all staff.

For a number of years we have been pleased to welcome nursing graduates into our Health Service. These nurses have completed their university studies and choose to consolidate their theory into practice by participating in our Graduate Nurse Program. Through support, supervision and education, we provide these graduates with a positive and worthwhile experience, while working towards building a well-educated and sustainable work force.



Primary Care Manager, Shaye Metcalf

Volunteers and auxiliaries

There are members of the community who willingly give their time freely to assist our Health Service to ensure that our residents, clients and patients enjoy a rich and rewarding life while receiving health care with us. We are truly indebted to our volunteers and auxiliaries who work enthusiastically for our community.

Primary Practice Manager Shaye Metcalf, with the support of Community Support Coordinators Bernadette Rowbottom and Nichole Smith, manages our team of committed volunteers, who assist in providing a wide variety of essential services not only for our organisation but also for the wider community.

The contribution of our volunteers' skills, time and efforts assist in delivering services that include:

- Hospital visits
- Day centre volunteers
- Drivers (assisting with resident and patient medical appointment transport)
- Bus drivers (including excursions for our many activity groups)
- Assisting with delivered meals

We were delighted to invite our volunteers to a lunch at a favourite local café as it gave us the opportunity to thank them all for their dedication and hard work.

Volunteer Drivers:

A total of 857 trips were made with 350 clients

Meals on Wheels:

Skipton – 1834 meals

Derrinallum – 924 meals

Beaufort – 3,439 meals





Volunteering – more than just a job

I've lived in the Skipton community for most of my life and started volunteering with the Health Service about ten years following my retirement. I used to work in the Skipton hospital kitchen and then decided to study so that I could further my interest in work with elderly people. I completed my Certificate III in Aged Care Nursing and started work with the Skipton Hostel, where I stayed for 20 years.

I now volunteer for Meals on Wheels, delivering to the elderly around the Skipton community and also occasionally I drive patients to appointments.

I always enjoyed working at the Health Service and I believe it is really important to maintain and provide friendships and contact with the people I deliver meals to. For some it's the only contact they have for the day and having chats with them helps them feel connected to their community. And, of course, I know they are enjoying a healthy meal, cooked in the Skipton campus kitchen. I benefit too from being a volunteer. I've made many good friendships with my Meals on Wheels recipients.

Good health within the community is something I feel passionate about. We're very lucky to have a good health service and, where appropriate, I can let a staff member know if one of my Meals on Wheels recipients is not feeling well.

I get back as much as I give; I also volunteer with the Ambulance Victoria in the Skipton area.

Anna Nash

Meals on Wheels Volunteer Skipton campus



Volunteering – good for our health!

Ken and Joan Roberts have lived in the Beaufort community for the last 30 years, raising a family and running a local business. But they still have had time to support a number of community organisations including cubs and scouts.

For the past three years Ken and Joan have been volunteering as Community Transport Drivers, always happy to do their "bit" where they can. This mainly involves driving members of the community to medical appointments, with Ken also driving the bus for social outings.

"The community has always supported my family and it's a real privilege to give something back in return. This is what it means to be part of this really supportive community. The Health Service provides lots of volunteer opportunities. I'd encourage everyone who can to get involved within the community because it's good for them and great for my health."

Volunteer Drivers Ken and Joan Roberts
Beaufort Campus

Wonderful experiences in our Australian journey

We had a very good experience here in Beaufort and Skipton Health Service because all the staff are very nice and accommodating. All of them have taken the time to teach us the things we need to learn within the Australian Healthcare System. It has been one of the most wonderful experiences in our journey in Australia. We are confident that with the knowledge that we have gained here, we will be able to perform our duty as a Registered Nurse. We really appreciate Kim and Rowena in guiding us with the assessments and requirements for our school.

Pamela Daylo and Olive Ceniza

We are confident that with recently introduced initiatives we are focussing on education and training needs for current and future requirements of our Health Service. We have a robust workforce that is enjoying greater access to broader training opportunities. In turn this will deliver better outcomes for our community.

Serving our community well

During the year there have been a number of occasions when the community has been very pleased that Beaufort and Skipton Health Service operates an Urgent Care Centre. Our team of experienced nurses, medical staff and Ambulance Victoria have our thanks for the way in which they work together on life saving procedures. We continue to seek opportunities to increase the number of RIPERN (Rural and Isolated Practice Endorsed Registered Nurse) trained nurses working in our organisation in anticipation of fully implementing the policies and procedures required to support their extended scope of practice.

As an accredited training organisation we provide learning opportunities for students from culturally and geographically diverse backgrounds.

We partner with, and provide support to students from:

- Federation University Australia
- Australian Catholic University
- Deakin University
- VICPlace
- Institute of Health and Nursing Australia (IHNA) for international students seeking registration through AHPRA.

Review of Patient Information

To ensure that our community is well informed on the range of services, access to programs, rights and responsibilities, treatment options as well as volunteering opportunities, patient information publications are being reviewed. The Manager of Primary Care is undertaking the review, with input from members of the Community Advisory Committee who will check for ease of reading and comprehension. The Community Advisory Committee is an important adjunct to the Board, providing important feedback that continues to help future service planning and delivery.



Student Nurse, Suad Mohamed

To be responsive to each individual

It is an unfortunate fact that incidents of family violence are more prevalent in rural Victoria. The state government is committed to reducing the incidence.

In order that our staff can recognise the symptoms of family violence we engaged the services of WRISC Family Violence Support to provide training and strategies for our staff in order for them to have a greater awareness of potential victims. Family violence may include behaviour towards a family member that is:

- physically or sexually abusive
- emotionally or psychologically abusive
- economically abusive
- threatening
- coercive
- controlling or dominating of a family member that causes them to fear for the safety or wellbeing of themselves, their property or another person.

The mistreatment of an elderly person cannot be tolerated and we have developed a robust policy, which comprehensively defines and outlines action to be taken when elder abuse is identified. If staff detect abuse, procedures, which are legislated by government, are in place to report elder abuse. Elder abuse is committed by a person who has a relationship of trust with the elderly person – perhaps a partner, spouse, family member, friend or carer. The abuse can be physical, social, financial, psychological or sexual and can include mistreatment and neglect. Our staff undertake training on an annual basis to ensure that they can identify signs of abuse.

We have recently commenced our review of Aged Care services. We have sought community input as we take a close look at existing services and have frank discussions on how we can progress these services to meet the future needs of our community.



A supportive and nurturing environment

Since commencing my graduate nursing placement with Beaufort and Skipton Health Service I have found the staff to be supportive and willing to share their expertise and knowledge. It has been a great learning opportunity to undertake a rotation in a small rural community such as Beaufort. The personal involvement from staff, residents, patients, their families and greater community all contribute to providing a holistic healthcare environment with a unique person centred focus that provides optimum health outcomes. As a newly Registered Nurse I appreciate the time and opportunity provided by staff, to learn new skills, consolidate my knowledge and enhance my therapeutic relationship skills in such a supportive and nurturing environment.

Samantha Taylor
Graduate Nurse

Disability Action Plan

To comply with the Disability Discrimination Act 1992, all health services were required to develop a Disability Action Plan that would establish a framework to reduce discrimination and increase access for people with a disability to everyday services and employment.

We have taken our responsibilities very seriously and have carried out a maintenance audit to ascertain where there are real and perceived barriers to accessing buildings, information and services.

- Foyer door now opens automatically
- Brochures at wheelchair height
- Bathrooms, bedrooms, common areas, dining room extension and toilets will be refurbished at the Beaufort Nursing Home following an assessment to ensure facilities comply with our Disability Action Plan.

Loved by all

Beaufort Nursing Home resident Marjory Rees is one of those ladies that you just can't help loving. Her wonderful smile gives it all away.

Marjory moved into the Beaufort Nursing Home after her husband David died. Her Power of Attorney Trevor Petrie has known Marjory for over 46 years as she and her husband lived next door to his parents. Trevor was familiar with the town and thought that Beaufort Nursing Home would be ideal for Marjory and was confident she would receive the very best care in a friendly, home like environment.

"The staff are very friendly and caring and I really appreciate the way that they go out of their way to provide personalised care for Marjory."

A very sociable lady, Marjory enjoys nothing better than having her nails polished, or enjoying a cup of tea and cake in the company of a volunteer down at a local café.

Marjory and her husband were born in Wales, so reminiscing through song, music and taking part in "photo therapy" are very important to her. Both Trevor and Marjory are very happy that she made the move to Beaufort – and so are the staff, who look forward to her warm smile every day.



Consumer Participation

There are a number of ways that interested people can help shape the future of our Health Service. We have both formal and informal systems to capture concerns and endorsements, which are recorded and discussed with the Board and appropriate staff. Members of our Executive team also meet with service clubs, community groups and individuals to explain changes to health care policy including funding principles and changes to residential aged care.

Our Consumer Committee Representatives, Kathy Heenan and recently appointed Ron Thompson are an important adjunct to our organisational structure, reviewing all brochures and developing staff guidelines for Producing Consumer Information to ensure that all future publications will be uniform.

Our resident Consumer Participation Consultant Pat Byrne has been an excellent advocate for all residents living at the Beaufort Nursing Home. Pat has worked hard to lobby for automatic doors for the front of the nursing home and she was delighted when they were finally installed. Pat was appointed to this role in 2015 as she has a keen interest to ensure that all aspects of health care have a strong resident focus.

We are most grateful that there are members of the community who want to work with us to improve our Health Service.

If you would like to be involved in our Health Service, as a volunteer or potential member of our Community Advisory Committee, please complete the form at the rear of this publication.



Cultural Diversity

Aboriginal Health and Wellbeing

Within our catchment area there is a very small percentage of patients, clients and residents who have identified as being Aboriginal or Torres Strait Islanders. All community members requiring health care within our catchment area are treated equally and we maintain a robust relationship with regional Aboriginal controlled health organisations, whom we contact when necessary. Their information brochures are readily available. We contribute to the Department of Health and Human Services' Aboriginal Health framework, known as Koolin Balit by supporting the identified enablers that in turn support six key objectives in the plan. We also contribute to data collection and analysis to ensure future planning reflects the information gained.

LGBTI community

We acknowledge that all members of the community, including Lesbian, Gay, Bisexual, Trans and Intersexual, have the right to the same level of care and to be treated with respect. We have introduced e-learning modules to broaden the training of staff to ensure inclusivity in our approach to caring for minority and culturally diverse members in our community.

To ensure we are meeting our responsibility to cultural responsiveness we maintain a diverse workforce to meet the health needs of our whole community.

Advance Care Planning

Last year we successfully completed Advance Care Plans for all residents at Beaufort and Skipton campuses, living in residential aged care.

These plans give our residents the opportunity to plan for their future health and personal care. The plan helps them to continue to guide their treatment decisions, even when they are not able to actively participate.

It is more challenging to undertake Advance Care Planning for patients in our acute ward as they do not see themselves requiring long term care. However, following staff training we are modifying admissions forms so that nursing staff will sign off that Advance Care Plans have been discussed with inpatients on admission.

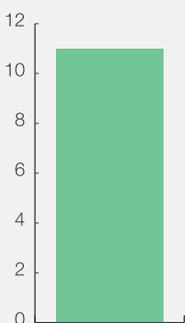
Our Health Service has three organisational policies that directly address End of Life Care:

- A Palliative Approach in Aged Care
- Death and Dying: Palliative Care: End of Life
- Residential Aged Care: End of Life Care Pathways

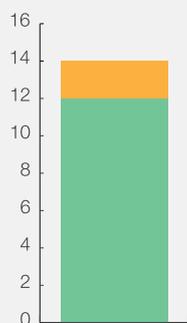
Each policy aims to improve the quality of life for the patient and offer support for families and carers. Working with specialist staff, patients are able to determine the care and choices that are most appropriate for them. That is why developing an Advance Care Plan is so important for our residents and patients and can alleviate anxiety for families because they can be confident that the wishes of their loved one are being met.

Resident - ACP - Status

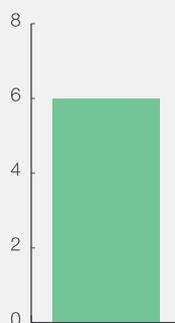
Beaufort Hostel Residents



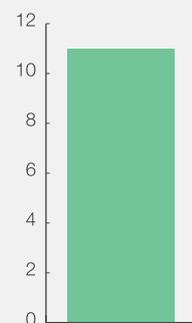
Beaufort Nursing Home Residents



Skipton Hostel



Skipton Nursing Home



■ ACP Declined Residents
 ■ ACP State Residents
 ■ ACP Non-completed Residents
 ■ ACP Completed Residents



Still calling Skipton home

At 93 years old June Quish loves to still be involved in her community and living at Brigadoon Hostel she is able to do that. Born in England, June and her family moved to Western Australia when she was just 18 months old. In 1948 she married Jim Quish and moved to Skipton.

While June was a stay at home mum, Jim ran the local bus company and school run for many years. Their grandson now owns the bus company.

June moved into Brigadoon Hostel 15 months ago and daily her daughter Jan visits and this is a great comfort to June. She sees her grandson regularly and looks forward to visits from her three great grandchildren.

Living at Brigadoon has been a wonderful experience for June as there are many activities that keep her connected to the community she loves so much. In particular she enjoys the Red Cross Ladies' visits, but best of all she gains most pleasure from the visits by the local school children.

June is impressed at the comprehensive range of allied health services that are available not only to her but to the local community.

Quote from June:

"I feel so lucky to have moved into the Brigadoon Hostel as I can still call Skipton home."

June Quish

resident Brigadoon Hostel, Skipton

Respecting Patient Choices

Respecting Patient Choices is an important component of our care program. A number of staff have received specialist education in how to explain to residents and their families our organisational policy in regard to Advance Care Plans, including a Directive for End of Life Care.

Prior to becoming a resident at the Skipton Nursing Home Elsie* lived at home with her son, John*, who, as her Medical Enduring Power of Attorney (MEPoA) since 2005, was responsible for Elsie's day to day care needs.

When the decision was made that Elsie should consider residential care, she and John met with staff to discuss Respecting Patient Choices that included information of Palliative Care Wishes and a Resuscitation Plan.

Elsie and John were able to discuss with trained staff a range of issues about Elsie's ongoing medical care, and in particular when Elsie would no longer be able to make medical decisions for herself. Discussing these issues openly helped both Elsie and John feel less anxious about Elsie's future. During discussions Elsie had the opportunity to share with her son what she wanted for her future and John, having been made aware of Elsie's wishes will be in the position to make an informed decision when and if the need arises.

"Following the initial meeting I was able to take the Respecting Patient Choices package home, read it and then come back and have a really good chat with mum to find out about what she wants to happen. The staff have handled this all so sensitively. Mum never felt anxious but really involved in her future care."

When Elsie had made her decision the Respecting Patient Choices staff member developed a Directive for End of Life care, which will be used in the event of Elsie's declining health. Elsie's General Practitioner met with Elsie and John to finalise the Resuscitation Plan.

Elsie's plan is reviewed monthly by her care team and, with her failing health, John was recently asked if he was happy with the Statement of Choices plans in place, as Elsie's cognitive abilities mean that she can no longer make decisions for herself.

"Mum was able to have real input into her care on admission. She was able to tell me, as her MEPoA, and her care team what her wishes were. There was no uncertainty. I can tell you that knowing it was all written down was a great relief for her and me."

**the names have been changed to protect privacy of family*

To value and support our workforce

The wellbeing of our staff is as important as the physical wellbeing of patients and residents. During the past year we have held workshops and have implemented a program of cultural development.

In partnership with Human Performance Australia (now Leading Teams Australia), staff have commenced the development of agreed behaviours, which will assist in building genuine relationships among our workforce. The agreed behavioural framework covers:

- Loyalty
- Teamwork
- Respect
- Empathy
- Trust
- Professional appreciation
- Getting along

These workshops have been very well received and we will continue to deliver them in the coming year. The Chief Executive is adamant that bullying will not be tolerated, with all reported incidents investigated. Bullying is a safety issue. Not only is it unacceptable, it is also illegal.

One way that we can care for our staff is to ensure that they are appropriately qualified for the task they are undertaking, that their expectations align with ours and that what we are asking of them is reasonable and fair. Our staff are our ambassadors. We want them to be happy in their work. We aspire to open communication, but sometimes it is necessary for staff to seek external support.

We encourage staff to avail themselves of the Employee Assistance Program, which provides access to an external psychological health professional. It is a free, confidential service aimed at enhancing a staff member's emotional, mental and general wellbeing.

People Matter Survey

The People Matter Survey provides our staff with an opportunity to participate in a confidential survey that provides local and benchmarked information regarding concerns, job satisfaction, wellbeing, inclusion and harassment. Beaufort and Skipton Health Service encourages participation in the survey as we are able to identify trends in these areas. This year was the first time that the survey was offered online only and whilst we would always like a higher response rate, we reached a respectable 39%. We value our staff and their opinions are important. As a result of feedback from the last survey, we engaged Human Performance Australia (now Leading Teams Australia) in early 2016 to provide training to grow stronger professional relationships that support our agreed behavioural framework. We are continuing to work with Leading Teams into 2017 in an effort to embed and mature the process.

Victorian Health Experience Survey

Beaufort and Skipton Health Service takes part in the Victorian Health Experience Survey. However the small number of discharges at each campus means that we do not receive regular feedback. As an alternative our Health Service conducts discharge surveys independently.

Complaints and Compliments

Encouraging our consumers to contact us with their opinions, concerns and feedback provides us with excellent information to help us shape our future services, based on this knowledge. We have recently introduced incident reporting software to enable us to recognise trends that might be cause for concern.

All complaints were satisfactorily resolved. Each one was discussed with the appropriate head of department and, if necessary, staff members.



Beaufort Nurse Unit Manager, Andrea Flenley and Beaufort Director of Nursing, Helen Rylands

To provide safe and effective care for each individual

This year our Health Service has increased its commitment to clinical nurse education, which in turn is linked to incident reporting.

This process will help identify any adverse events and in a collaborative and non-judgmental environment issues can be identified and resolved.

Our after hours handover system has also been reviewed and improvements implemented that will assist our medical workforce.

Patient Transfer

With quite a few patients and residents transferring to our Health Service from other hospitals within our region, we have initiated improved systems for inter-hospital transfers thereby reducing stress and anxiety.

Through the introduction of a Nursing Clinical Handover form and Clinical Escalation Communication Tool significant improvements have been made to patient transfer procedures. The two forms utilise the best practice ISBAR formula. ISBAR (Identify, Situation, Background, Assessment and Recommendation) is a prompt created to improve safety in the transfer of critical information and was developed from SBAR, the most frequently used mnemonic in health and other high-risk environments such as the military.

Quality Indicators

Breaking the chains of infection

At least half of all healthcare associated infections are thought to be preventable. We have in place rigorous processes to ensure that rates of infection remain low.

Infection Prevention and Control Strategies

- Hand Hygiene Cleaning, disinfection and sterilisation
- Antimicrobial stewardship Aseptic Technique (training)
- Surveillance of infections and multi resistant organisms
- Transmission based precautions
- Communicating with each other

Antimicrobial stewardship

Our Infection Control Coordinator, Christine Tauschke, is a member of the Grampians Region Infection Control Group and actively participates in sharing knowledge and information in order to reduce the inappropriate use of antibiotics. Appropriate antimicrobial use has been shown to reduce antimicrobial resistance in certain organisms, reducing use of antimicrobial treatments healthcare costs. Our Health Service has adopted a systematic approach to antimicrobial stewardship; the right antimicrobial, for the right length of time, specific for the right bacteria.



Infection Control Coordinator, Christine Tauschke

Ongoing Surveillance

Beaufort and Skipton Health Service continues to monitor and report externally to VICNISS;

- Methicillin Resistant Staphylococcus aureus
- Vancomycin Resistant Enterococcus
- Clostridium difficile Infections

Although we have treated these infections at our facility, in the year 2015-16 we had zero occurrence at both Beaufort and Skipton.

Our surveillance has broadened to monitor any cases of carbapenemase-producing Enterobacteriaceae (CPE). This 'enterobacteriaceae' is the name given to a family of bacteria that normally lives in our bowel, such as escherichia coli or E. coli. 0% observed, although we are monitoring for this infection and have strategies in preparedness.

Some bacteria have become hard to treat because antibiotics no longer work – the bacteria have become resistant to the antibiotics.

We also completed an extra audit for acNaPs (aged care National antimicrobial Prescribing survey). This demonstrated that we use very few antibiotics and have at times, no residents with infections.



Our programs of effective cleaning and hand hygiene are even more important than ever.

External Cleaning Audit Results

July 2015

	High Risk Areas	Moderate Risk Areas	Overall
Baufort	100%	97%	98.5%
Skipton	99.5%	98.5%	99%
Internal audit process compliant			✓

Staff safety and prevention of harm

In 2015-16 zero Occupational Exposures were reported.

80.5% of the staff received an influenza vaccination in 2015-16. This is a small increase over last year's figures.

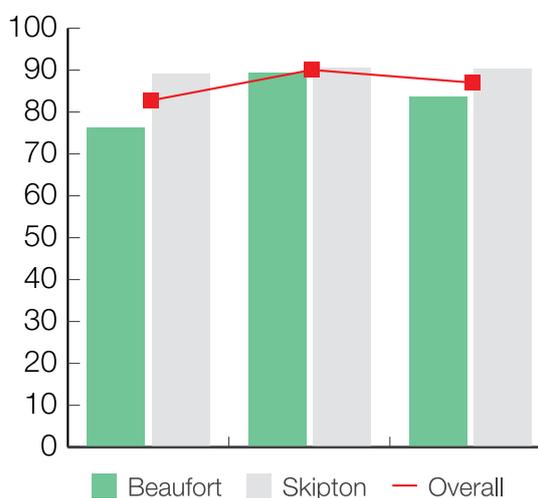
Hand Hygiene

Hand hygiene remains the corner stone of infection prevention with regular auditing and staff education an imbedded practice at Beaufort and Skipton Health Service.

Hand Hygiene Auditing 2015

Data have been collected nationally from a total of 782 hospitals from both the public and private sectors. Our average compliance rate was 86.6%

2015 Hand Hygiene Compliance



Strategies to manage patients and residents at risk

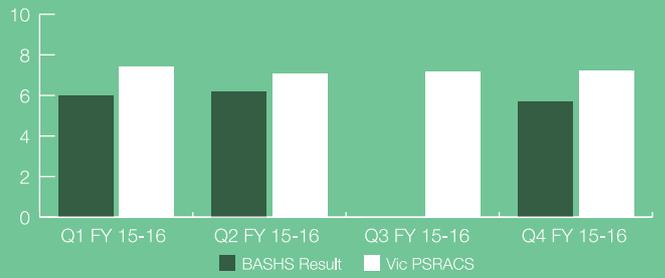
On admission to our Health Service each resident and patient undergoes a thorough risk assessment to identify those who might be at risk of falls. Clinical staff receive ongoing education so they can identify risks in order to implement appropriate strategies. There are a number of factors that can cause falls, including dementia medication, anxiety, continence and poor nutrition. It is very important that the care team of our patients and residents are fully aware of potential and perceived risks following an initial assessment.

PRESSURE INJURIES STAGE 1 RATES



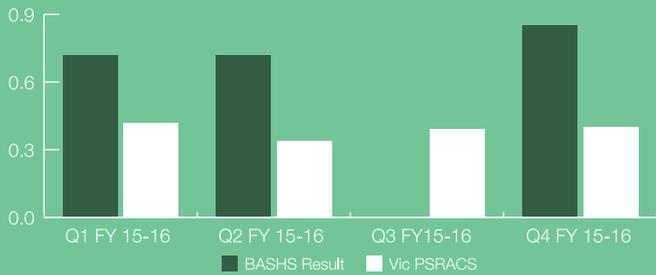
Stage 1 pressure injuries in our facilities were kept to a minimum and below or around the state average. Often a resident is admitted to our care with pre-existing pressure injuries.

FALLS RATES



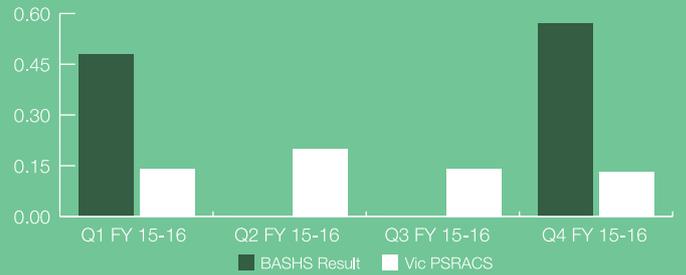
This indicator has continued to be a focus of the Organisation and we have demonstrated a number of improvements across falls prevention.

PRESSURE INJURIES STAGE 2 RATES



We have seen a slight increase in stage 2 pressure injuries this year and are slightly above the state average. This may reflect changes to the incident reporting process through this year and will be monitored closely through 2016-2017.

FALL RELATED FRACTURE RATES



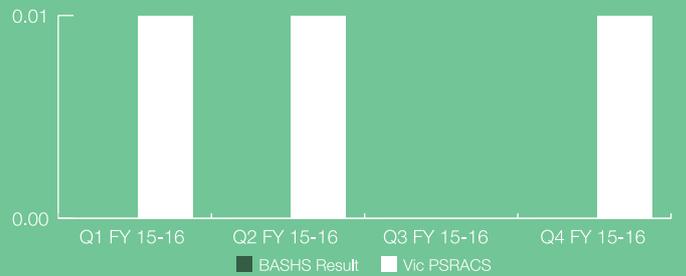
Falls related fractures remains a key performance indicator within the organisation with any fracture from a fall initiating an internal investigation process.

PRESSURE INJURIES STAGE 3 RATES

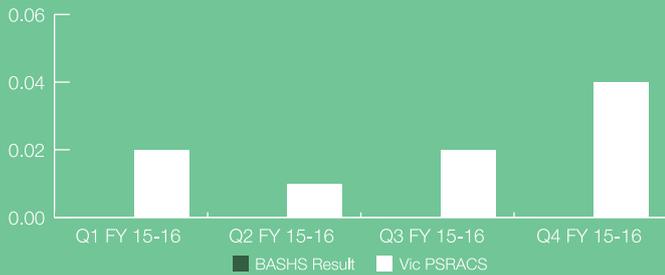


Data not recorded for this quarter.

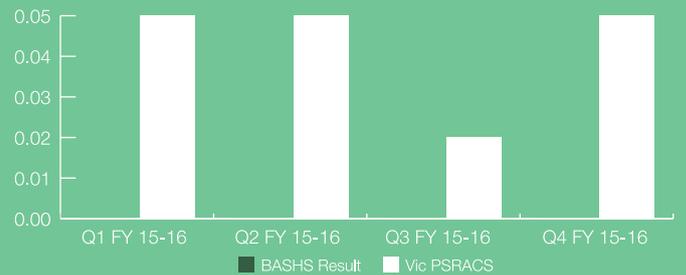
SUSPECTED DEEP TISSUE INJURY



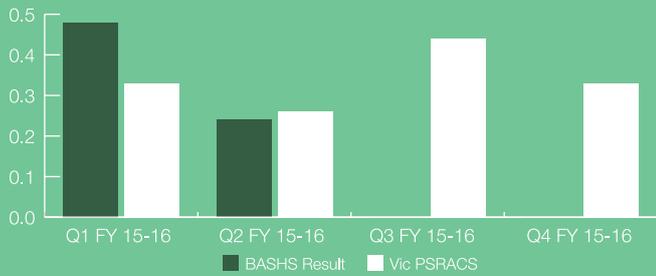
PRESSURE INJURIES STAGE 4 RATES



UNSTAGEABLE PRESSURE INJURY



INTENT TO RESTRAIN

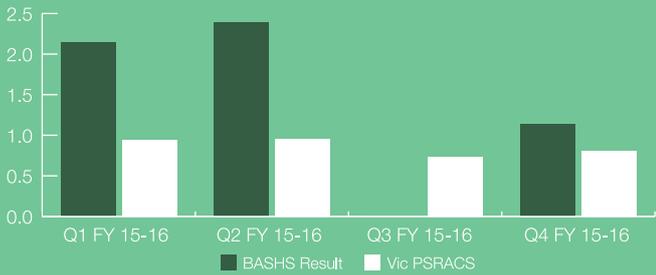


Recording of restraint includes secure environments to prevent wandering and the use of protective measures designed to minimise injury.

PHYSICAL RESTRAINT DEVICES RATES

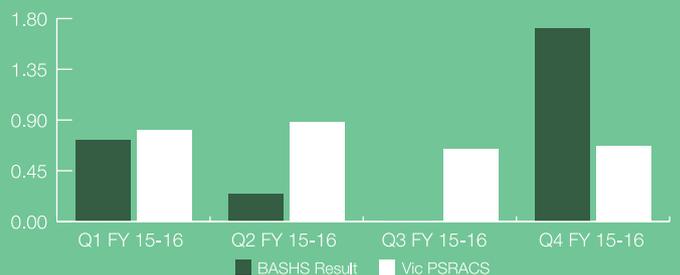


SIGNIFICANT WEIGHT LOSS RATES



We have seen a slight increase in significant weight loss this year and are slightly above the state average. This maybe reflective to changes to the incident reporting process through this year and will be monitored closely through 2016-2017.

UNPLANNED WEIGHT LOSS RATES



We remain close to the state average for unplanned weight loss and have recently reviewed the residents' menus to ensure variety and choice of foods meet expectations. Residents are referred to a dietitian on a regular basis and more regularly as required.

9 OR MORE MEDICATIONS RATES



Many residents have complex medical conditions that require multiple medications. At Beaufort and Skipton Health Service medications include separate vitamins. A medication review is conducted every month, including input from the resident's doctor, nursing staff and, if appropriate, an external pharmacist review and family member. A pharmacist has been employed to support this Quality Indicator.

75-85

Our demographic indicates our population is ageing, with statistics revealing that this age group is most at risk of falling.



Beaufort Nursing Home resident, Dawn Wilkinson with volunteer, Judy Perryman

To ensure the consumer journey is integrated, informed and seamless

During the year we have worked closely with the Grampians Primary Care Partnership and the Pyrenees Shire, assisting in the functionality of electronic referral tools.

The aim of each health service and agency is to work together to improve patient outcomes. At Beaufort and Skipton Health Service we have reviewed our internal referrals and intake practices, thereby streamlining the patient experience, this has included working with General Practitioners, supported by health pathways, on assessing what information to provide to patients.

Grampians Primary Care Partnership received funding from the Department of Health and Human Services to undertake a project to improve the coordination of interconnectedness through electronic referral systems.



Kel Howden and Trevor Adem at the boiler

To maintain sustainable, responsive and integrated organisational systems

As a matter of course we analyse data from a number of sources; this includes data that we collect from our own organisation, data from the Department of Health and Human Services and data from Shires within our catchment area.

Workforce data helps us plan future staffing strategies; demographic data helps us plan our future services; patient feedback data identifies areas for improvement; aged care data helps us pinpoint where we can enhance care.

Analysing carefully our financial data ensures sound financial management practices. We have in place robust systems to ensure that policies are adhered to. The Delegation of Authority policy means that only approved people can initiate and approve payments.

Audit data, collected regularly, helps up improve our clinical and organisational systems and processes. An internal audit focused on improved budget measures and an analysis of worked hours.

Utility and waste data has been used to substantially improve our environmental footprint. The bio-energy project that we introduced into our Beaufort campus in 2015 has been both a financial and environmental success. From 2012 until this year we have reduced the cost of LPG from \$110,956 down to \$64,677, while actually increasing the total litres of gas used. This substantial reduction in fuel costs benefits the whole community. We are now planning to introduce a similar bio-energy project at our Skipton campus.

To provide an appropriate environment for the delivery of care



Wonderful opportunities to experience the challenges of rural nursing

I started working as the Nurse Unit Manager at the Skipton campus in 2015. Working for a multifaceted rural health service has given me many wonderful opportunities to experience the challenges enjoyed by a rural nurse.

Prior to working at Skipton I was employed as a Remote Area Nurse at Woomelang Bush Nursing Centre where I was also Acting Manager and Associate Nurse Unit Manager at Rainbow Hospital. It was during my time there that I became involved with Quality Improvement activities and an Occupational Health & Safety delegate for both sites. This started my interest in broadening my knowledge beyond hands on nursing and I am currently undertaking post-graduate nurse management studies to develop my management style.

I really enjoy my work, which involves teaching and learning from my peers. Beaufort and Skipton Health Service is a great environment for sharing skills and I feel that I am able to contribute in a positive way on a daily basis to the wellbeing of patients, residents and my colleagues.

Deb Funcke
Skipton Nurse Unit Manager

This year we have undertaken to commit substantial finances to maintain our built environment to ensure we meet our regular maintenance audits.

Some of the refurbishments and maintenance programs are more noticeable than others. All are equally important to promote a really pleasant and safe lifestyle for our residents, patients and staff.

We have continued to conduct emergency management exercises and have updated our emergency response plans to ensure that we are always prepared for any emergency contingency.

Upgrades

- Laundry upgrades at the Beaufort campus to enhance infection control
- Increase the number of external lights at the Beaufort campus, designed to illuminate dark corners and highlight trip hazards
- Replacement of internal lights at Beaufort and Skipton campuses to LED down-lights for improved safety and reduction of carbon footprint
- Foyer doors at Beaufort hospital have been replaced and now open automatically
- New televisions purchased for Beaufort Nursing Home and Beaufort Hostel
- The Beaufort Men's Shed undertook a project to refurbish timber outdoor furniture at the Beaufort Hostel

General Safety

- Boundary fence replaced between Beaufort Hospital and public housing
- Following concerns from the Transition Care Team at the Beaufort Hospital footpaths and kerbs have been re-coloured and highlighted
- Fire Evacuation Equipment replaced throughout the Health Service in readiness for the summer
- Fire and Smoke Wall Certification at the Beaufort campus inspected and re-certified
- Kitchen floor replaced at the Skipton campus
- General maintenance including painting and de-mossing of the Hostel roof at the Beaufort campus.

WE'D LIKE TO HEAR FROM YOU

Your opinion is important to us. It helps us plan our future direction.

It's not only consumers of our services, but also people connected to our consumers. You all have a significant role in the shaping of our Health Service.



Please take a little time to complete this feedback form on our Quality Report and circle the appropriate number:

(1 being poor and 5 being excellent)

What did you think of the information in this report?

1 2 3 4 5

What did you think of the presentation of this report?

1 2 3 4 5

What did you think of the length of this report?

1 2 3 4 5

What did you think of the style of this report?

1 2 3 4 5

Has your knowledge on services at Beaufort and Skipton Health Service increased?

1 2 3 4 5

Are you interested in receiving further information on consumer participation at Beaufort and Skipton Health Service?

Yes No

Is there any information you would like to read about in future reports?

Yes No

Are you interested in supporting your Health Service?

Volunteer Community Advisory Committee

Community Transport Driver

If you are interested in supporting your Health Service please contact our Community Support Officer on **5340 1134**.

Have you any suggestions on how we can improve the report?

CONTACT DETAILS

General Enquiries: **5349 1600**

Thank you for taking time to complete this form. We do value your feedback.

Please detach the form and return to one of our facilities or post to:

Chief Executive Officer

Beaufort and Skipton Health Service
28 Havelock Street
Beaufort VIC 3373

If you would like us to contact you in regard to any item in our Quality of Care Report, or you are interested in supporting the Health Service, please complete your details and return to us.

Name: _____

Address: _____

Telephone: _____

Email: _____

To deliver excellence in
person centred care and
improve the health and
wellbeing of Beaufort,
Skipton and surrounding
communities.

SITE DIRECTORY

BEAUFORT CAMPUS

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Beaufort Victoria 3373
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www.bashs.org.au

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Beaufort Hostel: +61 3 5349 1623
Beaufort Nursing Home: +61 3 5349 1624
Beaufort Medical Practice: +61 3 5349 1610

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Incorporating:

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Brigadoon Hostel: +61 3 5340 1124
Skipton Nursing Home: +61 3 5340 1128
Skipton Medical Practice: +61 3 5340 1110

Community Health Service: +61 3 5340 1134

