



**Beaufort & Skipton**  
Health Service

*small rural health service*

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## Report of Operations for Beaufort and Skipton Health Service 2010

### Establishment of Beaufort and Skipton Health Service

The Beaufort and Skipton Health Service (BASHS) was established on 1 October 1996 under the Health Services Act 1988 to provide an integrated model of care. The responsible Minister during the reporting period is the Hon Daniel Andrews MLA, Minister for Health. Beaufort and Skipton Health Service encompasses the Ripon Peace Memorial Hospital and the Skipton and District Memorial Hospital.

With the opening of Beaufort Primary Care Facility in 1996, and the Community Health Centre in Skipton in 2001, Beaufort and Skipton Health Service provides a fully integrated health service that meets the needs of our diverse community.

### The Annual Report

The Annual Report is a legal document prepared in accordance with the Financial Management Act 1994 Section 45 and 53A(4) for the Minister for Health, the Hon Daniel Andrews MLA Member for Mulgrave and through him the Parliament of Victoria and the community. This includes key partners and stakeholders, including the three levels of Government, patients, clients, their families and carers, volunteers, auxiliaries and financial supporters, the local community and media. The Annual Report comprises the Report of Operations and the Financial Report, including a number of appendices; Compliance Disclosure Index, 5 Year Comparative Statistics and Year in Brief.

The Annual Report will be presented for adoption at the Annual General Meeting to be held at 3.30 p.m. on Tuesday 23 November 2010 at the Skipton campus.

## Mission Statement

The Beaufort and Skipton Health Service seeks to enhance the quality of life and health of community residents by co-ordinating health promotion, illness prevention, acute and extended care from a community based service that is compassionate, equitable, efficient, cost effective and consumer focused.

### Our Mission is to:

- Provide health care services capable of delivering integrated care to our community;
- Promote health education and illness prevention;
- Provide an appropriate range of emergency facilities, primary health, acute and residential aged care services;
- Co-operate with other service providers to ensure access to an continuity of care;
- Provide education and training opportunities to our volunteers, staff and students from external agencies;
- Continually improve the quality of our service;
- Respond to the health care needs of our community through ongoing consultation and planning.

### Vision

To deliver effective community based health services.

### Objectives

- To provide health care services capable of delivering a continuum of care to our community.
- To promote health education and illness prevention in our community.
- To provide our community with an appropriate range of emergency facilities, acute and residential services.
- To co-operate and co-ordinate with other health facilities that are accessible to our community in the best interests of our patients.
- To provide a safe and secure environment.
- To provide educational and training opportunities to our staff and students from external agencies.
- To continually improve the quality of our service.
- To respond to the health care needs of our community through the ongoing process of consultation and planning.

### Corporate Values

Beaufort and Skipton Health Service

- Operates in accordance with all legislative requirements;
- Operates in accordance with the highest standards of contemporary practice in all relationships with customers, residents, patients, clients, suppliers, environment and the community;
- Fosters a culture which encourages quality care, innovation and diligence amongst staff and rewards accordingly;
- Will cultivate an environment where we are the employer of choice through education, the employee assistance program and social systems.

## Performance Indicators

| <b>Admitted Patient–Note (a)</b> | <b>Acute</b> |
|----------------------------------|--------------|
| Separations                      | 215          |
| Sameday                          | 3            |
| Multiday                         | 212          |
| Total Separations                | 215          |
| Emergency                        | N/A          |
| Elective                         | N/A          |
| Other                            | N/A          |
| Total Separations                | 215          |
| Total WIES                       | 333          |
| Total Beddays                    | 4980         |

| <b>Non Admitted Patients</b> | <b>Acute</b> |
|------------------------------|--------------|
| Outpatient Services          | 1225         |

### Bed Numbers

| <i>Acute Beds</i> |    |
|-------------------|----|
| Beaufort          | 10 |
| Skipton           | 6  |

### Acute Services

Accident and Emergency, Inpatient, Outpatient

### Residential Aged Care

| <i>Beaufort</i> |         |
|-----------------|---------|
| Nursing Home    | 15 beds |
| Hostel          | 12 beds |

| <i>Skipton</i>   |         |
|------------------|---------|
| Nursing Home     | 11 beds |
| Brigadoon Hostel | 9 beds  |

## Services and Programs

All our services are delivered at both Beaufort and Skipton, unless indicated otherwise. Please refer to the site directory and map on the back page for addresses and phone numbers.

Community Health  
- Community Health Nursing

Community Transport

Counselling

Dietetics

Health Promotion

Massage Therapy

Meals on Wheels

Men's Clubs

Occupational Therapy

Pathology Collection

Physiotherapy

Podiatry

Social Work

Youth Worker

Day Centre - Skipton

Medical Services  
- General Practitioners

Visiting Medical Officers

District Nursing

Partnership Arrangements  
- Consulting Cardiologist  
- Child and Maternal Care

### Executive Services

- Finance Services
- Foundation Fundraising
- Graduate Nurses
- Hotel Services
- Human Services
- Maintenance/Grounds
- Trainees
- Transport
- Volunteers

### Traditional Owners

We would like to acknowledge the traditional owners of the land, the Watha Warrung and the Djab Wurrung community, where our facilities are located.



## President's and Chief Executive's Report 2010

The 2010 Beaufort and Skipton Health Service Annual Report, including the Report of Operations and the Financial Report, is a legal document, prepared for the Victorian Parliament. We believe this report plays a vital role as an historic record of Beaufort and Skipton Health Service. We have compiled the report within the framework as prescribed by Public Health Services Annual Reporting Guidelines 2009-10 under the Financial Management Act 1994 issued by Chief Finance Officer, Department of Health. However, we have not wavered from our obligation to reflect on the year's progress towards a health service that continues to meet our community's needs and expectations.

### Strategic Plan

Our Strategic Plan is a living document that is continually monitored and modified. It is against its Principles that we will reflect on this year's achievements, innovations and initiatives.

### Engaging With Our Community

Beaufort and Skipton Health Service has increased its medical student intake, as Deakin University as well as Melbourne University medical students have the opportunity to experience the diverse challenges at a Small Rural Health Service.

The development of a specific Community Consultative Committee is still in its planning stages. From experience we have found that community members would prefer to complete surveys, attend service groups, participate as volunteers, rather than involve themselves in more formal mechanisms. However, this year three community advisors and two student advisors have attended Board of Management meetings. We see this as a very positive step and an excellent introduction to the way in which our organisation functions. We are mindful that this is their community and it is not for us to dictate how people involve themselves in the Health Service. We are very pleased to encourage and support those who want to pursue an interest in the Health Service.

In a collaborative venture, the Office of Youth, Bendigo Bank and Beaufort and Skipton Health Service have provided funding for a Youth Foundation Facilitator for two years. This important project will provide activities specifically designed for some of the most at risk members of our community.

We offer special thanks of gratitude to our auxiliary and volunteer members who give many hours of their time to enrich the lives of our residents and clients.

### Ensuring Financial Sustainability

We work hard to identify revenue opportunities and to control costs for the organisation. We partner with peers in order to identify efficiencies borne from a collaborative approach to purchasing and we continually seek to embrace benefits delivered by new technologies. These approaches have ensured positive ongoing financial performance.

We continue to review our fundraising opportunities, both through the Foundation and community support. We never underestimate the value of our community, not only through its financial support of our organisation but also through its trust to receive exemplary health care.

The Board has established a schedule for the Audit Committee which provides a clear charter under which members of the committee are able to work and ensures that all areas of responsibility including the management of risk are identified and addressed.

### Managing Infrastructure

The Board is seeking funding to expand the Beaufort Medical Practice in order to manage the increasing demand for consulting space. Architects have been engaged to develop concepts and costs for its redevelopment and will look to the Department of Health and Commonwealth partners to assist in delivering this much needed project to the community.

Beaufort and Skipton Health Service has increased the number of General Practitioners by two to expand its service delivery. We have also been able to increase Community Health Services, with Physiotherapy, Occupational Therapy and Podiatry providing additional hours at both campuses.

The Board is currently in negotiations with the Department of Health to review funding opportunities at Beaufort and Skipton Health Service's Aged Care, Acute and Community facilities in order to meet future growth requirements.

As a component of this funding request, a service plan is being undertaken to review current and future service requirements.

## An Employer of Choice

Beaufort and Skipton Health Service has been able to maintain its committed workforce through positive reinforcement of the ability of staff to deliver a quality, professional service to the community. An ongoing assurance to the principles of appointments based on merit and equity ensure that staff feel valued for their dedication to professional development throughout their careers.

Staff and volunteers receive recognition of this commitment at staff and community forums.

An increased commitment to providing student placements has been coupled with the refurbishment of accommodation to provide both students and staff the opportunity to stay overnight if necessary.

Cas Connect, a web based system that assists the organisation to engage with casual nursing staff, has been broadened to include the Skipton campus. The program has assisted managers in the recruitment and retention of staff and has provided casual staff with a simple way to access available shifts.

E-Learning, a collaborative venture between the Grampians Region and Loddon-Mallee Region, continues to be fully utilised across both campuses. We enjoy strong education links across the region that are well coordinated by the regional office of the Department of Health. Primarily managed by nursing staff, the content and delivery modes have benefitted staff across the organisation.

## Focus on Quality

Beaufort and Skipton Health Service received full accreditation status across all four facilities and in all 44 Standards, from Aged Care Accreditation. The Australian Council on Healthcare Standards carried out a periodic review, for which the organisation received continued full accreditation status for the next two years.

In November 2010 the Australian General Practitioners Accreditation Limited (AGPAL) will undertake a review of both the Beaufort Medical Practice and the Skipton Medical Practice.

The Risk Management framework is reviewed regularly by the Board of Management and relevant sub-committees. With the framework updated regularly the Board of Management is satisfied that all areas are compliant.

The Quality of Care Report will be published in our local newspaper, The Pyrenees Advocate, and will also be available from each campus and other community outlets. It will report in full on activities that go towards meeting State Government minimum reporting requirements.

## Developing Partnerships

We continue to work strategically with the Grampians Health Alliance to secure best practice outcomes for the Health Service and to investigate ways in which we can collaborate meaningfully with our alliance partners.

Beaufort and Skipton Health Service enjoys the confidence of the Department of Health and appreciates the input into the development of its services by the Director of the Grampians Region and his managers.

The members of the Board of Management have our grateful thanks for their commitment not only in the hours they give, but also for their advice and sound judgement.

We continue to be humbled by our community who support us, encourage us and ultimately challenge us to deliver the very best health care.



**Alice Knight**  
President, Board of Management



**Trevor Adem**  
Chief Executive

## Responsible Bodies Declaration

In accordance with the *Financial Management Act 1994* (FRD SD 4,2(j))

I am pleased to present the Report of Operations for Beaufort & Skipton Health Service for the year ending 30 June 2010.



**Alice Knight**  
President, Beaufort

30/06/10

# Divisional Reports

## Acute Care

### Acute Services

At Beaufort and Skipton Health Service we aim to provide a high level of care that reflects community expectations. As the population ages, services reflect the changing demographics and professional development parallels defined patient pathways.

Acute services at Beaufort and Skipton Health Service incorporate ten acute beds at Beaufort and six acute beds at Skipton. These beds continue to provide the “original purpose” of the hospitals – that is the provision of medical and nursing care for the sick within our community. Our acute services are one part of an integrated model of delivery of care the primary focus of which is the patient, client or resident. Allied Health and community programs are incorporated into the careplan and discharge needs of patients. Our clients are often elderly with complex medical problems. The management of clients, discharging back into the community is, at times, challenging. Determining what may have precipitated an acute episode and what strategies can be implemented to help elderly people remain at home is an important component of discharge planning.

## Community Services

To meet the goals of Beaufort and Skipton Health Service's Strategic Plan a number of new initiatives has been introduced to the Health Service during the year. Programs have focussed on matching the needs with community expectations and securing funding to enable program delivery.

### Youth Foundations Victoria

Beaufort and Skipton Health Service was successful in its application to be the lead organisation for the Youth Foundations of Victoria Grant for the Grampians/Pyrenees Region.

Youth Foundations Victoria (YFV) is an exciting new program that helps young people make a real difference to their communities. The program is supported and funded by the Victorian Government and the Bendigo Bank. It provides an opportunity for young people to run a series of programs that returns money back into the local area. A young People's Action Committee (YPAC) has been established that looks at the needs of the community and makes recommendations on funding grants that help other young people to run activities that benefit the local community.

Each YPAC is supported by a facilitator and advisory group to enable YPAC to:

- Conduct research and community mapping activities;
- Help to manage and develop a funding resource;
- Assess grant applications and give recommendations to YFV Trustees for issuing grants that will benefit young people.

The Health Promotion Officer, Nicole Petrass has been appointed as facilitator to the program and will be working with community groups and individuals in providing support, education and advice to develop and assess grant applications. This represents a two-year commitment by the Health Service in the program.

### Beaufort Gym

Working in conjunction with the Pyrenees Shire, the Health Service established a gym at the Beaufort Football Grounds. The gym offered membership and casual exercise rates and was open several nights a week.

Trained volunteers staffed the gym and community members were encouraged to consider exercise as part of their overall wellbeing. The Beaufort Gym gave people an opportunity to use equipment that would be too expensive to purchase for themselves or that they would have to travel considerable distances to access. However, while the Gym was a success, unfortunately it was determined that it was not sustainable in the long-term, and has since closed. Feedback from those who utilised the Gym suggested that members had developed a positive attitude towards exercise and hoped to continue to sustain their enthusiasm.

### Exercise Trailer

In response to the community's enthusiasm for wanting to improve their fitness, the Health Service has purchased a custom-built trailer, which holds a wide selection of exercise equipment. The trailer and equipment is available on a for-hire basis to local clubs and community groups. The exercise trailer is an effective way to encourage exercise and physical activity throughout the catchment area and has been a positive step in keeping in touch with Beaufort and Skipton Health Service's small communities and townships. The trailer will also be used by the Physical Fitness Co-ordinator as she travels throughout the catchment area teaching exercise programs to community groups.

### Exercise for Mums and Bubs

During the year attention has been given to developing programs that reflect the demographics of the catchment area. As well as an ageing population, there is a growing demand for services for younger people and their families. Exercise for Mums and Bubs has been enthusiastically welcomed by Mums, Bubs and the occasional father at the Skipton Activities Room. Once a week the Activities Co-ordinator watches over the young children, reading to them and playing simple games, while the parents work out on the treadmill, exercise bike, or work through self-guided strength training or aerobic exercise activities. The mothers appreciate the opportunity to exercise and socialise, with their children enjoying time together, playing with each other under careful supervision.

### **Gait and Balance Clinic**

An increase in the age of the population within the catchment area has been accompanied by an increase in mobility issues amongst the elderly. Clients needing to access the closest Gait and Balance Clinic had to travel to Ballarat, a round trip of at least an hour and a half for an hour-long session. Responding to the community's needs, the Health Service's Physical Fitness Co-ordinator has established a Gait and Balance Clinic in Skipton. The Clinic is held on a weekly basis, with residents and members of the community meeting in the Skipton campus' activity room to participate in a series of exercises aimed at improving gait and balance. The exercises are arranged as games and, because of the fun aspect to the exercises, participants do not feel as if they are working hard to improve their mobility. Due to the success of the clinic it is anticipated that the program will be conducted in Beaufort in the next financial year.

### **Medical Services**

Medical Services continues to manage the health and wellbeing of this rural community through the provision of appropriate services delivered by qualified and experienced medical practitioners. This year the Health Service has been fortunate to appoint two additional General Practitioners who will enhance the work undertaken at the two busy Medical Practices. The availability of accommodation for Medical students has certainly improved the desirability of working in a rural setting.

The BASHS GP Consultative Committee continues to provide an open forum between medical staff and the Chief Executive Officer.

The Medical Credentialing and Advisory Committee meets as required during the year and oversees the appointment process for medical staff.

Dr. Robert Grogan MBBS (Melb), MPH (Mon), Dip Obs RCOG, FRACMA  
Director of Medical Services

### **General Practitioners**

Atef Asham MB, ChB, M Cardiology  
Diana Jefferies MBBS, PRANZOG, CSCT, FACRRM/ACRRM  
Neil Livingston MBBS, DRCOG, DCH  
Pushpa Ravindranayagam MBBS, FRACGP  
Robert Reed MBBS, FRACS, FRCCS  
Marta Siegel-Shumba MD

### **Physician/Cardiologist**

John Stickland MBBS, FRAP, FRACP

### **The Medical Practices**

Beaufort and Skipton Medical Practices continue to provide a high standard of primary care to the Health Service's communities and the surrounding rural areas. Staff of the service are committed to delivering the highest possible quality of clinical and administrative support to these communities. The practices are currently working to maintain their accreditation status through Australian General Practice Accreditation Limited (AGPAL), ensuring that health care is offered to current best practice guidelines. The practices are equipped with the latest equipment and staff undertake regular education and training to ensure that our patients receive ultimate health care.

With regret, Beaufort and Skipton Medical Practices recently accepted the resignation of Dr Atef Asham from the Health Service. His contribution during the past four years is greatly appreciated and the Health Service wishes him well in his future endeavours. Dr. Pushpa Ravindranayagam, who has been working as a locum at the Medical Practices for the past twelve months, will now work three days a week. Dr. Marta Siegel-Shumba, who commenced in August 2009 has settled in well to her position, and is providing a significant input. The Practice Manager, Tracey Ho, resigned from her position in November 2009, with Anthony Grundell appointed to the position. Doctors Reed, Livingston, and Jefferies continue to provide excellent care for patients in the catchment area and their understanding and commitment to rural communities is much appreciated.

The two practices have continued to grow over the last year, with the focus on chronic disease management becoming more prevalent. It is anticipated that the practices will continue to grow and serve the local communities in the same responsive manner in the future. The support of patients and the community to the way in which the medical practices carry out their important work is much appreciated. The medical practices will continue to provide thorough and excellent health care.

### **Residential and Aged Care Services**

The Health Service strives to make its residents feel safe and comfortable and to ensure they will always be treated with respect. There are four aged care residential facilities - Beaufort Hostel, Beaufort Nursing Home, Skipton Hostel and Skipton Nursing Home. Residents have participated in activities during the year with a number of them moving between facilities, as determined by their care needs.

### **Activities Program**

In response to observations and assessment, the activities programs have focused on working with residents rather than imposing entertainment and programs on residents. The activities co-ordinator approaches the delivery of programs in a more inclusive manner, to promote the concept and facilitate their successful delivery. Residents are encouraged to continue with outside activities, weather permitting, such as gardening and gentle walking as well as a range of indoor activities. Physical activities and gentle exercises, incorporating physiotherapy advice, are also included in the program. Special days and events continue to be enjoyed by residents and their families, as well as the staff. These have included high teas, concerts, Scottish dancing and bagpipes and Christmas in July.



Staffing has remained constant and residents are able to relate to familiar faces. This has assisted in reducing confusion and enables the residents to feel safe and secure with staff they know well.

A gazebo and birdcage, complete with Cockatiels, have been installed at the Beaufort hostel and residents at the Beaufort Nursing Home can now enjoy the comforts of air conditioning, cloverleaf tables, and outdoor furniture. This has all been supplied thanks to the generosity and continued support of the Beaufort Service Group, Beaufort Ladies Auxiliary and the donations received from the communities of both campuses.

### **Transition Care Program**

The Transition Care Program (TCP) was introduced in Victoria in 2006 and will be introduced to Beaufort and Skipton Health Service in July 2010. It is a combined Commonwealth and State funded program providing care and restorative services for older people who are exiting acute or sub acute admissions.

Places are allocated to tertiary providers in each region, with bed licenses remaining with the provider. Beaufort and Skipton Health Service's entry to the program is a partnership with Ballarat Health Services.

Care will be delivered either in a bed-based setting or at home and an individual's circumstances will be considered in order to determine the most appropriate plan.

A client can enter TCP following an Aged Care Assessment and the client is considered to be suitable for TCP. Once in the program, care and service needs are based upon assessment by a multidisciplinary team. Time spent in the program depends on care goals. Most people remain in the program for six weeks, with a limit of 12 weeks.

At BASHS, the proposal is to utilise current acute beds as TCP beds, to assess both the suitability of the TCP program for BASHS and the viability of the program long term. As the situation evolves, TCP and acute beds may separate. Currently there are 20 TCP beds in the Grampians Region and by December 2010 55 TCP beds. There are four bed-based places at Beaufort and two at Skipton, which will be supported by two community-based places that can be applied across both areas.

Significantly, the program will provide better outcomes for clients and families, by preventing long stays in the acute setting, active perusal of physical and psychological goals along with thorough co-ordination and case management.

With the appointment of a TCP co-ordinator, the introduction of an Allied Health assistant to support the delivery of low level rehabilitation and the establishment of supported participation in planning and care delivery for General Practitioners, the community can be confident that this program will make a real difference to the way in which elderly people are cared for.

## **Partnerships**

The Health Service collaborates with a significant number of stakeholders to strengthen its service to the community. These include all levels of government, other Health Services, tertiary institutions, staff, patients and families, the media, volunteers, fundraising and auxiliary groups.

### **The Community**

The community plays a vital role in the development of the Health Service from participation on the Board of Management, to completing surveys and through ongoing support as patients and residents. In return the Health Service continues to communicate informally through an open door policy, the local newspaper, the Annual and Quality of Care Report and more formally through the Board of Management.

### **Fundraising**

In a rural community that is experiencing its own financial difficulties, fundraising continues to be a challenge. However, the Health Service continues to explore fundraising opportunities and is working with community supporters and the Foundation on strategies to increase revenue from this source. The Health Service is extremely grateful for the commitment from the Beaufort Ladies Auxiliary, the Beaufort and Skipton Health Service Foundation, the Beaufort Service Group, participants in the Murray to Moynce cycle relay, the Beaufort Branch of the Bendigo Community Bank and other community members who raise funds for the benefit of residents. Funds raised this year have gone towards the purchase of air conditioning units at Beaufort Hostel, a plasma television at Beaufort Nursing Home, a pergola at the Beaufort Hostel and a community garden at Skipton. All contributions are recognised with either a letter of thanks and, where appropriate, in the Media, publications and at the Annual General Meeting. This year the list of donors will appear in the Quality of Care Report.

This year the Health Service received over 200 individual donations, totaling \$43,500. The Health Service has received an Endorsement from the Australian Taxation Office as a deductible gift recipient under the Income Tax Assessment Act 1997.

### **Media**

The Health Service relies on the media to inform the public on important health information and potential emergency management issues. The Health Service is grateful for the support it receives from the Pyrenees Advocate in reporting important health issues, policy reforms and human-interest stories.



### Partnerships

The Health Service is a member agency of the Grampians Pyrenees Primary Care Partnership and continues to work with all partners to achieve an integrated health system across the region that focuses on access and equity for all consumers.

The Health Service continues its collaborative work with the Grampians Health Alliance to investigate the provision of efficiencies across the membership and with the Department of Health to secure funding opportunities. This year, in particular Beaufort and Skipton Health Service has been working with Ballarat Health Services on the Transition Care Program, which will deliver improvements to the care of older people in the community.

Members of the community are the Health Service's greatest partners. They share in the services, and their support and feedback are the most important indications of their trust in the organisation. The Health Service provides a number of opportunities for the community to provide feedback, through resident/carers meetings, surveys, complaints' process and an Open Door Policy. This information will be collated and included in a Needs Analysis being undertaken to identify service gaps.

### Volunteer Training

Volunteers give of their time freely, often acting as a channel between clients, patients and the Health Service. Their intrinsic value can never be under-estimated. In order to offer more opportunities for volunteers, additional training and education has been developed by the Community Transport Co-ordinator and delivered on a bi-monthly basis. Topics include:

- Fire Behaviour on the road: presented by the Country Fire Authority, this course was designed to teach volunteers how best to survive a bush fire if caught on the road.
- Tricks of the bus: presented by a mechanic to provide community volunteer bus drivers with a greater understanding of bus usage.
- First Aid Refresher: presented by the Community Health Nurse on up to date first aid and CPR techniques.

Future training sessions will include Grief and Trauma Support and Safe Manual Handling. The volunteers have enjoyed these activities which, along with a number of social events, broaden the volunteer experience. Volunteers were also offered free seasonal flu shots by the Health Service.

Volunteers are a fantastic asset to the Health Service, which will continue to explore ways to add value to the volunteers' experience to encourage and maintain their involvement in the volunteer program.

### Complaints

The Health Service encourages all forms of communication, which enable it to respond, reflect and improve service delivery.

All complaints are investigated, all complements are gratefully received. The Quality Improvement and Care Committee review all complaints in accordance with guidelines established by the Health Services Commission. Again the low number reflects the community's satisfaction with the service.

| 2009/10 | 2008/09 | 2007/08 | 2006/07 | 2005/06 |
|---------|---------|---------|---------|---------|
| 3       | 5       | 8       | 10      | 13      |

### The Workforce

Beaufort and Skipton Health Service continues to work with staff to achieve working relationships that are beneficial to both employer and employee. Annual Performance Appraisals enable open discussion to identify education and training opportunities and set goals for further personal and professional development that fit into the organisational goals for the provision of quality patient care.

A high priority, as outlined in the Strategic Plan, is the expectation placed on all staff to perform their duties in a professional, confidential and accountable way. Management takes very seriously any breach of these principles and works with individuals, if necessary, to address any deficits.

### Appointments and Resignations

Recruitment of appropriate staff has been maintained following the principles of Merit and Equity, with policies and procedures in place to ensure that employment processes are transparent.

During the course of the year there are always significant appointments and resignations. Robyn Chirnside, the organisation's first Community Health Nurse and responsible for ensuring Community Outreach Programs were dynamic and varied, is retiring. Bronwyn Cuthbertson, formerly the Health Promotion Officer, has been appointed to the role of Community Health Nurse and will bring to the position her boundless energy and great vision. Dietitian Nicole Petrass, a valued member of the Community Health Team, is taking up the position of Health Promotion Officer which includes facilitator of Youth Foundations Victoria.

### Professional Development

Education and Training within the Health Service is structured and planned according to individual, organisational and industry needs. In collaboration with Grampians Region health services, education is planned using the "Highway Model". Under the model joint funding is sought through the Department of Health and utilised throughout the Grampians Region maximising economies of scale. Funding is also separately sought for Beaufort and Skipton Health Service which allows for the provision of programs not included in the Highway Model that target the Health Service's specific needs. This regional approach has allowed staff to access education throughout the Grampians Region at minimal cost.



This enthusiastic approach to education is also reflected in the number of specific programs conducted. These include the graduate nurse program, Division two nurse trainees, personal care trainees, and horticulture trainees. A large number of students are also taken on practical placement including secondary students, medical students, nursing students, social work students and personal care students. The programs are supported by the Clinical Support Nurse.

This year has seen an improvement in utilisation of nursing staff handover time. During this time the Aged Care Channel is utilised which provides questionnaires and DVDs targeting aged care education including teamwork, incident reporting, care of the dementia client and many other relevant topics. Each campus has a resource folder and there is a designated topic each week. Hotel staff have also been included in the Aged Care Channel Education.

Successful applications through the Support for Aged Care Training programs have enabled hostel staff at both campuses to undertake Certificate courses in Aged Care Certificate IV and Leisure and Lifestyle Certificate IV along with general study days.

This financial year there have been 120 sessions hosted with 649 attendances registered from courses conducted both internally and externally.

### Workforce Data

| Labour                             | FTE<br>JUNE<br>2010 | FTE<br>JUNE<br>2009 | FTE<br>JUNE<br>2008 | FTE<br>JUNE<br>2007 | FTE<br>JUNE<br>2006 |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Nursing                            | 45.76               | 45.26               | 51.91               | 55.87               | 43.32               |
| Administration<br>and Clerical     | 11.72               | 11.24               | 11.65               | 12.63               | 12.44               |
| Medical Support                    | 2.45                | 2.11                | 2.10                | 2.53                | 1.84                |
| Hotel and<br>Allied Services       | 31.48               | 27.42               | 30.75               | 31.99               | 28.81               |
| Doctors                            | 3.70                | 2.87                | 4.32                | 4.15                | 2.68                |
| Ancillary Staff<br>(Allied Health) | 3.75                | 2.11                | 2.60                | 2.26                | 2.33                |

### WorkCover Trends

|                           | 09/10   | 08/09   | 07/08     | 06/07     | 05/06     |
|---------------------------|---------|---------|-----------|-----------|-----------|
| Days Compensation<br>Paid | 0       | 0       | 695       | 654       | 340       |
| Costs Incurred            | \$2,209 | \$8,202 | \$343,936 | \$168,163 | \$110,059 |

### Industrial Relations

The Health Service continues its honest relationship with, and encouraging open discussion between, staff and unions. No days were lost due to industrial action and the Health Service welcomes representatives from the HSUA and the ANF.

### Long Service Awards

The following staff were recognised for their commitment to the Health Service and presented with awards for continuous service at the 2009 Annual General Meeting:

|                    |          |
|--------------------|----------|
| Kathleen Heenan    | 25 years |
| Suzanne Doyle      | 20 years |
| Leanne McBain      | 20 years |
| Shirlene Trengove  | 20 years |
| Val Jackson        | 15 years |
| Jenine Kerr        | 10 years |
| Annette Dickins    | 10 years |
| Elizabeth Phillips | 10 years |
| Jillian Franc      | 10 years |
| Karen Howlett      | 10 years |

### Quality

The quality framework is closely linked to the care delivered by all health professionals working at BASHS. The Health Service continues to benchmark its services both internally and externally, with clinical indicators reported bi-monthly through the Quality Improvement and Care Committee. Mandatory outcomes will be reported in the Quality of Care Report, which will be published in the Pyrenees Advocate. Quality is an agenda item at all meetings.

### Risk Management Framework

In developing its Risk Management Framework, the Health Service had to identify known and potential risks. This year the Board has established a schedule for the Audit Committee, which has strengthened its direction and, with the introduction of an audit plan, has improved the internal audit process.

### Information Technology

Technology continues its inexorable march forward in the way information is received, used and delivered. E-learning has been a great tool to increase accessibility for staff to pursue educational opportunities. Cas Connect assists in recruitment and retention of nursing staff and Skipton campus is now on board and using the system.

### Facility Development

The Health Service has a planned approach to the maintenance of its buildings and the development of a Master Plan will identify the way in which the overall facility can be developed over the next ten years.

In partnership with a number of tertiary institutions who place students at the Health Service, plans are being developed and funds applied for, to expand the Primary Care facility to provide appropriate student work space. The number of students on placement has been maintained due to the provision of accommodation for them in Beaufort.

# Corporate Governance and Executive Services

## Beaufort and Skipton Health Service Board of Management As at 30 June 2010

President: Alice Knight  
 Senior Vice President: Ian Chandler  
 Junior Vice President: Julie Lofts  
 Treasurer: Katherine Gillespie  
 Board Members: Ian Nash  
 Geoff Notman

Chief Executive Officer: Trevor Adem  
 Bankers: Bendigo Bank  
 Solicitors: P Glare and Associates  
 Lawyers: Lucy Hunter, Russell Kennedy  
 Auditors: WHK Horwath Pty Ltd

### President: Alice Knight

Company Director  
 Term of Appointment: 01.07.10-30.06.13  
 First Appointed: 01.10.1996

*Committees:*  
*Medical Appointments\**  
*Strategic Planning\**  
*Audit*  
*Remuneration\**

### Senior Vice President: Ian Chandler

Managing Director, Environmental Education Provider  
 Term of Appointment: 01.07.09-30.06.12  
 First Appointed: 01.10.1996

*Committees*  
*Quality Improvement & Care Committee*  
*Strategic Planning*  
*Remuneration*  
*Audit*

### Junior Vice President: Julie Lofts

Financial Services  
 Term of Appointment: 01.07.08 – 30.06.11  
 First Appointed: 01.07.08

*Committees*  
*Quality Improvement & Care Committee*  
*Strategic Planning*

### Treasurer: Katherine Gillespie

*RN Div 2, Dip Comm Services*  
 Community Health  
 Term of Appointment 01.11.08 – 30.06.11  
 First Appointed: 01.11.05

*Committees*  
*Medical Appointments*  
*Strategic Planning*

### Member: Ian Nash

Retired Small Business Owner  
 Term of Appointment: 01.11.07-30.06.08  
 First Appointed: 01.11.1997

*Committees:*  
*Quality Improvement & Care Committee\**  
*Strategic Planning*  
*Remuneration*

### Member: Geoff Notman

Primary Producer  
 Term of Appointment: 01.03.09-30.06.12  
 First Appointed: 01.10.1996

*Committees:*  
*Medical Appointments*  
*Strategic Planning*  
*Audit\**

*\*Denotes Chair of Committee*

## Attendance at Board of Management and Committee Meetings

| Member              | BOM | Audit | Quality Improvement and Care Committee |
|---------------------|-----|-------|--|
| Alice Knight        | 82% | 100%  | n/a                                    |
| Ian Chandler        | 73% | 100%  | 0%                                     |
| Julie Lofts         | 82% | n/a   | 75%                                    |
| Katherine Gillespie | 73% | n/a   | n/a                                    |
| Ian Nash            | 73% | n/a   | 50%                                    |
| Geoff Notman        | 73% | n/a   | n/a                                    |

There were no meetings for Medical Appointments nor Strategic Planning during the year.

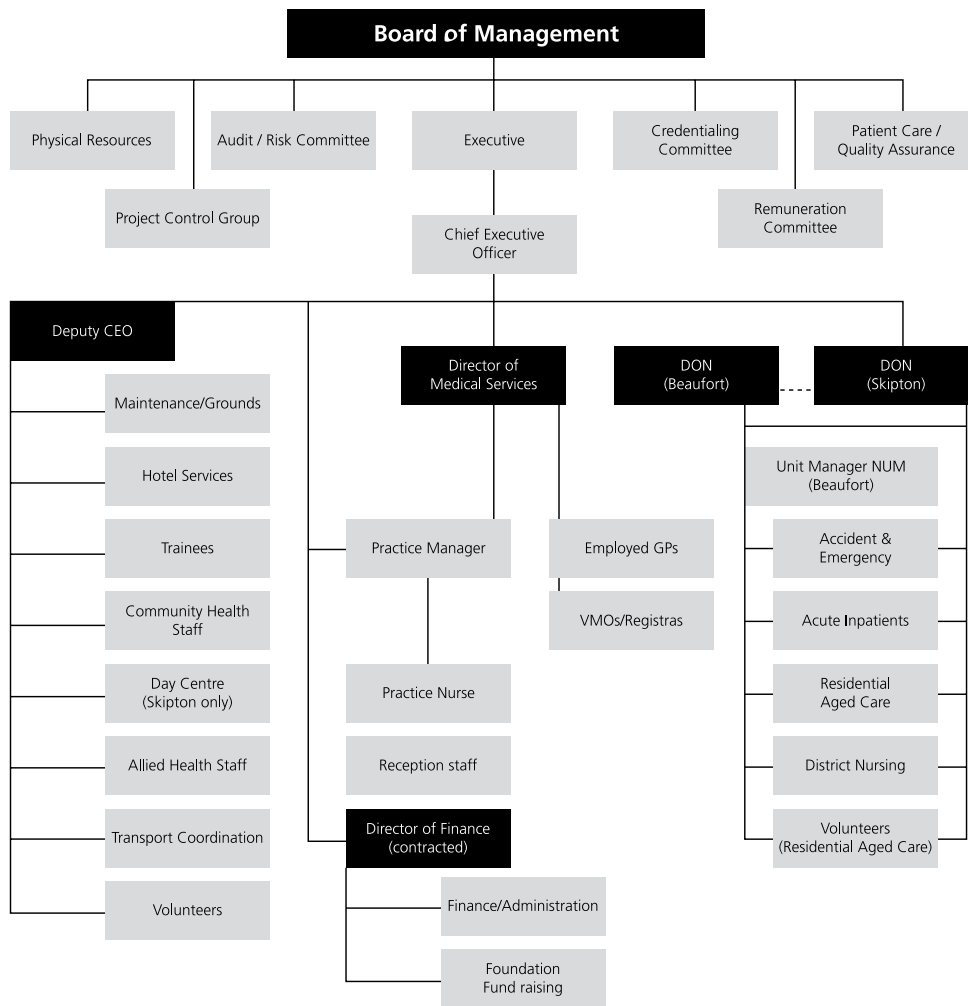
## The Governing Body

Beaufort and Skipton Health Service is incorporated under the Health Services Act 1988 by The Governor-in-Council, acting under Section 64A and Section 65 of the Health Services Act 1988. The incorporation came into effect on 1 October 1996.

Beaufort and Skipton Health Service is accountable, through its Board of Management, to the Hon Daniel Andrews MLA Minister for Health and Member for Mulgrave.

The community members on the Board of Management have skills and qualifications to enable them to provide strategic thinking and direction in order for the Chief Executive Officer and staff to manage Beaufort and Skipton Health Service with due diligence.

The members of the Board are recommended to the Minister for Health and are appointed by the Governor in Council for a three-year term of office.



## Senior Staff as of 30 June 2010

### Chief Executive Officer

*Trevor Adem B (Physio), MBA*

The Chief Executive Officer has been given the authority to manage the Health Service by the Board of Management. He is responsible for the day to day management, budgetary accountability and strategic planning to meet future health needs of the community.

### Deputy Chief Executive Officer

*Stephen Darbin Grad Dip Bus Mg, MBA*

The Deputy Chief Executive Officer manages the non-clinical departments including community health and hotel services, quality improvement, occupational health and safety, and facilities' development.

### Director of Medical Services

*Dr Robert Grogan MBBS, Dip Ob, Ass Dip FIMS, MPH, FRACMA*

As Director of Medical Services for the Grampians Health Alliance, Dr Grogan has responsibility for clinical services at Beaufort and Skipton Health Service, East Grampians Health Service, Stawell Regional Health and East Wimmera Health Service.

### Director of Nursing Beaufort

*Debbie Gervasoni RN Div 1, BAppSc*

The DON at Beaufort manages all aspects of nursing care at the Beaufort campus. Debbie is also responsible for professional development, quality and risk management for the Health Service.

### Director of Nursing Skipton

*Belinda Horsley RN Div 1, BAppSc*

The Director of Nursing at Skipton is responsible for all aspects of nursing care at the Skipton campus.

### Consultant Accountant

*Michael Rhook MBA, BBus, CPA*

## Legislative Compliance

### Attestation on Compliance with Australian / New Zealand Risk Management Standard

I, Trevor Adem, certify that Beaufort and Skipton Health Service has risk management processes in place consistent with the Australian/ New Zealand Risk Management Standard and an internal control system is in place that enables the executives to understand, manage and satisfactorily control risk exposures. The Audit Committee verifies this assurance and that the risk profile of Beaufort and Skipton Health Service has been critically reviewed within the last 12 months. .



**Trevor Adem**

Accountable Officer, Beaufort

30/06010

### Attestation on Data Integrity

I, Trevor Adem, certify that Beaufort and Skipton Health Service has put in place appropriate internal controls and processes to ensure that reported data reasonably reflects actual performance. Beaufort and Skipton Health Service has critically reviewed these controls and processes during the year.



**Trevor Adem**

Accountable Officer, Beaufort

30/06010

### Risk Management

The Risk Management framework is reviewed regularly by the Board of Management and relevant sub-committees. It incorporates not only OH&S but also financial, human resources, clinical and information management – all risks that are relevant to our Health Service. The framework is updated regularly, or as risks are identified.

### Building Act 1993

Beaufort and Skipton Health Service complies with the Building Act 1993 – Guidelines issued by the Minister for Finance for publicly owned buildings.

There were neither works nor maintenance undertaken during the year.

### Competitive Neutrality

All competitive neutrality requirements were met in accordance with Government costing policies for public hospitals.

### Consultancies

There were no consultancies undertaken at Beaufort and Skipton Health Service less than or over \$100,000.

### Fees

Beaufort and Skipton Health Service charges fees in accordance with the Commonwealth Department of Health and Aged Care, the Commonwealth Department of Family Services Hospital and Charities (Fees) regulations 1986 or as directed by Department of Human Services.

### Financial Management Act 1994

In accordance with the Direction of the Minister for Finance information requirements have been prepared and are available to the relevant Minister, Members of Parliament and the public on request to the Chief Executive Officer.

### Freedom of Information

The Freedom of Information Act 1982 gives applicants the opportunity to request information. Exemptions can apply that relate to privacy of patients and third parties.

- In 2009/10 Beaufort and Skipton Health Service received no requests.
- The Chief Executive Officer is the designated FOI officer. A legislated fee of \$22 per application and 20 cents a page applies.

### Information Privacy Act 2000 and Health Records Act 2001

Beaufort and Skipton Health Service has established policies to ensure that health information of patients, residents and clients remains confidential and secure.

All consumers of our service receive a brochure which tells them how their health information will be used and by whom.

The Chief Executive Officer is the designated Privacy Officer and manages all enquiries relating to these two Acts.

No written requests were received in relation to the Privacy Act.



### Occupational Health and Safety

The Occupational Health and Safety Act 2004 was established to secure the health, safety and welfare of employees and other people in the workplace. It is also there to protect the public and to eliminate workplace risk through the involvement of stakeholders in developing and implementing health, safety and welfare standards.

At Beaufort and Skipton Health Service the safety of staff, clients and visitors is a high priority. The OH&S Committee meets monthly and assists in ensuring safe practice throughout the organisation. Staff are actively encouraged to report problems or incidents through the committee. We continue to ensure safety procedures are carried out as we conduct regular audits through the quality activities program. The Essential Service Information System and general maintenance program continues to ensure the provision of safe buildings and equipment in an ongoing, systematic manner.

A Risk Management Framework has been developed and major risks across the Health Service have been identified. This forms a major component of the OH&S program.

We pride ourselves on being able to provide a safe and friendly environment for staff, residents, patients and clients to the Health Service.

### Pecuniary Interest

During the Reporting Period there were no instances that required a declaration of Pecuniary Interest.

### Publications

Beaufort and Skipton Health Service produces a number of publications for the community in order to give them a better understanding of our services and programs. They include the Annual Report (incorporating our Quality of Care Report), a range of patient information brochures and newsletters. They are available at Beaufort and Skipton campuses.

### Victorian Industry Participation Policy

Beaufort and Skipton Health Service abides by the principles of the Victorian Industry Participation Policy Act 2003. In 2009/10 there were no contracts commenced or completed by BASHS under this Act.

### Whistleblowers Protection Act

At Beaufort and Skipton Health Service we take very seriously alleged improper conduct by the Health Service, its employees or the Board of Management. This can include corrupt conduct, substantial mismanagement of public resources or conduct involving substantial risk to public health or safety.

The Whistleblowers Protection Act 2001 is designed to protect people who disclose information about serious wrongdoings within the Victorian Public Sector and to provide a framework for the investigation of these matters.

Disclosures of improper conduct by Beaufort and Skipton Health Service or its employees may be made to:

The Protected Disclosure Co-ordinator  
Trevor Adem  
TrevorA@bashs.org.au

or

The Ombudsman Victoria  
Level 22, 459 Collins Street, Melbourne, 3000  
Tel: 9613 6222 Toll free: 1800 806 314

In 2008/98 there were no disclosures or notifications of disclosure relevant to the Whistleblower Act received.



**Beaufort Campus**

28 Havelock Street  
Beaufort Victoria 3373  
+61 3 5349 2152  
[www.bashs.org.au](http://www.bashs.org.au)

*incorporating:*

Beaufort Hospital: +61 3 5349 1600  
Beaufort Hostel  
Beaufort Nursing Home  
Beaufort Medical Practice: +61 3 5349 1610

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**Skipton Campus**

Blake Street  
Skipton Victoria 3361  
+61 3 5340 1100

*Incorporating:*

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



**Beaufort & Skipton**  
Health Service

