

Quality Matters to us

Quality of Care Report, Beaufort and Skipton Health Service 2010



Introduction

The Board of Management and the Executive Team are delighted to present to our community our first *Quality Matters*, Beaufort and Skipton Health Service's report on Quality of Care. In previous years we have included this information in our Annual Report. This year, on advice from the Government, we are publishing the information as a separate document. We believe this is a positive way in which we can share with our community improvements to health care, new initiatives, mandatory reporting requirements and ways in which the community can jointly contribute to decisions about their care.

At the time of publishing *Quality Matters*, there are some significant changes taking place in health. These changes will have an impact on how we deliver services, but not on the quality of those services. The proposed National Health Reform Agenda, as initiated by the Federal Government, will direct people into Primary Care Services. This will not affect the way in which we deliver services, rather provide opportunities to explore additional community based programs that reflect our community's health care needs. As information becomes available the Board of Management will, of course, be providing updates to the community. The State Government is also considering new primary health care arrangements. The proposed *Medicare Locals* will be established throughout the State in place of Divisions of General Practice and Primary Care Partnerships. This will again give Beaufort and Skipton Health Service the opportunity to review its current primary care services and identify gaps in service provision.

We are very proud of the people who make up our community, from our residents, patients, clients and staff through to the people who support us as volunteers and auxiliary members or financial supporters and, of course representatives of all levels of Government.

In *Quality Matters* we will report on systems we have in place to ensure your safety, that all staff are appropriately qualified to undertake specific roles and honestly share with you outcomes of audits and data performance.

Distribution of Quality Matters

As this is the first time we have published *Quality Matters* as a separate document we will be inviting our consumers to comment on its style and readability.

We have chosen to work with our local newspaper the Pyrenees Advocate to print and distribute the supplement. In this way, not only are we being cost effective, but also we will reach a very broad section of the community. We are very grateful to the support from the Pyrenees Advocate in the production of this report. Copies of the report will also be available as a supplement attached to community newsletters, and will be located at all BASHS sites, medical practices, general stores and other prominent retail outlets throughout the catchment area.

Feedback

We have received no formal feedback on the content of the Quality of Care component of our previous Annual Reports. We shall be encouraging readers to give frank comment on this year's report in order for us to develop a mechanism for responding to suggestions.

A feedback form is included in this supplement, which on completion, can be returned to either of our campuses.

Christmas Holiday

Over the Christmas period there maybe an alteration to some services. Both the Skipton and Beaufort Medical Practices are closed on Saturday 25th December to Tuesday 28th December and also on Monday 3rd January 2011.

We would like to take this opportunity to thank you for your support during the year and for the trust you place in your Health Service. We sincerely wish you a safe Christmas and that you remain well over this period.

Alice Knight
President

Trevor Adem
Chief Executive

Quality Matters in the range of services we provide

At Beaufort and Skipton Health Service we deliver a comprehensive range of services to the community in the catchment area. This means that you don't have to travel to larger regional centres for the majority of your treatment.

Acute Care – 16 beds
Residential Aged Care – 47 high and low level care beds
Transitional Care Beds – 6 bed based
2 community beds

- Community Health
- Community Transport
- Counselling
- Dietetics
- Health Promotion
- Massage Therapy
- Meals on Wheels
- Men's Club
- Occupational Therapy
- Pathology Collection
- Physiotherapy
- Podiatry
- Social Work
- Youth Worker
- Day Centre – Skipton
- Medical Services
- Visiting Medical Officers
- District Nursing

Quality Matters in the people we employ

It is absolutely vital that the community is confident that health professionals caring for them are appropriately qualified. We have stringent processes in place, called credentialing, so that on an annual basis we sight evidence of current qualification, registration and ongoing commitment to education from all health professionals working at Beaufort and Skipton Health Service. All medical staff documentation is submitted to our Credentialing and Privileging Committee to review scope of practice and externally with the Medical Registration Board. This was undertaken in November and it gives us an opportunity to acknowledge individual training and competence against organisation needs. All Allied Health professionals, Nurses and Medical Practitioners are appropriately qualified to work at Beaufort and Skipton Health Service. All have Police checks.

It is equally important that all our staff are suitably placed within the organisation. We employ people based on the Equal Employment Opportunities' principle of merit and equity that does not discriminate on the grounds of race, religion or sexual orientation. We work with our staff to ensure their expectations meet with our organisational goals. Annual performance reviews give managers and their staff an opportunity to reflect on outcomes, achievements and improvements. The Chief Executive has an open door policy and this has been reflected in the numbers of staff members attending bi-monthly staff forums.

Virginia Waller demonstrates the qualities of so many people working for our Health Service. She has a rural background, is resilient and enjoys her interaction with staff, residents and the community. She believes strongly that her opinions are valued, that she is making a real contribution and that processes are in place to resolve issues fairly. Virginia first worked for the Health Service in 1987 but left to pursue a horticultural career. However the vagaries of life lead Virginia back to the Health Service and having worked as a Personal Care Worker and in the Skipton Medical Practice has been Ward Clerk at Skipton for four years. One of her greatest pleasures is working with young people; quietly mentoring them and helping them find their place in the community.



Long Service Awards

It says something for a small organisation that this year 16 staff members were recognised for Long Service.

10 Years

Donald Leslie
Robert Walters
Virginia Waller
Barbara Peeters
Jeanette Davis
Dorothy Fleay
Heather Cocking
Sandra Briody
Donna Bradshaw

15 Years

Kathleen Boyer
Sheree Court
Maree Drew
Judith Layley
Margaret O'Bree

20 Years

Belinda Horsley
Rhonda Slater

Education and Training

At Beaufort and Skipton Health Service we value ongoing education, and it is pleasing to report that a total of 134 courses was undertaken with 681 attendances.

This year we have been using technology widely in giving our staff opportunities to continue their education. We have been using the Aged Care Channel, selecting a DVD for staff to watch along side other education resource materials. Each month we cover a different topic, for example: infection control, occupational health and safety, oral and dental health, clinical skills, teamwork development.

Two Registered Nurses at the Beaufort campus completed the Rural and Isolated Practice Registered Nurse course, a pilot project undertaken by the department of Health and the Victorian Health Service Management Innovation Council. Having completed the course our nurses will, in some circumstances, be able to dispense medications according to protocols in the Primary Clinical Care manual.

Our annual Advanced Cardiac Life Support course has enabled more Registered Nurses to administer first line drugs in cardiac arrest situations and is supported by standing orders through the Drugs, Poisons and Controlled Substances permit at Beaufort.

The Health Service has been successful in obtaining a graduate nurse for 2011. The Graduate and Trainee programs have been most successful. Next year each campus will have enrolled nurse trainees, personal care trainees as well as the graduate nurse program, all supported by the Clinical Support Nurse.

Nurse Managers at Beaufort and Skipton have gained management qualifications during the year, with some now working towards their Master of Nursing. With full workloads this demonstrates a fantastic commitment to personal and organisational goals.

People Matter Survey

Each year we invite our staff to participate in a statewide survey that determines how the Health Service is performing against a set of Standards, such as satisfaction in the workplace, performance, recognition and integrity.

While it is not compulsory, it was disappointing that we only had a 21% rate of return. Our challenge for the coming year will be to encourage more staff to complete the survey as it is an important indicator to staff morale. However, from the report we received it is evident that:

- our staff give 100% to achieving customer satisfaction
- the organisation gives 100% to match services to customer needs
- 97 % of staff are proud to be working for the organisation
- 97% feel they are making an important contribution to achieving organisational objectives

We acknowledge that we need to look at ways to engage with our staff more effectively as it's important that staff understand we value them and need to let them know.

Quality Matters in effective communication

At Beaufort and Skipton Health Service we need to communicate in different ways with our different consumers. Each group has different needs and it is important to share information in a way that is easy to understand, clear in its message and for us to know that the message has been received and understood.

Effective communication is a two-way partnership to encourage meaningful participation in the management of our Health Service.

Every aspect of our service is surveyed annually, through patient satisfaction surveys, staff surveys and accreditation.

Consumers

The consumers of our service include patients, residents and clients. They are all invited to participate in satisfaction surveys and community consultation. In 2011 our consumers will play an important role in the development of Service Planning.



Results from satisfaction surveys this year demonstrate that we are meeting the needs of our consumers.

Wyn Parry has been a resident at Beaufort Hostel for two years. She is an avid gardener and has participated in the *Count Us In Project* helping with the planting in the community garden. Her daughter visits her daily, and together they go to Beaufort on a weekly basis so that Wyn can catch up with her friends. Wyn says that the freshly cooked meals are just as good as home cooking! Results from the Patient Satisfaction Survey confirm this statement. Personal Care Worker Anna Nash, who in her spare time volunteers as an Ambulance Community Officer, has worked for the Health Service for 15 years. She loves working with the residents and says that it's a great place to work, where team effort is really appreciated.

Carers

Carers might well be described as the unsung heroes of our community. They provide hours of unpaid time to enable members of the community who are unwell, or have a disability, to remain in their own home. Carers have representation at residents' meetings as well as membership of support groups. Operational issues are passed to the Chief Executive for resolution locally. Carers, as with all consumers, have the right to make formal complaints about service delivery, if necessary. A quarterly newsletter is delivered throughout the catchment area to both the community and staff.

Staff

The Chief Executive has established an open door policy, which has been welcomed by staff. Up to 20 staff members attend the bi-monthly forums where information is shared, future directions discussed and finances explained. In an environment that encourages open discussion staff have a greater understanding of the management of a small rural health service.

Organisational Level

Our local politician, the Hon Joe Helper MLA has been a great support to us, not only through his willingness to engage in our community but also when we have sought his support on submissions for funding.



The Department of Health (DoH) is the government department that distributes Beaufort and Skipton Health Service's annual budget and other one-off grants. We, in turn, have a responsibility to report on how the budget is spent. Our DoH Program and Service advisor, Andrea Calwell, ensures that we meet all our reporting timelines and keeps us informed on policy issues that affect our Health Service.

The Board of Management is comprised of community members with expertise in financial management, communication, rural business and health management who are willing to commit considerable amount of time to influence decision makers and provide input into the development of our Health Service.

This year, in partnership with the Bendigo Bank and Beaufort Secondary College, we were pleased to welcome two student advisors onto the Board of Management. Year 10 students Martin Goode and Glen Holtkamp sat in on all BOM meetings. Not only do they have a better understanding of the importance of an effective BOM but also have gained valuable insight into corporate governance and have used the experience to develop their own personal development. We are looking forward to continuing this partnership into 2011.

The Chief Executive and other senior staff are represented on regional and state committees. This is a great way to remain responsive to trends and changes in health care.

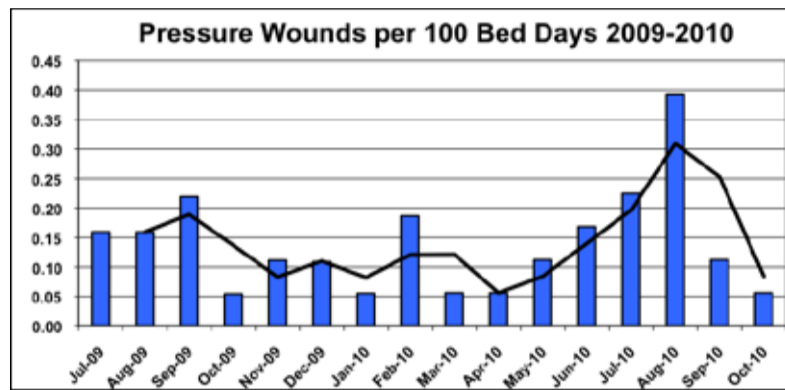
Quality Matters in maintaining and improving the quality of care in our Health Service

Governance and Risk Management is how we can demonstrate that we are continually monitoring and evaluating our quality service to you. The Victorian Clinical Governance Policy Framework outlines the responsibilities of the Board of Management and Executive for the governance of clinical care within a health service. At Beaufort and Skipton Health Service this has been achieved through engaging the community in the broader issues of planning and development, providing ample opportunity for consumer feedback via satisfaction surveys and a significant complaints process. The Board of Management, in developing its Strategic Plan, will encourage consumer participation, ensure that all policies and procedures reflect the cultural diversity of the catchment area and that goals are in line with Government priorities. In 2011 the community will be invited to participate in a major Service Planning forum, as well as the annual Cultural Responsiveness Plan. Information will be published in the quarterly newsletter.

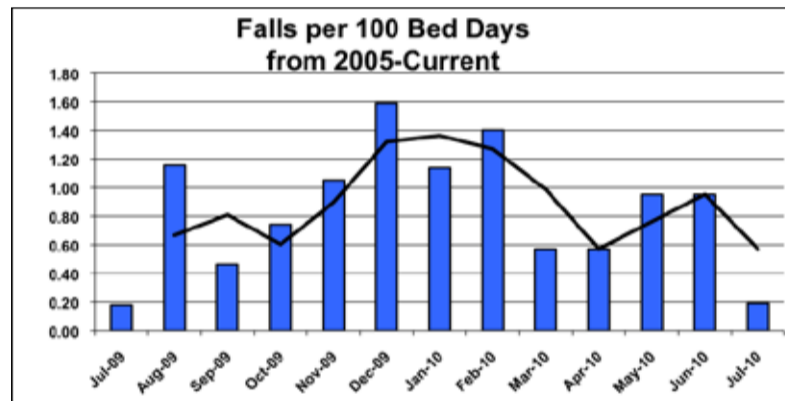
Clinical Risk Management

There are six clinical risk areas that Beaufort and Skipton Health Service reports on annually. These are

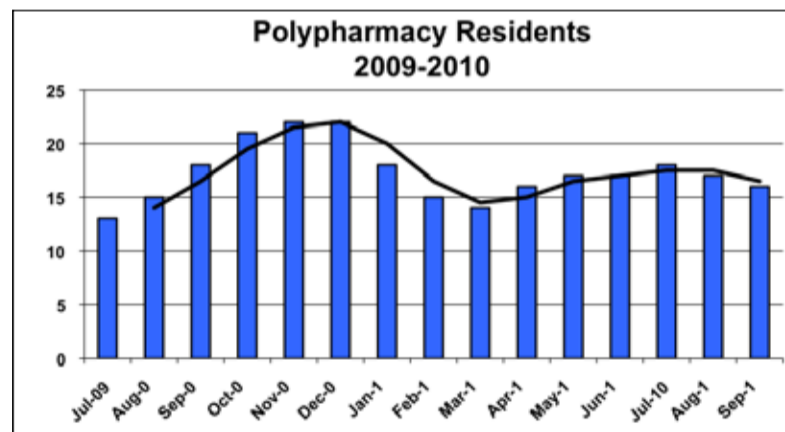
- Falls
- Medication Errors
- Pressure Wounds
- Polypharmacy – that is residents who are on nine or more medications
- Restraint
- Weight



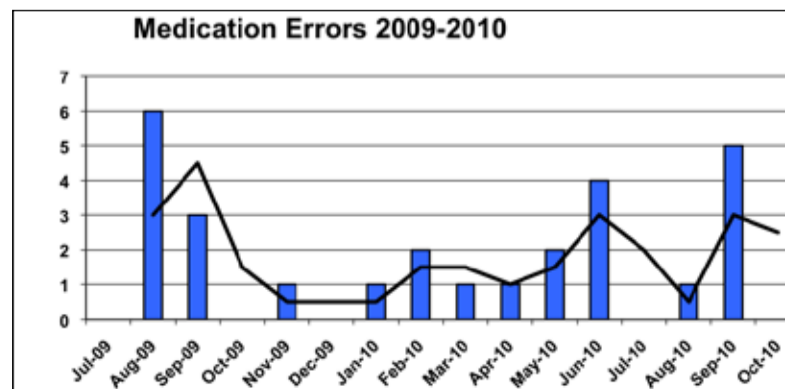
The decrease in pressure wounds is due to excellent nurse management, staff education, monthly auditing and the introduction of pressure mattresses.



The dramatic reduction in falls has been due to Laser sensor bed alerts, mat alerts, hip protectors, medication reviews and floorline beds.



We continually monitor and review the number of patients who are prescribed nine or more medications at a time to ensure the appropriateness of the medication.



Medication errors are usually caused by miscommunication, human error, incomplete patient information and wrong dosage. We carry out monthly auditing, continuous staff education with annual staff competencies and an external pharmacy review.

Infection Control

Our comprehensive Infection Control (IC) program at the Health Service ensures that all practices are in line with current IC practices. Organisational and clinical audits are carried out, risk assessments completed, education provided and results evaluated and benchmarked against other health facilities, with industry best practice being applied.

Some examples include:

Residential Aged Care Infection Surveillance Pilot Project

Beaufort and Skipton Health Service is a pilot site for surveillance data looking at infection rates including bronchitis, conjunctivitis, cellulitis/wound infections, and urinary tract infections. This allows us to benchmark against other Grampians Region health Services.

Hand Hygiene Project

Beaufort and Skipton Health Service received an overall compliance rate of 79%, with nursing staff at 86%. On line education is also available to complete the Handy Hygiene module.

Influenza Vaccination Program

The organisation encourages all staff and volunteers to participate in this vaccination program and results indicate that this has been well received over a number of years.

Cleaning Audits

The Department of Health requirements for Cleaning Audits have become more rigorous this year. We have trained staff to assist in completing these audits and in most areas we have received 96.5% - a tribute to our diligent hotel services staff, like Simone Murray.



Members of the Quality Improvement and Care Committee (QICC) focus on developing best practice, evidence-based research, monitoring the effectiveness of improvement and quality policies and measures quality performance. Membership of the committee includes two board members, Chief Executive, Deputy Chief Executive, Directors of Nursing and the Gerontic Nurse Consultant, who has a particular focus on quality and accreditation. As a sub-committee of the BOM, QICC receives clinical indicator reports, sentinel event reports, complaints and risks. It reviews the Minutes of the Occupational Health and Safety Committee, which include Infection Control.

The Clinical Governance policy has been developed in conjunction with BACeS, a policy and procedure management system developed by LaTrobe Regional Health and partially funded by the Department of Health.

At Beaufort and Skipton Health Service we benchmark our surveys, both internally and against similar sized Health Services. In this way we can monitor our progress against set Standards.

At Beaufort and Skipton Health Service all staff aspire to deliver a quality service. At Board of Management and committee level, quality and risk management are permanent agenda items.

Accreditation

Accreditation is a process whereby our Health Service is reviewed against an agreed set of Standards by an external organisation. The outcome helps to inform the community as to our performance in regard to quality care, safe practices and proper procedures. In July 2009 the Health Service undertook an EQUiP Periodic Review by the Australian Council on Healthcare Standards, passing all Standards. At the same time all four Aged Care facilities undertook an Aged Care Standards accreditation, passing each of the 44 Standards. This is a fantastic outcome, and the Health Service was awarded the maximum three years' accreditation.

In October both the Beaufort and Skipton Medical Practices were awarded the maximum three years' accreditation under the Australian General Practice Agency (Accreditation) Ltd.

With these successful accreditations the community can feel absolutely confident that the service they receive at Beaufort and Skipton Health Service is first class.

Quality Matters in the delivery of innovative programs

Transitional Care Program (TCP)

The TCP has been developed by the Federal and State Governments, with the aim to help improve independence and confidence for people after a stay in hospital. Beaufort and Skipton Health Service has a total of eight beds, four at Beaufort Hospital, two at Skipton and two community based beds at either site, allocated to TCP.

Our TCP co-ordinator works with clients, linking in with other agency programs, following an assessment of the client. Working in partnership with other agencies is an important component of TCP as it ensures that a client's needs are being met. Services that a client may require to help them return home or make the transition into residential care, include:

- Physiotherapy
- Occupational therapy
- Dietetics
- Podiatry
- Speech therapy
- Counselling, and
- Social work.

Prior to entering the TCP, the co-ordinator works with the client and family, to establish achievable goals that assist with the decision to either stay at home or move into residential care. There are many advantages of living in a small rural community as clients, with support

from our Health Service, can maintain their social inclusion.

Sylvia is a community based TCP client and the co-ordinator has been working with Sylvia and her family to provide all the services to maintain Sylvia in her own home. An Occupational Therapist carried out a home assessment to see if modifications were necessary to prior to Sylvia returning home. Sylvia's garden is testament to her love of life and her skill at gardening. With the support of her family Sylvia was determined to return home as soon as she was able. Following an assessment, a range of services was organised that included Meals on Wheels, Home Cleaning, Community Transport and District Nursing. With daily visits from her sons and daughter Sylvia can continue an optimum lifestyle in her own home.



Tim is a hospital based TCP client and enthusiastically participates in a range of services.



Tim is an active member of the community, having published *Reliving The Spirit of Australia: Classics from Yesteryear*. Tim has generously donated the proceeds from the sale of his publication to Beaufort and Skipton Health Service, for which we are all very grateful. Following Tim's assessment, he required strength training exercises and daily walking. Even though Tim is a hospital based client he attends community classes. Allied health assistant Emily Heywood takes Tim to his classes in Beaufort where

he joins other community members for strength training and lots of fun!

Emily Heywood has only been at Beaufort and Skipton Health Service a short time, but absolutely loves working here. She says it is a great place to work because she feels really valued. She is amazed at the programs available to community members, both at the Health Service and the Pyrenees Shire. She says with so many opportunities for community participation there is absolutely no reason for anyone to stay at home alone. She especially praises the volunteers for their commitment to clients, residents and patients and says that *Chit Chat* which is run by volunteers at the community church gives everyone an opportunity to get together and – chit chat on a regular basis.

Count Us In

This wonderfully uplifting program is helping to bridge the gap between residents, volunteers and the community. A community garden has been established in the grounds of Skipton Hospital (campus). The pleasurable experience of gardening will promote interaction,



meaningful activities and community understanding of ageing. Project Co-ordinator Ineka Carter said that the specially designed raised garden beds will enable residents of all abilities to enjoy the delights of gardening.

Dominic Stute, first year gardening apprentice, helped establish the garden and loved working with the residents as they had so much to say – and they learnt quite a lot from Dominic too!

Health Promotion

Beaufort and Skipton Health Service is introducing a number of new initiatives that, in time, will improve the health status of our catchment area. Unfortunately the Pyrenees Shire has one of the highest levels of food insecurity in the State, that is people not having the finances to purchase healthy food options. It also has the

