

Quality Account 2019-2020



OUR VALUES



Respect



Empathy



Excellence



Compassion



Accountability

Benalla Health

45-63 Coster Street
Benalla Victoria 3672
Australia

P: (03) 5761 4222 | F: (03) 5761 4246
PO Box 406, Benalla Vic 3671

ABN: 96 078 399 891

Message from the Board Chair and Chief Executive Officer

Due to the COVID-19 pandemic, public health services are not required to submit a quality account for 2019-20, however, we felt it important to share our quality improvements with our staff and community. On that note you may not find some reports that would normally be published here.

This report provides us with the opportunity to provide contemporary information about the quality of care that Benalla Health provides to its community. We have highlighted the various quality improvement activities that staff have implemented over the last 12 months whilst working in an environment defined by bushfires and a global pandemic.

The past year has been extremely challenging with the bushfires and COVID-19 emergencies. We remain committed to achieving excellence with the services we provide and our services are aligned with the Victorian Government's Domains of Quality and Safety; Consumer Participation, Clinical Effectiveness, Effective Workforce and Risk Management. This Quality Account demonstrates the commitment and competence of our workforce in their efforts to achieve Benalla Health's key priority areas including: Partnering with Consumers (person

centred care), Reducing Avoidable Harm and Staff Engagement.

We are extremely proud of our staff and the exemplary care that they diligently provided to the community we are privileged to serve. The pandemic created a fast moving environment with updates to procedures that often required swift action from staff. Through their amazing skill, dedication and passion all staff consistently placed patients, residents and their families at the centre of everything they did. All staff have gone above and beyond and we graciously thank each and every one of them for all that they have been and all that they have given and continue to give.

Our attention to detail has enabled us to present our Quality Account report in a format that is accessible and easy to understand. Your feedback is vital so that we can continue to improve our presentation and content. We encourage you to take every opportunity to pass on your comments and feedback, both positive and negative; this will give us the opportunity to consider your feedback so that we can improve next year's report.

We hope that you enjoy reading our stories as much as we enjoy sharing them with you.



Dennis O'Brien
Board Chair



Janine Holland
Chief Executive Officer

Contents

5	Partnering with Consumers	23	Active living health promotion	42	Code grey/code black training
6	Victorian Healthcare Experience Survey	24	Short stay lactation clinic	43	Reducing our carbon footprint
8	Volunteers	25	Community feedback	44	Staff Engagement
9	Capacity building of consumers to participate in healthcare	29	Reducing avoidable harm	45	People Matter Survey
10	Community Advisory Committee	30	Clinical incident management	46	Staff health and wellbeing initiatives
12	Partnering with patients in their own care	32	Preventing and controlling healthcare associated infections	49	2020 International Year of the Nurse and Midwife
14	Service environment	35	Comprehensive care	50	Service experience improvement Partnerships
15	Consumer dignity and choice	39	Perioperative Services	55	Accreditation
17	Services and supports for daily living	40	Escalation of care processes – Delirium improvement project	59	Tell Us What You Think
18	Healthy Communities	41	Digital ECG service		

Partnering with Consumers

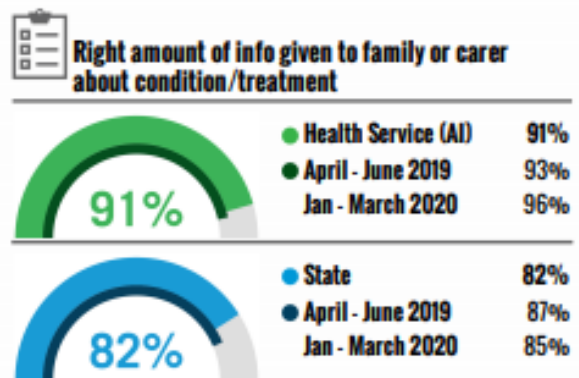
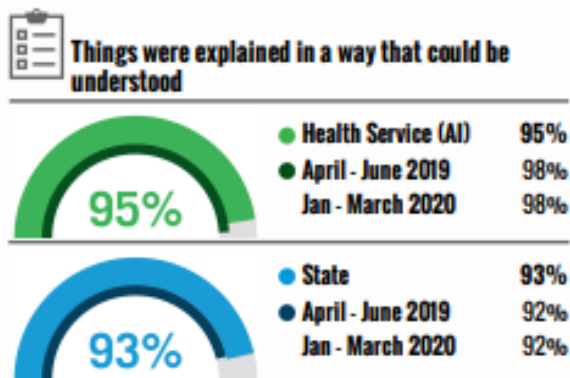
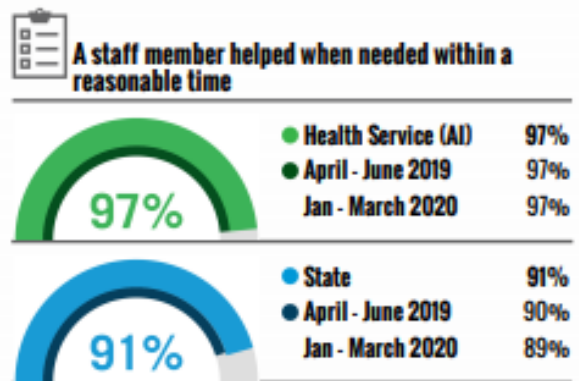
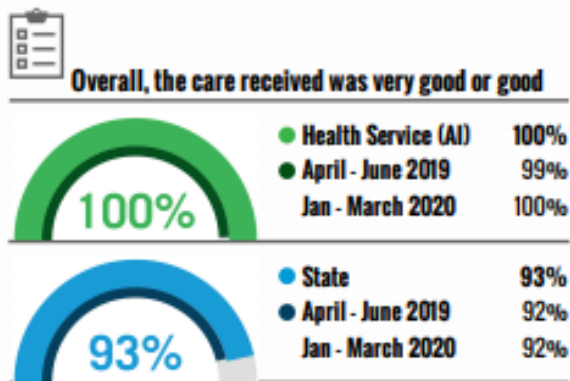
Victorian Healthcare Experience Survey

Inpatient Services

The Victorian Healthcare Experience Survey (VHES) is a questionnaire sent to people, 16 years and over, who have been discharged from a Victorian public hospital which asks them to rate their experiences whilst they were an inpatient.

The below report compares Benalla Health with

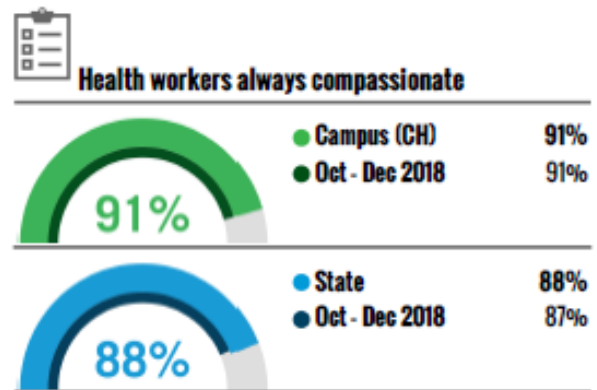
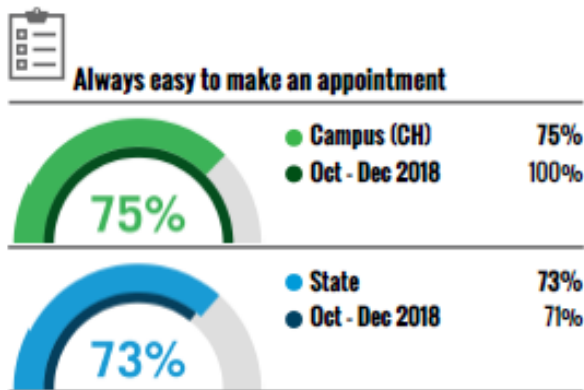
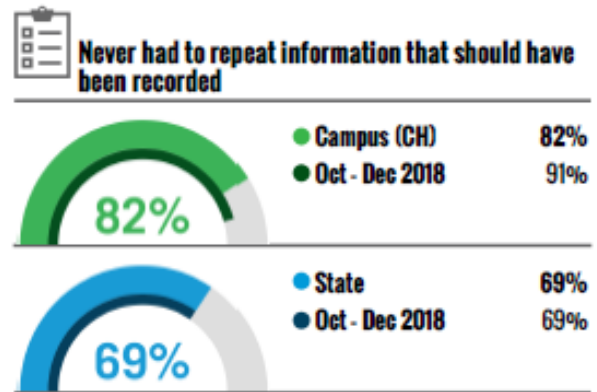
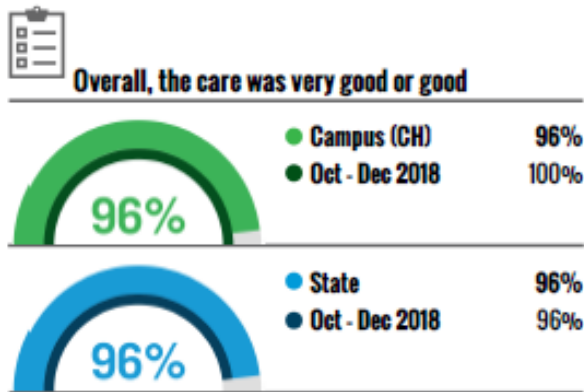
other healthcare organisations across the state for the April to June 2020 quarter, this time last year (April to June 2019) and the previous quarter (January to March 2020). It shows that inpatients of Benalla Health have rated their experience above those who were inpatients of hospitals across the state.



Community Health

The VHES Community Health questionnaire seeks to discover the experience of people who received services from a community health site. Potential participants are offered the opportunity to participate as they use the service. The below report compares the overall

experience question and the five key aspects of care that were most likely to differentiate a positive overall experience for the community health category for October to December 2019 and the previous reporting period October to December 2018.



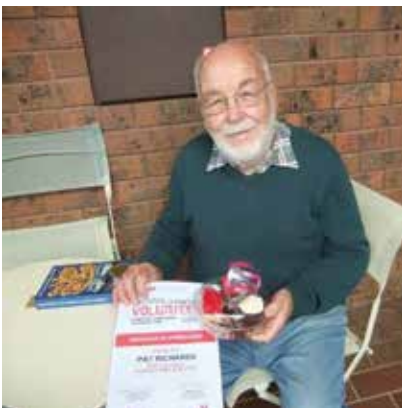
Volunteers

The contribution of volunteers at Benalla Health is part of the reason why the Organisation can provide such a valued service to the community. While COVID-19 brought about changes to the way volunteers could assist the health service, their contribution throughout the year was outstanding.

There is barely a part of the health service where they don't assist us, whether it be providing friendship and support to our Morrie Evans Wing residents, to bringing newspapers to our patients, providing music or just assisting us in

being able to provide a high-quality service that our community values.

In more normal times, a volunteer thank you morning tea with guest speaker was held, but this year the celebration had to be different therefore morning tea packs were distributed to each volunteers' home. The packs consisted of a cupcake, jelly slice, fruit and a variety of teabags. All Volunteers received a Certificate of Appreciation with their morning tea. The theme for this year's National Volunteers week was Changing Communities, Changing Lives.



Pat Richards



Marg Franklin



Vi Scott & Gerry Oliver



Mike Kuyval & Monty



Pat Jacobs

Capacity building of consumers to participate in healthcare

Health Literacy project

The aim of Health Literacy is for consumers to be informed about healthcare so they can make informed choices and decisions.

Our project aims to make information available and accessible for all consumers of our health service. So far work has involved:

- New signage for MEW and the Acute Ward.
- Working with the Acute ward Nursing Unit Manager regarding new information for consumers.
- 3 focus areas for consumers:
 - Falls prevention
 - Pressure care and pressure injury prevention
 - Medication management

- Education regarding Aged Care Quality Standards and key concepts presented as storyboards. These are presented pictorially and provide examples, such as Open Disclosure and Dignity and Risk.
- Presentation of information visually as well as literally and the presentation style of information has also been considered.

The project has involved researching literacy and specifically health literacy. Sources such as Dementia Australia have been consulted for presentation and communication of information.

Consumers of the Acute ward and residents of MEW have regularly been consulted regarding possible new communications. Their feedback has been extremely valuable and is an important part of the process.



Community Advisory Committee

Community Advisory Committee

This Board Subcommittee provides direction and leadership in relation to the integration of consumer care and community views across all levels of health service planning, development and operations. The Committee meets bimonthly and supports community forums in partnership with other Benalla organisations.



Community aged care tips forum

The Benalla Health Community Advisory Committee held a community forum, in collaboration with Benalla Rural City Council and Community Interlink, in July 2019, which focussed on how to access aged care services. Guests on the day were provided with a range of targeted useful information including:

- What assessments are required to access services?
- What sort of services are available to help you stay living in your home and community?
- What is my Aged Care and how do consumers use it?



Healthy Men, Healthy Communities - On the Low Down Forum

Benalla Health hosted a 'Healthy Men, Healthy Communities - On the Low Down' forum in September 2019. This was an opportunity for the community to meet others with common interests, get some insights and develop some tools around how to 'be there' for a mate, through being there for you first.

This preventative mental health event, with a focus on the social and cultural factors that influence our wellbeing, was aimed at adults and particularly men. The forum highlighted the seven evidence-based activities that assist all of us to better navigate life's challenges and optimise mental health: sleep, exercise, nutrition, an observational mindset, being social, how we relate to ourselves and getting out in nature.

There was positive feedback from participants who attended - 86% found the event very useful, and 100% were very likely to recommend the event to a friend. When asked what did you like most about the event? Comments included *"very informative and relatable"*, *"breadth of information provided"*, and *"easy to understand"*.

The event was facilitated by David Pearce program director of the mental health initiative - "On the Low Down".



Partnering with patients in their own care

What matters to you today?

Patient Goal Setting

Benalla Health is committed to the delivery of care that is person-centred. We work to improve the experience of patients by engaging them in their own care and sharing decisions. Comprehensive care involves having teams of health professionals working together and communicating effectively to plan, manage and coordinate care for the patients.

The core principles of person centred care is reliant on dignity and respect, sharing information, participation and collaboration. On admission, a comprehensive care plan is commenced with the patient, their family, carers and other support people and the multidisciplinary team. A key element of comprehensive care is goal identification.

This involves:

- Identifying who the patient wants involved in discussions about their goals and planning.
- A shared decision making process that explicitly includes patient preferences.
- Patients being asked every day 'What matters to you today?'
- Patient care boards to communicate important information to patients.
- Promotion of advance care directives as an important tool in providing care that aligns with patient preferences.
- Patients being supported to document clear advance care directives using 'Take Control' resources.
- Ensuring the input of doctors, nurses, allied health clinicians, the patient, carers and family.
- Identifying the overall intent of an episode of care, including agreed limitations on medical treatment.
- Goals of care may include condition specific, functional and/or personal goals.

Patient bedside communication boards

Patient communication boards have been upgraded to a bigger more inclusive model. This is to improve communication between the patient, family members and the care team. The goal is to partner with the consumer so that they are better informed.

The plan for the day is discussed with the patient and written on the board. The patient knows the doctor caring for them, the nursing staff allocated for the shift and any special instructions from the Allied Health team. Planning for discharge is improved, as the patient is informed about their expected discharge date and family can have arrangements organised in advance. There is also space for family members to write down any questions that can be followed up with nursing or medical staff. A patient told the staff how he keeps forgetting to tell the doctor about a symptom, staff wrote the reminder on the board so when the doctor next visited, it was there as a prompt for the patient. This also helps reduce patient anxiety because the patient remembers to tell the doctor.

Medication Safety is improved with the patient, asking them for their input.

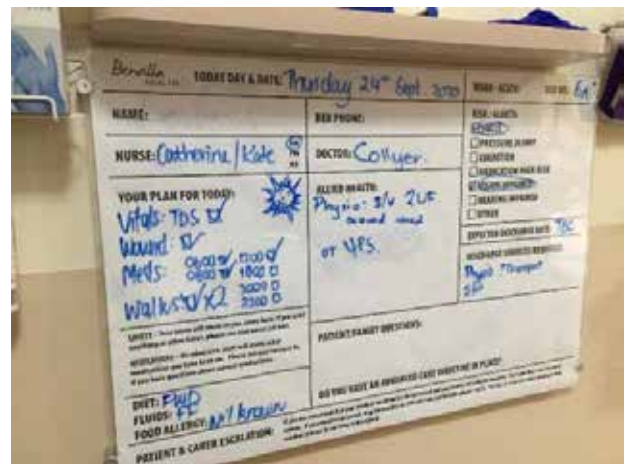
Comprehensive Care is improved with reminders about safety, informing patients that staff will round on them and encouraging the patient to

use the call bell to prevent any avoidable harm, for example falls prevention.

Communicating for Safety - Any risks are highlighted on the board, not only for the patient, but a useful reminder to any staff, clinical or non-clinical, that this patient has special needs.

Recognising and Responding to Acute Deterioration is addressed with the PACE advice to encourage any care escalation requirements.

Our evaluation has validated that overall, the boards have improved our communication between the care team and the patients, giving them an improved health experience.



Service environment

Morrie Evans Wing refurbishment

On the 30th January 2020 Morrie Evans Wing (MEW) held its official opening to celebrate the completion of renovations and refurbishment. The home now has 30 single bed rooms with each resident now having their own private ensuite. The purpose of the capital works program was to enable MEW to be more home like and welcoming to enhance each resident's sense of belonging, and independence. The MEW refurbishment has been warmly

welcomed by our residents who appreciate their increased privacy and enhanced quality of living arrangements.

The official opening was conducted by *The Hon Jaclyn Symes MLC*, followed by a morning tea shared by residents, their families and staff.



Consumer dignity and choice

'Getting to know you flowers'

Morrie Evans Wing has introduced posters for each resident called 'getting to know you flowers'. These individualised posters have been printed and displayed in each of our resident's rooms. They were provided to the residents so that they can display a snapshot of their individual life story including their personal details, whether it be their favourite animals, family members, hobbies, previous occupations, and previous places of residence. The 'getting to know you flowers' supports the requirement that each resident is treated with dignity and respect, with their identity, their culture and diversity valued. They can be used as a prompt when engaging in meaningful conversation and interaction with the residents. The 'getting

to know you flowers' support the resident's sense of self and identity and promotes them as being unique individuals. They give substance and meaning to their valuable contribution to society.

There has been some very positive feedback from both the residents and their family members. The feedback includes; *"these look great"*, *"the posters look really good"* and *"thank you for putting these up"*.

Intergenerational Program

In November Morrie Evans Wing (MEW) started an Intergenerational Program between Morrie Evans and Ride Avenue Kindergarten. These programs are designed to create meaningful connections between the generations. Each fortnight the Kindergarten children came to Morrie Evans and the residents and children shared conversations and friendship together with special social activities. This had many significant health and wellbeing benefits for the children and residents. With COVID-19 this initiative has now moved to an online visit but the residents are all looking forward to when they will be able to meet again in person.



Kindergarten children via Skype



Kindergarten visit prior to pandemic

Our infection prevention and control coordinator, Tanya Allan attended Ride Avenue preschool to educate the children on what hand hygiene to use when entering MEW. Hand hygiene stations and hand wash specifically for the children have been installed to ensure the risk of infections is reduced.

Pictured below is the new foaming sanitizer station in MEW and the "Super Hero" soap for the children to use.



Services and supports for daily living

Large TV/Skype

With COVID-19 restricting resident movements Morrie Evans Wing was fortunate to have the loan of a large smart TV on wheels from Microtech DPS. This TV is suitable for COVID-19 cleaning and the wheels ensure that it can move throughout the facility which encourages and supports our residents to take part in social and other activities they are interested in. During COVID-19 where there was limited visitation to MEW, the TV enabled our residents to better communicate with families on online platforms.

It has also facilitated virtual specialist appointments and enabled us to keep in virtual contact with outside groups offering access to a greater range of activities. The band Intensity Duo which made such a positive contribution to our MEW birthday party indicated the interactive potential of this technology for our residents.



Intensity Duo playing for the Morrie Evans Wing birthday party, with the theme roaring 20's.

Healthy Communities

Healthy Communities provides allied health services and programs to the community, inpatient services and Morrie Evans Wing residents.

Services available include; Community Health Nursing, Chronic Disease Management, Social Work/Counselling, Health Independence Program, Dietetics, Diabetes Education, Podiatry including High Risk Foot Clinic, Speech Therapy, Exercise Physiology, Physiotherapy, Occupational Health and Allied Health Assistance.

Health Independence Programs

Over the past twelve months, the Health Independence Program (HIP) has undergone significant transformation. The multidisciplinary team of Care Coordinators consists of experienced clinicians in nursing, Dietetics and Exercise Physiology. The Care Coordinators collaborate with other allied health professionals internally and externally, to deliver programs or provide specific support to clients according to their needs. Many procedures and processes have also been refined to ensure timely communication with the client, families and carers and other health teams and services. Since January 2020, the HIP team have also been regularly monitoring vulnerable members of the community impacted by heatwaves, the bushfires which caused poor air quality and COVID-19 lockdowns and isolation.



L-R: Shirley Gordon, Adele Caneva, Casey Cowie, Mel Jackson, Kiran Surenani and Matt Gill

Diabetes Care Centre

Benalla Health's Diabetes Care Centre (DCC) is a member of the National Association of Diabetes Centres (NADC). These centres work towards the common goal of improving the standard of diabetes care in Australia. The focus is on self-management for good health and prevention of diabetes complications. We also aim to promote care coordination between the acute and long term community based primary care services.

The Diabetes Care Centre team includes: Annette Meagher (Credential Diabetes Nurse Educator), Kathryn McQualter (Accredited Practicing Dietician), Ashleigh Knott (Accredited Practicing Dietician), Melissa Goodwin (Acute Ward Credentialed Diabetes Nurse Educator), Elise Facey (High Risk Foot Clinic Podiatrist) and Angela Sussmilch (High Risk Foot Clinic RN) – team pictured below (Melissa absent).



Client Feedback about their Diabetes Care Team

One attendee of the diabetes support group meeting commented that they found the group to be very beneficial, particularly the Tai Chi guest presenter. They have since gone on to be attending Tai Chi weekly themselves and have also arranged for staff they manage to attend an introduction to Tai Chi session.

Comments from clients seeing Accredited Practicing Dietician & Credentialed Diabetes Educator for joint consults

Client really appreciates the support as they “feel like I’m not doing this on my own”.

The diabetes team had been “wonderful”, relieved their anxiety and enabled them to start managing their diabetes by modifying lifestyle factors around food, alcohol intake, energy drink intake and exercise.

“I have not experienced a medical/health session like this before” but “really enjoyed it”.

Client stated that the consult today was “the most I have ever got” in regards to support and information. Client stated we were “helpful” and liked that we “spoke without dominating”.

High Risk Foot Clinic - HRFC Clients

Many clients often comment on the DCC as being a “one stop shop”. Almost all of the clients we see in the HRFC are also actively participating in their own health care alongside our Dietitians and Credentialed Diabetes Educator.

Australian National Diabetes Audit – Australian Quality Clinical Audit 2019

Each year we undertake the Australian National Diabetes Audit. The care team are awaiting the results from this year’s audit, in which we surveyed 30 clients in the months of May and June who are accessing services for diabetes at Community Health. With consent, data is collected from our clients related to diabetes education, self-care practices and quality of life.

The report we receive back enables us to benchmark Benalla Health against other participating centres and facilitate quality improvement.

See Figure 1 below for a snapshot of results from the 2018 audit, with a focus primarily around client self-management aspects.

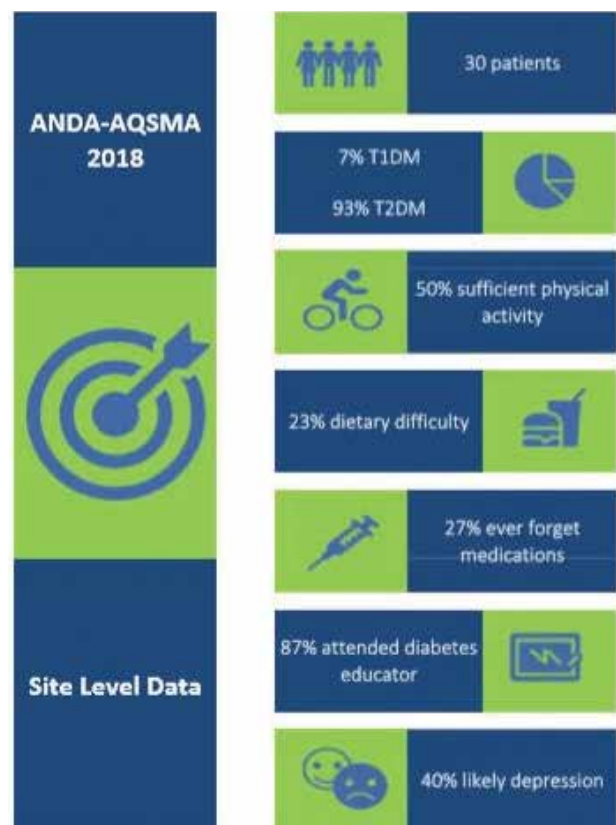


Figure 1 2018 Benalla ANDA Results Snapshot

Parkinson's Disease Seminar

Shepparton, 29th November 2019

Six staff members from Benalla Health attended the fifth annual Parkinson's Disease seminar organised through the Goulburn Valley Movement Disorder Service and the Darnley Montgomery Foundation. Staff included Leanne Lefebvre, Physiotherapist, Erin Kinderis, Occupational Therapist, Jess Vekar and Bernie O'Brien, Speech Pathologists, Kiran Surenani, Exercise Physiologist, and Deb Smith, Community Health Nurse. Participation was made possible through the generous bequest made to Benalla Health by the Tallis family, to honour the memory of Peter Tallis, who was a member of our local Support Group. Peter wished to ensure that people living with Parkinson's Disease in the Benalla area could be kept as comfortable as possible. Benalla Health proposes to upskill their workforce to ensure this result, and to strengthen care pathways for people living with Parkinson's Disease, working in partnership with Parkinson's Victoria, and our local GP practices and Aged Care facilities.

The seminar was also attended by several members of our local Parkinson's Support Group and their families.

The packed agenda covered many aspects of care, and was headlined "Parkinson's Disease-How far have we come in 200 years?" Eminent speakers included Professor Malcolm Horne, from the Florey Institute, one of the inventors of the Parkinson's Kinetigraph, or PKG, that records symptoms and movements and also provides patients with medication reminders. Professor Horne covered current understanding of the causes of Parkinson's Disease, pointing out that we are yet to fully understand its causes, and its progression, but recent research is helpful in uncovering more knowledge about the systems that are affected.

Mr Girish Nair, Neurosurgeon at the Royal Melbourne Hospital spoke about how his unit manages Deep Brain Stimulation, with recent improvements in care, including shorter operating time, and being able to conduct the procedure under anaesthetic, whereas in the past, patients had to be awake, to ensure that the equipment was correctly placed in the

miniscule area that ensures it works best. Over the years, from being a last ditch treatment, Deep Brain Stimulation has become a treatment of choice for carefully selected candidates, and can be offered on Medicare in the Public system.

Dr Jeff Blackie spoke about the non-motor symptoms of Parkinson's Disease, which can sometimes be more troublesome than those that affect mobility. The symptoms can include depression and mood change, cognitive decline, sleep disorders, constipation, and excessive drooling, amongst others. Increasingly, research and treatments are focusing on these areas, as well as the stiffness and tremor that are the classic symptoms of the disease.

Clinical Neurophysiologist Dr Nicholas Bradfield gave a detailed presentation about cognitive issues, and how people with Parkinson's are affected in their daily lives. Cognitive issues include mood and sleep disorders, fluctuations of attention, apathy and lack of motivation, and late stage dementia. Dr Bradfield spoke about treatments that may help at different stages of the disease.

Associate Professor Jenny McGinley from the University of Melbourne discussed the role of exercise in Parkinson's disease, and whether any particular regime is shown to assist. Some excellent programs, like the PD Warrior program, have not been assessed academically, but hopefully will be trialled soon, so that evidence will be available. Essential components of any exercise program include aerobic and progressive strength training, plus balance and coordination and flexibility components. It is known that exercise can assist with falls prevention, better balance and strength, and a better quality of life. It may also slow the progression of the disease. Which regime is best depends on who you are, what symptoms you are experiencing, what you enjoy, how easily you can access it, how affordable it is, and time constraints.

Dietitian Wendy Swan discussed the role of diet in Parkinson's Disease, and how different techniques for managing eating, drinking and diet might assist with symptom management, such as loss of weight and muscle mass, constipation, and dry mouth.

The forum ended with a summary of some of the awkward questions that people often wish to know about managing Parkinson's, including sexual problems and constipation. The Movement Disorder staff are well placed to address these and other issues.

The forum was facilitated by Dr Arup Bhattacharya, Gerontologist, who manages the Goulburn Valley Movement Disorder Service, and ample time was given for questions from the floor, and interactions between attendees. It served as a vehicle to remind our Health Professionals and consumers about the need for a multidisciplinary approach to managing Parkinson's Disease, and to find out about local as well as specialist services. And it encouraged conversations between our Health Professionals and their clients about our shared understandings and learnings.

We would like to thank the Tallis family for their generous support for our attendance at this forum, which will support our commitment to improving our care for everyone living with Parkinson's disease in our community.



L to R, Erin Kinderis - Occupational Therapist, Kiran Surenani - Exercise Physiologist, Jess Vekar - Speech Pathologist, Deb Smith - CHN, Bernie O'Brien - Speech Pathologist



Support Group members L to R Chris Hakkenes, Heather McCauley, Fred and Renata Brosig

Healthy Workplaces Achievement Program - Healthy food choices for staff

Benalla Health aims to present a positive message to the community that consuming nutritious foods is important to achieving good health and wellbeing. Creating a healthy workplace helps staff to make healthier lifestyle choices and improve the culture of the organisation overall.

Benalla Health has been participating in the Healthy Workplaces Achievement Program. The Achievement Program is supported by the Victorian Government and the Cancer Council Victoria.

The Benalla Healthy Eating and Catering Policy aims to have standard hospital menu options meet the Australian Guide to Healthy Eating. This allows the standard menu to accommodate dietary requirements of patients with Diabetes, Heart Disease or who are overweight, as well as the general population. Benalla Health staff are able to order meals from the kitchen. These meals are based on the standard inpatient menu.

The Healthy Eating Advisory Service (HEAS) supports early childhood services, outside school hours care, schools, workplaces, hospitals, sport and recreation centres, tertiary education and parks to provide healthier foods and drinks in their menus and through catering, food outlets and vending.



In 2020 the HEAS has been working with the Nutrition Working Group to complete an audit of the standard hospital menu in June 2020. The FoodChecker free online menu analysis tool was used to assess the main meals, soups and desserts. The menu items were assessed according to the Victorian Governments Healthy Choices Guidelines, which codes foods based on a traffic light system:

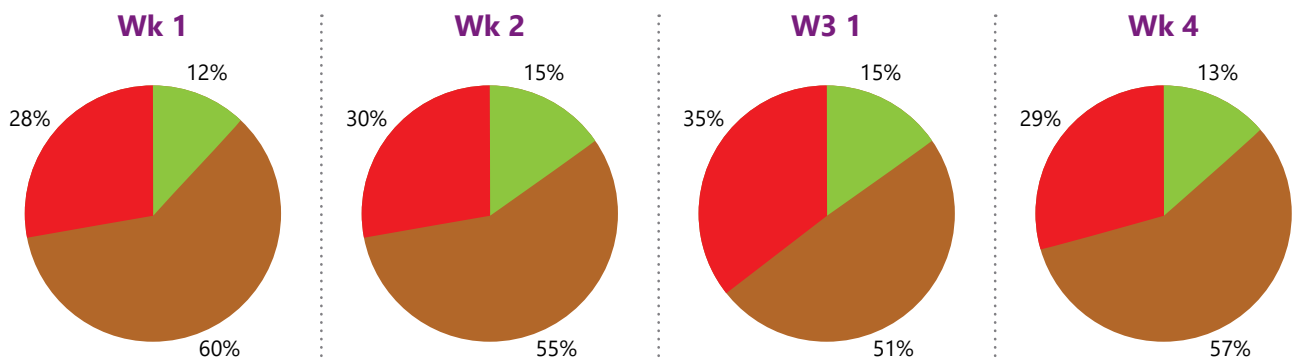
- Green (best choices)
- Amber (choose carefully)
- Red (limit)

The guidelines recommend that at least 50% of meals offered to staff are green, no more than 20% are red and red items should not be promoted or prominently displayed.

Over the 4 week menu an average of 13.75% of the menu in Benalla was green, with 30.5% categorised as red.

Assessment summary: your menu

The pie chart below outlines the portion of **GREEN**, **AMBER** and **RED** foods and drinks currently available on your menu.



Best choices (**GREEN**) • Choose Carefully (**AMBER**) • Limited (**RED**)

The HEAS supplied recommendations to improve the meals and increase the number of green and amber food choices. The Dietitian and cooks have continued to meet to redevelop standard recipes to meet the standards.

Active living health promotion

Benalla Botanical Gardens Parkrun Launch

Benalla Health has provided the initial start-up funding for the launch of the first Benalla Botanical Gardens Parkrun as part of our Active Living Health Promotion program. This program aims to work to promote active living for people residing within the Benalla Rural City local government area.

Having a Parkrun in Benalla had been expressed as an interest from the Benalla community via social media for several years and there had been unsuccessful attempts to set up Parkrun in the past. Parkrun is an organisation that supports free weekly running events across the world. This project aimed to enable and engage the Benalla community to embrace Parkrun by reducing the barriers of start-up.

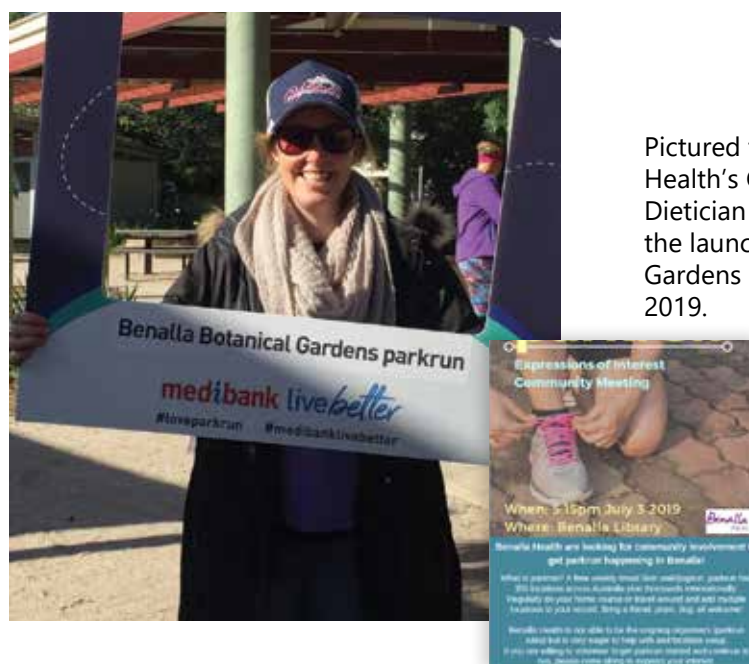
A Parkrun Expressions of Interest community forum was organised by Benalla Health in July 2019 where two members of the community volunteered to be co-Parkrun directors. The

health promotion workers supported them with communicating with parkrun and the initial set up. Benalla Health could not be the facilitators of Parkrun, but could offer the community assistance to get it up and running.

The Benalla Botanical Gardens Parkrun was launched on Saturday 12th November 2019 during the Annual Benalla Festival. 150 people turned up for the launch, many being first time park runners and was enjoyed by all.

Partners who were involved included Benalla Health, Benalla Rural City Council, Central Hume Primary Care Partnership, Parkrun and the Benalla Ensign Newspaper.

Funding: This project was funded by the Department of Health and Human Services Integrated Health Promotion Funding.



Pictured to the left is Benalla Health's Certified Practicing Dietician Kathryn McQualter at the launch of the Benalla Botanical Gardens parkrun November 12th 2019.

Short stay lactation clinic

Attending the Midwifery unit at Benalla Health for a Day Stay Lactation Consultation was a fantastic experience, and a service that I believe could greatly benefit the women in our community.

Having had caesarean sections with both my children, I was very limited in how much I could do in the early days. I attended the Lactation Clinic at Northeast Health Wangaratta on three occasions following the birth of my first child, due to difficulties with establishing breastfeeding. I was unable to drive at the time, so my partner drove me back and forth to Wangaratta. He stayed around in town while I was at the clinic, as it was only a few hours in duration, it didn't seem practical for him to drive back and forth to Benalla twice.

Having a day long service available locally was fantastic! Not only because my partner didn't have to drive me to Wangaratta and then wait, but because the extended time I was in the unit gave me the opportunity to have support and guidance from Kaye and the midwives on duty for multiple feeds. Having spent a whole day in the unit, I really felt that Kaye understood my concerns and issues; it also meant that I had multiple opportunities to learn, problem solve and implement strategies that we had decided on.

The level of care I received was amazing. Kaye and Christine didn't just provide me with a wealth of knowledge, they also made me feel welcome, safe and comfortable. I felt that they placed a great deal of importance on my mental and emotional wellbeing, as well my breastfeeding journey. For that, I can't thank them enough. - Tara Bradley



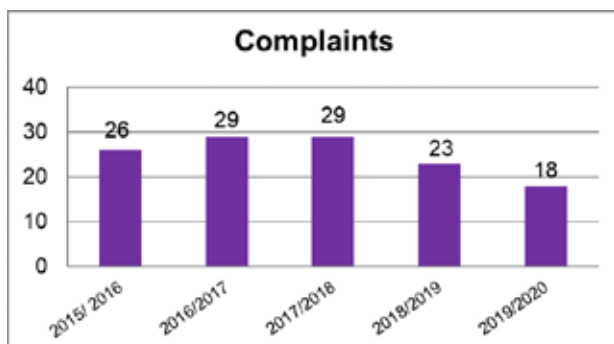
Community feedback

At Benalla Health, we are dedicated to providing high quality care and services and welcome both compliments and complaints, which help us to improve our service to you. In the year 2019 – 20, Benalla Health received 78 compliments and 18 complaints. This was 5 less than the previous year.

“From the moment my wife and I arrived at the admission desk I felt a strong sense of support. The care, sensitivity and attention to detail was apparent from the beginning. The entire staff from the cleaning staff, nursing staff through to the administration staff were friendly, kind, considerate and sensitive and I found them to be professional at every level.

As a community we are fortunate to have this facility and we should be proud of the work that is carried out at this hospital. I encourage everyone to support the hospital where possible”.

– Letter to the Editor Benalla Ensign



Feedback of any kind can be made in the following ways:

In person: Please call into reception and arrangements will be made for you to speak with one of the Executive Staff. Consumer feedback forms are available throughout the various units of the health service.

By phone: If you prefer, please phone us on (03) 5761 4209 and ask to speak with one of the Executive Staff.

By email: Email the Executive Office at executive@benallahealth.org.au

By mail: The Executive Office - Benalla Health, PO Box 406, Benalla, Victoria, 3671

What to do if you are not satisfied with our service

If you are not satisfied with our service, please contact us. We take complaints seriously and aim to resolve them quickly and fairly. If you remain dissatisfied with our response, you may contact the Health Complaints Commissioner (HCC). The HCC responds to complaints about health services and the handling of health information in Victoria. Their service is free, confidential and impartial. To lodge a complaint with the HCC, fill out an online complaint form at www.hcc.vic.gov.au or phone 1300 582 113 between 9am and 5pm, Monday to Friday to discuss your complaint.

Aged care-related complaints

To raise a concern with the Aged Care Complaints Scheme, make contact by:

Phone: 1800 550 552

Email: complaintsschemeresources@dss.gov.au

Website: Aged Care Complaints Commissioner

Mail: Performance and Industry Education Section, Aged Care Complaints Scheme, Department of Social Services, GPO Box 7576, Canberra Business Centre, ACT, 2610.

Inpatient Services – Maternity

"We were given excellent 1:1 care from our midwives in the hospital. We saw the same midwives during our stay and felt they knew us well and were always very friendly. They were willing to answer any questions we had and went out of their way to ensure we had everything we needed."

"I wish to express my gratitude for the antenatal and postnatal care that I received at Benalla Hospital. From the antenatal appointments right through to leaving the hospital, I felt supported and listened to. This was my third baby, (first time at Benalla Health) and I just wanted to say it was the most pleasant experience. From theatre to the midwives on the ward, the cleaners and hospitality staff who greeted us with smiles and conversation, and the admin staff who popped in to say congratulations. You should be very proud of all the staff you have!"

A special thank you to (midwife) she was on every day that I was in hospital. She was very attentive and no question or task was too much for her. I just wanted the staff to know that their efforts are appreciated by the patients."

"During my pregnancy I was able to have dual care with my obstetric GP and the Benalla midwifery team as well as have a student midwife follow my pregnancy."

"I was lucky enough to receive care from all of the midwives at Benalla Health. Each and every one of your employees has been professional, respectful and informative throughout my pregnancy and postpartum period. I felt comfortable to call the team with my concerns anytime of the day or night and was always met with compassion and support."

"From the bottom of my heart I would like to thank the wonderful team for all they have done for myself and my family so far. I will no doubt continue to utilise the lactation team over the coming weeks while they support me on my breastfeeding journey."

"The beautiful midwifery staff not only are very knowledgeable and informed in their field of practice but showed true empathy and compassion on a regular basis."

"Not only do I recommend this service to my family and friends, I happily state that Benalla Health midwifery unit as the best in the state and if I am to have another child, I would want the prenatal, birth and post-natal care at your facility."

Consumer Experience Metrics

Benalla Health introduced Leader patient rounding during 2019-20. Leaders regularly round on patients, residents and their families and carers, this gives them an opportunity to raise any concerns or issues they may be experiencing. Enabling staff to address issues in a timely manner.

A question asked is "On a scale of 1 – 10 with 1 being very unsatisfied and 10 being very satisfied, how would you rate your satisfaction with our service so far?" From this answer, we are able to produce a Net Promoter Score. A Net Promoter score is held up as the gold standard of consumer experience metrics. The Net Promoter Scores are measured with a single question survey and are reported with a number from -100 to +100; a high score is desirable.

The Net Promoter Score is the percentage of consumers rating their likelihood to recommend Benalla Health Service to others.

In 2019-20 Benalla Health achieved an organisation wide Net Promoter Score of 91. This score is exemplary.

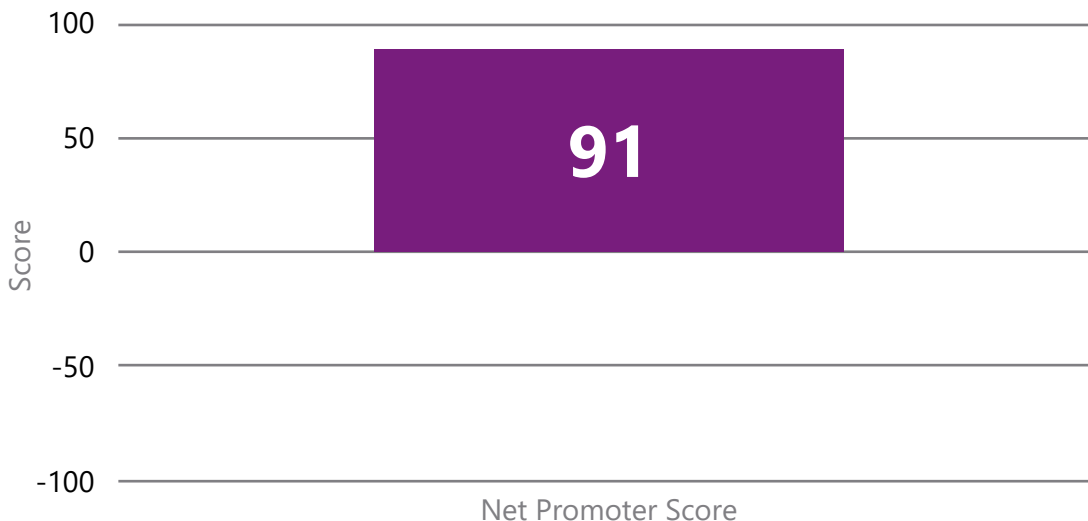
"The nursing staff all were very helpful and kind. The meals were great, way better than I imagined."

– VHES survey response.

"I was very happy with everything about my day procedure."

– VHES survey response.

On a scale of 1 to 10 with 1 being very unsatisfied and 10 being very satisfied, how would you rate your satisfaction with our service so far?



Benalla All Blacks thank you to Benalla Health staff during COVID-19 Pandemic

Benalla All Blacks Football and Netball Club generously donated coffee vouchers to show their thanks and gratitude for the selfless efforts in keeping the residents of Benalla safe and well during the COVID-19 Pandemic.

To ensure all staff had the opportunity to receive a voucher, the decision was made to award these vouchers to staff members who were recognised each day for their good work.



BENALLA ALL BLACKS FOOTBALL AND NETBALL CLUB INC.
est.1934



Hi all at Benalla Fever/Virus Clinic

As a community club, the Benalla All Blacks FNC felt it could do something at this time for those in our Benalla area at the front line in regard to Covid 19.

Our club has decided to show, in some small way, our thanks and gratitude to you for your selfless efforts in keeping the residents of Benalla safe and well.

So please accept these coffee vouchers as a gesture of appreciation for the on-going work that you are doing.

The funding for our initiative is being raised by way of our association with Toyota through their 'Good for Footy Raffle' program. The way it works is that for each \$5 ticket sold to win one of three new Toyota cars and various other prizes, Toyota reimburses the full amount back to our club to use in any way we choose. At this stage, for the months of April and May, the All Blacks FNC is choosing to pass this money onto front line workplaces like yourself.

On behalf of our players, members and supporters, thank you again all for your efforts, stay safe and keep well,

Benalla All Blacks Football & Netball Club



BENALLA ALL BLACKS FOOTBALL AND NETBALL CLUB INC
PO BOX 209 BENALLA VIC 3672
Email babfnc3@bigpond.com
ABN: 29 549 121 187

Reducing Avoidable Harm

Clinical incident management

Benalla Health’s operational plan identifies reducing avoidable harm as a key priority area. Strategies and action are designed with the intent to reduce avoidable harm by 25% in the 2019-20 financial year. The four key components of reducing avoidable harm include; harm associated with medication errors, harm associated with incidents of falls, harm associated with pressure injuries and finally harm associated with skin tears.

An adverse event is an incident that results, or could have resulted in harm to a patient or consumer.

Harm, impairment of structure or function of the body and/or any deleterious effect arising there from, including disease, injury, suffering, disability and death.

Very serious adverse events are called sentinel events. Sentinel events are rare, but sadly when they occur, result in either death or permanent function loss or disability. There were zero sentinel events at Benalla Health for the 2019-20 period.

Our governance system ensures that all adverse events are reported through our clinical governance processes, which include sub committees of the board, and interdisciplinary peer review meetings involving medical, nursing

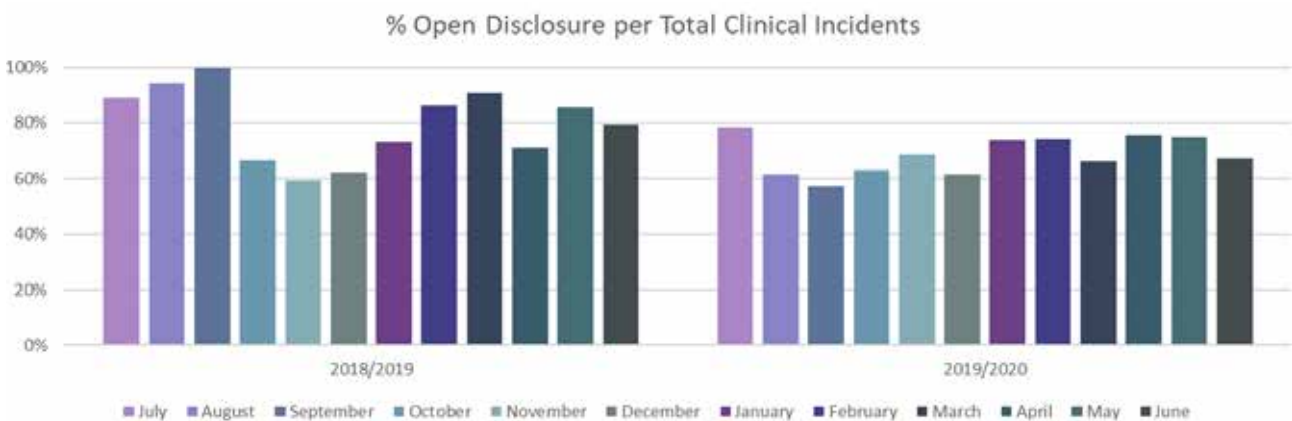
and allied health staff. Recommendations and actions are monitored through the peer review process.

Commencing July 2019 Benalla Health Operational Director’s, Anne-Marie Kerr and Lisa Pryor attended a training program to assist in the further development of Benalla Health’s commitment to Clinical Governance Standard 1: Open Disclosure.

Open Disclosure (OD) is the open discussion of adverse events that result in harm to a patient while receiving health care, with the patient, their family and carers. (ACSQHC Australian Open Disclosure Framework 2013).

The process Benalla Health personnel are asked to follow to ensure open disclosure is complete includes:

1. An apology or expression of regret, which should include the words ‘I am sorry’ or ‘we are sorry’.
2. A factual explanation of what happened.
3. An opportunity for the consumer, their family and carers to reiterate their experience.
4. A discussion of the potential consequences of the adverse event.
5. An explanation of the steps being taken to manage the adverse event and prevent recurrence.

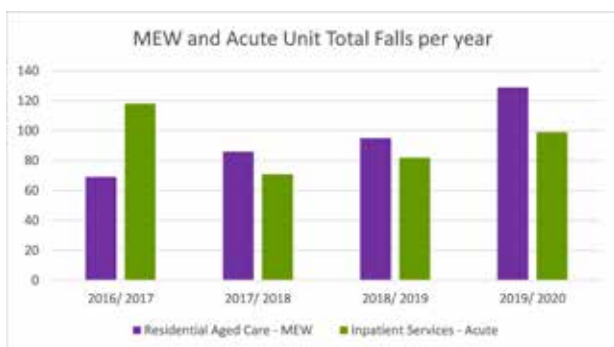


Falls

In 2019-20 -there were 228 falls, including roll out of bed. Of those falls, 29% were near miss events.

Less than 1% was associated with temporary reduction in functioning. A total of

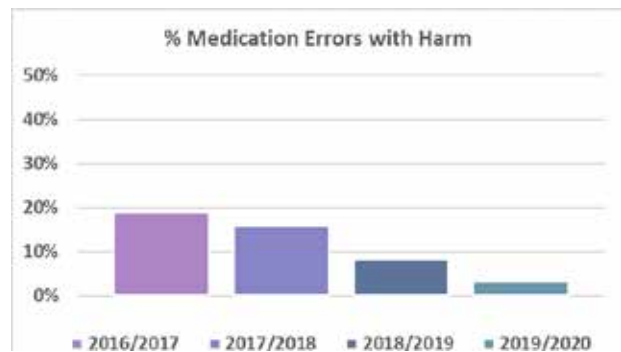
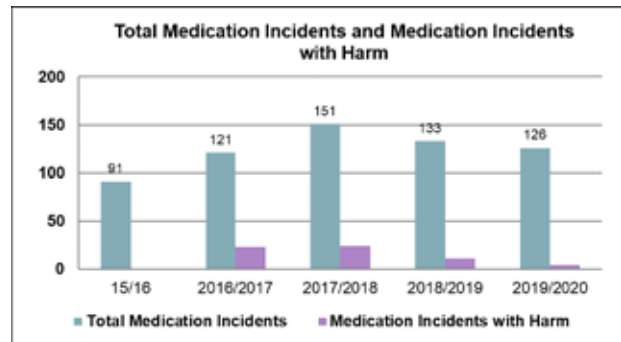
35% of falls were associated with harm (no loss/reduction in functioning) and are generally associated with skin tears. In 41% of occasions, there was no harm, however the patient/resident was significantly inconvenienced.



Pressure Injuries

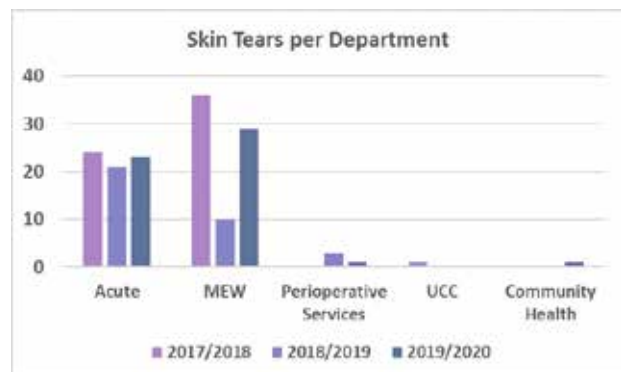


Medication Errors



There is no harm associated in 89% of all BH medication incidents.

Skin tears



Preventing and controlling healthcare associated infections

Influenza immunisation program

In 2020, 98.0% of our staff protected our community by being vaccinated. This result exceeded the Department's target of 90%. MEW achieved 100% immunisation rate for both staff and residents.

Due to flu vaccine supply issues at GP clinics and chemists, many MEW residents' family members were having trouble receiving their Flu vaccine by the 1st May as per the DHHS directive. On becoming aware of this, our Healthy Ageing NUM, Kate Marshall, initiated the provision of family vaccinations with the assistance of our Infection Prevention and Control Coordinator, Tanya Allan.

All families were personally telephoned to offer this service during the week of 27th April. We had 14 families take up the offer, which was greatly appreciated.

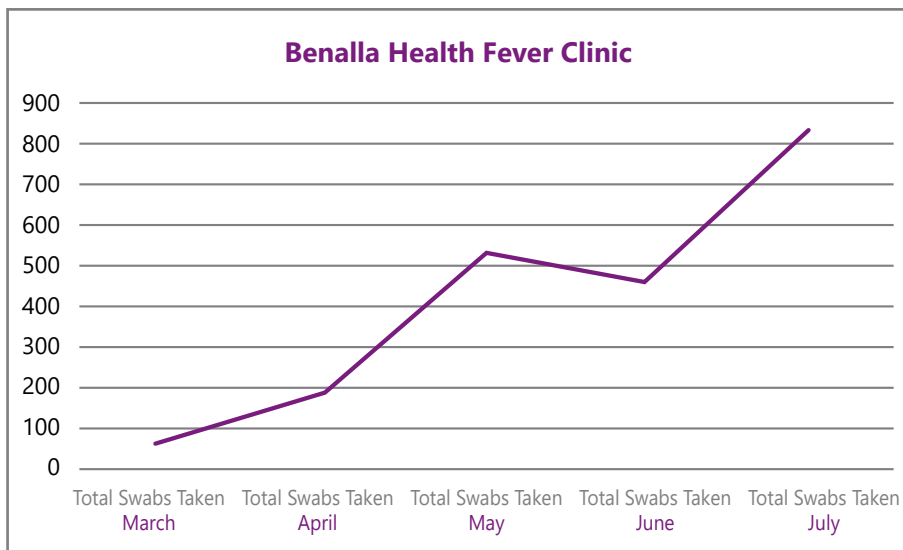
Hand Hygiene is the most effective way of preventing the spread of infection in hospital. Our 2019-20 compliance rate was 96%.



Fever Clinic

For the period March to June 2020 Benalla Health tested 2068 individuals for COVID-19. The original fever clinic was set up in a marquee in front of the UCC. As presentations increased a dedicated space was set up in the Community Rehabilitation Centre in Samaria Road and was open weekdays 9am – 3pm. This clinic was

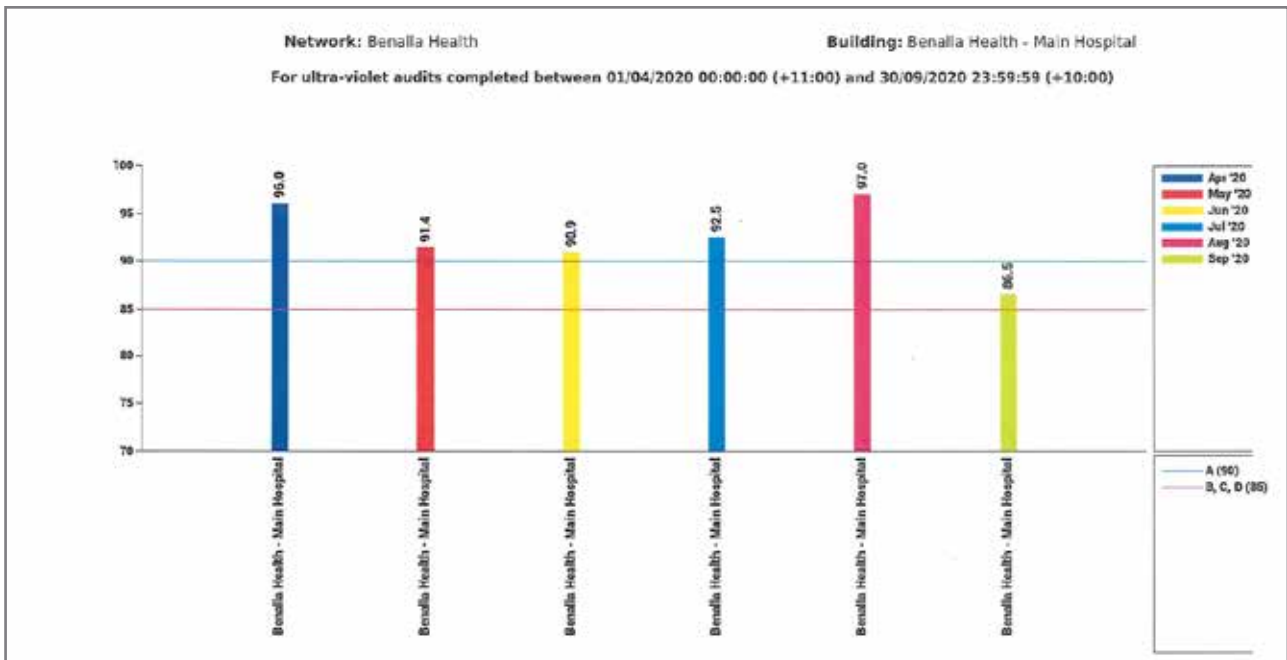
staffed by local GPs, Benalla Health Nursing and Administration staff. After hours service was available from UCC. A drive through clinic at the front of the hospital was established in May and a steady stream of community members on a daily basis would access this service.



Cleaning standard ultra violet audit

As part of quality improvements and patient safety processes, Benalla Health introduced a secondary cleaning standard audit through Cogent Fluorescent gel marker - Ultraviolet (UV) testing which commenced in May. The UV audit is a comprehensive tool which is a gel that can only be detected with a UV light. It has been applied to frequently touched / high risk surfaces and high risk settings to assess the effectiveness of the cleaning processes, i.e. if the gel has been adequately removed the cleaning has been performed. The audit tool for

UV is categorised through the same functional area risk categories meeting required standards and timeframes. The new UV audit tool has reinforced and highlighted high touch areas and has facilitated education programs and motivation for staff to strive for improvement in routine cleaning practices. Benalla Health has achieved outstanding results through both environmental visual inspections and UV audits for 2020 compliance average of 92.3% last six months.



Comprehensive care

Maternity Services

Benalla Health is committed to the provision of high quality birthing services. Despite the ongoing workforce difficulties faced by rural health services, the Board has made a decision to support maternity services based on community need.

In conjunction with local General Practitioner (GP) Obstetricians, Benalla Health provides low risk maternity care to women throughout the birthing continuum. Our facility is aligned with the 2018-19 Department of Health and Human Services Maternity and Newborn Capability Framework as a Level 3 Maternity and Level 2 Newborn service. Benalla Health is an active member of the Regional midwifery peer review meetings and is supported by Northeast Health Wangaratta and Albury Wodonga Health in reviewing any maternity related incidents and/or emergencies.

While it is not possible to eliminate all potential adverse outcomes from a pregnancy and/or birth, it is possible to predict and minimise preventable adverse outcomes and reduce the likelihood of other adverse events occurring. At Benalla Health, we achieve this by undertaking robust risk assessment at booking in and providing appropriate management and care of the pregnant woman from conception through to the postpartum period. Evidence based management means that care is provided by the most appropriately qualified health professional or team of professionals in the most appropriate setting.

In the 2019-20 financial year, Benalla Health was privileged to assist with 72 births. Of these 72 births, 38 were normal vaginal births, five instrumental assisted births, 16 elective caesarean sections and 13 emergency caesarean sections.

The following table identifies annual percentage of caesarean section births at Benalla Health.

10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20
23%	26%	34%	28%	39%	27%	32%	40%	31%	40%

Of the 72 babies birthed in the 2019-20 financial year, there were no fetal growth restrictions and only one baby required above average level of assistance to transition after birth. Only 5 of these 72 babies needed to be transferred to a higher-level nursery for ongoing care.

Safer Baby Collaborative

Benalla Health is one of 20 Victorian health services participating in Safer Care Victoria's Safer Baby Collaborative. The aim of the collaborative is to reduce the overall rate of stillbirths in Victoria. We are focusing on the following aspects of care:

1. Supporting pregnant women to quit smoking. We're offering all pregnant women a Carbon Monoxide (CO) Screening breath test to help detect unsafe levels of CO. (this is currently on hold due to COVID-19 restrictions).
2. Improving the detection and management of poorly growing babies. If a baby's growth rate changes, we need to know if it is an issue or not.
3. Supporting women to report decreased fetal movements. If a woman is concerned about a change in their baby's movements, we would like them to contact us immediately.
4. Promote safe sleeping positions for pregnant women. It has been shown that sleeping on their side from 28 weeks can halve the risk of stillbirth.
5. Promoting appropriate timing of birth.

Pictured below are midwives Dean and Brittany demonstrating the carbon monoxide smokelyser which is now being used to promote smoking cessation as part of Safer Care Victoria's Safer Baby Collaborative.



Implementing International Dysphagia Diet Standardisation Initiative (IDDSI)

Dysphagia is a medical term for swallowing difficulty or pain when swallowing. Dysphagia affects:

- 22% of people over 50 years a
- 40-60% of elderly people
- 28-65% of people who have had a stroke
- 50-75% of people living with Parkinson's Disease
- 30-50% of people with a head injury
- 50-70% of people living with Motor Neurone Disease

People with Dysphagia are at risk of food, drink or saliva "going down the wrong way". This is called aspiration, which is when food, drink or saliva enters the lungs instead of the stomach. The effects of Dysphagia can be fatal. It can cause choking and chest infections (such as aspiration pneumonia). It can also lead to weight loss or malnutrition and dehydration.

Individuals with dysphagia often require a modified diet to help them swallow safely. This includes changing the type of food textures and fluid thickness. In the past these diets may have had different terminology, labels, numbers and levels which adds to confusion for both health professionals, consumers and their care givers.

At Benalla Health we aim to provide a high quality food and nutrition service to all Benalla Health patients in line with evidenced based practice guidelines. In October 2019 Benalla Health commenced implementation of the International Dysphagia Diet Standardisation Initiative (IDDSI) The IDDSI is a set of global standards and definitions to describe textures

food and drink thickness (visit <https://iddsi.org/>). The Nutrition Working Group are leading the implementation, under the guidance of the Continuum of Safe Care Committee. This group includes the Catering team, Dietitian, Speech Pathologist and Nursing staff.

In October 2019 the online menu management system (Chefmax) was implemented. Benalla Health adopted the Northeast Health Wangaratta’s menu, as this had already been changed to reflect the new IDDSI Framework.

All patients now admitted to Benalla Health are allocated a diet code in the menu system in line with the IDDSI Framework (see Figure 1 below). This diet code assists with limiting foods that could cause harm to people with dysphagia.

Figure 1: IDDSI Framework



The Nutrition, Hydration and Dysphagia Policy was updated to reflect the IDDSI and changes with menu management. The Nutrition and Hydration Procedures for Acute and Morrie Evans Wing were also updated to reflect the changes.

Keeping in line with consumer choice standards, the Patient Waiver Form was updated. This allows patients or families a choice of food and fluids if they do not wish to eat according to the new standards.

Training for catering staff including Menu Monitors and Cooks are ongoing.

The catering staff, Speech Pathologist and Dietitian regularly review menu items and updating textured foods and fluids in line with the Framework.

Benefits

- The clear definitions of food and fluid textures has ultimately improved the safety for people at Benalla Health with Dysphagia. The new recommendations clearly include/exclude certain foods, due to the risk of choking.
- Improved accountability for clinical and catering staff when allocating food textures and fluid thickness (diet codes).

Perioperative Services

Benalla Health has purchased a state of the art Phaco emulsification machine at a cost of \$92,000.00. This will allow the Ophthalmologists to deliver the best possible surgical outcomes for patients having Cataract surgery at Benalla Health.

Below are photos of the new machine with Theatre nursing staff Raylene Peachey and Elizabeth Beard.



"I found the staff and overall stay both times to be professional, compassionate, friendly and informative. This included the volunteer in the aftercare cafe. In particular the staff I had interaction with were all very nice. My Anaesthetist and Surgeon, I was very grateful they were so experienced and kind.""

Escalation of care processes – Delirium improvement project

Benalla Health has been working to improve the early screening, diagnosis and management of patients with delirium. In December 2018, the 4AT Repeat Assessment tool was introduced to enable nursing staff to risk assess patients for delirium. If the patient scored more than 4, it was suggestive of delirium, and they would be reviewed by a Medical Officer for diagnosis and management.

Over the last 18 months, the Delirium Working Group have been conducting audits on the management of delirium and from this, the Delirium Pathway was developed. This Pathway allows for all elements of prevention and management of delirium, to be completed and documented according to the National Standards. Recently, in May 2020, the Delirium Pathway was rolled out into the Hospital and education being provided to Nursing Staff using Simulation Based Learning.



School Based Trainee Lachlan Sands acting as a simulated patient, and Enrolled Nursing Student Robert Gregson completing a 4AT Assessment on the patient.

Digital ECG service

On the 22nd October, Benalla Health went live with our Digital ECG Service. This is an initiative throughout the Hume Region which allows Benalla Health to use our Phillips ECG machine to transmit high quality ECGs to our local GP's, Northeast Health Wangaratta and Ambulance Victoria to better manage patients who present to our Urgent Care Centre with chest pain.

As an added bonus, Benalla Health can potentially use the service if a patient also deteriorates elsewhere throughout the organisation. It will help staff determine who can be managed locally, who will require specialist review at Northeast Health Wangaratta or who requires emergency care with a specialist cardiology centre in Melbourne.

It could not have happened without the amazing background work by Nathan Carter and Jane Kealey from Northeast Health Wangaratta and our intrepid ICT Manager Peter Hurley.



Nursing student Natalie and Benalla Health staff, Gail Gordon, Claire Aldridge, Krystal Matthews, Joda Plex and Cara Hammond with the Digital ECG.

Code grey/code black training

Pro-Com Consulting were on site at the end of October 2019 conducting front line adaptive communication training as part of our code grey/black training. The training helps us to understand we are not a uniform, but a person living in the real world that can and wants to help. "Talk naturally, think tactically" is the motto of the program. Pro-Com Consulting have worked with health services across the county and Benalla Health staff have now been trained the same as those working at PeterMac in Melbourne, the Mildura Base Hospital and all Ambulance officers working with Ambulance Victoria.

What is the difference between a code grey and a code black? A code grey is an organisation – level response to actual or potential violent, abusive or threatening behaviour, exhibited by patients or visitors, towards others or themselves, which creates a risk to health and safety. A code black is a hospital wide internal security response to actual or potential aggression involving a weapon or serious threat to personal safety.

The front line adaptive communication uses the REAL system, which stands for Rapport, Empathy, Attending and Listening. It teaches how to have

a helping not telling attitude, instils confidence and creates dependency. Participants learnt valuable skills like how to tactically withdraw where a situation does not de-escalate and to maintain a safe working environment.

When using the REAL communication system there are three rules:

1. It protects you, your colleagues and the public.
2. It fits with Benalla Health's values.
3. It fits with the adaptive communication boundaries.

Some of the communication boundaries are:

- Be professional and be nice. It is hard to argue with nice!
- Use contact and cover.
- Attend, listen and allow venting. Validate.
- Reassure and guarantee.
- Do not lie, make false promises or call bluff.
- Structure sentences to begin positively rather than negatively.

As part of their training, participants had the opportunity to experience some virtual reality, putting them in occupational violence situations.



Pro-Com's Bruno Coria portraying a very convincing perpetrator during the scenario based training



Virtual Reality experience

Reducing our carbon footprint

Environmental Management Strategy

The 2016-2019 Environmental Management Strategy is now complete with all action items either achieved, partially achieved or ongoing. Over the strategy period, Benalla Health set a variety of administrative and activity based targets to track our performance against our ongoing commitment to minimise water and energy consumption and waste generation. As a result, through the efforts and dedication of our staff, Benalla Health has achieved a number of significant milestones and initiatives.

Even with the major works to renovate Morrie Evans Wing expanding our building footprint by 64m², between the 2015-16 and 2018-19 financial years Benalla Health achieved:

- an overall reduction in electrical energy consumption by 174,636 kWh (equating to a reduction of 9.7% usage). Our target by end of 2017 was by 10%;
- a reduction in potable water consumption by 1,593 kL,
- a reduction in clinical waste by 1,179 kg (a 49% reduction in waste generation, significantly surpassing the 10% target by 2018) and general waste by 124 kg ; and
- a reduction in total greenhouse gas emissions of 460.5 tonnes CO₂e.

Some of the major projects completed included:

- expansion of solar bank by 192kWh,
- replacement of florescent lights with energy efficient alternatives,
- Water efficiency systems installed. Reverse Osmosis System saving 1 litre of water out of every 5 litres produced and then used as recycled water on gardens,
- adoption of P22 Pharmasmart bins to improve the safe disposal of sharps containing drugs of addiction and other dangerous chemicals,

- adoption of electronic meeting space to host agenda and meeting papers,
- adoption of automated computer sleep mode,
- implementation of Smoke Free environment policy,
- transition to Health Purchasing Victoria (HPV) strengthening procurement governance and oversight of social, economic and environmental considerations in sourcing supplies and services.

Solar for Electricity

Benalla Health has recently expanded its installation of solar panels (approximately 300 panels). This has made a saving of over 14% of our total electricity bills over a 12-month period.



Electronic Motion Sensors

Benalla Health has taken up the initiative when undertaking new work to install electronic motion sensors to control lighting and mechanical services in unoccupied areas for greater energy efficiency.

Staff Engagement

People Matter Survey

The People Matter Survey is a public sector employee opinion survey run by the Victorian Public Sector Commission. The survey gives public sector staff the opportunity to express their views on how well their organisations reflect their values and provides an anonymous avenue for all staff to provide feedback to their employer on how safe and engaging their workplace has been in the last 12 months. The survey is voluntary and in 2019, 63% of Benalla Health staff responded.

Key Performance Indicator	2019-20 Target	2019-20 Actual	2018-19 Target	2018-19 Actual
Organisational culture				
People matter survey - percentage of staff with an overall positive response to safety and culture questions.	80%	91%	80%	92%
People matter survey — percentage of staff with a positive response to the question, "I am encouraged by my colleagues to report any patient safety concerns I may have".	80%	95%	80%	99%
People matter survey — percentage of staff with a positive response to the question, "Patient care errors are handled appropriately in my work area".	80%	93%	80%	94%
People matter survey — percentage of staff with a positive response to the question, "My suggestions about patient safety would be acted upon if I expressed them to my manager".	80%	95%	80%	95%
People matter survey — percentage of staff with a positive response to the question, "The culture in my work area makes it easy to learn from the errors of others".	80%	88%	80%	91%
People matter survey — percentage of staff with a positive response to the question, "Management is driving us to be a safety-centred organisation".	80%	95%	80%	93%
People matter survey — percentage of staff with a positive response to the question, "This health service does a good job of training new and existing staff."	80%	77%	80%	84%
People matter survey — percentage of staff with a positive response to the question, "Trainees in my discipline are adequately supervised".	80%	88%	80%	88%
People matter survey — percentage of staff with a positive response to the question, "I would recommend a friend or relative to be treated as a patient here".	80%	93%	80%	93%

“The staff were very friendly and helpful and the hospital was well laid out and presented”.
 – VHES survey response.

Actions from the 2019 People Matter Survey

What we can do better:

- Communication and support during change.
- Preventing stress.
- Training of new and existing employees.
- Talking about health and safety.
- Clear communication.
- Training new employees
- Be confident to raise an issue.
- Earning a high level of public trust.

Communication



- Communications enhanced by:
- ✓ Daily Operating Systems (DOS) where operational areas meet and activity communicated. A representative then attends the next level of DOS meetings to communicate relevant area information.
 - ✓ DOS boards display daily activity relevant to the departments including education and other organisational activities.
 - ✓ Department communication through daily scrums
 - ✓ Area communication boards in place.
 - ✓ Rounding is captured electronically and collected for review and trends

Communication of change



- ✓ Potential change discussed at team level
- ✓ Managers must report feedback from the team about change
- ✓ Managers who drive changes must consider the benefits of change and the obstacles
- ✓ Change can be small or large shifts in the way we do things
- ✓ Change can be positive and can be led by all of us
- ✓ Managing change has been a key focus during leadership meetings and Studer training

Psychological wellbeing



- ✓ Two visiting psychologists available onsite to provide one-on-one confidential support
- ✓ Wellbeing checks are initiated post OVA incidents, DV disclosure and suffering from an illness or injury
- ✓ Fourteen attendance support plans instigated for non-work related illness or injury
- ✓ Two-day CISM training conducted in October 2019
- ✓ All managers have completed the mental health first aid training

Bullying and harassment



- ✓ Three area cultural reviews actioned post survey as a direct result of the responses to bullying and harassment
- ✓ All issues of alleged bullying escalated are taken seriously and investigated
- ✓ Peer support team members trained and available for advice on responding to inappropriate behaviour

Feedback



- ✓ Cuppa with the CEO where CEO is committed to hearing and actioning the feedback
- ✓ New employees invited to a session called Fresh Eyes Feedback
- ✓ Creating a culture of recognition; daily recognition of staff efforts at DOS meetings, leader rounding, board scholarships and annual achievement awards.

Initiatives



- ✓ Support is available to all staff to build on their capacity to respond and deescalate situations of conflict
- ✓ Studer coaching has aligned focus to 'change management and effective communication.

Staff health and wellbeing initiatives

Benalla Health provides a range of Staff Health and Wellbeing Initiatives as detailed below.

Psychological Wellbeing Psychological support provided to staff

- Onsite visiting clinical psychologists, available for 30 minutes – 1 hour confidential consultations.
- Access to 2 sessions to a psychologist of your choice.

Staff Assistance (Frank O'Connor Fund)

The Fund is designed to assist staff in times of personal or family illness. The Fund was established to help those who may benefit from financial assistance with accommodation, travel, etc. whilst undergoing medical treatment or a traumatic period of time in their life.

Financial Wellbeing

- Salary Packaging provider attends onsite at least twice a year and provides one on one/group sessions to support staff to maximise access to this financial benefit.
- The superannuation companies (Hesta and First State Superannuation) attend onsite and provide one on one appointments/group information sessions at least twice a year.

Peer Support

- Staff training to lead and assist a response to workplace critical incidents in the form of a formal debriefing session.
- Peer support team members are available for one on one touch base when staff require individual support and wellbeing checks.
- Trained Workplace equal opportunity officers are available to access to provide support to staff who may need to speak confidentially with regards to concerns raised in regard to discrimination, harassment or bullying.

Health Benefits

Trained Quit Campaign officer available to support staff wanting to take the journey to quit smoking.

Corporate discounts for gym membership and yoga studio in Benalla.

Injury Management / Support Planning

Supported return to work post illness or injury. The purpose is to assist staff to return to work with a support plan and where needed provide reasonable adjustments.

Access to Leave Flexibility & Leave Options

- Up to 20 days paid family violence leave available to staff.
- Transition to retirement support.
- Flexible work arrangements to assist balance personal commitments and work.
- Access to mindfulness/mental health initiatives.
- Training opportunities are available for all staff to attend mental health and wellbeing education through the education calendar such as; blue earth.
- Team leaders undertake mental health first aid training.

Support for Staff Engagement

Examples of staff reward and engagement activities hosted during the year:

- Staff Christmas breakfast, staff BBQs, Footy Friday morning tea; Easter morning tea.
- Cuppa with the Chief—a sit down with the CEO held several times a year.
- Fresh Eyes Feedback for new employees.
- Staff Excellence Awards, annually held during the AGM (Oct-Nov).
- Annual Benalla and District Memorial Hospital Foundation/Board Scholarships. A financial contribution to assist employees of Benalla Health to undertake further studies in their professional and occupational education (Dec-Jan).

2020 International Year of the Nurse and Midwife

Our Benalla Health nursing and midwifery staff supported the Australian Nursing and Midwifery Federation's candlelight vigil, honouring colleagues who have lost their lives treating and caring for COVID-19 patients by coming out to have their photos taken on 12th May International Nurses Day. Breakfast was served to celebrate our wonderful nurses and midwives who are worth their weight in gold!!



Service experience improvement Partnerships

Future Work Steering Committee

Benalla Health has been involved in the Future Work Steering Committee since May 2018. This steering committee was established by Tomorrow Today to coordinate a range of local activities to improve young people's exposure to employment pathways, increase their digital and enterprise skills, and increase opportunities to engage in a school-based apprenticeship.

Key members from schools, employment agencies, and training organisations meet bi-monthly to discuss and implement the devised action plan. Key achievements include an increase of school-based apprenticeships from 37 students in 2019 to 46 in 2020, collaboration between schools regarding Year 10 work experience programs, and improved communication between schools and local training organisations.

These school based trainees helped form our increase in school-based traineeships in 2020 across the community.

School Based Traineeship

Each year the Performance Improvement Team supports a number of school based traineeships across the organisation.

In 2020, we are hosting 4 School Based Trainees in varying departments completing certificates in Individual Support, Business Management and Community Services.

The Trainees attend onsite each Wednesday where they complete the practical component of their course. On a monthly basis, their

GoTAFE instructor comes onsite to deliver the theory component.

This year's trainees are Lachlan Sands, Amali Edmondstone, Phoebe Howard and Tahlia Pallpratt.



Towards the end of 2019, one of our School Based Trainee - Edward Mentiplay-Smith won ATEL's Australia wide Trainee of the Month. This was an enormous achievement by Edward and demonstrated the high level of work he completed.



Work experience and careers day

Unfortunately due to the impact of COVID-19, Careers Day for 2020 was cancelled and Work Experience opportunities have been limited.

Vocational Education Training in Schools (VETiS)

Students from the Benalla region have the opportunity to complete a two-year VETiS program in partnership with Benalla Health and GoTAFE Wangaratta/Benalla. The students complete a dual certificate in Certificate II in Health Service Assistant and Certificate II in Allied Health Assistant. The students complete placement at Benalla Health fortnightly on a Wednesday, and then the alternate Wednesday they complete the theory component on site at GoTAFE. In 2020, we have 5 2nd Year VETiS and 5 1st Year VETiS. Unfortunately due to the impact of COVID-19 has meant that the students have had limited time at the hospital completing their practical component. In discussion with GoTAFE and the relevant local schools, we are aiming to host the 2nd year students for a full week block to enable them to complete the course this year.

Aboriginal Cadetship

2020 saw the first Aboriginal Cadet appointed to Benalla Health. The Aboriginal cadetship program was developed by the Department of Health. The program aims to increase the number of Aboriginal nursing, midwifery and allied health students undertaking a cadetship program and enable Aboriginal nursing, midwifery and allied health students to experience employment in a health service and develop professional and cultural networks. The program also aims to encourage the successful transition of Aboriginal cadets into a transition to practice program at either the employing health service or another health service.

Jodie Miller commenced with the Performance Improvement Team in June 2020 and rotates throughout various areas of the hospital. Jodie is completing her Diploma of Enrolled Nursing at Shepparton GoTAFE. This program allows her to operate at the same scope of practice as her Diploma stipulates whilst completing clinical rotations.

Below is a short interview with Jodie:

1. *What prompted you to apply for the program?*

"When I actually saw the advertisement, it said it was for students completing their Bachelor and not Diploma. I thought to myself, I'd ring and just find out- which is when I found out I was still eligible and applied, I have nothing to lose".

2. *What benefits does the program have for you?*

"It gives me all the experience that I need or could ever imagine to have to not only help complete my studies but consolidate everything I am learning. Not only that, it helps me have a better understanding of where I'd like to work in a hospital once I complete by Diploma. This program will also help with my application for the Transition to Practice Program which is equivalent to a Graduate Program for Enrolled Nurses".

3. *Any other comments?*

"It is good that Indigenous Students are getting the opportunity".

Transition to practice program

Over the last few years, Benalla Health has hosted one Enrolled Nurse Transition to Practice Participant (TPP) in our Aged Care Wing- Morrie Evans. In 2019-20 financial year, the Department provided funding to support Health Organisations to support more Enrolled Nurse TPP Participants. This meant that Benalla Health hosted 4 TPP Participants across the last financial year. The program allowed them to rotate to various areas of the hospital including- Acute, Day Procedure Unit and Morrie Evans Wing. Like previous years, the participants completed 3 Professional Development days where they were able to increase their skills and knowledge on various topics.

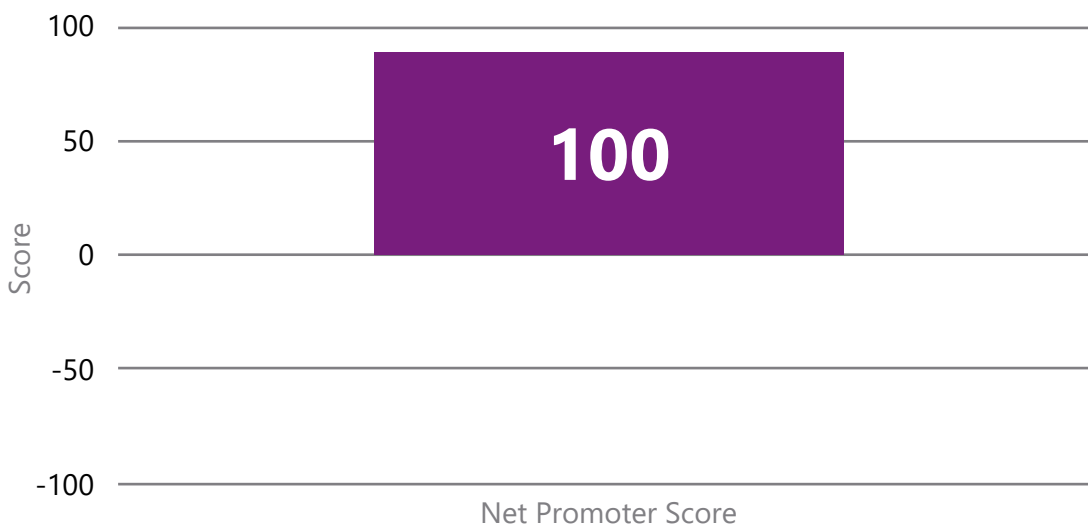
Clinical Placements

Throughout the year, Benalla Health hosts numerous students in all wards and disciplines. Students are completing placement for various diplomas and degrees and spend varying lengths of time at the health service. In 2019-20, Benalla Health had a total of 2292 student placement days, 2040 of these being nursing student placement days.

The commencement of the 2019-20 financial year witnessed the inception of the electronic Huron Rounding system and has enabled a formalised process of rounding with students attending Benalla Health on clinical placements.

The results clearly demonstrate the system has been beneficial and rewarding for our participating students and the organisations' performance. The Net Promoter Score for the 2019-20 financial year being 100 which clearly demonstrates the highest likelihood of students recommending Benalla Health as a workplace of excellence.

On a scale of 1-10, would you recommend other students attend Benalla Health for their clinical placement?



The Best Practice Clinical Learning Environment data consolidates the Net Promoter Score consumer satisfaction as the results tabled below clearly demonstrate.

Victorian Health Services Performance Monitor: Q3 2019-20

Domain/KPI	Same time last year	Current Year	
	Actual	Actual	Target
Learner's experience			
Learners feeling safe at the organisation	83%	94%	80%
Learners having a sense of wellbeing at the organisation	78%	94%	80%
Learners who reported experiencing or witnessing bullying at the organisation	12%	6%	20%

Graduate nurse program

Benalla Health work in partnership with other Regional Hospitals and have developed a comprehensive Central Hume Graduate Nurse Program. These Hospitals include Northeast Health Wangaratta, Benalla Health, Yarrawonga Health, Mansfield District Hospital, Tallangatta Health Service, Alpine Health and Coinda Village in Benalla.

Benalla Health works alongside the other six facilities within the North East region to coordinate the Graduate Nurse Program with a collaborative approach, sharing both the recruitment process and Professional Development Program. Graduate Nurses also have the opportunity to participate in a Pre-

Employment Workshop, providing Graduates with the opportunity to meet their new colleagues and the Education team prior to their program commencing, as well as gaining valuable insight into the exciting year ahead.

Benalla Health supports 10 Graduate Nurse Positions for a 12-month period with 5 Graduates commencing at the start of the year, and 5 commencing mid-year. One of these Graduate Nurse Positions is for a Dual Degree in Nursing/Paramedicine. The Graduate Nurses complete two rotations in various areas of the hospital including: Acute Ward; Day Procedure Unit; Morrie Evans Aged Care Wing; Home Based Nursing; Perioperative and Urgent Care Centre.



Graduates also have the innovative opportunity to participate in an intra-hospital rotation, spending 3-6 months of their Graduate Year in another hospital, further expanding their diverse range of experiences and skills. Our Dual Degree Nursing/Paramedicine Graduates complete a 6-month rotation in our Urgent Care Centre and rotate to Northeast Health Wangaratta's Emergency Department.

We offer our Graduates 7 professional development days throughout the year with the Central Hume Graduates. Study Days include:

- Wound Care/Stoma Care;
- Pain Management;
- Death and Dying/ End of Life Care/ Voluntary Assisted Dying;
- Recognising and Responding to Deteriorating Patients;
- Mental Health and Wellbeing;
- Communication and Teamwork/CHERP Preparation and
- Central Hume Employee Readiness Program (CHERP) Workshop.

Benalla Health Graduates are also supported to attend additional Professional Development opportunities relevant to their rotation including Advanced Life Support, Triage (ETEK Training), ACT now, Peri-operative Course and Older Persons Deteriorating.

Refresher program

In 2020, Benalla Health hosted 6 Enrolled Nurses through our Refresher Program. This included 4 internal Enrolled Nurses and 2 external Enrolled Nurses who applied and were successful in participating in the program.

The program included an interview process, a needs analysis which assessed their work history, key goals and objectives, and assessment of their medication knowledge and calculations. The participants were then allocated a two-week supernumerary rotation into the Ward relevant to their needs analysis.

All of the 6 participants were allocated to the Acute ward where they were able to focus on meeting their key goals and objectives. These included: Complete vital signs and patient assessments - identifying abnormal findings and escalate appropriately; safely administer medications in acute setting - identify what the medication is and why the patient is on it; prioritise patient load - identifying the 'sickest' patient; and perform bedside handover.

"I have loved every moment of this current placement. I've learnt so much that I'll be able to utilise for the remainder of my nursing career. I've also loved building relationships with the DNS staff, they are so lovely".

– Student feedback.

Accreditation

National Safety and Quality Health Service (NSQHS) Standards

In July 2017, Benalla Health successfully underwent an organisation wide survey against the 1st Edition of the National Safety and Quality Health Service (NSQHS) Standards, meeting all 10 standards. Our next re-accreditation was scheduled for June 2020. This has been put on hold due to the COVID-19 Pandemic. Health service organisations are to have an additional 12 months added to their accreditation expiry date.

In scheduling assessments, priority will be given to organisations that have commenced assessment and have yet to complete their final assessment; organisations that are required to undergo mandatory reassessment; organisations where their assessment was due after 25 March 2020 and their current accreditation has expired; and organisations with interim accreditation moving to full accreditation.

This delay has not prevented the continuous improvement initiatives being undertaken as part of the Benalla Health 2019-20 continuous improvement cycle.

Goal	Actions	Measures and Outcomes
In 2019-20 Benalla Health will implement the consumer 'It's OK to Ask' initiative	<p>A series of banners telling consumers "it's okay to ask" – implemented for Hand Hygiene and Medication Safety Awareness</p> <p>Campaign informing the public 'It's Okay to Ask' us – hand hygiene and medication safety awareness.</p> <p>Current campaign BRAIN:</p> <p>When giving their consent to any procedure or activity of care consumers are asked:</p> <ul style="list-style-type: none"> • B Ask us about the Benefits • R Ask us what the Risks are • A Ask about any Alternatives • I Listen to your own Instinct • N Ask us what would happen if we did Nothing? 	<ul style="list-style-type: none"> • Banners set up at several entrances feature our own staff • Two campaigns completed <ul style="list-style-type: none"> ◦ Hand Hygiene and Medication Safety <p>VHES Results (Oct-Dec 2019 Quarter)</p> <ul style="list-style-type: none"> • 81% Did you receive sufficient information about any medication you were given while in hospital (e.g. purpose, side effects and how to administer the medication)? • 87% Did you see hospital staff wash their hands, use hand gel to clean their hands, or put on clean gloves before examining you?

Goal	Actions	Measures and Outcomes
<p>In 2020 Benalla Health will implement Pandemic Response strategies</p>	<ul style="list-style-type: none"> • Pandemic Policy - implemented • Pandemic management plan – implemented • Pandemic screen - implemented • Weekly Orientation to address On Boarding of casual and short term staff in response to COVID-19 pandemic workforce requirements – implemented • Staff Mandatory Training COVID-19 on ReHSeN - implemented • COVID-19 Daily Operating System Meetings - implemented • Patient Screening - implemented • Staff and Community Information (Sharepoint, Newsletters, Social Media, E-mail) – implemented • Executive membership of Benalla Rural City Pandemic Sub-Committee • Establishment of Fever Clinic • Worked collaboratively with GP clinics so that a GP is based in the fever clinic which also aims to maintain COVID-19 free clinics 	<ul style="list-style-type: none"> • 94% of staff completed mandatory COVID-19 training on ReHSeN. • Weekly orientation schedule • DOS Data records • Number of patients screened • Number of patients tested • Fever clinic established as one of only four in the Hume Region - GVH, NHW, AWH, BH
	<p>Establishment of Vulnerable Persons Support Working Group</p> <ul style="list-style-type: none"> • Partnering with local charities and community organisations • Ensuring vulnerable members of the community have access to services since their usual support organisations have ceased operating • Undertake two survey's <ul style="list-style-type: none"> ◦ Determine the impact to organisations ◦ Local supports to community members • Develop a central register • Develop a script/resource sheet for callers with key phone numbers and conversation starters • Promote/inform the service via the Ensign and post card drop 	<ul style="list-style-type: none"> • Number of community organisations partnered with – 15 • Number of people BH has on their vulnerable person list – 130 which community health are calling either daily, weekly, monthly or as needed. • The first meeting was held on the 6th April. • Weekly meetings held as of April 2020 • Survey completed

Goal	Actions	Measures and Outcomes
<p>In 2019-20 Benalla Health will implement the Safer Care Victoria Rapid Response Project</p>	<ul style="list-style-type: none"> • Review Benalla Health Rapid Response Systems our Rapid Response Systems • First focus area is Urgent Care Centre – process map developed • Weekly Rapid Response Systems implemented in the Urgent Care Centre • Information and data submitted to Safer Care Victoria 	<ul style="list-style-type: none"> • Simulation records • Changes to process and policy • Introduction and standardisation of new rapid response call activation via a phone call. Code blue activation remains via the emergency buzzer • members of the rapid response team are identified each shift – no longer large numbers of staff attending each rapid response call • there are clear roles and responsibilities for each member of the rapid response team • clear guidelines have been introduced for handover of the deterioration to the GP
<p>In 2019-20 Benalla Health will continue to improve its management of patients with delirium</p>	<ul style="list-style-type: none"> • 4AT Delirium Screening Implemented and audited - complete • Delirium Clinical Care Standard Gap Analysis developed - complete • Retrospective audit of delirium – 12 months - complete • Delirium Clinical Care Standard Clinician and Consumer Fact Sheets Implemented – complete • Comprehensive care audits completed and recognised the need to develop a comprehensive care plan in line with the Advisory 	<ul style="list-style-type: none"> • 4 Audits of Delirium Clinical Care Pathway completed and results monitored and reported to Continuum Safe Care Working Group • Delirium pathway has been designed and developed in response to the Delirium Clinical Care Standard requirements • Development of the comprehensive care plan

National Safety and Quality Health Service (NSQHS) Standards - 2nd edition

The accreditation process will be against the 2nd Edition of the NSQHS Standards, which has been redesigned into 8 standards.

- Clinical Governance Standard
- Partnering with Consumers Standard
- Preventing and Controlling Healthcare-associated Infections Standard
- Medication Safety Standard
- Comprehensive Care Standard
- Communicating for Safety Standard
- Blood Management Standard
- Recognising and Responding to Acute Deterioration Standard

Australian Aged Care Quality Standards

In May 2018, our residential aged care facility - Morrie Evans Wing successfully underwent accreditation, meeting all 4 Australian Aged Care Quality Standards. From July 2019 the accreditation of both residential aged care facilities and community based home services will be undertaken against the new set of 8 Aged Care Standards.

New Aged Care Standards

- Standard 1 – Consumer dignity and choice
- Standard 2 – Ongoing assessment and planning with consumers
- Standard 3 – Personal care and clinical care
- Standard 4 – Services and supports for daily living
- Standard 5 – Organisation's service environment
- Standard 6 – Feedback and complaints
- Standard 7 – Human resources
- Standard 8 – Organisational governance

Community Home Support Program Standards

In April 2018, our community based home nursing care, occupational therapy services and day activities centre were successfully accredited, meeting the three Community Home Support Program (CHSP) Standards.

Baby Friendly Accreditation

Benalla Health was awarded Baby Friendly Health Initiative (BFHI) Accreditation having met the Global Criteria for implementing the Ten Steps to Successful Breastfeeding. Benalla Health has been accredited as a Baby Friendly Hospital since 2003 and is now accredited until December 2022.

BFHI is a global initiative developed by the World Health Organisation (WHO) and UNICEF and launched in 1991. The initiative is a global effort to implement practices that protect, promote and support breastfeeding.

As a Baby Friendly accredited facility, breastfeeding is encouraged, supported and promoted. Regardless of feeding choices and circumstances, every woman is supported to care for her baby in the best and safest way possible.



Tell us what you think

Your opinion is important to us

Each year Benalla Health seeks feedback on the previous year's Quality of Care (Quality Account) Report from members of our community. Your feedback is important as it gives us the opportunity to improve on the Report's presentation and content.

We encourage you to take every opportunity to give your comments and feedback, both positive and negative, as this will give us the opportunity to include your ideas and comments in next year's Report.

How to provide feedback in person or phone

Main Reception

45-63 Coster Street,
Benalla Victoria 3672

(Tel) 03 5761 2222

(Fax) 03 5761 4246

In the post (no stamp required)

C/- Operational Director of
Performance Improvement

Benalla Health
Reply Paid 406
Benalla Vic 3671

Benalla Health

45-63 Coster Street
Benalla Victoria 3672
Australia

P: (03) 5761 4222 | F: (03) 5761 4246
PO Box 406, Benalla Vic 3671