

# Benalla

## HEALTH



"Cecil St In Autumn", taken 2018, by Julie Harrison

**Quality Account**  
2017/2018



### **Cover Photo**

Julie Harrison has worked in the catering department at Benalla Health since 2001.

When Julie isn't working here, she is out and about with her camera, a trait she and her brother obviously inherited from their late photographer father.

Others see an old fallen tree in a paddock and think no more of it, Julie perceives it as a beautiful image. She credits this to having the 'third eye'.

'The third eye is a mystical and esoteric concept of a speculative invisible eye which provides perception beyond sight - 'Wikipedia'.

Julie's images, put on to canvas, can often be found on the walls at Benalla Health.

Other images of Julie feature in this document.

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# Message from the Board Chairperson & Chief Executive Officer

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We are pleased to share our 2017/18 Quality Account with our staff and community. This report provides us with the opportunity to provide clearly articulated information about the quality of care that Benalla Health delivers to its community. Simultaneously we have highlighted the various quality improvement activities that staff have implemented over the last 12 months. The report also emphasises the many different ways our staff have worked with our community to ensure that we continuously refine our services so that we can be responsive to individual needs.

The past year has again been a challenging but very rewarding one for Benalla Health. We remain committed to achieving excellence with the services we provide and therefore our services are aligned with the Victorian Government's Domains of Quality and Safety; Consumer Participation, Clinical Effectiveness, Effective Workforce and Risk Management.

We are extremely proud of our staff and the exemplary care that they diligently provide to the community that we are privileged to serve. Through their skill, dedication and passion they consistently place patients and their families at the centre of everything we do.

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.



*L Armstrong*

**Louise Armstrong**  
Board Chairperson  
Benalla Health



*Janine Holland*

**Janine Holland**  
Chief Executive Officer  
Benalla Health

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# Actioning State-Wide Plans

## Aboriginal Health

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In August 2017, the Victorian State Government launched Korin Korin Balit-Djak Aboriginal health, wellbeing and safety strategic plan 2017-2027. The Plan is informed by extensive consultation with Aboriginal communities and follows on from work done in the previous Koolin Balit Strategic Directions for Aboriginal Health Plan.

Korin Korin Balit-Djak details how the Department of Health and Human Services will work with Aboriginal communities, community organisations, other government departments and mainstream service providers - now and into the future - to improve the health, wellbeing and safety of Aboriginal people in Victoria.

Korin Korin Balit-Djak covers five domains;

- Aboriginal community leadership;
- Prioritising Aboriginal culture and community;
- System reform across the health and human services sector;
- Safe, secure, strong families and individuals and
- Physically, socially and emotionally healthy Aboriginal communities.

In the 2016 Australian Bureau of Statistics Census, 181 people living in the Benalla postcode self-identified as being Aboriginal or Torres Strait Islander, this is 1.8% of the total population, which is higher than the Victorian average of 0.8%. It is also recognised that many people do not disclose their Aboriginality or attend mainstream health services due to fear of discrimination. At Benalla Health, we recognise our role in improving the health outcomes of local Aboriginal people living in the Benalla community. We continue to progress the actions identified from the Koolin Balit Aboriginal Health Cultural Competency Audit conducted in 2017, which support the Korin Kirin Balit-Djak five domains inclusive of;

- Aboriginal Cultural Competence training for staff;
- Chronic disease management support including community outreach programs;
- Participation in area based planning to support Aboriginal and Torres Strait Islander health literacy and
- Liaison with Aboriginal health services and key workers to improve outcomes for individuals identifying as Aboriginal and Torres Strait Island descent.

# Family Violence

The Victorian Government's Ending Family Violence Plan hopes to achieve a Victoria free from family violence by implementing all 227 recommendations of Australia's first Royal Commission into Family Violence.

Family violence is a key issue in Benalla, recognised as having the 5th highest rate of family violence in the State. This issue affects women and children disproportionately and has profound impacts on the psychological and physical health of those individuals affected.

Benalla Health was a Finalist in the category; Whole of hospital model for responding to family violence in the 2017 Victorian Public HealthCare Awards.

Benalla Health is an active participant in the Central Hume Strengthening Hospital Responses to Family Violence Initiative. This initiative focuses on raising awareness and knowledge with all hospital staff about Family Violence, appropriate response to disclosures, a review of policies and procedures and training for all staff.

Our community place based activity is underpinned by the Family Violence Prevention Strategy and includes participation and support of;

- White Ribbon Day March;
- White Ribbon Breaking the Silence school program;
- Rock and Water program for young women and girls;
- Parents Early Education Program;
- Respectful Relationships in Schools Program and
- Colocation of the Centre Against Violence in the Community Health Centre.



Last years marked the 8th Annual "Benalla March Against Violence". The event was attended by over 700 members of the local Benalla community, including Benalla Health, Benalla P-12 College, FCJ College, Vic Roads, Victoria Police and members of the Benalla White Ribbon Supporters.

# Child Safety Standards

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In Victoria, it is compulsory for all organisations that provide services to children to meet the Child Safe Standards to protect children against abuse. Understanding the importance of protecting children, we have;

- Implemented a Child Safe Policy;
- Introduced a Child Safe Procedure;
- Developed a procedure for mandatory reporting of a child at risk;
- Ensured all Benalla Health staff have a current Working With Children Check;
- Promoted Kids Helpline and body safety for children within the organisation and
- Ensured all advertising/recruitment now includes a statement regarding our commitment to Child Safety, and included a question regarding knowledge of child safety within our interview question template.

**Youth Live4Life Inc.** is a registered health promotion charity its vision is that all rural Victorian communities have the capacity to support, improve and invest in their young people's mental health and wellbeing.

The Live4Life model aims to;

- Increase the mental health knowledge of all year 8 and year 11 students;
- Increase the mental health knowledge of teachers, parents and carers;
- Reduce barriers to seeking help for emerging or current mental health issues in young people;
- Increase awareness of local professional help and
- Decrease stigma and build community resilience to address common mental health problems.

**Community Partnership Group** includes representation from local schools, Benalla Health, Benalla Rural City Council, NE Tracks LLEN, Tomorrow Today Foundation, Vic Police, Hume Central Hume Primary Care Partnership, NESAY, NECAHMS, and community members.

This local Group drives the implementation of the Live4Life model through the delivery of evidence based suicide prevention and mental health education across the community including;

- Training of local community members to become Accredited Youth and Teen Mental Health First Aid (MHFA) Instructors;
- Delivery of the Youth MHFA course to teachers, parents, carers, first-responders and community leaders (2-day course);
- Delivery of the Teen MHFA course to all local year 8 and year 11 students (3 x 75min sessions per class group) and
- Implementation of local Youth Leadership and Participation program.

Local student representatives from year 9 and 10 form the 'Crew'. They are trained and mentored throughout the program, becoming Mental Health Ambassadors. The Crew coordinate three activities throughout the year. Key activities include;

- Live4Life launch – March/April at the start of the project with key mental health messages delivered through a youth-focused, combined school-based event with all year 8 students from all schools;
- Live4Life competition – a mental health research project linked to Mental Health Week and
- End of year celebration event – Combined school-based event with all year 8 students from all schools.

The Mental Health Social Worker at Benalla Health has co-facilitated 6 Youth MHFA courses since February 2017, training 96 parents, teachers and community members in recognising and responding to young people developing or experiencing a mental health problem or crisis.



Merryn Howell with a group of participants at Youth MHFA course



## Feedback from parents and teachers who have completed Youth MHFA courses

- Highly recommend this course especially to anyone dealing with young people in various roles. There is much we can offer if we have more confidence on how to go about it.
- I am now much more confident in knowing the signs. I feel more comfortable approaching someone than I was before, as I now know the right steps to take.
- Walking away with a lot more understanding of mental health problems and First Aid. Found out there are a lot of amazing help avenues, Help Lines, web sites, free apps.
- This course was brilliant! I am so thankful that I was able to participate in it and feel that I am now better informed about what can be helpful in what can be some very tricky situations. Since completing this course, I feel that I have been able to give some good advice and support to a couple of other parents who are unsure of the best pathways for their children.
- I found this course very informative and useful and I wish that more people could do the course so that we can collectively reach out to young people.
- Fantastic, I feel the more people who do the course the better for the whole community.
- Great - I thought it was very relevant to the ongoing issues in the community as well as in my workplace.
- Very positive, well worthwhile for any parent. I will be recommending it to other parents.
- Excellent course
- Loved it, found it very helpful
- I think it is a great course and just as important as the regular first aid course. Everyone should have to do it.
- I thought the course was fantastic. It has helped me to understand mental health issues and the signs to look out for.
- Fantastic and very valuable to everyone in the community.
- The course was a bit of a revelation with some conditions and reinforced prior knowledge on others. I now feel I can apply this knowledge in my personal life as well as work situations.
- Excellent course! Every teacher should do it.



Every week, volunteer Marg Alley, serves four clients coffee and cake at Morries. Clients enjoy the feeling of going out for a café experience for their social catch up, but at Morries cafe, it is so much more convenient to sit and chat over a special coffee than having to go down town. Marg always bakes a special cake or biscuits for her clients, and they enjoy the experience of sampling the different treats.

# Consumer, Carer & Community Participation

## The Boob Bus and Marjorie

The “Boob Bus” to BreastScreen in Shepparton has been run by the Community Health Nurse for several years, enabling women who might find difficulty with transport to get to the free service offered by BreastScreen Victoria to all women over 50 who are asymptomatic.

2018 saw the BreastScreen Mobile Service come to Benalla for the first time, when “Marjorie” took up residence behind the Library for three weeks in August. Benalla Rural City Council facilitated an agreement for locating “Marjorie” and BreastScreen Victoria ran a campaign to promote the Service through local pharmacies. “Marjorie” was warmly welcomed by the women of Benalla, and we hope to see her return at some stage in the future. Meanwhile, the Community Health Nurse will continue to liaise with BreastScreen Victoria to provide the Boob Bus to Shepparton.



# Arthritis Support Group

Over the last year, we have held 8 monthly meetings, with an average attendance of 16 members. Guest speakers have included local Aged Care providers, and aids and equipment providers. We held a Market stall at the Benalla Lakeside Market in April to raise awareness of the group. In June 2018, we hosted a forum on Chronic Pain Management, facilitated by Wodonga Pain Management Clinic, which was open to non-members as well. We have published a cookbook with recipes by a member who has experienced multiple medical problems, and who wished to thank us for our support. Copies of the cookbook are available from group members and at Community Care for \$10 each.



Members of the Arthritis Support Group with the cookbook

# Breastfeeding Mums – SMS System

The system, which was successfully launched in early 2017, has continued into 2018. This has continued the effective partnership between Benalla Midwifery and Information Technology and Communications units, the Maternal and Child Health service and Tomorrow Today Foundation.

In 2017-2018 there are 78 mums signed on which was an increase from 28 the previous year. This system is planned to be extended in 2018 to GVH and NHW.

Theme	2016 - 2017	2017-2018
Number of participants	28	78
Responded to survey 3 months post discharge	12	31
Exclusively breastfed	75%	71%
Felt more confident to continue breastfeeding	75%	84%
Felt more encouraged to continue breastfeeding	92%	100%
Felt connected to services	92%	97%



For more information contact Benalla Health on (30) 57614500

# Benalla Grow Your Own Wicking Garden Beds Project

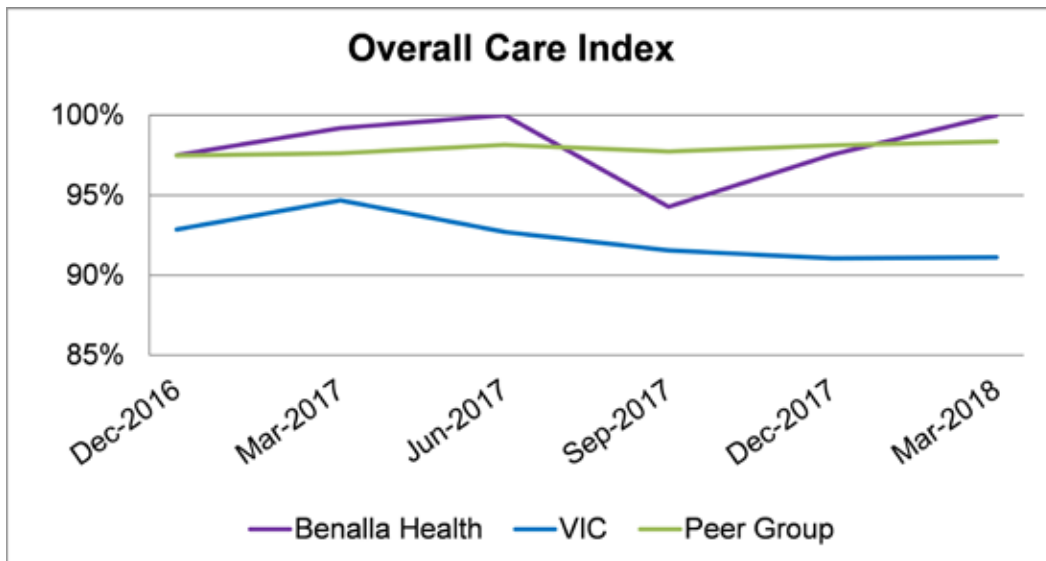
As part of Benalla Health's community health promotion strategy it was identified that if families within the community were encouraged to better understand the advantages of having fresh produce such as vegetables available at hand, cost effective healthy eating would be a double benefit.

*This project, which won a VicHealth Award in December 2017, has been driven by Benalla Health Dietitian Kathryn McQualter and was featured in last year's Quality Account. The recognition for this wonderful initiative came from the Victorian Department of Health and Human Services. The Benalla Grow Your Own was a joint winner in the Vic Health Improving Health Equity Award. The project also obtained a further \$10,000 Sidney Myer grant to continue the project for the next financial year (2018-19). It is estimated that another 20 gardens will be built. The Benalla Men's Shed and local timber yard have been engaged to construct the boxes. Ethics submission has been submitted for upcoming evaluations. Autumn recipes and planting guide were distributed to all families.*

Kathryn has put in an incredible amount of work to engage with families within the Benalla community, which has seen wicking garden beds installed in the back yards of many people's homes. Kathryn also has worked with numerous community partners.



# Victorian Health Experience Survey (VHES)



Benalla Health results are both above all Victorian and Peer Group (like) hospitals.

## The Three actions taken in response to VHES results

**1: No Pass Zone** – Nurse Call bells are expected to be responded to by the closest staff member, even if they are not clinical staff, and to ask what assistance is needed. If it is, a simple request to pass a box of tissues this can be enacted at that moment. If the patient requires clinical assistance the No Pass Zone responder is to locate the nearest available nurse and pass on a message. This strategy is to improve responsiveness time and minimise harm caused to patients who try to get up or do things without the assistance they need, whilst ‘waiting’ for the bell to be answered.

**2: It’s Ok to Ask** – Posters have been made of current Benalla Health staff and will be located throughout the hospital. The posters build on work commenced last year with the Community Advisory Committee. The posters depict staff doing their role with the caption “It’s Ok to Ask”. This will help support patients, family, carers and other staff to remind the person caring for them, have you washed your hands?



**3: Leader Patient Rounding** – Senior nurse managers round regularly on patients, clients and residents and seek immediate feedback on their experience of care, what is working well and what can we do better? This has resulted in immediate outcomes for identified issues at ‘that moment’ and changes in equipment and environment and identification of concerns that can be addressed and actioned in real time.

Community Services Victorian Healthcare Experience Survey - There were insufficient responses to provide outcomes from the results

## Health Independence Programs

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Our services deliver health care and support when people transition from hospital to home aimed at preventing the need for a hospital stay or a re-presentation back to hospital. In other words, we aim to help people in our community to stay at home with the best quality of life they can achieve and to be able to manage their health needs without ending up in hospital unless it is necessary.

If a hospital stay is necessary, our team support people to get home earlier with a range of home-based services and a health care team to assist with their rehabilitation needs.

Our team has been hard at work in Benalla Rural City over 2017/18:

- 443 - Number of people we directly helped
- 174 - Number of people we referred to other more appropriate services
- 3,542 - Services provided to client’s own homes
- 2,933 - Services provided in the Community Rehabilitation Centre
- 3,443 - Hours of direct face-to-face service provision
- 2,540 - Hours of Care Coordination and follow-up

### Top 3 Health Conditions

1. Heart and blood vessel diseases
2. Lung diseases
3. Osteoarthritis

### Top 2 Referral Sources

1. Public Hospitals 67%
2. Doctors 12%



## CARDIAC REHABILITATION



### George and the Roo

“ To gain some extra fitness and impress the Benalla staff,  
I took my dog George for a walk up a hilly path.  
All went well – we got up the hill and had not long started back,  
When suddenly a big kangaroo bounded across the track.

Now in all of George’s training of what to do and what not to do,  
I’d never actually taught him that you do not chase an old man roo.  
With one big bound, he was up the bank with George hot on his tail,  
And then I heard the sound I feared – a chilling, howling wail.

The roo had grabbed poor George and had him pinned down on the ground,  
What could I do to get him off – there was nothing to be found.  
I scrambled up the bank, armed with only George’s lead,  
A few loud obscenities to distract the roo – that was all I’d need.

It worked – the roo relaxed his grasp and a grateful George broke free,  
But the roo – he wasn’t giving up – he turned and looked at me.  
Retreat was my reaction so I turned to go down the hill,  
I soon realised my feet weren’t keeping up – I was headed for a spill.

I had a bit of momentum up when I hit the walking trail,  
I may have even been airborne as I hit the fencing rail.  
My head hit the top rail hard – but that didn’t hurt the most,  
All the wind was knocked out of me when I landed on the post.  
George licked my face as I lay winded, gazing up at the sky,

I took a few deep breaths and thought – my Borg rating must be high.  
The roo was still standing on the bank – I guess he was amused,  
George took off back to the car – his ego was pretty bruised.

We drove slowly home – my wife went crook – next day I was pretty sore,  
A black eye and a broken rib – guess I’m lucky it wasn’t more.  
The roo had won this round – George’s injuries I think were zero,  
The only consolation I have is – George thinks I’m a hero. ”

This gent has had open heart surgery and disclosed his close encounter whilst attending our Heart Rehabilitation Group!

# Holistic Care - Disability Action Plan

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The 2017/18 year has been an exciting and at times challenging time for the Physiotherapy, occupational therapy and allied health assistant team. We have been fortunate to be shown wonderful support by the community via the annual appeal and hospital board in providing a renovated, modern rehabilitation building that is a pleasure to work in. Clients who utilise our service now have facilities that are modern and capable of providing the very best of care. While having to move out and work from temporary arrangements was a challenge at times, the end result of the new Community Rehabilitation Centre was worth the disruption.

This year Benalla Health partnered with Benalla P-12 College to provide Occupational Therapy services in the school environment. This is a unique and exciting opportunity for our Occupational therapy staff to work alongside the already established Speech Pathology service at the school to work with children to support their learning needs.

During the year, Benalla Health registered as a provider of services under the National Disability Insurance Scheme (NDIS). This has been a sharp learning experience for all involved both staff and NDIS participants and their families. This has added extra demands on the time of our staff and we are continually adapting our service to meet the needs of the people who have NDIS funded plans that involve services that we provide.

Our team are involved in providing locally based cardiac, pulmonary, Orthopaedic, balance, Tai Chi and strength group programs to the community as well as Occupational Therapy and Physiotherapy to the acute ward and MEW.

## Preventing Discrimination and Abuse of Patients with Disability- NDIS

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Two examples of how Benalla Health has demonstrated our support and care for those living with a disability is by being registered with the National Disability Insurance Agency (NDIA) to provide specialist allied health services and by being accredited by Scope – ‘a not-for-profit organisation that exists to support people with physical, intellectual and multiple disabilities to achieve their goals in life’.

Discipline	Number of NDIS clients
Occupational Therapy	23
Speech Therapy	8
Dietician	2
Physiotherapist	3
Podiatrist	1
Day Activities	2





Over the 2017/18 financial year, we supported 35 participants of the NDIS with signed service agreements with Benalla Health. The target for this financial year is 50 participants. The above table indicates the breakdown of the numbers of clients against the types of services required – noting that some clients see more than one discipline of health care worker. One example includes a younger person who lives in an aged care facility and has engaged a number of Benalla Health allied health services to care for their need.

We have completed a small number of service agreements with some clients and will need to wait until a new plan is developed before we can provide any further services under NDIS. Under NDIS – the person themselves decides who they want to provide services to them.

Options for who holds their funds include:

- Directly by the participant;
- A nominee of the participant (family member etc.);
- A plan management company;
- Independent third party such as a financial services company and
- NDIS.

Each person brings their own individual circumstances and needs with them. As they have the power to choose who provides the care they need, service providers need to be flexible. Those on an NDIS plan can choose which health care worker attends to their needs.



Benalla Community Health Reception is accredited with Scope and been awarded the Communication Access Symbol.

When people see the Communication Access Symbol displayed at a business or service, they know that it is a place where everyone can get their message across, regardless of the barriers to communication that they may face. The Communication Access Symbol was launched in 2011. Scope has worked with over 100 businesses and services within Victoria to award them the Communication Access Symbol. Staff underwent training and created communication resources specific to client needs before undertaking a communication access assessment. An assessment involves communication access assessors, who are people with communication difficulties, evaluating how staff interact with them both face to face and over the phone. A business or service and its staff need to meet a set of minimum criteria during this assessment before being awarded the Communication Access Symbol.

*\*Please note the hyperlinks in blue will only work in the online Quality Account*



# Recruitment and Retention of People with Disability

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Benalla Health has worked closely with staff to support non-work related injuries/illnesses / disabilities to return to work. Over the past year, we have assisted 24 staff to return to work following temporary and or some level of permanent disability. This has included professional and psychological support and workplace redesign to allow staff to return to work in areas that can accommodate mobility aids and restricted physical movement.

- 7 fit to work programs in place for mental health illnesses.
- 6 fit to work programs completed for post-surgery support.
- 11 fit to work program completed for injury/illness.

## Public Health Services: Improving Care for Aboriginal Patients (ICAP) Program

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The Department of Health and Human Services introduced the Improving Care for Aboriginal Patients (ICAP) program to improve accurate identification of, and quality health care for Aboriginal people accessing Victorian public hospitals. One of the key priorities of the ICAP is for services to establish and maintain partnerships, and continue to engage and collaborate with Aboriginal organisations, Elders and Aboriginal communities. We are committed to continuing our work with Aboriginal Health services through Albury Wodonga Aboriginal Health Service, Mungabareena Aboriginal Corporation and the Central Hume Primary Care Partnership to help improve access for Aboriginal people.



Benalla Health was thrilled to host a visit from Minister for Health Jill Hennessy through the year.

# Quality and Safety

## Community Feedback

The quality and safety of our care to patients, residents, clients and their families and carers is central to our core values below.

I will care for people with;  
**C**ompassion  
**A**ccountability  
**R**espect  
**E**mpathy & Excellence



The best place to find out if we are delivering the best service is from our community. We welcome all feedback from patients, families and the wider community.

Benalla Health acknowledges that many more compliments are received than are recorded in our tracking system, and some compliments that were entered, as 1 item are a compilation of a number of thank you cards received over a period of time. Nor do the compliments include the many gifts of chocolates and flowers received over the year from patients and their families wishing to express their thanks to individual teams of staff for the care provided. On behalf of Benalla Health, we take the opportunity to acknowledge those families who gave gifts to our staff – your generosity is greatly appreciated. Gifts are not ever expected. A copy of the Benalla Health Gifts, Benefits and Hospitality Model Policy is available via our website. All gifts over the value of \$50 must be recorded on our Gift Register – also publically accessible via our website.

In the 12-month period from 1st July 2018 to 30th June 2018, Benalla Health received;

- 61 compliments and
- 29 complaints.

### Compliments across Benalla Health

Acute Ward	Theatre/Day Procedure Unit	Urgent Care Centre	Morrie Evans Wing	Home Nursing	Community Health
5	21	11	2	11	11

### Complaints across Benalla Health

Acute Ward	Theatre/Day Procedure Unit	Urgent Care Centre	Morrie Evans Wing	Home Nursing	Community Health
10	2	5	1	5	6

All feedback is lodged through our consumer complaints process. All feedback is de-identified to ensure confidentiality for, and the privacy of, individuals before being reviewed through our quality and safety framework. All de-identified feedback is also reviewed by our Community Advisory Committee for comment and recommendation.

Most complaints in the 2017/18 financial year related to either how well or not we communicated; the perception of how well or not we respected individuals rights; and/or to the timeliness of, and access to services.

## Patient Complaints Assisting Us To Make Positive Changes

All complaints are taken seriously. We use feedback as an opportunity to review our processes and systems and look for improvement in areas where we have not met the expectations of those we serve.

### Benalla Health caught up in charging review (extract below)

*Benalla Health has been swept up in a scandal threatening to engulf some of regional Victoria's biggest public hospitals. Reports this week claimed Benalla was possibly one of as many as 16 hospitals that have been wrongly charging patients for treatment.*

*Benalla Health acting chief executive officer Sue Wilson denies that Benalla Health charged patients to attend or access their services. "We are not funded to employ medical staff, as such, we advise all patients who are seen by the on-call GP that although some do bulk bill, they may receive an invoice directly from the GP themselves, "Ms Wilson" said.*



These headlines hit the news in June of this year. In response to the media focus Benalla Health received some complaints by members of the community for the fees related to their presentation at our Urgent Care Centre. In response to these complaints, Benalla Health commenced a redesign of the information given to those people using our Urgent Care Centre. Benalla Health complies with the Department of Health and Human Services Urgent Care Centres Models of Care Toolkit . We are a Registered Nurse-led model of care; we do not charge members of the community for services provided by our nursing staff. Like most smaller rural health services however we are supported by an on call service provided by our local medical clinics. If patients require the services of a doctor as part of their presentation to the Urgent Care Centre, the GP themselves may elect to facilitate an invoice through their clinic. Any fees related to GP or ambulance services are independent of the hospital and are a private arrangement between the GP and their patient. Benalla Health is neither an intermediary, nor has any influence on those fees.

When patients and their families or carers come to our Urgent Care Centre, they are advised and provided with information to confirm that any costs are not related to or initiated from Benalla Health.

## 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 provide an anonymous means of providing feedback to their employer on how safe and engaging their workplace has been in the last 12 months. The survey is voluntary and in 2018, 63% of Benalla Health staff responded.

Key Performance Indicator	2017-18 Target	2017-18 Actual
<b>Organisational culture</b>		
People matter survey - percentage of staff with an overall positive response to safety and culture questions.	80%	78%
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%	88%
People matter survey — percentage of staff with a positive response to the question, "Patient care errors are handled appropriately in my work area".	80%	80%
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%	84%
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%	72%
People matter survey — percentage of staff with a positive response to the question, "Management is driving us to be a safety-centred organisation".	80%	83%
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%	68%
People matter survey — percentage of staff with a positive response to the question, "Trainees in my discipline are adequately supervised".	80%	63%
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%	82%

# Workplace Culture

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*together we are creating a  
healthy workplace*

achievement  
program



Workplace Achievement Program - Benalla Health's Health and Wellbeing Committee (HR, Health Promotion staff, education staff and OH&S staff) have been working as members of the Workplace Achievement Program. Benalla Health has successfully achieved Mental Health and Wellbeing recognition.

The Peer Support Team was provided with updated training in critical incident stress management (CISM), responding to suicide prevention, mental health first aid and quit smoking intervention training. The Staff Health and Wellbeing Working Group report to the OH&S Committee.

The Occupational Violence 10Point Plan has been implemented including additional CCTV equipment installed in the Acute Ward and Day Procedure Unit. This will enable analysis of camera footage in staff risk situations when police presence and security is required. There was 16 Occupational Violence reported incidents for 2017/18.

The security upgrade to the front reception area has been finalised with the installation of Duress Safety Lockdown doors. These doors manually activate to close during a code grey/black incident to prevent access to other departments.

## Premier's Award

## Victorian Medium Health Service of the Year

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Medium health service of the year: Winner – Benalla Health Minister for Health Jill Hennessy with Benalla Health Board Member Dr Vikas Wadhwa, Board Vice Chair Kim Scanlon, Treasurer David Elford, Director of Medical Services Dr Ken Cheng, Director of Community Health Neil Stott, CEO Janine Holland and Board Chair Louise Armstrong. DHHS website.

## Memo from CEO Janine Holland to staff on 27th October 2017

*“On behalf of the Board I am delighted to announce that last evening Benalla Health was awarded the Premier’s Medium Health Service of the Year. We were also a Finalist in the Whole-of-Hospital Model for Responding to Family Violence.*

*I would like to say that we are thrilled to receive this Award and the public recognition that goes with it. The Award is a direct reflection of the outstanding services that all of our staff provide to our community.*

*The achievements of Benalla Health during the 2016/2017 year would not have been possible without the dedicated commitment of all our staff, the medical workforce and our wonderful volunteers. I would like to acknowledge the Board and the leadership of the Board of Management. All Board Members act in a voluntary capacity and the time that members devote to their important stewardship role is sincerely appreciated.*

*Benalla Health has always enjoyed strong support from our community and we value and sincerely appreciate this. We are a values driven organisation and we are committed to ensuring that our staff and community are supported to work together to achieve the best health outcomes possible. This Award doesn’t mean that we will rest on our laurels. We will continue to work hard to provide high caliber health services to the community we are privileged to serve.”*

Benalla Health remains a member of the Studer Group Hardwiring Excellence program. The Hardwiring Excellence program is an Organisational cultural development program that supports a number of strategies and tactics that promotes excellence as something seen not just aspired to.

## Accreditation

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### 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 is in June 2020. This accreditation process will be against the 2nd Edition of the NSQHS Standards, which has been redesigned into 8 standards. The updated edition aligns related issues such as falls and pressure injuries which were previously stand-alone standards and added other issues such cognition and nutrition to make the Comprehensive Care Standard. Communicating for Safety Standard has absorbed another stand-alone standard - Patient Identification and Procedure Matching as it relates to communication of information about patients

- New National Safety and Quality Health Service (NSQHS) Standards
- Clinical Governance Standard
- Partnering with Consumers Standard
- Preventing and Controlling Healthcare-associated Infection Standard
- Medication Safety Standard
- Comprehensive Care Standard
- Communicating for Safety Standard
- Blood Management Standard
- Recognising and Responding to Acute Deterioration

### **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.

### **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 3 Community Home Support Program (CHSP) Standards.

From July 2019 the accreditation of both residential aged care facilities and community, based home services will be undertaken against a 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

## **Sentinel and Adverse Events**

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When a person receiving health care experiences harm or potential harm (near miss), this is called an adverse event. 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 no sentinel events at Benalla Health in the 2017/18 financial year.

Adverse events are investigated in a process that looks at the reasons why the event occurred and what can be done to prevent it occurring again. Benalla Health promotes a ‘just culture’ when investigating any incident, including adverse events. This is where staff are supported to report incidents and adverse events in the first instance, and then participate in the review the process. A just culture looks at systems and processes rather than persons involved to identify areas for improvement, as this will bring sustainable change. This means looking at equipment, charts, forms, policies and procedures that support delivery of care; this is to ensure they are current and best practice or if they require updating or changing. We also hold staff accountable for their actions and they are supported with education and training if shortfalls are identified.

Our governance system ensures that all adverse events are reported through our clinical governance processes, which include sub committees of the board, and multidisciplinary peer review meetings involving medical, nursing and allied health staff. Recommendations and actions are monitored through the peer review process.

There were 17 adverse events, which were reviewed via the multidisciplinary team as flagged cases, of these 2 required a detailed in-depth clinical review.

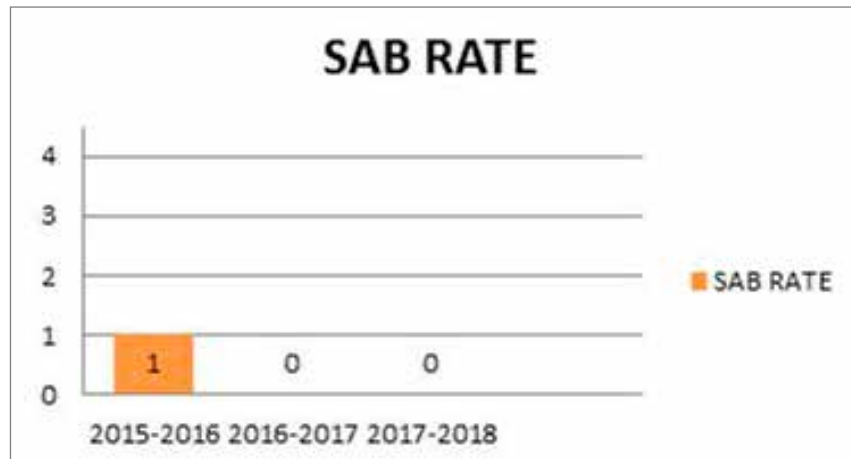


# Infection Control

## Staphylococcus Aureus Bacteraemia (SAB) rate

Staphylococcus aureus (*S. aureus*) is the most common cause of healthcare associated bacteraemia, causing significant illness and death; more than half of these infections are associated with healthcare procedures, and are thus potentially preventable.

In November 2008, Staphylococcus aureus bacteraemia (SAB) rates were included in the National Health Care Agreement Performance Indicators. Benalla Health has been monitoring (SAB) rates through the Victorian Health Service performance monitoring framework, which requires public hospitals to submit data into the VICNISS surveillance module quarterly.



Benalla Health aims to have no SAB infections within the organisation, which has been achieved over the last 3 years. These results are achieved through a number of strategies including:

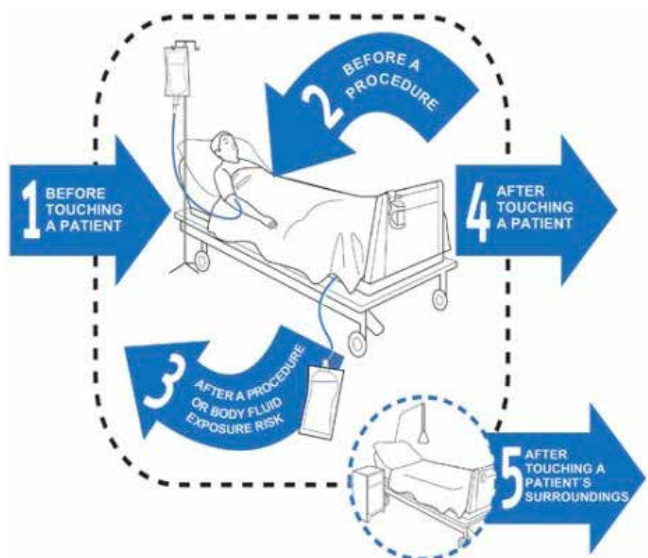
- Hand hygiene National compliance audits, hand hygiene education and training and the support of hand hygiene champions across the organisation;
- Aseptic Non Touch Technique training and assessments;
- Training, assessment and monitoring of invasive procedures such as IV cannulation and catheterization and
- Continuous surveillance of blood stream infections.

## Hand Hygiene

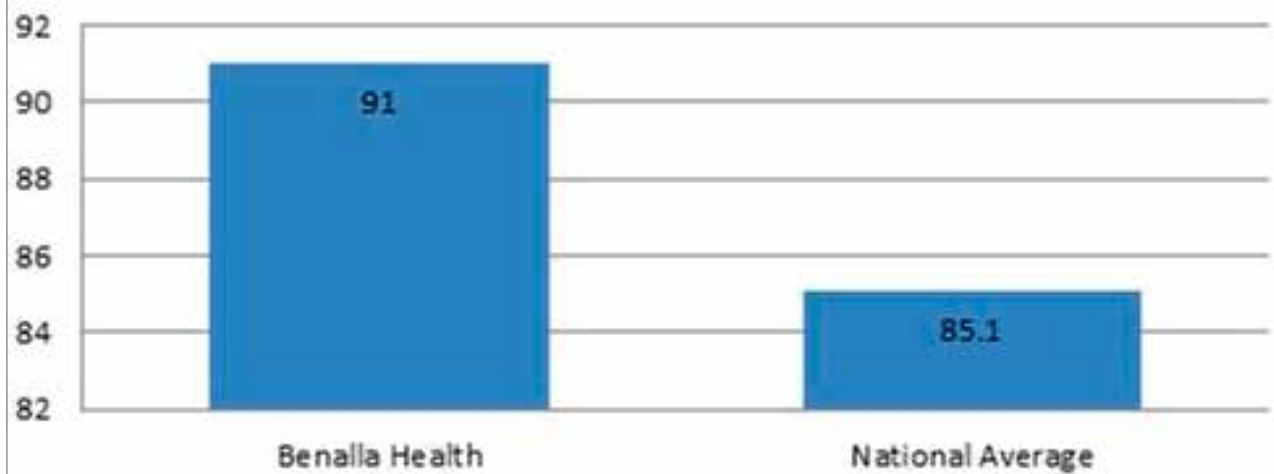
Benalla Health is committed to ensuring hand hygiene processes are being applied as it identifies as the most important strategy in the prevention of health care associated infections between healthcare worker, the patient and the environment.

The National Hand Hygiene Benchmark is set by the Australian Health Minister Advisory Council (AHMAC). From 2017 onwards, the benchmark has been set to 80%. This benchmarking relates to all five moments of hand hygiene.

Attending the 5 moments of hand hygiene has proven to decrease infection rates. In 2017/18 Benalla Health supported the training of 8 new hand hygiene auditors. Through this education, the organisation is able to ensure patient /staff safety by reducing the spread of germs and achieving results above the National average.



## Benalla Health comparison to National Average Period 2 HHA 2018



### Influenza - Staff Immunisation Program

Last year 2017 saw the highest influenza activity in Australia in almost a decade, mirroring a global trend, with more than 250,000 Australians testing positive for influenza and double the normal hospitalisations.

The Department of Health and Human Services announced that for 2018 the statewide target for health service staff vaccination would be 80%.

Benalla Health's focus for 2018 was to ensure we provided herd immunity in the organisation capturing as many employees and volunteers within a 3 month period leading into winter.

With the support of an education campaign to promote vaccinations, flu vax clinics for staff, volunteers and healthcare contractors commenced in May. Through the team effort we achieved a -



### Vaccination rate of 91.2% for 2018

All results have been submitted into VICNISS (healthcare associated infection surveillance platform). VICNISS monitors the uptake of influenza vaccination within Victorian hospitals /health services and between occupational sub-groups and risk categories.



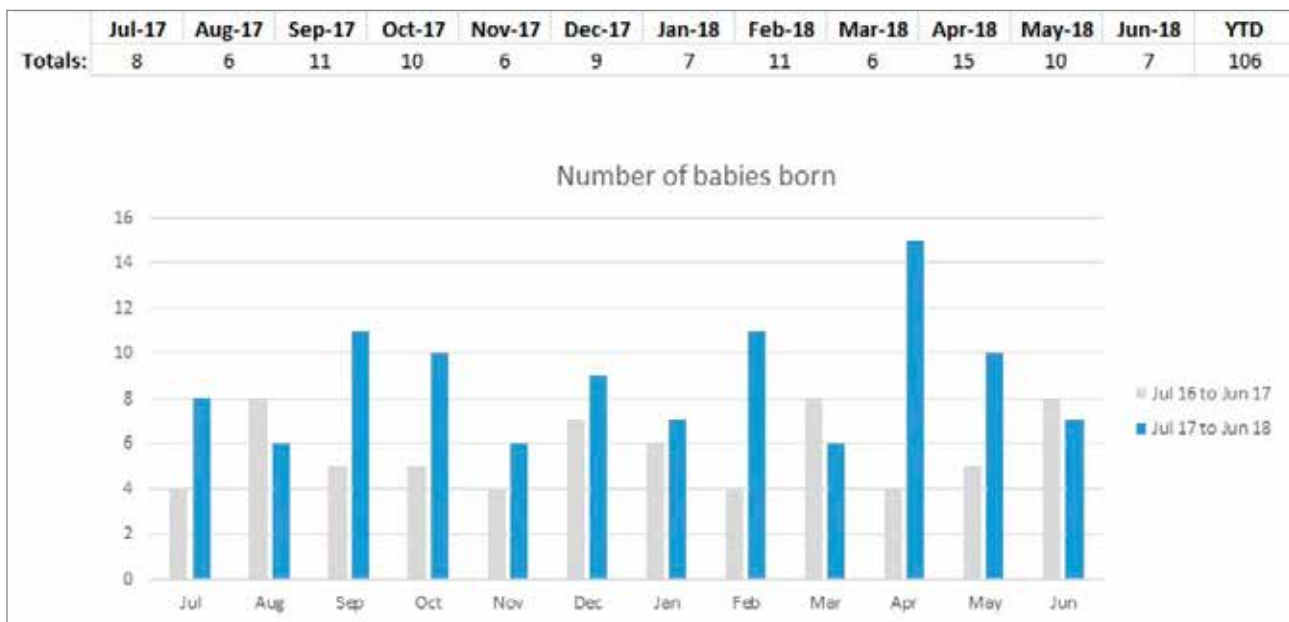
# Maternity Services

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

In conjunction with local General Practitioner (GP) Obstetricians, the health service 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 Hume Regional midwifery peer review meetings and is supported by Northeast Health Wangaratta 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 2017/18 financial year Benalla Health were privileged to assist with the births of 106 babies (55 girls and 51 boys) – an increase of 68 on the previous year.



Children born in 2018 can on average expect to live until they are 84.4 years (females) and 79.9 years (males).

Of those 106 births – 52 births were by normal delivery, 22 were by elective caesarean and 20 were by emergency caesarean, equating to an overall caesarean rate of 39.6%. This is an overall increase from 32% in the previous year. The increase was most evident in the number of women progressing to an emergency caesarean – 18% in 2017/18 up from 12% in 2016/17.

Caesarian sections may be performed if labour is not progressing or if serious complications are developing in the mother or the baby. Nationally the caesarian section rate has increased over the last 10 years from an average of 31% in 2006 to 34% based on the Australian Institute of Health and

Welfare's Australia's mothers and babies report released in August 2018. The increase is in part due to the fact that a significant number of mothers (86%) who have had a previous caesarian section go on to have caesareans for subsequent births and in-part because women are tending to leave having children till they are older and older women are 3 times more likely to deliver by caesarean.

The midwives and GP Obstetricians at Benalla Health will continue monitor the caesarian section rate with the goal to maximise options for a normal vaginal delivery for all pregnant women.

These are comments and feedback from a get together between midwives and new mums held in June this year regarding our midwifery services.

“

“The Midwives at Benalla Health Maternity Ward were very gentle and kind through my hypno-birthing experience.

Thank you”

Johanna

“

“I would recommend Benalla Health to anyone looking for a positive birth experience! The staff are wonderful and caring. They accommodated for our personal preferences and were respectful of our choices. They provided a relaxed atmosphere with plenty of support, advice and encouragement without being invasive. Thank you to the Benalla Midwives - you are a fantastic team!!”

Mandy

“

“Very positive experience, even when I was worried, the midwife and doctors and nurses were efficient but kept me reassured that everything would be fine. They made sure I was comfortable and very helpful with all my queries.

Thanking You”

Tara

“

“The ladies at the Benalla Midwifery Unit are nothing short of amazing and supportive. I was quite nervous about the unknowns of birth and becoming a first time mum but I feel as though we are breezing through with the help I have been given.

Thank you!”

Ashleigh

# Residential Aged Care Services

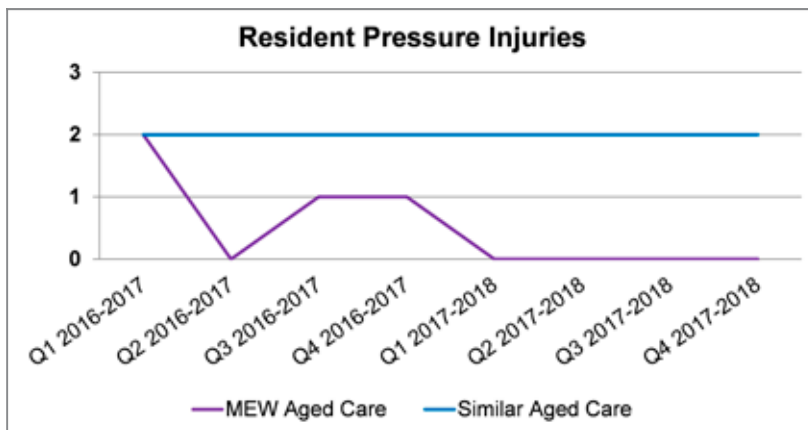
Benalla Health’s Morrie Evans aged care facility is home for up to 30 residents. We look to provide our residents with holistic and compassionate care to ensure they feel at home and comfortable in their later years of life. We create a sense of family and community through daily activities, celebrating holidays and birthdays, monthly high teas and having our own pet, Burnley the cat.

To make sure we are providing our residents with a safe home and high quality care we measure the following five indicators;

- Pressure injuries;
- Use of physical restraint;
- Use of nine or more medications;
- Falls and fractures and
- Unplanned weight loss.

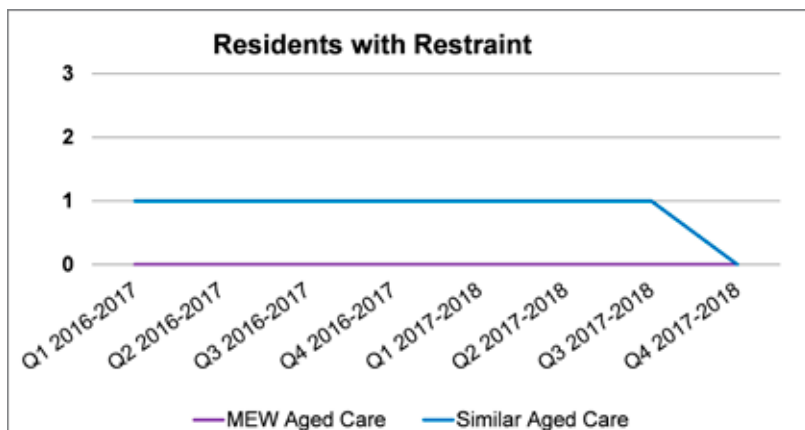
These indicators are especially important for residents of aged care services as they are at a high risk of experiencing one of them, which could lead their health to deteriorate.

## Pressure Injuries



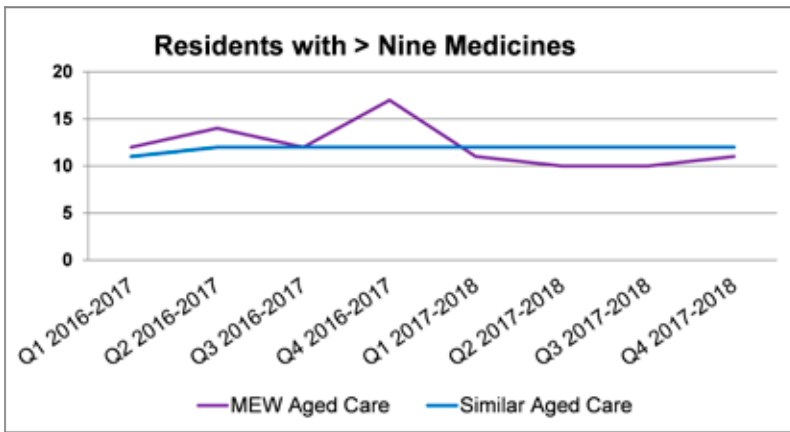
We have seen a decrease in the numbers of pressure injuries over the two years with zero pressure injuries being recorded for the 2017-2018 year.

## Use Of Physical Restraint



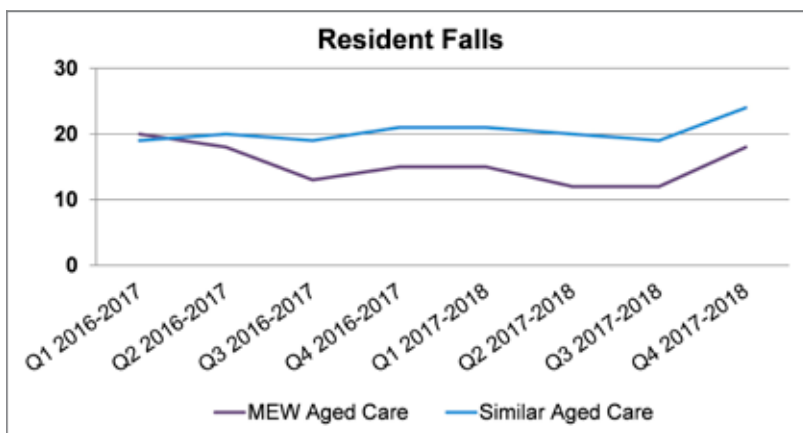
There have been zero instances of restraints used with residents over the past two years.

## Pressure Injuries



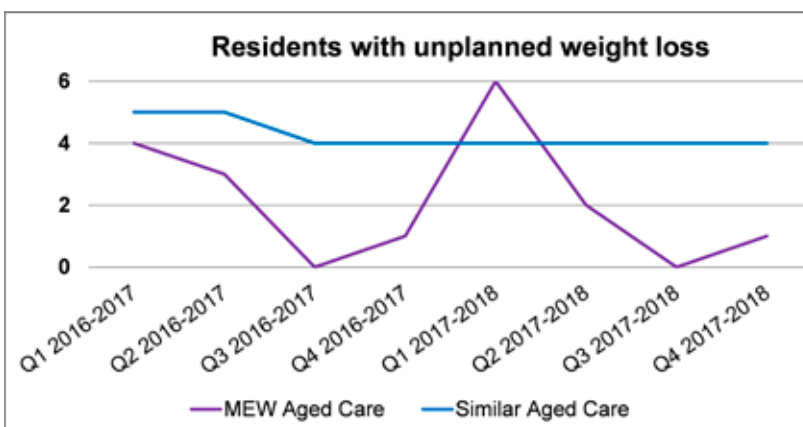
We have seen a decrease in the numbers of residents who have been taking nine or medicines.

## Falls and Fractures



We have seen a lower number of residents falling over the past two years and there have been no fractures as a result of a resident falling during the 2017-2018 year.

## Unplanned Weight Loss



We have seen a decrease in the number of residents who have sustained unplanned weight loss over the 2017-2018 year.

# Morrie Evans Wing Upgrade

The last 12 months has seen a lot of time and effort go into the final stage of renovations for the Morrie Evans Wing. Residents, families, volunteers and staff have all contributed to the design and finishes that are a part of this 16 bedroom extension to the wing. Whilst these works will not increase the overall bed spaces in the unit, thanks to the Victorian State Government's - Rural Infrastructure Fund, Benalla Health's Morrie Evans Wing will finally realise the vision of single room , single ensuite accommodation. This will enable us to provide increased privacy and dignity to each and every one of our residents living in residential aged care.

Browns of Wangaratta – a respected local construction company was the successful tenderer and commenced construction in April 2018. Being local, many of the contractors have been sourced from the district, an important consideration when awarding work of this nature in a small rural town. It is anticipated that occupancy of the extensions will be in April 2019, with current residents and families eagerly anticipating their choice of room.

Lastly, we would like to thank the Benalla Community and respective social groups for their ongoing support over the years and into the future. It is for them that we serve.



MEW prior to project commencement – February 2018





General Excavation



Pipe Works



Framing



# Escalation of Care Processes

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Escalation of care processes are important in making sure patients get timely and appropriate care to prevent their condition from worsening. To ensure there is appropriate recognition of a patient's deteriorating health, we have processes that include a colour coded system to quickly alert nurses when a patient's vital signs such as heart rate, blood pressure or temperature are out of the normal range.

Abnormal observations are then reviewed by an experienced senior nurse to start interventions to prevent a medical emergency. These nurses are rostered on every shift and every day of the week. If the patient continues to get worse, the nurse will call a medical emergency. When a medical emergency is called, available nursing and medical staff attend to help stabilise the patient. Benalla Health understands its capacity to provide care and will transfer patients to other hospitals when it is identified that their care needs cannot be met.

Patients, family and carers can also escalate care and are encouraged to do so if they think their loved one 'is not quite right. Just inform any nurse or person you see come into the room and say I am concerned about my loved one, and our nursing staff will review the patient.

## Community Health Services

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Benalla Health provides the following services from the Ray Sweeney Community Health Centre;

- Reception for all services
- Referral Intake
- Speech Pathology
- Dietetics
- Diabetes Education
- Podiatry and High-Risk Foot Clinic
- Community Nursing
- Health Promotion
- Counselling and Social work

Other services provided at the Ray Sweeney Community Health Centre by external providers include;

- Family and Children's Services: Rural City of Benalla Health
- Aged and Disability Services: Rural City of Benalla
- Dental Practice: Northeast Health Wangaratta
- Dental Technician: Private Practice
- Audiology: Australian Hearing / Bendigo Hearing
- Psychologist: Private Practice
- Breastcare Nurse: GV Health
- Community Interlink: GV Health
- Gateway Health
- Centre Against Violence

Benalla Health services provided from the Community Rehabilitation Centre include;

- Physiotherapy
- Occupational Therapy
- Cardiac Rehabilitation Group
- Pulmonary Support Group
- Orthopaedic Rehabilitation Group
- Tai Chi
- Day Activity Groups
- Health Independence Programs

### Accessing the health service

In October 2017, Benalla Health commenced as a NDIS service provider. Our journey has been one of learning as it is for all providers and users of the scheme. Our challenge is attracting suitably qualified professionals to undertake this work across various disciplines and we continue to explore innovative ways of meeting this challenge and our local community needs. Most NDIS referrals to date have been for Speech Pathology, Physiotherapy and Occupational Therapy. Other services that can be provided through Benalla Health are Counselling, Dietetics, Home Nursing, Podiatry and Paediatric Speech Pathology and Occupational Therapy.

## Community Rehabilitation Centre Redevelopment - Environment and Facilities

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We have been fortunate to be given wonderful support by the community via the annual appeal and hospital board in providing a renovated, modern rehabilitation building that is a pleasure to work in. Clients who utilise our service now have facilities that are modern and capable of providing the very best of care. While having to move out and work from temporary arrangements was a challenge at times, the end result of the new Community Rehabilitation Centre was worth the disruption.

The Team are busy exploring other programs and services that will complement the activities already located in the CRC and provide better integrated health care and seamless transitions between programs and services. One of the positive initiatives has been the inclusion of reception services to support our practitioners and providing quality customer service to all who use the facility and making it a warm and welcoming environment.



# Community Advisory Committee

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At the opening of the Community Rehabilitation Centre at Benalla Health in November 2017, I was invited to join the Consumer Advisory Committee (CAC) and I have enjoyed being involved with that Committee for the past six months.

With a background career as a Scientist in Pathology, I have brought some knowledge of how hospitals function and the difficulties they need to work through. Moving to Benalla in 2010 to be with family, the opportunity to be involved with the CAC has combined my hospital background with a sense of being involved in worthwhile projects in Benalla.

Whilst the primary aim of the Community Advisory Committee is to gain community input about various matters by sourcing the opinions of its community members, it is also responsible for improving and passing a variety of documents at its bi-monthly meetings.

The CAC has also developed a practical relationship with the community this year, an example of this being the presentation of the planned community education sessions such as the “Painless Pop-Up” which will be occurring later this year. Having guest speakers to relay timely and relevant information to members of the community strengthens the practical relationship between Benalla Health and the community.

Currently the CAC does not have any representatives from the community less than 35 years of age, and the involvement with this age group will be promoted during 2019. Meantime I can recommend the Community Advisory Committee, which is a Sub-Committee of the Board of Management of Benalla Health as being a worthwhile way to contribute back to the community.

**Margaret Jenkins**

## Comprehensive Care Community Health Services

### Continuity

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#### **Your experience with health workers, teamwork and planning care**

Each person who is referred to our programs is linked to a Care Coordinator as their main contact person. The Care Coordinator helps the client to;

- Navigate the health system and link to the services that they need from our team;
- Develop a care plan so that there are clear rehabilitation goals and actions to achieve by a certain time;
- Communicate with and link to other longer-term services;
- Learn how to understand and manage their health needs and
- Have one point of contact if they have any questions.

A little bit about me: I qualified as a Social Worker. I worked for several years at Bendigo Health in community-based programs, as well as Anglicare and various other agencies. In 2008, I joined the Hospital Admission Risk Program (now called Complex Care) at Echuca Regional Health as a Care Coordinator. In March 2018, I relocated to Benalla, and was successful in taking up a temporary contract as a Care Coordinator.

Happily, I am now working permanently in the Health Independence Programs at Benalla Health. Why I like Benalla: Benalla seemed to be the ideal place to settle. I moved to Benalla for its proximity to the North East, and the great public transport links.

I have a bucket list of great train journeys I want to make across the world, and am gradually working down that list, so I enjoy hearing the frequent freight and passenger trains going through the town. I was lucky to arrive in autumn, which was beautiful, and I enjoy living in such a pretty location with great parks and gardens. There also seems to be a wide and interesting range of community organisations; I am hoping to find time to become involved. Finding employment where I could continue in a Care Coordination role was a bonus!

Why I like this job: There is so much research available now on the social determinants of health. I think social workers have an important role to play in chronic disease management; both in telling the client's story and in making sure that, underlying barriers such as housing and income support are addressed.

As a Care Coordinator: I constantly draw on social work skills to develop positive relationships, and to "start where the client is at" in terms of addressing health issues. This, combined with support and input from the rest of the team, makes every day interesting.



This year we are celebrating the role of Care Coordinator. Julie is a Care Coordinator.

## Partnerships

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Lakeside Exercise Equipment Promotion: In partnership with Future Directions Fitness and BRC videos to encourage the community to be active using the free lakeside equipment has commenced. Accessibility map of the lakeside walking track has been updated by partners.

# Advance Care Directives (ACD)

Type of Directive	Quarter 1	Quarter 2	Quarter 3	Quarter 4
EMPOA	7	2	8	5
SDM	0	0	0	1
ACD	15	3	4	4
ACP	1	0	4	0

This equates to 1.3% patients with ACD as a percentage of episodes of care

Admission screening process identifies patients without an ACD and informs staff how to progress with getting an ACD. The current strategy is to provide information to patients and their family/ carers by staff who have undertaken training to discuss ACD and or refer the patient to the medical practitioner.

## Advance Care Directives - Starting the Conversation

Advance care planning and developing directives for your end of life care can be a difficult subject to broach but was made comfortable, by the presenters: Deb Smith, Community Health Nurse, Chris Thorne, Aboriginal Support Worker, Central Hume Primary Care Partnership and April Betheras, Loss and Grief Counsellor.

Advance Care Planning is not only for the older person! Do you know the pre-determined Care Options for younger family members if they were unable to communicate their wishes to family and health care professionals?

The Benalla Health Advance Care Planning Information Package provided valuable information: The Process ACDC - Appoint, Communicate, Document, Circulate; Enduring Power of Attorney (Medical Treatment); Advanced Care Planning Information Sheet; Letter to your Doctor plus related web sites.

Two informative videos were shown. The first, "Taking Care of Dying Time", featuring Chris Thorne, was filmed in Benalla Aboriginal Garden.



Forum was held in October 2017 Margaret Walshe (right) introducing from left Chris Thorne, April Betheras and Deb Smith.

The second video titled “In the End” with Dr Charlie Corke was filmed in the Intensive Care Unit, Barwon Health with families addressing possible medical options and outcomes concerning their loved ones. The program was well presented and thought provoking as well as covering decision making tools - what is right for you; providing relevant information in handouts and including discussion on a possible future associated session.

Should present a case study addressing how an advance care directive has been used by the treating team and/or how a medical treatment decision maker has been involved in care planning.

## End of Life Care

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Dying is a part of life that holds importance for people and their families. Benalla Health is committed to working with patients and their families during this difficult time to ensure their last days are peaceful. To make sure personalised care is provided, working with the patient and their family to understand what they would like in the final days of life is important.

With this information, an end of life care plan is developed and shared with everyone in the team involved in the care of the patient so their rights, values and preferences are respected and enacted until the end. As people come from diverse backgrounds of cultures, religions and languages, their choices differ and consideration to the following is needed;

- Spiritual and religious support;
- Pain and symptom management;
- Providing comforts such as music, aromatherapy and personal items;
- Counselling and support for the family and
- Cultural preferences

When end of life is near a specialised end of life pathway is commenced that focuses on providing the most comfort for patient, family and carers.

To support end of life care, staff undertake education modules to build their knowledge and understanding of dying and caring for the dying patient.

### Case study of a Resident

The condition of a resident in the Morrie Evans Wing (MEW) deteriorated quickly and the on call GP (who was not the residents own GP) was contacted to review the resident. At this point decisions regarding active and/or symptomatic treatment were discussed. The residents existing ACD was resourced and the wife of the resident, and the resident’s treating GP were contacted before any decisions were made.

The wife came into MEW to meet with staff, the GP, the decision was made to transfer the resident into the palliative care room, and comfort measures were commenced. The resident passed away peacefully without intervention as per their wishes in the ACD.



Photo taken by staff member  
Julie Harrison

# Tell Us What You Think

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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

Benalla Health  
Main Reception  
45-63 Coster Street, Benalla  
(Tel) 03 5761 2222  
(Fax) 03 5761 4246

### In the post (no stamp required)

C/- Quality & Risk Manager  
Benalla Health  
Reply Paid 406  
Benalla Vic 3671

### Online

[www.surveymonkey.com/r/BenallaHealthQualityAccount](http://www.surveymonkey.com/r/BenallaHealthQualityAccount)



# Quality Account

2017/2018



*Benalla*  
HEALTH