

# Benalla

## HEALTH



**Quality Account**  
2018/2019



# Message From the Board Chairperson & Chief Executive Officer

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We are pleased to share our 2018/19 Quality Account with our staff and community.

This report provides us with the opportunity to provide contemporary information about the quality of care that Benalla Health provides to its community. Simultaneously we have highlighted the various quality improvement activities that staff have implemented over the past 12 months. The report also emphasises the many different ways our staff have served our community. Furthermore, we continuously review and 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, residents 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

# Table of Contents

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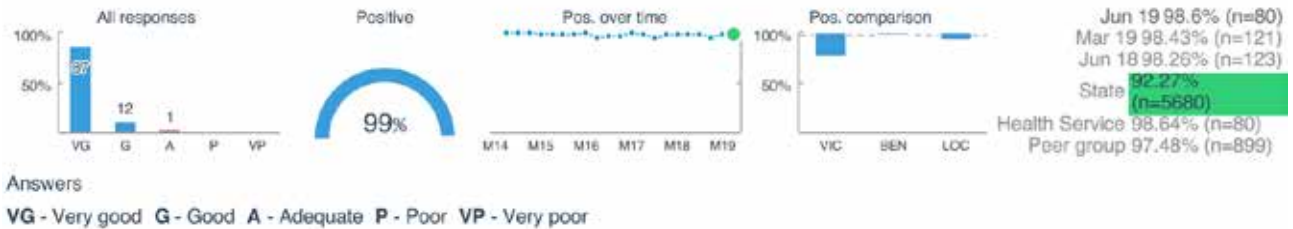
1. Actioning State-Wide Plans . . . . .	5
1. Consumer, Carer and Community Participation . . . . .	5
1.1 Victorian Health Experience Survey (VHES) . . . . .	5
1.2 Community Health VHES . . . . .	12
1.3. Capacity Building of Consumers to participate in healthcare . . . . .	13
1.4 Provision of Interpreters. . . . .	17
1.5 Disability Action Plan . . . . .	17
2. Quality and Safety . . . . .	19
Consumer and Staff Experience . . . . .	19
2.1 Feedback and Complaints . . . . .	19
Community Feedback. . . . .	20
Patient Complaints assisting us to Make Positive Changes . . . . .	20
2.2 People Matter Survey. . . . .	21
2.3 Community Health Survey Results . . . . .	22
2.4 Accreditation . . . . .	23
2.5 Sentinel and Adverse Events . . . . .	25
2.6 Infection Control . . . . .	26
2.7 Influenza - Staff Immunisation Program . . . . .	27
2.8 Maternity Services . . . . .	28
2.9 Residential Aged Care Services . . . . .	29
Morrie Evans Wing Upgrade . . . . .	31
2.10 Escalation of Care Processes . . . . .	33
2.11 Community Health Services . . . . .	37
Community Rehabilitation Centre Redevelopment - Environment and Facilities . . . . .	37
3. Comprehensive Care – Community Health Services . . . . .	39
3.1 Your Experience with Health Workers, Teamwork and Planning Care . . . . .	39
3.2 Service Experience Improvement . . . . .	42
Partnerships . . . . .	42
Advance Care Directives (ACD) . . . . .	46
End of Life Care. . . . .	46
Tell us What You Think . . . . .	47

# 1. Consumer, Carer and Community Participation

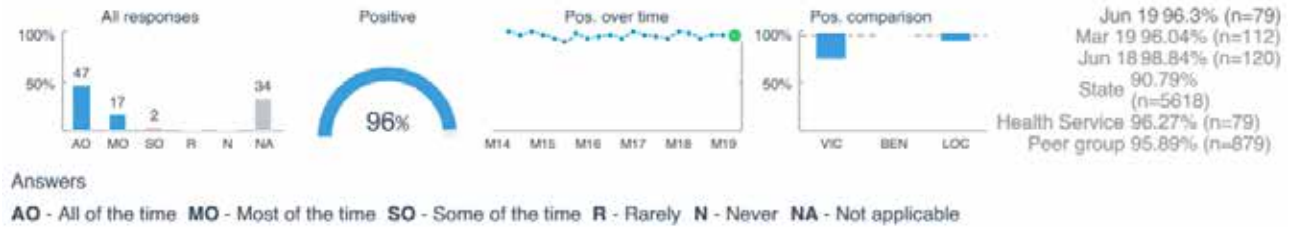
## 1.1 Victorian Health Experience Survey (VHES)

### Positive patient experience responses

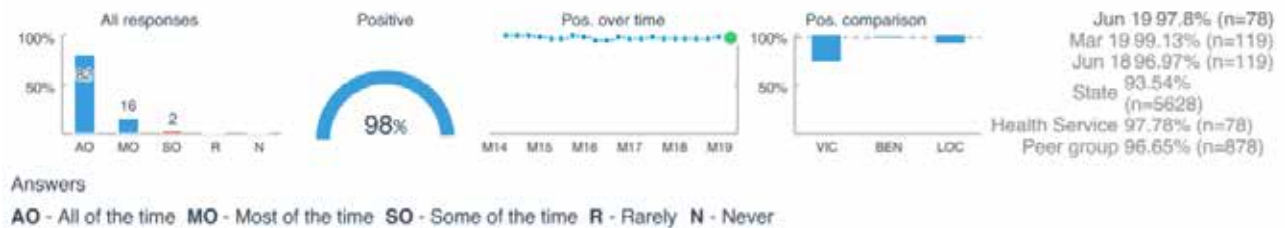
76. Overall, how would you rate the care you received while in hospital? [View data](#)



42. If you needed assistance, were you able to get a member of staff to help you within a reasonable time? [View data](#)



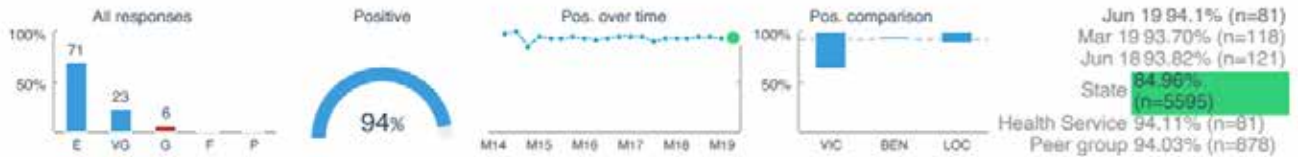
33. How often did the doctors, nurses and other healthcare professionals caring for you explain things in a way you could understand? [View data](#)



39. How much information about your condition or treatment was given to your family, carer or someone close to you? [View data](#)



41. How would you rate how well the doctors and nurses worked together? [View data](#)



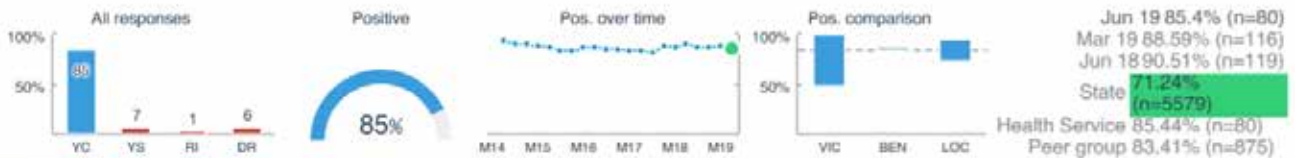
Answers  
 E - Excellent VG - Very good G - Good F - Fair P - Poor

25. Did you have confidence and trust in the nurses treating you? [View data](#)

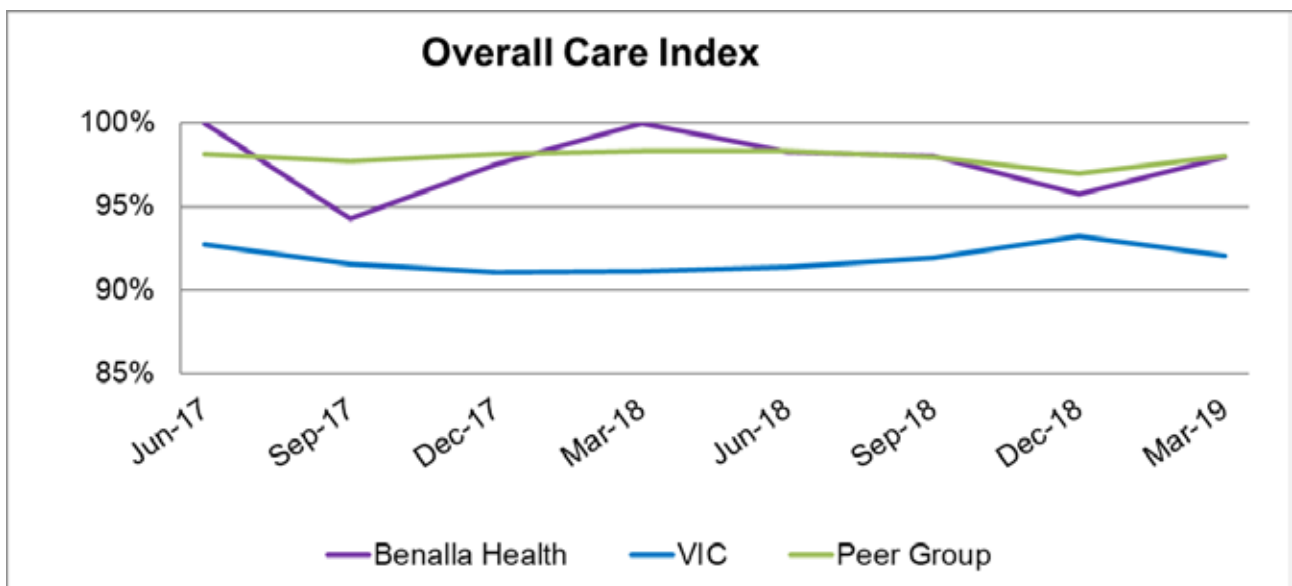


Answers  
 YA - Yes, always YS - Yes, sometimes N - No

69. Before you left hospital, did the doctors and nurses give you sufficient information about managing your health and care at home? [View data](#)



Answers  
 YC - Yes, completely YS - Yes, somewhat RI - Received insufficient info DR - Didn't receive info



## Volunteers

Our volunteers are highly respected members of the Benalla Health team and they are onsite most days. The Performance Improvement Team has provided the volunteers with training on what to do if someone becomes unwell or they are concerned. We encourage all volunteers to ask for help or press the emergency button.



Vi chatting with Margaret in Day Activities.



Raelene playing her harp for Anne in Acute.



Sandra delivering the daily paper to Ray in Acute.



Pat photocopying forms for UCC & Acute.



Sylvia assisting Edith in the Day Procedure Unit.



Sue assisting Jude with flower arranging in the Day Activities.

10 year service badges awarded to Marg Alley and Al Heffron



Pat congratulates Marg.



Al Heffron.



Julia O'Brien, 21 years of service.



Laurie Melgaard 15 years' service.



## Julia's Story

*Julia is the most recent volunteer arrival at Benalla Health.*

"Four years ago, I was forced to leave my home country of Russia and come to Australia seeking asylum and safety. Australia gives me an opportunity to help others and at the same time assimilate into the community, through volunteering" Julia said.

"I am enjoying life in Benalla because it is a friendly small town."

"I am studying Paramedical Science and being at Benalla Health, is giving me an invaluable experience."

Julia is willing to assist our community and looks forward to being on our volunteer team.

## 2018-19 Benalla Grow Your Own Project

The Benalla Grow Your Own project is an award-winning project where families in Benalla have a wicking garden bed installed in their backyard. Previous grants have allowed us to install 54 garden beds around Benalla.

Benalla Health, St Vincent de Paul Society of Benalla and Beechworth Corrections received another \$10,000 from the Sidney Myer fund to continue building wicking garden beds for families in Benalla. This year Benalla Men's Shed came on board and built the garden beds from local timber. As of July 2019, 15 garden beds have been built, with another 8 to be installed.

Feedback this year has been very positive so far in response to the question 'how do you think your life is different?'

"Everyone's life is better with a garden"

"Everyone should have one"

"Better - I know it's there for me to use"

"Better - it's relaxing being in the garden"

"Better - having 1-1 time"

"Better - it's enabled the family to get a better sense of stability, having friends over to do something"

- 75% of participants are sharing excess produce with others.
- 63% of participants are eating more vegetables.
- 63% of participants are spending less money on food.
- 50% of participants are saving \$6-\$10/week, 25% are saving \$11-\$20/week. This equates to saving \$299 to \$520 per annum on food.
- Only 12.5% of participants had accessed emergency food relief in the past month. 100% agreed that they were better able to provide for their family since the garden was built.
- 75% of participants are spending more time with their family.
- 75% of participants felt more independent.





## Youth Live4Life Inc. – Live4Life Benalla

Benalla Health is proud of its ongoing commitment to improving the mental health and wellbeing of youth in our community, and to reducing youth suicide rates, through our continued partnership with Youth Live4Life Inc. Benalla Rural City is one of three regional areas in Victoria delivering the Live4Life program, alongside Macedon Ranges Shire and Glenelg Shire.

Live4Life builds community resilience by providing youth mental health first aid training to parents, teachers and other community members who work with young people. As well as youth mental health first aid training for adults, the program also trains students in teen mental health first aid. The program is promoted by an active Live4Life Crew, comprised of young people in the community, who raise awareness through activities and events throughout the year. The Live4Life model focuses on a whole of community approach to mental health education and suicide prevention in order to build resilient young people and communities.

Live4Life Benalla was launched in 2017 and its partners include Youth Live4Life Inc., Benalla Rural City Council, Benalla P-12 College, FCJ College, Benalla Flexible Learning Centre, Central Hume Primary Care Partnership (CHPCP), Murray Primary Health Network, NE Tracks Local Learning Employment Network (NE LLEN), North East Support and Action for Youth Inc. (NESAY), North East Child Adolescent Mental Health Service (NECAMHS), Tomorrow Today Foundation and Victoria Police.

Merryn Howell, Manager Healthy Lifestyles and Accredited Mental Health Social Worker, has facilitated 8 Youth Mental Health First Aid Courses in Benalla since 2017, resulting in 130 adults becoming trained Mental Health First Aiders. In addition, Live4Life Benalla has trained over 600 secondary school students in Teen Mental Health First Aid.

Youth Live4Life Inc., together with the Live4Life communities of Macedon Ranges Shire, Benalla Rural City and Glenelg Shire were awarded a 2018 VicHealth Award for the ground breaking Live4Life initiative aiming to ensure young people, teachers, parents and the wider community are better informed and more proactive in identifying the signs and symptoms of an emerging mental health issue before a crisis occurs. The VicHealth Awards are the state's highest accolade for health promotion, recognising the impact of initiatives across Victoria in improving the health and wellbeing of Victorians.

In addition to this stellar achievement, Youth Live4Life Inc. was awarded the Innovative Youth Project or Programs in Rural or Regional Victoria Award in September 2018, acknowledgement of the commitment and dedication from the Live4Life communities of Macedon Ranges, Benalla and Glenelg.

## Chronic Illness Peer Support Groups & Consumer Voices

### What is Chronic Illness Peer Support?

Peer support is when people who are living with the same or similar illnesses share their time and experiences with each other to offer hope, encouragement and self-management strategies.

The word 'peer' is important. It means one of equals. It is different from the vital care provided by doctors, nurses and allied health professionals. It can be especially useful for people who are newly diagnosed and/or coming to terms with a life-long condition.

Peer support happens in many ways such as face-to-face groups, telephone helplines, online support (e.g. Facebook and Twitter) and even interest-based initiatives (e.g. walking groups).

Peer support is also vital for partners, carers, friends, families or siblings.  
(Chronic Illness Alliance <https://www.chronicillness.org.au/peer-support-network/>)

There are currently three peer support groups facilitated through Benalla Health that meet on a regular basis, all of which offer support for people living with chronic disease conditions, or for people who are carers for people affected by chronic health conditions. Each group meets on a monthly basis, facilitated by the Community Health Nurse. Groups offer support to people living with arthritis and a range of musculoskeletal disorders, including Parkinson's disease. Membership of the Carers' Support Group is open to anyone who identifies formally or informally as a carer, and most members are older spouses caring for older partners.

At the centre of all the groups is the sharing of knowledge and expertise around managing a chronic illness, and coping with the many associated challenges. It is acknowledged that the knowledge about living with or experiencing a chronic health and/or carer issue sits with the group members, and the Community Health Nurse provides a listening ear, and practical and logistical support, as well as assistance with navigating systems, identifying barriers and helpers, and health information.

The Nurse consults with the group about their preferred meeting times and venues, and choices of topics to discuss, as well as guest speakers. However, the groups provide information over and above these resources, as they are a readily accessible source of information and opinion about service initiatives and feedback, as well as identifying gaps and strengths. Recent examples include the involvement of all the groups in the Benalla Positive Ageing Strategy, and Benalla Health's Active April surveys. Many participants see their involvement as being on par with the Consumer Advisory Committee, without the need to attend meetings and file reports.

The voices of all our consumers are valued, but the frankness, altruism and generosity of the support group members is particularly appreciated by all who meet them.

### Falls & Pressure Injuries

Benalla Health Acute Ward continues to support and promote falls and pressure injury prevention and harm minimisation strategies. A key component prevention has been the acquisition of ten additional floorline beds to meet the increased demand associated with an ageing population. With a rating of up to 220kg, these beds also cater for bariatric consumers. Additionally, these beds further support and promote the reduction of Pressure Injuries because their design and compatibility with alternating air mattresses and pumps.

Benalla Health has also invested in a HoverJack Air Patient Lift, which allows for the safe recovery of a patient who has fallen. This equipment maximises patient comfort and minimises the risk of injury to both the patient and caregivers.



## Quality Improvement to Support Effective Communication & Discharge Planning

Specific magnets have been added to the Patient Journey Board in the Acute Ward, which is used each day to identify patients for potential and confirmed discharge or transfer. The use of these magnets enhances interdisciplinary communication and thereby enables efficient, comprehensive, and safe transfers or discharges from hospital.

“I have found the implementation of these magnets to be invaluable. At a glance, I am able to determine which consumers I need to consult with and am able to discuss their medication needs and provide education in a timely manner. This contributes to a safe and smooth discharge from hospital for the consumer” - Angela Lawrence, Benalla Health Pharmacist.

## Health Independence Programs

The aim of our program is to provide services to people who need some support to transition from hospital to home. Staff assist people to be discharged from hospital back into their homes where they are more comfortable. Staff also work with consumers to prevent their re-admission into hospital unless it is necessary.

Our multidisciplinary team consists of:

- Care Coordinators
  - Social Workers
  - Physiotherapists
  - Occupational Therapists
  - Dietitians
  - Allied Health Assistants
  - Speech Pathologists
  - Pharmacists
  - Podiatrist
- 
- Number of people we cared for - 502
  - Number of people we provided Post Acute Care (PAC) to - 220
  - Number of people where complex care was provided through the Hospital Admission Risk Program (HARP) - 76
  - Number of people who were admitted to Sub Acute Ambulatory Care Services (SACS) rehabilitation program, including Cardiac, Pulmonary and Orthopedic Rehabilitation and Falls & Balance Group - 206

Source: UNITI – Clients admitted.



# 1.2 Community Health VHES

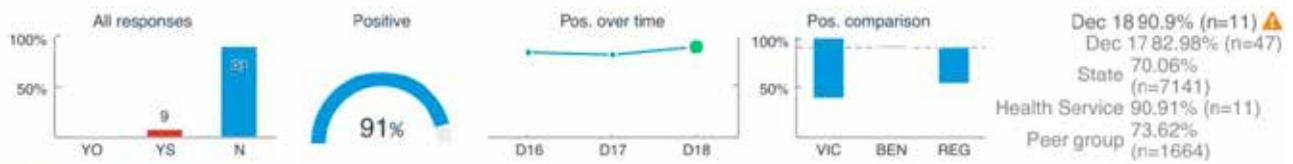
48. Overall, how would you rate the care you received at the health service? [View data](#)



Answers

VG - Very good G - Good A - Adequate P - Poor VP - Very poor

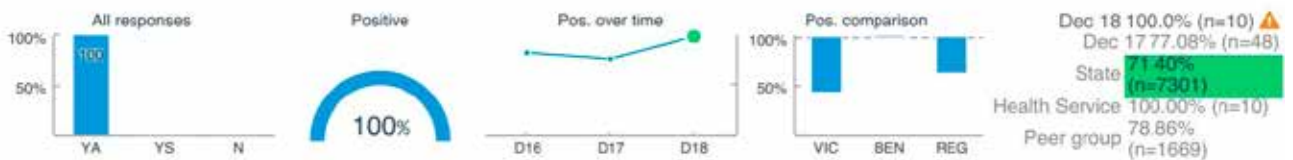
25. Were there times when you had to repeat information that should be in your record at this health service? [View data](#)



Answers

YO - Yes, often YS - Yes, sometimes N - No

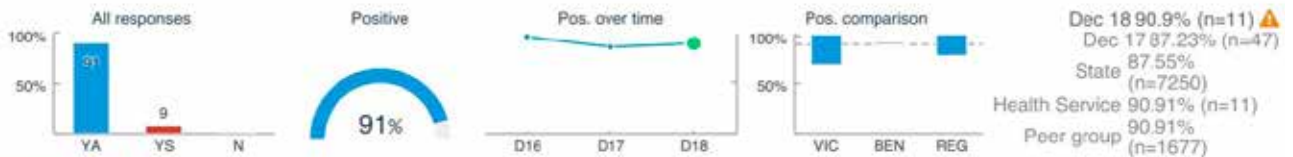
5. Was it easy to make an appointment? [View data](#)



Answers

YA - Yes, always YS - Yes, sometimes N - No

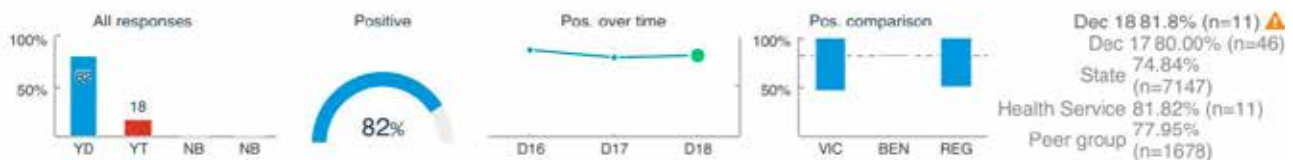
18. Were the health workers compassionate? [View data](#)



Answers

YA - Yes, always YS - Yes, sometimes N - No

29. Did health workers consider all of your needs (such as health, culture, living and family situation, age)? [View data](#)



Answers

YD - Yes, definitely YT - Yes, to some extent NB - No, would have liked this NB - No, not needed

37. Did you feel comfortable raising any issues and asking any questions that were important to you? [View data](#)



Answers

YA - Yes, always YS - Yes, sometimes NW - No, would have liked this NB - No, not needed

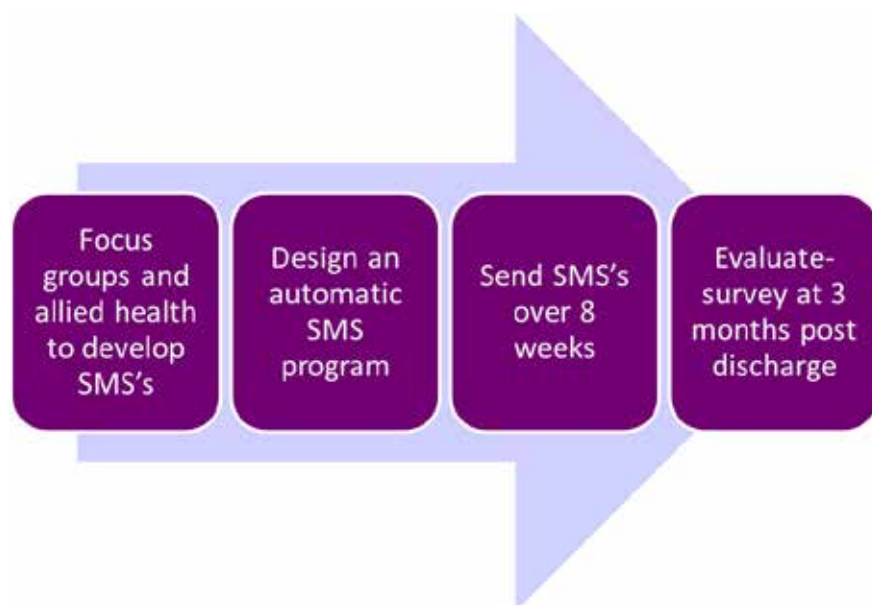
## 1.3 Capacity Building of Consumers to Participate in Healthcare

### Benalla Breastfeeding SMS System - Engaging New Mums

The results of the Benalla Breastfeeding SMS system were presented at the Hume Allied Health Conference in June 2019.

In Benalla, breastfeeding rates decrease at two weeks and three months post hospital discharge. An automatic breastfeeding SMS system was developed to increase breastfeeding rates. Benalla Health, the Tomorrow Today Foundation and Benalla Rural City Maternal and Child Health Service developed the system based on the QUIT MumBubConnect project.

Benalla mothers suggested implementing encouraging messages during two focus groups led by Health Promotion workers (Dietitian and Speech Pathologist) and playgroup coordinators from the Tomorrow Today Foundation. A team of Allied Health staff including health promotion and Maternal Child Health Nurses refined the SMS's. The Benalla Health IT Manager developed a computer software program. Midwives, Maternal Child Health nurses and the health promotion workers added mums onto the program. Each mother received a series of SMS's over eight weeks. Once completed the health promotion workers conducted phone surveys.

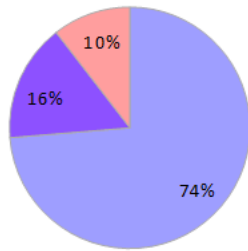


Findings: The system was successfully trialled in 2017 and has continued into 2019. Since 2017, we have:

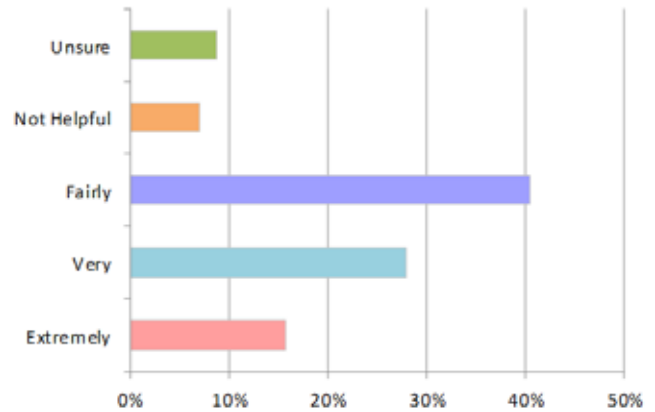
- 147 mums on the system;
- Three-month phone surveys completed with 57 mothers (39%);
- 100% of respondents felt supported to breastfeed;
- 98% of respondents felt encouraged;
- 84% of respondents felt confident to continue breastfeeding;
- 98% of respondents felt connected with services;
- 39% of respondents contacted services in SMS's and
- 67% of respondents found it useful. Some responses indicated more useful for first time mums

## Breastfeeding Post Hospital Discharge

■ Exclusively breastfed ■ Partially breastfed ■ Not breastfed



## How Useful Were the SMS's in Your Breastfeeding Decision?



Some feedback from mums:

“They were a lovely pick me up ... and they helped reassure me that all my baby feeding patterns, my feelings of tiredness etc were all normal and ok.

There was help if I wanted it, all I have to do is ask.

Felt like someone was looking in my window! Expressing concerns to my partner and get a text explaining that very thing we were talking about!

When the last one came through it was reassuring that I got this far and we did a great job.

It was about normalising what was happening. It's ok to feel tired and upset at times – just keep going you are doing a great job.”



## Foodcents 2018-19

Foodcents is a free cooking and budgeting program available to Benalla families with children under the age of 12 living at home. Each family received three in home cooking and budgeting sessions.

Seven families were engaged, with five completing the full program. 57% of participants completed a survey, three months after finishing Foodcents. Reach = six adults, 14 children (87% under 12 years old).

- 50% of participants eating more fruit
- 50% of participants eating more vegetables
- 75% of participants had more fruit and vegetables in the house
- 75% of participants spending less money on food
- 75% of participants spending more percentage of money on fruit and vegetables
- 50% of participants eating less packaged foods
- 50% of participants more cooking together
- 100% increase in number of times the family are sharing a meal together
- Only 1 (25%) family could not afford to buy more food
- On average families are saving \$98 per week on food (savings ranged from \$0 to \$195/week).
- 100% indicated that life was better



## Quality Improvement to Support Effective Communication & Patient Engagement

Benalla Health Acute Ward continues to improve the systems that are in place for effective and coordinated communication that supports the delivery of safe and continuous care for our patients.

The Clinical Handover document used by nursing staff and the wider interdisciplinary team has been redeveloped.

This document has been reduced to one page containing clear and concise information on each current consumer.

In this way, critical information including risks and alerts are more effectively communicated. The pared-back nature of this document also supports clinical bedside handover for each patient, thus promoting the active involvement of patients in their own care, and optimising effective communication.

## 2018 Lung Rehabilitation Report

The Lung Rehabilitation Program was attended by 40 clients throughout 2018 with most clients attending all eight weeks of the program. At the end of the program, clients were surveyed using a survey designed by the Lung Foundation and the results were collated.

The survey found that;

- 89.28% of respondents agreed or strongly agreed that the program had helped them manage their lung condition more effectively.
- 96.43% of respondents agreed or strongly agreed that the information was pitched at an appropriate level.
- 82.15% of respondents agreed or strongly agreed that overall the program met their expectations.
- 89.29% of respondents agreed or strongly agreed that that they felt more confident to undertake physical activities.
- 100% of respondents were happy with the place where the program was held.
- 89.28% of respondents agreed or strongly agreed that the time of the classes suited them well.
- 96.43% of respondents would recommend this program to others with a lung condition.

Clients commonly commented that both the exercise and the education sessions were useful aspects of the program. Another learning from the survey was the way that clients were influenced by the program encouraging them to exercise and how this helped to manage their lung condition.

This was reinforced by the fact that the average COPD Assessment Test (a measure of quality of life) improved by 3 points, and client's average six minute walk test (how far a client can walk in six minutes) improved by 12.42%.



## Telehealth Education

Jane Kealey from Northeast Health Wangaratta has provided education sessions to Benalla Health staff to help staff identify opportunities to utilise this flexible, convenient and available resource. Staff are able to practice using a telehealth training platform with Hume Telehealth. Telehealth provides patients with the opportunity to access specialists and resources without leaving Benalla.





## 1.4 Provision of Interpreters

Benalla Health ensures that services are accessible to all members of the community, including people from culturally and linguistically diverse (CALD) backgrounds. Benalla Health uses services provided by the Victorian Interpreting and Translation Service (VITS), which provides remote, and onsite Interpreting Services to where it is needed. VITS provides translation and interpreting services for over 180 languages. These services provide flexibility to meet the needs of consumers and organisations and can be accessed via PhoneLoop, VideoLoop, PeopleLoop and InfoLoop Services.

Telephone interpreting can be accessed immediately for some languages, with on-site interpreting available through an advance booking system. Interpreting services for Benalla Health are funded by the Department of Health and Human Services (DHHS).

## 1.5 Disability Action Plan

The NDIS takes a lifetime approach, investing in people with disability early to improve outcomes later in life.

Benalla Health is a registered provider under 'Allied health and other therapy', which includes occupational therapy, physiotherapy, speech therapy, podiatry, dietetics and psychology. With limited access to disability services in the region, there is a waiting list for our NDIS services however; Benalla Health is working with the NDIS Boosting the Local Care Workforce Program to help us improve timely access to our services.

The NDIS Quality and Safeguards Commission is an independent Australian government body established to provide a nationally consistent approach to quality safeguards in the NDIS. The NDIS Commission will:

- Improve the quality and safety of NDIS services and supports;
- Support continuous improvement and quality in the NDIS;
- Register NDIS providers;
- Educate, guide and provide best practice information to NDIS providers;
- Help providers meet obligations;
- Investigate and resolve problems and
- Provide national consistency.

Discipline	Number of NDIS clients
Occupational Therapy	14
Speech Therapy	11
Dietician	1
Physiotherapist	7
Podiatrist	0
Day Activities	7
Psychology	1
Nursing	0



## **NDIS Training**

La Trobe Health Service co-ordinated NDIS training at Benalla Health in October, presented by the Community Development Capacity Building Co-ordinator with the Local Area Coordination Service. There were 5 NDIS staff present. This included the NDIS Provider Engagement, they conducted the main presentation, and the other 3 staff were available to assist with questions. This will be followed with further NDIS training that is more locally based.

The NDIS staff welcomed questions and feedback, there was ample time for questioning both during and following the presentation.

This is very much a work in progress, with new developments to present.

The presentation was valued by staff, there were over twenty clinicians who attended, largely allied health.

## **Seating workshop**

On Friday 17th May, around 30 clinicians attended Benalla Health for a one-day workshop for Seating Clients who have complex needs.

Yvonne Duncan and Chris Blackburn travelled from Melbourne to conduct the workshop. Chris and Yvonne are seating specialists and have worked with clients with spinal injuries, acquired brain injuries and other traumas. Staff at Benalla Health have experienced working with clients of Yvonne's, and heard about her expertise for many years. She worked with a farmer and his family after he was in a car accident and could no longer walk. She worked with them for him to have a powered wheelchair that could manage the various terrains of his farm, but could also be inside his office and home. He was able to move from his wheelchair to the tractor independently.

Providing a seating service is extremely important for people who require a wheelchair to mobilise. Some clients may be in a wheelchair from when they get up each morning, till they are in bed at night. It is important to address their posture, their comfort and make sure their skin is free from any injuries. This is especially important for many clients who do not have sensation or feeling. Occupational Therapists (OT) work with older clients and local clients who are in their teens, 20s or 30s who require a wheelchair for personal mobility. A young adult client who has received services from many Benalla Health staff volunteered and received part of a seating assessment during the workshop.

When staff realised that Yvonne and Chris could be available, they spoke with the OT team and regional contacts, there was certainly interest within the region. The workshop had full attendance and Benalla is a wonderful location, central to Shepparton and Albury-Wodonga regions. It was great for networking, and excellent to host such expertise.

A total of 100% of the participants said the workshop was well organised, 70% rated the workshop 9-10 out of 10 overall and 72% rated their knowledge post workshop four out of five.

## 2. Quality and Safety

Consumer and Staff Experience

### 2.1 Feedback & Complaints

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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. 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.

**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](mailto: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 a complaint form online at [www.hcc.vic.gov.au](http://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, there are several ways you can make contact.

Phone: 1800 550 552

Email: [complaintsschemeresources@dss.gov.au](mailto: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.

In the 12-month period from 1st July 2018 to 30th June 2019, Benalla Health received;

- A total of 44 compliments and
- A total of 23 complaints.

Compliments across Benalla Health						
Acute Ward	Theatre/ Day Procedure Unit	Urgent Care Centre	Morrie Evans Wing	Home Nursing	Community Health	Other
5	1	14	1	13	5	5

Complaints across Benalla Health						
Acute Ward	Theatre/ Day Procedure Unit	Urgent Care Centre	Morrie Evans Wing	Home Nursing	Community Health	Other
8	1	6	1	1	4	2

### Community Feedback

Community forum – feedback from the Community Advisory Committee (CAC) determined the topics for the forum.

“It was a great collaboration from all the speakers on very important tips for Mental Health care strategies”.

“Realisation to exercise all the aspects, connect, be active, learning something, awareness, giving of yourself”.

“Articulate and succinct presentations were helpful for clarity of comprehensible information”.

“Excellent forum for community to attend”.

### 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.

On the 22nd February 2019, Executive staff received a request to review the size of visitor toilets in the main hospital entrance. The background supporting this suggestion for review included details of a female who was visiting her husband who was an inpatient in the acute ward. The female visitor escalated her concerns to an administrative assistant that “she found the toilet cubicles to be too small and awkward to enter/exit due to the size and door which opens inwards”.

She also expressed her concerns “for other individuals who may be larger in size or unstable on their feet, who wish to use the facility and find access difficult”. This suggestion was then escalated to Executive staff and the Occupational Health and Safety Committee. The maintenance team responded to this suggestion and have since altered the toilet doors so they now open in a direction that has improved accessibility and ease for all females utilising the public amenities.

## 2.2 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	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 Actual
<b>Organisational culture</b>				
People matter survey - percentage of staff with an overall positive response to safety and culture questions.	80%	78%	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%	88%	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%	80%	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%	84%	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%	72%	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%	83%	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%	68%	80%	84%
People matter survey — percentage of staff with a positive response to the question, "Trainees in my discipline are adequately supervised".	80%	63%	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%	82%	80%	93%

### Workplace Culture: During 2018 Activities Supporting Staff Wellbeing

The Peer support team have provided a total of 112 hours of one on one support to staff. Furthermore, peer support completed 42 referrals for staff to seek professional counselling.

Benalla Health has increased the presence of onsite Clinical Psychologists to six hours per month. The psychologists are independently employed to offer one on one sessions aimed at initial intervention and support for staff in need of self-care planning. The psychologists can also assist staff who seek coaching and debriefing support when they are dealing with complex personal or professional issues.

### **Flexible Work Place Activities to Support Lifestyle Needs**

Eight support plans have been initiated focusing on workplace flexibility and transition to retirement planning. Three employees accessed 'purchased leave' entitlements.

### **Activities Supporting the Prevention of Bullying, Harassment, Sexual Harassment and Discrimination**

Bystander reporting of alleged inappropriate behaviour, which may be defined as bullying, or harassment has led to active investigations being conducted and appropriate measures implemented in a timely manner.

The Peer Support Team are available to act as contact officers and enable confidential discussion to support and coach employees to respond to unwelcome behaviour.

### **Staff Attendance Support Plans**

Twenty-nine non-work injury management 'Attendance Support Plans' were implemented. An attendance support plan is an important process to assist employees during times of recovery from an illness or injury that is either restricting or limiting their ability to work.

The exchange of information is aimed at identifying exactly what assistance and reasonable adjustments the employee might need to successfully and safely return to work, mitigating any risk of aggravation to the illness or injury.

## **2.3 Community Health Staff Survey Results**

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A Daily Operating System (DOS) is a way of working to assist a health service answer the question, 'Are we ready today – if not why not?'

DOS was introduced into the Healthy Communities daily team routine in April 2019. Representatives from community health, allied health and Health Independence Programs meet for 10 minutes each morning to report on the service requirements of the day, identify any other organisational priorities, and highlight incidents, issues and people whose work deserves special recognition aligned with Benalla Health Values. The team is encouraged to problem solve, share information and collectively determine our capacity to provide safe, quality care for that particular day. Information from DOS is elevated to the Organisation DOS and feeds into the whole Organisation readiness for the day. DOS has provided a face-to-face communication sharing mechanism that previously would have relied on individuals accessing several emails or not having knowledge of concerns or information affecting service delivery in a timely way.

Healthy Communities staff work in several locations within Benalla Health and the community making it difficult to have prompt information sharing with everyone. DOS provides information efficiently to management and back to teams about the operations of the day and it has been a positive addition to our communication methods to ensure safe and efficient service delivery to patients and clients.



## 2.4 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 scheduled for 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 as 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 Standards (NSQHSS)

- 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 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 four Australian Aged Care Quality 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

From July 2019 the accreditation of both residential aged care facilities and community based home services will be undertaken against the new set of eight Aged Care 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 three Community Home Support Program (CHSP) Standards.

## Baby Friendly Accreditation

In June 2019, Benalla Health held a Baby Friendly Health Initiative (BFHI) Morning Tea. *Pictured below is Lactation Consultant Kaye, new mum Casey and baby Edi together with Terry, one of our Midwives.*

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

Thank you to all staff who completed the basic training in the lead up to the BFHI Sur-vey. Surveyors interviewed 25 new mums about their experience of our service. Their feedback was humbling. While we are awaiting the final report, we are working on our training plan, which was a recommendation from the summation meeting.

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.

Benalla Health has been accredited as a Baby Friendly Hospital since 2003. This is an outstanding achievement.





## 2.5 Sentinel & 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 two sentinel events at Benalla Health for the 2018-19 period, which have been escalated to the Department of Health and Human Services (DHHS).

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 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 to determine if they require updating or changing. We also respectfully 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 interdisciplinary peer review meetings involving medical, nursing and allied health staff. Recommendations and actions are monitored through the peer review process.

There were 25 adverse events, which were reviewed via the interdisciplinary team during the 2018-19 financial year. Of those, seven cases were presented to the Anaesthetic peer review, six cases to the medical peer review, seven cases to the obstetric peer review and five cases to the urgent care center peer review program.

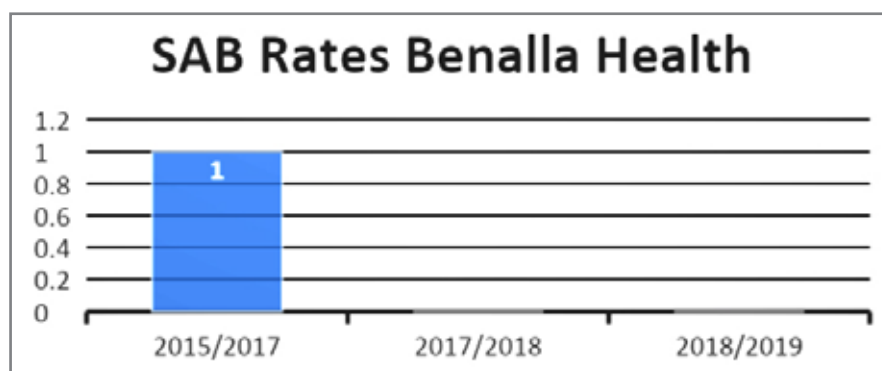
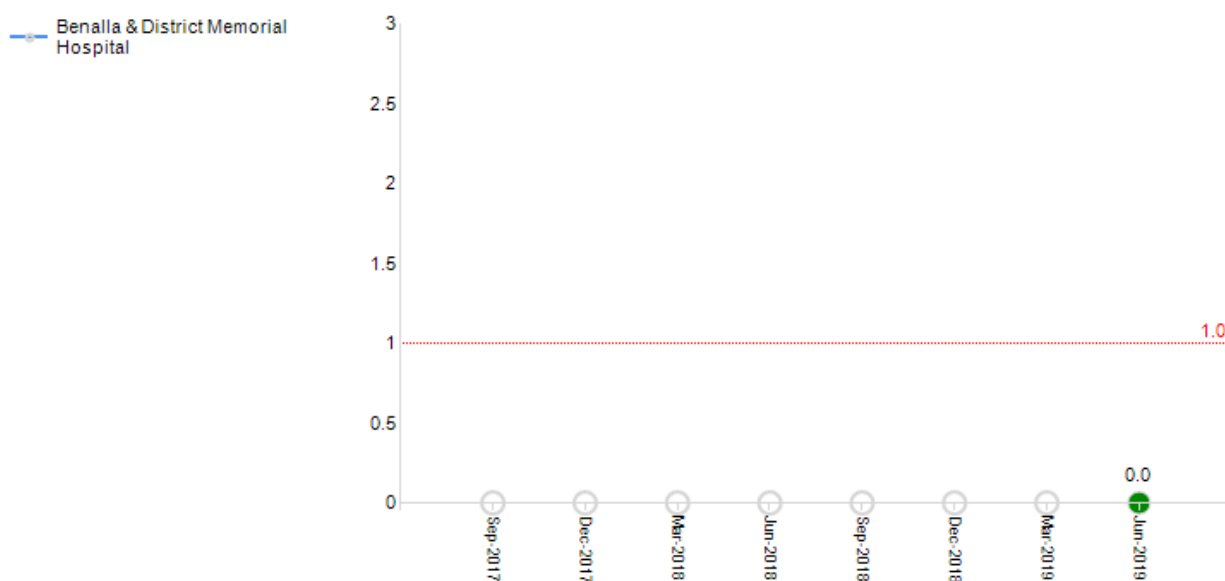
Recommendations following full investigation of these events have seen both system and process changes within the organisation.

## 2.6 Blood Stream Infections: 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.

Staphylococcus aureus Bacteraemia (SAB) Rates  
(Rates per 10,000 Occupied Bed Days (OBDs))

Report Ending: Jun-2019



Benalla Health achieved a zero SAB infection rate over the last three years. These results have been achieved through:

- National hand hygiene compliance rates being maintained above 87%, because of continuous hand hygiene education and training through 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 catheterisation and
- Continuous surveillance of blood stream infections.

## 2.7 Influenza - Staff Immunisation Program



This year 95.3% of our staff protected our community by being vaccinated. This result exceeded the Department's target of 84%.

Benalla Health received a Certificate of Excellence from VICNISS and the Victorian State Government for exceeding the Department's compliance target for 2019.



### Preventing & Controlling Healthcare Associated Infections

The Medication and Treatment room on the Acute Ward at Benalla Health has undergone some specific alterations as to the layout and location of stock used in intravenous therapy. The revised layout of this room optimises the processes behind maintaining Aseptic Non-Touch Technique (ANTT), and reduces the risk of contamination of key parts and associated infections. These improvements have also allowed for a clear preparation surface, which is rendered more hygienic by reason of ease of disinfection prior to each use.



## 2.8 Maternity Services

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Benalla Health is committed to the provision of high quality birthing services. Despite the ongoing workforce difficulties faced by rural health services 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 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 2018/19 financial year Benalla Health were privileged to assist with the births of 83 babies (37 girls and 46 boys).

Of these 83 births, 44 were normal vaginal births, 13 instrumental assisted births, 19 elective caesarian sections and 7 emergency caesarian sections.

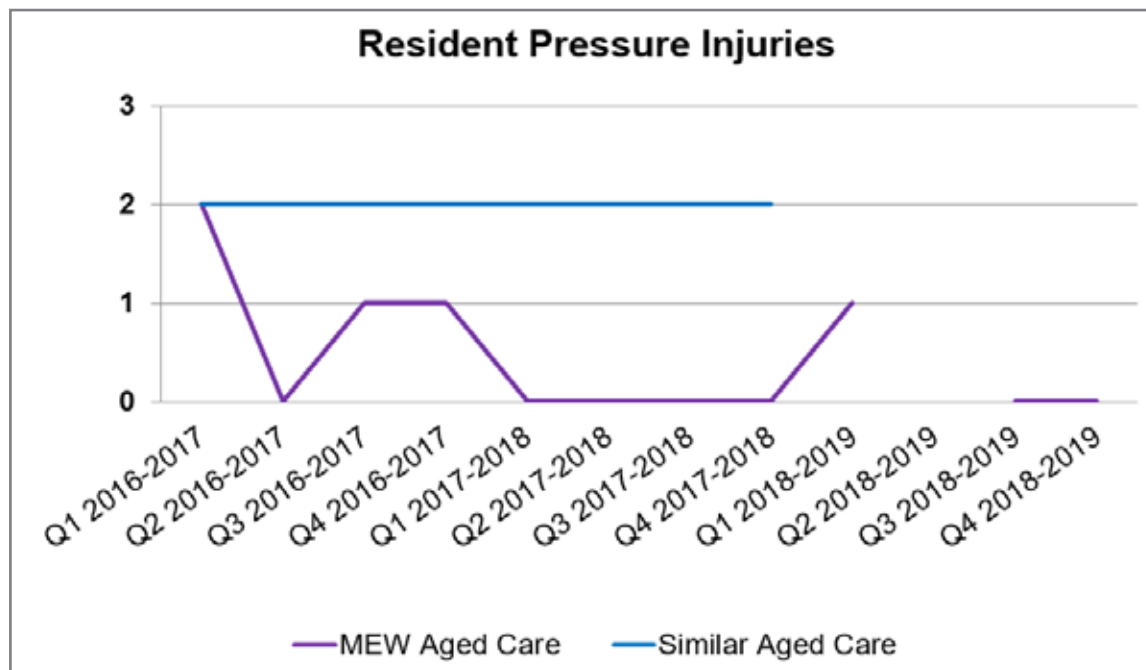
The following table identifies annual percentage of caesarean section births at Benalla Health.

09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19
25%	23%	26%	34%	28%	39%	27%	32%	40%	31%

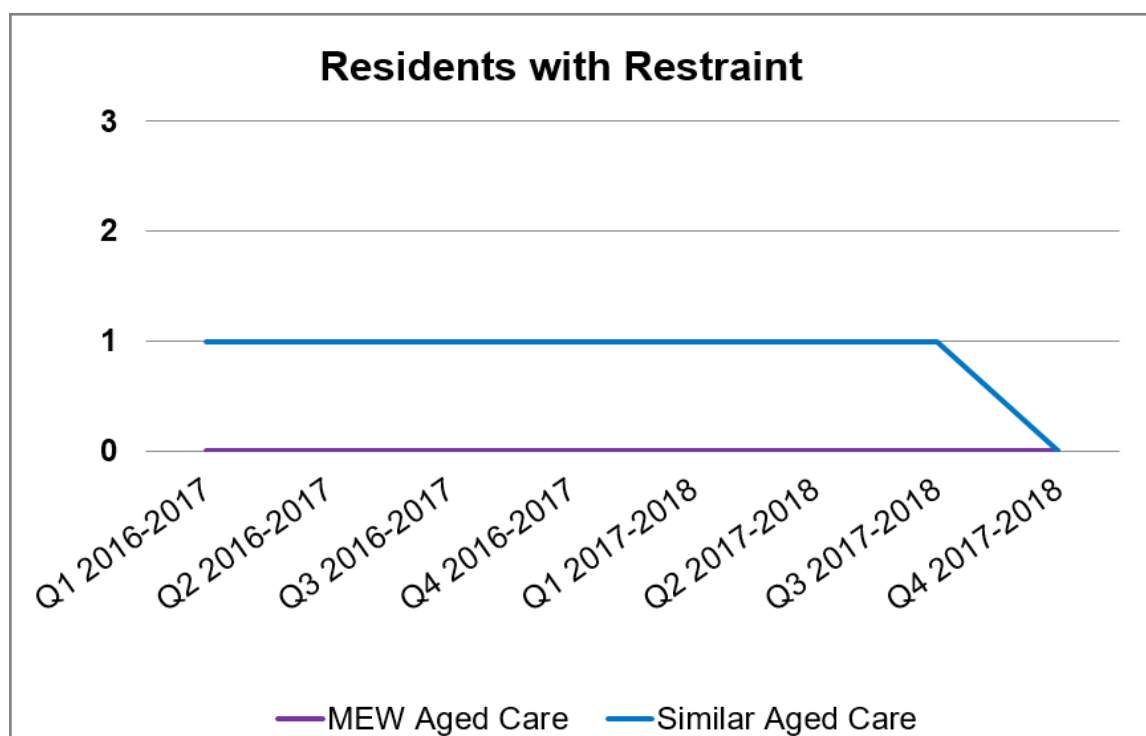
Of the 83 babies birthed in the 2018-2019 financial year we are delighted to report that 100% of these babies were born alive and of a good weight. There were no fetal growth restrictions and only one baby required above average level of assistance to transition after birth. Only two of these 83 babies needed to be transferred to a higher-level nursery for ongoing care.

## 2.9 Residential Aged Care Services

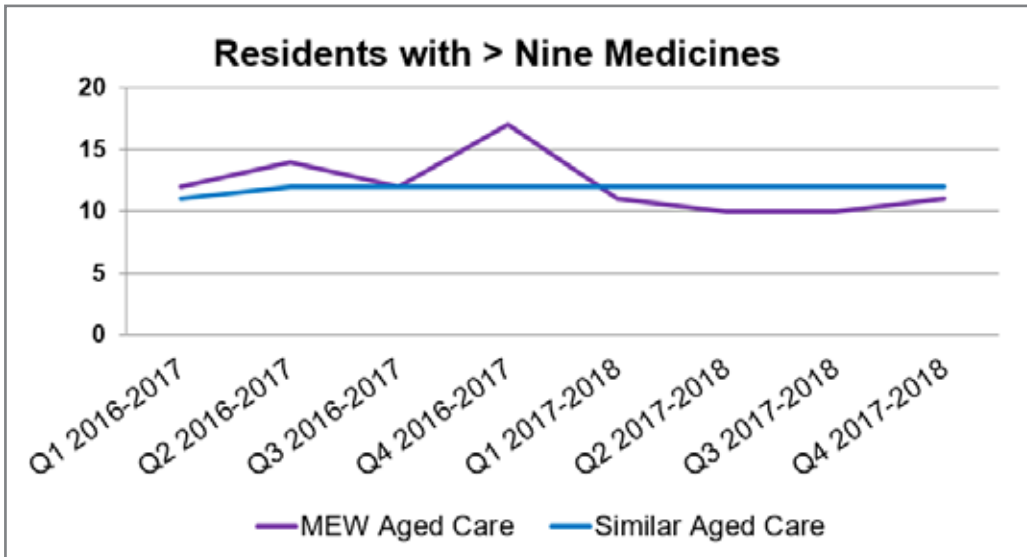
### Pressure Injuries



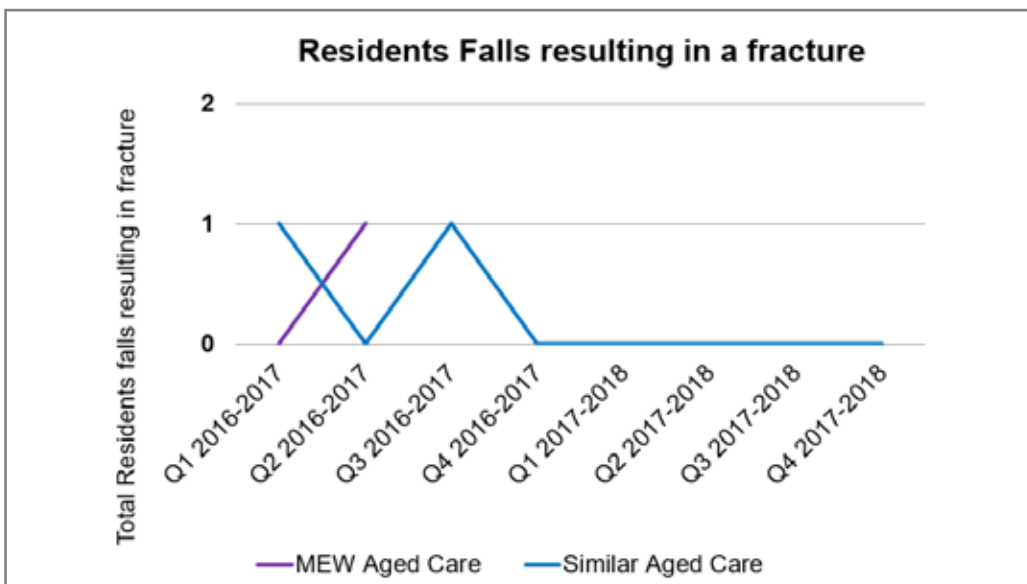
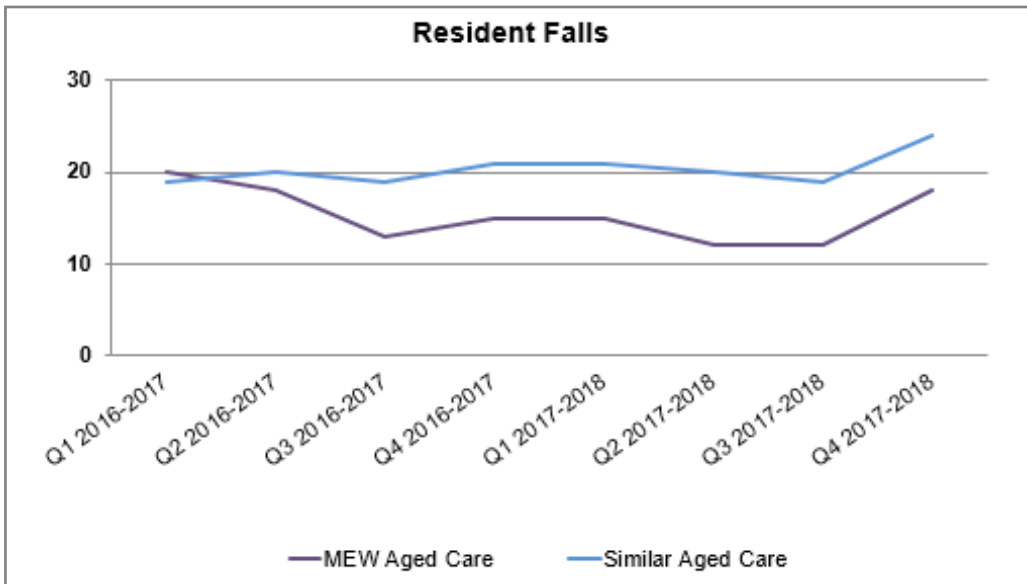
### Use of Physical Restraint



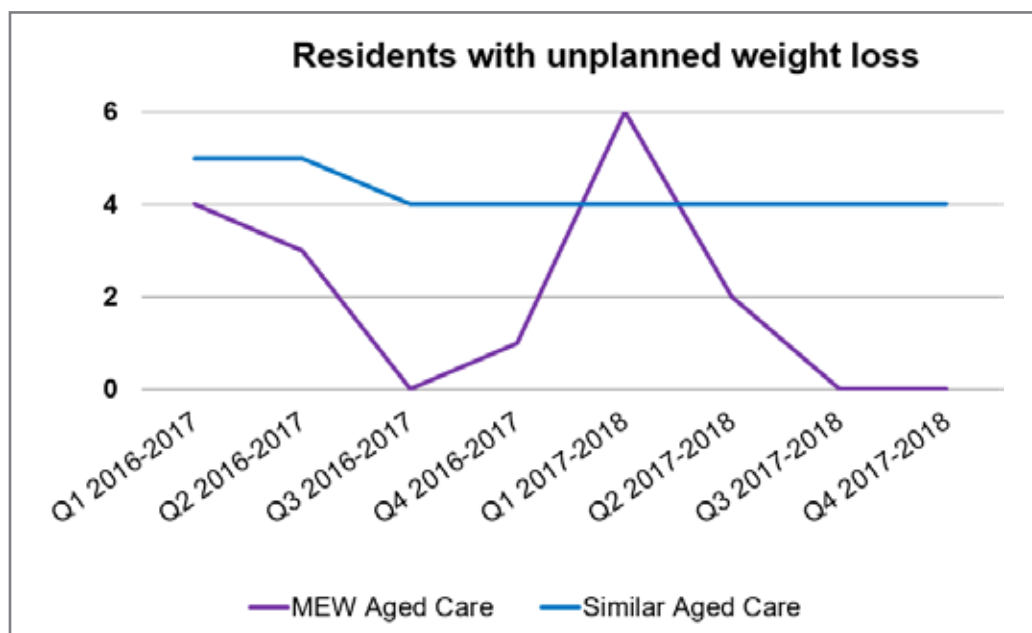
## Use of Nine or More Medications



## Falls and Fractures



## Unplanned Weight Loss



### Morrie Evans Wing Upgrade

The project was developed to support Benalla Health's model of care and community expectations for access to quality aged care services comprising single ensuite rooms, improved amenity in communal areas and a refresh of fixtures and finishes so that MEW has a more contemporary, residential feel instead of the previous clinical feel.

The new wing of MEW was designed to be seamlessly integrated into the existing aged care facility and operate as a single unified facility. Additionally a new link way connection between the Community Rehabilitation Centre (CRC) and MEW now provides improved opportunities for the sharing of facilities and programs.

The project was constructed within an existing operational hospital environment and required careful planning and staging to minimise disruption and maintain continuity of service for the health service and MEW.

The key consideration during the staging were as follows:

- Maintaining all existing clinical services;
- Maintaining safe pedestrian access around the site and within the existing building;
- Maintaining general site way finding through all changes and stages of the redevelopment;
- Ensuring no loss of access (temporary or otherwise) during construction and
- Minimising general impacts/disruption to the existing buildings during stages of construction logistical routes (including crantage, loading / unloading).

The now completed Morrie Evans Wing boasts a state of the art facility including

- Infill works to link MEW with the main hospital building;
- New glazed link to connect MEW to the existing CRC;
- A total of 16 new single ensuite rooms, including one disabled compliant room;
- NUM office;
- Store rooms, Pan rooms, additional storage;
- Staff write up station;
- Cleaner's room;
- Sunroom/ sitting room and Common room;
- Automation of doors;
- Individual room air conditioning climate control with positive pressure air flow throughout;
- Renovated existing servery kitchen and
- Swipe card access.





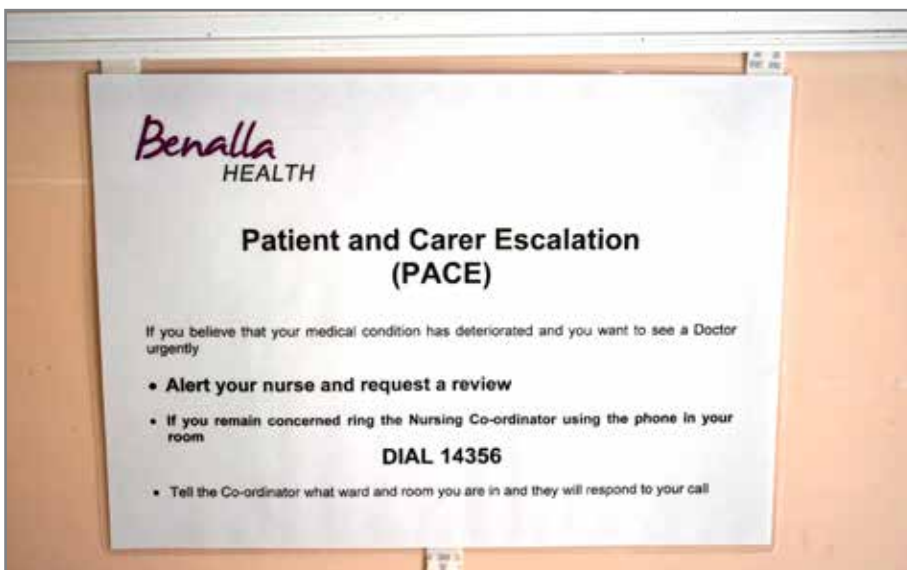
## 2.10 Escalation of Care Processes

Benalla Health recognises the vital role of the consumer and/or their carers and family in detecting and responding to deterioration. Benalla Health Acute Ward utilises the Patient and Carer Escalation (PACE) communication process to provide consumers or their families with the ability to alert staff with concerns about their health or a change in their condition. Laminated signs with instructions for this process are located on the wall at the end of every bed. PACE is discussed with every patient on every admission as part of the Admission and Risk Screening process.



### Case Study

Three days after admission to the Acute Ward, a consumer became concerned that his condition was not improving. By following the PACE flow chart on the wall at the end of his bed the consumer contacted the Nursing Coordinator who responded immediately. Both the Nursing Coordinator and the Associate Nurse Unit Manager who escalated the consumer's condition to the doctor on call undertook a review. After a medical review, the decision was made to escalate the consumer's care via Benalla Health's referral pathway to the nearest tertiary facility at Northeast Health Wangaratta. There, the consumer received specialist treatment before being transferred back to Benalla Health for ongoing management of his care, concluding with a successful discharge home. (Used by permission).



## Observation Response Chart Initiative

The Observation Response Charts (ORC) are designed to assist us in detecting any changes in a person's condition. We want to identify deterioration early, so we reviewed our ORCs and made some changes to assist us.

Some of the modifications include:

- Increased sensitivity in line with early sepsis identification as per the Think Sepsis Act Fast campaign.
- Prompting in the escalation guide to consider sepsis.
- Inclusion of a tool to assess both agitation and sedation (the RASS Richmond Agitation and Sedation Scale).
- Prompting in the escalation guide to consider delirium and complete the appropriate assessment (about 10% of Australians over the age of 70 have delirium at the time of admission)

The Emergency Care Clinical Network forum saw Benalla Health win an award for “most innovative improvement idea” for their work in including sepsis criteria in their parameters and escalation prompts.



Melissa Reid being presented with the award for “Most Innovative Improvement Idea”



## Assess Critically Think Now - one day course for all nursing staff

This one-day course is based on a culture of teamwork with the overarching theme of “Let’s fill each other’s buckets, not put holes in them”. Nursing staff are supported to develop their assessment skills and critical thinking amongst colleagues in a safe learning environment. Participants are immersed in scenarios where simulated patients are deteriorating. We are very excited about this course, which allows nursing staff to assess, explore, ask questions and enhance their teamwork, leadership and communication skills.

The aim is for participants to:

1. Enhance their use of assessment skills (Primary survey and secondary assessment).
2. Enhance critical thinking on anaphylaxis, delirium, sepsis and chest pain using strategies and resources such as:
  - a. Utilising the Observation Response Chart and
  - b. Understanding the contribution and importance of patient and carer escalation.
3. Escalation of care strategies
  - a. Use of a nationally recognised communication tool to enhance communicating for safety and partnering with consumers (ISBAR).
  - b. Use of graded assertiveness.
4. Enhance Teamwork, Leadership and Communication skills as well as other non-technical skills.

There have been 19 participants attend this one day course this year. Moving forward into 2020, our new graduate nurses will have this course included in their transition to practice.

Here is what some of our participants had to say so far:

- Teamwork is best – together we achieve so much more!
- The importance of building a trusting work team cannot be underestimated
- Identifying sepsis and delirium (warning signs)
- Check antibiotics against therapeutic guidelines
- Anaphylaxis management
- Document appropriately – think in layers not just numbers.
- Thank you was excellent!
- Fabulous, thank you!



Our participants during a scenario and our simulated patient with delirium to enhance realism.



## Advanced Life Support

Being able to train as a team contributes to the culture of teamwork as well as encourages us to learn in a safe environment with our colleagues.

Six GPs and seventeen Registered Nurses have completed the ACCCN Advanced Life Support program, held at Benalla Health, this year.



Participants at ACCCN ALS in January 2019.

## Code Blue Emergency Response Simulation Training

Training for medical emergencies helps our staff hone their skills whilst being confronted with high acuity situations. We know that we can teach our staff skills, however it is the application of these skills within a team environment with added variables that requires revisiting and practice. Staff have an opportunity to debrief topics and issues in a safe and supported environment. Simulation also provides us with an opportunity for interprofessional training, which means nursing, medical and non-clinical staff have the opportunity to be involved.

Staff at Benalla Health are very engaged in simulation training as reflected in feedback:

- Listening to team leader. Communicating with the whole team.
- To allocate a clear team leader and to ensure everyone has clear roles.
- Helps facilitate knowledge base.
- Great simulation to learn.
- Listen to the Team Leader. Never stop compressions until instructed by the coach.
- The importance of having a team leader and all participants listening to instructions.



Code Blue simulation training in the UCC – July 2019.

## 2.11 Community Health Services

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### Accessing the health service

In October 2017, Benalla Health commenced as a NDIS service provider.

### Environment and Facilities - Community Rehabilitation Centre Redevelopment

Benalla Health has redeveloped the A.L. Berry Centre into a state of the art contemporary Community Rehabilitation Centre (CRC). The building now includes.

- Physiotherapy Gym;
- Day Activity Room;
- Activities of Daily Living Kitchen;
- New workstation office area with 10 desks and photocopy/print area;
- Break-Out (Treatment Room);
- Consulting Rooms including for podiatry, physiotherapy, general consulting with one bariatric compliant room;
- Newly renovated reception desk complete with security screening along with a fully enhanced waiting area;
- New Storage areas and
- Refreshed and updated amenities.

Benalla Health's interdisciplinary staff now provide a range of inpatient and community based rehabilitation programs for people living with chronic and complex diseases.

The refurbished CRC will also support our sub-acute partnership with Northeast Health Wangaratta whereby inpatients from NHW attend Benalla Health following their acute inpatient stay at NHW to continue with their rehabilitation program.

This initiative will support local people being closer to their home base and assist NHW with their bed pressures. At the same time our new CRC facility, located onsite at Benalla Health will position us favourably to respond to the imminent changes. Benalla Health is committed to being the provider of choice to the community we are privileged to serve.

## **Community Advisory Committee**

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 Community Advisory Committee (CAC) has combined my hospital background with a sense of being involved in worthwhile projects in Benalla.

Whilst the primary aim of the CAC 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 including; start the conversation, planning for end of life, community aged care, how to access services, Healthy Men Healthy Communities, Mental health forum, and caring for yourself over the holidays. 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

## 3. Comprehensive Care – Community Health Services

### 3.1 Your Experience With Health Workers, Teamwork & Planning Care

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#### **Example of integrated disease management approach for chronic & complex client with chronic diseases**

Wendy had had an ulcer on her lower leg since March 2017 so she started seeing the High Risk Foot Clinic (HRFC) at Benalla Community Health in June that year for treatment. She had other health problems too – Type 2 Diabetes, asthma, chronic lung disease, high cholesterol, high blood pressure, and varicose veins. She was also struggling with being overweight and giving up smoking was a real challenge. To top it all off, Wendy had a fall from her mobility scooter badly dislocating her shoulder.

While the HRFC Podiatrist was able to provide best practice wound care for Wendy's ulcer, the HRFC nurse was able to refer Wendy on to the Health Independence Program (HIP) where she could access consumer-focused multi-disciplinary help for the health and social issues affecting Wendy's ability to lead a fulfilling life. Those able to help Wendy were the Diabetes Nurse Educator, Physiotherapist (for a home exercise program), Dietician (for advice on nutrition), HIP Care Coordinator (for quit smoking support) and the Occupational Therapist (OT).

The OT first visited Wendy as part of the multidisciplinary HIP team after her fall from the scooter, which dislocated her shoulder. The OT was able to work with Wendy to teach her new dressing techniques, how to find and use specialised adaptive clothing, and retrain Wendy to manage her daily activities such as personal and domestic care, all with restricted movement in her shoulder. Following all of this, because of limited shoulder movement and not being a candidate for surgery, the OT was able to work with Wendy to obtain and coordinate funding through multiple sources to obtain new assistive equipment. The equipment was a new powerlift recliner chair, new scooter batteries, a new specialised homecare hi-lo bed, mattress and bedstick, and an easy glide dining chair.

Through support from her Care Coordinator, Wendy was able to access a Home Care Package through Wintringham – this gave her more social supports and access to finance for equipment and services – for example, her Home Care Package was able to fund the expensive compression wraps she needed to heal up the ulcer.

Wendy had been thinking about moving to Melbourne to be closer to her family; Wintringham were able to offer her affordable rental accommodation close to her family and she moved there in July 2019.

The positive outcomes for Wendy and her wellbeing were:

- The ulcer on her leg finally healed up;
- She gave up smoking and lost weight;
- She was able to access equipment to live more comfortably at home;
- She gained more knowledge about her chronic conditions and how to self-manage them better and
- She was able to relocate closer to her family.

## Systematic & Synthetic Phonics Reading Program

Benalla P-12 College supported by Benalla Health Speech Pathologists, have commenced Systematic and Synthetic Phonics (SSP) classroom instruction from years Foundation 4, at the beginning of the 2019 school year.

With the Jolly Phonics Program (multisensory approach) and speech pathologist guidance, Foundation students were explicitly taught 42 phonemes of the English language. The grade 1/2 students revised phoneme knowledge and were explicitly taught gaps in their knowledge of the 42 phoneme and then beyond, into alternative vowels over the course of the first semester. Beyond explicit teaching and learning the 42 phonemes word level the phonological skill of blending was modelled and encouraged through daily group and individual practice. Blending skills allowed students to begin attempting and reading decodable texts. Segmenting skills were also taught and reinforced alongside writing tasks such as dictation and sentence writing.

College-wide, 72% of Foundation students have learnt and retained the 21 single consonants of the English alphabet and 89% of Foundation students have learnt and retained all 5 short vowels, mid-way through their first year at school.

Finally, there was a 46% drop in grade 1/2 students with gaps in their single consonant and vowel phoneme knowledge from the beginning of the 2019 school year.

“I cannot speak highly enough of the Jolly Phonics reading program... using Jolly Phonics he has been able to quickly grasp the relationship between sound letter patterns and written words and is now an avid beginner reader” - Mother of a Foundation child at P-12 College



Sounds and actions/visual reminders that the students are taught.





Decodable readers and engaging puppet characters



Engaging activities

## 3.2 Service Experience Improvement

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### Balance Group

The Falls and Balance Group has been offered to the community for just over 10 years. Running from the Benalla Health CRC at 58 Samaria Road, this group is designed for people who have had falls or at risk of falling. Participants can be referred to the group by a GP or may self-refer.

The participants attend weekly for eight weeks and have two assessments, one before commencement and again at completion of the program. Participants who have completed the program are provided with a Home Exercise Program to help them maintain the skills they have gained.

Participant numbers are kept to six to eight people for safety; a physiotherapist with allied health assistants and a key worker to provide additional health information and support supervise the group. Participants are encouraged to complete home exercises daily during the program and at the end of the 8 weeks provided with a Home Exercise Program for ongoing maintenance.

### Feedback from Participants in the Balance Group program at the CRC building

“In just eight short weeks, I have gone from being almost house-bound to going to the shops on my own. So thank you Benalla Physio unit. Thank you, thank you, thank you, Benny”.

“I was hesitant about attending the Falls and Balance programme but I am glad I did. All the physiotherapists did a terrific job in helping me to understand how to manage my balance. A special thank you to Leanne and Cassie. Well worth attending thank you, Terry Courtney”

## Partnerships

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### School Based Programs

Each year the Performance Improvement team supports three school based traineeships. The three students are allocated to a specific department based on the qualification they are obtaining. This year our three trainees Edward, Madison and Lily are completing qualifications in Certificate II Health Support Service (Business Administration), Certificate II Health Support Service (Environmental Services) and Certificate II Health Support Service (Health Support Stream). The Trainees attend Benalla Health weekly on a Wednesday and complete the theory component onsite with a GOTAFE instructor. In 2020, we will also have three new School Based Trainees in similar areas. One of our Trainees, Edward, who has been working in the Performance Improvement Team, has also assisted with the delivery of our simulation-based training, acting as a patient on several occasions. Two of our Trainees, Madison and Lily were also award recipients at this year's Benalla Rural City Proud and Deadly Awards.

Trainees Lily-Rose Evans and Madison Stovell with Steph Johnson- SBAT Coordinator.



## 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 on a Wednesday on a fortnightly basis, and then the alternate Wednesday they complete the theory component on site at GOTAFE. In 2019, we had three Second Year and six First Year VETiS Students. The students complete placement hours in various areas of the hospital including Morrie Evans Wing, Acute Ward, Day Procedure Unit, Occupational Therapy, Physiotherapy, Allied Health Assistant, Speech Pathology and Coinda Village.

## Work Experience

So far this year Benalla Health has hosted six work experience students, with this figure likely to increase with another block of work experience later in the year. Students spend five days with Benalla Health and are exposed to various areas of the hospital. Students are in an observational role and can rotate to most areas of the hospital that they have an interest in.

## Careers Day

In collaboration with Tomorrow Today Foundation, the Performance Improvement Team host around 30 Students from local schools for Career's Day in August every year. Careers Day is broken down into different sessions. The students spend the morning at Benalla Health and are split into two groups where they complete some Basic Life Support and Fire Extinguisher Training and given a tour of the Hospital.

After the hospital session, Tamarine, Steph, our VETiS Students and Trainee attend the 'Glass House' to present and manage a stall, which gives the students opportunity to speak to us about their individual career goals and their interest in Benalla Health. The day is then finished with 'Speedy Talks' where our Allied Health Educator Caroline conducted five 10 minute sessions on what her job entails.



Tamarine Tuesley (CNE) pictured instructing students at the Careers Day.

## Undergraduate Students

Throughout the year, Benalla Health hosts numerous students in all wards and disciplines. Students are completing placement for various degrees spend varying lengths of time at the health service. In 2018, Benalla Health had a total of 2398 student placement days, 1825 of these being nursing student placement days.

## Graduate Nurse Program

Benalla Health work in partnership with other Regional Hospitals and have a 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 Programs 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 & 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 five 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 three to six 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 six-month rotation in our Urgent Care Centre and rotate to Northeast Health Wangaratta's Emergency Department.



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

- Wound Care/Stoma Care;
- Pain Management;
- Recognising and Responding to Deteriorating Patients;
- Mental Health and Wellbeing;
- Peripherally Inserted Central Catheter (PICC);
- 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 Patient Course.



# Advanced Care Directives (ACD)

## Starting the Conversation - Planning for End of Life

On April 2nd 2019, Benalla Health's Community Advisory Committee and staff hosted a Consumer Engagement forum focussed on Advanced Care Planning. Guest speakers presented information to encourage community members to think about planning for what is important to them in relation to dying and death. The forum also hosted a guest who discussed organ and tissue donation and transplantation. A transplant recipient then shared their lived experience of transplantation.

Guest speakers included, Catherine Chanter, Organ and Tissue Transplantation Coordinator, Debbie Rees, Tissue Transplant recipient, Heather Wickham, Palliative Care Consultant and Dr Campbell Miller.

**Start the conversation:  
Planning for end of life**

A Healthcare Consumer Engagement Initiative hosted by the Benalla Health Community Advisory Committee

Guest speakers will present information helping community members raise awareness of planning ahead for what's important to them in dying and death.

The event will also include an expert discussing organ and tissue donation and transplantation and a recipient of transplantation will share their journey and lived experience of transplantation.



**Tuesday 2 April 2019,  
Ray Sweeney Centre, 45 Coster St, Benalla  
3.30pm to 5.30pm**

Guest speakers:

- Catherine Chanter: Organ and Tissue Transplantation Coordinator
- Debbie Rees: Tissue transplant recipient
- Heather Wickham: Palliative Care
- Dr Campbell Miller: Voluntary assisted dying

For information:  
[executive@benallahealth.org.au](mailto:executive@benallahealth.org.au)  
or (03) 5761 4209

**Benalla  
HEALTH**

Supported by Advance Care Planning Australia  
National Advance Care Planning Week, 1-5 April 2019

*“First forum attended, very informative. Thank you - an excellent forum for the community to attend.”*

# End of Life Care (EOL)

## Comprehensive Care at the End of Life

In collaboration with staff from the Acute Ward, the Performance Improvement Team have implemented a revised End of Life Comfort Care Plan. The alterations and additions to this document enhance consumer involvement in planned care including personal preferences. The document now provides staff with access to evidence-based protocols for managing common end of life symptoms and conditions, which will in turn optimise the end of life care that is provided to consumers and their loved ones.

# Tell Us What You Think

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## 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

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**  
2018/2019