

LIVE LIFE WELL

Quality Account 2017/18



Cover photo: Seven-year-old Oakley with Emergency Department Nurse Ramson in the Pediatric Short Stay Unit at University Hospital Geelong.

WHERE CAN I READ THE 2017/18 QUALITY ACCOUNT OR GET A COPY?

You can read Barwon Health's Quality Account in a number of ways:

- Visit www.barwonhealth.org.au
- Barwon Health Facebook
- Request a hard copy by emailing comms@barwonhealth.org.au
- Pick up a hard copy at any Barwon Health site



WISE consumer reviewed September 2018.

Pictured (L-R): Quality Account 2017/18 WISE consumers (front) Anne, Lorraine, Glenis, Darryl (back) Murray and Bruce.



WHAT IS WISE?

WISE is 'Barwon Health's Written Information Simply Explained' program. WISE ensures all written information produced for consumers is reviewed prior to being made available to the public. Consumer Representatives volunteer their time to participate in WISE consumer review clinics where they review consumer information. The Consumer Representatives make recommendations to improve the readability and usability of documents.

If you would like to get involved and provide feedback on Barwon Health's written information, please email consumer.rep@barwonhealth.org.au

We, Barwon Health, acknowledge the Traditional Owners of the Land, the Wadawurrung people of the Kulin Nation.

We pay our respects to the Elders both past and present.

We thank the Traditional Owners for custodianship of the land, and celebrate the continuing culture of the Wadawurrung people acknowledging the memory of honourable ancestors.



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ABOUT BARWON HEALTH



Barwon Health is Victoria's largest regional health service serving up to 500,000 people in the Barwon south west region.

Barwon Health is a major teaching facility with links to Deakin University, The Gordon and other education facilities around Australia.

Barwon Health's University Hospital Geelong is one of the busiest in Victoria. Care is provided at all stages of life and circumstances through a range of services, including emergency and mental health, aged care and rehabilitation.

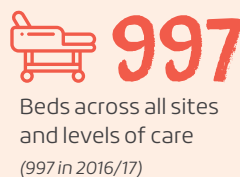
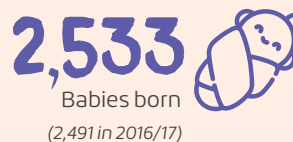
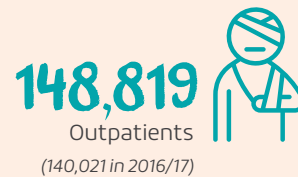
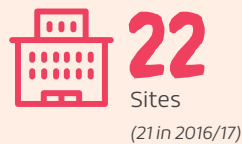
Care is provided through:

- One main public hospital.
- An inpatient and community rehabilitation facility at the McKellar Centre.
- Aged care through lodges at the McKellar Centre at its sites in North Geelong and Charlemont.
- A total of 16 community-based sites at key locations throughout the region.
- Outreach clinics.



Pictured: Staff at University Hospital Geelong Intensive Care Unit.

HOW HAVE WE GROWN?





MESSAGE FROM THE BOARD CHAIR AND CHIEF EXECUTIVE OFFICER

To improve the quality of services provided at Barwon Health we ensure patients are partners in the development and design of their own care.

A health system that enables shared decision making with the patient, their family and the expert staff and volunteers at Barwon Health has been our focus throughout 2017/18.

This year's Quality Account showcases the processes we have in place to review and improve our practices, ensuring our community has access to safe, quality healthcare.

Over the last 12 months, consumer feedback has shaped improvements throughout our organisation, this has seen the redevelopment of key facilities including the Barwon Medical Imaging (BMI) rooms and the Maternity Hub – all designed to improve care and efficiencies for patients, staff and volunteers.

Other highlights are the opening of the Transit Lounge and the Victorian Government's significant investment in the \$6.38 million Surgical Hub. The Surgical Hub continues to improve patient experiences while preparing for future demand and growth at University Hospital Geelong.

VISION

*Together with our community
we build healthier lives, inspired
by world class standards.*

VALUES

RESPECT

We respect the people we connect with

COMPASSION

We show compassion for the people we care for and work with

COMMITMENT

We are committed to quality and excellence in everything we do

ACCOUNTABILITY

We take accountability for what we do

INNOVATION

We drive innovation for better care

Late last year, there was significant acknowledgement of our staff at the 2017 Victorian Public Healthcare Awards. Barwon Health was named as a finalist for the **Wide Smiles** program and a highly commended for the **Volunteer-based Dignity Therapy** program and **A Novel setting for Screening Diabetes**. Congratulations to patients, their families, staff and volunteers in these areas.

In this Quality Account, we acknowledge our dedicated staff and volunteers who work tirelessly to achieve more every day with one ambition in mind – to see our community *live life well*.

Walking through University Hospital Geelong, Corio Community Health Centre, the McKellar Centre and other sites, you see handmade cards, letters and other gestures from patients and their families thanking staff and volunteers for their care and dedication. Throughout this Account, and including this page, are images of these messages.

We hope you enjoy reading the Quality Account and we welcome your feedback.

\$6.38M

In 2017, Barwon Health opened the \$6.38M Surgical Hub at University Hospital Geelong.

Brian Cook
Brian Cook
Board Chair

Ruth Salom
Ruth Salom
Chief Executive Officer

Pictured: Thank you cards in the Intensive Care Unit's family room at University Hospital Geelong.



IMPROVING CARE





Pictured: Three-year-old Benjamin with his dad, Tom, in the Children's Ward at University Hospital Geelong.

IMPROVING CULTURAL RESPONSIVENESS AND SAFETY FOR ABORIGINAL STAFF, PATIENTS AND FAMILIES

Barwon Health is committed to improving care for Aboriginal staff, patients and families to ensure everyone has an opportunity to live life well. We work to meet the priorities of Koolin Balit – the Victorian Government’s direction for health to 2022. Koolin Balit means ‘healthy people’ in Boonwurrung language.

WHAT ARE WE DOING TO IMPROVE CARE?

Over the past 12 months our focus has been to improve cultural safety of Aboriginal staff and families and this has resulted in the Aboriginal Program Manager role (pictured page nine and 10). This role arose as an action from our first Reconciliation Action Plan (RAP) titled *Reflect*. Our RAP identified the need for a senior Aboriginal leadership position to oversee the plan’s progress and to lead and manage the Aboriginal Health Unit.

Initially a one year secondment, the role changed to an ongoing position in December 2017, to continue Barwon Health’s journey and commitment to Aboriginal health, employment and reconciliation.

The Aboriginal Program Manager role is to:

- Provide consistent cultural support, knowledge and supervision to Aboriginal and non-Aboriginal staff across the organisation.
- Enable clear direction and guidance in decision making and policy development across all areas of Aboriginal health and culture.
- Strengthen the capacity of non-Aboriginal managers to provide a culturally safe working environment for Aboriginal staff and ongoing learning opportunities for their respective areas.



Pictured (L-R): Barwon Health patient Dawn with Aboriginal Health Liaison Officer Renee.

*** “Reconciliation Australia commended Barwon Health on the great work that was done implementing the Reflect Reconciliation Action Plan”**

Aboriginal Health Program Manager Renee Owen.



Pictured: Barwon Health Aboriginal Program Manager Renee Owen standing in front of the locally made Wathaurong glass.

DID YOU KNOW?

The Aboriginal Health Unit opened in November 2017, bringing key Aboriginal staff members together in one area. This unit provides a space for other Aboriginal staff, patients and community members to meet. It also provides a reference point for non-Aboriginal people to seek advice, information and resources regarding Aboriginal health.

2017/18 – A SNAPSHOT

- Two substantial strategies have been progressed across the organisation including the Wurru-Ki Ngitj Aboriginal Advisory Gathering Group being revised and reformed with a new terms of reference.
- The commencement of Barwon Health's next Reconciliation Action Plan called *Innovate*.
- Six new guides have been developed to assist health services to improve care for Aboriginal and Torres Strait Islander patients. These guides are linked to the National Safety and Quality Health Service Standards.
- The Aboriginal Health Unit is assisting departments across the organisation in meeting National Safety and Quality Health Service Standards in partnership with the local Aboriginal community by providing advice and guidance.
- 75 per cent of Barwon Health staff and 70 per cent of managers, supervisors and mentors completed the Aboriginal Cultural Awareness Training.
- The Aboriginal Cultural Awareness eLearning Training Tool is also currently under review with the revised and improved training package ready to implement in 2019.

WHAT'S NEXT?

Barwon Health Maternity Services continue to be supportive of Aboriginal health. A Barwon Health Steering Group and Wathaurong Community Reference Committee have been set up to oversee the development of a birth room with indigenous artwork and financial support from the Barwon Health Foundation and the Wathaurong Aboriginal Cooperative. The room was launched in October 2018.

Q&A WITH ABORIGINAL HEALTH PROGRAM MANAGER RENEE



Describe 'a day in the life' working in your role

Day-to-day I oversee the operations of the Aboriginal Health Unit and the team. I also work across the organisation to raise awareness of Aboriginal health and increase cultural safety for patients and cultural competence of staff. I do this through informal discussion, face-to-face training and advising, designing and advocating for Aboriginal specific resources and educational tools and branding.

Why did you choose this role?

After working at Wathaurong for almost 20 years an exciting opportunity arose in January 2017 for me to join Barwon Health for a 12 month secondment leading the Aboriginal Health Unit. I was eager to try something new and saw this as a positive for me to expand my career in Aboriginal health and to contribute to increasing Aboriginal communities' access to culturally appropriate mainstream health services resulting in better health outcomes. Having lived in Geelong all of my life and connecting with Barwon Health on a professional level, I soon identified that Barwon Health were making genuine steps to Closing the Gap in Aboriginal health. This role has enabled me to actively participate in Barwon Health's journey and I feel that what I do, influences change and makes a difference.

Happiest moment working in your role?

As well as seeing Aboriginal patients and their families having positive experiences and getting good treatment here at Barwon Health, one of the biggest highlights for me was being able to develop an Aboriginal Health Unit where key Aboriginal staff are co-located, and this is also a space where Aboriginal patients and their families can visit, feel safe, relax, have contact with the team and have a cup of tea.

How do you encourage patients to be partners in their own healthcare?

Providing opportunities for patients to be as involved as possible and also encourage them to bring along support persons – this might be a friend, relative or neighbour!

How do patients inspire you?

The resilience of many patients inspires me – no matter what they're going through or how much pain they're in, the patients and families that we work with will almost always be happy to see us and smile when we visit.

Renee's top 5 healthcare tips?

1. Exercise.
2. Drink plenty of water.
3. Laugh lots.
4. Eat well.
5. Make the most of opportunities presented to you – you never know what you'll learn.



Pictured: This artwork titled Ngardang (meaning 'mother') was painted by artist Ammie Howell for the Koorie birth room at University Hospital Geelong and opened in October 2018.



DID YOU KNOW?

In January 2017 we welcomed our first Aboriginal Hospital Medical Officer who has continued working with us in 2018. Dr Melissa Carroll is a director on the Australian Indigenous Doctor's Association Board, actively promoting Barwon Health as a culturally safe and inclusive place to work.

CURRENT ABORIGINAL AND TORRES STRAIT ISLANDER STAFF 2017/18

55%

Corporate Services

24%

Community Health, Rehabilitation and Palliative Care

11%

Medicine, Specialist Medicine and Emergency Medicine

10%

Mental Health, Drugs and Alcohol Services

Above: The percentages represent where the 35 Barwon Health Aboriginal staff work across the organisation.

Pictured: Barwon Health doctor and Aboriginal staff member Melissa standing in front of the River of Life mural at the Podium at University Hospital Geelong.

— ABORIGINAL — PUBLIC SECTOR — EMPLOYMENT —

Working towards Closing the Gap between Aboriginal and non-Aboriginal Australians through healthcare, employment and reconciliation is a priority for Barwon Health.

Our commitment to Aboriginal employment continues with the review and renewed second Aboriginal Employment Plan 2016 – 2020. Aligned with the Barwon Health Strategic Plan and the Barwon Health Reflect Reconciliation Action Plan; these documents guide our organisation in tangible ways, that build on collaborative partnerships in achieving our one per cent Aboriginal and Torres Strait Islander employment target by 2020.

Over the last 12 months there has been progress in a range of areas within the Aboriginal employment space at Barwon Health.

Back in 2016 we employed a nursing and midwifery cadet and an allied health cadet for a two-year period. In 2018 the nursing and midwifery cadet transitioned into a graduate nursing position, and we are currently transitioning the allied health cadet to a social work role.

We have seen an increase in Aboriginal staff in nursing, casual administration, allied health and pharmacy dispensing

roles, as well as our newly created Aboriginal Health Program Manager position.

Barwon Health Aboriginal and Torres Strait Islander staff numbers have increased from 31 in June 2017, to 35 in September 2018.

Most recently, our Koorie Workforce Officer obtained data about Aboriginal and Torres Strait Islander job applicants for the period August 2014 to January 2018. Through the analysis of this data a number of recommendations were made which proposed innovative and alternate ways in which Barwon Health can successfully achieve our one per cent Aboriginal employment target by 2020. This paper has been forwarded to relevant governance committees and executives for the appropriate actions and responses.

In 2017/18 Barwon Health established and implemented the following guidelines, policies and procedures:

- Acknowledgement of Land/Country for Aboriginal and Torres Strait Islander People Guideline.

- Welcome to Country Policy.
- Cultural and Ceremonial Leave Guideline.

Work has also included the following drafted guidelines and Aboriginal and Torres Strait Islander specific inclusions which have been endorsed with the relevant committees including:

- Confirmation of Aboriginality Guidelines for Identified Positions at Barwon Health.
- Recruitment and Selection Policy (inclusions).
- Recruitment and Selection Procedure (inclusions).

Barwon Health is also progressing to the second stage of our Reconciliation Action Plan, with the first draft of our RAP *Innovate* submitted to Reconciliation Australia for review. To access a copy of our RAP visit www.barwonhealth.org.au/aboriginalhealthdepartment

WHAT'S NEXT?

The Aboriginal health team will welcome our new Koorie Mental Health Liaison Officer this year, who will be a valuable addition to providing specific mental health services to our local community.

LESBIAN, GAY, BISEXUAL, TRANS AND GENDER DIVERSE AND INTERSEX (LGBTI) COMMUNITIES



On 17 May Barwon Health celebrated IDAHOBIT, the international day against homophobia, biphobia, intersexism and transphobia. The celebration welcomed keynote speaker Victorian Commissioner for Gender and Equality Ro Allen. WorkSafe Victoria, Geelong Adolescent Sexuality Project and Geelong Rainbow Inc. were proud supporters of the event.

Pictured (L-R): Barwon Health staff and members of the GLBTIQ Inclusive Practice & Workplace Culture Committee Merrin and Jen with the Victorian Commissioner for Gender and Equality Ro Allen (centre) at the 2018 International Day against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT) celebration.





Ro Allen
Director of Operations
Community Services



You're welcome here

Barwon Health provides health services to a diverse population and its goal is to offer accessible and responsive care to all individuals. When people are unable to access safe care, this can impact not only on their health, but their wellbeing, participation in life and in the community.

In 2018, Barwon Health will publish its first Diversity and Inclusion Framework as a demonstration of the organisation's commitment to supporting Lesbian, Gay, Bisexual, Trans and Gender Diverse and Intersex (LGBTI) people.

While Barwon Health has already taken steps to address diversity, this framework provides a more formal approach to embedding policies, actions and programs around awareness, education and participation throughout the organisation.

Barwon Health's LGBTI Inclusive Practice & Workplace Culture Committee continues its work to provide support, a contact point and a voice for the LGBTI community. The committee has developed and built on external relationships with LGBTI networks in the local community and celebrates key dates in the LGBTI calendar. The committee will be a key reference group in the *Rainbow Tick* accreditation process.



Above: This diagram shows the percentage of staff who responded to the sexual orientation question in the 2017 People Matter Survey. More information about the survey is on page 43.

WHAT'S NEXT?

Barwon Health will embark on its journey towards *Rainbow Tick* accreditation. Organisations that are *Rainbow Tick* accredited are demonstrating their commitment to LGBTI pride, diversity and inclusion.

Working towards *Rainbow Tick* accreditation will enable Barwon Health to develop systems that assist in understanding the health and workforce needs of LGBTI consumers, staff and volunteers and deliver services that are accessible and respectful of LGBTI consumers.



Inclusive terminology

Victorian Government Inclusive Language Guide

SEXUAL ORIENTATION

LESBIAN

This refers to a woman who is romantically and sexually attracted to other women.

GAY

This refers to someone who is romantically and sexually attracted to people of the same gender identity as themselves. It is usually used to refer to men who are attracted to other men but may also be used by women.

BISEXUAL

This refers to a person who is romantically and sexually attracted to individuals of their own gender and other genders.

ASEXUAL

This refers to someone who does not experience sexual attraction. They may still experience feelings of affection towards another person.

PANSEXUAL

This refers to people who are romantically and sexually attracted to people of all genders.

QUEER

Queer is an umbrella term used by some people to describe non-conforming gender identities and sexual orientations.

INTERSEX

This refers to the diversity of physical characteristics between the stereotypical male and female characteristics. Intersex people have reproductive organs, chromosomes or other physical sex characteristics that are neither wholly female nor wholly male. Intersex is a description of biological diversity and may or may not be the identity used by an intersex person.

GENDER IDENTITY

TRANS (TRANSGENDER)

This refers to a person whose gender identity, gender expression or behaviour does not align with their sex assigned at birth. In Australia, at birth children are assigned male or female. Male children are raised as boys and female children are raised as girls. A person classified as female at birth who identifies as a man may use the label trans, transman or man. Similarly, a person classified as male at birth who identifies as a woman may use the label trans, transwoman or woman.

GENDER DIVERSE AND NON-BINARY

This refers to people who do not identify as a woman or a man. In the same way that sexual orientation and gender expression are not binaries, gender identity is not a binary either. It is important to challenge our thinking beyond the binary constructs of male and female.

Some people may identify as agender (having no gender), bigender (both a woman and a man) or non-binary (neither woman nor man). There is a diverse range of non-binary gender identities such as genderqueer, gender neutral, genderfluid and third gendered. It is important to be aware that language in this space is still evolving and people may have their own preferred gender identities that are not listed here.

BROTHERBOYS AND SISTERGIRLS

Aboriginal and Torres Strait Islander people may use these terms to refer to transgender people. Brotherboy typically refers to masculine spirited people who are born female, and Sistergirl typically refers to feminine spirited people who are born male.

CISGENDER

This refers to people whose gender identity is in line with the social expectations of their sex assigned at birth. It is a term used to describe people who are not transgender.

STRONGER RELATION- SHIPS





Pictured: Nurse Practitioner Ruth with Wallace Lodge resident Mary.

≡ IMPROVING PATIENT EXPERIENCES ≡



Maternity Hub

In February 2018, Barwon Health opened its refurbished Maternity Hub at University Hospital Geelong. The refurbishment has created a modern, spacious environment for patients and families visiting the Maternity Hub reception, Maternity Assessment Unit and midwives' clinic rooms.

The Maternity Assessment Unit features two new recliner chairs for women presenting who do not require assessment in a hospital bed, a large ultrasound room, and more privacy in the waiting area.

The refurbishment was generously funded by proceeds from the Cotton On Group's Run Geelong event, the Bibury Trust, Kiwanis Club and the South Barwon Auxiliary.

Improving Access – Barwon Medical Imaging (BMI)

Living life well means timely access to healthcare services.

This year as part of Barwon Health's commitment to providing quality imaging and better access for our community, BMI opened a new purpose-built ultrasound and mammography department at University Hospital Geelong.

Already scans have increased by 10 per cent in ultrasound throughput, reducing waiting times for all. The new facility features improved rooms for patient and staff services, turn the page for further benefits.

DID YOU KNOW?

There has been a 200 per cent decrease in waiting times for imaging services since the opening of the new BMI rooms in May 2018. This has been the result of significant design improvements of the rooms. Many inpatients can now get an appointment on the same day as requested. The design has been critical in this improvement, as the new BMI rooms were opened with existing equipment and staff.


200%
DECREASE IN
WAITING TIMES
FOR PATIENTS

Pictured: Midwife Mary with mum-to-be Ebony in the Maternity Assessment Unit at University Hospital Geelong.

Improving Access – Barwon Medical Imaging (BMI) cont.

Benefits for patients include:

- Dedicated areas for inpatients awaiting scanning.
- An ultrasound nurse available to care for inpatients while they wait for their scan.
- Patient counselling room – enabling privacy and additional support to patients with unexpected findings. This room can also be used for counselling of staff after these incidents.
- Mammogram ultrasound - if required a biopsy can be performed during the same patient appointment with improved access to specialised breast radiologists for image review and attendance for procedures.
- Improved patient privacy – with designated inpatient/outpatient zones as well as appropriately designed reception and waiting areas, this enables the clerical team to hold discussions with patients on arrival without others being able to listen to information provided.

Benefits for staff include:

- A better work area providing improved efficiencies, consultation and teaching.
- Vastly improved access to consultant radiologist for ultrasound supervision and reporting.
- A clerical environment with reception and waiting areas designed to incorporate occupational health and safety measures, this improves not only the patient experience but also facilitating improved safety for the front-of-house team.
- Dedicated staff resource areas, including light filled tea room and locker and bathroom facilities.

Pictured: Sonographer Lauren with mum-to-be Diana at the new BMI ultrasound room at University Hospital Geelong.



WHAT'S NEXT?

The BMI redevelopment is part of staged building works which will continue until late 2018. Future works will see the imaging department on level one of University Hospital Geelong redeveloped to create an expanded Emergency Department imaging hub for the community.

New Surgical Hub opened

In December 2017, Barwon Health opened its new \$6.38 million Surgical Hub. The Hub continues to improve patient experiences while preparing for future demand and growth at University Hospital Geelong.

Victorian Minister for Health Jill Hennessy MP officially opened the hub, with funding from the Department of Health and Human Services and the combined efforts of the Operating Services and Capital Works teams.

The hub has multiple functions including:

- Day of surgery admissions and second stage recovery, about 50 patients each day.
- Refurbishment of operating services areas including day of surgery admissions, front reception, change rooms, equipment stores and office accommodation.
- A dedicated paediatric waiting area to support children and their families known as the Tree House.

Pictured: The children's waiting area, the Tree House, in the new Surgical Hub at University Hospital Geelong.

DID YOU KNOW?

Barwon Health's operating services has had a busy year...



21,567

surgeries performed in 2017/18





BUILDING BETTER SERVICES TOGETHER

The Victorian Healthcare Experience Survey (VHES) collects, analyses and reports the experiences of people attending Victoria's public health services.

The Patient Experience score is an overall figure that takes into account the response from patients about a series of questions relating to their Barwon Health experience.

Consumer Representatives complete these surveys with patients, providing valuable information about their experiences.

Actions taken in response to surveys include:

- Hand hygiene improvements at University Hospital Geelong. This includes hand hygiene simulations with new graduate nurses, registrars and interns. Simulation has proven to be an effective educational method to increase the competence of health care workers.
- The reinstatement of afternoon meetings with registrars and Associate

Nurse Unit Managers. These meetings allow staff ending and beginning their shifts to be 'on the same page', so that communication is improved to patients and families. The survey had shown staff were giving conflicting information.

- Staff are now regularly asking patients and families if they have further questions. The survey showed patients and families would like more information about their care.

In 2017/18, the survey also revealed that patients wanted to be more involved in their health care. Relatives/next of kin also identified difficulty with contacting doctors. Another concern was patient health discussions occurring in public areas like corridors.

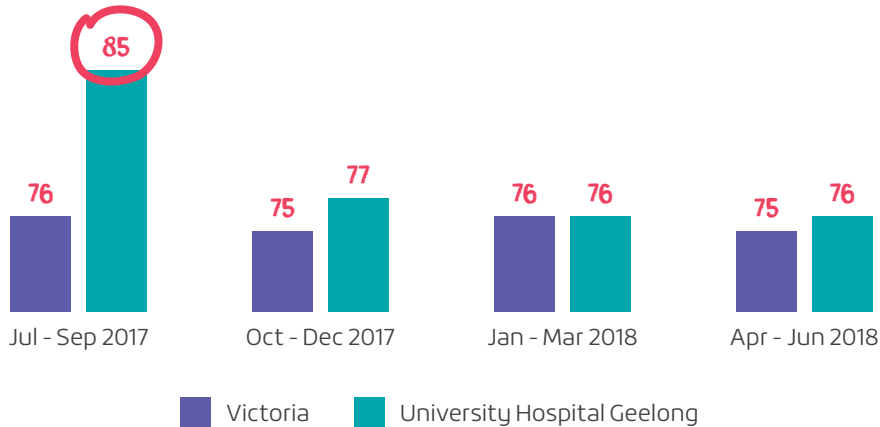
In response to these concerns Barwon Health will:

- Ensure discussions about patients occur at the bedside unless it is clinically inappropriate.
- Ask the patient who they would like staff to communicate with (relatives/carers) about their healthcare.
- Ensure handover tools are updated accurately, so that all staff are aware of the diagnosis and plan.
- Support nurses to join medical ward rounds for their patients.

POSITIVE RESPONSES TO QUESTIONS ON DISCHARGE CARE

In 2017/18, Barwon Health received positive responses to questions on discharge care in the Victorian Healthcare Experience Survey. The following graph shows Barwon Health's significant positive results in discharge care.

DISCHARGE CARE 2017/18



Above: This graph shows how patients have rated their discharge care experiences at University Hospital Geelong. In three of the four quarters, patient responses were above the Department of Health and Human Services target. And in the remaining quarter we met the target.

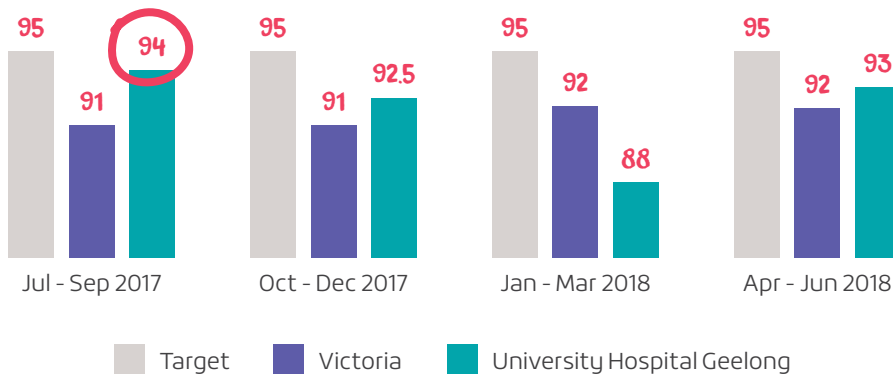
DID YOU KNOW?



85%

of patients at University Hospital Geelong rated their discharge care experience as positive in July - September 2017!

OVERALL POSITIVE PATIENT EXPERIENCE RESPONSES 2017/18



Above: This graph shows overall positive patient experience responses for University Hospital Geelong were above the Victorian average in all but one quarter. We have almost met the Department of Health and Human Services target of 95 per cent in three quarters, with scores ranging from of 94.5 per cent to 92.5 per cent. Our lowest score was 88 per cent.



Q&A

WITH TRANSIT LOUNGE
ASSOCIATE NURSING
UNIT MANAGER REGAN

Describe 'a day in the life' working in your role?

Supporting patients who are being discharged from the ward, and who are waiting for discharge medications, equipment or transport. They can safely wait in the Transit Lounge so that the bed is freed up on the ward for emergency department patients, elective patients or direct admits.

Why did you choose this role?

I understand the need for beds to be available on the wards in a timely manner. The Transit Lounge is a vital component for better access to the acute ward and the expertise of that ward.

How do you encourage patients to be partners in their own healthcare?

We discuss with them about what brought them into hospital, their experience while here and how they are feeling now they are being discharged. We talk about any medications that are due whilst in Transit Lounge.

How do patients inspire you?

We had a patient who came through the Transit Lounge in the first weeks of our opening. He was discussing his medical issues and that he was waiting on surgery but didn't know if he was well enough to have it. He kept coming into the hospital for tests to see if he was fit for surgery. Each time he would come in, he would come and visit us in Transit Lounge to say hello and say how he was going. We have now been open for 14 weeks and he came in to tell us he was having his surgery today. Normally we wouldn't get this follow-up information from patients, so it's nice to be informed.

Regan's top 5 healthcare tips?

1. Keep fit.
2. Eat well.
3. Don't be scared to ask for help.
4. Socialise.
5. Mindfulness.

Building better services together cont.

TRANSIT LOUNGE

Barwon Health has worked to incorporate patient feedback into new programs and services throughout 2017/18. One example is the opening in May 2018, of the Transit Lounge at University Hospital Geelong, a first for the organisation. As the name suggests, the Transit Lounge is a place where patients wait for transport once they have finished their care. It is a safe and comfortable area, conveniently located at the main entrance of University Hospital Geelong. Also located near outpatients and pharmacy, patients can wait for medication or any equipment necessary, to ensure a safe discharge.

The Transit Lounge has played a role in improving Barwon Health's healthcare as it ensures better acute bed usage and improved access to these beds.

**The Transit Lounge is open Monday
to Friday from 8am to 4.30pm.**

Pictured (L-R): Barwon Health Associate Nurse Unit Manager Regan with patient Flavia In the University Hospital Geelong Transit Lounge.





Pictured: Nuclear Medical Technologist Samuel with patient Ben using the upgraded PET CT scanner at Barwon Medical Imaging.

PET CT UPGRADE BRINGS LATEST TECHNOLOGY TO GEELONG

Latest technology plays an important role in healthcare improvements and in 2018, Barwon Health welcomed the upgraded Siemens Positron Emission Tomography (PET) Computed Tomography (CT) scanner at Barwon Medical Imaging (BMI).

The PET CT scanner has been upgraded providing faster, smoother and quieter scanning for patients and better image quality for clinical decision making.

Other improvements include:

- The new 'Flow Motion' scanning allows scanning times to meet specific patient size profiles, as well as adjusting scanning speeds by body region. This enables staff to scan areas of interest more slowly for greater details, in one smooth motion for the patient.
- Higher quality images to support patient care planning are possible because of Flow Motion through region speed customisation.
- Lower PET radiation doses are possible for patients as the CT scanner has limited body length scanning and high-quality region specific areas.
- The metal reduction software has allowed staff to obtain improved quality imaging, particularly for head/neck cancers where dentistry work often created issues on CT images.



Pictured: Barwon Health consumer representative Lorraine with patient Jeffrey.

PERSONALISED APPROACH

Collecting consumer feedback is key to learning how to improve programs and services delivered at Barwon Health, for everyone to *live life well*. The personalised approach to collecting consumer feedback sees Consumer Representatives conduct patient experiences surveys across six medical wards.

Positive feedback from this program continues to show:

- A high proportion of patients were willing to participate in the patient experience surveys because they were *'talking with someone'*.

- Patients and family members participated in personalised and caring interaction.
- Survey feedback resulted in relevant and timely education for staff including strong recognition of the importance of patient centred communication.

Consumer feedback has also seen the introduction of regular positive feedback at staff monthly meetings.

"People feel comfortable sharing their experience with me because I am not a staff member, they don't want to be critical, but they do have important things to say."

Consumer Representative Lorraine.

LINKING WITH PATIENTS FOR BETTER SELF-CARE

Community health services also feature in the Victorian Healthcare Experience Survey (VHES), allowing consumers to provide feedback to improve care for themselves and others.

Staff at Corio Community Health Centre have been working on improving the quality of relevant information which is provided through the journey for clients, starting from local access team (LAT) to front-of-house staff and clinicians.

Working together, staff are committed to making sure clients are provided with the information that they need to manage their care whilst waiting for appointments. Importantly, it is information which is relevant to them, their health conditions and lists who to contact if their health deteriorates.

Key actions completed that have improved communication access in 2017/18 include:

- An increase in the amount of information available in languages other than English.
- Interpreters checking with clients on waitlists to ensure their health has not deteriorated.
- Reception staff have been using language aids with clients.
- The local access team has been mailing more waitlist specific information on self-care for some clients.

DID YOU KNOW?

An action to improve patient experiences at the Corio Community Health Centre has been the implementation of the Personalised Healthcare Program. This program allows clients with chronic conditions to be linked in using technology for self-monitoring and overview with experienced community health nurses. Testing of video conferencing with clients has also been an initiative and will allow staff to 'check in' on how clients are coping with self-management or if they have concerns and questions.

84% 

of clients received information about their care - up from 77%.

85% 

of clients know who to contact to discuss their care - up from 69%.

PATIENTS ARE PARTNERS IN THEIR OWN CARE



Pictured: Three-year-old Mia with her dad, Dirk, use the Supportive Care Centre at University Hospital Geelong while her grandad receives cancer treatment. Providing a space that 'cares for the carers' means greater health and wellbeing for everyone.

Barwon Health strives to provide the best possible healthcare for our consumers (patients, family members or community members) by developing services in partnership with them. This occurs through 'consumer participation' where they actively participate in decision-making by sharing their insights and perspectives.

At Barwon Health Consumer Representatives play this vital role in supporting consumers to be partners in their own care. Consumer Representatives are volunteers who provide insights into all aspects of the organisation, including area refurbishments, information development and review, service development, governance, and collating consumer feedback. Their commitment allows themselves and others to promote a community where everyone can *live life well*.

Through the commitment of Consumer Representatives, Barwon Health has achieved positive outcomes in 2017/18. The following are examples of work that has been achieved:

- The area refurbishment of the Chemotherapy Day Ward with support and input from Consumer Representatives. The ward is due for completion in October 2018.
- Giving multiple people affected by cancer a voice regarding the refurbishment project.

- The option of privacy if a patient would like it by having privacy screens available.
- Ensuring all chemotherapy chairs are positioned for the consumer's comfort and privacy (not opposite the entry to the ward or across from the staff kitchenette).
- Artwork on the walls.

DID YOU KNOW?

- There are 75 Consumer Representatives at Barwon Health.
- Consumer Representatives contributed more than 1,950 hours of volunteering in 2017/18.
- 224 documents were reviewed by Consumer Representatives.
- Consumer Representatives completed 247 hours at WISE Clinics.



Pictured (L-R): The Barwon Health North Consumer Advisory Committee at the June 2018 sod turning of the facility, Christopher, Terry, Sandra and Gayle. The committee has continuously advocated for the needs of the community and kept the design team on track, ensuring this building meets what Geelong's northern community needs.

PATIENTS ARE PARTNERS IN THEIR OWN CARE

Barwon Health is committed to providing healthcare for our community by developing services with our community. This occurs when consumers actively participate in decision-making by sharing their insights and perspectives. Known as Consumer Representatives, they are volunteers who play an important role in providing feedback on a range of areas. The Barwon Health North Advisory Committee are Consumer Representatives who have made a difference in 2017/18. Representatives (pictured left) have been the community experts providing checks and balances in considering the services and design of the new Barwon Health North facility. Barwon Health North is being built in Norlane on a portion of the land housing Waterworld Aquatic Centre, Corio Library and Centenary Hall. The Victorian Government has invested \$33 million to build the facility.

INTERPRETER SERVICES

Providing quality healthcare means encouraging patients to be partners in their own care, but what happens when patients are from non-English speaking backgrounds?

Barwon Health is committed to culturally inclusive care to ensure all patients have the opportunity to *live life well*.

Understanding basic health information and services is important for people to make informed decisions and that's why Barwon Health uses professionally qualified interpreters for consumers with different communication and language needs.

Pictured (L-R): Interpreter Wajma interprets Dari with client Bibi and Corio Community Health Nurse Raquel.



HOW MANY INTERPRETERS WERE NEEDED?

In 2017/18, there were 8,763 times where patients accessing Barwon Health services were assisted to communicate through interpreters. This is a 13 per cent increase compared to 2016/17.

Over the last 12 months, interpreters communicated **11,528 hours** with patients and doctors, a 12 per cent increase compared to the previous year.



The number of times where patients accessing Barwon Health services were assisted to communicate through interpreters.

HOW ARE WE DOING BETTER?

The need for interpreters is high and often they travel to many health services throughout the day. Because travel time reduces an interpreter's availability, Barwon Health was committed to finding a new approach to improve our use of interpreters. The result was trialling Telehealth* for access to interpreters in some outpatient clinics. Patients, their doctors, nurses and other staff are able to access the interpreter via video reducing the travel time allowing more patient support.

**The International Organisation for Standardisation defines Telehealth as the 'use of telecommunication techniques for the purpose of providing telemedicine, medical education, and health education over a distance'.*

CASE STUDY

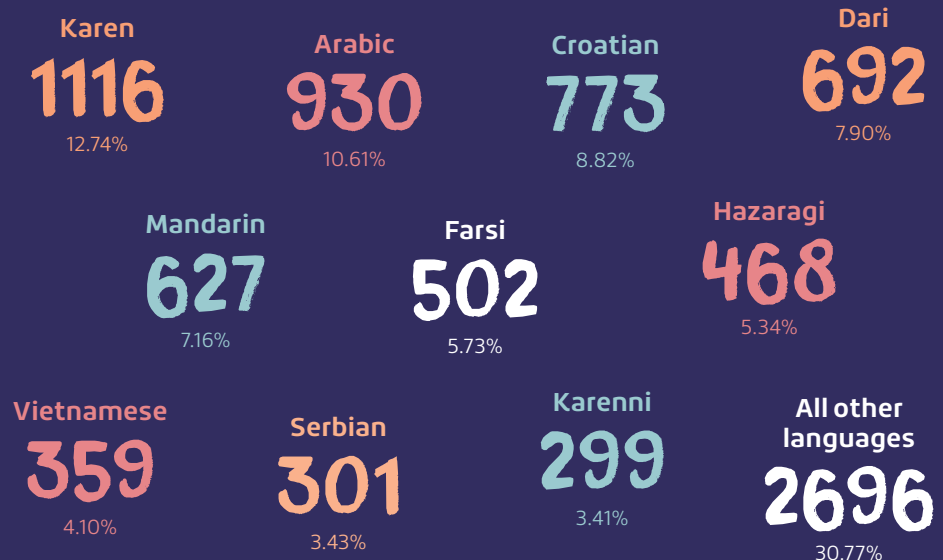
During the video trial the project coordinator was fortunate to follow the journey of one patient requiring an Australian Sign Language (Auslan) interpreter through three video bookings in which he fed back that the service was "fantastic". The video picture was clear and he was thankful an interpreter had been provided, as at times he is unable to get an interpreter.

The trial demonstrated that video access for interpreters can be implemented in outpatients across different clinics, using multiple languages (including Auslan), and is accepted by patients and staff.

"Using a health service can be daunting, for people from non-English speaking backgrounds those feelings are magnified. To provide care for everyone, our job is to remove language barriers, and this is important with more patients needing support over the last 12 months."

Barwon Health Head of Patient Experience Sam.

Top 10 languages interpreter requests



Above: The numbers show the top 10 interpreter provided languages at Barwon Health in 2017/18, demonstrating the support given to newly arrived communities and communities with a long-established presence in Geelong and the Barwon south west region of Victoria.



IMPROVING ACCESS

Barwon Health is committed to improving access to ensure that everyone can live life well.

This focus has seen Barwon Health become the first organisation in Australia to have its volunteer service awarded with Scope's Communication Access Symbol. The award recognises our McKellar Centre Volunteer Services team who have the skills to successfully interact with people who have communication difficulty which may be a result of a stroke, brain injury, trauma or other communication barriers.

The Communication Access Symbol helps community members identify businesses and services that are communication accessible. It gives people with communication difficulties confidence that at places with the symbol they will be treated with respect and as valued customers. They will be supported to participate, be included in discussions, and be able to have a say. The symbol joins other universal symbols in providing instant recognition of businesses and services which provide access for people with a disability.



Communication
Access Symbol.

Pictured (L-R): McKellar Centre Volunteer Dale with Hank, a Scope accreditation representative who is using a picture board to communicate.





VOLUNTEER

Barwon Health

Where is

Physio	Occupational Therapist	IRC	CRC	BMC Medical Imaging
Social Worker	Dietician	Café 45	Hydrotherapy	Memory Clinic
Psychology	Toilets	Pharmacy	M.S.	
Prosthetic Orthotic				

IMPROVING CARE FOR ABORIGINAL PATIENTS

Stronger relationships

Barwon Health sees Aboriginal health as everyone's responsibility. Key to this is working with all staff across the organisation in creating a culturally appropriate service for Aboriginal patients accessing Barwon Health.

Barwon Health's key results for Improving Care for Aboriginal Patients (ICAP) in areas one to four include:

1. Engagement and partnerships

In 2017/18, partnerships have been strengthened with:

- University of Melbourne – Indigenous Eye Health Unit.
- Deakin University – School of Optometry and School of Medicine.
- Local optometrists.
- West Victorian Primary Health Network.
- Royal Australian College of Optometry.
- Victorian Aboriginal Community Controlled Health Organisation (VACCHO).
- Aboriginal Health and Wellbeing Branch (DHHS).

- Regional Aboriginal community controlled health organisations.
- City of Greater Geelong.
- Australian Hearing.

These relationships and partnerships increase the capacity of our Aboriginal health workforce and Barwon Health staff in supporting Aboriginal patients with referral pathways, accessible appointments, timely follow up and discharge planning.

2. Organisational development

Cultural responsiveness and safety are priorities for Barwon Health. We understand that to embed cultural change executive leadership needs to be at the forefront. This has been addressed through commitment to the Wurru-Ki Ngitj Aboriginal Gathering Group, where executives and directors meet to address Aboriginal health and employment. Executive leadership is also demonstrated through Board representation on the Reconciliation Action Plan Working Group, meetings between Barwon Health and Wathaurong executives and by the appointment of an Aboriginal Health Program Manager.

3. Workforce development

Barwon Health is committed to Aboriginal employment and an action in this area is the review of our second Aboriginal Employment Plan 2016-2020. This employment plan is aligned with Barwon Health's Strategic Plan and the *Reflect* Reconciliation Action Plan.

4. Systems of care

For the second year the Aboriginal Health Unit has held the Barwon Health NAIDOC Awards to acknowledge and highlight the work being achieved across the organisation by individuals and groups addressing Aboriginal health inequity.



2017 BARWON HEALTH NAIDOC AWARD WINNERS:



CATEGORY ONE - ABORIGINAL ENGAGEMENT AND PARTICIPATION

WINNER – CLAIRE, CO-DIRECTOR OF WOMEN'S AND CHILDREN'S DIRECTORATE

Claire has been employed at Barwon Health for many years and is a member of the Aboriginal Gathering Group. Claire works collaboratively with the Aboriginal team at Barwon Health and the Koorie Maternity Service at Wathaurong to provide culturally appropriate maternity care for Aboriginal families birthing at Maternity Services at University Hospital Geelong. Claire has also been a driver in ensuring that staff in her division have completed the mandatory training.

CATEGORY TWO - LEADERSHIP AND GOVERNANCE IN ABORIGINAL HEALTH

WINNER – HOME BASED REHABILITATION PROGRAM

This program and the dedicated team that runs it, has worked with a multi-disciplinary approach to assist Aboriginal patients with sensitivity, respect and dignity. Program staff have advocated for the clients' rights and supported them to stay at home despite the odds and complex circumstances.

The team have worked collaboratively with other services including Wathaurong Aboriginal Co-operative and one client in particular is now able to attend appointments and participate in community activities with an increased level of independence, self-esteem and pride.

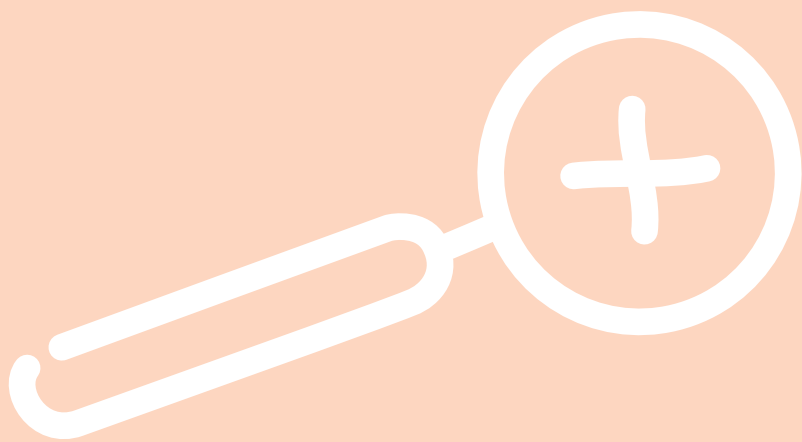
CATEGORY THREE - INNOVATION AND CHANGE IN ABORIGINAL HEALTH

WINNER – MAREE, PROJECT AND LIFESTYLE CO-ORDINATOR

Maree was instrumental in the refurbishment project for Percy Baxter Lodges at the McKellar Centre. Local Aboriginal artist Nathan Patterson was sourced to provide art work for each hostel and a communal garden. Maree created an innovative engagement process for staff, residents and community in the art work and mural design, which also included local primary school students.

The mural was launched in conjunction with the annual 'Close the Gap' event. This event was well attended by residents, staff, students and Aboriginal community members.

QUALITY AND SAFETY





Pictured: Community Nurse Peter who is based at the Corio Community Health Centre.



“Our son had an orthopaedic procedure today and all the staff were friendly, professional and made my six-year-old feel completely at ease with what was going on around him. Thanks to the amazing, caring staff at Barwon Health he had a great experience of the hospital today and he is excited to tell all his friends about his trip to theatre. Couldn’t have asked for a better experience.”

A review from Ebony on the Barwon Health Facebook page.

SEEKING FEEDBACK FOR BETTER CARE




At Barwon Health consumers are involved in the development and design of quality healthcare. Continuous improvement of quality healthcare is achieved when the experiences of our patients, their families and the wider community are heard, understood and actioned. Patients need to be partners in their own care to ensure they and others can live life well.


HOW DO PEOPLE HAVE THEIR SAY?


Barwon Health uses many methods to encourage consumers to have their say about care provided. The following is an overview of some of those methods:

- Surveys.
 - Feedback boxes at all Barwon Health sites.
 - Community Advisory Committee.
 - Consumer stories.
 - Website – www.barwonhealth.org.au
 - Written letters from consumers.
-  facebook.com/barwonhealth
 -  twitter.com/barwonhealth
 -  instagram.com/barwon_health
 -  linkedin/company/barwon-health
 -  youtube.com/barwonhealth

**PATIENTS, THEIR FAMILIES
AND THE COMMUNITY
ARE WELCOME TO WRITE
OR CALL THE BARWON
HEALTH CONSUMER LIAISON
OFFICE TO GIVE FEEDBACK.**

 (03) 4215 1251

 PO Box 281, Geelong VIC 3220

 clo@barwonhealth.org.au

HOW IS FEEDBACK USED?

At Barwon Health we are always working with patients and the wider community to hear what they have to say about their experience.

Consumer Liaison is the department where complaints are handled, a one-stop-shop for people to have their concerns managed.

Complaints go through a formal process of being acknowledged in a timely manner, reviewed by the relevant department and then a response back to the person making the complaint.

In 2017/18, Barwon Health received 911 formal complaints and 2,059 compliments. That was 147 less complaints than the year before – a 14 per cent decrease in complaints.

Compliments also tell us what matters to people when accessing Barwon Health, allowing us to understand positive care experiences that help patients to *live life well*. Letters and cards from patients form a central part of this learning, we are grateful for the time and effort and the significant gesture it is for staff.

2017/18

2,059
Compliments

911

Complaints

2016/17

Compliments 2,554 – Complaints 1,058

A RESPONSE TO FEEDBACK

OUTPATIENT DEPARTMENT TELEHEALTH – MAKING THE HEALTH JOURNEY EASIER

Bruce lives 240 kilometres away from University Hospital Geelong.

Two weeks after a heart operation Bruce was required to travel to Geelong for a 10 minute consultation in the Outpatients Department.

Even though he was driven to Geelong by a patient transport driver from his local health service, the length of the journey, the condition of the roads and the journey back home the same day were too much.

Just days after the trip to Geelong, Bruce collapsed at home and was taken to the local hospital where he required two blood transfusions resulting from a stress ulcer.

“The trip to Geelong was too much for me so soon after major surgery and I don’t wish this to happen to anyone else,” Bruce commented.

Feedback to Barwon Health from Bruce and other rural patients, has encouraged the use of Telehealth for follow up appointments where it is clinically appropriate. Telehealth is the use of technology (usually video) to provide healthcare over a distance. Where appropriate, Telehealth is considered and offered for rural patients.

Feedback from the Outpatients Department Nurse Unit Manager Dianne

“Telehealth is embedding more each day in our service. The wards now request Telehealth where appropriate when requesting discharge appointments. Outpatient staff are becoming comfortable with Telehealth being a mode of access and clinicians are also on board.”

PEOPLE MATTER SURVEY

The People Matter Survey is a public sector employee opinion survey run by the Victorian Public Sector Commission.

The survey gives Barwon Health staff the opportunity to express their views on how the shared public sector values and employment principles of the Commission are demonstrated in the organisation by colleagues, managers and senior leaders.

The survey enables Barwon Health to benchmark with other health services, to identify our strengths and weaknesses as an organisation, and to help build a more positive workplace.

Questions regarding staff perceptions of how well Barwon Health performs in relation to patient safety are also included in the survey.

HOW DO WE USE THIS INFORMATION?

Barwon Health uses this information to give staff the resources they need to provide world class care to patients, meet their health and wellbeing needs and have the right systems in place for a safe and healthy working environment.

HOW IS BARWON HEALTH IMPROVING PATIENT SAFETY?

The Barwon Best Care improvement initiative focuses on improving care according to what matters most to our consumers and our staff. Quality care goals will be reflected in the behaviours of staff providing care and will align the whole organisation to focus on delivering the highest quality care to every consumer, every day.



Pictured: Emergency Department Nurse Corrine at University Hospital Geelong.



DID YOU KNOW?

Wurru-Ki - A peer resolution program

Wurru-Ki (meaning 'to speak' in Wadawurrung language) is a program that provides all Barwon Health staff, volunteers, contractors or consultants with a confidential, informal and alternative option for seeking to resolve any workplace behavioural concerns they might have. It works by allowing workers to engage with peers who have been appointed as either **peer contact officers** or **peer resolution officers**.

Wurru-Ki adds to, but operates independently of, Barwon Health's *Managing Complaints of Unsatisfactory Performance and Misconduct guidelines* and accords with the Vanderbilt approach to conflict resolution. It is designed to work across levels one and two of the Hierarchy of Control and fits within the framework of Barwon Health's Code of Conduct, policies, procedures and enterprise agreements.

Pictured: Barwon Health Director of Support Services and Peer Resolution Officer Scott holds a Wurru-Ki coffee cup at University Hospital Geelong's Cafe Love.

POSITIVE WORKPLACE CULTURE AND PREVENTION OF BULLYING

Barwon Health recognises the link between culture and patient safety. Bullying is not tolerated at Barwon Health and efforts to create a healthy and supportive workplace for all is a priority.

The 2018 People Matter Survey identified that 17 per cent of Barwon Health respondents have experienced bullying at work in the last 12 months, a meaningful decrease of three per cent since 2017.

The revised Leadership Capability Framework introduced in 2017, addressed behavioural expectations by specifying key leadership capabilities and the associated behaviours required from all staff.

In March 2018, Barwon Health introduced a strategy for sustaining psychological health in the workplace. Called Wurru-Ki (meaning, "to speak" in Wadawurrung language). It is a program which provides all Barwon

Health employees, volunteers, contractors or consultants with a confidential, informal and alternative option for seeking to resolve any workplace behavioural concerns they might have.

Through this program, Barwon Health is providing an innovative response to improving organisational climate and improving staff health and wellbeing outcomes.

New leadership development courses have been introduced in 2017/18, to address wellbeing, workload issues and work-related stress specifically addressing issues such as behavioural expectations, reducing stress and burnout, emotional intelligence and mindfulness.

WHAT'S NEXT?

A culture change program will be implemented in 2018/19. This program will focus on increasing team climate and engagement to increase staff motivation and psychological health in the workplace.

PATIENT SAFETY – PEOPLE MATTER SURVEY 2018 - % AGREE

	2016/2017	2017/18	%
Patient care errors are handled appropriately in my work area	76	79	+3
This health service does a good job of training new and existing staff	66	66	0
I am encouraged by my colleagues to report any patient safety concerns I may have	84	84	0
The culture in my work area makes it easy to learn from the errors of others	70	73	+3
Trainees in my discipline are adequately supervised	65	70	+5
My suggestions about patient safety would be acted upon if I expressed them to my manager	78	77	-1
Management is driving us to be a safety-centred organisation	78	77	-1
I would recommend a friend or relative to be treated as a patient here	79	82	+3

Table: Staff responses to patient safety questions and the percentage of staff who agree with each statement.



STAFF SAFETY

New personal alarms improve security for staff working in the community.

Barwon Health's commitment to staff security and safety has seen 200 personal alarms or duress devices purchased for staff at risk.

The implementation commenced in April 2018, and has involved many programs and teams working together to improve safety for clinicians. There has been extensive training of staff, review of safety procedures, provision of docking stations, computers and software.

The personal alarms allow for a staff member who feels threatened to activate the device with a monitoring service available to respond 24 hours a day. As required security and police are notified and will attend.

This example of continuous improvement has been welcomed and embraced by staff. The device provides our lone workers with an increased level of safety and security.

Pictured: Community Health Nurse Janette with the personal (duress) alarm.

MEETING ACCREDITATION STANDARDS



Barwon Health's vision is to work together with our community to build healthier lives, inspired by world class standards.



Pictured (L-R): Nurses Sue and Linda who work in the Baxter Wing at University Hospital Geelong.

Accreditation is a key part of this continuous quality improvement, and Barwon Health is required to meet national healthcare standards measured and recognised by independent external accreditation assessments.

NATIONAL SAFETY AND QUALITY HEALTH SERVICE STANDARDS

The primary aim of the National Safety and Quality Health Service Standards is to protect the public from harm and improve the quality of healthcare. The standards describe the level of care that should be

provided by health services across Australia and the systems that are needed to deliver such care.

Barwon Health is assessed using a three-point rating scale:

1. Not Met – the actions required have not been achieved.
2. Satisfactorily Met – the actions required have been achieved.
3. Met with Merit – in addition to achieving the actions required, measures of good quality and a higher level of achievement are evident.

In February 2018 Barwon Health had a mid-cycle accreditation against three criteria in National Safety and Quality Health Service Standards and received a **Satisfactorily Met** rating for those that were assessed:

- ✓ Governance for Safety and Quality in Health Service Organisations.
- ✓ Partnering with Consumers.
- ✓ Preventing and controlling Healthcare Associated Infections.



PATIENT SAFETY IS EVERYONE'S RESPONSIBILITY

Although it is impossible to completely prevent errors, it is possible to put in place procedures and systems which act as barriers to making mistakes.



Errors in healthcare can cause suffering to patients and their relatives, waste money, and can be a cause of stress, anxiety and burnout to staff.

To improve patient safety, health services must identify where things go wrong and incident reporting is a valuable way to gather this information.

An incident or adverse event is a circumstance that resulted, or could have resulted in, unintended or unnecessary harm to a patient or consumer.

It is Barwon Health policy that all staff document incidents in the Victorian Health Incident Management System (VHIMS).

Incident reporting allows the opportunity to identify preventable factors or themes that may be addressed to improve patient safety. There are more than 7,400 registered Barwon Health staff on the VHIMS and approximately 70 per cent of these are clinical staff.

OUR PERFORMANCE

In 2017/18 there were **19,596** incidents reported in the incident reporting system. Of these, 14,067 were clinical incidents. This shows an excellent reporting culture and a willingness to ensure incidents are reported for review and to inform areas for improvement.

Incident Severity Ration (ISR) is defined as:

- ISR 1 - Severe (including death).
- ISR 2 - Moderate.
- ISR 3 - Mild.
- ISR 4 - No harm (near miss).

Of reported incidents, 94 per cent resulted in minor or no harm to the patient and each incident is classified and sent to all relevant managers and personnel. Incidents are reviewed by units and directorates so that trends are monitored and areas of concern can be identified and addressed. Each unit and directorate are responsible for addressing their relevant incidents and reflecting on practice to improve the systems and care the patient receives.



Pictured: Six-year-old Aria with nurse Moira in the Surgical Hub at University Hospital Geelong.

Of the reported clinical incidents, 0.5 per cent were considered preventable serious incidents resulting in significant harm. These incidents were individually reviewed and risk minimisation strategies were identified and actions put in place. These incidents are monitored at executive level in the organisation to ensure actions are appropriate and progressed through to completion.

Each theme has a dedicated committee whose membership consists of doctors, nurses, allied health staff and consumers. The committees review incidents and develop system improvements designed to minimise harm and improve patient outcomes.

TOP FIVE THEMES FOR REPORTED SERIOUS ADVERSE EVENTS:

1. Pressure injuries
2. Delays in treatment
3. Falls
4. Infections
5. Medication errors

Of the reported incidents, 0.04 per cent were considered preventable and caused permanent harm or death to a patient. These incidents are classified as sentinel events. Sentinel events are a subset of adverse events that result in death or serious harm to a patient.

Barwon Health reports preventable serious incidents defined in the sentinel event program to Safer Care Victoria.

Barwon Health reported six sentinel events to Safer Care Victoria in 2017/18. Five of the sentinel events had severe outcomes and one event was classified moderate.

All sentinel events have undergone extensive review by root cause analysis (RCA) resulting in Risk Reduction Action Plans (RRAP). Each RCA has been submitted to Safer Care Victoria and tabled at Barwon Health executive hospital meetings where the RRAP are monitored to ensure the actions are completed and lessons are learnt.

PREVENTING HARM



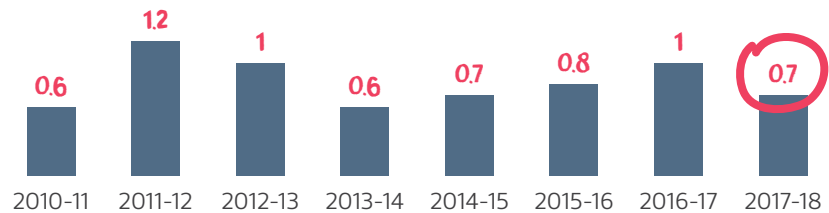
All public health services must report on the prevention and control of healthcare-associated infections, specifically the Staphylococcus Aureus Bacteraemia (SAB) rate. In addition, those services with an intensive care unit (ICU) should report on central line-associated blood stream infections (CLABSI).

Barwon Health's current ICU central line associated bloodstream infection rate of 0.68 is amongst the lowest rates in Victorian intensive care units, particularly within the last six months.

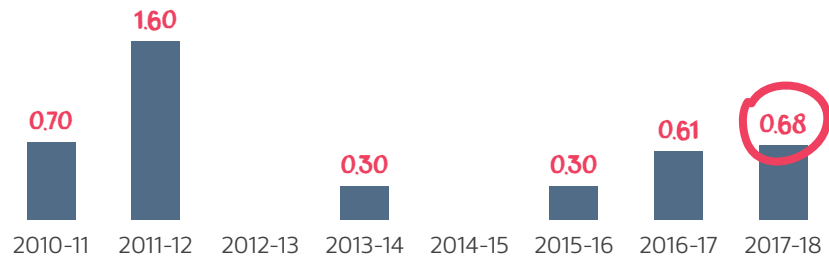
Barwon Health SAB rate in 2017/18, was 0.7 SAB per 10,000 occupied bed days (OBDs). The Victorian Department of Health target rate is currently one per 10,000 OBDs.

There have been two ICU CLABSI in 2017/18, and this equates to a rate of 0.68 per 1,000 central line device days. The Victorian Department of Health target is for zero infections.

STAPHYLOCOCCUS AUREUS BACTERAEMIA (SAB) INFECTION RATE (PER 10,000 OBDS)



ICU CENTRAL LINE ASSOCIATED BLOODSTREAM INFECTION RATE (PER 1,000 DEVICES DAYS)



Picture: A Barwon Health doctor prepares a central line in the Intensive Care Unit. A central line provides medicine or fluids, and is usually inserted into a large vein in a patient's arm or chest.

WHAT ARE WE DOING TO IMPROVE?

In 2018, a Bloodstream Infection Reduction working group was formed. This group meets regularly to analyse data to provide evidence to support targeted improvement initiatives. And there are continuing efforts to monitor and improve access and management of intravenous devices.





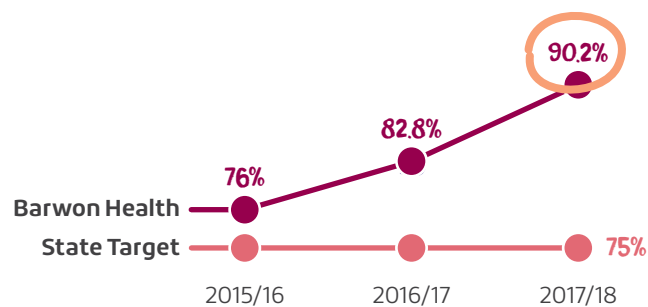
Pictured (L-R): StaffCare nurse Bridget gives nurse Cobey on Baxter Wing 5 a flu shot.

HEALTHCARE WORKER IMMUNISATION

Encouraging all Barwon Health healthcare workers and volunteers to participate in the annual influenza vaccine program, ensures our staff, volunteers and those around them can live life well.

The flu vaccination uptake of Barwon Health staff for 2018 season was 90.2 per cent, the State target is 75 per cent.

This increase is a continuing trend for healthcare workers over the last three years, rising 14.2 per cent over this time.



Facts about influenza:

- Influenza, or flu is a common seasonal infection. It causes epidemics every year throughout the world. It's a viral infection and people will often be sick for up to a week.
- Symptoms can include fever, body aches and a cough and some cases can lead to hospitalisation.
- The flu vaccine cannot cause the flu because it's not a live vaccine. You may get a minor reaction to the flu vaccine, which is usually a good sign you're protected.
- Using good hand hygiene prevents the spread of the flu.

MATERNITY SERVICES



Pictured: Baby Levi (34 weeks) was born prematurely, and was cared for at University Hospital Geelong. In 2017/18, more than 2,500 babies were born, and 701 babies were admitted into special care.

Barwon Health is committed to improving care before, during and after birth. To ensure our performance is measured there are a range of indicators relating to our work. These results are reported annually by the Victorian Department of Health and Human Services and the most recent report relates to the 2016/17 year.

Importantly, we compare our performance with all other public health services within Victoria that provide planned maternity services. There are 17 indicators spread across 10 performance areas relating to care before, during and after birth.

An important measure is the percentage of babies who are extremely undersized (severe uterine growth restriction) not delivered by 40 weeks. These babies are at much higher risk if they are delivered after 40 weeks.

Overall the latest report shows Barwon Health is moving in the right direction with maternity services. There were significant improvements in our percentage of babies with severe growth retardation, we delivered 20.8 per cent after 40 weeks gestation down from 41.3 per cent in 12 months. This has placed Barwon Health in the best performing group of hospitals. Almost all indicators showed improvements on the previous year, even those where our overall performance were less favourable (the exception being indicator 10, see right).

Almost all indicators showed improvements on the previous year

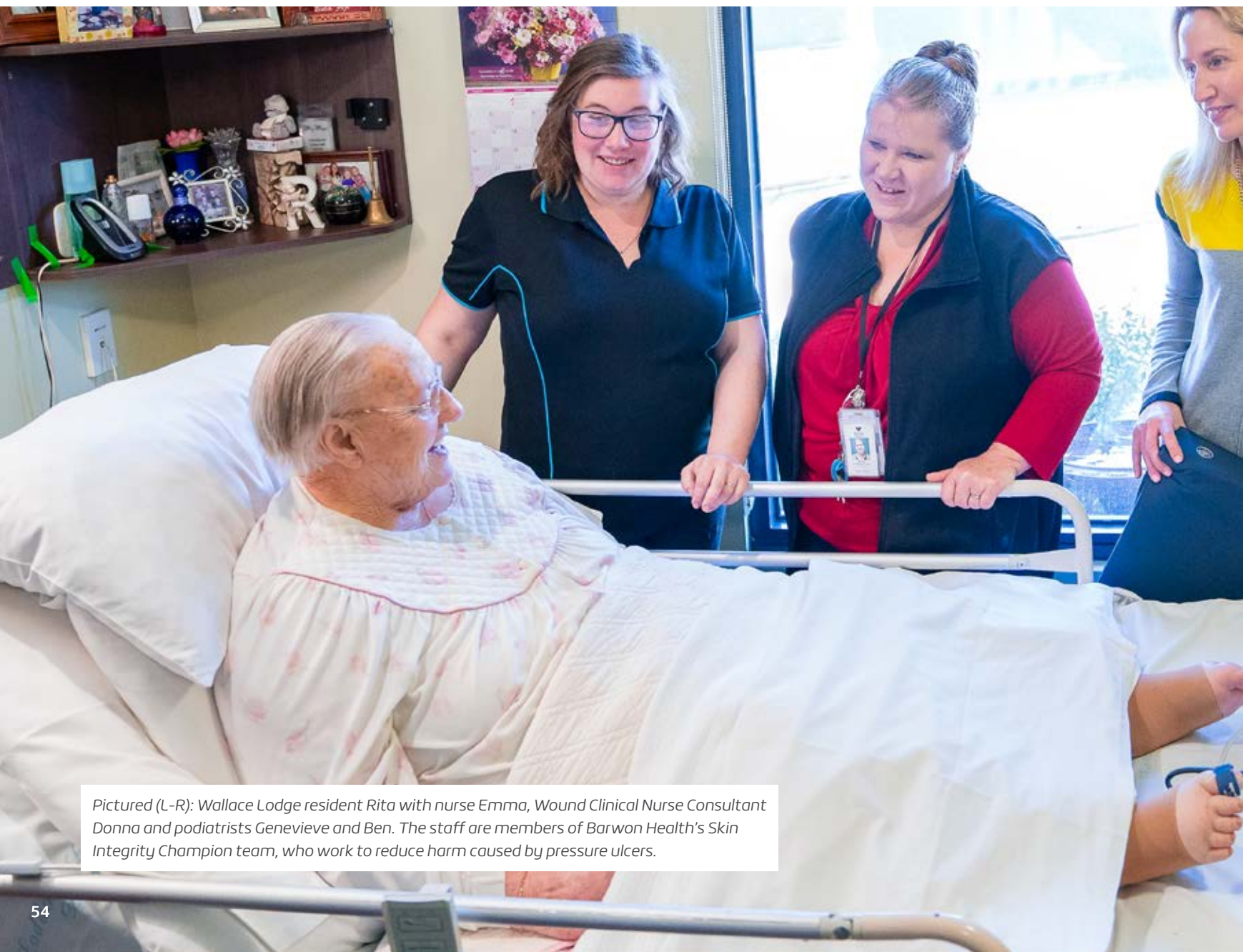
There were still areas where Barwon Health performed less favourably compared with other health services in Victoria. These are:

- **Rates of third and fourth degree tears (indicator 1c).** Our rate of 7.2 per cent was an improvement on the previous two years, however we improved less than other health services.
- **Rates of babies who require additional care (indicator two).** This rate of 14.5 per cent is impacted by many areas, including indicator 10 (see below).
- **Smoking cessation rate (indicator seven).** This is the first year this measure has been reported and we are implementing changes to improve this.
- **Rates of term babies with Apgar* scores < seven at five minutes (indicator 10).** Our rates with low scores were 1.9 per cent (previous years there have been rates of 2.5 per cent, 1.9 per cent and 1.6 per cent).
- **Gestations standardized perinatal mortality rate (indicator 5).** This is averaged over five years and although our absolute numbers dropped in 2016/17, our rates increased from 1.24 to 1.28.

Service improvements have allowed for better performance in the last 12 months due to Safer Care Victoria providing access to Barwon Health's data and performance in real time. Previously results were available up to two to three years afterwards, compared with monthly access, making it much easier to implement new improvements and then tracking whether they are achieving what needs to be achieved.

*Apgar stands for appearance, pulse, grimace, activity and respiration.

RESIDENTIAL AGED CARE



Pictured (L-R): Wallace Lodge resident Rita with nurse Emma, Wound Clinical Nurse Consultant Donna and podiatrists Genevieve and Ben. The staff are members of Barwon Health's Skin Integrity Champion team, who work to reduce harm caused by pressure ulcers.

Barwon Health provides residential aged care for people living at the McKellar Centre including Percy Baxter, Blakiston and Wallace lodges in North Geelong and Alan David Lodge in Charlemont.

Providing an environment where residents can *live life well* is a priority for Barwon Health. Care and experiences should be delivered to the highest standards and to achieve this services are monitored against the following five residential aged care quality indicators:

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



DID YOU KNOW?

Skin Integrity Champions are leaders in preserving skin integrity and the prevention and management of wounds, they are clinical staff members from the nursing and allied health fields. They play an important role in ensuring sustainable evidence-based practice in wound prevention and management. **Champions** promote a multidisciplinary care approach to wound and pressure injury assessment, prevention and management by working with a strong team focus striving to achieve the best possible outcome for our patients. With support from Barwon Health's Wound Care Consultant and Clinical Education Department, **champions** work to foster and create an environment for ongoing practice improvement and innovation. There are 200 **champions** across Barwon Health's bed-based services, with 50 located at residential aged care facilities.

PRESSURE INJURIES

Barwon Health is committed to improving healthcare for residents with a focus on reducing incidents and/or the severity of pressure injuries.

Skin Integrity Champions are an important part of this work and to encourage best practice, clinicians attend a Champion Workshop Program. This is where Champions learn the foundations of evidenced based wound/pressure care at Barwon Health. Staff are also required to attend Barwon Health's Pressure Injury Study Day which has a large focus on multidisciplinary team and person centred care.

In 2017/18, Barwon Health's pressure injury care has seen:

- Trial 'skin rounds' commence across acute and rehabilitation residential aged care wards, and early data is showing a reduction in serious pressure injuries. In residential aged care within Alan David and Wallace lodges, there is a monthly specialist round conducted by the Wound Consultant Nurse and Podiatrist. This allows for greater collaboration on more complex cases.
- The Skin Integrity Champion Program incorporating a weekly newsletter titled skinED. The response to this has been extremely positive as the newsletter is accessible to all champions and covers a range of topics in pressure injury wounds. The newsletter also improves group cohesion, allowing our champions to have a greater sense of being connected to the Skin Integrity network across the organisation.
- The creation of the **Wound Care Team** through the employment of a Wound Clinical Support Nurse to join the Wound Clinical Nurse Consultant. The new nurse will focus on pressure injury prevention and management and attend complex wound reviews.
- A commitment of the Skin Integrity Champion Program to improving skin and wound practices in their units. Nurses are experts, dedicated in the care of residents with at risk skin, and they are a key part of the program in supporting their colleagues through knowledge sharing.
- Early referral to allied health services which may include an occupational therapist, dietician, podiatrist and physiotherapist, this is a best practice approach in the prevention and management of pressure injuries.
- Our Skin Integrity Champion program incorporates a team of senior allied clinicians to be a resource to their respective colleagues. Clinicians attend the same education forums as the nursing Skin Integrity Champions, as well as specific allied forums where discussions of complex case studies take place and valuable shared learning from each speciality occurs.

Barwon Health's Pressure Injury Improvement Strategy was started to enhance our ability to be able to safely manage and care for a resident's skin, our aim is to reduce the risk and occurrence of pressure injuries.

The table below provides an overview of our results across all sites in the last 12 months in relation to pressure injuries.

PRESSURE INJURIES PER 1,000 BED DAYS

	Target	YTD Actual 2017/18
McKellar Centre*		
Stage 1	0	0.48
Stage 2	0	1.0
Stage 3	0	0.04
Stage 4	0	0.1
Percy Baxter Lodges		
Stage 1	0	0.11
Stage 2	0	0.14
Stage 3	0	0
Stage 4	0	0
Alan David Lodge		
Stage 1	0	0.39
Stage 2	0	0.48
Stage 3	0	0.32
Stage 4	0	0.03

*McKellar Centre (includes Wallace and Blakiston lodges).

Above: According to Wound Australia, a stage one pressure injury is a non-blanchable erythema; a stage two pressure injury is a partial thickness skin loss; a stage three pressure injury is full thickness skin loss; and a stage four pressure injury is full thickness tissue loss.

REDUCING MEDICATIONS

Managing medication use for our residents is important to ensure they can *live life well*. Careful management of multiple medications is necessary to ensure that residents have what they need, but not want they don't.

We work with residents and their general practitioners to look at each medication and the overall risk and benefit. Barwon Health must maintain our performance against targets in nine or more medications.

In 2017/18 Barwon Health has been above target in multiple medication use (nine or more medications) at the McKellar Centre and Percy Baxter and Alan David lodges. It is important to note that multiple medication prescribing is not always inappropriate and can be necessary. This is often the situation in managing multi comorbidity.

At Barwon Health each medication is assessed for its overall risk and benefit, with consideration for individual goals of care by the resident with their general practitioner.

MULTIPLE MEDICATION USE PER 1,000 BED DAYS

	Target	YTD Actual 2017/18
Nine or more medications		
McKellar Centre*	2.1	4.54
Percy Baxter Lodges	2.1	4.73
Alan David Lodge	2.1	4.35

USE OF PHYSICAL RESTRAINT

A restraint-free environment is the recommended standard in residential aged care. Research shows that using restraint can cause harm. At Barwon Health we carefully consider the use of restraint. Any restraint used is discussed where possible, with the resident, their family and/or carers. Use of physical restraint includes occasions when restraint is requested by residents but not used with an intention of restraint, for example if a resident wants a restraint in place because of fear of falling. The table below indicates this was the only circumstance restraint was used during the past year.

USE OF PHYSICAL RESTRAINT PER 1,000 BED DAYS

	Target	YTD Actual 2017/18
Intent to restrain		
McKellar Centre*	0	0
Percy Baxter Lodges	0	0
Alan David Lodge	0	0
Physical restraint devices		
McKellar Centre*	0	1.92
Percy Baxter Lodges	0	0
Alan David Lodge	0	0

*McKellar Centre (includes Wallace and Blakiston lodges).

FALLS

A fall is an event that results in a person coming to rest inadvertently on the ground, floor or other lower level. (*World Health Organisation, and Safety and Quality Council Guidelines for preventing falls and harm from falls in older people.*)

We include in our falls data people who have seated themselves on the ground unwitnessed and those who have rolled from a bed, lowered almost to the ground, on to a soft falls mat. If a resident is found on the floor or ground, we assume they have fallen unless they can tell us otherwise.

To *live life well* means residents can exercise choice and decision making and are afforded the dignity of engaging in activities which involve risk. Conversations are held with residents and their representatives to ensure there are shared goals related to the level of independence the resident wishes to maintain. Information regarding how to minimise the risk of falls is provided to each resident and their representative.

How do we reduce falls?

To support residents to *live life well* Barwon Health ensures that:

- All falls are recorded as incidents and maintained in an electronic database. An investigation of each fall is undertaken by a senior nurse and data on the number of falls occurring is presented to, and discussed at, aged care quality and safety committee meetings.
- An evaluation of a fall and the learnings are collated and used to improve outcomes for residents.
- For serious falls, the Significant Falls Committee oversees the monitoring, review and improvement of clinical practice associated with all falls resulting in significant injury. The committee's focus is for risk minimisation strategies.

The table below provides an overview of falls.

FALLS AND FRACTURES PER 1,000 BED DAYS

	Target	YTD Actual 2017/18
Falls per 1,000 bed days		
McKellar Centre*	3.3	12.6
Percy Baxter Lodges	3.3	5.55
Alan David Lodge	3.3	10.27
Fall related fractures per 1,000 bed days		
McKellar Centre*	0	0.19
Percy Baxter Lodges	0	0.14
Alan David Lodge	0	0.03

WEIGHT LOSS

As part of Barwon Health's commitment to improving care for our residents' weight management is also a key care quality indicator.

Many factors contribute to a resident's weight gain and loss and we undertake a range of daily initiatives to improve outcomes so that people can *live life well*. Over the last 12 months improvements include:

- *Upgraded dining experience*, renovations at the Alan David Lodge dining room with new flooring, defined dining spaces and modern partitioning and plants.
- *Friday night dinners*, a cooking program to improve residents' sense of inclusion.
- *Daily coffee club*, the opportunity to enjoy freshly brewed coffee and home-baked treats.
- *Red breakfast trays*, for residents living with dementia, these are brightly coloured providing a contrast to crockery, improving residents' ability to identify the position of their meal.
- *Expert advice*, a dietician has been employed to work with the Food Services Department.

Barwon Health staff have implemented the above actions to address residents' unplanned weight loss (see table below). The actions follow the guidelines of the Australian Government's My Aged Care in Quality and Safety. Barwon Health aims to better care for residents with the improved focus on encouraging residents to eat well by providing choice of tasty and nutritious food in a pleasant environment.

UNPLANNED WEIGHT LOSS PER 1,000 BED DAYS

	Target	YTD Actual 2017/18
Significant weight loss (>3kgs)		
McKellar Centre*	0.2	1.08
Percy Baxter Lodges	0.2	0.85
Alan David Lodge	0.2	0.55
Unplanned weight loss consecutive		
McKellar Centre*	0	1.24
Percy Baxter Lodges	0	1.42
Alan David Lodge	0	0.77

*McKellar Centre (includes Wallace and Blakiston lodges).

THICKENED FLUID PROJECT

This research project began to provide better information regarding the amount of fluid residents require. A focus was to improve care for residents who are restricted to modified consistency fluids (thickened fluids) and how much to consume daily. The project identified the amount of fluid required related to an individual's body weight so that staff can provide accurate information rather than making recommendations from general and non-specific guidelines.

The information material, in addition to the guide for individualised care planning, provides a resource to residents and staff to assist hydration goals for each resident.

NEW RESIDENT EXPERIENCE SURVEY

The Barwon Health Board identified that the care recipient satisfaction survey data was provided less frequently from residential aged care, than other areas.

To encourage more user participation, residents' feedback was sought, and a key outcome showed that the former satisfaction survey form was too long. To respond to this, a new resident satisfaction survey was designed in line with the consumer experience survey used by the Australian Aged Care Quality Agency. The quarterly survey has been conducted for two quarters and is providing valuable insights into the resident experience.



SHARED DECISION MAKING

No one understands their health better than our patients or their loved ones. If a patient or their carer notice a worrying change in their own or their loved one's condition, we want them to alert our staff to their concerns.

WHEN SHOULD I ALERT SOMEONE?

Barwon Health encourages patients and their carers to 'speak up' if they notice their own or their loved one's condition is deteriorating. Information is given to patients and carers about a pathway known as Patient and Carer Escalation (PACE). This feedback pathway explains to patients and carers how they can alert staff to their deteriorating condition. Brochures and posters are available on all wards and

clinical areas at University Hospital Geelong explaining PACE.

The PACE information explains what a medical emergency call is and the Medical Emergency Team who provide a rapid response to patients and their loved one's concerns. The Medical Emergency Team are made up of doctors and nurses from the Intensive Care Unit.

How to use Patient and Carer Escalation (PACE) at University Hospital Geelong

- 1 If you recognise a worrying change, alert the nurse in charge and request a review.
- 2 If you are still concerned, you can contact the Medical Emergency Team – ask for a staff member to call the team or dial *444 from any telephone within Barwon Health.

A MEDICAL EMERGENCY TEAM CALL IS AN EMERGENCY SERVICE AND SHOULD ONLY BE ACTIVATED WHEN AN IMMEDIATE RESPONSE IS NEEDED.

BETTER CARE



Restrictive interventions

Barwon Health's Swanston Centre is a mental health inpatient unit providing treatment and care, support and supervision for people who have severe emotional and psychiatric illnesses.

Restrictive intervention is a term used to describe seclusion, physical restraint and mechanical restraint, and is defined in the Mental Health Act of Victoria 2014. Seclusion refers to a period of time when an admitted client is nursed in a seclusion suite in Swanston Centre due to imminent or immediate risk to their own or other's health and safety.

RESTRICTIVE INTERVENTIONS USED IN 2017/18

Seclusion

31.8 EPISODES
PER 1,000

(target is 15 episodes per 1,000 bed days)

Physical restraint

96 EPISODES

14% increase in 12 months

Mechanical restraint

15 EPISODES

40% decrease in 12 months

CARE FOR COMPLEX PATIENTS

Barwon Health's Swanston Centre was designed without a high dependency unit (or psychiatric intensive care unit). As is demonstrated by the increase in seclusion and physical restraint rates for this year, we are providing care to increasingly complex clients. To provide excellence in care, Barwon Health has successfully applied for funding to update the unit to include a high dependency area. Planning for the new building has commenced.

Initiatives to reduce the rates of seclusion and restraint:

- Increase of one nursing staff member across all shifts to support the new nursing model of care.
- Introduction of a new medical model of care. Consultant psychiatrists allocated specifically to the ward. Increase in registrar hours to provide increased cover over the day and at weekends.
- Introduction of Safewards strategy. This project aims to identify flash points for escalation of behavior and implement strategies to reduce potential for escalation. One example is that clients are now allowed to have access to their mobile phones.
- Restrictive interventions meeting is held every week to review all episodes of seclusion or restraint in order to identify opportunities for improvement. This is attended by the ward consultant psychiatrist and nursing leadership.
- Complex care meetings are organised as required. This is a multidisciplinary, service wide forum where clinical management plans are developed for clients with complex needs. This includes strategies to reduce restrictive interventions in the inpatient unit.

Being able to transition safely and securely from an acute inpatient setting and become re-established and connected in a community environment is a major factor in enabling people to remain well and out of hospital settings.

REMAINING WELL

The Victorian Government has provided funding to specialist mental health services for the Expanding Post Discharge Support initiative to provide additional post discharge supports to people with complex mental health needs, following an inpatient admission, using a peer support workforce model, thereby reducing the demand on inpatient services. At Barwon Health this is known as the Peer Support Program.

Drivers for the Peer Support Program include:

- The significant demand on adult inpatient mental health services.
- The need to improve outcomes of people as they transit from the adult acute inpatient mental health service to community, including improving continuity of care.
- The growing interest in utilising a peer workforce in the mental health clinical system.
- Emerging evidence that a peer workforce can have a positive impact on consumer, family and carer outcomes.

Being able to transition safely and securely from an acute inpatient setting and become re-established and connected

in a community environment is a major factor in enabling people to remain well and out of hospital settings.

The objectives of the Expanding Post Discharge Support initiative are to:

- Minimise the risk of re-admission to an inpatient unit within 28 days*.
- Achieve safe, coordinated and streamlined transition for consumers from an acute mental health inpatient setting to the community.
- Support people to establish/re-establish themselves in a community environment, including helping them access the range of community supports they need.
- Build understanding of the effectiveness of the role of the peer workforce in clinical mental health services.
- Maximise recovery and resilience.

This initiative provides a new approach to the provision of post discharge support and utilises trained peer support workers with a lived-experience to provide tailored support in the immediate post-discharge period, to reduce the likelihood of readmission to an inpatient unit.

**Readmissions within 28 days of discharge forms part of the Australian National Mental Health Benchmarking project (Callaly et al, 2010). It is described as an indicator of the effectiveness of community care and the organisation's ability to provide continuous care across programs; it is widely regarded as a broader proxy marker for quality of care (Callaly et al, 2010; Mark et al 2013) Callaly, T., Hyland, M., Trauer, T., Dodd, S., Berk, S. (2010). Readmission to an acute psychiatric unit within 28 days of discharge: identifying those at risk. Australian Health Review(34), 282-285*



MEET OUR PEER

Q&A WITH SENIOR PEER SUPPORT WORKER JAMES



'A day in the life' working in your role?

I work with either the Bellarine, Corio, or Geelong West Community Mental Health team in the morning, sharing peer insights where possible. Post morning meeting, often I go into the mental health inpatient ward to meet with peers and support their transformation and growth from illness to health. Also working and communicating with the nurses on the ward in relation to peer-peer interactions, improvement in my peer's mental health, and any concerns that may have arisen. Take a half an hour break for a healthy lunch! At some point during the day making sure I've connected with and been supportive to my two peer support worker colleagues, Sara and Jacinta. In the afternoon, possibly doing a home visit, connecting, learning, growing together and playing a part in each other's healing; often incorporating some community involvement like attending a café or visiting a local beach. In the afternoon returning to the office and writing up notes and being part of the community team.

Happiest moment working in your role?

Meeting and journeying with so many beautiful people with educated hearts. One of my peer's describing it as a miracle seeing me when he was at his lowest point.

Describe how you bring innovation to your role?

I hold hope for every single person to effect the transformation of self through enduring illness and working toward health. Peer support work itself is new to Barwon Health, and as such is innovative. It is drawing on one's own lived experience of when mentally unwell and the growing to wellness to connect with others at an early stage of their transformation.

How do you encourage patients to be partners in their own healthcare?

Peer support is very much walking beside the person as they make their own way back to health. There is plenty of affirmation, encouragement and support as the person makes those early steps to 'move the boulder' in gaining recovery momentum.

How do patients inspire you?

Each one of my peers inspires me. My peers are often humble, kind, generous, and real people. I'm frequently in awe of my peers' strength and courage to take part in each day given some of the challenges they face in transforming their lives.

James' top 5 healthcare tips?

1. Connect with Jesus.
2. Laugh heartily and often.
3. Exercise daily.
4. Eat healthy.
5. Love greatly.

SUPPORT TEAM



Q&A

WITH POST-DISCHARGE PEER SUPPORT WORKER

JACINTA

PP



'A day in the life' working in your role?

The morning begins with a meeting for updates on community mental health matters, and then it's off to the ward or the community to connect with peers. Later in the afternoon we get back to the office to fill in the stats for the day.

Why were you attracted to this role?

I have an interest in mental health and self-growth. Personally, feeling connected with others and having someone to understand you can make the world of difference in recovery and I hope that I can make some positive change in someone's life by connecting with them.

Happiest moment working in your role?

So far, I've enjoyed getting to know my peers. There are so many amazing, intelligent and thoughtful people out there. I'm pretty happy they will give me their time to chat and say hello.

Describe how you bring innovation to your role?

I think myself and my peers bring innovation to peer support through our own experiences and the way in which we use our experience to support others.

How do you encourage patients to be partners in their own healthcare?

I feel through peer work you are hopefully allowing for your peers to reflect on conversations we've had and then implement their own strategies towards personal growth.

How do patients inspire you?

I'm inspired everyday by the creativity and the resilience I see within people struggling with their mental health.

Jacinta's top 5 healthcare tips?

1. Listen to your body – rest when you need to.
2. Eat healthy food.
3. Slow down.
4. Set goals and work on them.
5. Spend time with others.



IMPROVING ACCESS

Barwon Health is focussed on improving people's access to healthcare, to ensure everyone has an opportunity to live life well. Barwon Health's commitment was seen through the opening of a state-of-the-art rehabilitation centre to help injured and disabled Victorians get their lives back on track as quickly and independently as possible.

Barwon's Health's Sunrise Centre is housed within GMHBA Stadium and was built as part of the facilities \$89 million stage four development. The Transport Accident Commission (TAC) partnered with Barwon Health to develop the Sunrise Centre, contributing \$1 million to furnish it with the latest equipment and technology.

The Sunrise Centre provides speciality rehabilitation for Geelong and south-west Victorian clients who are recovering from injury or living with a disability or illness.

A team of Barwon Health clinicians provide access to specialist rehabilitation services and modern equipment unavailable anywhere else in the region.

Returning to work will be made easier for people recovering from injury, with specialist rehabilitation assessments available through the centre.

The Sunrise Centre provides world class rehabilitation services and facilities that complement Barwon Health's existing services at the McKellar Centre in North Geelong and Belmont Community Rehabilitation Centre.



Picture: Katherine's story is a key feature within the Sunrise Centre that opened in July 2017.

KATHERINE JOHN



the reason that I am getting as well as I am is because of the help the TAC has given me. With the help from Barwon Health I have learned how to run, swim and ride a bike again.

"After I came out of hospital, I moved back home to live with my mother. I was 30 years old and wanting my independence back, so my focus was taking the steps to achieve that. With much help from the Barwon Health team at the McKellar Centre, I moved to Geelong to complete my rehabilitation and find my own house. My focus was on learning how to run, swim and ride a bike again. This took time but I was determined to get back to being independent and making new friends."



"I was told I would never walk again, but with the help of the TAC and the Barwon Health team, I was able to walk again. I am now able to walk independently and I am grateful for the support of the TAC and the Barwon Health team. I am now able to walk independently and I am grateful for the support of the TAC and the Barwon Health team. I am now able to walk independently and I am grateful for the support of the TAC and the Barwon Health team."

KATHERINE'S STORY

The Sunrise Centre provides major benefits for TAC clients, such as Katherine (pictured), helping to get her life back on track and regain independence as soon as possible after a transport accident.

In 2009, Katherine spent four weeks in a coma after a car accident, before undergoing rehabilitation for her severe brain injury at Barwon Health's McKellar Centre.

She now credits TAC and the Community Rehabilitation Centre team for helping her return to an independent and active lifestyle.

Despite being unable to walk after her accident, Katherine now engages in sailing, fun runs and swimming, and is developing an app to help people with brain injuries manage their memory problems.

The Sunrise Centre will allow the development of new services in an active community setting with plans for cardiac rehabilitation and a concussion clinic providing assessment, advice and treatment of concussion to the community, sporting groups and health professionals.

COMPRE- HENSIVE CARE





Pictured (L-R): Barwon Health volunteers Sue and Danielle regularly support patients and families in the Palliative Care Unit at the McKellar Centre.

CONTINUITY OF CARE HELPS STEPHEN GET BACK IN THE WATER



A commitment to innovation allows Barwon Health to provide care at all stages of illness and recovery, supporting people to live life well.

For complex health conditions, it is important patients have access to the right care, at the right time and at the right place.

The story of Jan Juc man Stephen details how continuity in care helped him transition through our services and ultimately achieve his recovery goals.

On Christmas Eve 2016, Stephen suffered a devastating stroke. With loss of movement down the right side of his body, Stephen embarked on a long journey to recovery.

Transferred from University Hospital Geelong to the McKellar Inpatient Rehabilitation Centre, Stephen spent six weeks regaining his independence with the support of medical and allied health staff including, occupational therapists, speech pathologists and physiotherapists.

During his care, Stephen expressed his wish of setting a goal to snorkel in the ocean again before the first anniversary of his stroke.

Stephen's multi-disciplinary care led to a coordinated approach in helping Stephen achieve this goal by introducing him to our hydrotherapy program at the McKellar Centre in North Geelong.

Supported by physiotherapist Emily the pair worked together for many months to regain Stephen's strength, motor skills and swimming technique.

Stephen's commitment to his rehabilitation both with Barwon Health and at home saw his goal become a reality on 11 December 2017 at Point Lonsdale.

"I feel elated, it was fantastic just to get back in the water," Stephen said.

"It's another section of my life I've got back – to feel I can go into the water and swim – it's tremendous."

Continuity in care, from admission, to discharge, to rehabilitation played an important role in Stephen's recovery and helped him back on his journey to *living life well*.



Visit Barwon Health's YouTube channel to watch Stephen achieve his goal.

Pictured: Barwon Health client Stephen and physiotherapist Emily at Point Lonsdale beach in December 2017 after completing his goal of snorkelling again following a stroke.





“It’s another section of my life I’ve got back – to feel I can go into the water and swim – it’s tremendous.”

Barwon Health client Stephen.



Pictured: Immunisation Nurse Jackie with client Jessica at Barwon Health's Belmont Community Health Centre.

COMMUNITY HEALTH PRIORITY



Barwon Health's Immunisation Service continues to successfully deliver the National Immunisation Program in the greater Geelong region. The program has been successful in helping to keep the region's immunisation rates above both the Victorian and Australian rates.

The service provides all vaccines on the National Immunisation Program Schedule including infant, pre-schooler, secondary students and adult vaccines.

The service consistently ensures that the coverage is extremely high to protect against disease in the community.

A benchmark of 95 per cent set by the Australian Government Department of Health.

Age groups	Greater Geelong	Victoria	Australia
12-15mths	96%	94%	94%
24-27mths	92%	90%	90%
60-63mths	97%	95%	95%

Above: Percentage comparison of coverage for these age groups.

HOW DID WE INCREASE UPTAKE?

To achieve such high coverage rates the Barwon Health Immunisation Service have spent additional time actively reminding clients overdue for their vaccinations via SMS, phone calls and letters. They have also undertaken data cleansing to ensure the regionals rates are a true reflection of our client's status.

DID YOU KNOW?

In 2018, free flu vaccinations for children under five years were introduced. This has meant record numbers of clients receiving their flu vaccinations. The introduction of free flu vaccinations to under five-year-olds on the National Immunisation Program brought whole families in wanting the vaccine. The Barwon Health Immunisation Service increased staffing levels and sessions to cope with the large numbers. The result was 5,225 flu vaccines to clients – 107 per cent increase in 12 months.



PLANNING FOR FUTURE HEALTH



Barwon Health's Advance Care Planning program continues to provide a coordinated and systematic approach to future health and is offered across all services.

The key aim of the program is to identify a person's values, goals and preferences regarding their health care and medical treatment, including end-of-life issues and assist in documenting these in an Advance Care Directive.

DID YOU KNOW?

In the past quarter, Barwon Health has seen 31 per cent of people admitted over the age of 75 with an Advance Care Directive* or a substitute decision-maker. The state average is 11 per cent, Barwon Health is the second top health service leading the state in this area.



top health service leading the state in this area.



**Previously known as an Advanced Care Plan.*

JAN'S THOUGHTS ADVANCE CARE PLANNING

“I feel a huge sense of relief having completed my Advance Care Directive. I now know my voice will be heard and my wishes for end-of-life care will be carried out by my family and medical team. My daughter says it takes away any “second guessing”. End-of-life is a time when families should be able to spend time with their loved ones without agonising over what treatment should be given. During my time working in aged care, I saw relatives struggle with making decisions on behalf of their loved ones. I have seen residents who are unable to express their wishes taken to hospital only to die in unfamiliar surroundings – heartbreaking for all concerned. When making an Advance Care Directive, you are guided gently through the process by a caring professional planner who will make sure that your wishes are clearly documented and easy to understand.”

Pictured: George and Jan have written Advance Care Directives. Their testimonials highlight their values for future healthcare goals.

Barwon Health's Advance Care Planning Program works collaboratively with internal and external key stakeholders and the wider Barwon community to provide greater access, participation and uptake.



What are we doing to increase the number of people who have an Advance Care Directive or have identified a substitute decision maker?

- A successful initiative has been our **Advance Care Plan Volunteer Ambassador Program**. Four Barwon Health volunteers have attended training, assisted with formulating and providing community presentations. These highly motivated and passionate volunteers have provided 11 sessions for our community and participated in community events.
- Over the last 12 months, a key activity has been the implementation and operationalisation of the new Medical Treatment Planning and Decisions (MTPD) Act 2016. The Act plays a key part in ensuring Advanced Care Directive documents are appropriately shared and stored to allow easy access should they be required.
- At total of 20 community presentations, seven education sessions with external health professional groups and 10 in-house education sessions were provided.
- Advance Care Planning surveys continue to be used to gather client experience and feedback for improvement.
- Collaboration continues with Western Victoria Primary Health Network and the region's general practice staff.
- Continued use of the MyValues survey that provides a set of statements designed to assist people to identify, consider and communicate their values and preferences. The MyValues website and survey were reviewed and improved. The number of survey questions, based on current literature and evidence, have been significantly reduced and respondents now have the availability to upload their MyValues profile report into the Victorian Advance Care Directorate for Adults.

GEORGE'S THOUGHTS (JAN'S HUSBAND) ADVANCE CARE PLANNING

"I had really never given any thought to dying or death until Jan suggested we needed to address the subject, for all sorts of important and valid reasons – not the least of which was that our children had a clear understanding of our preferences and wishes. Jan wisely pointed out that we both have health issues and that we are now older than our respective mums at the time that they died. The process wasn't as daunting and difficult as I thought it would be, and with Jan's help and the kind and informed counsel of Barwon Health, we have both documented our wishes and our plans. Obviously there are 'unknowns' and issues that may arise out of the blue, but at least our family, our doctors and treating medical professionals will have a pretty clear picture of our wishes if we are unable to communicate them ourselves at that time. We are also able to review our respective Advance Care Directives as the time goes by and make any changes if required. It is a comfort to have something in place rather than nothing at all, and it has helped me to focus on an issue that I was reluctant to deal with in the first instance."

2017/18 results:

- **1,508 new referrals** resulting in 1,006 completed Advance Care Directives, including appointed substitute decision-maker for the majority.
- **396 deaths** with Advance Care Directive in place.
- **4,500 acute episodes of care** with and Advance Care Directive in place.
- **388 sub-acute episodes of care** with Advance Care Directive in place.

An Advance Care Directive helps to prepare the person, their family and healthcare providers should important medical decisions need to be made on the person's behalf.

HOW TO ACCESS ADVANCE CARE PLANNING INFORMATION?

Speak to your GP or call Barwon Health Information and Access Service **1300 715 673** or email rpcoffice@barwonhealth.org.au

Further information is available via:

- www.advancecareplanning.org.au
- www.betterhealth.vic.gov.au
- www.barwonhealth.org.au
- www.myvalues.org.au

BILL'S PLAN – CASE STUDY

Bill, suffering chronic illness and aged 86, completed his Advance Care Directive in 2016, with his doctor and daughter. He appointed his son as his Medical Treatment Decision Maker.

Bill lived alone in his unit, enjoyed a quiet life but acknowledged that his health was declining and that he highly valued his independence.

In his Advance Care Directive, Bill documented that he did not want CPR or other invasive life prolonging treatment. He did accept other medical management aimed at his goal of, "to be mainly independent with my personal care and mobility, with some assistance required, in a nursing home if necessary, with my mental faculties intact to verbally communicate meaningfully with family."

In November 2017, Bill was taken to the Emergency Department and diagnosed with acute pulmonary oedema and pneumonia.

The Emergency Consultant documented: "brief discussion with the patient – does not want intubation (this has been previously stated in advance care plan as well)", and again "Firm on Advance Care Directive – not for invasive management, not for intensive care unit, for ward management, wants to be kept comfortable. Discussed further with the patient, he is adamant he wants ward management only, patient appears to be competent and family feel this is in line with his past wishes."

Bill was admitted to a medical ward and was provided with intravenous fluids, antibiotics and oxygen but his condition deteriorated.

Bill died peacefully early the next morning with his family by his side.

Summary of Treatment Documentation: "As per patient's previously expressed wishes he was treated with oxygen, intravenous fluids and intravenous antibiotics but he was not for cardiopulmonary resuscitation, intensive care unit admission or intubation. He continued to deteriorate with increasing respiratory effort. As per patient's Advance Care Directive wishes and discussion with his son (Medical Treatment Decision Maker), he was made comfortable with medications."



“The health care that people receive in the last years, months and weeks of their lives can help to minimise the distress and grief associated with death and dying for the individual, and for their family, friends and carers.”

Australian Commission on Safety and Quality in Health Care's national consensus statement: Essential elements for safe and quality end-of-life care

Pictured (L-R): Wallace Lodge resident John with nurse Christine and fellow resident John.

END-OF-LIFE CARE

Barwon Health is committed to respecting a patient's values and wishes for end-of-life care. To achieve this Barwon Health clinicians adhere to the principles of the Australian Commission on Safety and Quality Health Care in providing for safe and quality end-of-life care.

Key elements of care relate to conversations with patients who have a limited life illness, because any communication about death, dying and the end-of-life planning requires compassion, knowledge, sensitivity and skill on the part of the clinician.

Work to achieve quality end-of-life care at Barwon Health has seen the continued use and development of the iValidate program, a two-day workshop for clinicians to assist them in development of communication skills.

iValidate continues to ensure world-class, patient-centred end-of-life care for patients with life limiting illnesses.

To have a conversation about end-of-life care for a patient is often confronting and challenging, but vital part in ensuring a patient can communicate their goals, values and wishes, and to reach a **shared decision** about the appropriate plan for their care. For the clinician, this communication often does not happen easily and a series of conversations may be needed to understand their wishes.

Goal: To provide person-centered care for patients with life limiting illnesses admitted to the University Hospital Geelong Intensive Care Unit, through a program of shared decision-making training and clinical support. We aim to improve the proportion of patients with a life limiting illness who have values-based Goals of Management discussed and documented during their Intensive Care Unit admission, from a baseline of less than 20 per cent to over 80 per cent.

Other work has seen patients' medical records audited daily to identify patients with life limiting illness and to measure the presence and quality of patient-centered discussions. This audit information is reported back to ICU staff regularly so as to identify issues quickly and to keep this goal central to our care delivery.

HOW DOES IVALIDATE WORK?

The iValidate education program utilises the Calgary-Cambridge and Harvard Serious Illness models to teach communication skills for this clinical context. The educational intervention uses a blended educational approach which includes small group video analysis, group work and simulated patient experiential learning. This experiential work is critical and incorporates feedback from both peers and simulated patients/carers whilst being observed and guided by facilitators. The components include a two day communication workshop, and a process of care for clinical settings.



Pictured (L-R): Clinical Nurse Consultant Melanie participating in iValidate training with a professional actress. This training improves person-centred, end-of-life care by teaching communication skills to staff.

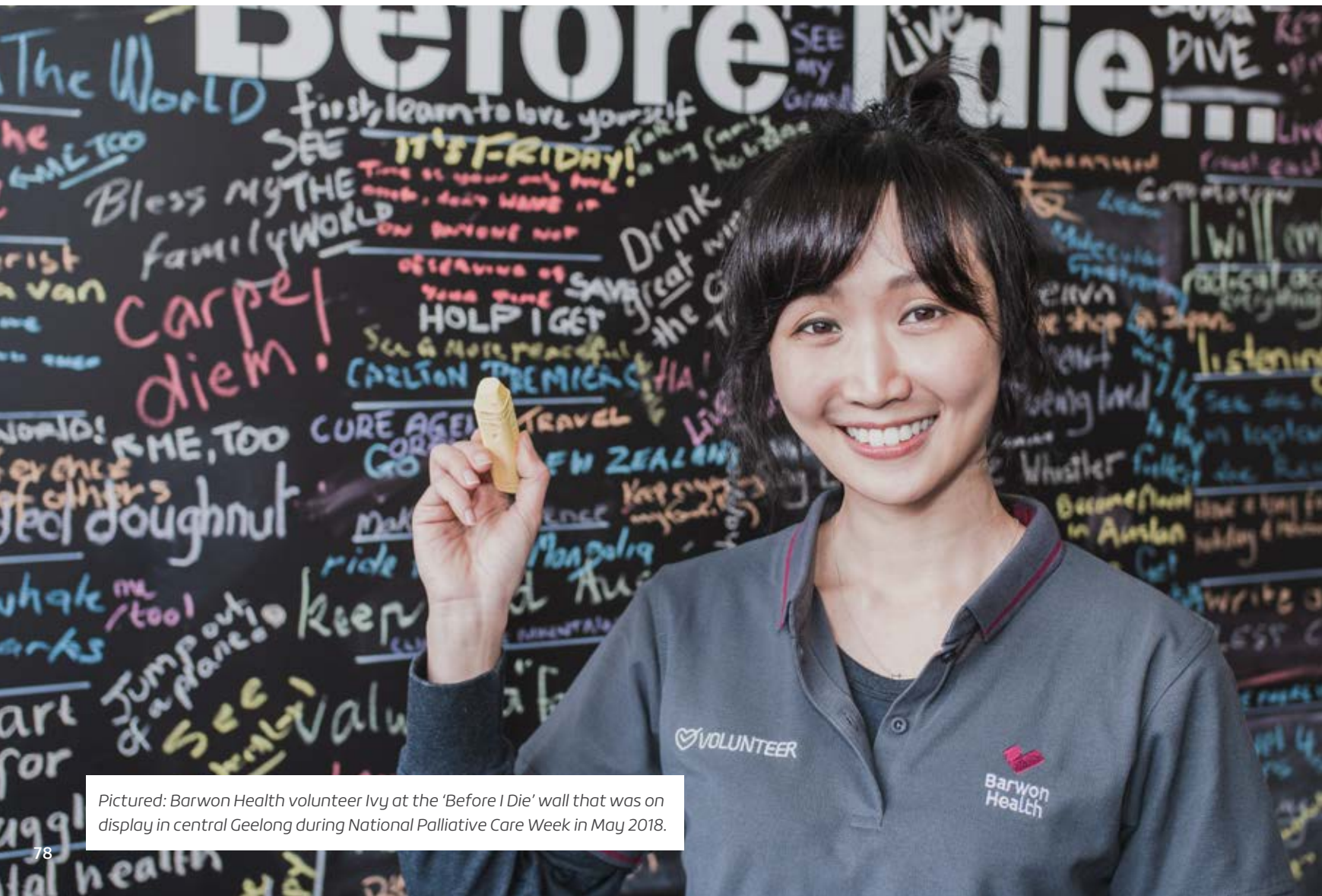
ENGAGING COMMUNITIES

Understanding services available for end-of-life care and bereavement support is important in ensuring all communities can have shared decision making.

Engaging communities, embracing diversity is key to Barwon Health's work and the Palliative Care Service has delivered a range of educational activities over the past 12 months aiming to improve understanding of end-of-life and palliative care.

2017/18 snapshot:

- Increasing community understanding of services available for end-of-life care including educational activities targeted towards community groups, regional health services, and individuals working in facilities such as residential aged care.
- 500 people have taken part through formal educational activities for end-of-life and palliative care.
- **National Palliative Care Week** featured activities including the *Before I die* wall placed in Geelong's central business district with the City of Greater Geelong, and a *Children's story time* at the Geelong Library and Heritage Centre.



Pictured: Barwon Health volunteer Ivy at the 'Before I Die' wall that was on display in central Geelong during National Palliative Care Week in May 2018.

BRUNO'S STORY

“I said to my wife, if there are things that I could do to keep myself alive longer, I think I'd like to do that. That's the inspiration that I'd gotten from this therapy.”

A first for Barwon Health in 2018, was the production of a video titled *Dignity Therapy – Life Reflections*. The video detailed the journey of Bruno a palliative patient who participated in the Dignity Therapy Program. Bruno, like many other palliative patients, joined the Dignity Therapy Program to document his life reflections and to preserve messages for his loved ones.

With Bruno and his family's permission, he became the first patient to be included in a video to demonstrate the high-quality care provided through the Dignity Therapy Program. His story is also being used across Australia to educate other health providers and future volunteers on the benefits of Dignity Therapy.



Dignity Therapy – Life Reflections can be viewed on the Barwon Health Facebook page.

Published on Barwon Health's Facebook page in June 2018, *Dignity Therapy – Life Reflections* has since been viewed by more than 100,000 people.



Pictured: (L-R) Barwon Health Dignity Therapy Volunteer Keith with Bruno, who died in 2018, and Palliative Care Supportive Care Worker Russell.

DID YOU KNOW?

Barwon Health's Dignity Therapy team is the world's only known volunteer group running the program, due to the amount of skill, time and passion required to carry out the work.

In recognition, Barwon Health was **Highly Commended in the 2017 Victorian Public Healthcare Awards** under the category *Safer Care Victoria compassionate care* for the Dignity Therapy program.

The awards recognise excellence, dedication and innovation in providing publicly funded healthcare for the Victorian community.



DIRECTORY

Hospital Services

General enquiries	4215 0000
Emergency Department	4215 0100
Aboriginal Health	4215 0769
Admissions	4215 1298
Advance Care Planning	1300 715 673
Andrew Love Cancer Centre	4215 2700
Barwon Medical Imaging	4215 0300
Barwon Paediatric	
Bereavement	4215 3352
Consumer Liaison	4215 1250
Cardiology (Geelong)	4215 0000
Diabetes Referral Centre	03 4215 1396
Dialysis Unit	4215 3600
Gretta Volum Centre	4215 2841
Hospital in the Home	4215 1530
Maternity Services	4215 2060
Outpatients	4215 1390
Palliative Care	4215 5700
Perioperative Service	4215 1627
Pharmacy	4215 1582
Social Work	4215 0777
Waiting List Service	4215 1624

Barwon Health Foundation 4215 8900

**Barwon Health
Volunteer Services** 4215 8919

Community Health Centres

GENERAL ENQUIRIES

Anglesea		
11 McMillan Street	4215 6700	
Belmont		
1-17 Reynolds Road	4215 6800	
Corio		
2 Gellibrand Street	4215 7100	
Newcomb		
104 -108 Bellarine Hwy	4215 7520	
Torquay		
100 Surfcoast Hwy	4215 7800	

Community Health Services

Carer Support	1800 052 222
Hospital Admission Risk Program	4215 7401
Immunisation Service	4215 6962
Paediatric & Adolescent Support	4215 8600
Referral Management	1300 715 673

SOCIAL SUPPORT PROGRAM (formally Day Programs)

Anglesea	4215 6720
Belmont	4215 7049
Norlane	4215 7300
Torquay	4215 7935

DENTAL SERVICES

Belmont	4215 6972
Corio	4215 7240
Newcomb	4215 7620

Community Nursing 1300 715 673

Aged Care

General enquiries	4215 5200
Alan David Lodge	4215 6500
Blakiston Lodge	4215 5241
Percy Baxter Lodges	4215 5892
Wallace Lodge	4215 6190
Barwon Regional Aged Care Assessment Services	4215 5610

Rehabilitation Services

General enquiries	4215 5200
McKellar Inpatient Rehabilitation Centre	4215 5200
McKellar Community Rehabilitation Centre	4215 5301
McKellar Hydrotherapy Centre	4215 5851
Belmont Community Rehabilitation Centre	4215 7000
Contenance Service	4215 5292

Mental Health, Drugs & Alcohol Services


For crisis support, information and referral enquiries (all ages)	1300 094 187
Needle & Syringe program (freecall)	1800 196 850

HAVE YOUR SAY!

YOU CAN PROVIDE FEEDBACK ABOUT THE QUALITY ACCOUNT 2016/17.

 Send an email to comms@barwonhealth.org.au

 Send a message to Barwon Health's Facebook:
www.facebook.com/BarwonHealth

 Phone our Consumer Liaison Office on (03) 4215 1251.

 facebook.com/barwonhealth

 twitter.com/barwonhealth

 instagram.com/barwon_health

 linkedin/company/barwon-health

 youtube.com/barwonhealth

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