

QUALITY ACCOUNT

2017-18



HEALTHY COMMUNITIES AND
WORLD CLASS HEALTHCARE

Our Vision

Healthy Communities and World Class Healthcare.

Our Values



CARING

We care for our community.



PASSIONATE

We are passionate about doing our best.



TRUSTWORTHY

We are open, honest and respectful.



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Our Care at a Glance



94,546 Service events provided by our Specialist Clinics



13,445 Ambulance arrivals handled by our Emergency Department



52,342 People who came to our Emergency Department for treatment



1,537 Admissions of children aged 16 and under to our Children's Ward



49,004 People who were admitted to our hospital



1,427 Babies delivered



14,960 Operations performed



3,273 Staff employed



724 Bed service



Bendigo Health's Quality Account

Welcome to this year's Bendigo Health Quality Account.

The Quality Account is produced each year to highlight and celebrate the many projects and programs that are put in place to improve the quality and safety of the care provided at Bendigo Health. These improvements are often initiated by our staff who recognise and act upon opportunities for to us provide better care. The Quality Account highlights much of this great work, together with the experiences of some of our patients and community members.

As demand for our services grows we continue to look at new and innovative ways to improve the health and wellbeing of our region. This growth together with the importance we place on delivering healthcare locally has prompted us to review ways we can plan for the future. A key part of this is our Clinical Services Plan which was commissioned to help us understand which services our population is likely to need in the future and where we need to invest in new specialities. This will provide us with a robust blueprint for planning.

The opening of the Aboriginal Space in NAIDOC week 2017 was a great start to the year with the realisation of a long term goal of providing a culturally safe space for our local Aboriginal Community. The artwork and garden in the space are a key feature of the new hospital.

Another highlight of the year is the success of the Enriched Environment for Stroke Project. This project involves encouraging patients to undertake increased activities outside of formal therapy. Volunteers are a vital component of the project and their significant impact has been recognised with the awarding of the Victorian Healthcare Minister's Volunteer award.

The completion of the patient move into the new hospital occurred when the staff and residents from our Secure Extended Care Unit moved into the new building. Congratulations to the team who worked on the move, it is a big effort to move into a building that is already occupied and busy with patients and visitors.

We were delighted when the state government announced the vacated building would become home to a dual diagnosis mental health and substance abuse drug residential rehabilitation centre, a first for Victoria.

One of the character traits of the staff here at Bendigo Health is a tenacious drive for improving services. It never ceases to amaze me how many ideas our staff and volunteers have to make the patient experience a better one. This report captures some of these improvements and provides a snap shot of quality and patient safety here at Bendigo Health.

This drive fits our new Vision which will be launched on July 1 2018.

Excellent Care. Every Person. Every Time.

I believe this is the right vision for your health service, it is something that I know all of our staff strive for each day.



Peter Faulkner **CEO**

About Bendigo Health

With more than 3,600 staff and volunteers and covering an area a quarter of the size of Victoria, Bendigo Health Care Group (commonly known as Bendigo Health), is a regional health service offering the advantages of city life combined with the a regional lifestyle.

We have 698 beds across our inpatient, community and residential care services. In the past twelve months we have treated 49,000 inpatients, triaged more than 52,000 emergency attendees and welcomed 1,400 new babies. In addition, nearly 15,000 operations were performed in our operating theatres and more than 90,000 occasions of services are provided in our clinics and outpatients.

The organisation provides services in emergency, maternity, women's health, medical imaging, pathology, rehabilitation, community services, residential aged care, mental health services, community dental, hospice/palliative care, cardiology, cancer services and renal dialysis to the people of the Loddon Mallee region.

The three main campuses of Bendigo Health are based in Bendigo, with many services extending to regional settings including areas such as Mildura, Echuca, Swan Hill, Kyneton and Castlemaine.

Demand on services is increasing rapidly with Bendigo being one of Victoria's fastest growing regional cities.

Quality Account Feedback

The Quality Account is designed to be an informative, readable document for our community members. We aim to include important quality and safety information regarding our services together with stories that highlight the great work that is undertaken by our staff, volunteers and consumers. Each year we seek feedback on the content and design of the Quality Account. Last year our readers told us they enjoyed the information and articles and most readers found the document a good read. A suggestion of adding more graphics and photos was provided. We have worked hard to incorporate these suggestions and hope that you enjoy this year's Quality Account.

We are keen to hear feedback about this year's Quality Account. If you would like to provide us with some feedback a short survey can be found at this link:

www.surveymonkey.com/r/QHNJGPV

Written feedback can be emailed to:

quality@bendigohealth.org.au



Regional CEO Leadership Group and Loddon Mallee Regional Clinical Council

The Regional CEO Leadership Group has been established to develop a collaborative approach for our regional health services to work together to ensure the communities of the Loddon Mallee region are provided with coordinated, safe and high quality care.

As the largest healthcare provider in the Loddon Mallee, Bendigo Health is privileged to take a leadership role in this group.

The Regional CEO Leadership Group is focussing on:

- Strengthening clinical governance processes
- Enhancing and supporting capability of health service Boards through increased collaboration and communication
- Supporting and developing partnerships between healthcare providers
- Engaging in collaborative projects to support a system approach across the region.

A significant development initiated and supported by the CEO Leadership Group has been the establishment of the Loddon Mallee Regional Clinical Council (LRMCC). The LMRCC has approximately 60 members, including clinical experts, consumers and health service providers who are working collaboratively to strengthen clinical governance and improve patient safety and quality of care across the Loddon Mallee region.

The council is focusing on 5 strategic priorities including:

- Surgery & Anaesthetics
- Perinatal Care
- Emergency and Urgent care
- Consumer Empowerment and Engagement
- Credentialing.

Each meeting of the council commences with a patient story to allow members to reflect on the purpose of the meeting and target discussions toward improvements in care and patient outcomes.

A highlight for the year was a day which focused on Aboriginal cultural awareness and Korin Korin Balit-Djak (Aboriginal health, wellbeing and safety strategic plan 2017-2027).



Members of the LMRCC

Aboriginal Public Sector Employment

A strengthened Aboriginal health and human services workforce contributes to culturally safe care, increased use of health services, and improved outcomes for Aboriginal people.

Bendigo Health is committed to increasing our employment of Aboriginal people and have developed an Aboriginal Health Action Plan to help guide this commitment.

Aboriginal Cadetship Program

The Aboriginal Cadetship Program is funded by the Victorian Department of Health and Human Services. This program enables Aboriginal nursing, midwifery and allied health students to experience employment in a health service whilst they are studying. The program provides the opportunity for students to develop professional and cultural networks and build their confidence and knowledge. At the same time, the Cadets support Aboriginal patients to be provided with culturally safe care.

Bendigo Health employs Aboriginal Cadet Morgan Carter, an undergraduate Health Science student studying locally at LaTrobe University Bendigo. Morgan has been primarily working within the Rehabilitation Unit as a Health Service Attendant, providing valuable assistance to the staff, patients and their families within the clinical unit.

More recently, Morgan had the opportunity to work as a support to the Aboriginal Health Liaison Officer. This opportunity gave insight into the dedicated care the Bendigo Health team provide to patients and their families during their often challenging hospital stay. This role introduced Morgan to the supportive health programs available to our local Aboriginal community, which she is now confident to share with colleagues and patients. Morgan will be completing her undergraduate clinical placement with the Health Promotion team at Bendigo Health over the next few months.

Aboriginal Mental Health Traineeship

Bendigo Health's Mental Health Services have been successful in obtaining funding for The Aboriginal Mental Health Traineeship program. This program has the potential to enhance the current multidisciplinary mental health team by delivering culturally appropriate support to Aboriginal people, their families and communities across the region. Bendigo Health will be employing two trainees to these roles in coming months.



“I believe the Aboriginal Cadet Program has provided me with a hands on approach that has helped to develop my professional communication skills and networking opportunities. At the same time I’ve increased my knowledge of, and insight into, the health care system.” Morgan Carter, Aboriginal Cadet Bendigo Health

Strengthening Hospital Responses to Family Violence initiative

Family violence remains a significant health issue in our community.

Bendigo Health continues to lead regional Victorian health services in strengthening hospital responses to both staff and patients who are at risk of, or who are experiencing family violence. The Strengthening Hospital Responses to Family Violence (SHRFV) service model, developed collaboratively by the Royal Women's Hospital and Bendigo Health, is now being rolled out in all Victorian public hospitals. The SHRFV initiative is part of the Victorian Government's response to the Royal Commission into family violence, and relates to recommendation 95 which requires a 'whole-of-hospital' model for responding to family violence in public hospitals within three to five years.

The main aim of the initiative is to increase the confidence and skills of key staff to better identify and respond to family violence for consumers. This includes working with survivors of family violence, the local women's health and family violence service sector and our staff. This will help to ensure policies, protocols and referral pathways are in place and that all clinical staff are trained in the model of sensitive inquiry and the six-step sensitive practice model.

One of the survivors of family violence who has been involved in the SHRFV initiative has shared her story with staff during training sessions and this has had an incredibly powerful impact on our staff.

In our regional sector lead role, Bendigo Health has supported sixty-nine regional and rural health services to implement the SHRFV initiative. Over the last twelve months over 3,000 regional health service staff have participated in the training, whilst almost 700 managers have participated in SHRFV workplace support for managers training.

Bendigo Health is proud to be leading these large scale improvements that will help victims of family violence get the supports they need no matter which hospital they go to in Victoria. We were also honoured to win the Victorian Public Healthcare Award in the category for a 'Whole of hospital model for responding to family violence'. We dedicate this award to the victims and survivors of family violence.

"I feel much more comfortable about knowing how I can approach the subject and what resources are available." Quote from training.



Cancer Services

Bendigo Health Cancer Services is implementing programs and improvements to ensure the priority areas of Victoria's Cancer Plan are addressed within our services.

Breast Cancer Survivorship Clinic

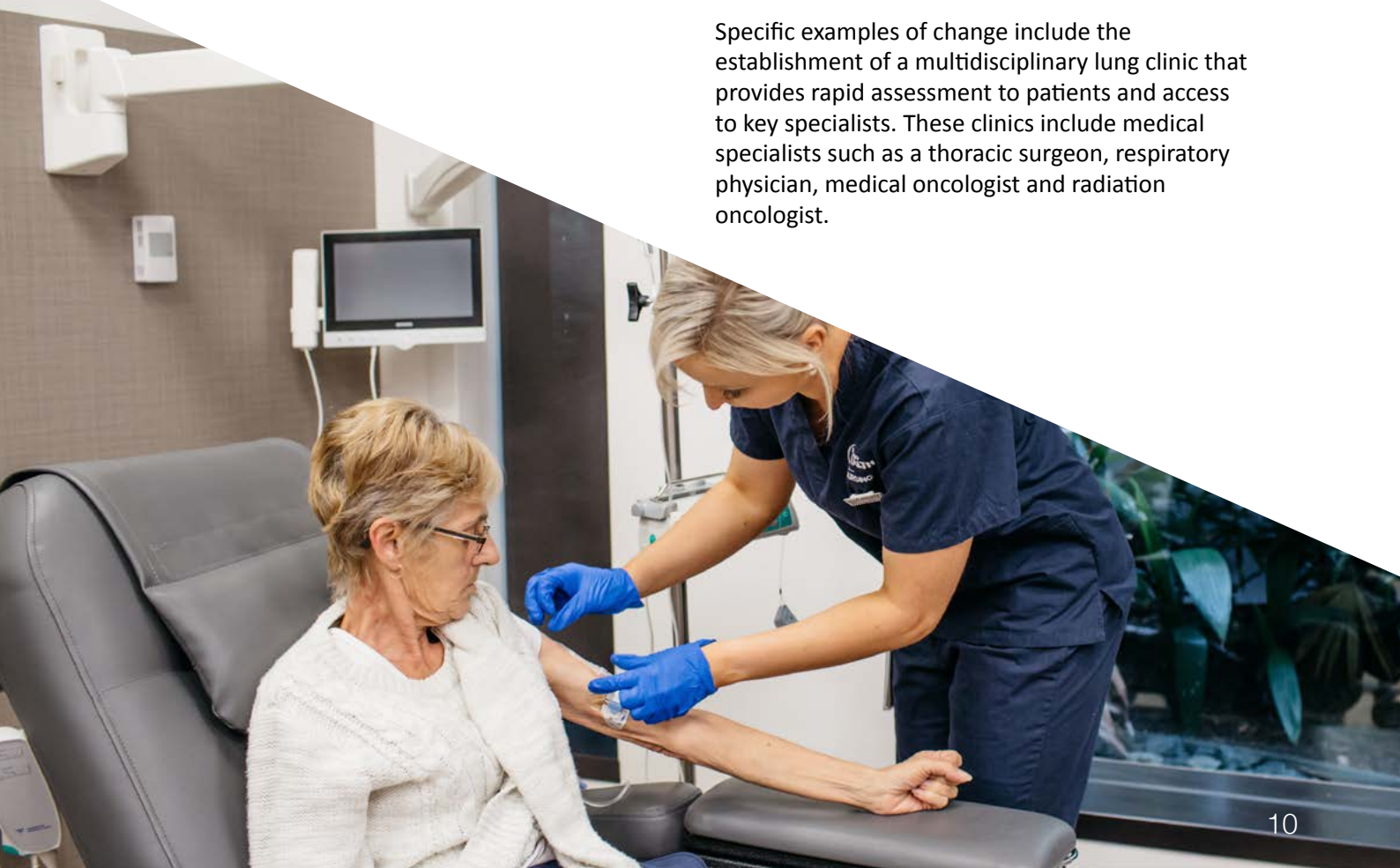
This outpatient clinic assesses patients who have completed active treatment and are at a point of recovery. Our staff work with the patients to identify any ongoing issues including physical health, psychological wellbeing and adjustments to the diagnosis. The program was established after it was identified that patients often have significant ongoing needs post treatment with the most

common being psychological. Establishment of the clinic was supported by a Safer Care Victoria grant. An evaluation has confirmed that patients are reporting that the clinic is helping to address their ongoing needs.

Optimal Care Pathways

The Bendigo Cancer Services, in conjunction with Loddon Mallee Integrated Cancer Services (LMICS), have been reviewing treatment delivery in accordance with the Optimal Cancer Pathways (OCPs). This will ensure our care aligns with best practice as identified by the Cancer Council Victoria. These pathways (OCPs) describe the ideal care, timeframes and treatment teams for specific tumors. They map the patient journey, aiming to provide a clear picture of the treatment and its distinct components to promote quality cancer care and improved patient experience. To date, Bendigo Health has reviewed its lung, bowel, prostate and oesophageal cancers pathways and where needed made adjustments to our care to ensure they align with the OCPs. Areas of greatest focus include the relationship between primary health services and the hospital, particularly regarding timely referral processing. Other changes include improving the content of referrals whilst reducing the time taken before initial contact with cancer services.

Specific examples of change include the establishment of a multidisciplinary lung clinic that provides rapid assessment to patients and access to key specialists. These clinics include medical specialists such as a thoracic surgeon, respiratory physician, medical oncologist and radiation oncologist.



Cancer Services

Working with our regional partners

The Bendigo Cancer Centre, in partnership with LMICS, are working with oncology outreach clinics to standardize the care processes and provide clarity about each service's responsibilities and communication with patients. Once completed this work will be formalised in a written agreement. Early outcome measures have shown an improvement in the quality of service being provided. The project involves partnerships

between Bendigo Health, Kerang District Health and Swan Hill District Health Service. The consultative process used in the development of the agreement has led to improved understanding and communication between these services. This is providing a transparent process for patients and helping to reduce any variation in the care provided between the different health services. The new process also allows for monitoring of the performance of each service against established indicators.



“Reduction in variation of care ensures improved patient outcomes.”

Consumer, Carer and Community Participation

The Community Advisory Committee (CAC) is a sub-committee of the Board of Directors.

The role of the CAC is to ensure views of consumers and communities are taken into account at all levels of health service delivery, planning and policy development.

Bendigo Health's CAC provides a strong consumer voice to our organisation with members representing many of the diverse groups in our community.

In 2017 Bendigo Health also introduced the "Consumer Participation and Patient Experience" Committee to further enhance the engagement of our consumers in planning and decision making processes at an operational level. The consumers on this committee review data gathered in relation to patient feedback and experiences. The consumers provide us with valuable insights into proposed improvements projects and ongoing strategies to improve patient experience. We identified several priority areas to focus our attention during 2017, these included:

- Bedside Handover
- Patient Communication Boards
- Customer Service Training.



Bedside Handover

When handover occurs at the patient's bedside it ensures staff introduce themselves at the start of their shift, as well as encouraging communication and conversations between nursing staff and patients and their families. Bedside handover assists staff to answer questions and provide safe, patient centred care. In recognition of the importance of handover we set an internal target to make sure that at each change of shift between nursing staff a handover would occur with the patient at the bedside. We have achieved our target in all of our acute and rehabilitation inpatient areas and the program has now been rolled out to include psychiatric and residential services. Bedside handover has led to a number of improvements including an increase in the number of staff introducing themselves.



All staff introduced themselves and their role, VHS March 2018

87%

CAC Members 2017/2018

Marg O'Rourke (Board of Directors)

Marilyn Beaumont (Board of Directors)

Penny Bolton (community member)

Jeff Bray (community member)

Jack Dexter (community member)

Rex Fisher (community member)

Sally Fraser (community member)

Gabby Gamble (community member)

Ruth Harris (community member, term concluded March 2018)

Kathleen Pleasants (community member, term concluded March 2018)

Robyn Tickner (community member, term concluded March 2018)

Consumer, Carer and Community Participation

Patient Communication Boards

The introduction of the Patient Communication Boards (PCB) has enhanced the communication between staff and patients and their families. The PCB are located in each patient room as well as the Emergency Department cubicles. The PCB have areas for both staff and patients or families to write information, including plans in treatment and questions patients or families may have for staff. The boards are updated by staff when Bedside Handover is undertaken and throughout the day as things change. Staff can write reminders for family members who may not be present such as items to bring in from home.

The PCB is also a tool to enhance patient safety. The boards have sections to write patient allergies and important safety issues staff need to be aware of, for example if the patient is at risk of having a fall.

Customer Service Training

An important aspect of improving our patient experience is ensuring that we monitor and act on the feedback we receive in relation to how our staff communicate and interact with patients and their families. As an organisation we have made a commitment to the Studer program, a Business Excellence model designed for health care organisations. The program aims to improve patient outcomes through the implementation of structured processes and tools including customer service training and communication systems. Our Organisational Development team and Studer Implementation Manager have undertaken several training sessions to key departments and continue to roll these out across the organisation.



Always felt listened to and understood,

VHES March 2018

83%



Consumer, Carer and Community Participation

Patient Experience

Patient Experience is measured through several mechanisms. One of these is the state-wide Victorian Healthcare Experience Survey (VHES). This survey is conducted by the Department of Health and Human Services and provides us with helpful feedback regarding patient's experiences during their stay at Bendigo Health.

Our performance is compared to other hospitals across the state. Each year we set targets for achieving high scores in key areas of the VHES survey. The table below demonstrates that the communication and care strategies that we have implemented are having a positive impact upon our patient's experiences.

Patient Experience	VHES Patient Experience Question	Score March 2018	Score June 2017	Target
% of positive patient experience responses	Overall, how would you rate the care you received while in hospital	97%	88%	95%
	How often did the doctors, nurses and other healthcare professionals caring for you explain things in a way you could understand?	95%	92%	
% of very positive responses to questions on discharge care	Discharge Process Transition Index	84%	81%	75%
	Overall How would you rate the discharge process	92%	87.2%	
	Before you left hospital, did the doctors and nurses give you sufficient information about managing your health and care at home?	81%	77.4	
Patient's perception of cleanliness	In your opinion, how clean was the hospital room or ward that you were in?	93.3%	89%	70%
	How clean were the toilets and bathrooms that you used in hospital?	83.2%	89.38%	
	Were hand-wash gels available for patients and visitors to use?	96%	97.9%	

As part of patient centred care and improving patient experience, Bendigo Health works hard to actively build the capacity of consumers, carers and community members to participate fully and effectively in their healthcare. They are provided

with extensive training and support which allows them to contribute greatly to our programs, including the design and review of systems and processes.

Falls prevention: building capacity by working together

Due to the risk of serious injury from a fall we are proactive in identifying people at risk of falls and providing education and prevention measures to keep our patients safe.

Upon admission into hospital, staff discuss falls with patients including whether they've recently had a fall and check how safely a person can walk. It is important to know which of our patients are most at risk of having a fall and our screening and assessment process are designed to assist with this.

To reduce the risk of falls and injuries from falls a number of strategies are put in place. However, we recognise that falls prevention is a team approach and that at the centre of this needs to be our patients, their families and carers are vital in this.

With this in mind, clinicians and consumers work together to develop a falls prevention plan that can be individualised to meet each person's specific risks and needs. Patients staying in hospital have the opportunity to complete their "My falls prevention plan" at an interactive falls prevention education session that is led by our Falls Prevention Coordinator. Carer's and family members are also encouraged to attend allowing for collaborative input into the plan as well as learning from the education provided.

Since the sessions began in April 2017, 123 patients and carers have attended this session with 97% of attendees finding the information easy to understand and the session helpful. Additionally 96% of attendees indicated that as a result of attending the session they would make changes to reduce their risk of having a fall at home.

On leaving the session each person takes their "My falls prevention plan" along with brochures about how to reduce their specific risks, a falls prevention booklet and information about community supports. People are encouraged to talk about falls with family members and their doctor. The aim is to provide people with the knowledge that allows them to identify potential risks and proactively access community supports to try and prevent them from having another fall.



"I now know there are a lot more like me falling over"

"It was great to be able to share other people's experience and learn how to avoid falls."

"Each point was well explained which allowed me to understand and relate it back to my situation"

Interpreter Use

Greater Bendigo and the Loddon Mallee region is becoming increasingly culturally diverse. The percentage of Greater Bendigo residents born overseas has risen to 7 per cent, with 2 per cent of households speaking a language other than English at home.

In response to this we are working hard to make sure our services are welcoming, accessible and appropriate for all members of the community. The use of interpreters continues to increase both in the numbers of sessions and the number of departments who are using interpreters.

Our Dental Services works closely with local training organisation, Central Victorian Group Training (CVGT) Bendigo, to provide traineeships to dental assistant students including several students from the Karen Community. As a result, there has been an increase in the number of dental assistants from the Karen Community employed by Bendigo Health. This has led to an increased feeling of being welcomed into the healthcare setting for the Karen Community and improved ease of access to community dental services. Recently a dental trainee from the Karen Community was nominated for trainee of the year.



Number of departments accessing Interpreters

2016/2017	2017/2018
44	78



Interpreter use

2016/2017	2017/2018
2177	2766
	27% increase



The 5 most requested languages for interpreters



Karen



Dari



Mandarin



Auslan



Dinka



Improving Care and Access for Everyone

Ensuring people of all abilities have equal access to our services is an aim of Bendigo Health's Diversity committee. Over the past twelve months there has been an increased focus on improving both access and appropriateness of care. Simultaneously, a wide range of training opportunities for staff has provided a focus on enhancing inclusiveness, and preventing discrimination in the workforce and healthcare

setting. Unconscious Bias, LGBTIQ awareness and Cultural Competency training are some examples. Work has also been undertaken to assist those with a disability to more easily communicate their health care needs to hospital staff, particularly in times of unplanned admission. Our residential services have incorporated Auslan communication into their training and lifestyle program.

Isolation and loneliness is often experienced in aged care facilities. This can be exacerbated within the deaf community and people who are hard of hearing as they may also experience difficulty in communicating their needs*. These concerns are commonly shared by loved ones and families.

This has been the experience for Yvonne and her family. Previously, Yvonne has chosen to travel to Melbourne to a Deaf specific aged care facility to have her needs met when requiring respite. Historically Bendigo has not had an aged care facility which offers options that meet the needs of the deaf community. This meant that Yvonne would be away from her local community family and friends.

Bendigo Health Deaf Access Coordinator was contacted by Yvonne's family to discuss the most appropriate respite options for her. Together they discussed how beneficial it would be to have a specific Deaf nursing care facility close to home.

As a result, the Deaf Access Coordinator has worked closely with Bendigo Health's Gibson Street Complex facility manager (Joan Pinder Nursing Homes) to make the facility deaf friendly. Together the following improvements have been implemented to provide a deaf inclusive environment.

Joan Pinder Nursing Home now employs two staff members fluent in Auslan, and Auslan Education sessions are held weekly for all staff and interested residents. The facility lifestyle program now has Auslan incorporated into their activities including signing the numbers in Bingo. Staff are embracing the learning opportunities and their increasing ability to communicate effectively with deaf residents. Some have gone on to enrol in an Auslan course.

Yvonne has recently had respite at Joan Pinder Nursing Home. This local respite allowed her to be visited by family and friends, effectively staying within her local community. She reported that that she enjoyed the experience and felt welcomed and comfortable and will return to Joan Pinder Nursing Home for future respite.



Yvonne's Story

Hospital Passport


This is my

(use label if available)

Hospital Passport

If I have to go to hospital, this book needs to go with me.
It gives hospital staff important information about me.

It should be kept by my bed and a copy should be put in my file.



Entering the healthcare system can be daunting for any of us, but for those with a disability it can be more challenging. With this in mind, and the knowledge that there were opportunities to improve the patient experience for people with a disability, Bendigo Health collaborated with consumers, carers and other health services to develop a Hospital Passport. The Hospital Passport initiative is part of a project funded by the Department of Health and Human Services.

The Passport concept originates from the UK and is designed to be a personalised care plan that outlines key information to assist clinicians to provide the best possible care from the point of admission. It is designed to be a comprehensive, yet succinct summary of important health and care information. Some of the inclusions in the Passport are current medical conditions, communication abilities, preferences around care and behaviour support strategies. This Passport allows the voice of the patient to be heard even if they are unable to communicate at that time.

The project group are currently evaluating the use of the Passport in order to make any necessary adjustments and enhance its use based on feedback from consumers and staff. The group are also working to expand the use of the Passport into other health and disability support services.

Nursing and medical staff please look at my passport before you do any interventions with me.



Name:



Date of birth:

Integrated Aboriginal Health Plan

Bendigo Health continues to enhance our services to provide a culturally safe, welcoming and supportive environment for all members of our community.

A highlight of the past twelve months was the opening of the Aboriginal Space in the new hospital during NAIDOC week in July 2017. The opening saw a traditional smoking ceremony with local artists including a vocalist, didgeridoo and clap stick players. Traditional custodians, Elders and Artists who contributed to the space were in attendance.

The Aboriginal Space was designed in consultation and collaboration with the local community and features Local Custodian Jida Gulpilil's mural and a possum skin art piece is on display. Our Aboriginal Hospital Liaison Officer is located in the support space and accessible to support patients, family and community members in need. The internal space includes videoconferencing facilities, sitting areas, formal meeting room and a kitchen.

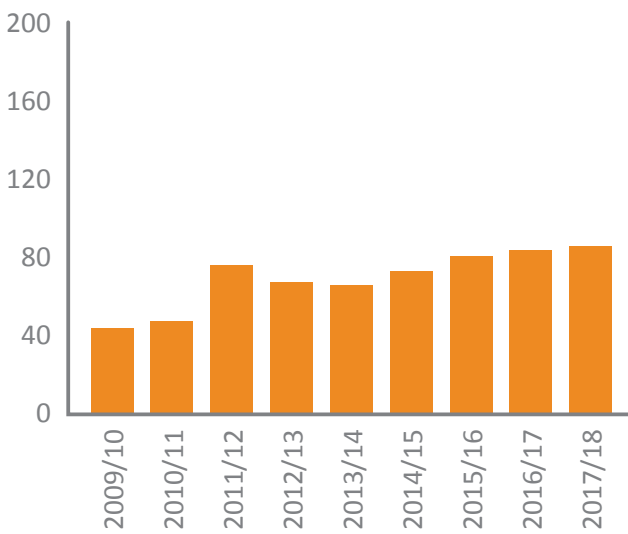


Integrated Aboriginal Health Plan

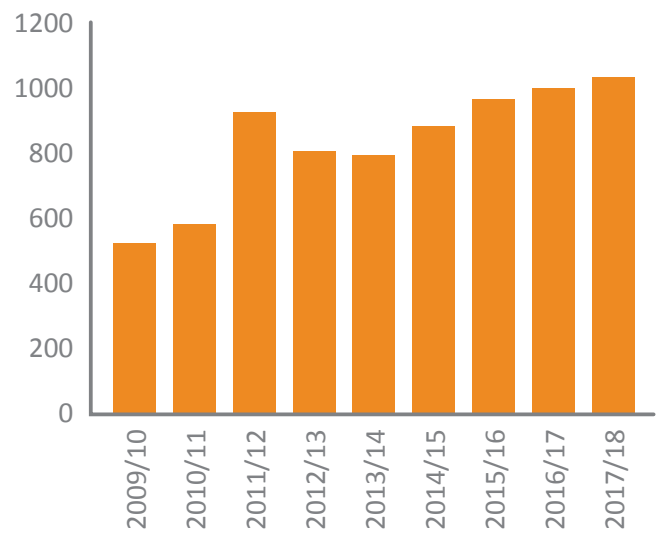
In May 2018 Reconciliation Week was marked with the re-signing of the Collaborative Agreement between Bendigo Health and Bendigo and District Aboriginal Cooperative (BDAC). This agreement was initiated in 2011 and we continue to build upon the partnership. Both organisations work closely together to improve access to healthcare for Aboriginal people.

Bendigo Health are pleased to report that the number of people accessing our services who identify as Aboriginal continues to increase. Over the past 5 years there has been a 30% increase in people identifying as Aboriginal when entering a Bendigo Health service.

Average number of patients per month who identified as Aboriginal



Total number of patients annually identifying as Aboriginal



Integrated Aboriginal Health Plan

Area of reporting	Key achievements to date
1. Engagement and partnerships	<ul style="list-style-type: none"> • Signing of new collaboration agreement with the Bendigo District Aboriginal Co-Operative (BDAC) May 2018. Operation of Bendigo Health Aboriginal Advisory Committee that is attended by BDAC, DHHS and Aboriginal community representatives.
2. Organisational development	<ul style="list-style-type: none"> • Board, CEO, Executives and local MP's in attendance with community and media at NAIDOC function for 2017. • Promotion of BH commitment to Closing the Gap. • Opening of new dedicated Space and gardens for Aboriginal Community accessing our services. • Community Advisory Committee has an Aboriginal Member appointed. • New Aboriginal Volunteer Aunty to support Special Care Nursery at Bendigo Health. • Review of Welcome to Country and Acknowledgement Protocols for Bendigo Health. • Embedded Acknowledgement to Country into Business Managers meeting which is inclusive of all CEO, Exec, Directors and Business Managers and Board sub-committee. • Lowering of the flags occurred in Nov 2017 following death of an Elder in the Community. • Presentation by BDAC CEO to the Business Managers meeting to inform managers on their Services.
3. Workforce development	<ul style="list-style-type: none"> • Bendigo Health has established employment for two previous Cadets and has taken on additional Aboriginal Health service Cadets in 2017-18 period. • Develop Secondary Family Violence EFT for Aboriginal Support area (currently advertising).
4. Systems of care	<ul style="list-style-type: none"> • Social Work Student has developed a specific Aboriginal Advance Care Plan which will be progressed. • Aboriginal Health Liaison Officer and Carer Support service has established a support for out of region consumers who need assistance with afterhours accommodation.



Outstanding Achievement by a Volunteer: Better Care Victoria Innovation Award

Enriched Environment Project, Bendigo Health

The Bendigo Health Enriched Environment volunteers engage with stroke patients, encouraging them to do simple activities in between more formal types of therapy.

Statistics taken during the Enriched Environment Project at Bendigo Health show that the amount of time stroke patients spent sleeping during the day dropped by 10 per cent. Of the patients surveyed about the project, 84 per cent said a volunteer had assisted with activities and 80 per cent said volunteer visits were beneficial. Volunteers assist patients in a fun and respectful way. They may work with a patient to solve puzzles or practice tasks such as picking up small items. These beneficial rehabilitation exercises assist with improving patient's recovery.



Helping Each Other

Expanding Post Discharge Support

The Expanding Post Discharge Support initiative aims to help people transitioning from an acute mental health inpatient setting to the community. It assists people to establish themselves in a community environment and reconnect with programs and supports that may have lapsed. Maximising recovery and reducing the risk of readmission is a key aim and groups such as 'Living Well' use a peer support model that allows for strong connections and sharing of mutual experiences.

Feedback from these groups has been positive and in the long term the readmission rates will be used as one measure of success of the program.

"I'm gradually building up and taking small steps after being in the ward so it's great to come along as it gives me something to do. I don't have a lot of things to fill my days. I might look into volunteering as well soon".-Nick.

"It's good to hear from other people about their illness and things they are doing. I feel comfortable here."- Glenn.



Supporting Patients to be Smoke Free

The Supporting Patients to be Smoke Free is a referral based program for inpatients that express an interest in quitting or reducing smoking.

Patients are supported to quit smoking and manage their nicotine withdrawal. The program was developed with consumer input and learnings from past patients who have quit after admission to Bendigo Health.

Data from the past 12 months indicates that 305 referrals were received into this program. From these referrals, 233 patients indicated that their hospital admission triggered a quit smoking attempt (76%) and 48 (21%) patients remained smoke free one week post discharge.

Bendigo Health reaches silver status In the Victorian Network of Smoke Free Health Care Services

2018 saw Bendigo Health reach “silver” status for the first time as a member of the Victorian Network of Smoke Free Healthcare Services, with the intention to apply for “gold” in 2019. This status will recognize Bendigo Health’s commitment to reducing smoking internationally. Bendigo Health continues to actively promote the messages regarding smoking risks and to promote the supports available to the broader community.



“2018 saw Bendigo Health reach “silver” status for the first time as a member of the Victorian Network of Smoke Free Healthcare Services.”

Feedback at Bendigo Health

Bendigo Health welcomes and encourages feedback from our patients, consumers and community members.

Feedback provides us with the opportunity to review our processes, behaviours and care to ensure that we are constantly improving the patient experience and that our care is truly patient centred.

We receive feedback through a number of mechanisms including in person, in writing, via the telephone and through the Bendigo Health Facebook site. Like most health services we have seen an increase in feedback over the last few years. This is likely due to the increase in accessibility to modes of interaction such as social media.

When we receive feedback we listen to what the person has to say. This feedback can be positive or can tell us where we have gone wrong and what we can improve on. When we have complaints we involve the complainant in the resolution process.

This not only ensures their perspective and opinion are heard and understood, but also provides us with the opportunity to learn and identify areas for improvement and change.

Where possible we endeavour to resolve issues at the first point of care. This is generally with the care or treating team. Resolving concerns early allows for immediate improvements in communication and patient experience. If this is not possible the concern can be escalated and a thorough investigation will occur.

Although concerns and complaints can be complex and take time to investigate we aim to have them resolved within 30 days. At present 87% of complaints are being resolved within this timeframe.

Often patient feedback leads to a review of our systems and processes to allow for improvements in patient care and experience. At times consumers that have provided feedback to us become further engaged with our organisation and contribute to training and education or become members of committees. Having this consumer voice provides us with powerful insights into our services and how we can continually improve and adapt to ensure our care is patient centred and reflective of the community needs and expectations.



“Thank you for listening to our concerns and obtaining answers to questions about Bob’s care and treatment. This has helped put our minds at rest.”

“Thank you for responding so promptly. We were so pleased to have someone from Bendigo Health call our son and help him through the healthcare maze. We are very grateful.”

“To have someone listen to our concerns and understand from our perspective helped us a great deal initially and then we were very pleased with the follow-up of information supplied”

Our People Matter

Each year Bendigo Health participates in the People Matters Survey which is a public sector employee opinion survey.

It provides our staff with the opportunity to express their views and gives us a measure of staff engagement and job satisfaction.

The 2018 People Matters Survey has demonstrated that our staff have reported positive improvements in all of the Patient Safety Questions within the survey. This is a positive reflection that the actions and strategies that we have put in place are effective and shows that we are heading in the right direction.

Patient Safety Question	2018 % Agreement	2017 % Agreement	Change	Target
Patient care errors are handled appropriately in my work area	73 %	68%	+5%	80%
This health service does a good job of training new and existing staff	62%	56%	+6%	80%
I am encouraged by my colleagues to report any patient safety concerns I may have	81%	77%	+4%	80%
The culture in my work area makes it easy to learn from the errors of others	70%	63%	+7%	80%
Trainees in my discipline are adequately supervised	62%	60%	+2%	80%
My suggestions about patient safety would be acted upon if I expressed them to my manager	74%	70%	+4%	80%
Management is driving us to be a safety-centred organisation	72%	66%	+6%	80%
I would recommend a friend or relative to be treated as a patient here	77%	72%	+5%	80%



Our People Matter

Bendigo Health's commitment to patient safety impacts on every area of the organisation. Research consistently supports that a positive and engaged staffing group, deliver a higher quality of care. As a result, Bendigo Health places a high emphasis on providing a safe and positive learning environment for staff. Our People & Culture Division, on behalf of the organisation takes regular measures of staff engagement and implements strategies to address concerns. Our teams participate in regular workshops to clarify expectations about how we demonstrate our values of Caring, Passionate and Trustworthy to our community and to each other. As a result, our values remain a high focus for our staff.

One of the main ways we demonstrate our values to the community is through our communication. Our extensive staff training program provides regular communication training that covers a range of topic areas including:

- How to communicate efficiently and effectively in clinical situations
- How to have difficult conversations that maintain relationships
- How to communicate with service users in a positive, respectful and informative manner

We are also aware of the need to ensure the diverse needs of our community are forefront in the minds of staff. As well as supporting our staff to recognise and manage their own biases, we provide education on diversity. Some of the specialist training conducted over the past year has included Aboriginal Cultural Competency, Principles of Islam, LGBTIQ awareness, Deaf and Hearing Impairment support, and Mental Health conditions.

Because we recognise that caring for our community in the best possible way can take its toll, we support our staff with regular opportunities to reignite their passion and connect back to their purpose for working in healthcare. This is done by asking our patients to share their stories with us, by using actors to perform healthcare plays that remind us of what is important, and by providing regular health and wellbeing programs for staff that build resilience.



External Reviews – Our Accreditation Processes

The Australian Council on Healthcare Standards (ACHS) is the primary surveying body for health care organisations in Australia.

In October 2017 a team of 8 ACHS surveyors visited Bendigo Health Services to review our quality and safety systems and clinical care. This survey was undertaken against three different standards: National Safety Quality Health Service Standard (NSQHS), National Mental Health Service Standards (NSMHS) and the Human Service Standards (HSS). This review gave us an opportunity

to showcase the high quality care and services our programs are providing to the community.

The outcomes of this accreditation survey were overwhelmingly positive with no recommendations for improvement identified. This result is a positive reflection of Bendigo Health’s commitment to go beyond compliance and provide excellent care.

Here at Bendigo Health we have five residential aged care facilities. Residential aged care facilities are governed by the Australian Aged Care Quality Agency (AACQA). During 2017/2018 all five facilities successfully passed their annual unannounced site visit from the AACQA. This site visit monitors their ongoing compliance with the Aged Care Standards. All five facilities continue to provide high quality care in a home environment putting them in a good position for full re-accreditation in the 2018/2019 financial year.

Accreditation Framework	Division	Details
National Safety and Quality Health Service Standards (NSQHS) National Quality Mental Health Service Standards (NSMHS)	Organisation Wide	In October 2017 a full review was conducted. No recommendations were made and surveyors were complimentary of the patient safety systems and quality of care provided.
Aged Care Standards	Healthy Communities and Continuing Care	As part of the Aged Care Standards process each facility underwent an unannounced audit in 2017/18. These audits all had successful outcomes.
Human Services Standards	Healthy Communities and Continuing Care	In conjunction with the NSQHS survey these programs underwent a full accreditation in October 2017.
ISO 9001	Corporate Services Division	Bendigo Health’s Supply, Payroll and Salary Packaging Departments underwent an accreditation in March 2017. These departments obtained a 3-year full accreditation against the ISO 9001 standard.
Diagnostic Imaging Accreditation Scheme	Clinical Support Services Division	In 2015, Medical Imaging underwent a successful accreditation against the Diagnostic Imaging Accreditation Scheme. They achieved 4-year accreditation.

Keeping Everyone Safe

Hospitals and health care settings are very complex environments where people, processes and specialised equipment come together in the delivery of planned care.



This level of complexity means that sometimes things may go wrong.

At Bendigo Health our staff report all incidents, those that cause harm (adverse events) and those where harm did not occur (near miss). All incidents are recorded in a purpose built database and this information is used as the basis for investigations and to produce reports to the Executive and the Board.

Our staff are provided with orientation, training and ongoing support to use the incident database. In the last year we saw a 23% growth in staff contacting our help desk to ask for assistance. This tells us our staff know the importance of reporting incidents in order to improve patient safety. This positive reporting culture is also reflected in our People Matters Survey where 81% of staff stated that they are encouraged by colleagues to report any patient safety concerns they may have.

The purpose of reporting and analysing incidents is to ensure we identify any opportunities to improve our processes and minimise the chance of the same type of incident happening again.

Adverse events that result in severe or moderate harm to a patient are investigated using very specific review methods such as in depth case review or root cause analysis. These investigations are conducted by teams that can include external experts, clinicians and staff who are independent from the department where the incident occurred. It is intended that a consumer will also be part of the panel in the near future.

These investigations determine the cause of the adverse event and recommendations are then made to prevent recurrence. A report on the investigations and recommendations is provided to the Quality Care Council (a subcommittee of the Board of Directors of Bendigo Health) who review and endorse these for actioning. Feedback and disclosure to patients and families occurs following the results of the investigation.

Panel members and those involved in these investigations were asked for feedback on the investigation system. Following this feedback some changes have now been made including the provision of guides for staff being interviewed and for those staff conducting the interviews and a quarterly patient safety learnings newsletter. Another initiative is a new summary template of the investigation for the committees who are then tasked with actioning the recommendations.

Keeping Everyone Safe

The number of adverse events that resulted in severe or moderate harm to patients has remained at an average of 4.8% of all the incidents reported each year for the last 3 years. Sentinel events are a subset of adverse events and this type of event must be reported to Safer Care Victoria. Last year we reported two sentinel events (0.05% of all incidents), these resulted in six recommendations (improvements that have all now been completed).

Changes we have made in response to incidents include:

- The introduction of a foetal pillow and development of a guideline for “Emergency Delivery of Baby at Caesarean Delivery Using the Foetal Pillow Protocol”

- Simulation resuscitation training involving the Emergency Department and the Paediatric Department
- Wound Management Guidelines were developed with relevant stakeholders and endorsed via the Skin Integrity Committee
- A brochure was developed by ICU in collaboration with Palliative Care Australia to provide families with information at the time when a patient is to be extubated as part of end of life care
- Communication training for midwives is now in place and it is mandated that all midwives attend the training.

Bendigo Health will continue to review our systems and processes to ensure we are providing safe and high quality care for our patients.



“The purpose of reporting and analysing incidents is to ensure we identify any opportunities to improve our processes and minimise the chance of the same type of incident happening again.”

Keeping the Bugs at Bay

Hand Hygiene

Hand Hygiene is recognised as one of the most important factors in reducing infections in healthcare.

Bendigo Health participates in the National Hand Hygiene Audit and we consistently meet or exceed the 80% target for compliance.

To assist us in maintaining this high rate we have placed additional hand rub in the new hospital and promotion of hand hygiene has occurred through the waiting room screens and in patient rooms. In the community we make sure all of our staff have access to portable hand rub supplies.

	Audit Period	*Compliance Required	Number of Observations	Compliance Achieved
2018				
June	2	80%	1759	80.8%
March	1	80%	1,817	80%
2017				
October	3	80%	2,030	82.6%
June	2	80%	2,121	80.1%

Staphylococcus aureus Bacteraemia (SAB)

SAB infection is one of the benchmarks by which hand hygiene compliance is measured as it is seen as an indication of infection control practice in healthcare facilities. SAB rates are monitored monthly and reported to appropriate committees

as well as the Department of Health and Human Services (DHHS). Here at Bendigo Health we continue to remain within the state aggregate for Staphylococcus aureus Bacteraemia (SAB).

Staphylococcus aureus Bacteraemia (SAB) 2017/2018

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Number of <i>Staphylococcus aureus</i> Bacteraemia infections	0	1	0	2	1	0	0	0	0	0	1	1



Keeping the Bugs at Bay

Intensive Care Unit Surveillance

The sickest patients in our hospital are in the Intensive Care Unit. These patients often have the most invasive procedures and can be at the greatest risk of infection. Our staff work hard to make sure when inserting central lines, best practice infection prevention techniques are used to reduce the risk of Central Line associated blood stream infections.

Similarly patients who require mechanical ventilation are at high risk of complications and infections.

As of the 30th June 2018, ICU continue to have no central line infections nor any ventilator associated events.

	2017	2018	Days without incident as at the 30/06/18
Central Line associated blood stream infections	0	0	2,548
Ventilator Related Events	0	0	2,089

To ensure we maintain these low rates of infection the Infection Prevention staff regularly audit staff to make sure their skills and technique are safe and effective. Results of these audits are reported to the Bendigo Health Infection Control Committee and to the state-wide Infection surveillance unit (VICNISS).

Influenza Vaccination

Our Infection Prevention Team promotes the Influenza vaccination and runs a vigorous Winter campaign to ensure as many clinical and service staff, as well as their families as possible are vaccinated. Those offered the vaccine include staff, volunteers, and contractors, students on placement, staff member's immediate family and wider community. The vaccine is made available through daily clinics, and mobile clinics across all Bendigo Health services. Education to all staff regarding the importance of the vaccination helps to ensure we get a strong uptake.

In 2017, 2,653 or 78% of clinical staff were vaccinated. This was higher than the state wide target of 75%.

Infectious Diseases Clinic

The Infectious Disease Clinics continues to treat patients with more than 1000 occasions of service in the last twelve months. A range of services are provided including a hepatitis clinic, nurse led clinics and a general infectious disease clinic. Education for both clinical staff and community members has also occurred.

There were 183 treatment prescriptions for viral Hepatitis B and C dispensed from the Bendigo Health pharmacy in the 2017-2018 financial year.



Looking after our Littlest Patients

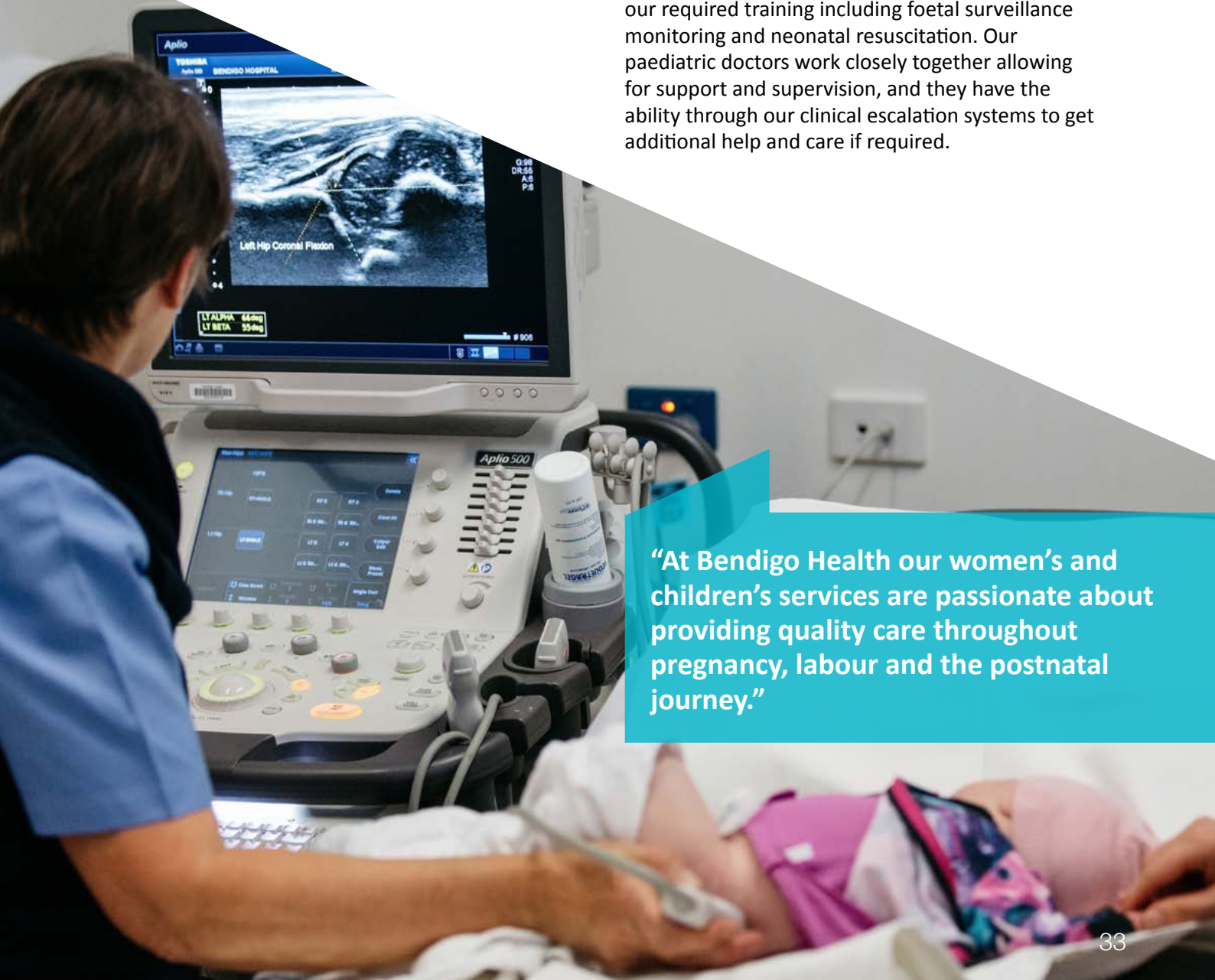
Rate of term babies without congenital anomalies who require additional care

At Bendigo Health our women's and children's services are passionate about providing quality care throughout pregnancy, labour and the postnatal journey. Our rate of term babies born without known health problems who require additional care for 2016-2017 is 12%, in comparison to the state wide public health service average of 9.4%. Our performance is in line with other regional services of similar size. We see this as an opportunity to improve and best serve the Loddon Mallee Region with quality care.

We also recognise that a significant proportion of women giving birth in the Loddon Mallee Region

have associated health risks, namely diabetes and obesity impacting on neonatal wellbeing. This has driven our change of practice to provide increased antenatal education and support to women on strategies that are known to improve newborn health outcomes. An example of this is expressing breast milk prior to birth and providing this to neonates that have unstable blood sugars as a result of maternal diabetes or obesity.

Regular case and care reviews occur when babies unexpectedly require additional care. These reviews provide us with the opportunity to determine any improvements or changes that can be implemented. The Obstetric, Paediatric and Midwifery teams work in collaboration to ensure pregnancy, intrapartum and neonatal care is optimal. Minimising neonatal admission to the special care baby unit is a multifaceted response. To ensure our staff's skills are up to date we have a 100% compliance rate for our required training including foetal surveillance monitoring and neonatal resuscitation. Our paediatric doctors work closely together allowing for support and supervision, and they have the ability through our clinical escalation systems to get additional help and care if required.



“At Bendigo Health our women's and children's services are passionate about providing quality care throughout pregnancy, labour and the postnatal journey.”

Looking after our Littlest Patients

Rate of use of infant formula by breastfed babies born at 37 weeks gestation.

The importance of breastfeeding has, and continues to be, well publicised. Here at Bendigo Health the rate of infant formula use in babies is 31%, slightly higher than the state wide average of 25.1%.

Although we are aware of the significant health benefits of breast feeding we also acknowledge and respect women's choice not to breastfeed for a number of both maternal and neonatal reasons.

Many strategies are used to support women to breastfeed. These commence in the antenatal education program where women and their families are taught skills and understand the rationale as to

why breastfeeding is beneficial. Access to lactation consultants and the midwifery team allows women to build upon this education and support once their baby is born, thereby increasing the likelihood of a positive breast feeding experience. We have restructured our breastfeeding support service leading to an increased presence of lactation consultants on the women's ward. The lactation consultants hold daily group education sessions and also allow time for individual assistance for new mums.

A donor milk policy is currently in development. This is being done in conjunction with lactation experts, best practice guidelines and consumer input. The policy will include strict processes and guidelines to ensure transparency and consent.



“At Bendigo Health we have restructured our breastfeeding support service leading to an increased presence of lactation consultants on the women's ward.”

Looking after our Littlest Patients

Supporting Quitting Smoking in Pregnant Women

Bendigo Health is focussed on improving smoking cessation rates during pregnancy. Similar to many regional Victorian hospitals our performance in this indicator suggests that we can improve on how we support women to cease smoking. As clinicians we recognise that smoking in pregnancy is a preventable cause of significant obstetric and perinatal complications and can lead to poorer outcomes for babies. Pregnancy is an important time for health professionals to support women to implement strategies and interventions to quit smoking. The motivation to protect their baby's health is a vital element in assisting with successful support interventions.

Multifaceted strategies based on individual needs and circumstances are used to assist women to quit. These include counselling on the serious health impact of smoking during their pregnancy. Access to support services including advice and targeted activities such as telephone counselling for smoking cessation is encouraged by the clinical teams.

Our goal is to support smoking cessation however, we also recognise that a reduction in smoking is an achievement that leads to reduced harm to babies and should be encouraged.

“Pregnancy is an important time for health professionals to support women to implement strategies and interventions to quit smoking.”



Looking after our Littlest Patients

Supporting inclusiveness in the Maternity Unit at Bendigo Health

Bendigo Health Maternity ward supports inclusiveness and is dedicated to ensuring a supportive and discrimination free birthing and post birth experience.

Below is a story of one family's experience at Bendigo Health.

Liam and Chris' Story

Jacqueline was a surrogate for her brother Liam and his husband Chris. This was her 5th pregnancy and she has four other beautiful children with her devoted husband. During a consultation visit with her midwife Jacqueline discussed her wishes to have her brother and his partner present at the birth of their baby. She was booked for a caesarean section.

Usually only one support person is allowed into theatre for Caesarean sections. However, one of the doctors realised the importance and uniqueness of the situation and worked with other staff to ensure Jacqueline's husband, Liam and Chris were all permitted to attend the birth. This allowed Liam and Chris to witness Elliott's birth whilst Jacqueline was able to be supported by her husband.

"By allowing us to be there in theatre for the C-section ensured Chris and I both got to experience this truly amazing life milestone together" Liam

For all new parents there is a great deal of learning in the immediate post birth period. This was recognised by the midwifery staff and two rooms were made available for both couples to stay. The rooms were side by side so interaction between the couples was easily achieved.

Both couples spent 3 days with us on the Maternity ward during which time Chris and Liam gained confidence and education to look after their son under the guidance of the midwives.

"Providing us with separate rooms in the women's ward next to each other allowed us to seamlessly assume primary carer roles while ensuring my sister could also connect with and spend time with Elliott post-birth" Liam

Being able to provide a bonding experience for this same sex couple was supported overwhelmingly by all clinicians.

"We are grateful for the round the clock care, support and compassion we received from all the staff. We came home feeling confident to feed, bath, dress and settle Elliott, and to not to sweat the small stuff" Liam



Residential Aged Care

Bendigo Health has five residential care facilities where we provide a home environment and high quality care to 265 residents.

To ensure our residents receive the best possible care and to maintain their health and wellbeing we continually monitor some key indicators. Together with monitoring we review our practices and make ongoing improvements. This is often done with input from the residents and their families.

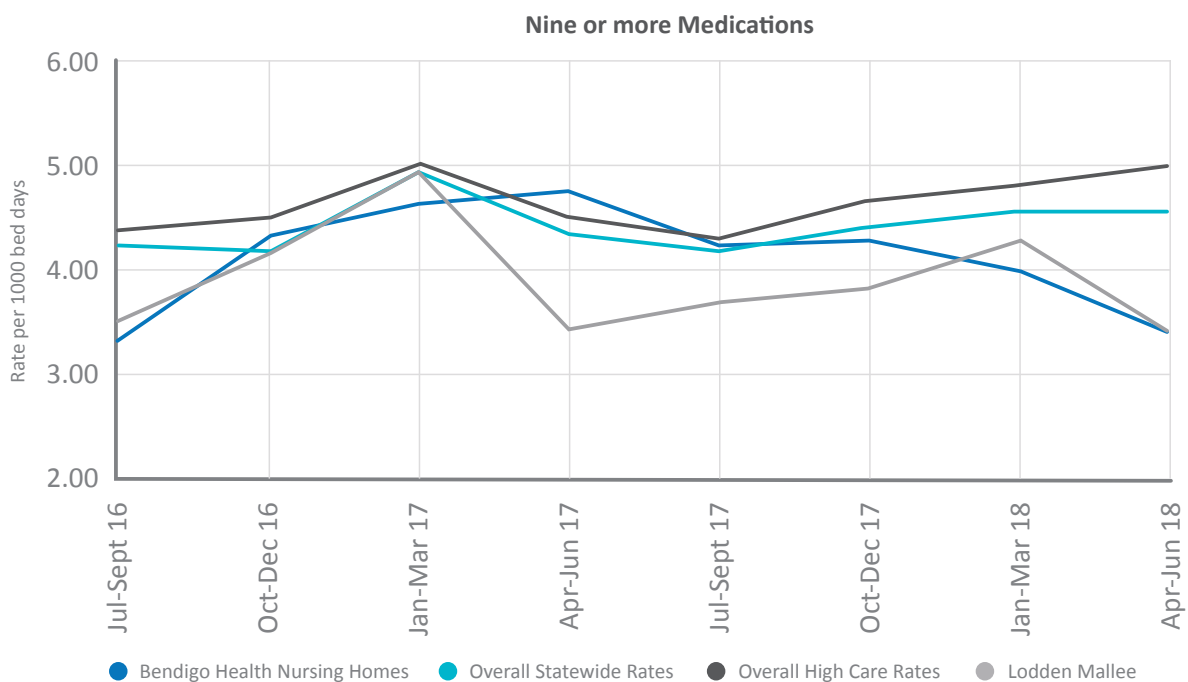
Our Residential Aged Care Services participate in the Department of Health and Human Services (DHHS) Public Sector Residential Aged Care Services (PSRACS) Quality Indicator program.

This program measures five high risk areas of care important to residents' health and wellbeing. It provides a set of measureable indicators, enabling services to monitor trends in important areas of

resident care and safety and benchmarks against other residential services. Data is reported quarterly and displayed per 1000 bed days to enable facilities of different sizes to be compared.

Nine or More Medications

As people age and their health needs are more complex it is not uncommon for them to be prescribed many different medications. Yet, evidence shows that having more than nine medications puts people at risk of adverse drug reactions, increased falls and weight loss. Due to this risk, all residents of Bendigo Health aged care facilities have a regular medication review by their GP and pharmacist. This year we have also implemented a program where our residents can have a medical review with a Geriatrician in their home (Bendigo Health facility). The Geriatrician can review the resident's medical care, including medications and consults with the resident's general practitioner to ensure they are on the most appropriate medication regime. As a result of the geriatrician service (Geri-Connect), and pharmacist's review, there has been a reduction in the number of our residents taking nine or more medications. The Bendigo Health rates are now lower than the state average.



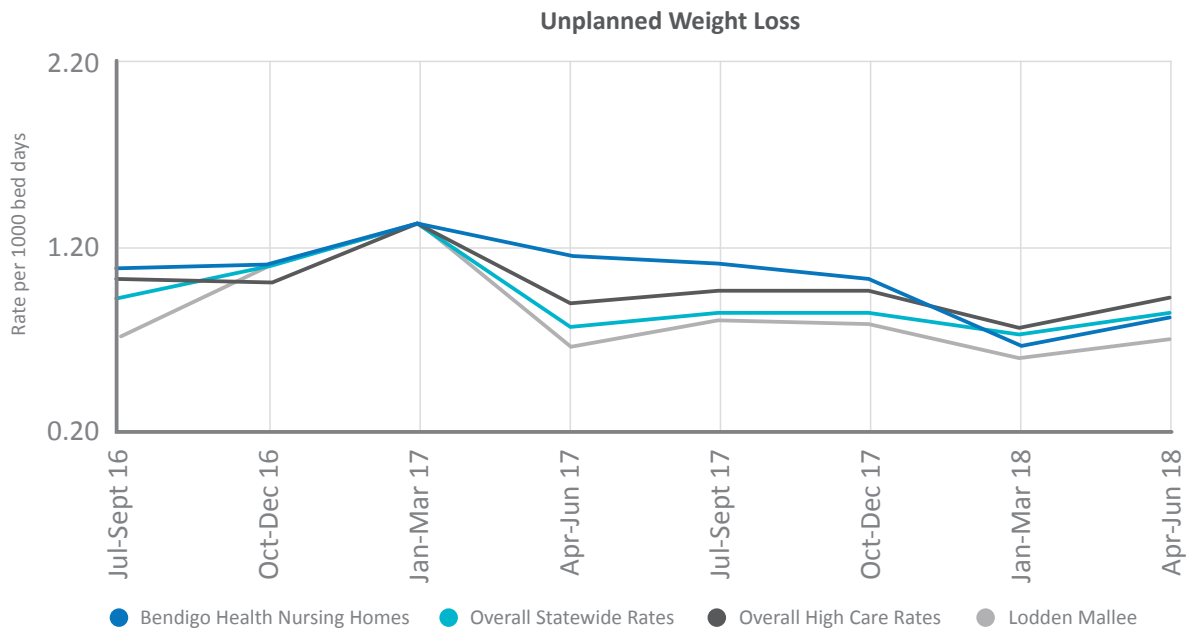
Residential Aged Care

Tasty and Timely meals

We know how important it is for everyone to eat healthy, tasty food that not only provides the required nutritional content but is appealing and an enjoyable experience. Over the past twelve months we have worked closely with our residents to seek feedback about menu options to ensure their choices and preferences are accommodated. Changes to the menu have seen the inclusion of some of the old time favourites including curried sausages and shepherd's pie. Similarly there has been a change in the dessert menu which has seen

the inclusion of pavlova and an increase in options for those who require a modified diet. In recognition of the need for flexible meal times alternative foods such as finger foods are now available for residents to access. This means residents who may have visitors or be out during normal meal times to easily access filling food. It also provides an alternative meal option for those who prefer smaller meals.

Unplanned weight loss is required to be measured in all public aged care residential facilities. Over the last two years, unplanned weight loss at Bendigo Health facilities has been similar to the overall state-wide rate.

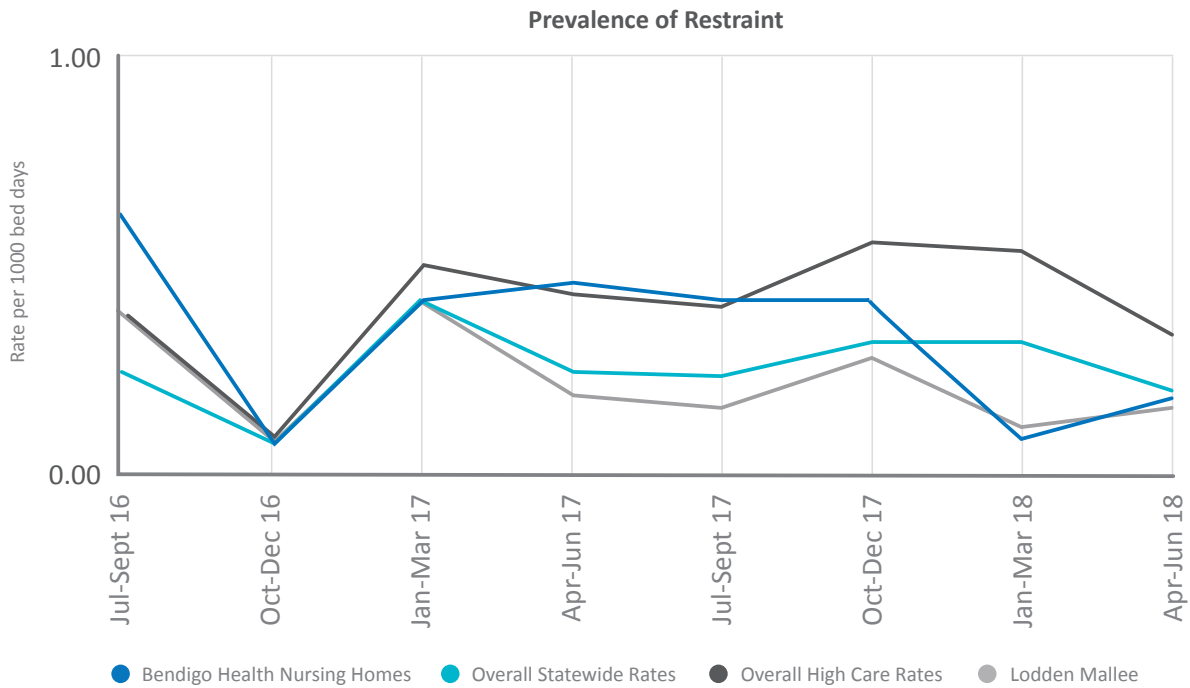


Residential Aged Care

Keeping people safe

At times, with permission from GPs and often at the request of residents or their families we use items such as, chairs with locked tables, seat belts or bed rails to keep residents safe and prevent falls.

Residents who have one of these restraints in place are closely monitored by nursing staff to ensure safety is maintained. The use of these restraint mechanisms is closely monitored and benchmarked against other residential facilities. Bendigo Health is under the state-wide rates for use of restraint.



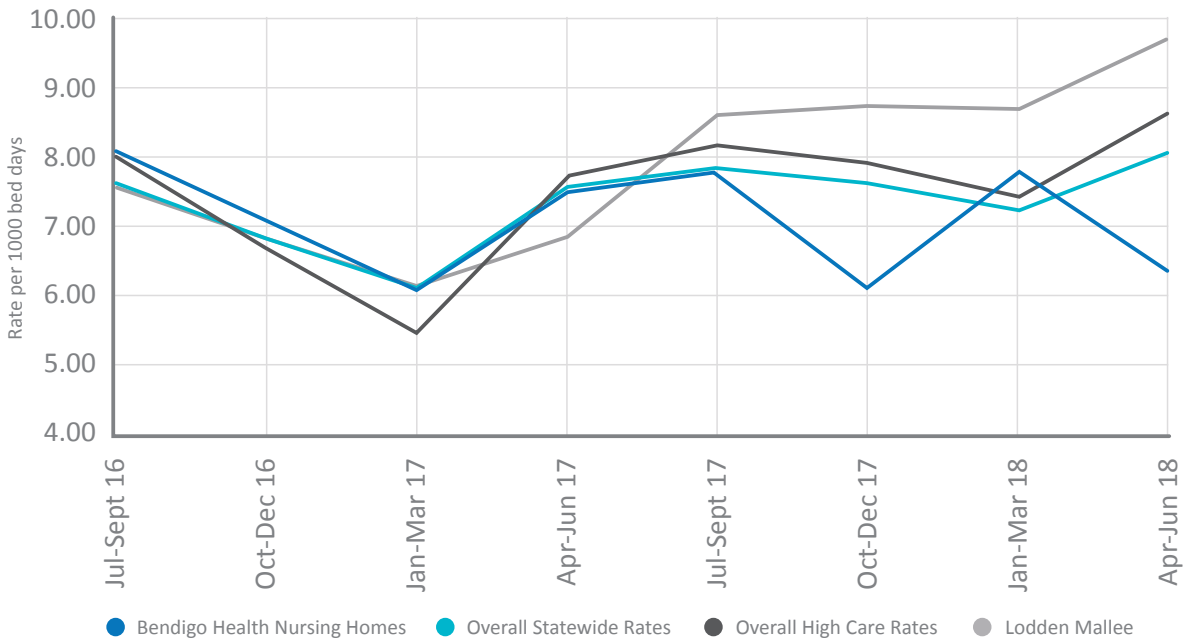
Residential Aged Care

Right way up

The risk of falling increases with age and poorer health. A fall can have severe long term impact upon aged care residents. As such we continually work to provide a safe environment and individualised

care to reduce the risk of falls. The rate of falls in our aged care facilities continues to be below the state-wide average. Fracture rates following falls are similar to those at other aged care facilities.

Falls Incidents



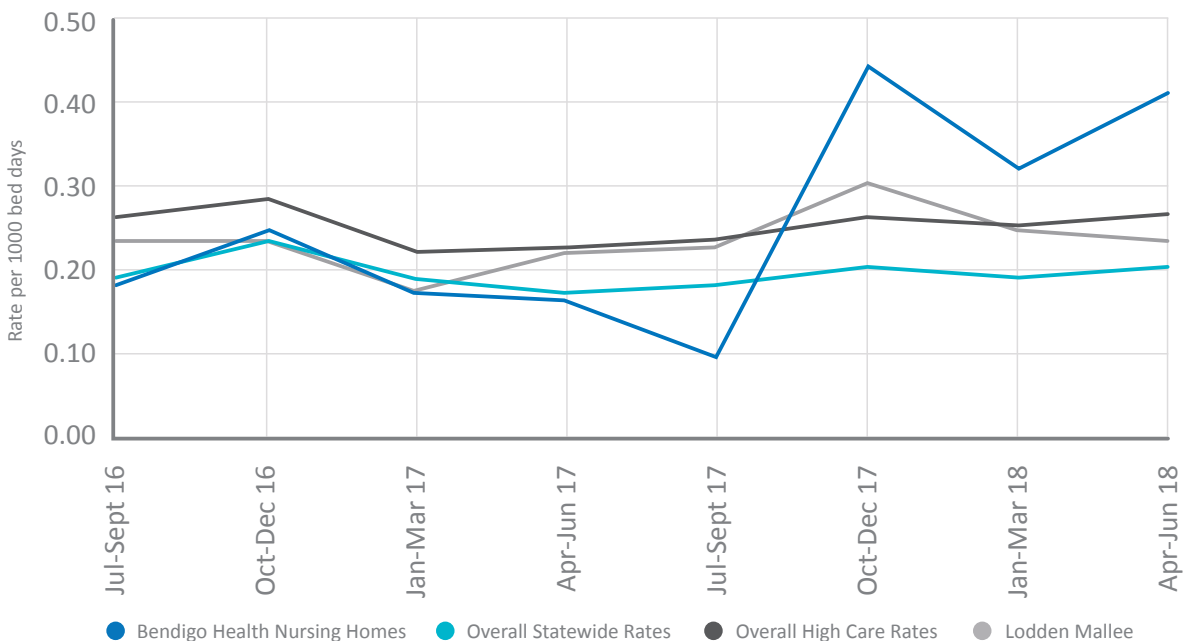
Pressure Injuries

Pressure injuries (bed sores) are categorised by the level of injury that has occurred to the skin.

Bendigo Health has a comprehensive monitoring system where we ensure all skin redness (stage 1 pressure injuries) are documented. This has resulted

in an increase in the number of pressure injuries recorded but enables early interventions and treatments to be put in place, thereby reducing the risk of worsening pressure injuries that can have long term health and lifestyle impacts.

Pressure injuries



Escalating Care

To ensure our patients receive the best care possible and that changes in clinical status are identified and acted upon early, we have clinical escalation response processes in place.

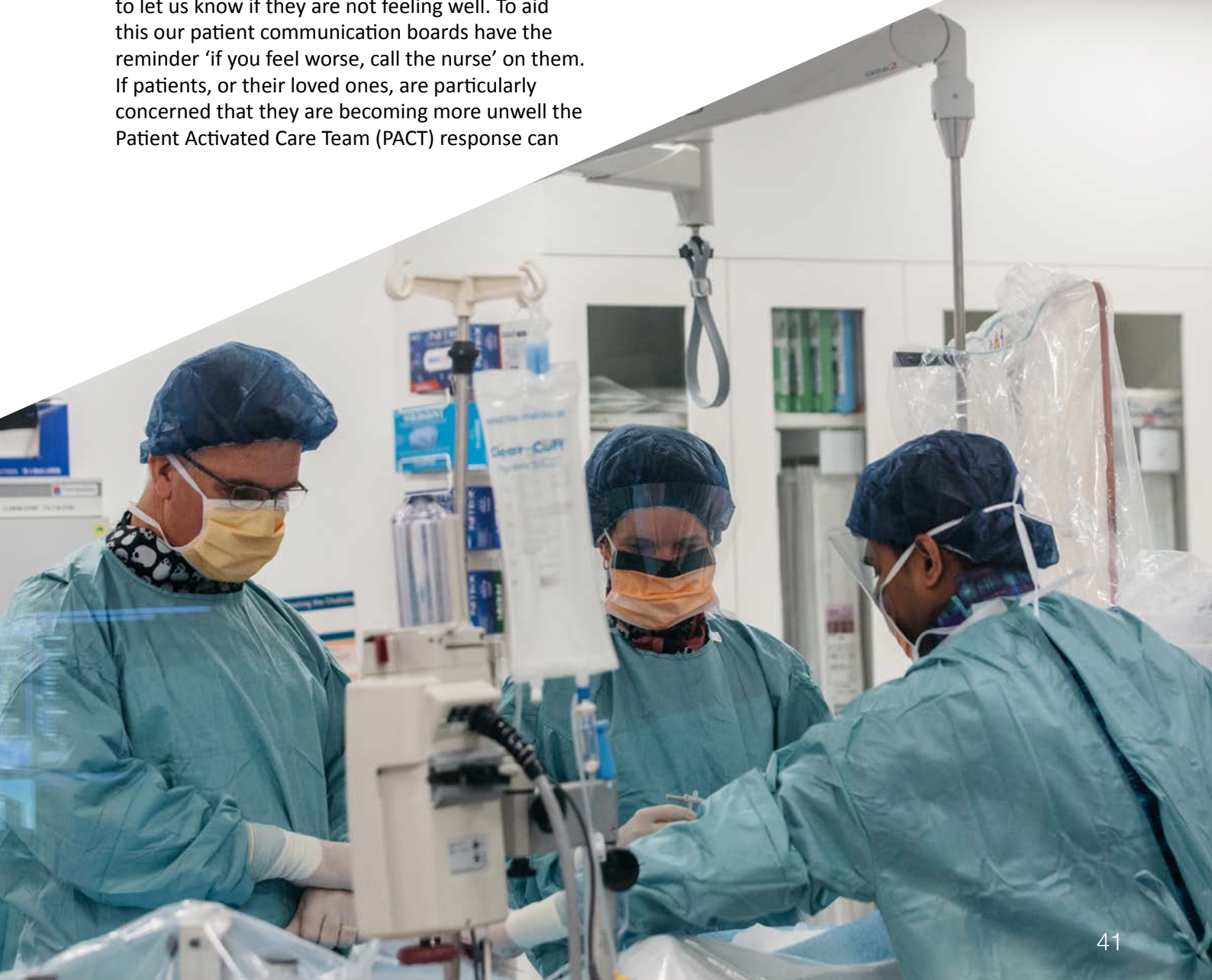
These systems allow prompt review and assessment of patients by expert clinical staff.

In addition, we are always keen for our patients to let us know if they are not feeling well. To aid this our patient communication boards have the reminder 'if you feel worse, call the nurse' on them. If patients, or their loved ones, are particularly concerned that they are becoming more unwell the Patient Activated Care Team (PACT) response can

be used. It enables a patient, carer, family member or friend to initiate a medical review. By asking any staff member to make a PACT call, the Medical Emergency Team consisting of a senior Intensive Care Unit (ICU) doctor, a senior ICU nurse and a medical registrar are paged.

This team responds within a few minutes of the PACT call being made. Concerns of the patient and family are listened to and the patient is examined. This team makes an independent assessment of the care being provided. Feedback is given to the treating team and if required amendments to the current patient treatment plan are made.

The PACT process is promoted through the patient entertainment systems, posters on the ward and on the television screens in the waiting room. In 2017/18 eleven PACT calls were made.



Mental Health Services

Our Psychiatric Services acknowledge the importance of reducing the use and reliance on restrictive practices.

In recognition of this importance we have implemented a new role of a Reducing Restrictive Intervention (RRI) Project Co-ordinator to drive the change of practice. Other Victorian hospitals are following this lead and implementing similar roles.

In conjunction to this role we have also proactively engaged in two Victorian Government initiatives – Creating safety: Addressing Restraint and Seclusion Practices, and Reducing Restrictive Interventions – these initiatives have explored ways to reduce restrictive practices without compromising safety through building key capabilities, implementing integrated, locally relevant approaches and promoting recovery-oriented practice.

The RRI project has already delivered positive outcomes in changing practice within the inpatient units. This has resulted in Bendigo Health's seclusion rate reducing over time from 34% to 9.7% per 1000 bed days.

We have also held public forums seeking people's experience of these interventions so that knowledge of these practices and ideas for alternative approaches can be used to contribute to change in the organisation. We encourage families and patient's support network members to share their experience and ideas.

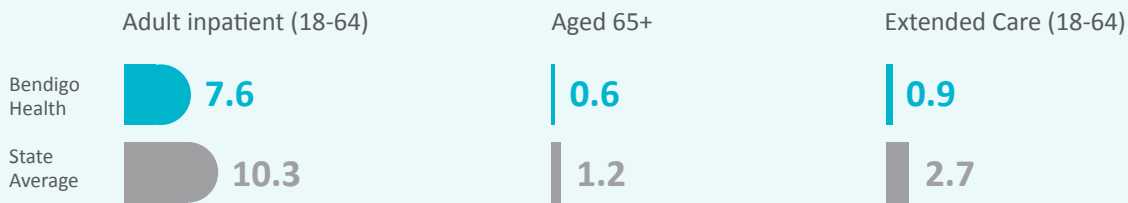
Another improvement project is the introduction of Sensory modulation equipment. Sensory modulation is a demonstrated effective therapy that enables individuals to regulate responses to sensory and motor stimulation.

Calmer, therapeutic environments contribute to a reduction in practices like restraint and seclusion. Through staff training in sensory modulation, the use of a sensory room and sensory modulation equipment, patients will have more opportunities to manage agitation or anxiety in a safe, collaborative manner.



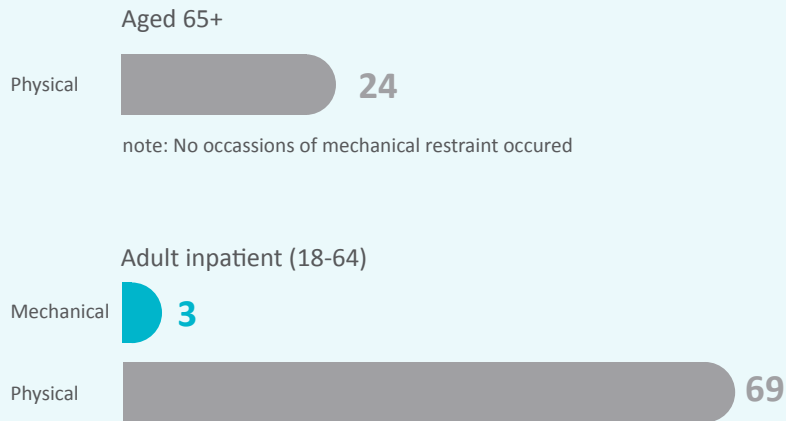
Mental Health Services

Seclusion per 1,000 bed days 2017/2018

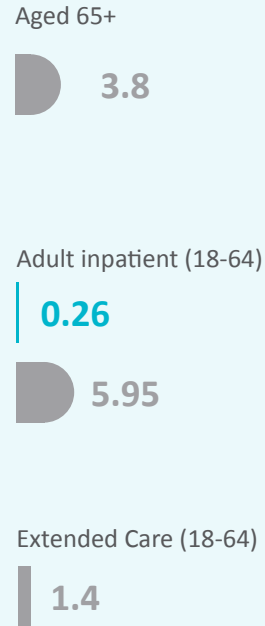


Bendigo Health Restraint 2017/2018

Occasions



Per 1000 bed days



The Orlando Project



YPARC (Youth Prevention and Recovery Care) provides a safe and supportive community based environment for young people with mental health issues.

The Orlando project, as it's affectionately known, was established following consumer input that a pet in the Youth Prevention and Recovery Care (YPARC) program would be very beneficial. Initially debate focused on the cat versus dog options with the dog lovers eventually winning. The benefits of having a pet was supported by research and several onsite trials with various dog breeds. Following these trials it was determined that a reallocated guide dog would be the best fit.

After three years on the wait list, YPARC was successful! Orlando is a 15 month old golden male Labrador who has quickly become a favourite member of the YPARC team. Orlando had failed the guide dog program due to a fear of stairs. However, was perfectly suited for the needs of YPARC.

Orlando was collected and his staged introduction into the program began. Initially Orlando started with a half day gradually increasing to 'full time' hours each week. The clients have enjoyed many aspects of the Orlando story, with the main message 'a single failure doesn't mean you can't succeed elsewhere in life' in reference to his beginnings in the guide dog program.

Since Orlando's arrival rapport between clients has increased with Orlando being an easy talking point. Client attendance at the morning walk has increased significantly where the clients have an opportunity to observe the benefits of routine and consistency. Orlando has been with YPARC for several months and the clients are proud to show staff the tricks they have taught him; this includes shake with each hand, stay for an extended period of time, fetch, catch and roll over. Orlando is a beautiful asset to our team where he receives an endless amount of pats, cuddles, plenty of exercise and has multiple naps each day.

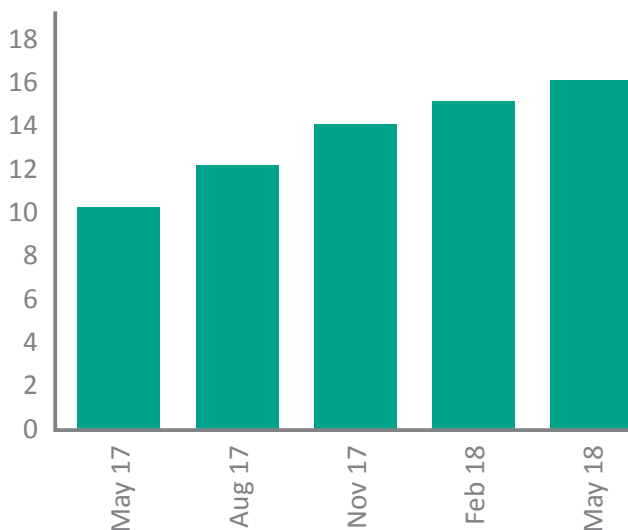
Advance Care Planning

Advance Care Planning promotes care that is consistent with a person's goals, values, beliefs and preferences.

It prepares the person and carers and family members to plan for future health care, for a time when the person may no longer be able to make or communicate those decisions themselves.

Here at Bendigo Health our Advance Care Planning Coordinator works with patients and community members to assist them to document their wishes and plans for future healthcare. Over the past four years we have seen a steady increase in the percentage of patients over 75 with either an Advance Care Directive or who have identified a medical treatment decision maker (MTDM). Currently our rate is 16% compared to the state wide average of 11%.

% of patients 75 and over with an ACD or documented MTDM



Medical Treatment Decision Making and Decisions Act 2016

The commencement of the Medical Treatment Planning and Decisions Act 2016 on March 12th 2018 led to the need to review and amend the Advance Care Planning program to ensure the processes and documentation aligned with the new legislation. This work has involved significant policy review, staff education and software system change. In conjunction to this internal process review we have supported many of the smaller health services in the region to update their advance care planning programs.

The staff education component has been multi-faceted and involved hundreds of our clinical staff together with GPs and community based health workers. This widespread approach assists with spreading the advance care message and supporting people to document their wishes no matter which door of the healthcare system they enter.

Additionally significant effort has been put into community promotion and education of the benefits of Advance Care Planning. Attendance at community expos, specialist events in the foyer of the hospital ('Dying to know day' and National Healthcare Decision Making Day) and education to community groups have all assisted in spreading the word.



Advance Care Planning

Giving our Mob a Voice

Working collaboratively with the local Aboriginal community, our Aboriginal Health Liaison Officer, Bendigo and District Aboriginal Co-operative and some clinicians, a social work student has developed an Advance Care Planning booklet specifically for Aboriginal People. This booklet contains all of the documentation required for people to undertake the elements of an Advance Care Plan. It is written in easy to understand language whilst still complying with the legislative requirements of the Medical Treatment Planning and Decision Act 2016. The content, language and graphics are all culturally appropriate and the cover page features artwork from local artist Trina Dalton-Oogies.



Advance Care Planning in Action

Barry is a 48 year old man who has faced many health challenges over the past few years and has scheduled admissions planned for coming months. Through this journey his wife Janine has always stood by his side and helped him navigate the healthcare system and assist with the many choices he has had to make.

For the past 2 years it has been suggested that Barry needed an Advance Care Plan, but it wasn't until the Bendigo Health Aboriginal Liaison Officer referred him to the ACP team that this all became a reality.

What Janine and Barry wanted was a document that gave Janine authority to act as Barry's advocate, and a way of communicating their needs, which had often been a frustration in the past. Repeating their story to each new healthcare provider was one of the ongoing frustrations.

Appointing Janine to be Barry's Medical Support Person allows Janine to have the legal authority to gather information for Barry about his health and the medical decisions that need to be made. She can then give that information to Barry in a way that he understands so together they can make the best decision, based on his values and preferences. If needed the appointment allows Janine to communicate these decisions back to his treating medical team. In the future if Barry loses his capacity Janine can now become his Medical Treatment Decision Maker, giving her the legal authority to make his medical decisions. This was very important to Janine and Barry as the document clearly outlines Barry's wishes.

Barry and Janine have also used the plan to communicate some of their needs to the healthcare workers they may interact with in the future. Simple needs such as:

- "Give us time to talk to you"
- "Use language we can understand – don't use jargon or medical terminology"
- Please invite the Aboriginal Liaison Officer to our family meetings and tell them when Barry is admitted.

The process of completing the Advance Care Directive also gave Barry, Janine and his supporting team time to reflect on his life, what is important to him both now and in the future. Barry was able to begin discussions about his end of life preferences.

Through this conversation the things that Barry values most in life became very evident. Barry wants to stay in his own home, be with Janine and his animals - especially "Lucky" the dog. He needs to be able to go outside "in the bush", or at least be able to see the bush from his window. He loves his football team Richmond and wants to be surrounded by his paraphernalia.

Barry was the first patient to use the new Advance Care Directive for Aboriginal and Torres Strait Islanders designed by Bendigo Health. Barry tells us that it was easy to use and made sense to him.

Janine is planning to do her own directive and has recently helped facilitate a visit from the Bendigo Health Advance Care Planning Coordinator to the Women's Group at BDAC. She recognised the importance of this work and the usefulness of the Advance Care Directive for Aboriginal and Torres Strait Islander people.

End of Life Care

Here at Bendigo Health we acknowledge the importance of ensuring end of life care is provided in an appropriate, compassionate and patient centred manner.

Patients who are approaching their end of life need coordinated care where communication between themselves, their family and care givers is clear

and timely. The National Consensus Statement of essential elements of high quality end of life care is used as a reference to guide our processes around end of life care. Patient centred care training, development of care plans, clinical review processes and feedback systems all assist in ensuring we provide the most appropriate care to people at the end stage of their lives.

Specialist Palliative Care

Bendigo Health provides specialist palliative care services both within the Greater Bendigo and Loddon shire, and throughout the Southern Loddon Mallee region. The service is made up of the Loddon Mallee Regional Palliative Care Consultancy Service (LMRPCCS), the Inpatient Hospice Unit and Community Palliative Care Service including the Day Hospice (Chum House).

In December 2017, Department of Health and Human Services (DHHS) announced financial support for our Community Palliative Care proposal to establish a comprehensive palliative care at home service. The Palliative Care at Home service is designed to align with the DHHS' 2016 "Victoria's end of life and palliative care framework - A guide for high-quality end of life care for all Victorians".

"Our palliative care is intended to support carers to enable patients dying at home to die with dignity."

End of Life Care

Key elements of the new service include:

- Supporting the wishes of patients with life limiting illnesses who express that their preferred place of care and death is in the community (e.g. own home, residential aged care facilities or other).
- Assisting with future planning and linking existing community based services to provide coordinated care to achieve patient choice.
- Limiting trips to the Emergency Department and Hospital admissions for patients by anticipating care requirements and proactively planning care in collaboration with their GP and community based services and carers.
- Coordinating and providing the opportunity to build capacity in the community by training Community Care Workers and supporting GP's to enable them to better support and care for palliative patients and their families.
- Improved linkages between community services to allow them to provide more coordinated care to ensure more patient's choices around end of life care are able to be met.

The service has a strong patient centred care focus and the strategies that are being implemented ensure that the needs of our community are at the forefront of the work we do.

Our palliative care is intended to support carers to enable patients dying at home to die with dignity. We support the palliative care patient with physician support with pain relief, equipment loans, nursing services and co-ordination of care. This support is sometimes direct and other times in collaboration with the patient's GP. The service aims to support palliative patients, and their loved ones, with nurses, occupational therapy and social work in a multi-disciplinary team approach.

Bendigo Community Palliative Care Service Day Hospice Relocation (Chum House).

The Chum House Day Hospice was relocated to the Streams of care building, formerly the Marjorie Philips Unit in January 2018. This move marks the final stage of integrating all Bendigo Health Palliative Care Services. Having all palliative care services co-located allows our staff to support and learn from each other whilst also ensuring coordination and clarity for patients and families.

Relocation of Chum House Day Hospice to the Streams of Care building.



Home Haemodialysis

For people with kidney disease requiring dialysis three times a week, the many trips to hospital can have a significant impact upon their lifestyle. Home haemodialysis can be an option for some of these people. However, the intensive training required could previously only be undertaken at metropolitan centres requiring the patient and often their support person to relocate for two months.

The renal team at Bendigo Health recognised that if the training was able to be provided locally, home haemodialysis would be accessible to more people in our region. The home dialysis team worked with a range of expert advisors, including our medical team and metropolitan renal services, to determine the resources, infrastructure and logistics required to establish a home haemodialysis training program. Over several months, the training program was established and a pilot occurred with a local resident keen to undertake home haemodialysis with her husband's support. The successful establishment of the program at Bendigo Health now makes the benefits of this more independent home treatment option available for other people in the region who require dialysis for survival.



Pastoral Care for All

The pastoral care program has been active at Bendigo Health for many years.

Traditionally the program had predominantly Christian representation and therefore was not reflective of Bendigo's faith diversity and the significant emergence of those who are 'spiritual but not religious'.

The pastoral care service embarked on widening their program and increasing the number of accredited chaplains available to patients and residents. As well as broadening the faith diversity of the chaplains, the number of chaplains who are prepared to visit any patient or resident regardless of their religious identification has increased. This expansion allows the pastoral care program to support and assist a far greater number of people.

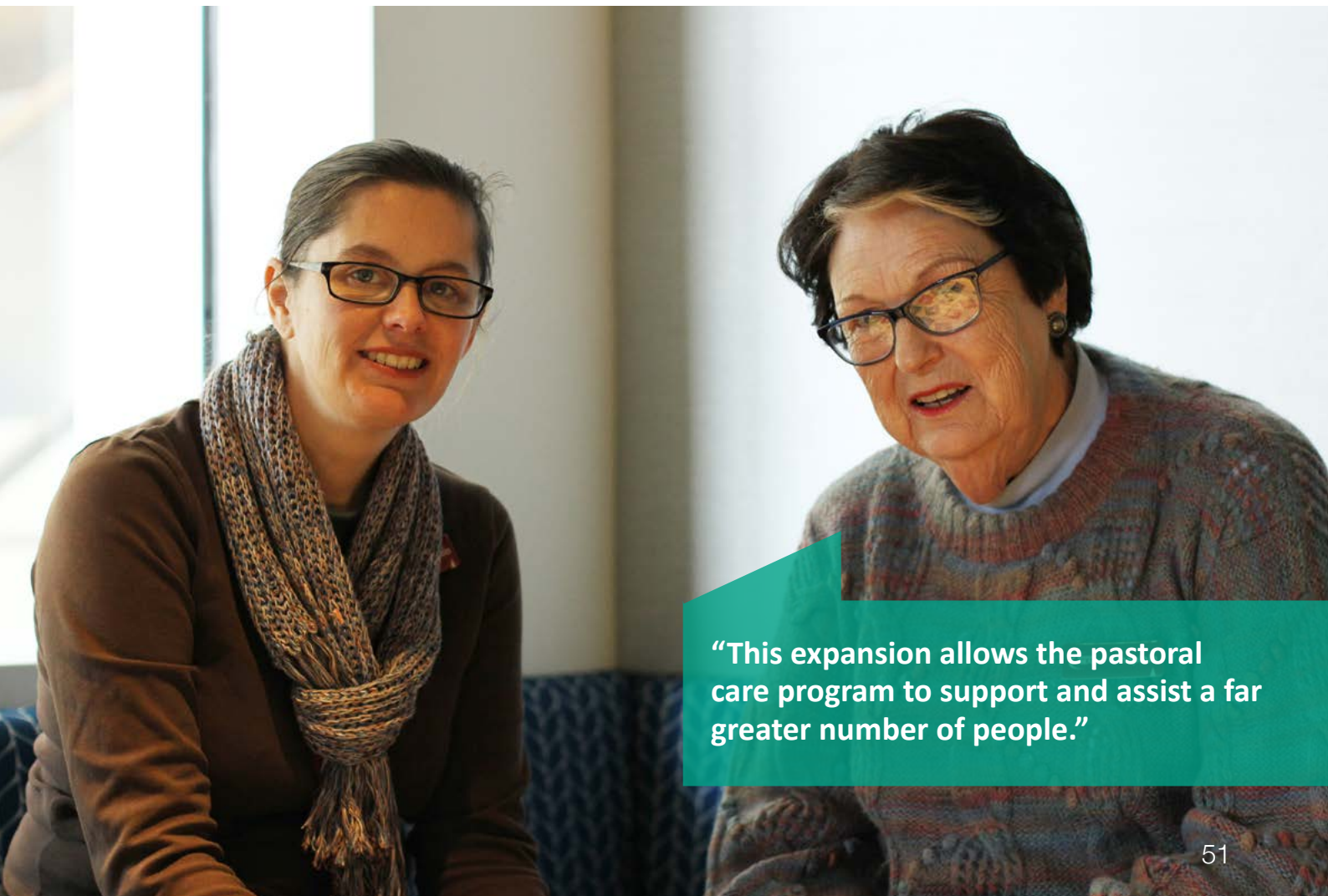
The Sacred Space on Level 2 of the hospital is deliberately inclusive, and a number of multifaith

and interfaith services and reflections have been held in the space, and recorded for playback on the Patient Entertainment System.

Jan's story

'I had the pleasure of meeting Jan, after a referral. Jan's cancer prognosis was not good, and she wanted to connect with Pastoral Care. After a number of meaningful discussions, Jan told me that she went to church but had never been baptised. I said that could be arranged if it was something she wanted. She did!

In the week or so leading up to her bedside baptism, Jan's spirits lifted. Her baptism was a beautiful expression of her hope for the future, and was shared with other members of the Pastoral Care team, her family and some of the oncology team. Since her baptism Jan's outlook and demeanour have lifted considerably and she is positive about her life, and is now cherishing each moment as it comes.' (Terry Templer, Anglican Chaplain).



“This expansion allows the pastoral care program to support and assist a far greater number of people.”

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