



Belive

BEST CARE
QUALITY ACCOUNT 2018-19

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FOREWORD



At Western Health we are committed to quality care that is safe, person-centred, right and co-ordinated – we are committed to Best Care.

Our Quality Account outlines how Western Health - in partnership with our patients, their families and carers; building on the strengths of our clinical and health support staff; and supported by managers, the Executive and the Board - continues to strive for our vision of Best Care.

The past year has seen exciting developments in support of providing Best Care for people in the West. The results of hard work and years of planning and community effort have come to fruition with the opening of the Joan Kirner Women's and Children's building, planning for a new Footscray Hospital and expansion of the Sunshine Hospital Emergency Department, and organisation-wide roll-out of an electronic medical record.

It is a testament to the resilience and dedication of our staff and the patience of our community that these significant projects have been smoothly and successfully implemented in an environment where providing timely access to safe and effective care for a rapidly growing population, with complex health needs, is an ongoing challenge.

Our efforts to meet this challenge have been supported by access to the Department of Health & Human Services and Safer Care Victoria expertise, resources, and opportunities to engage in innovative projects to review and improve care.

Over the past 12 months we have also focused on becoming familiar with revised National Standards on safe, quality care, and enhancing our current care practices with these in preparation for independent assessment (accreditation survey) in March 2020.

Some of the biggest changes in the revised Standards relate to providing comprehensive care. Significant work has been undertaken on redesigning our approach to planning care, with and for, some of our most vulnerable patients, including those with delirium, those with chronic and complex health conditions, or those dealing with family violence.

Western Health provides over 700,000 instances of patient care annually, and keeping patients free from the risk of harm and complications of care such as infections is a significant priority. We have continued to review and redesign the way we provide care to address this priority, and to partner with patients and families in doing so.

Our initiatives to provide Best Care are receiving positive feedback from those who matter most – our patients, our staff and volunteers, and our community. Each project, initiative or action we put in place aims to enhance our practice as we continue to strive to live Best Care.

This report is a companion document to our Annual Report and is available on our website at www.westernhealth.org.au

Consumer feedback is very important to us. We hope you will find this report informative and interesting and we look forward to hearing your feedback and what you would like to see included in the future. You can leave feedback via our email address: Feedback@wh.org.au.



*The Hon Bronwyn Pike
Chair of the Board,
Western Health*



*Russell Harrison
Chief Executive,
Western Health*



About Western Health



Western Health (WH) manages three acute public Hospitals: Footscray Hospital, Sunshine Hospital and the Williamstown Hospital. It also operates the Sunbury Day Hospital and a transition care program at Hazeldean in Williamstown. A wide range of community services are also managed by Western Health, along with a large Drug Health and Addiction Medicine Service.

Services are provided to the western region of Melbourne which has a population of over 900,000 people.

Western Health provides a comprehensive, integrated range of services from its various sites; ranging from acute tertiary services in areas of emergency medicine, intensive care, medical and surgical services, through to subacute care and specialist ambulatory clinics. Western Health provides a combination of hospital and community-based services to aged, adult and paediatric patients and newborn babies.

Employing approximately 6,500 staff, Western Health has a strong philosophy of working with its local community to deliver excellence in patient care.

Western Health has long-standing relationships with health providers in the western region of Melbourne and strong affiliations with numerous colleges and academic institutions. We have academic partnerships with the University of Melbourne, Victoria University and Deakin University.

OUR COMMUNITY:

- > is growing at an unprecedented rate
- > is among the fastest growth corridors in Australia
- > covers a total catchment area of 1,569 square kilometres
- > has a population of over 900,000 people
- > is ageing, with frailty becoming an increasing challenge to independent healthy living
- > has high levels of cancer, heart disease, stroke and mental illness, with diabetes and depression also significant population health issues
- > has a diverse social and economic status
- > is one of the most culturally diverse communities in the State
- > speaks more than 110 different languages/dialects
- > provides a significant number of our staff
- > has a strong history of working collaboratively with Western Health to deliver excellence in patient care



live **BEST CARE**

What we do on a typical day

574

patients see a doctor in an outpatient clinic

382

patients are discharged

150

patients require an interpreter service

35

different roles are carried out by our volunteers, with 68% speaking an additional language to English

670

patients are cared for overnight

15

babies are welcomed into the world



live **BEST CARE**

400

community providers partner with us to provide care

65

patients are visited at home by our hospital in the home program

93

Surgical operations take place

9

Enrolments are made to our HealthLinks Program

970

patients are seen by our community and allied health services

395

patients attend our three emergency departments

2400

meals are served



live **BEST CARE**



live **BEST CARE**

At Western Health, our vision for outstanding patient care is that each of our patients receives 'Best Care' from us, every time,

To provide Best Care for patients, we must constantly put them first, listen to them, their families and carers, and in partnership, constantly review, enhance and improve how we deliver care.

What is important to patients, their families and carers about receiving Best Care is therefore the foundation of our Best Care Vision.

The following statements on what person-centred, co-ordinated, right and safe care means to patients were written in partnership with our consumers, and guide how our front-line staff provide Best Care, how our managers & senior clinicians lead Best Care, and how the executive and board govern Best Care.

To receive best care ... it is important to my family and I that:

- > ***I am seen and treated as a person***
- > ***I receive help, treatment and information when I need it and in a co-ordinated way***
- > ***I receive care that makes me feel better***
- > ***I feel safe***

To ensure that we can provide the best care, we need to translate these statements into day-to-day behaviours and actions to improve point of care clinical practice and systems supporting person-centred, co-ordinated, right and safe care for every patient, every time, everywhere.

Our Vision for Best Care at Western Health was developed in consultation with consumers and staff and is outlined in the diagram on the following page.

BEST CARE AT WESTERN HEALTH

We will demonstrate the Western Health values in all that we do... compassion, accountability, respect, excellence, safety



PATIENTS

TO RECEIVE BEST CARE...

It is important to my family and I that:

FRONT LINE STAFF

TO PROVIDE BEST CARE...

MANAGERS & SENIOR CLINICIANS

TO LEAD BEST CARE...

EXECUTIVE & BOARD

TO GOVERN BEST CARE...

PERSON-CENTRED CARE

I am seen and treated as a person

I communicate with patients and their families and am sensitive to their needs and preferences

I engage with and put patients first when making decisions

I oversee the development, implementation and ongoing improvement of organisation-wide systems and culture supporting Best Care

CO-ORDINATED CARE

I receive help, treatment and information when I need it and in a co-ordinated way

I am an active team player and look for ways to do things better

I look for ways to support staff to work efficiently and as part of a team

RIGHT CARE

I receive care that makes me feel better

I am competent in what I do and motivated to provide the best care and services possible

I guide, engage and support staff to provide best clinical care

SAFE CARE

I feel safe

I keep patients from harm

I promote a culture of safety



LIVING BEST CARE



After his stroke, Kieran spent two months in the Royal Melbourne Hospital before being transferred to Sunshine Hospital and eventually moving into rehabilitation. Kieran recently shared with us his thoughts on his care experience.



“About a year and a half ago I had a major stroke and because of that incident my whole life changed.

People were really focused on my rehabilitation and that definitely helped me a lot because I obviously wanted to improve as much as I could. They pointed me in the right direction. I come from a very sporting background and sometimes I need the great coaches to say go harder, go faster, do your best. I think that totally helped me.

I found (speech pathology) very challenging but it was fantastic. You gave me a lot of techniques, a lot of strategies to use to improve my dictation and expression.

You didn't just look at myself - you looked at my whole family, you looked at my whole situation. You realised that I had a very strong bond with my family, so you directed some of that interaction towards them - to go home and play with my daughter, to talk to my wife.

I heard a lot that people who have a stroke have to relearn things, they are taught how to do different things. I thought that's okay but I think most people just need to be reminded. You just need to pat them on the shoulder and say, do you remember how to do that? Most people would say, oh yeah I forgot but yes, that's right.

Initially when I had the stroke, I was very close to dying. I had pneumonia and an infection but because of my recovery, because of the way the physios were, now I can run, I can go to the gym and do exercises.

I would contribute that to all of the physical activity I have been introduced to by the physios, so their effort in looking after me has been fantastic.

Since my time at Sunshine Hospital, my improvement has been exponential, especially with my balance and walking and thinking and the whole idea of the way I am at the moment.

The improvement is vast. “



Life BEST CARE

PATIENT FIRST

Quality systems that support our staff to lead, drive and create Best Care are grouped under five headings, with 'Patient First' at the centre.



Quality systems that support our staff to lead, drive and create Best Care are grouped under five headings - Leadership, Process, Workforce, Improvement, and as the central point 'Patient First'.

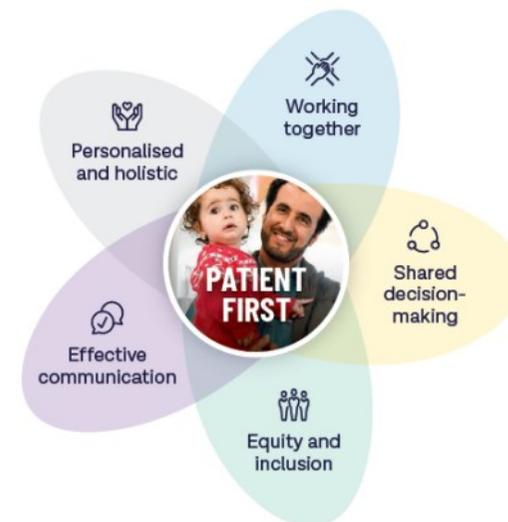
Patient First focuses on consumer partnerships to support planning, design, delivery, measurement and evaluation of care.

In line with the Safer Care Victoria (SCV) 2019 'Partnering with Healthcare' framework, we have developed five focus areas for Patient First to help us identify and bring together systems and improvements across Western Health that aim to enhance a positive patient experience.

These focus areas were identified through extensive consultation by SCV with consumers, health professionals and community members. Western Health has adopted these focus areas and adapted consumer goals to align with our Best Care Framework focus on Patient First.

The five focus areas of 'Patient First' are:

- > **Working Together ...**
I am included as a respected partner in reviewing and improving healthcare
- > **Shared Decision Making ...**
I am supported to make informed decisions about my healthcare
- > **Personalised & Holistic ...**
I receive personalised care that is informed by the experiences of others and supports me as a whole person
- > **Equity & Inclusion ...**
I receive care that is considerate of patient diversity and promotes inclusion
- > **Effective Communication ...**
I receive high-quality information that I can readily understand and act upon



Supporting all areas of 'Patient First' are a range of avenues for our consumers to give feedback on their experience as a patient of Western Health and share their thoughts on new or improved ways in which we can provide person-centred, co-ordinated, safe and right care.

To be able to provide Best Care, we must be able to see care from the perspective of our patients, their families and carers, and the community we serve. Consumers can share their patient experiences and suggestions for improvement through the avenues described on this page.

To enhance these methods of feedback, we have been piloting patient feedback boxes on subacute inpatient wards and developing an IT supported patient experience measurement tool that will be administered by the Western Health Volunteer Team. Pilot work for both of these initiatives will be concluded in the second half of 2019.

Complaints Management

Western Health is committed to best practice in managing complaints and patient advocacy. Patient Representatives assist patients, relatives, friends or appointed representatives in the complaints resolution process. The 1800 patient feedback contact provides an easy filter for all feedback to be appropriately allocated to areas within the organisation.

Western Health recognises that good complaint management is important because it provides an opportunity for people to voice their concerns, promotes improved patient satisfaction, and provides feedback from which the organisation can learn.

One of the common themes for patient complaints is access relating to both emergency and outpatient services. The Co-ordinated Care section of this Report describes current performance and initiatives relating to access to both of these patient services.



Provide feedback via survey, phone, email, or in person



Talk to a staff member or volunteer



Leave a voice message on 1800 31 96 31



Ask to speak to a patient representative



Email us at: feedback@wh.org.au



Fill in a patient experience survey if selected through the Victorian Health Experience Survey process



Join our Consumer Register and be invited to consumer forums and onto hospital committees which review and improve care



Share your patient experience if approached by staff as part of our Patient Story Program & co-design improvement initiatives



Join the conversation by engaging in our social media mediums such as Facebook



BEST CARE ASSESSMENT



Western Health is scheduled to undergo an Accreditation Survey in March 2020 against the second edition of the National Safety and Quality Health Service (NSQHS) Standards.

The Australian Commission on Safety and Quality in Health Care developed National Safety and Quality Health Service (NSQHS) Standards to drive the implementation of safety and quality systems and to improve the quality of health care in Australia. The NSQHS Standards provide a nationally consistent statement about the level of care consumers can expect from health services.

Health Services are required to be independently assessed for compliance against the NSQHS Standards, with Western Health's last accreditation survey in 2017 confirming compliance against the first edition of the Standards.

A second edition of the NSQHS Standards has now been released, with Western Health scheduled to undergo an accreditation survey between 2-6 March 2020.

The eight NSQHS second edition Standards cover the following areas:

1. Clinical Governance
2. Partnering with Consumers
3. Preventing and Controlling Healthcare-Associated Infection
4. Medication Safety
5. Comprehensive Care
6. Communicating for Safety
7. Blood Management
8. Recognising and Responding to Acute Deterioration

Over the past 12 months we have focused on becoming familiar with the revised NSQHS Standards and comparing our current care practices with the requirements of these Standards.

Some of the biggest changes in the second edition of the NSQHS Standards relate to Comprehensive Care, and over the coming months staff will be educated on our new Comprehensive Care risk assessment and plan of care ahead of it being launched in the Electronic Medical Record (EMR). Our new assessment and care planning approach has a strong focus on improving care for some of our most vulnerable patients, including those with a delirium, or at risk of self-harm or suicide, or at the end of their life.

We are also continuing with exploring the report functionality of our EMR. These reports will give us real-time data on patient care directly from the EMR, and will replace many elements that we previously collected with manual audit.

We are committed to providing our patients with Best Care; and therefore each project, initiative or action put in place to enhance our practices against the NSQHS Standards is about us living Best Care.

A 'Live Best Care' campaign has been launched to aid communication with all staff and to help everyone feel comfortable and ready for accreditation survey.



A POSITIVE WORKPLACE CULTURE TO SUPPORT BEST CARE



We aim to create the best possible environment not only for our employees and volunteers, but also for patients who depend on us to be compassionate and respectful every day.

Our Positive Workplace Strategy was launched in August 2016 and provides education and tools to support better responses and capability to challenge unacceptable behaviour. We have a duty to not walk past unacceptable behaviours.

Strategy implementation has progressed over the past twelve months, with our second Positive Workplace Week rolled out across Western Health in October 2018 and very well received.

A key system supporting the Strategy is 'EMPOWIR' (Employee Positive Workplace Issue Resolution). This system supports a peer resolution process for staff to deal with or resolve workplace issues, complaints or concerns. There has been an incremental monthly increase in EMPOWIR uptake with communication and education continuing at the local level, and with support from our People, Culture and Communications team. A development and discovery phase for an EMPOWIR App commenced in June 2019.

To further develop and sustain our Positive Workplace, another process known as Sustaining a Culture of Respect and Engagement (SCORE) was launched in 2018.

SCORE is a joint research collaborative with our People, Culture and Communications team, Deakin University School of Psychology and consultants 'PeopleScape'.

SCORE was chosen by Western Health as an intervention to support and empower teams to improve their workplace culture. It involves teams of staff participating in facilitated sessions focusing on acknowledging respect, promoting respect, responding to disrespect, working regardless of respect and integrating respect into work life.

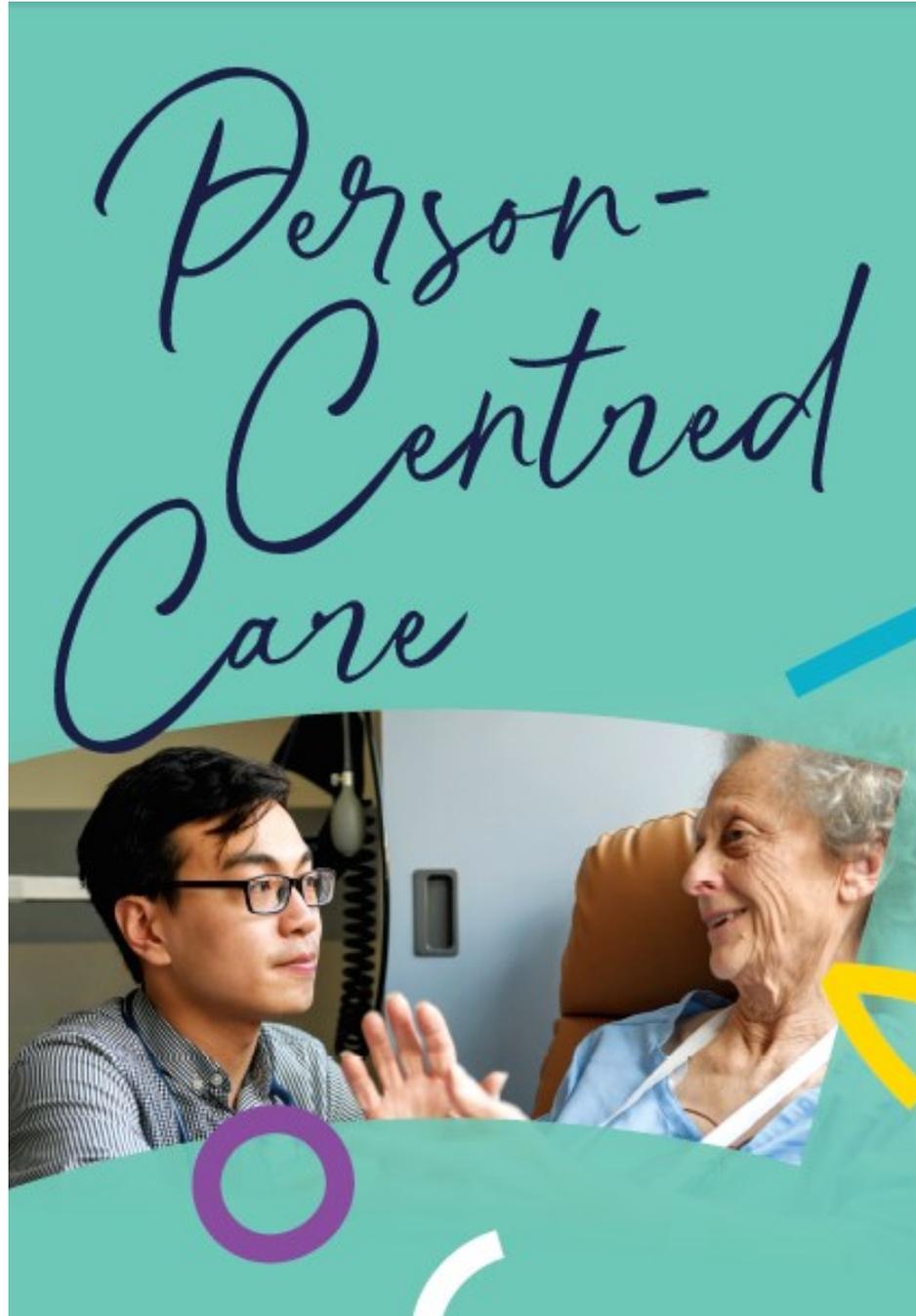
Five programs of SCORE have been implemented to-date, with initial results showing improvements in the level of civility of co-workers, job satisfaction and mental health, as well as decreased bullying from supervisors, and improved trust with supervisors, co-workers and management.

Anecdotally, improvements have also been noted in interactions with patients, families and carers.

External interest in SCORE has been pronounced, with Western Health featuring in the Australian Human Resource Institute's magazine in September 2018 and additionally with an ABC radio interview in November 2018.

The success of our Positive Workplace Strategy was recognised at the prestigious Victorian Public Healthcare Awards in October 2018 as the winner of the Award category *Improving Workforce Wellbeing and Safety*.





"I AM SEEN AND TREATED AS A PERSON"

The following statement on what person-centred care means to patients and their families was written in partnership with our consumers, and guides how our front-line staff provide person-centred care, how our managers & senior clinicians lead person-centred care, and how the executive and board govern person-centred care.

To receive best care ... it is important to my family and I that:

> ***I am seen and treated as a person***

To ensure that we can provide person-centred care, we aim to see the person in the patient and provide care that is welcoming, respectful and designed to engage patients in care decisions and management of care.

This section of the Quality Account focuses on activities and achievements that support improved outcomes against the Best Care goal of Person-Centred Care.

Comprehensive Care

Person-Centred Care is strongly focused on comprehensive care - that is, co-ordinated care assessment, planning and delivery that engages patients and families and supports management of the risk of patient harm during health care.

Comprehensive care is aligned with the patient's goals of care and healthcare needs, considers the effect of the patient's health issues on their life and wellbeing, and supports a positive patient experience.

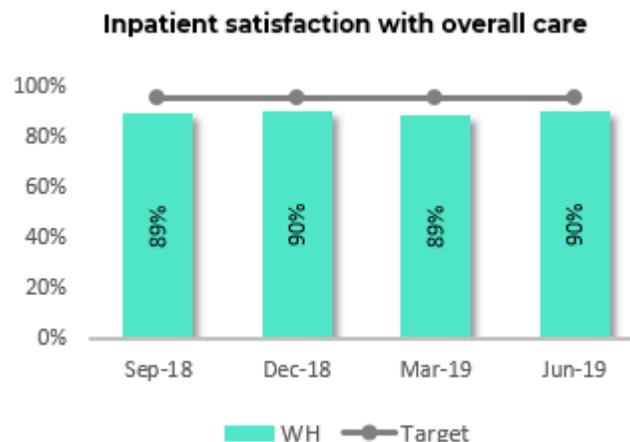
Measuring a positive patient experience

The Victorian Health Experience Survey (VHES) is a statewide survey that reviews people's experience of receiving health care in Victorian public hospitals. The survey is sent to a random selection of patients one month after leaving hospital. Responses are collected by an independent company contracted by the State Government and are anonymous.

Data collected from the survey is provided to Western Health on a range of measures of patient experience.

We use overall patient care ratings from the survey as part of a person-centred care performance dashboard presented to our Best Care Committees and the Board.

The following graph demonstrates the VHES overall experience rating for people discharged from our adult inpatient wards from 1 July 2018 – 30 June 2019. The graph shows that satisfaction ratings have been fairly consistent in the four reporting periods but are below the Department of Health and Human Services target of 95%.



Over the past 12 months, Western Health has continued with strategies to enhance the way we support a positive patient experience through early identification of patient risk and co-ordinated care planning.

This work is described on the following pages and has been informed, in part, by the new National Safety and Quality Health Service Standard on Comprehensive Care that brings together domains of patient care such as pressure care management, falls prevention, nutrition and cognition.

Improving Comprehensive Care cont ...

End PJ Paralysis

In support of comprehensive care, Western Health has engaged in a global program and committed 500 inpatient beds across four sites (Footscray, Sunshine, Williamstown and Hazeldean) to a 100 day challenge to End PJ Paralysis. Wherever possible from 26 June 2019, we are giving our patients' PJs a rest! Instead we are getting them into their day-clothes and up and moving around as much as possible.

This is proven to not only keep patients healthier and prevent adverse events such as falls and pressure injuries, but also promotes a wellness model and gets patient home sooner.

Western Health staff put on their PJs for a day to encourage patients to get up, get dressed and get moving for the start of the 100-day *End PJ Paralysis challenge*.



They were helped in kicking off the campaign by Brian Dolan, the UK-based founder of *End PJ Paralysis*. Professor Dolan fronted an audience in the Sunshine Hospital auditorium in his nightwear to explain the cause and its benefits:

“We know that keeping people in bed is harmful. They have more harm events in terms of pressure sores and falls and they have a longer length of stay. So we’re actually killing them with kindness by keeping them there. We’re dealing with a problem that’s been hidden in plain sight. It’s always been there and I think this campaign has given it a way to give it a voice and a focus.”

As part of the 100-day challenge, Western Health is encouraging patients, where suitable, to bring day clothes and well-fitting shoes to hospital, along with their nightwear and toiletries.

Despite having travelled the world spreading his message about PJs, Professor Dolan was impressed by the showing from Western Health staff across all campuses:

“I’ve never seen so many people in their pyjamas at work – the effort has been fantastic.”

Many staff expressed on the day feeling very vulnerable in their PJs, reflecting on how this must feel every day for some of our patients.

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LIVING BEST CARE

Shane Crowe (pictured below) is the Executive Director of Nursing & Midwifery at Western Health and recently reflected on the implementation of End PJ Paralysis.



“Seeing our staff rally behind this simple initiative to get patients into their day clothes and up and moving has been amazing. If an 80 year old spends 3 weeks in bed, the reduction of fitness is the equivalent of ageing 30 years, significantly increasing their risk of falling, developing a pressure injury or delirium and becoming incontinent or malnourished.

No one wants to be in hospital. By getting our patients dressed and keeping them moving we are not only keeping them healthier and preventing adverse events; but it also promotes wellness, and gets them home sooner. Now that's Best Care.”

Improving Comprehensive Care cont ...



Improving clinical risk assessment

A new and improved Western Health clinical risk assessment screening tool is close to being completed and will be available to staff through our Electronic Medical Record.

The new tool incorporates all of the clinical risk areas covered by the National Safety and Quality Standard on Comprehensive Care and has been informed by researching best practice and benchmarking. The new tool is scheduled to be launched in November 2019.

Engagement of patients, families and carers in screening and assessment processes is essential to the development of individual goal directed comprehensive care plans and positive patient outcomes.

To support engagement, we are currently developing a 'Welcome to Ward' video which will include how patients, families and carers can be involved in making decisions about their care whilst in hospital.

Choosing Wisely

Western Health has been successful in an application for funding from Better Care Victoria to participate in a state-wide project to implement Choosing Wisely.

Choosing Wisely is a global initiative aimed at reducing unnecessary and potentially harmful tests, procedures or treatments for patients. It is supported by Australian health professional colleges, societies and associations who provide recommendations.

The Western Health Choosing Wisely campaign urges staff to 'Ask Why and Justify' the necessity of certain tests in the area of medical imaging, in line with the six adult Royal Australian and New Zealand College of Radiologists Choosing Wisely Recommendations.

These recommendations provide guidelines and simple-to-follow clinical decision tools for the treatment of six clinical conditions.

Choosing Wisely also aims to start important conversations between patients and their treating healthcare provider regarding tests, treatments and procedures in relation to risks and alternative treatment options.

Recent consumer survey feedback indicates that patients overwhelmingly trust in their healthcare professionals to make decisions on what medical imaging tests to perform. While 44% of survey respondents felt comfortable asking questions about their tests, many did not know what questions to ask or didn't have the opportunity to ask them.

A phased rollout for implementing Choosing Wisely best practice guidelines was completed by end May 2019, with their uptake and impact to be evaluated over 2019-20.



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Preventing and Managing Delirium

Delirium is an acute change in mental status that is common among older patients in hospitals. Often a frightening and isolating experience, it is also associated with poor outcomes for patients. Compared with patients of the same age without delirium, patients with delirium have an increased risk of a longer length of stay, increased risk of falls, a greater chance of being discharged to a higher dependency of care, and a greater chance of developing dementia.

Delirium is poorly recognised, both in Australian hospitals and internationally. Prevention is the most effective strategy, but outcomes for patients with delirium can also be improved by early intervention.

Western Health is currently participating in a Break-Through Series (BTS) Collaborative being coordinated by Safer Care Victoria and the Institute of Healthcare Improvement (IHI) focusing on Delirium.

This BTS Collaborative involves health services working together on the implementation of reliable processes to screen for risk factors and cognitive impairment to support the prevention, detection, and management of delirium.

Use of the '4AT' risk assessment tool for delirium has been piloted in 2 of our acute wards. Since commencement of the pilot, 90% of our patients on those wards have been screened, and the rate of falls on those wards has halved.

Western Health's Delirium Clinical Nurse Consultant (CNC) will be working with our Delirium Action Advisory Group and wards/ departments over the next year to fast-track the implementation of initiatives that we know improve management, and where possible, prevent delirium.

Supporting assessment of behaviours of concern

At Western Health we are committed to Best Care for our patients. To do this we need our staff to be safe, uninjured and healthy.

Our staff reported over 300 occupational violence incidents in 2018-19, with nearly 7% of these resulting in a staff injury or illness.

A number of initiatives have been rolled out across Western Health over the past 12 months to support our staff to predict and prevent occupational violence, and effectively and safely manage it when it does occur. These initiatives include awareness and education campaigns for staff and visitors, new personal duress alarms, new procedures for response to aggression, and use of a behaviours of concern risk assessment tool.

The tool, first used in the Sunshine Hospital Emergency Department, allows staff to record risk factors for violent individuals in a standardised manner. Nurses and doctors report that this has been a major help in identifying and preventing potential escalations to violence.

The chart includes a management matrix which details a range of interventions for medical, nursing and security staff, with a focus on early identification, engagement and support.

Data shows a downward trend in the incidence of unplanned Code Greys (emergency codes for assistance with violent behaviour) in the Emergency Department since the introduction of the charts. There has been a resultant increase in planned code responses facilitated by an improved understanding of patient behaviours, early intervention and presentation.

The data has also revealed a 100% decrease in significant incidents from violence affecting staff across both Sunshine and Footscray Emergency Departments.

The rollout of the charts has been pioneered by Western Health's Emergency Departments and have since been introduced to Intensive Care Units, with the charts attracting interest from other health services.

This tool will be implemented across all our wards in November 2019.

Improving Comprehensive Care cont ...

Supporting Nutritional Needs

Western Health has introduced an exciting new menu management system called 'CBORD' which has transformed the way we are able to provide food and fluids to our patients.



CBORD interfaces with our newly introduced Electronic Medical Record which helps to ensure patients are offered meal choices which better meet their specific dietary needs and nutritional requirements, and the delivery of the right meal for the right patient at the right time.

CBORD's interface with the Electronic Medical Record also supports the identification of food allergies – making it safer and easier to ensure patient safety. Patients are only able to see and order food items that correspond to their diet code and do not contain allergens.

CBORD retains a patient's food selections, preferences and dietary requirements even after they have been discharged. This makes this vital information easily available for future reference with any subsequent admissions.

The introduction of CBORD has also meant that our Food Services attendants are able to provide a more personalised service, collecting meal orders on tablet devices, and increasing interaction with patients.

The BAT Team

Western Health has launched a Bariatric Assessment Team (BAT), an initiative of the Western Health Bariatric Working Party.

The term bariatric describes care for patients with obesity and high body weight. Stories from bariatric patients about the frustrations involved in being cared for in facilities that are not equipped to cater for patients with a high body weight prompted a group of staff from across Western Health, passionate about improving care for bariatric patients, to form a Working Group.

The BAT aims to provide early assessment of our patients' needs who require bariatric care, focusing on patient-centred care, timely access to appropriate equipment and a safe environment for staff and patients.

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The Team makes recommendations on equipment, bed allocation, manual handling, skin integrity, referrals and discharge planning.

The aim of having this expert team working on complex cases will improve patients' experience and reduce the time they spend in hospital. Other goals of the BAT are to reduce preventable patient complications, build capability of frontline staff and reduce manual handling injuries.

The BAT aims to make first contact within a patient within 48 hours of presentation and will regularly review the patient, as required throughout their stay, to support the treating teams.



L-R Sunshine BAT members Wes Hartley, Fiona Paza, Col Kilmier and Brad Wilson

Improving Care for Aboriginal & Torres Strait Islanders



Aboriginal Victorians experience poorer health and lower life expectancy than the wider community, and while their population in the West is relatively small, having a strong and healthy Aboriginal community is important for the overall health of the region.

Our Journey

The Strategic Direction outlined in our 2015-18 Aboriginal Health Plan was a commitment to support person-centred care by providing a culturally respectful, high quality, safe, collaborative and holistic health care organisation. Highlights of activity and achievements over 2015-2018 are summarised below:

CULTURAL RESPONSIVENESS

1,000

plus Western Health staff and volunteers have undergone cultural responsiveness training between 2015-2018.

Cultural responsiveness training has been provided by the Western Health Aboriginal Health Unit, the Victorian Aboriginal Community Controlled Health organisation (VACCHO) and an Aboriginal owned Consultancy Business. Training has focused on cultural appreciation, as well as best practice guidelines for collecting Indigenous status and Aboriginal Mental Health First Aid.

PATIENT IDENTIFICATION

1,716

Western Health inpatients were identified as Aboriginal in 2018, compared to 931 in 2014.

Western Health's Aboriginal Hospital Liaison Officers (AHLO) have supported patients to navigate our hospital systems, developing pathways and referral processes to various departments, attending Mental Health tribunals and support services, assisting families through grieving processes and developing staff through cultural awareness and identification processes.



The AHLOs receive on average 10 referrals a month and their efforts have informed a steady increase in the number of inpatients identified as Aboriginal.

ABORIGINAL EMPLOYMENT OPPORTUNITIES

30

Aboriginal staff work at Western Health in 2019, compared with 11 in 2015.

The formation of a Western Suburbs Employer, Aboriginal Employment Pipeline Committee has supported and provided oversight to a number of Aboriginal employment Partnerships and Programs. These include a Graduate Nurse Program specifically for Aboriginal people, a traineeship program established with secondary schools in the West, a relationship with AFL Sportsready to align employment opportunities at Western Health with candidates, and a relationship with Kangan Institute to align candidates and education opportunities. In addition, personalised recruitment support has been introduced for Aboriginal applicants to Western Health positions.



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Improving Care for Aboriginal & Torres Strait Islanders cont ...

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Our Journey cont ...

KOORI MATERNITY SERVICES

87

women have entered the Galinjera Midwifery program since October 2017, with 60 babies born.

Koori Maternity Services (KMS) are uniquely Victorian and provide flexible, inclusive and culturally safe maternity care to Aboriginal women, babies and families. KMS are provided by eleven Aboriginal community-controlled organisations and Western Health has become one of three public health services to provide KMS.

Since December 2016, Western Health's Koori Maternity Service Co-ordinator has attended 5 births, supported 137 Aboriginal women through antenatal care and 131 women with post-natal care.

In October 2017, a 'Galinjera' team was formed to support Aboriginal patients accessing maternity services at Sunshine Hospital. Galinjera means 'to come together and connect with love'. The team has grown to accommodate community need and now comprises a Koori Maternity Services Co-ordinator, 4 Midwives, 2 Obstetricians, a Research Midwife and Social Worker. Western Health has also arranged with Tweedle Child and Family Health Service to accept our Aboriginal women as a priority.



COLLABORATIVE PROJECTS

50

plus referrals have been made to Koolin Balit Early Years Project Workers based in the Western Health Aboriginal Health Unit

Western Health has established numerous partnerships and collaborated on a number of projects with local community and health services. A key partnership has been with the Koolin Balit Early Years Project Consortiums driving the Babaneek Booboo and Footprints to Success programs. These projects aim to provide early intervention support to Aboriginal families in Western Metropolitan Melbourne to improve the health and wellbeing of children.

CULTURALLY SENSITIVE SERVICES

70

plus patients have been supported through the Closing the Gap 'CtG' Pharmacy Program

Participation of the Aboriginal Community has led to a number of innovative programs to support culturally sensitive health needs. These include a sustainable Closing the Gap 'CtG' Pharmacy Program to improve access to PBS Medicines for Aboriginal patients who are living with, or are at risk of chronic disease; Care for Aboriginal patients through a Special Needs Dental Program established at Williamstown Hospital; and provision of capes for Aboriginal women to use during group-based breast cancer screening sessions.

Looking Forward

In consultation with the Aboriginal Community and the Department of Health and Human Services we have created a new Aboriginal Health Cultural Safety Plan for 2019-2021. This aims to advance both the cultural and clinical care of our Aboriginal patients and increase Aboriginal employment opportunities.



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Volunteers providing support for Person-Centred Care



Western Health is committed to recruiting and retaining volunteers who actively support person-centred care.

The Western Health Volunteer Program focuses on engaging with our local community by offering relevant and worthwhile volunteering opportunities.



Community members are encouraged to share their time, skills and life experiences through a range of diverse and innovative volunteering roles, working alongside health care professional staff to support person-centred care and enable best possible outcomes for patients and their families.

Western Health is immensely grateful to the 700+ volunteers who, as well as a number of local schools and community groups, generously donate their time and resources to support our patients and staff.

Our Volunteers have supported care at Western Health over the past year in a number of ways, including assisting patients and visitors find their way around our hospital sites, sitting with families during times of grief, helping patients with their meals, and recognising the time in our emergency departments when a person might need a refreshment or a visitor needs help with the car park machine.

They are a truly amazing group of people and they are busy making a positive impact on patient experience, every moment they are here at Western Health.

LIVING BEST CARE

Natasha Toohey (pictured to the right) is the Executive Director of Operations at Western Health and recently reflected on the support our Volunteers provided in preparing for the opening of the new Joan Kirner Women's & Children's building.

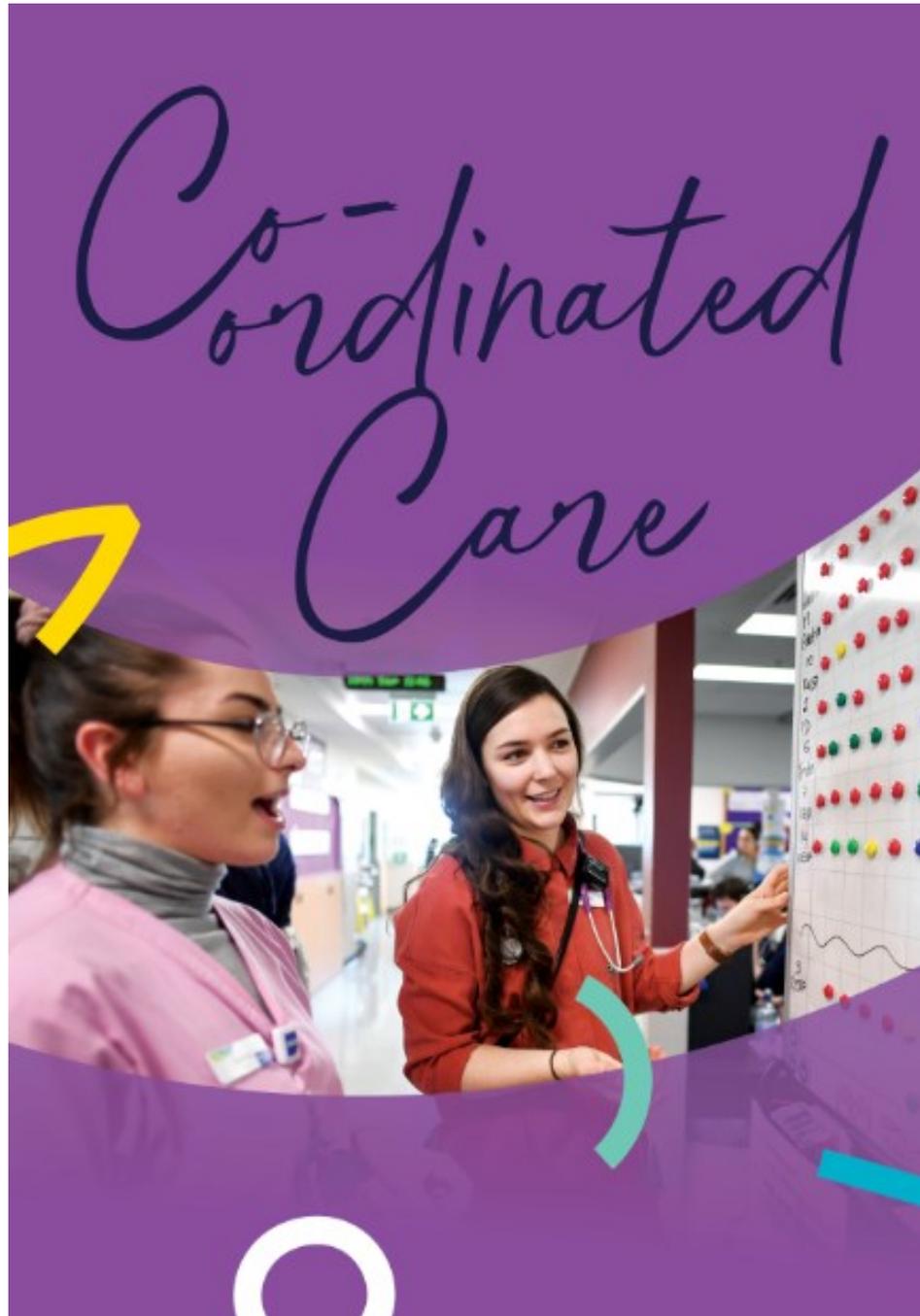
"A great example of living Person-Centred Care I have observed within the past year involved the support of our incredible Volunteer groups.

In preparation for the move into Joan Kirner our staff practised mock clinical scenarios.

Our Volunteers offered their time to be our 'mock patients', some of whom were having babies, some had lost a baby and some were being brought in by ambulance!

Not only did our volunteers help us test our clinical readiness and training plans, they also reminded us of what it is like to be a patient during a clinical move, a gentle reminder for all of us to be kind, take a moment to really engage with our patients and explain exactly what is going to happen."





“I RECEIVE HELP, TREATMENT AND INFORMATION WHEN I NEED IT AND IN A CO-ORDINATED WAY”

The following statement on what co-ordinated care means to patients and their families was written in partnership with our consumers, and guides how our front-line staff provide co-ordinated care, how our managers & senior clinicians lead co-ordinated care, and how the executive and board govern co-ordinated care.

To receive best care ... it is important to my family and I that:

- > ***I receive help, treatment and information when I need it and in a co-ordinated way***

To ensure that we can provide co-ordinated care, we aim to provide prompt access to patient services, with a smooth patient journey that is designed to optimise time to care through efficient service provision.

This section of the Quality Account focuses on activities and achievements that support improved outcomes against the Best Care goal of Co-ordinated Care.

Introducing an electronic medical record

In late 2018 Western Health moved from using a digital (scanned) medical record to implementation of an Electronic Medical Record (EMR), enabling real time access to patient medical records across all Western Health hospitals.

Implementing an electronic medical record was a significant step in improving the way we communicate and utilise clinical information to provide co-ordinated and safe patient care.

This was a detailed and complex project and an important step in supporting clinical decision making and electronic ordering of medications, pathology, imaging and more. For a project of such scale and complexity, the EMR team and our staff right across Western Health have done an incredible job of delivering this functionality.

Flyers and postcards for patients, families and visitors were widely distributed across our hospitals during the November to December 2018 implementation of the EMR and were available in multiple languages.

A video was also recorded for staff to support staff talking with patients and families about the introduction of the EMR.

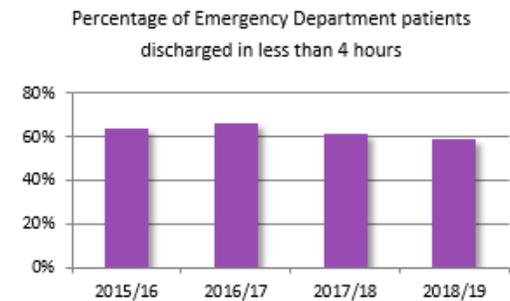
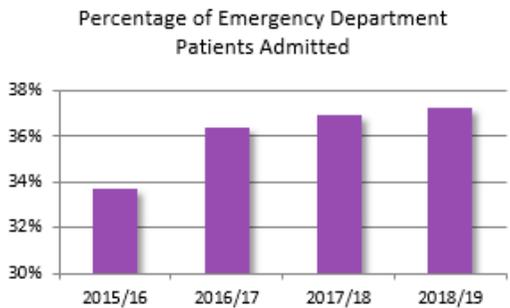
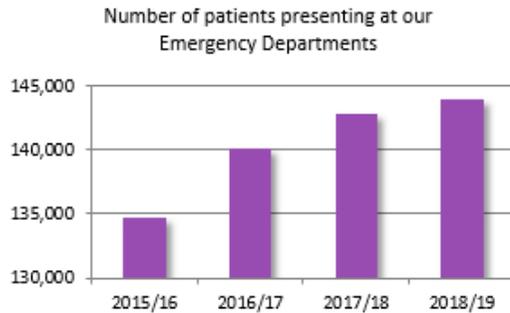
The EMR has enhanced the delivery of Best Care to our patients by providing clinicians with a consolidated view of all relevant information about the patient.

EMR information is up-to-date, easy to read and instantly accessible by a patient's healthcare team, enabling us to provide a prompt diagnosis, treatment and information.



Co-ordinating Emergency Care

Increasing demand, more acutely unwell patients and long waits for mental health patients to access beds have impacted upon our capacity to provide timely care.



Providing timely access to safe and effective emergency care for a rapidly growing population with complex health needs, continues to present our health service with significant challenges. Consumer feedback on opportunities for improvement to care and services overwhelmingly points to reducing waiting times in our emergency departments (EDs) as one of our biggest priorities.

As the graphs to the left show, our emergency departments are busy and increasingly getting busier, with more of our patients requiring inpatient care.

Increasing demand within facilities stretched to their physical capacity, more acutely unwell patients (including more ambulance arrivals) and long waits for mental health patients to access beds have impacted upon our capacity to provide timely care.

Implementation of our timely emergency care plans have progressed over 2018/19 and have been supported by our participation in the Better Care Victoria co-ordinated state-wide Access Improvement Partnership.

Project work has included development and implementation of a Winter Demand Management Plan, detailed analysis to understand and address patient flow blocks, identification of clear time frames and escalation points to avoid delays involving moving patients from ambulances to our EDs and from our EDs to wards, and introduction of a Daily Operating System (DOS).

The DOS is a series of tiered huddles that support staff to discuss and prioritise daily actions that improve timely, safe patient care.

In spite of increasing ED presentations, ambulance presentations and seeing more acutely unwell patients, we have managed to maintain our performance with discharging ED patients in less than 4 hours year on year with an overall small decrease of 2.2%.



Building works are currently underway to expand the Sunshine Hospital Emergency Department.

Over the coming year, we will continue with a range of initiatives to enhance patient flow, and we appreciate the support of Better Care Victoria and the Department of Health and Human Services (DHHS) to focus and advance these strategies; in particular the opportunity to redevelop the Sunshine Hospital Emergency Department.



Artist impression of the new Emergency Department

Western Health staff have been enthusiastically engaged in the design phase of developing a much bigger and better emergency department (ED) at Sunshine Hospital, thanks to a \$29.6 million redevelopment funded by the State Government.

The ED expansion will include a separate and expanded paediatric area with an additional nine treatment spaces to be dedicated to caring specifically for children. It will also provide a new Behaviour Assessment Unit and Radiology services.

The ED expansion is expected to be completed in June 2021, and will provide an additional 31 treatment spaces for an expected additional 59,000 emergency patients per year.

In addition, the department will have a dedicated mental health crisis hub to support the significant demand for patients requiring mental health care at Western Health.

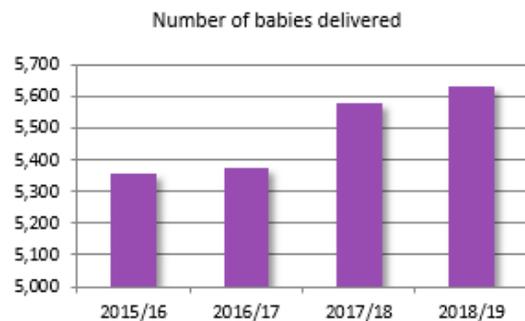
Timely care continues to be significantly challenged at both Sunshine and Footscray Hospitals by the increasing numbers of patients presenting with a mental health related condition requiring an inpatient admission.

It is very challenging for both patients and staff when patients experience long delays in accessing mental health care. We continue to work closely with the DHHS and with the agencies that provide mental health services to our patients (Mercy Mental Health and North West Mental Health) to support the needs of this vulnerable patient group.

Co-ordinating Maternity Care

Our community has one of the highest rates of birth in Australia, with birth numbers set to increase from around 5,600 per year to over 7,200 by 2026.

In order to meet demand for maternity care, we support the birth of over 400 babies per month. As illustrated in the graph below of the number of babies delivered at Sunshine Hospital per year, demand for Maternity Services continues to increase. In 2018/19 Western Health supported the delivery of 5,634 babies.



Perinatal Services Performance Data

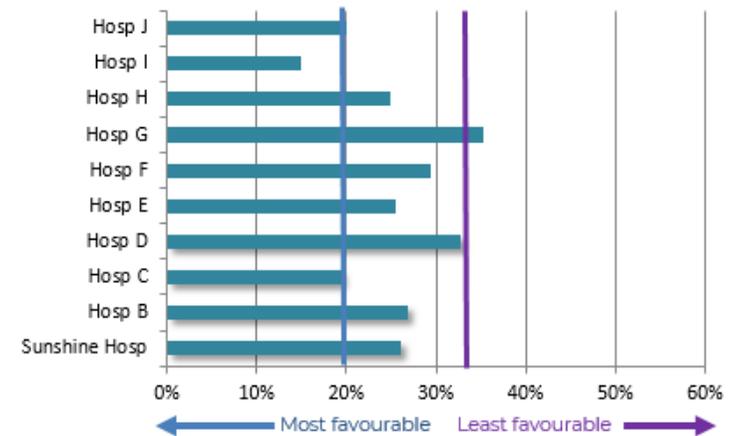
The Victorian perinatal services performance indicators report is developed to help improve outcomes for Victorian women and their babies. This report allows Western Health to track performance and trends across a suite of performance indicators, and identify priority areas for focus. 2017/18 data is the most recent available.

The Department of Health and Human Services uses two indicators from the perinatal data set for routine performance reporting by all hospitals with a maternity service:

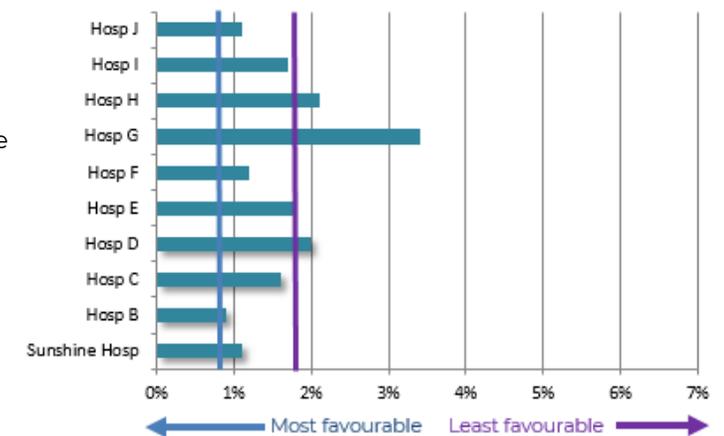
- > The rate of single babies who have reached full term with an Apgar score of less than 7 at five minutes. Apgar is a quick test performed on a baby at one and five minutes after birth. The five minute score tells the doctor how well the baby is doing outside the mother's womb.
- > The rate of severe fetal growth restriction (small for age) in single babies not born by 40 weeks.

The following graphs show data against these indicators for babies born at Sunshine Hospital in 2017/18 compared with similar maternity services in Victoria. Sunshine Hospital results for both indicators are favourable.

Rate of severe fetal growth restriction (small for age) in single babies not born by 40 weeks



Rate of severe fetal growth restriction (small for age) in single babies not born by 40 weeks



Co-ordinating Maternity Care cont ...

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An exciting era for Women's and Children's Services at Western Health began on 15 May 2019 when the new Joan Kirner building opened its doors to patients.



The opening of the Joan Kirner Women's and Children's building (JKWC) WAS a truly momentous development for families of the western suburbs, who now have access to the best care possible closer to home.

More than 150 women, children and babies, and about 200 staff members moved as part of the meticulously-planned operation. The move also involved 24 babies in special care nursery cots.

The JKWC offers local women and families world-class maternity and paediatric services, and features the western suburbs' first neonatal intensive care unit to care for the most critically-ill babies. It includes 20 maternity delivery rooms, 237 beds, 39 special care nursery cots, four theatres and additional clinics.

The opening followed a Community Open Day on 5 May for the building that attracted an estimated crowd of over 3,000 attendees. This event involved tours of the building, performances from local groups and a teddy bear hospital run by medical students from the University of Melbourne.

Earlier in the morning the new facility was officially opened by the Victorian Minister for Health and Minister for Ambulance Services, Jenny Mikakos. Ron Kirner, the husband of the late Premier of Victoria, the Honourable Joan Kirner, after whom the building is named, was present alongside family members.

The new facility did not take long to deliver its first in-house arrival – a baby girl born to parents Lauren Mikhael and Edwin Baez at 9.22 on the opening morning.



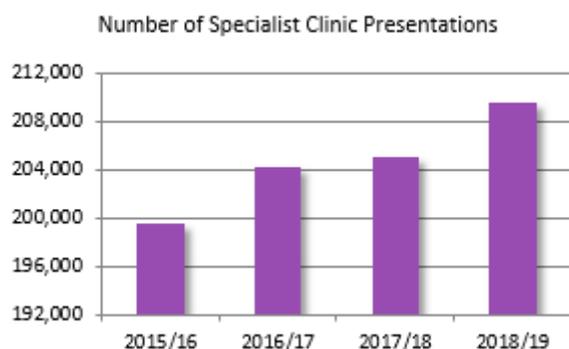
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Co-ordinating Specialist Clinics Care



Over the past 12 months we have continued our efforts to improve timely access to outpatient services

The following graph shows the number of patient attendances at our specialist clinics. As illustrated by this graph, we are seeing more patients every year in an attempt to meet the high demand for our outpatient services.



Our efforts to improve timely access to outpatient services has been supported by involvement in the Better Care Victoria (BCV) Specialist Clinics Access Improvement Partnership project. The Partnership involved Western Health collaborating with eleven other Victorian health services to initiate improvements in accessing specialist clinics.

As part of Western Health’s involvement in this project, our Haematology, Gastroenterology, Neurology and Urology outpatient clinics developed specific access and triage criteria. These criteria went through a stakeholder engagement process and were reviewed by the North Western Primary Healthcare Network (PHN). A Communications Plan was finalised and new referral guidelines implemented on 1 October 2018.

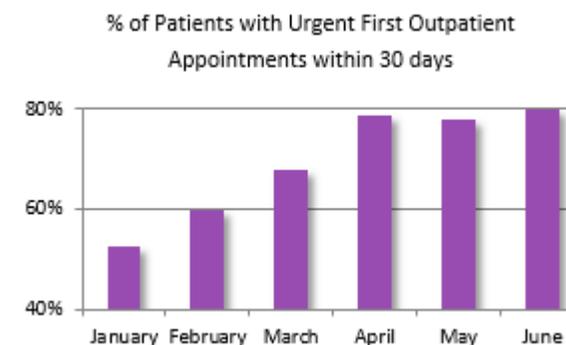
Since this time, waitlists have reduced collectively for these specialties. This marks a significant change from a 200-300 average increase in referrals per month before implementation of referral guidelines.

The development of referral and discharge guidelines for additional specialist clinics has followed on from the conclusion of the BCV project.

Over the past year, our attention has also focused on improving the timeliness of our patients with the most urgent healthcare needs having their first outpatient appointment within 30 days.

A new review and escalation process to support this was established in February 2019. The escalation process ensures all potential 30 day urgent breaches are considered comprehensively before the appointment date breach is booked.

The graph below shows the percentage of new urgent Adult Specialist Clinic external referrals that were provided with an appointment within 30 days. As the graph illustrates, a significantly higher percentage of urgent patient appointments are now being booked within this time frame. This improvement is a reflection of the new review and escalation processes, along with the application of new referral and discharge guidelines.



Western Health plans to build on these improvements in 2019/20. This includes continuing to partner with, and improve our relationships with, primary care providers which is very important as we look to improve specialist clinics services for our communities.

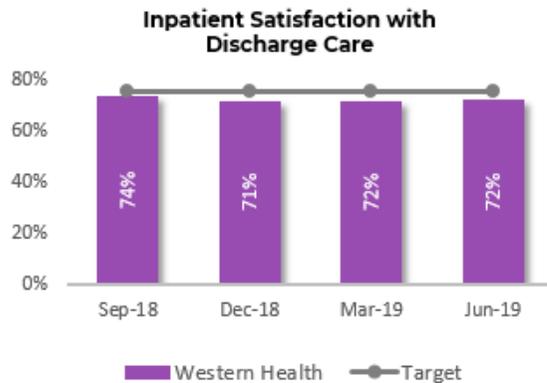


Discharge Care

Over the past 12 months we have progressed initiatives to enhance support for discharge planning.

The Victorian Health Experience Survey (VHES) includes patient feedback on planning for discharge from our inpatient services. The Department of Health and Human Services (DHHS) has a target of 75% of very positive responses to questions on discharge care.

The following graph shows the percentage of our patients who provided very positive responses to questions on discharge care from 1 July 2018 to 30 June 2019. Our results have been close to, but consistently below, the DHHS target.



Over the past 12 months we have progressed initiatives to enhance support for discharge planning.

Following successful implementation in 2017-18, our ACE (Advice, Co-ordination and Expertise) services in both inpatient and emergency department settings have continued to build a strong profile to support medical and nursing teams to develop comprehensive discharge plans for complex patients. The ACE team are now actively involved in rounding across Western Health to support teams deliver on complex plans for the discharge planning of long stay patients.

We have also continued to expand the use of our 'Pulse e-Health Gateway' where General Practitioners (GPs) can register to receive electronic messages about the care of their patients while in Western Health. The number of GP practices registered to receive electronic messages via Pulse increased from 104 in July 2018 to 128 in June 2019. Regular advertising and promotion continues to increase the number of practices signing up for electronic messaging.

Looking forward, we commenced a 'Standardising Discharge Project' across all adult inpatient wards in June 2019.

This project aims to further streamline and co-ordinate discharge planning across Western Health adult inpatient wards to improve patient experience, as well as reduce emergency waiting times and the re-scheduling of elective surgical procedures.



Co-ordinating care for patients with chronic and complex conditions

We embarked on a new path in our bid to provide a better response for patients with chronic and complex conditions when we launched a pilot of the Western HealthLinks program in November 2016.

This innovative program, made possible through a new funding option provided by the Victorian Government, has allowed us to establish a more supportive, cohesive and integrated model of care for Western Health's chronic and complex patient group.

The goal of the program is to improve patients' experience of care and ultimately provide them with more healthy days back in their own homes.

At the 21 month mark of the Western HealthLinks pilot program, over six thousand patients have been identified as eligible for enrolment in the program, with nearly 3,500 being actively supported. The program is run in collaboration with the Silver Chain Group.

The Program continues to achieve positive results, including high levels of patient satisfaction, hospital avoidance and reduced bed days.

The 21 month review revealed that 74% of Priority Response and Assessment (PRA) episodes had the outcome of the patient remaining at home.

The Western HealthLinks program supports Western Health's higher risk patients by ensuring;

- > Timely identification of all patients who are appropriate for the HealthLinks Program
- > Assessment of each patient's risk of readmission and referral to suitable services to assist the patient to stay at home
- > Development of a quality approach to transition home with input from all relevant health professionals
- > Assistance with moving through the health service
- > 24/7 Registered Nurse phone support
- > Priority Response and Assessment (PRA) service support
- > Self-management support using a tool known as the Flinders Chronic Illness Self Management Plan
- > Ensuring that patients are linked with their GPs
- > Rapid access to Western Health specialist clinic and consultant expertise where needed

LIVING BEST CARE

Jason Plant (pictured right) is the Divisional Director of Chronic and Complex Care at Western Health and recently shared an example of living Best Care involving a HealthLinks patient:



"Peter experienced 42 ED presentations and 38 ward admissions over a 12 month period.

He was suffering from depression, drug and alcohol excess, estranged from his family and living in a caravan park.

Due to the HealthLinks algorithm, Peter qualified for the program and collaboratively the team planned an admission, supported him with detox and arranged secure housing. In addition, the team facilitated ongoing support from our at home nursing services.

Peter has only experienced one admission to Western Health in the past 9 months and is very positive about his future and his prospects of moving back in with his family."

“I RECEIVE CARE THAT MAKES ME FEEL BETTER”

The following statement on what right care means to patients and their families was written in partnership with our consumers, and guides how our front-line staff provide right care, how our managers & senior clinicians lead right care, and how the executive and board govern right care.

To receive best care ... it is important to my family and I that:

> ***I receive care that makes me feel better***

To ensure that we can provide right care, we aim to provide appropriate, equitable and effective care for each person.

This section of the Quality Account focuses on activities and achievements that support improved outcomes against the Best Care goal of Right Care.



Fit-for-purpose Facilities

The planning and implementation of new facilities supports the provision of right care in a setting designed to provide the best care possible.

NEW FOOTSCRAY HOSPITAL

A new Footscray Hospital will provide us with a modern facility needed to support the best care possible.



Artist impression of the New Footscray Hospital

Planning work for a New Footscray Hospital is continuing ahead of construction starting next year, with a number of forums held to engage the community in this process. A site at Ballarat Road in Footscray has been formally chosen following the Victorian Government's pledge in October last year to provide a new hospital for the area. Impacts include improved proximity to public transport and access for staff and patients.

Scheduled for completion in 2025, the New Footscray Hospital will be the biggest hospital build in the State to-date. As the population of the West continues to grow at a steady rate, the hospital will provide modern facilities to support the care of almost 15,000 extra patients, as well as providing for almost 20,000 additional emergency department admissions.

DUAL DIAGNOSIS RESIDENTIAL FACILITY

People who are dealing with drug and/or alcohol dependency and mental health issues in the West have improved support following the opening of our dual diagnosis residential facility

Westside Lodge, a dual diagnosis residential facility located at our Sunshine Hospital site, opened in October 2018. The new 20-bed residential facility helps patients prepare for a successful future in the community. This is achieved by patients gaining new skills and making positive changes on their pathway to recovery.

This is the first of its kind facility and provides individually-tailored, three-month treatment programs.

Our tailored, individualised care plans include group therapy and one-on-one treatment within a structured and therapeutic environment. As well as clinical support, individual care plans may include help preparing for job interviews and seeking employment.

Patient care plans are supported by a treatment team of addiction medicine consultants, registrars, nurses, social workers, dual diagnosis clinicians and a psychologist.

The program responds to a gap in services with long-term rehabilitation often out of reach for clients with chronic drug/alcohol and mental health issues.



Members of our Drug Health Services Team

Supporting vulnerable members of our Community

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Western Health is committed to ensuring that vulnerable people within our community are assisted, not only with their health care but are linked with appropriate service systems when needed.

HEALTH EQUITY PROGRAM

Achieving health equity means recognising that not everyone has the same opportunities to lead a healthy life, and actively taking steps to correct this.

Western Health's Health Equity Program covers a number of initiatives to ensure that every person has the opportunity to attain his or her full health potential.

ADDRESSING FAMILY VIOLENCE

One of the major focuses of our Health Equity program is addressing family violence.

In response to the State Government's Ending Family Violence: Victoria's Plan for Change, Western Health has continued to work on initiatives in response to family violence, including strengthened screening and risk assessment procedures, greater workforce training and development, and better co-ordination and information sharing between different parts of the health-care system.

Information and training sessions on clinical management of Family Violence have been well attended. As of 30 June 2019, over 800 staff have participated in training workshops, with 92% of participants responding in an evaluation survey that they feel confident identifying family violence. The introduction of an online Health Equity Learning Package has also supported engagement of staff in training activity.

In addition, we now have 50 clinical champions who have been trained as Health Equity Advisors.

To ensure that Western Health is meeting requirements against the Child Safe Standards, the Health Equity Team has developed a Child Safe Standards – Child Safety Review Checklist and Action Plan. In addition, a Commitment to Child Safety Statement has been finalised and presented at an event attended by 88 people, including representatives from the Commission for Children and Young People.



Supporting vulnerable members of our Community cont ...

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RESPONDING TO ELDER ABUSE

The Victorian Government's Integrated Model of Care for Responding to Suspected Elder Abuse was developed in response to the Royal Commission into Family Violence that found elder abuse tends to be under-reported. The project is funded by the Department of Health and Human Services, and Western Health is one of five Victorian health services trialling the new model.

The project's aim is to build capacity to recognise and respond to elder abuse.

The model has several different components such as providing secondary consultation to staff members when an older person or members of their family have disclosed concerns about elder abuse, and the development and provision of training opportunities along with counselling and mediation services. Both therapeutic and financial counselling are offered to clients/families and staff members experiencing elder abuse, and there has been a very strong demand for these services.

The project has been spearheaded and promoted by Western Health's Elder Abuse Response and Prevention Liaison Officer Warren Fuge. Over the past 12 months, training has been provided to 258 staff members, representing 26 different organisations who support older people in the Western suburbs.

Approximately 370 secondary consultations have been provided to staff members who were supporting a client/family member experiencing elder abuse, and a prevention network has been set up within the Western suburbs to support community organisations to build capacity to respond to elder abuse.

Funding has been confirmed for another two years (2019-2020) for this project. This will support consolidation of the work undertaken over the past 12 months, and continue to build Western Health's capacity to respond to, and prevent elder abuse. Further work will be undertaken in conjunction with project partners Sunbury Community Health, Anglicare, The Bouverie Centre and Merri Health.



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Responding to our Diverse Community



An important aspect of providing right care is to understand the people for whom we care. Western Health places a high priority on knowing the local community, respecting its diversity and responding effectively to the different health needs of each person.

CULTURAL DIVERSITY AND COMMUNITY ADVISORY COMMITTEE

In recognition of our diverse population, Western Health supports a Board level Cultural Diversity and Community Advisory Committee (CDCAC).

While members of this Committee are appointed as individuals, they represent diverse communities and interests and advocate for better healthcare which is inclusive of people from different cultures, disabilities, genders, and sexualities, amongst others.

Members are recruited because of their strong connections to their communities and their ability to provide a broader consumer perspective.



LIVING BEST CARE

Shefton Parker (pictured above) is currently a consumer advisor to Western Health's Best Care committee. He is local to Footscray and is a Western Bulldogs Community Foundation, Community Leader. He has been a University educator and academic for 10 years where his experience has included working with diverse groups of people across health and social service sectors.

Shefton is passionate about his local community, advocating for inclusive services that understand and meet diverse user needs despite cultural, economic and/or physical differences.

Shefton recently shared his thoughts on living Best Care:

"Best care to me is care that is inclusive of different people's needs no matter who they are. Best Care is flexible care that is consumer directed with informed support from health staff, to ensure the care is also the right care for them.

Best care for me means people delivering the services are working together with people and their loved ones who use the services. Each learn from each other so best care can continually improve. What was Best Care yesterday should be even better care tomorrow."



live BEST CARE

Responding to our Diverse Community cont ...

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SUPPORTING LANGUAGE NEEDS

Western Health's community is among the fastest growth corridors in Australia and has a diverse social economic status. It is one of the most culturally diverse communities in Victoria with 68% speaking a language other than English at home. Language Services at Western Health receive approximately 4000 requests for interpreters per month for about 80 different languages.

Western Health has a strong reputation for constantly improving the languages services provided to our diverse community. We continue to work on implementation of a range of strategies to ensure services are targeted to groups for which health equity is a challenge.

Language services have continued to build on improving access for inpatients. Implementation of new Interpreter Guidelines continues with inpatient interpreter episodes for the past year increasing to an average of 35% of all interpreter activity against a 30% target.

All adult inpatient wards now use a bespoke version of Western Health's award winning CALD assist app that helps non-English speaking patients communicate with staff. The app was designed originally for allied health staff but has now been adapted for nursing staff. The app makes it easier for nurses to communicate with non-English speaking patients during basic care interactions.

Trials of different models of video interpreter support continued over the past year. A trial of Video Interpreting at Williamstown admissions clinic using in-house interpreters connected to admission nurses and patients is continuing using Zoom. We have had some challenges with volume using the current desktop computers, and are awaiting noise cancelling headphones and microphones to improve this. If these trials are successful we will expand the scope to include inpatient areas at Williamstown.



Improving care for patients with disabilities

Western Health is committed to understanding the experiences and needs of people with a disability.

Supporting the health care needs of a population of over 900,000 and employing approximately 7,000 staff and more than 600 volunteers, Western Health holds a very significant responsibility to meet the diverse needs of people with disability who use, visit or work with or for our organisation.

Western Health has recently completed development of an inaugural Disability Access and Inclusion Plan (DAIP), with implementation planned within 3 years. This plan supports us to devise and implement actions to ensure that our facilities, service and programs do not exclude people with disability, or treat them less favourably than other people.

A Disability Steering Committee (DSC) was formed to support this work. It consists of consumers and staff who have a disability, work closely with patients with disability, or have a strong interest in disability. The committee met monthly during the development of the DAIP and will continue to meet bi-monthly in an ongoing capacity during the Plan's implementation.

Consultation regarding the DAIP involved Western Health staff, volunteers, consumers, management, members of the DSC, the Victorian Healthcare Association, and external disability consultants. The Plan has also been presented at our Cultural Diversity and Community Advisory Committee. The DAIP reflects the contribution of these stakeholders in highlighting gaps and opportunities in current practice but also documents some of the ways Western Health is already working to support diversity and inclusion for staff, volunteers, and patients.

Our DAIP focuses on the Four Outcome Areas for action plans outlined within the Victorian Disability Act:

1. Reducing barriers to persons with a disability accessing goods, services and facilities
2. Reducing barriers to persons with a disability obtaining and maintaining employment
3. Promoting inclusion and participation in the community of persons with a disability
4. Achieving tangible changes in attitudes and practices which discriminate against persons with a disability

Having considered our practices against these areas, we have developed goals and actions to help make our services, interactions, and culture more accessible and welcoming for people with disability.

Our DAIP actions include, for example:

- > Incorporating disability friendly facilities within the design of the New Footscray Hospital
- > Undertaking the Scope Australia '10 steps to Communication Access' program
- > Reviewing how our Volunteer Meal Assistance Program (VMAP) meets the needs of patients with a disability
- > Incorporating a focus on employees with disabilities in development of Western Health's new Health & Wellbeing Plan
- > Expanding the Western Health Garden Support Project for people with a disability
- > Reviewing and enhancing disability focused training and 'voice of the patient' resources available to staff and volunteers

Improving care for patients with disabilities cont ...

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Q&A with Jim Asimakopolous



Jim Asimakopolous

Jim Asimakopolous is a consumer representative on various committees and conducts disability awareness sessions at Western Health. He has spent 30 years working with the Department of Education and Training Abilities Awareness Unit, and has delivered more than 7000 speeches and presentations. Jim's talks have focused on abilities awareness, incorporating respect, values, motivation and leadership.

Jim spoke with us on International Day of People with Disability (Monday 3 December) about what that day means to him and what we can do better.

What does this day mean to you?

To me, it's a day when society can be reminded that people with disabilities are people.

Do you think there have been any shifts in how people with disability are seen and treated?

Yes and no. I feel that society will always have the wrong idea about disability in general. Yes, it has been a lot of gain – no question about that – but I want people to ask me questions away from my disability. That would be great.

What are some of the things you've learnt as a person living with disability?

Where do I start?! I've learned different ways of doing everyday things. I had to learn to behave if I wanted to be included in society. Also to respect myself and others, not to feel sorry for myself, and to overcome challenges.

What do you think Western Health can do better to be more inclusive of people with disability?

For all staff to treat everyone with respect.

Novel uses for Western Health waste

The sustainability team at Western Health has collaborated with a local designer to find a novel use for unneeded plastic syringes.

The switch to purple enteral syringes across the service meant hundreds of orange syringes were redundant. Rather than create more landfill waste, the unused syringes were placed with local product designer Sarah Ceravolo, who transformed them into designer cutlery specially adapted for use by people with a disability.

This was done using 3D printing and extrusion moulding. The resulting cutlery went on to be exhibited at the Melbourne Design Week 2019.

Projects such as this mark the continuation of a strong tradition of sustainability at Western Health, which was a winner at the 2017 Premier's Sustainability Awards.

Other measures include a PVC recycling program which sees items like tubing and irrigation bags turned into fire hosing and the recycling of single-use metal instruments used in a clinical setting.



Researching how to improve health outcomes

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Our Western Health Research Roadmap 2015–2020 sets out our strategic direction for research: ‘To become a leader in translational and health services research, having impact locally and sharing our learnings globally.’

We continue to expand our research in line with this direction and the overall strategic direction of our health service.

Recruitment of our large and diverse patient population into clinical trials, including investigator-initiated trials, has been enhanced to provide greater access to new treatments. For example, in 2018 the IMPROVE-GAP trial was completed. Within 12 months it had recruited more than 800 inpatients with community-acquired pneumonia into a study of a new optimised model of care. The study featured patient-reported outcome measures.

This reflects our emphasis on clinical research and its translation into every day practice.

We have continued to build our research capacities through productive collaborations with our university partners, including recent academic appointments in Nursing and Physiotherapy to facilitate participation in research projects at the MD, Masters and PhD levels.

Through the Western Health Chronic Disease Alliance we have extended our research to engage general practices and the community. The Alliance focuses on better detection of early chronic kidney disease and diabetes, and the shared risk factors leading to these conditions, as well as to cardiovascular disease and stroke.

In 2018 we also saw the inauguration of the Western Health Research Club, through which ongoing research is shared with a wide range of staff throughout the year. The Clinical Research Investigators Group holds regular events to connect younger researchers with each other and more experienced professionals.

Our research partnerships engage many other organisations, including the Victorian Comprehensive Cancer Centre and the Murdoch Children’s Research Institute, with whom we will study the health of newborns in Victoria in 2020 and 2021 in the Gen V project.

The new Joan Kirner Women’s and Children’s facility is set to enable more women and families in Melbourne’s West to give birth and access children’s services closer to home. Our ongoing research studies have focussed on gestational diabetes and improving birthing outcomes.



Connecting with the West



In partnership with our community, Western Health supports the early detection and prevention of illness

SUPPORTING THE DETECTION OF DIABETES

A revolutionary Western Health program dubbed 'artificial intelligence' for GPs is improving the detection of diabetes across the state.

The chronic disease early detection and improved management in primary care project program (CD IMPACT) was developed as a collaboration with Victoria University and the University of Melbourne.

The western suburbs area is recognised as being one of Australia's worst diabetes hotspots with one third of all Western Health inpatients affected by the condition. Rates of diabetes in the Melton and Brimbank areas, for instance, are higher than the national average of 5.1 per cent – sitting at 7 per cent and 6.5 per cent respectively.

Western Health chronic disease alliance (WHCDA) researchers have created screening software to enable the early detection of patients at high risk of diabetes or those unknowingly living with the disease.

CD IMPACT has been trialled at more than 16 GP clinics in metropolitan and regional areas and alerts doctors to patients with abnormally high blood glucose levels.



Western Health's head of endocrinology and diabetes Shane Hamblin says the results of the trial are promising, as it is crucial that diabetes is detected earlier.

"We often see patients who come in with complications of diabetes but what we want to do is nip it in the bud to manage it earlier

and more efficiently."

If not detected and managed early, type one and two diabetes can have devastating impacts including amputations, heart attacks, kidney disease and stroke.

Associate Professor Hamblin says it is hoped the program will be adopted by GP clinics around Australia for a range of chronic diseases.

MATERNITY IMMUNISATION SERVICE

Western Health's drop-in immunisation service for pregnant women reached an incredible milestone in March 2019 of 10,000 vaccinations, less than two years after commencing operation.

The service offers free Boostrix and Influenza vaccinations for pregnant women attending the Maternity Specialist Clinics at Sunshine Hospital, and has closed a previously significant gap in access to maternal immunisation services.

The immunisation service has received overwhelmingly positive feedback from women, namely for its convenience, easy access and friendly staff.



Safe and appropriate use of blood and blood products

In Australia the supply of blood and blood products relies on the voluntary donation of blood by eligible members of the public. The Australian Red Cross Blood Service is responsible for collecting all blood donations, and to ensure that there is enough supply to meet the needs of patients, the service collects over one million donations per year.

CELEBRATING WORLD BLOOD DONOR DAY

World Blood Donor Day is celebrated around the world every year on June 14th and this year Western Health invited the Red Cross Blood Service to set up an information station in the Joan Kirner Women's and Children's building.



Lisa (WH nurse), Russell (WH CEO), Cecilia, Billy Blood Drop, Luke & Elle from the Blood Service

Whilst most people are aware of the ABO and Rh blood groups, there are many other blood groups, some very rare that are important when we are giving a patient a blood transfusion.

At Western Health our diverse ethnic community means we have a significant number of patients who have a rare blood group and this can be very challenging when blood is needed for transfusion or when a woman with a rare blood group is pregnant.

To ensure all our clinicians are aware that a patient has a rare blood group we have developed a specific Alert in our Electronic Medical Record. The Alert, which is recorded in the patient's EMR by our Blood Management Clinical Nurse Consultant, details the patient's blood group and any challenges that may occur with the timely availability of blood for transfusion.

Celebrating World Blood Donor day was an excellent way for us to thank all the wonderful blood donors, raise awareness and provide information about donating blood to our diverse community.

APPROPRIATE USE OF BLOOD PRODUCTS

Patient blood management (PBM) is a standard of care in medicine and surgery which aims to boost and conserve a patient's own blood to reduce the need for the transfusion of donated blood products.

Australia has one of the safest blood supplies in the world however the transfusion of blood products is not without risk and can lead to complications and adverse outcomes for patients. Blood transfusions should only be given if the potential clinical benefits outweigh the potential risks to the patient.

As part of our Blood Management clinical audit program we undertake regular audits of transfusion episodes to assess alignment of our practice against the National Patient Blood Management Guidelines.

Of the one hundred and twenty-eight red cell transfusion episodes we audited between January 2019 and July 2019: 92% (118/128) were assessed as being aligned with the National Patient Blood Management Guidelines.

Safe and appropriate use of blood and blood products cont ...



ENSURING TIMELY AVAILABILITY OF BLOOD PRODUCTS

The Joan Kirner Women's and Children's at Sunshine Hospital has a state-of-the-art pneumatic tube system (PTS) that facilitates the transport of pathology specimens from clinical areas to the laboratory.

A PTS can be used for the transport of blood products from the laboratory to clinical areas but must be validated to ensure there is no damage to the blood products transported via this system. In conjunction with Dorevitch Pathology a comprehensive validation process was undertaken.

The validation process included monitoring the temperature of both the blood product and the cannister, the time taken to reach each destination, and the integrity of the blood product e.g. was there any damage to the red cells on arrival at each destination.

As a result of this validation process we were able to approve the transport of some blood products via the PTS to the clinical areas most likely to have an urgent need.

We were also able to validate the transport of Anti-D via the PTS to the Women's Clinic. Anti-D is a blood product that is given to Rh Negative pregnant women to protect their fetus from serious complications that can arise if the fetus is Rh Positive.

Approximately 60-70 women attend Women's Clinic every month for administration of Anti-D so having a fast and safe way to transport Anti-D from the laboratory to the clinic will significantly assist in decreasing waiting times.

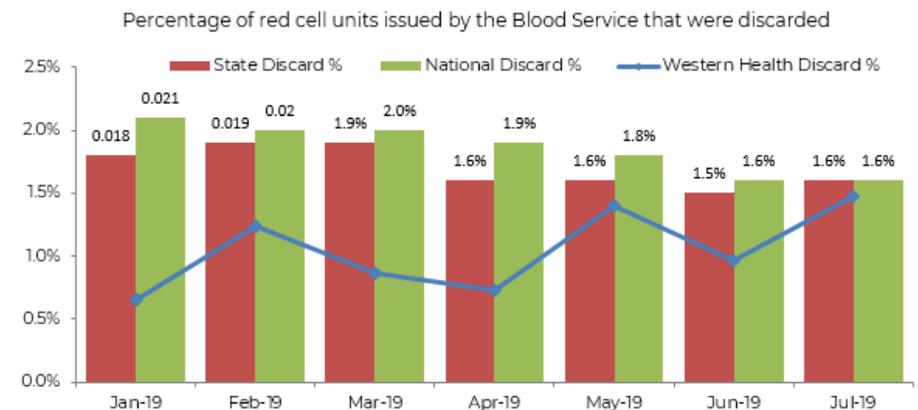
MINIMISING OUR WASTAGE OF BLOOD PRODUCTS

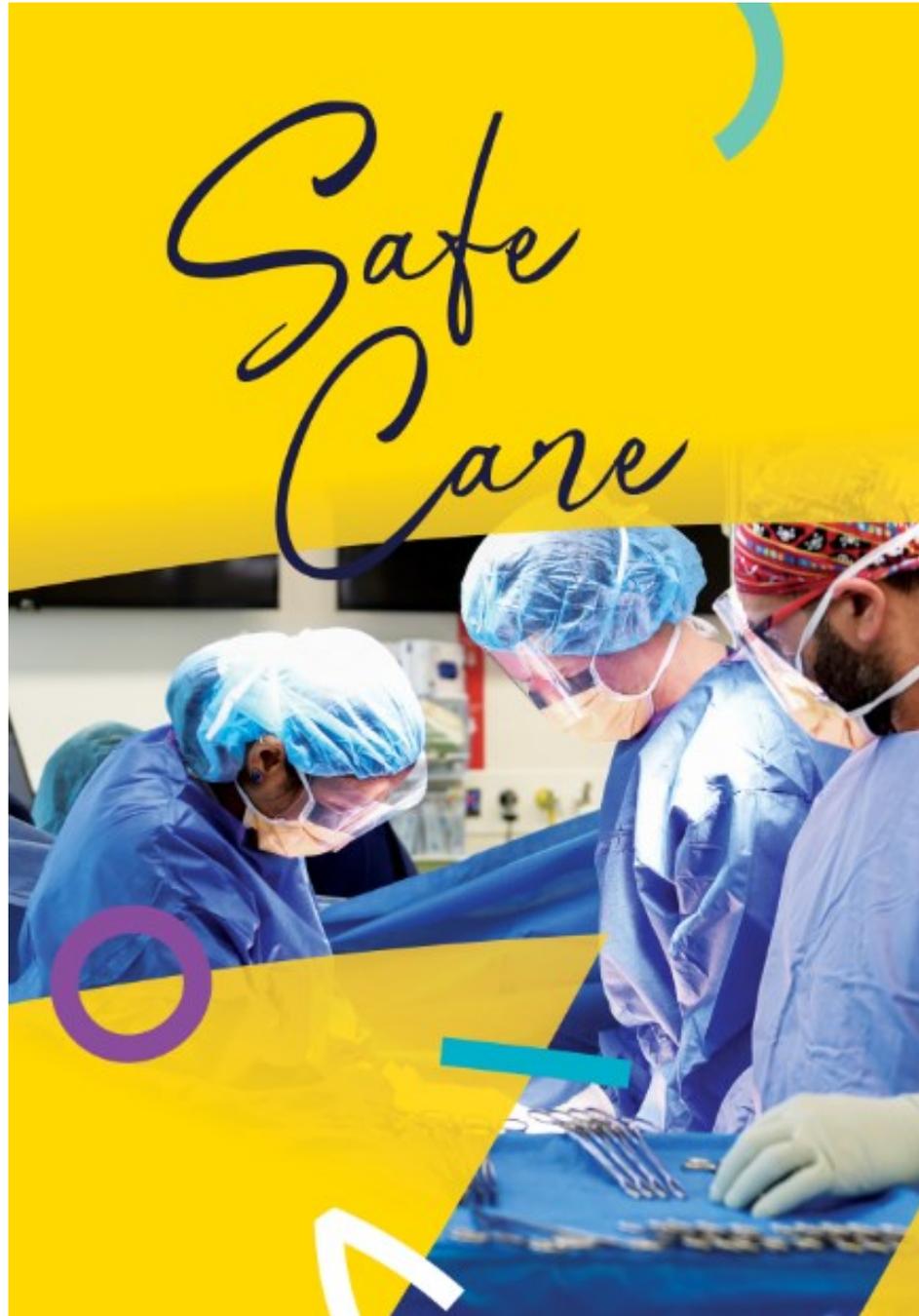
Red blood cells which are prescribed for patients who have anaemia are the most frequently transfused blood product at Western Health. From January 2019 until July 2019 a total of 4314 units of red blood cells were issued for our patients by the hospital transfusion laboratories at Sunshine and Footscray hospitals.

Donated red blood cell units have a life span of 42 days, after which time they cannot be given to patients and must be discarded. For this reason, we work very closely with our pathology service provider Dorevitch Pathology to continually review the stock (inventory) of blood products, especially red blood cell units we keep onsite in the laboratories and closely monitor our wastage.

We measure our performance against the State and National discard rates that are provided by the Blood Service monthly.

As illustrated in the graph below, Western Health's red cell unit discard rate is consistently lower than the State and National discard rates.





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"I FEEL SAFE"

The following statement on what safe care means to patients and their families was written in partnership with our consumers, and guides how our front-line staff provide safe care, how our managers & senior clinicians lead safe care, and how the executive and board govern safe care.

To receive best care ... it is important to my family and I that:

> ***I feel safe***

To ensure that we can provide safe care, we aim to design and deliver care and services to minimise the risk of patient harm.

This section of the Quality Account focuses on activities and achievements that support improved outcomes against the Best Care goal of Safe Care.

Patient Safety Culture

We provide our staff with the opportunity to have their say on a wide range of matters that relate to working and caring for patients at Western Health through participation in the state-wide People Matter Survey.

Within this Survey are a set of questions specifically focused on patient safety. Staff responses against these questions help us to check whether systems and culture for Safe Care are strong. Results in the table on this page indicate Western Health rated above the state target for individual safety questions.

Western Health encourages a safety culture within the organisation and is dedicated to providing opportunities for leadership training to support this.

In 2018-19 we had **154 nurses** and midwives go through our various ongoing leadership development programs, many of them under 35 years of age. In 2019-20 we will expand this to **189 participants** in our various programs:

- Transforming Leadership Capability program
- Advancing Frontline Leadership program
- Nurse Educator leadership program
- Working Together pilot program
- ACN Mid-Career Leadership program

PEOPLE MATTER SURVEY 2018/19 - PATIENT SAFETY

STATEMENT	TARGET	WESTERN HEALTH
Percentage of staff with an overall positive response to safety and culture questions	80%	91%
SAFETY CULTURE STATEMENT	STAFF - % AGREEING WITH STATEMENT	
I am encouraged by my colleagues to report any patient safety concerns I may have	80%	96%
Patient care errors are handled appropriately in my work area	80%	95%
My suggestions about patient safety would be acted upon if I expressed them to my manager	80%	93%
The culture in my work area makes it easy to learn from the errors of others	80%	90%
Management is driving us to be a safety-centred organisation	80%	93%
This health service does a good job of training new and existing staff	80%	86%
Trainees in my discipline are adequately supervised	80%	87%
I would recommend a friend or relative to be treated as a patient here	80%	90%

Working Together

Western Health is leading a project to improve the consistency and quality of care, and the working lives of nurses and midwives.

Western Health has been selected to take the state-wide lead on the Working Together pilot (the project), and has commenced working in partnership with Northeast Health Wangaratta and Deakin University to plan, deliver, implement and robustly evaluate this strategically important piece of work.

This 12 month project is funded by the Department of Health and Human Services and has the primary aims of both improving the consistency and quality of care provided to patients, and the working lives of nurses and midwives by:

- > Introducing models of working that enable reliable, sustainable and achievable workloads
- > Introducing contemporary team-based models of care, to enhance the nurses/ midwives feeling of being part of a team, support the even distribution of workload and support staff to be able to easily access support or assistance, and allow for realignment of resources/effort as demand changes

- > Enhancing transfer of knowledge from experienced to less experienced clinicians

By focusing on this, the project aims to have a positive impact on the:

- > Consistency and quality of care that we provide to our patients, decreasing missed elements of care, and positively impacting on patient experience
- > Nurse/midwife satisfaction, engagement, well-being and retention

All initiatives within the Working Together project are co-designed with our nurses and midwives, and adhere to the requirements under the Safe Patient Care Act 2015.



Adverse events

Adverse events are defined as preventable incidents that result in harm to patients. Harm can be an injury (such as a broken bone following a fall) or an unexpected complication of care that requires additional treatment and length of stay.

Western Health is committed to supporting a culture which promotes:

- > The reporting of adverse events by all staff
- > Timely and ongoing communication with patients and carers when an adverse event occurs
- > Review and analysis of adverse events to see if the care provided was appropriate and if anything could be done differently
- > Using what is learnt from the review of adverse events to act on opportunities to improve the clinical systems and practices supporting best care

Adverse events that occur at Western Health are recorded in the Victorian Health Incident Management System (VHIMS) database, which is mandated by the Department of Health and Human Services.

Adverse events are investigated thoroughly and involve the treating team and independent reviewers at the local clinical setting. Incidents that cause moderate or severe harm are reviewed with more rigour and structure.

Work is progressing to strengthen and standardise our investigation processes and systems across the organisation that look at these events.

Our Serious Adverse Events Committee is also undertaking a significant piece of work to improve the governance of recommendations from learnings made in response to investigation findings.

In 2018/19, 8 patient adverse events with a Victorian Health Incident Management System (VHIMS) severity rating of 1 (severe harm) and 130 events with a VHIMS severity rating of 2 (moderate harm) were reported at Western Health.

There were 8 adverse events classified as sentinel events, which are adverse events involving significant patient harm and require further notification to Safer Care Victoria.

The following areas represent the key themes for the above adverse events at Western Health:

Responding to deteriorating patients

Ensuring that deteriorating patients receive appropriate and timely care is a priority and a challenge for all health services. This is a very complex patient group. The 'Managing of Deteriorating Patient' information in this section of the Quality Account describes systems we have in place to support appropriate and safe management of deteriorating patients and improvements we have made to these systems.

Continuity of care

A wide range of adverse events fall under this theme, including the need to transfer patients to other health services for specialist care that Western Health services can't provide. This includes the transfer of newborn babies to health services with neonatal intensive care units (NICU). Following opening of the Joan Kirner Women's and Children's in May 2019, provision of a NICU service has commenced from September 2019.

Falls

Providing patients with adequate opportunity to progress their mobilisation ability while reducing the number of falls remains a major challenge for all health services. A Falls Advisory Committee was established in June 2018 to address the issue of patient falls and injuries resulting from a fall. A 'Welcome To Ward Video' is currently being developed with the main focus being getting patients home safely. The video will promote conversations between healthcare staff that focus on orientation to the ward and include the patient and their family.

Preventing and Controlling Infection

Western Health's comprehensive infection prevention and control program is responsible for monitoring procedures, prevention and control of hospital acquired and/or healthcare-associated infection.

Healthcare-associated infections are complications of healthcare that have a significant impact on the health and wellbeing of individuals.

Healthcare-associated infections are one of the most common, significant and most preventable patient safety issues today. Each year in Australia, 180,000 patients suffer healthcare associated infections that prolong hospital stay and consume 2 million hospital bed days. The impact may worsen a person's illness and in some cases the mortality risks lengthen the hospital stay.

Minimising the Risk of Infection

Western Health's comprehensive infection prevention and control program is responsible for the monitoring, prevention and control of hospital acquired and/or healthcare-associated infection.

Procedures and strategies to help reduce the risk of infection include:

- > Infection prevention and control programs, such as hand hygiene, staff immunisation and invasive device management
- > Strategic patient placement and accurate recording of patient records on admission
- > Vigorous antimicrobial stewardship to control inappropriate use of antibiotics and deliver ongoing education and training
- > Audit of the hospital environment cleaning level to maintain accepted quality

Staphylococcus aureus Bacteraemia (SAB)

In 2018/2019, Western Health's SAB rate was 0.5, a favourable result against the state-wide target of no higher than 1.0.

The most common infections are caused by either bacteria or viruses. Staphylococcus aureus, also known as 'golden staph', is a common bacteria that lives on the skin and in some people's noses. It is a leading cause of community and hospital acquired blood stream infections causing significant illness and sometimes death.

Staphylococcus aureus bacteraemia (SABs) or blood stream infections in hospitals are usually associated with invasive devices used in hospitals and healthcare services, in particular with peripheral intravenous catheters.

All healthcare associated SABs that occur at Western Health are investigated by the Infection Prevention and Infectious Diseases teams, and the doctors working in the area.

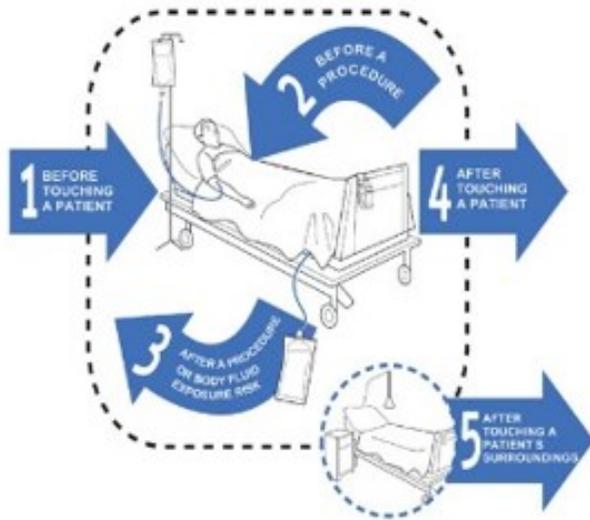
The numbers of SAB infections, particularly bloodstream infections caused by invasive devices, have been low in recent years at Western Health.



Preventing and Controlling Infection cont ...

Monitoring effective hand hygiene practices

The Western Health overall hand hygiene compliance for 2018/19 was 90%



Effective hand hygiene is a leading strategy in the prevention of healthcare associated infection. Maintaining good hand hygiene practice is taken seriously at Western Health and patients are encouraged to enquire about whether their healthcare worker is following good hand hygiene practice.

Central Line Blood Stream Infections (CLABSI)

Western Health had no CLABSI in 2018/19.

A central line is a catheter (tube) that doctors often pass through a large vein in the neck, chest, or groin to give medication or fluids or to collect blood for medical tests. A central line associated blood stream infection (CLABSI) is a laboratory-confirmed bloodstream infection in a patient where a central line was in place. This is a serious condition, and may lengthen a patient's hospital stay.

The senior doctors of Western Health Intensive Care Units personally monitor and train staff to ensure correct insertion and management processes for central lines are adhered to, and central line insertion checklists are used to monitor key principles such as hand hygiene, skin preparation, correct insertion site, dressing and type of catheter used.

All bloodstream infections are reviewed by trained infection prevention staff to identify the source of the infection. When a CLABSI is identified, a thorough investigation is triggered and risk management strategies are put in place to prevent these type of infections from re-occurring.

Fighting the Flu and other vaccine preventable diseases

Vaccine preventable diseases such as measles, chickenpox and influenza are serious and contagious diseases that can lead to hospitalisation or even death. Healthcare workers may be exposed to, and pass on these diseases to patients.

Maintaining immunity in the healthcare worker population helps prevent transmission of these diseases to and from healthcare workers and patients.

Every autumn Western Health staff are encouraged to receive an annual influenza vaccination. Western Health has maintained a high rate of influenza vaccine uptake over the past years which is supported by a free vaccination service, extensive educational and promotional campaigns, and roving vaccinators across all hospital departments.

The overall influenza vaccination uptake for Western Health staff in 2019 was 86% against a target of 85%.

Medication Safety

Western Health is committed to ensuring that all medications used within our hospitals are prescribed, dispensed, administered and stored safely.

Medication prescribing, dispensing and administration are key areas where errors can occur and have a serious impact on patient care and safety.

Our Medication Safety Committee oversees the safe management of medications at Western Health. This multi-disciplinary quality and safety committee is responsible for the monitoring of medication performance measures and issues. The Committee also oversees the development of strategies and improvement initiatives to promote safe medication practices.

Compliance with current legislation and the implementation of new medication safety initiatives are monitored through the following committees that report to the Medication Safety Committee:

- > **Drugs and Therapeutic Committee** – This Committee is responsible for all aspects of medicine use within the organisation including compliance with Medication Safety Legislation
- > **Adverse Drug Reaction Committee (ADRC)** – This Committee reviews all adverse drug reactions that involve our patients and ensures that this information is communicated to patients and their general practitioners.

Key Medication Management Improvement Activities that have occurred over the last 12 months include:

Introduction of the Electronic Medical Record

The rollout of the Electronic Medical Record (EMR) to all wards included an electronic medication administration record (MAR).

Rollout of the Medication Administration Wizard

Western Health recently implemented the EMR Medication Administration Wizard (MAW). The MAW is now being used to scan the patient wristband to ensure Positive Patient Identification (PPID).

Using PPID ensures that patients receive the right medication at the right time, decreasing the potential rate of medication error and adverse drug events.

Not only is the MAW safer, but after staff are familiar with it, it can also be quicker - saving valuable staff time. One of the main reasons for introducing an Electronic Medical Record (EMR) is to enhance patient safety. The MAW enhances the system to make it safer, so all nurses and midwives are asked to use the MAW as their 'standard' way of working when administering medications

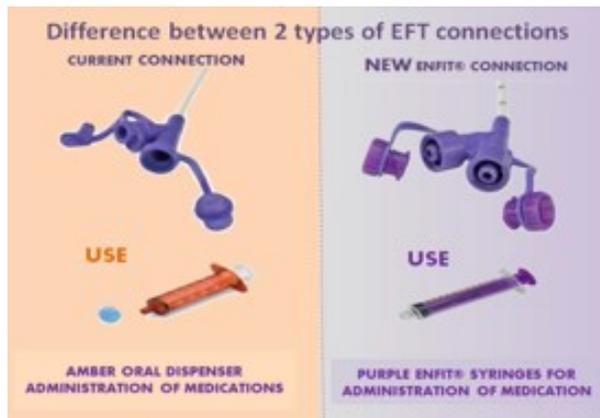
The infographic is titled "ELECTRONIC MEDICAL RECORD Best Care" and "Western Health". The main heading is "Medication Administration Wizard". Below this, three key points are listed: "Right Patient", "Right Drug", and "Right Time". The central illustration shows a nurse standing by a patient's bed, scanning a QR code on the patient's wristband with a handheld device. A thought bubble above the nurse says, "Scanning the QR code on the patient's wristband, using the scanner attached to the MAW, supports Positive Patient Identification (PPID)". To the left, text explains that the MAW is designed to support nurses/midwives with medication administration rounds and that all staff should use it where possible. A list of features includes: Positive Patient Identification, Correct medication at correct time, and Allows the nurse/midwife to check the medications before signing for administration. A reminder states that the MAW is still required as it is the prescription. To the right, a box lists what the MAW displays: All medications due in the next 60 minutes, Any overdue medications, Any STAT medications, and All PRN medications. At the bottom, a note says "Remember to read all alert pop up boxes. If your intention is to give the medication at a later time then do not sign medications as 'NOT GIVEN'. Leave the medication red and sign it when you administer later. It's ok to be red - red is a reminder." A footer provides a link to a Quick Reference Guide: <https://liveemr.wb.org.au/>

Medication Safety cont ...

Decreasing the risk of developing a blood clot while in hospital.

Reporting capabilities of the EMR have enabled closer monitoring of the assessment and subsequent prescribing of anticoagulant medications to patients assessed as high risk for the development of a venous thrombosis (blood clot).

Daily reports enable staff to quickly determine if all patients have been assessed and those requiring an anti-coagulant medication have had this prescribed.



Implementation of oral /enteral syringes.

Enteral feeding through a tube is required for some patients to pass nutrients directly to the stomach or small intestine.

Western Health has introduced new feeding tube connectors that are specifically designed for enteral feeding tubes (EFT) and minimise the risk of feeding tube misconnections.

Staff education on insulin safety.

Insulin is a hormone that controls blood sugar levels in the body.

As a result of a new range of insulin products becoming available in Australia, increased educational strategies to the medical workforce have been rolled out with the aim of improving insulin prescribing.

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Managing Recognition and Response to Deteriorating Patients

Ensuring patients who have unexpected deterioration in their medical condition receive appropriate and timely care through early recognition, early escalation and early intervention is a key safety and quality challenge.

Western Health has two avenues for alerting staff of early signs of medical deterioration of a patients' condition:

- > Call for Help – initiated by a patient, family member or carer
- > Rapid Response System – initiated by staff

CALL FOR HELP – A PATIENT, FAMILY AND CARER ESCALATION INITIATIVE

We are committed to developing staff understanding of the importance of the patient, family and carer's role in noticing and voicing concerns regarding a change in clinical condition.

The Call for Help response works alongside the Western Health's Rapid Response system and has been developed as a three step process:

- 1 **Talk to your nurse/midwife or doctor about your concerns.**
- 2 **Talk to the Nurse or Midwife in Charge of the ward about your concerns.**
- 3 **If these nurses, midwives or doctors cannot help then please call 03 8345 HELP (03 8345 4357)**

Our consumers played a key role in the development the Call for Help program, and visual displays showing the process to make a 'Call for Help' call have been placed in key areas.

These displays are in the form of banners, communication board stickers at bedsides, posters and a Call for Help instruction video accessible in public areas throughout Western Health and on the internet.

There were 45 Calls for Help in 2018/19, the majority of which related to general concern and communication.

RAPID RESPONSE SYSTEM

Western Health's Rapid Response System for staff works by identifying patients with signs of early medical deterioration and initiating the appropriate level of response. This may include a specialist Medical Emergency Team (MET) attending the patient if they are not improving after review by a healthcare worker.

The Rapid Response system is vital to identify deteriorating patients.

FROM 1 FEB 2016
Western Health Rapid Response System
at Footscray Hospital, Sunshine Hospital and Williamstown Hospital

- URGENT CLINICAL REVIEW**
Clinical member falls into the orange zone of the observation and response chart or you are worried about the patient.
SPEAK TO THE CLINICAL UNIT REGISTRAR
- MET CALL**
Clinical member falls into the purple zone of the observation and response chart, or if you are worried about the patient or an Urgent Clinical Review is not available or patient is not improving.
CALL 444 STATE MET CALL AND LOCATION (Campus, Ward & Bed Number)
- CODE BLUE**
Cardiac and respiratory arrest or patient becomes unconscious.
CALL 444 STATE CODE BLUE AND LOCATION (Campus, Ward & Bed Number)

The objective of the Rapid Response System is to decrease the number of Code Blue calls required through staff identifying and escalating early signs of a patient's deterioration and facilitating appropriate management such as Urgent Clinical Review or MET Call.

Code Blues are called in response to a patient having cardiac and respiratory arrest or becoming unconscious.

Over the past twelve months, the number of Code Blue calls has decreased by 7.5%.

Managing Deteriorating Patients cont ...

The following initiatives have enhanced our processes for recognising and responding to the clinical deterioration of patients over the past 12 months:

ELECTRONIC MEDICAL RECORD (EMR)

Implementation of the Electronic Medical Record (EMR) across Western Health during 2018 has supported consistent documentation of clinical observations and escalation where deterioration has been identified.

EDUCATION AND TRAINING

The Western Health Centre for Education has supported a large number of multidisciplinary programs focusing on training staff in recognition and response to clinical deterioration. The programs are co-facilitated by senior clinicians from a range of areas including Education, Anaesthetics, Emergency Medicine, General Paediatric Medicine, Intensive Care, Newborn Services, Obstetrics and Midwifery Services.

A commitment to investing financial and staffing resources has ensured the latest educational equipment is available and staff have access to internal and external courses and training.

In addition to enhancing clinical skills, the training aims to improve staff skills in the areas of Crisis Resource Management, Clinical Leadership and Communication skills during clinical emergencies.

SEPSIS PATHWAY PROJECT

Western Health is one of 11 Victorian health services to implement the 'Think Sepsis. Act Fast' program, which is supported by the Better Care Victoria innovation fund.

Engagement in the Better Care Victoria (BCV) Sepsis Pathway Project has assisted our care teams to recognise patients at risk of sepsis (the body's overwhelming and life-threatening response to infection) and guide management of such cases including timely administration of antibiotics.

The results of the trial of the Sepsis Pathway have been impressive, with significant reductions in sepsis-related admissions to our Intensive Care Units and patient length of stay.

In addition, the median time for administering antibiotics to septic patients has fallen below 60 minutes, representing an increase in those treated within best practice timeframes.

The Adult Sepsis Pathway has been integrated with our Electronic Medical Record system, and has been rolled out across a variety of clinical areas including wards and emergency departments.

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LIVING BEST CARE



Eileen Hansen (pictured above left) is an Improvement and Innovation partner at Western Health and recently shared her thoughts about the Sepsis Pathway Project:

"This project helped embed a clinical pathway to improve early identification and prompt, standardised management of sepsis. Our work now supports clinicians treating their patients in-line with best practice guidelines, and helps patients recover quickly and avoid serious complications of sepsis.

I am proud to have collaborated with clinicians who are so dedicated to the well-being of their patients, and passionate about improving the care Western Health provides. They, and their work, are true examples of living Best Care."

Managing Deteriorating Patients cont ...

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Responding to a Changing Clinical Environment

Associated with the opening of Joan Kirner Women's and Children's (JKWC) at Western Health in May 2019, there has been an increase in maternity, neonatal and paediatric patients presenting to the Sunshine Hospital precinct.

To respond to this changing clinical environment, a comprehensive plan was developed to streamline service provision, implement additional codes to alert staff to deterioration of maternity and neonatal patients, and provide additional educational opportunities to facilitate the delivery of best care. These changes have been adopted by all clinicians caring for maternity, paediatric, neonatal and adult patients with complex care needs across the Sunshine Precinct.

The Rapid Response Code activations, criteria and required team responses that were reviewed include:

- > Neonatal Medical Emergency Team (MET) and Code Blue
- > Paediatric MET and Code Blue
- > Code Pink (previously known as Obstetric Alert)
- > Code Green (previously named Caesarean Alert)

New Codes on the Block



Sunshine Precinct Clinical Codes

We're making some changes at our Sunshine precinct to make sure the best emergency team responds to each baby, child and adult in need.



Further to this, in the event of cardiac or respiratory arrest of a pregnant woman, a new code activation has been established to support timely emergency care, this being Maternal Code Blue.

In this very rare event, code responders from the Adult Code Blue team, Code Pink team and Neonatal Code Blue team are simultaneously activated to respond. This code activation facilitates a more rapid response and staff are not required to call three separate teams for this time critical and complex emergency situation.

Using simulation, New Code activation and response processes were tested prior to JKWC opening in May 2019. This involved large numbers of staff from multiple disciplines and clinical environments. Learnings were discussed and any gaps were identified and addressed prior to JKWC opening.



Simulation training at JKWC



Together, caring for the West

Footscray Hospital

Gordon Street
Footscray VIC 3011
Locked Bag 2
Footscray VIC 3011
8345 6886

Sunshine Hospital

Furlong Road
St Albans VIC 3021
PO Box 294
St Albans VIC 3021
8345 1333

**Sunshine Hospital
Radiation Therapy Centre**

176 Furlong Road
St Albans VIC 3021
8395 9999

**Western Centre for Health
Research and Education**

Sunshine Hospital
Furlong Road
St Albans VIC 3021
8345 1333

Sunbury Day Hospital

7 Macedon Road
Sunbury VIC 3429
9732 8600

Williamstown Hospital

Railway Crescent
Williamstown VIC 3016
9393 0100

Drug Health Services

3-7 Eleanor Street
Footscray VIC 3011
8345 6882

Hazeldean Transition Care

211-215 Osborne Street
Williamstown VIC 3016
9397 3167