



Western Health



Live

BEST CARE

**Quality Account
2019/20**

Contents

3	Foreword
4	About Western Health
5	Best Care at Western Health
16	Person-Centred Care
25	Co-ordinated Care
34	Right Care
44	Safe Care

Acknowledgement of Traditional Owners: Western Health respectfully acknowledges the Traditional Custodians of the land on which our sites stand, the Boon Wurrung and Wurundjeri people of the Kulin Nation. We pay our respects to Elders past, present and emerging.

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.

Our ability to adapt and innovate is a source of pride at Western Health. As we provide care for the very diverse communities of one of the fastest growing regions of Australia, our agility and teamwork across our sites and departments is vital to our everyday operations. In 2020, these qualities became more valuable than ever. Just like health services all around Australia and the world, Western Health and its resources have been tested by the COVID-19 pandemic. We are extremely proud of the way our 7000+ staff members have responded to this unprecedented challenge, all the while continuing to provide Best Care for our patients and communities.

It is a testament to the resilience and dedication of our staff that significant projects have continued over the past year in an environment where providing person-centred, co-ordinated, safe and right care for a rapidly growing population with complex health needs has been incredibly challenging.

Some of the projects described in our Quality Account have been developed in response to the pandemic or adapted to support our response. There is significant potential that these projects may result in sustainable enhancements to the way we provide Best Care.

An independent assessment of how well Western Health translates Best Care from theory to practice was undertaken when we participated in an organisation wide Accreditation against eight National Safety and Quality Health Service (NSQHS) Standards from March 2nd – March 6th, 2020.

The final Accreditation report was received in May 2020 and highlights the achievements of Western Health in providing Best Care.

All nine Accreditation Assessors conveyed their positive feedback in relation to our services, advising that we met all requirements for continued Accreditation, with no recommendations made.

The Accreditation report reflects that Western Health has been successful with translating knowledge of Best Care from Board to Ward, and our Live Best Care approach has been broadly adopted in the everyday care of our patients.

Our initiatives to provide Best Care are also 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@WesternHealth.org.au.

Note: some of the photographs in this publication were taken prior to the COVID-19 pandemic and do not show staff wearing masks.



Robyn Batten

*Robyn Batten
Chair of the Board,
Western Health*



*Russell Harrison
Chief Executive,
Western Health*



live BEST CARE

About Western Health



Western Health 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 over 7,500 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.

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

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, everywhere

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



A Best Care Response to the COVID-19 Pandemic



Western Health's formal coronavirus response began in early February 2020 when we established our COVID-19 Command Centre.

This involved establishing an expert in-house team to develop a clear emergency response, specific to COVID-19.

Our Surge Management Plan covered the four key areas of Logistics, Operations, Workforce and Quality and Safety, and detailed how all areas of our organisation would respond to surges in patient demand.

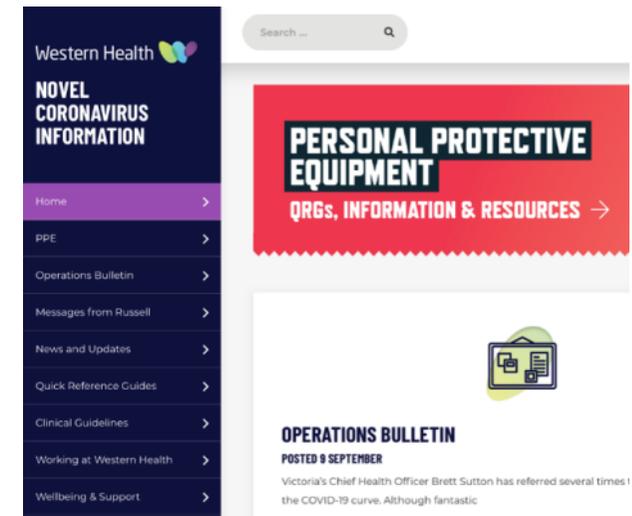
At a time when our counterparts in Europe were facing outbreaks that were overwhelming their hospitals, we were conscious of the need to plan for any eventuality. We worked closely with other Health Services and the Department of Health and Human Services to develop and refine all aspects of our plan over several months.

With the Surge Management Plan setting our foundation, an extraordinary amount of work across our sites and departments followed, with the safety and wellbeing of our staff, patients, volunteers and visitors prioritised throughout. Our PPE taskforce, for example, worked tirelessly to ensure there was clarity about use and adequate supply of personal protective equipment for staff, as well as ongoing education about its use.



Our many other programs have included the upskilling and retraining of hundreds of nursing staff, ensuring we could cope with increasing numbers of COVID-19 cases and higher acuity patients overall. We have also recruited substantial numbers of nurses, midwives, student nurses/midwives and patient care attendants to place Western Health in the best possible position to manage the COVID-19 pandemic.

To keep staff informed as our preparations – and the pandemic itself – continues to evolve, the COVID-19 leadership team has overseen the development (and continual review) of new clinical and organisational guidelines and a new microsite (<https://coronavirus.WesternHealth.org.au/>) was developed. This site has attracted more than 77,000 users, from health care staff within and external to Western Health.



A Best Care Response to the COVID-19 Pandemic cont ...



Staff wellbeing has been a key focus during the pandemic. This is a difficult time for staff, characterised by increased pressure, uncertainty and worry.

We have implemented a range of initiatives to support our staff, including increasing the availability of Employee Assistance Program (EAP) Counsellors and developing Wellbeing Hubs at Footscray, Sunshine and Williamstown Hospitals. Since opening over 3,500 employees have used each of the Footscray and Sunshine Hubs, and over 1,500 staff have used the Hub at Williamstown.

We have set up telehealth programs across a range of specialities, allowing our patients to continue to receive care without having to travel to our sites. A similar principle led to the introduction of our new Rapid Allied Health service, which provides urgent home visits from physiotherapists, occupational therapists and social workers.

Western Health has also made a considerable contribution to the Victorian Government's broader response to COVID-19. This includes the running of Respiratory Assessment Clinics at Sunshine and Sunbury, a drive-through testing service at the Melbourne Showgrounds, as well as a number of pop-up testing sites.

Our geriatricians and outreach teams have also provided advice and on-site support to significant numbers of residential care facilities across our region.



In the meantime, our intensive care team has made international news for developing the 'Personal Ventilation Hood' in collaboration with the University of Melbourne. This device is now protecting frontline staff from infection while caring for COVID-19 positive patients.



Overall, it has been an incredible effort from everyone at Western Health. We would like to make particular mention of our Infectious Diseases and Infection Prevention teams for their guidance through unprecedented times.

However thanks go to all staff for looking after their colleagues, patients and communities.



live **BEST CARE**

LIVING BEST CARE



Tina Dinh shared her experience of COVID-19 with Western Health and the Herald Sun. Extracts from the article published on this experience provide a patient's perspective on care during the pandemic.



Extracts from the article published by the Herald Sun ...

"From Sunday (July 19) I just woke up and I knew I had COVID. You just feel it in your bones. This isn't a normal sickness. You suddenly lose your sense of smell, you lose your sense of taste and you get this constant 24/7 headache. I remember getting these chills I couldn't shake off."

Despite her young age and lack of underlying health issues other than mild asthma, Tina suffered a constant temperature, headache, nausea and chills - and finally needed an ambulance.

At Footscray Hospital Tina rallied over the next 24 hours and was discharged with a machine to monitor her oxygen levels at home, with regular phone checks from the hospital.

By Saturday morning, Tina's oxygen levels had plummeted to a dangerous 84 per cent and doctors urged her to return to hospital.

"(Paramedics) took me straightaway because I couldn't breathe. It happens very, very quickly and you stop breathing. You just can't take in any air. It is the most terrifying feeling because you don't understand why."

A team of specialists in Footscray Hospital's respiratory unit quickly realised they had no choice other to place Tina in a ventilator in an induced coma. Tina woke up four days later.

"When I opened up my eyes I didn't know how long had passed and I didn't know where I was. I just remember lying there being scared, really scared."

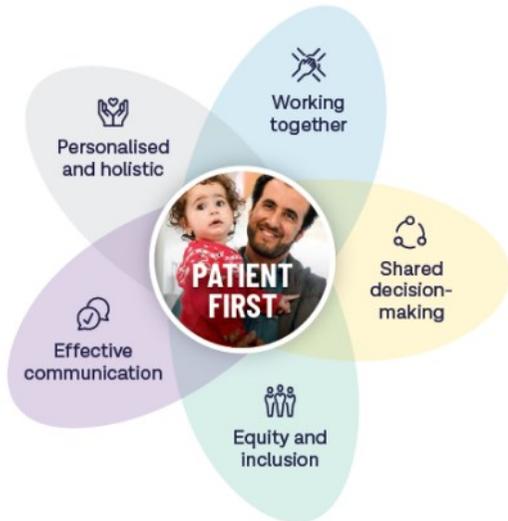
I owe the doctors and nurses my life. I can't describe how much love I have for them. The only thing I looked forward to every day ... every time they came in the first thing they would do is hold my hand and give my hand a squeeze. That was the only contact that you can get and the only reminder that you are still here."

When well enough, Tina was able to check her phone for news of the world outside. A 33-year old Melbourne man had just died from COVID-19 and Tina feared the possibility of being reported anonymously as "a woman in her 20s".

Determined to return home and support her family, she was finally able to leave ICU and eventually returned home. Having had pneumonia, it will take months for Tina to recover from the worst the coronavirus threw at her.

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.



'Patient First' is the central focus of the quality systems described in Western Health's Best Care Framework that support staff to lead, drive and create care that is person-centred, co-ordinated, safe and right for clinical needs.

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

In day-to-day practice, 'Patient First' at Western Health looks like:

- > Communicating respectfully with patients and their family/carers and involving them in care decisions
- > Partnering with consumers to review and improve care and services

Over 1,500 Western Health staff shared their thoughts on how well we are modelling 'Patient First' practice in late 2019:

- > 96% said that the area they work in respects diversity and responds to patients and visitors in a culturally appropriate way
- > 94% felt that staff in their area introduce themselves and state their role to patients and/or visitors when they interact with them
- > 83% said their area seeks and uses patient/customer feedback to improve care/service delivery

Developing, implementing and enhancing systems to support 'Patient First' is a shared responsibility across all of the areas of Western Health. We developed a 'Patient First' Committee in September 2019 to bring together and support system improvement designed to drive real benefits to a positive patient experience. Membership of this Committee includes consumer representatives, and staff who have specific roles regarding consumer partnerships, as well as those with a special interest in this area.



PATIENT FIRST cont ...

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 are updating the information on our internet page and plan to trial a new online feedback form in the second half of 2020.

We are also working with a local IT start up company to automatically collect patient reported experience measures after patients have accessed our services.

live **BEST CARE**



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@WesternHealth.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

PATIENT FIRST cont ...

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 number and the feedback email support appropriate feedback allocation 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 identified from patient complaints since the beginning of the COVID-19 pandemic is communication difficulties between the clinical teams, patients and their families due to the visitor restrictions.

Identification of this theme has led to a number of wards implementing a checklist and an expectation for staff to make contact with families at least daily. The key principles of communication have been reinforced with treating teams, and shared more broadly in our daily organisational leadership meeting.

COMPLIMENTS

Every single staff member at Western Health – either directly or indirectly, whether clinical staff, non-clinical staff or volunteer - makes a contribution every day to supporting the provision of Best Care and the best experience for our patients. Compliments are real examples of our staff providing Best Care and acknowledge staff who successfully translate our Vision of delivering Best Care into day-to-day behaviours.

We share these words recently sent to us by Aaron and Amy:

"In August my wife gave birth to our boy Austin. Things went badly but staff were great and we had a good outcome in the end.

I just wanted to pass on my thanks to everyone who helped on the day and the days following, especially to Martine, the midwife who was with us on the day. Whilst it was definitely a tough case for her, we appreciate her calm and collected approach throughout the ordeal.

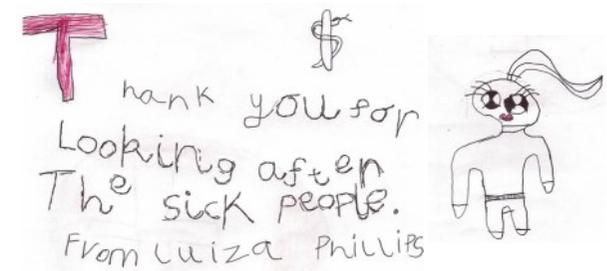
Amy remembers her holding her hand and comforting her before she was put under a general anaesthetic which meant she was calmer waking up.



live **BEST CARE**

We really appreciate the care she gave us, again acknowledging that this was a tough one for her as well as us."

With Western Health staff so focused on providing safe, quality care during the COVID-19 pandemic, the following drawing from young community members Luiza and Rafael Phillips was a lovely reminder that the community appreciates our efforts.



SUPPORTING BEST CARE



A number of initiatives have been undertaken over the past 12 months to engage staff in providing, leading and governing Best Care at Western Health.

A dedicated 'Live Best Care' micro-site (<https://livebestcare.WesternHealth.org.au/>) was developed in 2019 to further assist staff to understand the key principles of Best Care, improve their accessibility to essential information and share action plans and improvements.

A Live Best Care learning package was developed to complement the site and includes a survey to obtain ongoing feedback from staff on their awareness and engagement in quality and safety systems.



From responses to this survey collected between October 2019 – February 2020, 98% of staff agreed that they understand their roles and responsibilities for providing or supporting Best Care. 88% of Western Health staff also reported agreement that their manager displays strong leadership in promoting Best Care.

Staff feedback demonstrates greater awareness and supported use of quality and safety systems. For example, 74% of staff in 2019/20 agree that their area has sufficient access to data which supports the monitoring of care or service delivery compared to 61% in 2017/18.

This improvement has been supported by the development of Western Health's data systems to source live and historical data from the organisation's Electronic Medical Record (EMR). This data is displayed in interactive dashboards used by clinicians in day-to-day care, as well as in the ongoing review and improvement of the outcomes of care.

We hold a Best Care Forum each year to recognise achievements in providing a patient experience that is personal, co-ordinated, safe and right every time, everywhere.

In 2019, we combined our Best Care Forum with our annual Research Week to provide an exciting week long schedule that showcased research, quality improvement projects, volunteer initiatives and patient experience from all areas of the Western Health.

A range of staff training and development opportunities have been implemented and existing training programs redesigned to build the capability of staff to support Best Care. The focus and delivery of training has also adapted to support the changing clinical environment within Western Health, including specific training targeted at providing safe, quality care within a COVID-19 environment.



ASSESSING BEST CARE



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

Our vision of 'Best Care' is that we work together and in partnership with our patients to achieve high quality care that is safe, person-centred, right and co-ordinated.

An independent assessment of how well Western Health meets this vision was undertaken when we participated in an organisation wide Accreditation Survey against eight National Safety and Quality Health Service (NSQHS) Standards from March 2nd – March 6th, 2020.

The final Accreditation report was received in May 2020 and highlights the achievements of Western Health in providing Best Care. All nine Accreditation Assessors conveyed their positive feedback in relation to our services, advising that we met all of the requirements for continued Accreditation, with no recommendations made.

The report reflects that Western Health has been successful with translating knowledge of Best Care from Board to Ward, and our Live Best Care approach has been broadly adopted where patient care takes place.

LIVING BEST CARE

Russell Harrison, Chief Executive Officer shared his thoughts on Accreditation and Best Care with Narelle Watson, Director Quality, Safety & the Patient Experience.



"Best Care is really close to my heart as a really straightforward and simple quality framework that we practice at Western Health and live by. Accreditation focuses on eight standards and lots of sub-standards, and we've distilled all that down into our framework of person-centred care, of safe care, of the right care, and care that's provided in a co-ordinated way.

It would be easy to say it's great to get no recommendations and we met all the NSQHS Standards, but for me the really positive message from the Accreditation Surveyors was that when they were out talking to our staff and our patients and our volunteers, they all talked the language of Best Care. It might have been subtly different in different places but the Surveyors were able to say yes we can really see those four key principles of Best Care are live through the organisation, irrespective of site, department, and member of staff.

The fact that we were living it, are living it, talk about it, work in those four key areas of care that we enshrine through our framework means that we can continue to live Best Care on an ongoing basis. The more we do that and the less we make it about an accreditation process, or an event, means it becomes our everyday language as it was and is now. "

A POSITIVE WORKPLACE



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.



In order to create the best possible environment to provide care, Western Health has progressed its Positive Workplace Strategy over the past year.

This has included implementation of the SCORE (Sustaining a Culture of Respect and Engagement) Project. Initial results show improvement in the level of civility of co-workers, improved trust with supervisors, and interactions with patients and families.

Staff wellbeing has been a key focus during the COVID-19 pandemic, with a range of initiatives implemented.

Break out spaces have been created across three sites to provide staff with a safe space to take breaks away from the clinical setting. These included a wellbeing hub at each site and three to four different locations at each of Sunshine and Footscray Hospitals and one at Williamstown with specific hygiene and signed instructions for safe use.

Customised supports have been developed as required to assist managers and staff to manage and process issues arising from COVID-19 impact. These include group huddles, morning briefings and updates, team issues and problem solving with also specific sessions offered by zoom to debrief professional anxiety and wellbeing management. Managers were also supported with on site and remote 'Manager Assist' sessions booked via our Employee Assistance Program (EAP) Provider.

Western Health's COVID-19 Microsite includes a dedicated Staff Wellbeing and Support Section. This includes information, links and videos covering the full range of wellbeing topics, focusing on helping self, helping others, personal and professional emotional

support, and tools and support for addressing family violence. A Wellbeing bulletin and a Leadership Blog were additional resources developed as part of this site.

During the COVID-19 pandemic, the Western Health Foundation have co-ordinated the very generous support from local businesses and individuals, who have rallied together to provide our staff with messages of support and donations of food, coffee, protective equipment and care packs.

These donations are valued at over \$650,000 and have been greatly appreciated across the health service.

In addition, the Foundation launched a Western Health Emergency Response Fund in March 2020. Donations have enabled the purchase of items such as video laryngoscopes for the safe treatment of COVID-19 patients, masks for staff working on the frontline, and groceries and essential care items for patients in need.

Person-Centred Care

live **BEST CARE**

"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.

Living Person-Centred Care

Shane Crowe (pictured below) is the Executive Director of Nursing & Midwifery and the executive Sponsor of Person-Centred Care at Western Health.



Shane reflects on what person-centred care means in the everyday care of our patients:

“Person-centred care means that we treat each patient as an individual, and that we involve them and their family in all aspects of their care. We take into consideration their preferences, their goals and their needs, as we are planning, implementing and evaluating their care.”

In day to day practice, in our busy days, it is easy to be caught up in tasks that we have to undertake. Taking that moment to engage with the patient, and making sure that they are being treated as a person, that we’re meeting their needs every step of the way, doesn’t actually take a lot of extra time but it really makes a huge amount of difference to the patient and their experience of health care.

We want patients and their families to feel informed, educated and involved in their care. We want them to feel empowered; we want them to feel that they’re part of the decision making process in terms of their care, and we want them to feel genuinely cared for and that they are being treated as the individual person that they are.”

MEASURING A POSITIVE PATIENT EXPERIENCE

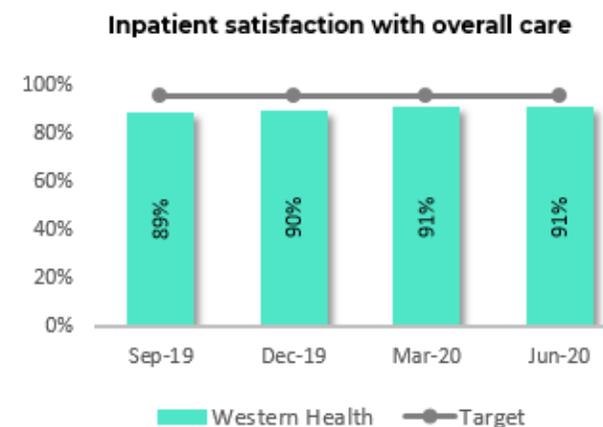
The Victorian Health Experience Survey (VHES) is a statewide survey that reviews people’s experience of receiving health care in Victorian public hospitals. The survey is sent to a random selection of patients one month after leaving hospital. Responses are collected by an independent company contracted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

live BEST CARE

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 reflects the VHES overall experience rating for people discharged from our adult inpatient wards from 1 July 2019 – 30 June 2020.



The graph shows that satisfaction ratings have been consistent in the four reporting periods but sit slightly below the Department of Health and Human Services target.



live BEST CARE

Our Allied Health team have created Virtual Visiting Leads on all wards, assisting our patients to connect with their families and loved ones and enhancing our provision of Person-Centred Care.



Face to face visits may have been limited during the COVID-19 pandemic however, at Western Health we understand how important social connection is.

We have commenced offering a program we call "Virtual Visiting" to support our patients to video call family or friends. We estimate that up to 70% of all of our patients require some help to use smart devices to contact family.

A designated Virtual Visiting lead has been linked with each Western Health ward. These staff spend time each day setting up Virtual Visit timeslots and offer technical support to patients or families who may need it.

Our record is 20 family members dialing in to chat with a patient at the same time! We would never be able to fit 20 family members in a patient's room.

Feedback on the program has been overwhelmingly positive. Comments from participants include:

"We cannot thank you enough for enabling this zoom session with our dad today. Dad was very confident because you were so patient and reassuring."

"Thank-you so much for this. I had a really special birthday and got to see my mum, children and cat! What a special birthday"

"The virtual visits are fantastic. My brother and I enjoy seeing the exercises conducted with dad as it helps us understand how we can help him when he comes home and keep those exercises going. Even just the social chats are always nice as given the COVID situation, it's been a long time since we've been able to see him. We consider ourselves lucky that we can organise these visits borrowing the hospital iPads and computers, so thank you for that."

Looking into the future, when more visitors are allowed back into the hospitals across Victoria, Virtual Visiting will be one innovation, developed as part of our COVID-19 response, that will be sustained ongoing to improve social connection for our patients.



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.

Over the past 12 months, Western Health has continued with strategies to enhance the way we provide 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 National Safety and Quality Health Service Standard on Comprehensive Care.

IMPROVING CLINICAL RISK ASSESSMENT AND CARE PLANNING

New and improved Western Health patient risk assessment screening and care planning tools were launched in late 2019 and made available to staff through our Electronic Medical Record.

The new tools incorporate all of the clinical risk areas covered by the National Safety and Quality Standard on Comprehensive Care and have been informed by researching best practice and benchmarking.

Comprehensive Care comprises nine areas supporting Best Care: 1) Optimising nutrition; 2) Reducing pressure injuries; 3) Minimising falls; 4) Enhancing continence; 5) Preventing delirium/cognitive impairment; 6) Preventing suicide and self-harm; 7) Preventing violence and aggression; 8) Minimising restrictive practices; 9) Planning end of life care.

Central to Western Health's approach to Comprehensive Care is looking at the patient holistically, recognising that the above areas are linked and involving patients and families or carers in preventing and managing harm.

Training packages and programs support staff to apply this approach. Staff are encouraged to 'think about the link' for every patient, every shift, on every day.

Drawing information from our Electronic Medical Record, real-time dashboards on patient risk assessment and care planning have been developed and support day-to-day care and auditing processes.

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

To support engagement, we concurrently developed a 'Welcome to Ward' video which includes how patients, families and carers can be involved in making decisions about their care and staying safe whilst in hospital.



Improving Comprehensive Care cont ...



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 has participated in a Break-Through Series (BTS) Collaborative co-ordinated by Safer Care Victoria and the Institute of Healthcare Improvement (IHI) focusing on Delirium. This Collaborative involved health services working together on the implementation of reliable processes to screen for risk factors and cognitive impairment to support the prevention and management of delirium.

Western Health's Delirium Clinical Nurse Consultant (CNC) has worked with our Delirium Action Advisory Group and wards/departments to fast-track the implementation of initiatives that we know better manage, and where possible prevent delirium.

This has included the adoption at Western Health of validated instruments including the "4AT" screening tool for cognitive impairment, Single Question to identify Delirium (SQID) and Confusion Assessment Method (CAM). These have been integrated into our Improved Patient Risk Assessment and Care Planning tools.

END PJ PARALYSIS PROGRAM



In support of comprehensive care, Western Health has implemented the internationally recognised End PJ Paralysis Program which aims to prevent deconditioning and associated risks by getting patients up, dressed and moving as soon 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.

We were helped in kicking off the program 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."

Following implementation of the program, Western Health has seen a significant increase in the number of patients dressed and moving which has translated to improvement in measures such as length of patient stay and the incidence of falls.



Improving Comprehensive Care cont ...



SUPPORTING NUTRITIONAL NEEDS

Western Health has become the first health service in Australia to offer the meal-ordering app CBORD Patient, with roll-out across the organisation fast-tracked during the COVID-19 pandemic.



The CBORD Patient app is available to all Western Health patients. However it has been particularly useful for isolated patients during COVID-19 as it allows them to select their food. Without the app, these patients would receive the “default” meal because food services staff are unable to enter their room to discuss their choices.

The app is growing in popularity because it gives patients an element of control and a more positive experience. It's not just about patients selecting their own meals, it adds to their overall satisfaction with their stay in hospital.

Another important aspect of the app is that family and carers can also assist the patient in hospital to make preferred meal selections and this can be done from outside the hospital at a convenient time.

First introduced in September 2019, the CBORD app was expanded across the organisation in April to assist with managing COVID-19 restrictions.

The CBORD Patient app shares information with the hospital systems, meaning it will only show patients the meal options that are suitable to their diet. For example, patients who are gluten free will only see the gluten-free options on their menus.

SUPPORTING ASSESSMENT OF BEHAVIOURS OF CONCERN

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

Our staff reported over 300 occupational violence incidents in 2019-20, with nearly 7% of these resulting in a staff injury, illness or condition.

A number of initiatives have progressed 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 include roll-out of a 'Predict, Prevent, Priority' Safety campaign, refinement of incident management procedures, and inclusion in the Western Health Electronic Medical Record of our locally developed and multi-award winning Behaviours of Concern risk assessment tool.

The tool allows staff to record risk factors for violent individuals in a standardised manner, which nurses and doctors say is 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 our Emergency Departments since the introduction of the tool, with a resultant increase in planned code responses through an improved understanding of patient behaviours, early intervention and presentation.

Improving Care for Aboriginal & Torres Strait Islanders



At Western Health, we are proud of our achievements to partner with and support our Aboriginal Community.

Western Health acknowledges that Aboriginal Victorians experience poorer health and lower life expectancy than the wider community. While the Aboriginal and Torres Strait Islander population in the Western region is relatively small, having a strong and healthy Aboriginal community is crucial to the overall health of the region.

Moving on from the positive outcomes of our 2015-18 Aboriginal Health Plan, we have created a new Aboriginal Health Cultural Safety Plan for 2019-2021 in consultation with the Aboriginal Community and the Department of Health and Human Services. This Plan aims to advance both the cultural and clinical care of our Aboriginal patients and increase Aboriginal employment opportunities.

Implementation of this new Plan has started, with a Cultural Safety Audit tool and process implemented, and an electronic dashboard developed to record activity and trends against a number of Aboriginal Health metrics. To support Plan implementation, Membership of our Aboriginal Health Steering Committee was reviewed in late 2019 to better reflect indigenous interest and the community.

In addition, an Aboriginal name has been gifted for Western Health's Aboriginal Health Service. The name is Wilim Berrbang, meaning 'Place of Connection' in Woi wurrung language.

LIVING BEST CARE

Tanya Druce, Manager of Aboriginal Health Policy and Planning, joined Western Health in October 2019 and has been enjoying getting to know the Aboriginal community as well as the programs at Western Health.



"Within Western Health there is an enormous amount of goodwill and effort around Aboriginal health and engaging Aboriginal patients. I've enjoyed the opportunity to work with Aboriginal inpatients, and getting to understand the programs that are here, such as Westside Lodge's drug and mental health rehabilitation program and the Galinjera Maternity Program."

Tanya is passionate about the importance of asking all patient's about their Aboriginal and Torres Strait Islander status at each admission point because they can be linked in with the Aboriginal Hospital Liaison Officer if they are correctly identified.

"The sort of thing that an Aboriginal Hospital Liaison Officer does is sometimes as simple as a yarn at the bedside, sometimes it's to help people navigate the hospital system, to be an advocate for them or to help with their discharge planning. Like all hospital staff, it's about shared decision-making with the patient so that they're self-determining their own health goals and needs."

Starting to do cultural safety audits of teams and areas within the hospital has been another part of the role Tanya is really enjoying.

"We did an audit at Westside Lodge involving the Aboriginal Health Unit, Westside Lodge staff and Aboriginal patients ensuring that the space is culturally safe and welcoming for Aboriginal patients. The patients had some fantastic ideas and these have been acted on."

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

live **BEST CARE**

100 BABIES FOR GALINJERA

In January 2020, our award winning Galinjera Maternity Program, which is committed to providing continuity of midwifery care for Aboriginal families, celebrated the delivery of its 100th baby.

Harete Te Are gave birth to baby Harley on 10 January 2020 through the culturally safe and collaborative model of midwifery care.

Throughout her pregnancy, birth and early prenatal period, Harete received care from a small team of dedicated midwives and doctors committed to providing respectful care, including a primary midwife who she saw for the majority of her visits.

Regular visits with a known and trusted midwife are an important feature of the program to ensure mothers and their babies feel safe, supported and well cared for.

While midwifery continuity of care models are typically available only to low-risk pregnancies, Western Health operates an all-risk midwifery group practice which means mothers and babies with complex health or pregnancy needs can still choose to have care within the program.



Their primary midwife can provide pregnancy care together with any other health professionals required, and they will usually attend these appointments with the mother for support.

The Galinjera team includes four midwifery group practice midwives, two obstetricians, and a dedicated social worker. The team operates in partnership with the Wilim Berrbang Unit and the Koori Maternity Service midwife to ensure the cultural safety and integrity of the Galinjera program is maintained. Together they aim to optimise the health and wellbeing of Aboriginal and Torres Strait Islander families.

The program Baggarrook Yurrongi (meaning 'woman's journey' in Woi wurrung language) and Nuraagh Manma Buliana (meaning 'all of us working together in pregnancy' in Yorta Yorta) was developed in partnership with La Trobe, VACCHO and four health services including Western Health, The Women's, Mercy Hospital Heidelberg, and Goulburn Valley Health.

The program received a Victorian Public Healthcare Award in 2019 for improving Aboriginal health.

Galinjera is a word from the Wemba Wemba language group that means "to come together and connect with love".



live **BEST CARE**

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 support Best Care at Western Health 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.

While our Volunteers haven't been able to be on site at our hospitals during the COVID-19 pandemic, they have still been providing wonderful support by, for example making face masks, shields and scrub bags.

STUDENTS GIVEN A GLIMPSE OF CAREER IN HEALTHCARE

Local secondary school students were given a crash-course in healthcare as part of a new pilot program trialled at Sunshine Hospital in 2019.

The Health Connection Pilot Program offered 20 Year 11 and 12 students from Copperfield College

who are studying VET in health a glimpse into a real-life healthcare environment, including activities in CPR, equipment handling, manual handling and hand hygiene to name a few.

The Education and Volunteer Management teams at Western Health organised two workshops over the course of a month, with feedback from the students suggesting it was an eye-opening experience, and one that would encourage them to consider a future working in the sector.

Some of the group also expressed an interest in volunteering, with a number applying to the Western Health Volunteer Program.



"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.

Co-ordinated Care



Living Co-ordinated Care

Natasha Toohey (pictured below) is the Executive Director of Operations and the executive Sponsor of Co-ordinated Care at Western Health.



Natasha reflects on what co-ordinated care means in the everyday care of our patients:

“To me co-ordinated care means our patients and their families receive the care that they want, when they need it, in a way that they want it, in the environment that they want it. So, if our patients say that they would like to receive care in the home environment, that we can accommodate that. If our patients need care tomorrow, we can accommodate that.”

On a day to day basis it's about teams talking to each other. It's about good conversations with patients, with their families, and with GPs. It also means that on a day to day basis for our staff, it's easy to access information about their patients.

They can look at a person's past history, their current history, and their wishes in regards to end of life care, to provide a co-ordinated, seamless, patient focused experience.

I think for any patient the reality is at the end of their episode of care and during their care, they can say I really feel that the staff that supported me listened to me, we had conversations together, and they provided the care that I wanted in a kind and compassionate way”

TIMELY ACCESS TO CARE

Providing timely access to safe and effective patient care for a rapidly growing population with complex health needs, continues to present our health service with big challenges. This challenge has been accentuated with the COVID-19 pandemic.

Western Health has responded exceptionally well to the demand associated with COVID-19, enacting our Pandemic Plan through various surge stages, whilst also remaining flexible as many aspects of the plan have required change.

We have had the highest numbers of COVID-19 positive inpatients in the State, due in part to our proportion of high risk workplaces in the community (abattoirs, prisons and aged care facilities).

live BEST CARE

This has resulted in exceptionally high Intensive Care Unit demand and inpatient acuity. Western Health has introduced and increased inpatient beds in designated COVID-19 wards, as well as establishing additional medical teams, including Acute Aged Care, General Internal Medicine and Emergency.

It is a testament to the resilience and dedication of our staff that significant projects have continued over the past year to support timely access to care.

The following is a summary of significant activity undertaken at Western Health prior to and continuing through our response to the COVID-19 pandemic over 2019-20.

In several cases, projects have been developed or adapted to support our pandemic response.



live BEST CARE

Electronic Medical Record Support for Co-ordinated Care



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

In early 2019 Western Health completed a major project to implement an Electronic Medical Record (EMR) across the organisation. This was a detailed and complex process but an important step in supporting clinical decision making and electronic ordering of medications, pathology, imaging and more.

The EMR has enhanced the delivery of Best Care for our patients by providing clinicians with a consolidated view of all relevant information about the patient in real time available on all sites. EMR information is up-to-date, easy to read and instantly accessible by a patient's healthcare team or supporting team(s), facilitating provision of a prompt diagnosis, treatment and information.

Over the past year, the EMR has supported correct patient identification and procedure matching through functionality such as scanning of the patient wristband to ensure Positive Patient Identification.



In addition the EMR has supported communication of critical information and risks, with an EMR supported Comprehensive Patient Risk Assessment and Care Planning process in place, as well as prompts when clinical markers indicate that escalation of patient care may be required.

The EMR has also supported improvement in the way staff handover care to members of the patient's care team.

Drawing information from the EMR, real-time dashboards on co-ordinated, safe care have been developed and are supporting day-to-day patient care.

Looking forward, Western Health has purchased the MyBeepr mobile application. This application provides electronic and secure instant messaging between Western Health clinical staff to facilitate effective clinical communication and clinical image sharing. This application will integrate with the EMR so that clinical staff will be able to view patients' clinical images through the EMR or through the mobile application. Western Health will be launching this application towards the end of 2020.

Planning is currently underway for Phase II of Electronic Medical Record implementation.

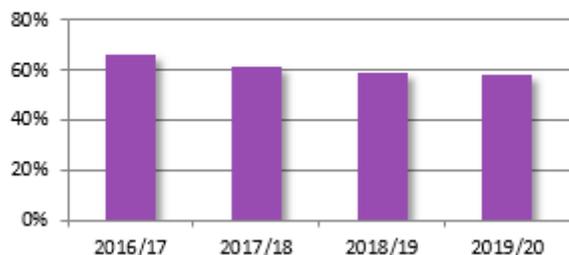
Emergency Care

Over the past year, we have continued with a range of initiatives to enhance patient flow supporting timely emergency care.

Providing timely access to emergency care continues to present our health service with big challenges.

High demand within Emergency Department (ED) facilities not designed to care for this many patients, more acutely unwell patients (including more ambulance arrivals) and long waits for mental health patients to access beds continuously impact upon our capacity to provide timely emergency care. This is reflected in the following graph on the percentage of patients discharged from Western Health EDs in less than 4 hours.

Percentage of Emergency Department patients discharged in less than 4 hours



Over the past year, we have continued with a range of initiatives to enhance patient flow.

CHANGING PATIENT FLOW

Providing emergency care during the COVID-19 pandemic has been a particular challenge. We have needed to change the patient flow within our emergency departments in order to keep all patients and staff safe, while still providing Best Care.

In response to the demand for COVID-19 assessment and testing, a Respiratory Assessment Clinic was set up at Sunshine Hospital. Western Health also runs a Respiratory Assessment Clinic at Sunbury, a drive-through testing service at the Melbourne Showgrounds, as well as a number of pop-up testing sites.

DAILY OPERATING SYSTEM

Western Health has successfully implemented a Daily Operating System (DOS) into core business, facilitating a systematic way of communicating and escalating issues on a daily basis. March 2020 marked one year of DOS implementation.

The DOS is a series of tiered huddles that support staff to discuss and prioritise daily actions that improve timely, safe patient care. The DOS has been of particular use in supporting the management of COVID-19 related patient activity.



Emergency Care cont ...



EMERGENCY DEPARTMENT REDEVELOPMENT

The redevelopment of the Sunshine Hospital Emergency Department funded by the State Government has continued over the past year.

Construction of the much bigger and better emergency department is well underway and fortunately was able to proceed through the COVID-19 pandemic. Full completion is scheduled for June 2021 and will include a Mental Health Crisis Hub.



MENTAL HEALTH CARE

The past year has seen an unprecedented increase in patients waiting more than 24 hours in the emergency department. 270 patients had a length of stay >24 hours in 2019-20 in comparison to 58 in 2018-19, all of whom required mental health care.

It is very challenging for patients, families and staff when patients experience long delays in accessing mental health beds and we continue to work closely with the Department of Health and Human Services 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.

In addition to the development of a Mental Health Crisis Hub as part of the Sunshine Hospital Emergency Department Expansion Project, Western Health has worked with representatives of the North West Mental Health Service to submit for additional mental health beds at Sunshine Hospital. This was following the interim findings of the Royal Commission on Victoria's Mental Health System.

GERIATRICIANS IN THE EMERGENCY DEPARTMENT

The Geriatrician in the Emergency Department service was introduced at Footscray Hospital in February 2019 and expanded to Sunshine Hospital in June 2019. This initiative involved the introduction of a full-time Geriatrician in the Emergency Departments at each Hospital to triage specific groups of high risk patients to assess alternative pathways of care.

Since June 2019, the service has seen in excess of 1,300 patients in both Emergency Departments. The Geriatricians have been able to intervene and prevent an acute admission in approximately 35% of cases.

The Service remains focused on providing high quality, person-centred care to older patients in the Emergency Department and supporting patient access and flow across Western Health services. It continues to evolve, with targeted geriatric assessments and advice for Emergency Department patients extended to other specialties and the geriatricians assisting community services by facilitating direct admissions and providing advice. The geriatricians have also participated in Emergency Department junior staff teaching.



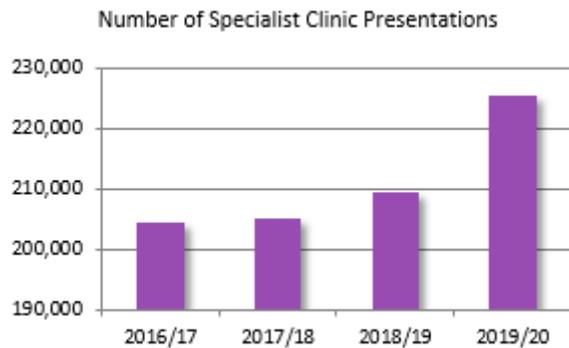
live BEST CARE

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 demonstrated by this graph, we are seeing more patients every year in an attempt to meet the high demand for our outpatient services.



TELEHEALTH

Adult Specialist Clinics (ASC) have implemented many positive changes as a result of the COVID-19 response. The most challenging change has been the implementation of Telehealth within a very short time period.

Telehealth phone consultation commenced in early March. For the month of May ASC performed 10,828 consultations with 70% of these consultations via telephone. We have increased our communication to our patients through our SMS messaging system regarding Telehealth appointments and for those patients who do not have mobile phone numbers we ensure that written communication is provided.

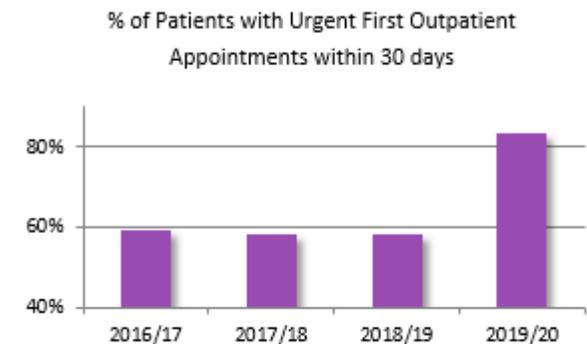
Consumer feedback anecdotally has been positive regarding our Telehealth. Additionally, the DNA (did not attend) rate has reduced and our patient instigated cancellation rate has also decreased. There has also been a drop in the total number of appointments rescheduled (either by Hospital or patient).

Women's and Children's Ambulatory Services have also successfully implemented the use of Telehealth via video consultation. In May, 270 appointments were conducted via video consultation equating to a total of 188 hours of consultations. Feedback from both patients and clinicians has been extremely positive to date with a DNA (did not attend) rate of 4.2% for these appointments, a significant reduction from the usual average of 11.3%.

TIMELINESS OF URGENT HEALTHCARE

Over the past year, our focus has continued on improving the timeliness of patients with the most urgent healthcare needs having their first outpatient appointments within 30 days.

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 demonstrates, a significantly higher percentage of urgent patient appointments are being booked within this time frame. This improvement is a reflection of the review and escalation processes introduced in 2019, along with the ongoing application of new referral and discharge guidelines to targeted specialist clinics.



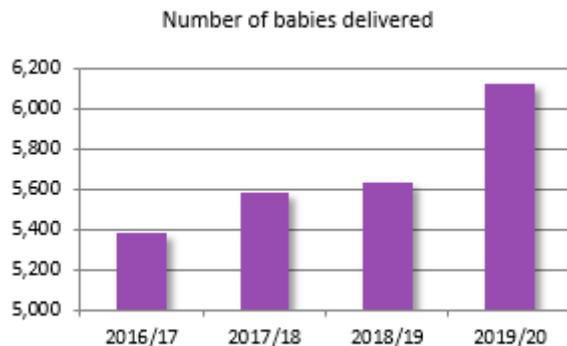
Maternity and Neonatal Care



The past year has seen another landmark occasion for Women's & Children's Services at Western Health with the opening of a new Neonatal Intensive Care Unit (NICU).

Our community has one of the highest rates of birth in Australia, with an average of 510 babies per month delivered at Sunshine Hospital.

As demonstrated by the following graph of the number of babies delivered at Sunshine Hospital per year, demand for Maternity Services at Western Health over the past 12 months has increased significantly. In 2019/20 Western Health supported the delivery of 6,119 babies, 485 more babies than last year.



An exciting era for Women's and Children's services at Western Health began on 15 May 2019 when the Joan Kirner Women's & Children's building (JKWC) opened its doors to patients. The JKWC offers local women and families world-class maternity and paediatric services.

One year since JKWC opened, more than 6,000 babies have been delivered, including 102 sets of twins.

September 2019 saw another landmark occasion for Western Health with the opening of a new Neonatal Intensive Care Unit (NICU), the first such unit anywhere in the western suburbs.

The NICU provides care for the most acutely-ill newborns and is located next to the Special Care Nursery on the Newborn Services level of the building.

The opening was marked by a visit from the Premier of Victoria The Hon Daniel Andrews who was given a tour of the unit and got to meet two-week-old twins Hudson and Archer May. The twins were born premature at the Royal Women's Hospital and admitted to its NICU before being transferred to Sunshine Hospital. The new NICU in the Joan Kirner building means families like the Mays who live close to the Hospital are now able to receive all care through to birth and the neonatal period under the one roof, and nearer to home.

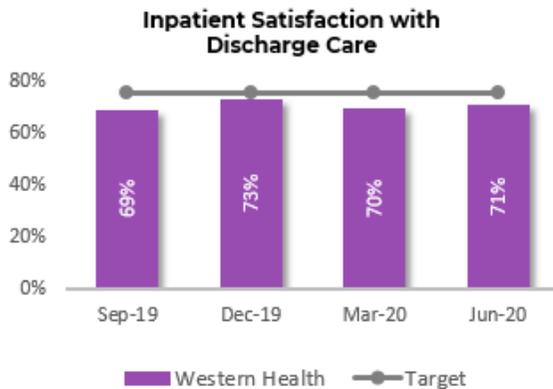


Discharge Care

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 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 2019 to 30 June 2020. Our results have been close to, but consistently below, the Department of Health and Human Services target.



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

STANDARDISING DISCHARGE PROJECT

Following a launch in June 2019, we have progressed our 'Standardising Discharge Project' across adult inpatient wards. This project had the aim 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.



To-date, 40% of wards have embedded the standardised discharge process, resulting in increased ability to predict patients' discharge and coordinate discharge activity in advance. Tier 0 (day prior) afternoon staff huddles focusing on discharge planning have been an innovative part of this standardised approach.

NATIONAL DISABILITY INSURANCE SCHEME PATHWAY FOR DISCHARGE

Western Health patients requiring intervention from Occupational Therapy (OT) to implement the National Disability Insurance Scheme (NDIS) pathway for discharge continues to increase with 50% of the patients on the inpatient rehabilitation ward currently NDIS eligible. OT NDIS champions have been implemented across all sites to build staff capacity to work within the system facilitating timely care and discharge planning for these patients.

Discharge Care cont ...

GP MESSAGING

We have 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 is now well over 100, and the number of messages sent to GPs per month is now over 75,000.

Cardiology Reports, Endoscopy Reports and the reporting of COVID-19 positive and negative results have been added to the messages sent via the e-Health Gateway over the past 12 months.

In addition, Electronic Medical Record related work has been undertaken to enable the loading of discharge summaries onto the My Health Record (MyHR). Western Health has also participated in a state-wide project to load diagnostic reports onto MyHR.



Western Health's GP Integration Service has also been working closely with the North Western Melbourne Primary Health Network to ensure up to date COVID-19 information, management and referral pathways are made accessible for GPs.

Weekly summaries have been sent to the Western Health GP network and Zoom Webinars for GPs and Practice Nurses have been hosted.

live BEST CARE

RAPID ACCESS CLINIC

A new rapid access clinic commenced operation in June 2020.

This clinic was set up to expedite discharge of general medicine inpatients who are safe to go home but require an early review (within seven days) to ensure adequate management of the acute problems requiring admission.

The aim is to provide a single review of a patient, and, if necessary, additional referral to a subspecialty for ongoing follow-up. It aims to catch early decline in a patient's clinical condition or complications.

Right Care



live **BEST CARE**

"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.

Living Right Care



Dr Narelle Watson (pictured left) is the Director of Quality, Safety & the Patient Experience and the executive Sponsor of Right Care at Western Health over the past year.

Narelle reflects on what right care means in the everyday care of our patients:

“Right care means to me providing care that is effective, and care that’s tailored to suit the needs at an individual patient level. To be right care it also needs to be correct care, so we need to match the patient’s condition with the appropriate, evidence based treatment choice.

In practice right care really means continually reviewing and aiming to improve what we do on a day to day basis. This involves reviewing all of our processes, looking at how we can do things better when things don’t go to plan and reviewing any improvements that we make.

We want our patients and families to feel like they have been listened to, that we’ve allowed time for their questions, that we really respect their views and we tailor our care to suit their needs, and the needs of their families.

We ultimately want them to feel supported, and that goes beyond the care that we provide in

hospital; it is also giving them strategies to enable them to navigate their daily lives outside a health service.”

RESEARCH SUPPORTING RIGHT CARE

Western Health has expanded its research efforts over the past year in support of right care, with an emphasis on clinical research that focuses on providing and delivering care during the COVID-19 pandemic.

Western Health’s Nursing Research Team has been engaged with a number of COVID-19 research activities, including a project that investigates the Psychosocial Impact of COVID-19 on nurses and midwives. The project led by Western Health involves a number of other Victorian health services and is being replicated in collaboration with Odense University Hospital and the University of Southern Denmark. In addition, Western Health’s Midwifery Research team are actively engaged in local, national and international studies on the impact of COVID-19 on pregnant women and maternity care provision.

RIGHT CARE IN OUR INTENSIVE CARE UNITS (ICU)

The Western Health ICU team has cared for a large percent of the total number of COVID-19 positive patients requiring intensive care in Australia. The ability of the ICU multidisciplinary team to work together to achieve the best possible outcomes for critically ill patients, both

those with COVID-19 and without has been a credit to them. From Intensivists, Intensive Care Registrars, Nurses, Physiotherapists, and Patient Service Assistants, the team have worked seamlessly to achieve these outcomes in challenging times.

Western Health in collaboration with the University of Melbourne has created a world-leading ventilation hood that is placed over COVID-19 patients, with the dual benefit of protecting staff and improving treatments. The results of an initial study into the effectiveness of the hood, which is designed to contain the droplet spread of the coronavirus, has been overwhelmingly positive.

The hood, which effectively creates a bubble around the patient, also enables staff to provide less invasive therapies and improved interaction with those being treated.



live **BEST CARE**



live **BEST 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

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



Artist impression of the New Footscray Hospital

The new Hospital is on track to open its doors in 2025 as planned.

The tender process was temporarily suspended in April 2020 to allow for the State Government, and Western Health, to respond to the COVID-19 pandemic.

While this resulted in a slight delay to the start of construction - from late this year to early 2021 - overall the \$1.5 billion hospital is on schedule. The new Footscray Hospital will greatly enhance Western Health's capacity to provide Best Care for our communities.

The new hospital, with space for 504 beds, will be built on the corner of Geelong and Ballarat Roads in Footscray.

It is being delivered through a public private partnership (PPP), which involves bringing together a private consortium to design, construct, finance and maintain the new hospital. However the new Footscray Hospital will operate as a public hospital, run by Western Health.

LEADING PLANNING FOR NEW HOSPITALS

Planning for a new hospital in Melton is in its early stages after the State Government's announcement in December 2019 naming Western Health as its operator. A community consultation process has been completed highlighting the strength of local support and interest in the development of the new hospital.

In line with the State Government's investment in providing even more Victorians with the care they need closer to home, Western Health is also taking a leading role in planning for a new community hospital in Point Cook and an upgraded and extended community hospital in Sunbury.

Care for patients with chronic and complex conditions



We have embarked on new paths in our bid to provide a better response for patients with chronic and complex conditions

WESTERN HEALTHLINKS

The challenge of caring for a diverse community with higher than average rates of chronic and complex disease inspires us to design and deliver innovative service delivery models. Our pilot of the Western HealthLinks program has allowed us to take a different approach to how we manage the needs of patients with complex illnesses. This innovative program aims to improve these patients' experience of care and ultimately provide them with more healthy days back in their own homes.

Analysis of the HealthLinks program over a 3 year period, has demonstrated considerable hospital avoidance and reduced bed day use. More importantly, these patients with complex chronic illnesses reported improved healthcare experiences and highly valued the support provided by HealthLinks. The wealth of learnings from this program highlight the opportunities to improve this type of care in the community, such as improved pathways for patients with mental health illness, particularly in the context of chronic conditions.

With the provision of healthcare continuing to evolve, integrated care models caring for patients in the community are an essential investment in the future of Australian healthcare.

Review of sustainable integrated care models has been undertaken to support the delivery of Western HealthLinks going forward, with discussions continuing with the Department of Health and Human Services regarding the continuation of the Program.



FUTURE HEALTH TODAY

Most Australians visit a GP; 2 million people visit a GP each week. Information is constantly being collected that can be analysed to identify patients at risk of developing chronic disease.

Future Health Today is a research project being undertaken by The University of Melbourne and Western Health, in partnership with participating general practices. It analyses information from general practices to develop technology that can enable the automated detection of chronic disease and chronic disease risk. This will provide new information about how chronic conditions should be treated, and new opportunities for earlier treatment.

Changing the course of chronic disease in Australia is a priority. Through proactive screening and early intervention, Future Health Today is anticipated to reduce avoidable hospital admissions, increase quality of life, and reduce the overall burden of chronic disease.

Future Health Today is initially focusing on cardiovascular disease, type 2 diabetes, and chronic kidney disease. The technological platform and tools integrate decision-support and pathways of care into a GP's everyday workflow. It is being developed to include other chronic diseases in the future.

Care for patients with chronic and complex conditions cont ...



AGED CARE LIAISON SERVICE



Western Health's Aged Care Liaison Service (ACLS) has expanded its community role to play a significant part in supporting COVID-19 responses in residential care facilities.

Residential aged care facilities were significantly adversely affected by COVID-19, with many residents and staff within these facilities testing positive to the virus.

At the peak of the outbreaks, support was being provided by Western Health to 25 facilities within the West of Metropolitan Melbourne. In response to this, Western Health expanded its ACLS with redeployed staff from other areas of the organisation.

During the past six months the team have supported almost 1,000 residents in their homes. The team provided invaluable support to every facility that required assistance during this incredibly challenging period, to ensure that care standards were met and infection prevention was being adhered to.

The scope of work has been diverse, ranging from referrals for management of blocked feeding tubes and respiratory infections through to full crisis care and requests to support full residential care facility governance.

The Aged Care Liaison Team has shown sterling leadership, delivering Best Care beyond our walls to societies most vulnerable.



RAPID @ HOME TEAMS

Western Health's Chronic and Complex Care Division has established a new integrated care service.

The Rapid Allied Health @ Home and Nursing and Medical @ Home teams provide urgent care to patients in their homes to ensure they are safe and do not have to present to the Emergency Department or be admitted to hospital.

Digital solutions are also utilised to support the assessment, diagnosis, treatment and monitoring of patients, especially those identified with long term conditions and multi-morbidity. Urgent referrals can be actioned within 4 hours and the service operates 7 days per week.

Work is currently in planning to ensure innovative models of care will deliver quality outcomes for people with chronic and complex conditions in the recovery phase of the COVID-19 pandemic and into the future with the establishment of an "Integrated Care Hub" on a ward at Sunshine Hospital.

Supporting vulnerable members of our Community



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

Our Health Equity team is overseeing Western Health's role in the Victorian Government's "10-year action plan" on family violence. Over the past year, the team has worked hard to progress roll out of a comprehensive, whole of workforce training program, and to strengthen screening, risk assessment and information sharing processes.

Due to the COVID-19 pandemic, face to face training for responding to family violence has been placed on hold. However, training is continuing to be delivered via Zoom and there are also a number of online modules that staff can complete.

The total number of staff trained since 2017 equates to 23% of Western Health's workforce.

RESPONDING TO ELDER ABUSE

Training for staff on awareness and responding to elder abuse continues, with support provided by the Bouverie Centre and the Department of Health and Human Services. A Liaison Officer role continues to support Elder abuse prevention and response systems, including capacity building and secondary consultation to Western Health and community service staff. 193 consultations were provided in the period between October – December 2019.

In conjunction with the Elder Abuse Prevention Network, a Western metro elder abuse prevention and response guide is being developed and work is underway to raise community awareness and change community values and attitudes.

SUPPORTING PATIENT DECISIONS

Over the last 12 months, Western Health has been part of the Office of Public Advocate (OPA) Hospital Guardian project. This involved having a Guardian position onsite at our Hospitals for patients who have been subject to a Victorian Civil Administrative Tribunal (VCAT) hearing, where an independent Guardian is appointed to make lifestyle decisions.

This includes decisions for patients who lack capacity and require discharge to a residential aged care facility.

The initiative has provided significant process improvement and timely care for patients, with the average number of days between the VCAT hearing and allocation of an OPA Guardian reducing from 87 to 10 days.

Due to the project's success, the Department of Health and Human Services have announced funding to support a state-wide Hospital Guardian program for 3.5 years.



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.

COMMUNITY ADVISORY COMMITTEE

In recognition of our diverse population, Western Health supports a Board level Community Advisory Committee (CAC).

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.

SUPPORTING HEALTH LITERACY

Health Literacy refers to an individual's ability to access, understand and apply information to make effective decisions about their health and healthcare.

It is hard for consumers to know about their options, make informed healthcare choices, or be involved in their healthcare in a meaningful way unless they are provided with information that is easy to understand and relevant to their needs.

Our consumers, through a Patient Information Review Panel, are involved in the development and review of information that is used to support patient care. The panel is comprised of consumers with diverse cultural and educational backgrounds and aims to enhance the effectiveness of knowledge exchange between our staff and patients.

Western Health is committed to meaningful partnerships with our consumers to improve the care and experience of all who use our services.

LIVING BEST CARE



Carolyn Rowan (pictured left) is a consumer advisor to Western Health's Best Care Committee. Carolyn has been a member of the Community Advisory Committee (CAC) since 2016 and also represents Western Health on the Victorian Comprehensive Cancer Centre consumer group.

Carolyn is passionate about the role consumers play in advocating for inclusive services that understand and meet the diverse needs of our community. Carolyn recently shared her thoughts on living Best Care:

"Best care to me is providing the most up to date patient centred care and practice."

Carolyn reflects on the most significant change to the consumer advisory role during her five years at Western Health:

"Acceptance of the role of the consumer at all levels has been the most significant change, and incorporating the ongoing ideology of consumers."

When asked to single out the one area she would like to change in health care, Carolyn identified:

"To decrease waiting times across all areas of care."

Responding to our Diverse Community cont ...



SUPPORTING LANGUAGE NEEDS



The past year has seen continued implementation of organisational Interpreter Guidelines, use of Western Health's award winning CALD Assist App that helps non-English speaking patients communicate with staff, and trials of different models of video interpreter support.

Providing language services during the COVID-19 pandemic has been challenging. The use of interpreting services has needed to be provided predominantly via telephone or video call. The exception has been when a patient is unable to effectively engage in remote interpreting.

This may include but is not limited to:

- > Critical / sensitive or end of life conversations
- > Consent for elderly patients, especially hearing impaired
- > Vulnerable groups such as patients with a cognitive deficit

Face to face interpreting sessions have needed to be kept to as short a time as possible, with Interpreters adhering to strict PPE Guidelines for the safety of patients and themselves.

IMPROVING CARE FOR PATIENTS WITH DISABILITIES

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's inaugural DAIAP (Disability Access & Inclusion Action Plan) has been finalised and was launched on International Day of People with Disability – 3 December 2019 by one of our valued consumer representatives.

This plan supports us to devise and implement actions to ensure that our facilities, services and programs do not exclude people with disability, or treat them less favourably than other people.

Consultation regarding the DAIAP involved Western Health staff, volunteers, consumers, management, the Victorian Healthcare Association, and external disability consultants. The Plan has also been presented at our Community Advisory Committee.

The DAIAP 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.

A Disability Steering Committee (DSC) exists to support implementation of the DAIAP. It consists of consumers and staff who have a disability, work closely with patients with disability, or have a strong interest in disability.

Plan implementation has commenced, with for example the Hearing Loop system implemented at Sunshine Hospital.

The COVID-19 pandemic has unfortunately slowed implementation of actions such as the installation of automated doors in identified toilets at Sunshine and Williamstown Hospitals, and the progression of education and training for staff and volunteers.

Appropriate use of blood and blood products

Blood and blood product management aligns with Right Care by supporting that any products patients receive are appropriate and safe.



Treatment with blood and blood products can be lifesaving; however their use is not without risk and can lead to complications and adverse outcomes for patients. Risk generally falls into two main categories: procedural errors and reactions.

To provide Right Care the use of blood and blood products needs to be correctly assessed as appropriate, and procedures followed for their safe and efficient use.

APPROPRIATE USE OF 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 two hundred and twenty red cell transfusion episodes audited between July 2019 and June 2020: 96% (212/220) were assessed as being aligned with the National Patient Blood Management Guidelines.

INCIDENT REVIEW

Audit and blood related incident review informs blood management improvements at Western Health.

For example, audit results on documentation of transfusion completion times prompted change. Communications to nursing and midwifery staff and a targeted education program supported a consistent improvement in the documentation of completion times (from 61% to 84%).

In addition, during investigation of a suspected transfusion reaction it was found that there was no standard requirement for haematology or transfusion staff to be notified when in-depth case reviews involving patients who received blood products were being undertaken.

This meant that advice regarding additional testing and where applicable reporting to the Blood Service for the purpose of identifying, testing and possibly donor deferral may not occur. The in-depth case review process has been amended to include notification to the Blood Management Clinical Nurse Consultant if an incident involves blood and blood products.

Appropriate use of blood and blood products cont ...



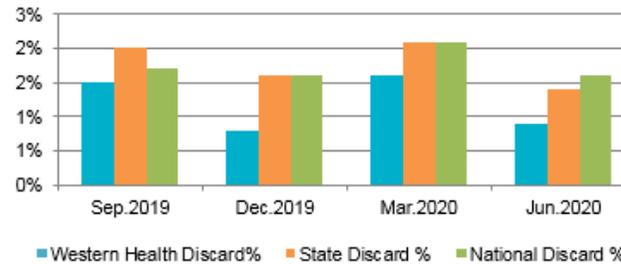
MINIMISING OUR WASTAGE OF BLOOD PRODUCTS

Red blood cells which are prescribed for patients who have anaemia are the most frequently transfused blood product at Western Health. From July 2019 to June 2020 a total of 5332 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 can be seen from the graph to the right, Western Health's red cell unit discard rate is consistently lower than the State or National discard rates.

Percentage of red cell units issued by the Blood Service that were discarded



Monitoring of discard rates and incident reports have informed process improvements that have decreased red cell wastage. These include:

- > Review of the timely provision of blood products to Sunbury Day Hospital resulted in the introduction of a validated multi-unit transporter for transport of blood products from the transfusion laboratory to the Day Hospital
- > Purchase of additional multi-unit transporters including a dedicated transporter for both the Joan Kirner Women's and Children's facility and the Footscray Hospital operating theatres

- > Development of "No Blood in this Fridge" stickers that are affixed prominently to all medication fridge doors in all clinical areas in response to a spike in units discarded from inappropriate storage in clinical areas. During investigation it was found that a change from metal to glass doors on medication fridges had resulted in the previously in place "No Blood in this Fridge" magnets being discarded

Safe Care

live **BEST CARE**

"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.

Living Safe Care

Dr Paul Eleftheriou (pictured below) is the Chief Medical Officer and the executive Sponsor of Safe Care at Western Health.



Paul reflects on what safe care means in the everyday care of our patients:

“Safe care for me means delivering quality and evidence based care that’s not harmful. To deliver safe care, you need the patient to feel safe, and most importantly you need the staff – the doctors, the nurses, the allied health clinicians – to communicate with each other and with patients.

Patients need to be informed so they can be involved in their care – that is a good way of reducing harm and keeping patients safe. We want our patients to speak up; so we want them to say if they don’t feel safe or if they see things which don’t look right.

There are lots of risks in delivering care, especially to sick people, so we need good risk assessment, we need to identify if a patient has any risks, or risk factors for hospital-associated complications, we need to be vigilant, and we need to prevent complications from happening.

Evidence-based care, that’s to do with making sure staff have all the training they need, and the procedures and guidelines they need to deliver the safest, most up-to-date care.

Patients need to experience safe, quality care but it’s very important that they experience a positive stay as well. Patients don’t commonly leave compliments because of good stitching or good wound dressing; they leave compliments when the care has been a positive experience.”

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 that promotes:

- > The reporting of adverse events by all staff
- > Timely and ongoing communication with patients and carers when an adverse event occurs

live BEST CARE

- > Review and analysis of adverse events to determine if the care provided was appropriate and if anything could be done differently in future
- > Using what is learnt from the review of adverse events as 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.

These events are investigated thoroughly by the treating team and independent reviewers. Incidents associated with moderate or severe harm are reviewed with greater rigour and structure.

Western Health continues to make improvements in the standardisation of investigation and management of adverse events across the organisation. In the past year, a number of staff have been supported to attend incident management training hosted by Safer Care Victoria.

Adverse events cont ...

The following are key themes that were addressed as part of adverse event management at Western Health in 2019/20:

Communicating for Safety:

Communication of critical information is essential to support the safe delivery of healthcare. Several communication improvement initiatives have commenced in 2019/20. These include :

- An Intensive Care Unit “COLD” (connect, observe, listen and delegate) initiative, aimed at standardising the safe transfer of patients to the unit
- Improvements in pre-surgical checklists for higher risk patient groups
- Multidisciplinary staff huddles following patient falls
- An improved system for communicating alerts related to potential equipment fault
- Increased computer availability to enhance clinical correspondence in the Emergency Departments
- Implementation of Reflective Practice reviews following Medication Administration adverse events

System Improvements:

Improvements to Western Health’s electronic systems continue with the aim of optimising patient safety. Such initiatives include amendments to the way medications are modified on the electronic medical record and the use of alerts to prompt staff to patient risks.

Education:

Improvements aim to minimise the risk of serious adverse events, and investigations aim to maximise our learning when such events do occur. In 2019/20, education targeted safe electronic medication ordering, development of surgical simulation training, and implementation of comprehensive assessments for patients at risk of falls and self-harm.

In recognition of the value of consumer involvement, the Serious Adverse Event Committee welcomed a consumer advisor for the first time in 2019/20. This role will remain an integral part of Western Health gaining the perspective of the patient, their family, or carer while investigating serious adverse events.

live **BEST CARE**

Open Disclosure describes the way clinicians communicate and support patients, and their family and carers, who have experienced harm during health care.

Western Health hosted an education workshop addressing the delivery of Open Disclosure for a number of senior medical and clinical staff during 2019/20. A working party will be formed in 2020/21 to optimise Western Health’s organisation wide approach to the critical process of Open Disclosure.



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.

For the third year in a row, Western Health achieved a 100% computer match for our nursing and midwifery graduate programs.

This means that we have lots of nurses/midwives wanting to come and work for us, and that we are getting the candidates that we have selected (which means that the calibre of our graduates will likely be strong).

This is a significant achievement by many people who work tirelessly to ensure that we:

- > have a positive workplace culture here at Western Health,
- > provide excellent undergraduate student experiences, and
- > provide a supported career pathway, full of opportunities.

PEOPLE MATTER SURVEY 2019/20 - PATIENT SAFETY

STATEMENT	TARGET	WESTERN HEALTH
Percentage of staff with an overall positive response to safety and culture questions	80%	90%
SAFETY CULTURE STATEMENT	STAFF - % AGREEING WITH STATEMENT	
I am encouraged by my colleagues to report any patient safety concerns I may have	80%	95%
Patient care errors are handled appropriately in my work area	80%	94%
My suggestions about patient safety would be acted upon if I expressed them to my manager	80%	90%
The culture in my work area makes it easy to learn from the errors of others	80%	89%
Management is driving us to be a safety-centred organisation	80%	91%
This health service does a good job of training new and existing staff	80%	85%
Trainees in my discipline are adequately supervised	80%	85%
I would recommend a friend or relative to be treated as a patient here	80%	89%



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, use of personal protective equipment (PPE), 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

Western Health's Infection Prevention Team has worked tirelessly over the COVID-19 period to ensure that our patients, staff, and visitors remain safe.

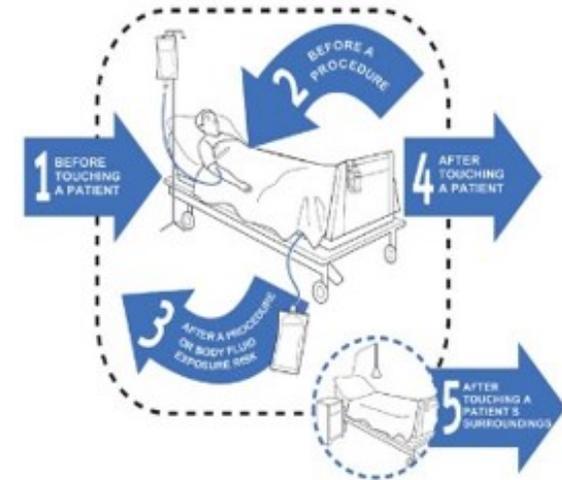
They have proactively educated and empowered staff to be safe, effective, and informed and have supported the organisation to manage risks through contact tracing of patients and staff with COVID-19.



MONITORING EFFECTIVE HAND HYGIENE PRACTICES

The Western Health rate for observed correct hand hygiene practice for 2019/20 was 89%.

Effective hand hygiene is a leading strategy in the prevention of healthcare associated infection, and has been particularly important in keeping both staff and patients safe during the COVID-19 pandemic.



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.

Preventing and Controlling Infection cont ...

PERSONAL PROTECTIVE EQUIPMENT

COVID-19 is transmitted via infectious droplets produced by infected people when they breathe, cough, sneeze or speak, coming into contact with our mucous membranes (eyes, nose and mouth). These droplets can also land on surfaces.

The use of effective and safe Personal Protective Equipment (PPE) has been a key measure to provide protection from transmission of COVID-19 to both staff and patients.



The use of PPE in the form of masks has also extended to patients and visitors. There has also been a focus on education to patients and visitors on the importance of hand hygiene and social distancing.

A range of measures exist to support the effective and safe use of PPE. These measures have been enhanced through the pandemic by:

- > Further development of PPE Guidelines and posters to support staff select the appropriate PPE to use in different settings
- > The development of new videos and training programs on the correct use of PPE
- > The introduction of PPE Champions and Spotters to support staff to appropriately use PPE
- > The introduction of a Respiratory Protection Program which includes fit testing of masks
- > Prominently featuring PPE Information and Resources on Western Health's COVID-19 microsite.

PPE CHAMPIONS

386 staff from across our organisation have volunteered to act as "PPE Champions".

Our PPE Champions have worked extremely hard to translate Western Health's PPE guidance into practice. They've been out in our clinical spaces, coaching and observing staff donning, doffing, and fit-checking their PPE on more than 1752 occasions at the time this report was written.

The PPE Champions have also worked to improve the setup of their work environments by putting up posters, arranging installation of mirrors and ensuring ready access to PPE supplies. Feedback from our PPE Champions has also informed changes to organisation-wide PPE guidance.



Preventing and Controlling Infection cont ...



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 year Western Health staff are encouraged to receive an annual influenza vaccination.

Large vaccination gatherings could not be held in 2020 due to challenges maintaining physical distancing requirements during the pandemic.

Instead, staff in clinical areas were offered vaccination by their own independent nurse vaccinators or by a Registered Nurse administering a vaccine prescribed by a medical officer. "Ward vaccination champions" supported this process.

Staff in non-clinical areas were vaccinated in a clinic using an appointment booking system to avoid congregating or queuing.

The overall influenza vaccination uptake for Western Health staff in 2020 was 90% against the state target of 84%.

STAPHYLOCOCCUS AUREUS BACTERAEMIA (SAB)

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.

In 2019/2020, Western Health's SAB rate was 0.9, a favourable result against the state-wide target of no higher than 1.0.

CENTRAL LINE BLOOD STREAM INFECTIONS (CLABSI)

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.

Western Health had one case of CLABSI in 2019/20.



Medication Safety

Western Health is committed to ensuring 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 this information is communicated to patients and their general practitioners.

The introduction of electronic medication prescribing and administration, as well as electronic support for the tracking and management of medication safety processes was made possible following the introduction of the Electronic Medical Record (EMR). Western Health's 'Live EMR' microsite supports staff use of the medication functionalities of the EMR which are continually being enhanced.

Enhancements include:

TIMELY MEDICATION HISTORY AND RECONCILIATION PROCESSES

EMR workflow supports recording of the best possible medication history and reconciliation.

Data on this process is now drawn directly from the EMR into an interactive dashboard used by clinicians in day-to-day care, as well as in the ongoing review and improvement of this care process.

Review of dashboard data informed appointment of additional clinical pharmacists in early 2020 to improve timely medication reconciliations.

The EMR has also supported requirements for documenting and accessing patients' known medication allergies and ADRs, with streamlined practices supporting timely communication on allergies with patients and general practitioners.



Medication Safety cont ...

ROLLOUT OF THE MEDICATION ADMINISTRATION WIZARD

The Medication Administration Wizard (MAW) was implemented in August 2019, and involves scanning of the patient wristband to ensure Positive Patient Identification (PPID).

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

Decreasing medication adverse events is a key driver for introducing the EMR, and all nurses and midwives are asked to use the MAW to administer medications when possible. It is quick, easy and much safer.

The introduction of the EMR, including the use of the MAW has supported a decrease of over 50% in the incidence of drugs not administered at the right time between Mar-Aug 2018 and March-Aug 2020.

To support the implementation of the MAW, usage reporting has been developed, which identifies:

- > The number of medications administered to inpatients
- > The number of times electronic bar code scanning of the patient wristband was used to ensure Positive Patient Identification (PPID).

SUPPORT FOR HANDOVER OF CARE

Following introduction of the EMR, clinical handover can be undertaken in front of a computer to enable a patient's current medicine regime to be reviewed as part of the handover.

Clinicians can also request a referral to the clinical pharmacist for a review if patients are at high risk, for example undergoing care for delirium.

live **BEST CARE**

ELECTRONIC MEDICAL RECORD
Best Care

Medication Administration Wizard

Right Patient Right Drug Right Time

The Medication Administration Wizard (MAW) is designed to support nurses/midwives with medication administration rounds. All staff administering medications should use the MAW where possible as the MAW supports medication safety.

- Positive Patient Identification
- Correct medication at correct time
- Allows the nurse/midwife to check the medications before signing for administration

Remember the Medication Administration Record (MAR) is still required as it is the prescription.

Scanning the QR code on the patient's wristband, using the scanner attached to the MAW, supports Positive Patient Identification (PPID).

The MAW displays:

- All medications due in the next 60 minutes
- Any overdue medications
- Any STAT medications
- All PRN medications

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.

For a Quick Reference Guide and further information please visit the LiveEMR information site <https://liveemr.wb.org.au/>

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 Western Health's Rapid Response system and has been developed as a three step process:



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

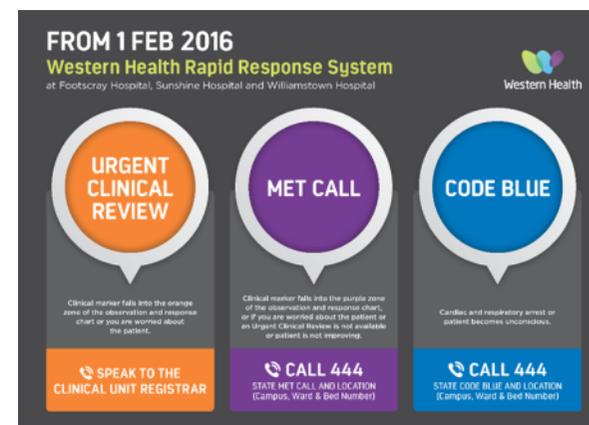
These displays are in the form of banners, communication board stickers at bedsides, posters and a Call for Help instruction video accessible in public areas throughout Western Health and on the internet.

There were 39 Calls for Help in 2019/20, 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.



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.

Managing Deteriorating Patients cont ...

Western Health's Deteriorating Patient Committee (DPC) monitors the activity of the Rapid Response and Call for Help Systems and works on their continuous improvement.

Emergency Physician David Alexander (pictured below) is Chair of this Committee and shares his thoughts on the DPC and Best Care.



"We want people to feel comfortable escalating patient care. Deterioration comes in many forms: mental health, cognition, physiological deterioration ... it is very broad. It's not just looking at inpatients, but everyone on site, including members of the visiting public.

We have rapid response systems in place to attend to all types of deterioration and the DPC reviews the personnel, processes and equipment to ensure we have the right responses at the right time to each of those areas.

A lot of our work is around tracking performance, looking at the data around met calls, code blues, calls for help and urgent clinical reviews, to ensure that we not only maintain our standards but also improve and challenge ourselves further in specific areas.

The DPC has broad representation from clinicians, managers, quality, education and a consumer. We are a cross campus committee, who meet monthly and who also oversee a number of other sub-committees.

We want to make sure all staff, particularly more junior staff feel comfortable and confident to escalate patient care.

We work closely with staff to ensure they are able to identify which patients might be at risk of subsequent deterioration, and better understand how they can use outreach services to help diagnose and manage these patients.

We encourage a collaborative workplace that is supportive of all staff and we provide education so staff know how to handle what can be very complex patients. It is essential staff feel empowered to escalate patient care to deliver Best Care."

live **BEST CARE**

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)

The organisation-wide implementation of the EMR has provided the opportunity to enhance support for acute deterioration detection, clinical decision making and escalation. The EMR provides prompts when physiological markers are within escalation criteria and alert messaging for MET/Urgent Clinical Review on the EMR has been customised to align with Western Health escalation procedures.

EDUCATION AND TRAINING

The Western Health Centre for Education has supported several multidisciplinary programs focusing on training staff in recognition and response to clinical deterioration. These programs are supported by Western Health's Simulation facilities and 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.



live **BEST CARE**

Managing Deteriorating Patients cont ...



ADULT RESPONDER RESUSCITATION TROLLEYS



In February 2020 Western Health updated code blue response trolleys at Footscray and Sunshine Hospitals with standardised state-of-the-art responder equipment.

This initiative also involved developing a process for responders to override lifts to attend codes in the shortest time possible.

SEPSIS PATHWAY PROJECT

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

The program aimed at improving management of sepsis (the body's overwhelming and life-threatening response to infection) has produced some impressive results at Western Health, including a reduction in admissions to Intensive Care Units and shorter lengths of stay in hospital.

The median time for administering antibiotics to septic patients also fell to below 60 minutes, representing an increase in those treated within best practice timeframes.

The Adult Sepsis Pathway has been integrated with the service's Electronic Medical Records system, and has been rolled out across a variety of clinical areas including wards and emergency departments.

CRITICAL CARE OUTREACH

A Critical Care Outreach Team, comprising the ICU Liaison Team, Coronary Care Nursing Team and the Anaesthetist Team, was established in the midst of the COVID-19 pandemic to provide enhanced support to the ward teams to minimise and manage patient deterioration, and to provide a rapid clinical response in the event of code blues and MET calls.

This team has risen to the challenges of health care in COVID-19 times and their hard work inspires others to strive for improvement in the delivery of patient care.





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