

QUALITY ACCOUNT

2022 - 2023

live BEST CARE

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Western Health acknowledges the Traditional Custodians of the land on which our sites stand. The Wurundjeri Woi-Wurrung, Boon Wurrung and Bunurong peoples of the greater Kulin Nation. We pay respects to Elders past, present and emerging. We are committed to the healing of country, working towards equity in health outcomes, and the ongoing journey of reconciliation. Western Health is committed to respectfully listening and learning from Aboriginal and Torres Strait Islander people and wholeheartedly supports their journey to self-determination.

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 consumers, 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.

These qualities became more valuable than ever to our response to the COVID-19 pandemic. In the darkest days of COVID-19, Western Health was Australia's pandemic 'ground zero', providing inpatient care for almost half (46 per cent) of all COVID-19 cases in Australia and 24 per cent of all ICU cases during the first and second waves.

Unfortunately, COVID-19 remains a factor we continue to take into consideration to provide a safe environment for our staff, consumers, volunteers and the public. Based on our experience and evidence, Western Health has now moved to a COVID-19 response sustainability matrix, and has focused on delivering care that was delayed due to the pandemic.

Significant projects to enhance best care 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.

We have also continued our journey to enable a business as usual model for the monitoring, review and enhancement of consumer care against the National Quality and Safety Standards across Western Health, with many examples in this publication.

Our initiatives to provide Best Care receive positive feedback from those who matter most – our consumers, 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.

We were also pleased to receive the acknowledgement of our peers at the 2022 Victorian Public Healthcare Awards where we had four of our initiatives to provide Best Care as finalists, and three winners on Awards night.

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@Western Health.org.au.



Rolyn Batter Robvn Batten Chair of the Board, Western Health



Russell Harrison Chief Executive, Western Health





About Western Health



Western Health is the major healthcare provider to one of the fastest growing - and most diverse - regions of Australia

OUR COMMUNITY:

Melbourne's western suburbs are rapidly growing. The catchment population is nearing 1,000,000 and the birth rate and movement into this region means strong growth will continue into the years ahead.

Our communities are culturally rich, with members speaking more than 150 different languages and dialects. Yet, while proudly diverse, people from across our suburbs face significant challenges. Many experience substantial social and economic disadvantage, with higher than average unemployment and a large proportion of our population experiencing financial hardship.

Our population has higher than average rates of cancer, heart disease, stroke and mental illness, with diabetes and depression also significant population health issues. And our community is ageing, with frailty becoming a significant challenge to independent healthy living.

Western Health has a strong philosophy of working with its local community to deliver best care. We span a number a number of municipalities and value our relationships with each local government.

OUR PEOPLE:

Employing 12,000 staff and over 700 volunteers, there is a focus on enabling and supporting the culture and capability of all people across the organisation. A large proportion of our staff are from the western suburbs, or live locally, further entrenching Western Health in the communities we serve.

Our growing health service has long-standing relationships with health providers in the western region of Melbourne, as well as strong affiliations with numerous colleges and academic institutions.

OUR SERVICES:

Western Health manages public hospitals at St Albans, Footscray, Williamstown, Sunbury and Bacchus Marsh & Melton.

A comprehensive, integrated range of clinical services are provided from our sites ranging from acute tertiary services in areas of emergency medicine, intensive care, medical and surgical services, through to sub-acute and aged care and onsite and virtual ambulatory clinics. Our services include oncology, renal, women's health (including maternity), chronic disease, geriatrics and cardiology.

We provide a combination of hospital, community based and in reach services to aged, adult and paediatric consumers and newborn babies. WH also offers mental health and drug health and addiction medicine support through its inpatient and community drug health services.

Underpinning our world-class clinical care is Western Health's commitment to research and education. The Western Centre for Health Research and Education, based at Sunshine Hospital, provides a range of purpose built, state of the art teaching, research and simulation facilities. It is home to the Western Clinical School for Medicine and Allied Health in partnership with the University of Melbourne and also houses researchers, academics and educators from Western Health, Victoria University and the University of Melbourne.





What we do on a typical day

life BEST CARE

951

consumers are cared for overnight

inpatients are discharged

babies are welcomed into the world

meals are served

150

consumers require an interpreter service

35

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









420

consumers attend our three emergency departments

951

consumers see a doctor in an outpatient clinic

400

community providers partner with us to provide care

135

consumers are dialysed in our dialysis units

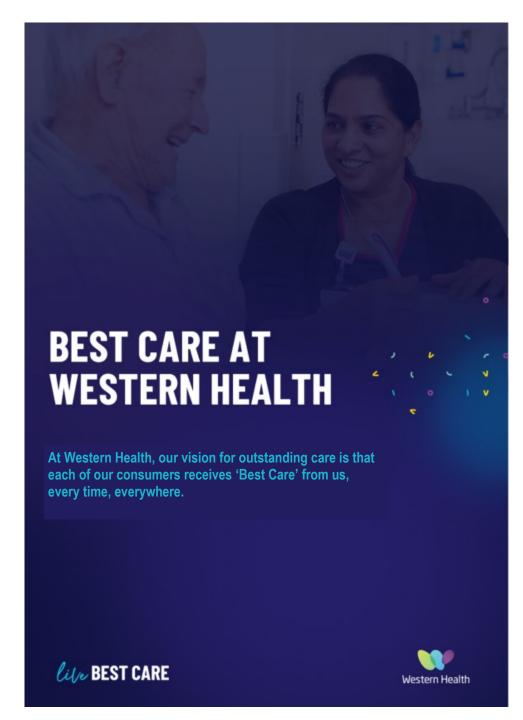
115

consumers are in substitution programs at home

307

Consumers receive care provided in their home





life BEST CARE

What is important to consumers and their families about receiving Best Care is the foundation of our Vision.

The following statements reflecting what best care means to consumers guides 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 (Person-Centred Care)
- I receive help, treatment and information when I need it and in a coordinated way (Co-ordinated Care)
- I receive care that makes me feel better (Right Care)
- I feel safe (Safe Care)

To ensure we can provide the Best Care, we need to translate these statements into day-to-day behaviours and actions to improve and apply quality systems supporting person-centred, co-ordinated, right and safe care.

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









CONSUMERS

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

CO-ORDINATED CARE

I am seen and treated as a person

I receive help, treatment and

co-ordinated way

information when I need it and in a

I receive care that makes me feel

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

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

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

I keep consumers from harm

I engage with and put consumers first when making decisions

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

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

I promote a culture of safety

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



SAFE CARE

RIGHT CARE

I feel safe

better





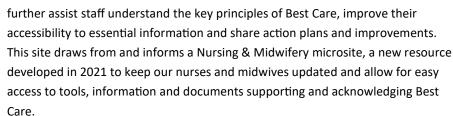
QUALITY SYSTEMS



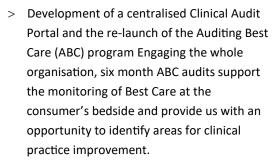
Quality systems that support our staff to lead, drive and create Best Care are grouped under five headings, with 'Consumer First' at the centre

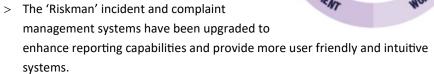
A number of initiatives have been undertaken over the past 12 months to enhance our Quality Systems supporting Best Care. These include:

- > The PROMPT system for PPGs went live for all WH staff in November 2022. The PROMPT platform has a well-developed search function which makes it easier for staff to find and utilise PPGs.
- > A new and improved Western Health Live Best Care microsite was launched in late 2022 to



> A rapid-delivery project to enhance Western Health's Performance Dashboards has been undertaken over the past 12 months. The Performance Dashboard Project has been an exciting opportunity to develop, test, and deploy a prioritised set of online dashboards. We have been able to convert mass amounts of data into easy to navigate overviews, enabling staff to analyse performance indicators and develop actionable insights.





- > Western Health in partnership with Victoria University have developed a digital Recommendations Register to ensure there is a co-ordinated approach to following through on all recommendations from adverse patient events, audits, coronial findings and other sources.
- > Western Health in partnership with the Victorian Managed Insurance Authority (VMIA) have implemented a 'Best Care Excellence & Improvement Program' (BCEIP). The main focus of this program is to utilise learning modules aimed to move the organisation from contemporary quality and safety thinking to a proactive thought process using Safety-II methodology.
- > WH has also piloted 'LifeQI', an online quality improvement (QI) platform that supports teams to run QI projects and organisations to report on QI activity.







CONSUMER EXPERIENCE

life BEST CARE

To provide Best Care, we must be able to see care from the perspective of our consumers, their families and carers, and the community we serve.

Consumers can share their experiences and suggestions for improvement through the avenues described on this page.

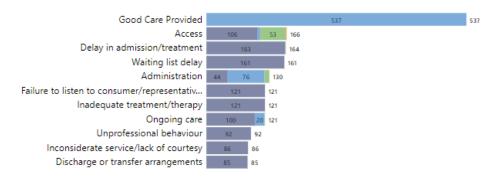
To enhance these methods of feedback, we have implemented a consumer centred phone service with direct answer of calls during business hours.

We have also developed online feedback dashboards that help us to provide timely response to feedback and identify feedback themes.

The key feedback themes from the last 12 months are noted in the graph below.

THEME COUNT BY FEEDBACK TYPE

Feedback Type Complaint Compliment Enquiry Suggestion





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



Talk to a staff member or volunteer



Talk to our feedback team on 1800 31 96 31



Ask to be contacted by a Best Care Co-ordinator



Email us at: feedback@wh.org.au



Fill in a consumer 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 consumer experience if approached by staff as part of our Consumer Story Program & co-design improvement initiatives



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

CONSUMER EXPERIENCE cont ...

life BEST CARE

Complaints Management

Western Health is committed to best practice in managing complaints and consumer advocacy. Best Care Co-ordinators assist consumers, relatives, friends or appointed representatives in the complaints resolution process. The 1800 consumer feedback contact number and the feedback email support appropriate feedback allocation to areas within the organisation.

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

Over the past 18 months we have implemented a number of strategies to improve the timeliness of responding to complaints.

This has included expanding and redesigning the role of our feedback team, as well as linking them with specific clinical areas.

We have also upgraded our processes and systems supporting the reporting and timely follow-up of complaints.

The follow graph shows we are currently following up and responding to complaints within our target of 30 business days 94% of the time.



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 consumers. 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 the words and images of appreciation from a primary school child expressing their gratitude for the care provided to their father during a recent admission.

"Dear hospital workers,

I would like to say that you saved my dad and I appreciate that. He wasn't feeling well.

I know that you work really hard to save lives.

Secondly you are so kind to help people.

I was wondering how do you remember which way to make people feel better?

Thank you

Yours sincerely





ASSESSING BEST CARE

like BEST CARE

We are continuing our journey to enable a business as usual model for compliance with external Standards for Best Care

National Safety and Quality Health Service (NSQHS) Standards

An independent assessment of how well Western Health translates Best Care from theory to practice was undertaken when we participated in an Accreditation survey against eight National Safety and Quality Health Service (NSQHS) Standards in 2020.

Following on from a successful survey outcome with all Standards met and no recommendations, we have continued our journey to enable a business as usual model for compliance with NSQHS Standards across Western Health.

To support this journey we introduced a 'Fab 5' Team for each NSQHS Standard in 2022. Each team has as a minimum five multi-disciplinary leads covering nursing, quality, medical, allied health and education. Our 'Fab 5' Teams support front-line staff, managers and aligned clinical committees to effectively monitor, review and improve care.

We are due to undergo our next accreditation survey against the NSQHS Standards before the end of 2023. In a change of direction for these surveys, we will be given 24 notice of when we will be visited, rather than undergo a scheduled visit.

National Aged Care Standards

Our residential facility, Grant Lodge achieved full accreditation without any recommendations following a short notice Aged Care Accreditation survey during February 2023.

The Assessment Team found Grant Lodge met all requirements of the 8 aged care quality standards.

The final report noted the service is clean, maintained and welcoming, and staff were observed interacting with, and providing support and services to consumers in a respectful and attentive manner.

There was a range of spaces for group activities and guiet leisure time, and consumers were observed participating in activities both indoors and outdoors within the facility.

Staff were found to be highly capable and competent, knowledgeable about consumers, and supported with supervision, appropriate

equipment, training and policies to effectively perform their roles.

Interactions between staff and consumers were observed to be friendly, respectful and caring throughout the assessment.





Russell Harrison, Chief Executive Officer shares his thoughts on **Accreditation and Best Care:**

"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

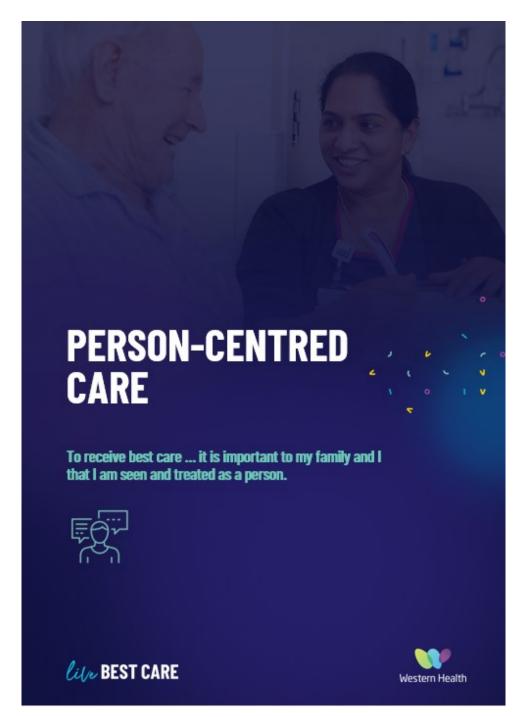
focuses on many standards and sub-standards, and we've distilled all that down into our framework of person-centred care, of safe care, of the right care, and care that's provided in a co-ordinated way.

The really positive message from our Accreditation surveys is that when surveyors are out talking to our staff and our consumers and our volunteers, they talk the language of Best Care. It might be subtly different in different places but the Surveyors are 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 are living it, talk about it, work in those four key areas of care we enshrine through our framework means 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".









"I AM SEEN AND TREATED AS A PERSON"

The following statement on what person-centred care means to consumers 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 personcentred care.

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

I am seen and treated as a person

To ensure we can provide person-centred care, we aim to see the person in the consumer and provide care that is welcoming, respectful and designed to engage consumers 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. Executive Director of **Nursing & Midwifery shares his** thoughts on Person-Centred Care:

"Person-centred care means we treat each consumer as an individual, and 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 consumer, and making sure 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 consumer and their experience of health care.

We want consumers and their families to feel informed, educated and involved in their care. We went them to feel empowered; we want them to feel they're part of the decision making process in terms of their care, and we want them to feel genuinely cared for and treated as the individual person they are".

Measuring a positive consumer 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 consumers 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 consumer experience.

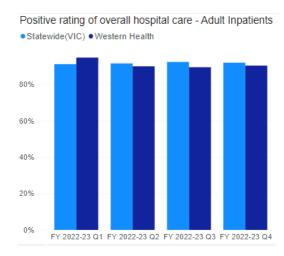
We use overall consumer care ratings from the survey as part of a person-centred care performance dashboard presented to our Best Care Committees and the Board.



life BEST CARE

The following graph reflects the VHES overall experience rating for people discharged from our adult inpatient wards from 1 July 2022 - 30 June 2023.

The following graph shows consumer satisfaction ratings on overall hospital care have been above or slightly below the average of Victorian public hospitals over the past 12 months.







Comprehensive Care



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

OUR APPROACH

The National Comprehensive Care Standard supports Western Health to provide Person-Centred Care.

Programs and strategies that support comprehensive care at Western Health include:

- > Comprehensive policies, procedures and guidelines to support delivery of Comprehensive Care
- Comprehensive Risk assessments to identify consumers at increased risk of harm.
- > Comprehensive Care Plans (IPOC) and Electronic Medical Record (EMR) order sets to help support delivery of Comprehensive Care
- > Performance Dashboards providing real time data on falls, pressure injuries, nutrition and delirium to drive improvement
- > Comprehensive Care Clinical Nurse Consultant inpatient services
- > Online Comprehensive Care WeLearn modules
- Bimonthly WH newsletters on Falls and Pressure injury prevention
- > Annual training days for Falls, Pressure injury, Delirium and Nutrition champions.

OUR IMPROVEMENTS

We are proud of the following achievements for 2022/23:

- > Our pressure injury, falls prevention, nutrition and delirium champion programs
- > The development of an Electronic Medical Record Ward Overview Page to communicate the identified risk profile of ward consumers
- > The development and roll-out of a suite of new and revised Comprehensive Care WeLearn (staff education) Modules
- > Roll-out of new Comprehensive Care assessment and planning education at the bedside.
- > Multiple optimisations of our Electronic Medical Record to improve the quality and completion of risk assessments.
- > Launch of new Comprehensive Care performance dashboards
- > Development and progression of a suite of Comprehensive Care Clinical Practice Improvement **Plans**
- > Supporting local ward Comprehensive Care projects to improve consumer outcomes
- > Supporting the development of Comprehensive Care plans (IPOCS) across the whole consumer journey

- > Facilitating a Health Service Falls Collaborative with 15 other health services to discuss barriers and enablers in implementing World Hospital Falls Prevention Guidelines.
- > Appointing a malnutrition dietician to identify and support consumers at high risk of malnutrition
- > Developing a new suite of Comprehensive Care risk assessment and care planning tools at Bacchus Marsh Hospital







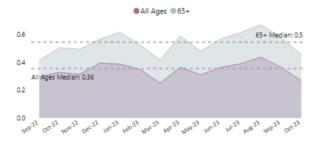
Improving Comprehensive Care cont ...

WHAT OUR DATA TELLS US

Falls

As reflected in the graph below falls in hospital remain most prevalent in consumers over the age of 65 years. Western Health has experienced stubbornly high consumer fall rates, including peaks during COVID surges.

Inpatient Falls Per 100 Bed Days By Month



A Western Health Falls Improvement plan and framework was released in April 2022 outlining 70 action items of which 66 have been completed. These included the establishment of a Falls champion program, now with over 100 staff trained as falls prevention experts in all clinical areas.

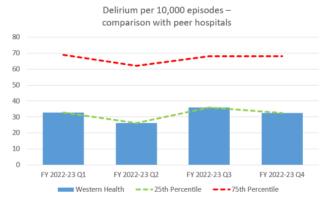
A Falls Improvement Plan for 2023-24 has been developed, with a strong focus on staff training and education.

In August, Western Health facilitated an inaugural Health Services Falls Collaborative, with 15 health service attending to discuss the increasing number of falls across the health sector and evidence-based falls strategies. This has created a community of practice and sharing of ideas.

Delirium

Delirium is a state of sudden confusion and disorientation in which a person's thinking becomes unclear, and they may have trouble focusing, remembering things, or understanding what's happening around them.

As reflected in the graph below, Western Health compares favourably with like health services for instances of delirium in hospital, a reflection on the risk assessment and management tools in place across our organisation. Note: with this type of graph, it is positive to be below the green line or between the green and red lines.



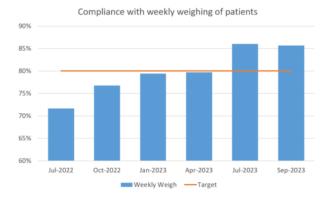
Within the past year, our Delirium Champion program has been relaunched and increased completion of our Delirium WeLearn module has been noted.

A Delirium online dashboard has also been developed and we have access to delirium related clinical indicators through a new Victorian Agency for health Information hospital-acquired complication dashboard.

life BEST CARE

Nutrition

As reflected in the graph below, there has been good improvement in compliance with weekly weighing of consumers in hospital, a key tool in the identification and management of the risk of malnutrition.



The development of the nutrition dashboard has assisted clinical areas to identify opportunities for improvement.

An increase in education on the importance of weighing consumers on admission and weekly has contributed to improved practice.

Displaying weights on the Ward Overview page has also enabled clinical inpatient areas to quickly identify consumers that have not been weighed Implementation of the Red Dome program continues to support the identification of consumer requiring assistance with feeding.



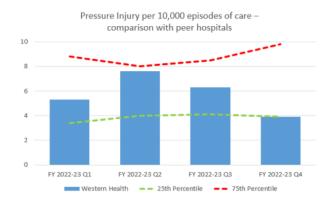


Improving Comprehensive Care cont ...

Pressure Injuries

The following graph shows we have made good inroads into reducing our rate of hospital-acquired pressure injuries over the second half of 2022-23 and Western Health compares favourably with peer hospitals.

Note: with this type of graph, it is positive to be below the green line or between the green and red lines.



A Western Health Pressure Injury Improvement Plan for 2023-24 has been developed and has a strong focus on staff training and development.

The Pressure Injury Prevention Champion program has trained over 110 local experts and continues to support clinical practices and improve use of equipment and tools aimed at preventing pressure injuries or increased severity of injuries. This training has resulted in an increase in pressure injury identification and subsequent reporting.

In response to the data, Western Health coordinated a Stop The Pressure multi-site expo in November 2022, focusing on preventing pressure injuries on the foot. Together with Pressure Injury Prevention resources and ongoing education, we are seeing a reduction in serious hospital acquired foot pressure injuries.

Behaviours of Concern

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

Our staff reported over 400 occupational violence incidents in 2022-23, with 35% of these resulting in a staff injury, illness or condition.

Over the past year, we planned a Occupational Violence and Aggression (OVA) International Conference. Industry leaders joined us for a full day conference uncovering effective interventions to break the cycle of OVA in healthcare.

The conference shared insights into Western Health's multi-award-winning staff safety program 'Predict, Prevent, Priority: Safety', including our locally developed and multi-award winning Behaviours of Concern risk assessment tool.



life BEST CARE

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.

These initiatives have supported a downward trend in the incidence of unplanned Code Greys (emergency codes for assistance with violent behaviour), with a resultant increase in planned code responses through an improved understanding of consumer behaviours, early intervention and presentation.

Safe Wards Model

In 2022, Western Health launched the SafeWards Model in a pilot program encompassing two general wards. This initiative, an exploratory and adaptable series of evidence -based nursing interventions, has been designed to augment existing principles of good nursing practice and further promote person-centred care, reduce restrictive practices and improve staff safety.

The pilot program was met with resounding success, vielding positive results in fostering a culture of respect, inclusion, and collaboration, and also in mitigating the occurrence and impacts of occupational violence (OV). In light of the success of the SafeWards pilot, Western Health are planning to integrate this Model into day-today care practices.





Improving Care for Aboriginal & Torres Strait Islanders



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

While the Aboriginal and Torres Strait Islander population in the Western region is relatively small compared to the non-Indigenous population, WH acknowledges Aboriginal Victorians experience poorer health outcomes on a range of measures than the wider community.

WH is an official signatory to the National Close the Gap Statement of Intent, and in line with this commitment, we actively support the objectives and priorities of the Victorian Government's Korin Balit-Djak Aboriginal Health, Wellbeing and Safety Strategic Plan 2017-2027.

In April 2023, Western Health's Board of Directors issued a statement in support of First Nation self-determination, drafted by our Wilim Berrbang (Aboriginal Health Unit) team in consultation with Aboriginal staff and members of the Aboriginal community.

Supporting Cultural Safety

Western Health's Aboriginal Health Cultural Safety Plan 2022-25 was launched in November 2022, following consultation with our Aboriginal Health Steering Committee, staff, stakeholders and Aboriginal and Torres Strait Islander community. The Plan builds on successful implementation of our past Aboriginal Health Cultural Safety Plans and Employment Plans.

Over the past 2 years, we have significantly expanded the size of our Aboriginal Health Unit, Wilim Berrbang. Members of the Wilim Berrbang team identify as Aboriginal and/or Torres Strait Islander and have close and productive relationships with the Aboriginal

community. The Wilim Berrbang team now has Journey Walker positions, nurses who acts as care co-ordinators for our Aboriginal Community. The team also includes a Research Fellow, which is jointly appointed via Western Health and Deakin University, to undertaken Aboriginal Health and workforce related research.

WH have Aboriginal Cultural Awareness E-learning modules for all new staff and managers and provide 'in person' education via Inservice training. Over 2,500 WH staff and volunteers have undergone cultural awareness training to-date.

Health Equity

WH is committed to working towards health equity by providing ongoing support to Aboriginal consumers and their families through Wilim Berrbang and tailored care delivery models such as our award winning Aboriginal and Torres Strait Islander Outpatient Clinic. Through the use of research undertaken in partnership with Deakin University, WH identified barriers our community experience in accessing care and incorporated the feedback and learnings into the design and implementation of this Clinic.

In 2022, The Baggarrook Yurrongi program, which revealed that maternity care for First Nations mothers and babies can be improved through access to culturally safe continuity of midwifery care, won an external Award for Excellence in Indigenous Engagement.

The project was led by Latrobe University in partnership

with Western Health via our Galinjera program, the Victorian Aboriginal Community Controlled Health Organisation (VACCHO), the Royal Women's Hospital and the Mercy Hospital for Women.

As part of the project, continuity of midwifery care was offered to women having a First Nations baby, with remarkable program uptake. Over 700 women having a First Nations baby have received the innovative program.

Supporting First Nations Employees

The community we serve is home to more than 7000 people who identify as Aboriginal or Torres Strait Islander. One of the ways we can enhance employment outcomes is by supporting First Nations employees to thrive in their roles.

We held our first Community of Practice for staff who identify as Aboriginal and/or Torres Strait Islander in May 2023, to ensure they can provide meaningful input into areas such as recruitment, retention, organisational policy, cultural events and cultural support.







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



ABORIGINAL OUTCONSUMER CLINIC

At WH Aboriginal people are more likely to be referred to outpatient services but less likely to attend these appointments, compared to non-Indigenous consumers.

Based on data from Aboriginal consumers and carers and health care professionals working with the community, as well as input from WH's Aboriginal Health Steering Committee, a new, innovative Aboriginal Health Clinic was designed for WH.

The Clinic runs weekly at Sunshine Hospital, with its design addressing accessibility, utilisation and engagement issues by providing:

- > Coordinated health services by general medicine including cardiology, nephrology, endocrinology and diabetes, respiratory medicine, and gastroenterology.
- > Coordinated speciality medical reviews and facilitation of referrals internally and externally to WH to best meet the consumer's needs.
- Advice on medications from pharmacists
- Emotional, social and cultural support
- Culturally appropriate physical environment/spaces
- Culturally aware and trained staff
- Support with transport: taxi vouchers and no-cost parking
- > Improved appointment scheduling and reduction in wait times
- > Provision of food for consumers and carers
- > Referrals to Aboriginal Community Controlled Organisations and mainstream community health services.

Electronic referrals for the clinic are received internally and from external sources. Self-referrals are accepted and all referrals are triaged by a Clinical Nurse Consultant.

Clinic appointments are tailored to each consumers' individual needs in order to optimise consumer care and maximise appointment efficiency and effectiveness. Consumers often undergo pathology and/or medical imaging on the morning of their appointment prior to attending the clinic.

Consumers are scheduled to see a Medical Officer most suited to their health conditions. This may be a General Medicine doctor or a Cardiologist, along with other team members that may be beneficial to their care requirements. The key to the service is preparation, collaboration and flexibility.



87% of booked consumers have attended the Aboriginal Outpatient Clinic since it commenced, compared to only 65% attending WH outpatient clinics previously.

Positive feedback on this initiative has been received from consumers, their families and staff.

"It is nice to know something is being done for Indigenous people. I feel more comfortable in the outpatient clinic than at other clinics at the hospital as it is more accepting of my culture. I feel more safe and relaxed. I feel OK to ask questions. The good thing is the doctors, and the nurses know about Indigenous people. People from the country have different ways to urbanised Aboriginal people and they know and respect this.

The staff come and meet me at the entrance with a wheelchair and get me a taxi to get there and home again. They wait with me until the taxi comes. I feel so safe because the Aboriginal workers are there, and I know them, and they know me. I like that I get to see lots of different doctors on the day, and I am not running here and there and everywhere.

The clinic is fantastic, and it is such an improvement" W.C., 62 years

An example of consumer feedback is provided below:

The Aboriginal Outpatient Clinic won an award at the Victorian Public Healthcare awards announced in November 2022.





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 consumers 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 consumers and staff.

Our volunteers support Best Care at Western Health in a number of ways including assisting consumers and visitors find their way around our hospital sites, sitting with families during times of grief, helping consumers 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 weren't able to be on site for significant periods during the COVID-19 pandemic, they were still providing wonderful support by, for example making face masks, shields and scrub bags.

With COVID-19 restrictions easing, it has been wonderful to see many of our volunteers return to our sites, often being the first friendly face on arrival for consumers, visitors and staff alike.

Volunteer Commitment

For many elderly and people with disabilities in the Moorabool Shire, the Consumer Transport Program (CTP) is their only means of attending medical care, getting groceries, and meeting their other social needs.

The dedicated Western Health CPT volunteers provide over 500 hours of transport through thousands of rides every year.

All volunteer drivers possess the specific skills that are required to fulfil this role, which include undertaking St Johns first aid training and orientation skills to navigate local areas and the city of Melbourne.

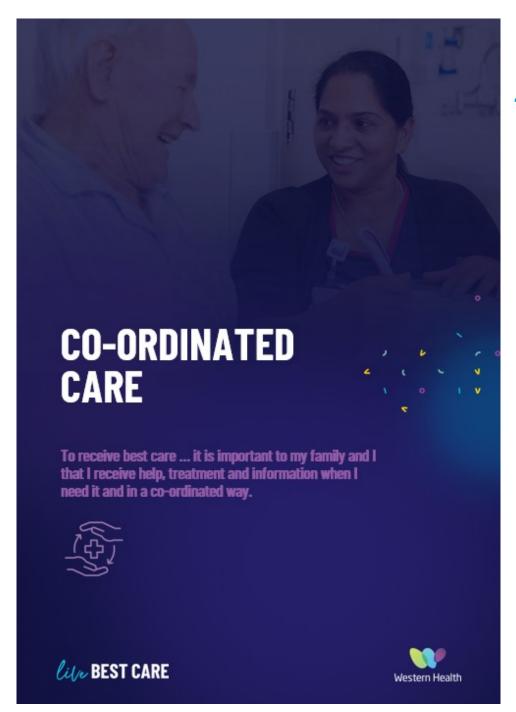
In particular, our drivers performed above and beyond in their role to support the community during COVID, giving assurance to elderly, frail and people with a disability that they would arrive safely and on time to their various medical appointments.

They have since expanded their transport services to reconnect people into their community.











"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 consumers and their families was written in partnership with our consumers, and guides how our frontline staff provide co-ordinated care, how our managers & senior clinicians lead coordinated 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 coordinated way

To ensure we can provide co-ordinated care, we aim to provide prompt access to consumer services, with a smooth 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.

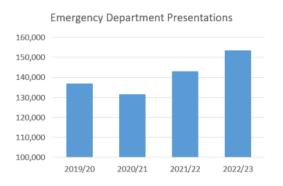
Emergency Care



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

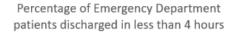
Providing timely access to emergency care continues to present our health service with big challenges.

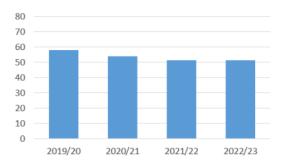
As reflected in the graph below, there has been a large increase in the total number of consumers attending our three emergency departments (EDs) over the past vear.



High demand within Emergency Department (ED) facilities not designed to care for this many consumers, more acutely unwell consumers (including more ambulance arrivals) and long waits for mental health consumers to access beds continuously impact upon our capacity to provide timely emergency care.

This is reflected in the following graph on the percentage of consumers discharged from Western Health EDs in less than 4 hours.





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

These include alignment of a senior clinical decision maker upfront to commence treatment earlier, revised daily operating and data management systems to promote visibility and escalation of consumer flow, enhanced transit lounge capacity, enhanced bed capacity and targeted weekend discharge teams to support increased numbers of consumers ready to go home do so earlier.

Involvement of Western Health in the State-wide Timely Emergency Care Collaborative has supported the identification and progression of these types of initiatives.

Mental Health comes to Western

The past year has seen continued high numbers of mental health consumers waiting more than 24 hours in our emergency departments. Construction is complete on a new mental health and wellbeing unit which has the capacity to support up to 52 beds.

On Saturday 1 July, Western Health became a designated Mental Health Service and a number of mental health services previously run by NorthWestern Mental Health and some of the Mercy Health services to our catchment officially became part of our health service.

Over 670 staff spread across 16 mental health services joined Western Health on 1 July 2023.







Surgical Care



Over the past year, we have been engaged in a range of initiatives to provide timely planned surgery

Meeting Planned Surgery Targets

A number of initiatives have supported the achievement of Western Health's planned surgery target for 2022-2023 of over 13,000 consumers.

These include:

- Implementing the Planned Surgery 'Catch up' program activity for 2022-2023 resulting in close to 1,000 planned surgeries completed. A catch up program was required due to the pauses in planned surgery during COVID-19 surge periods.
- Commencement of an Enhanced Recovery After Surgery (ERAS) program
- Allocation of endoscopy sessions at the new Mercy Health Rapid Access Hub in Werribee
- Participation in the 'The Waitlist Project', a collaboration with Victoria University and supported by State Government funding. Work completed as part of this project resulted in a reduction to the number of consumers awaiting surgery, with its success driving a major boost to the relationship between Western Health and Victoria University.
- Establishing a partnership with Private Health Services to conduct more than 600 surgeries for consumers waiting on Western Health's Planned Surgery Waiting List. This initiative will continue over 2023-2024.

Developing the Day Case Surgery Program, safely and appropriately converting surgeries that would normally require an overnight stay to only requiring a day stay.

As well as meeting our surgery target for 2022-23, we also achieved a reduction of 50% for consumers on Western Health's Long Waiting List for planned surgery.



Day Case Surgery Program

Inspired by successful practices in other countries, and to alleviate the strain on hospital beds following COVID -19, Western Health introduced a new approach for consumers undergoing laparoscopic cholecystectomy or hernia repair surgery.

The project involved applying a criteria based on evidence and benchmarking from international health systems to identify suitable consumers for same-day

surgery rather than an overnight hospital stay.

The project resulted in the conversion of 308 consumers who would have stayed overnight to day surgery cases. These consumers were able to recover in the comfort of their own homes while simultaneously freeing up hospital beds.

No additional at home support was required in comparison to a multi-day stay consumers, demonstrating the recovery for same day care was not impacted by the earlier discharge.

Consumer feedback on the initiative has been positive, as demonstrated by the following example: "I loved it, being able to go home the same day was great. It meant I was comfortable at home and could be with my family."

The Same Day Discharge Project improved consumer access to surgery, reducing length of stay and bed pressure, enhancing consumer satisfaction, promoting the benefits of same day surgery, supporting equitable healthcare, and setting the foundation for further expansion.

The project showcased the benefits of timely and efficient surgical care while optimising resources and improving consumer outcomes.

This initiative has been effectively communicated to other health services across the state, inspiring them to initiate their own day case projects.



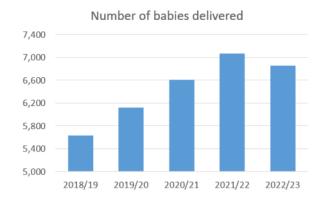


Maternity and Neonatal Care



Our community has one of the highest rates of birth in Australia, with an average of just over 570 babies delivered at Western Health per month

Close to 7,000 babies have been delivered over the past year at Sunshine and Bacchus Marsh Hospitals. Over 6,400 of these births occurred at Sunshine Hospital, an 8% increase from when the Joan Kirner Women's & Children's facility (pictured right) opened in 2019. As a Level 6 (Tertiary) Service, this facility is the second largest single site maternity service in Australia.



To support activity and decrease the number of very unwell newborns needing to be transferred for the highest level of care, the number of intensive care (Level 6) cots increased at the Joan Kirner facility from 4 to 6 in May 2023.



Midwifery Care supported by Research

Homebirths, obesity in pregnancy, breastfeeding rates, and postpartum haemorrhage are just some of the 20 midwifery research projects underway at our health service.

Professor Linda Sweet, the inaugural Chair of Midwifery in the Deakin University - Western Health partnership said one of the projects she's most proud of is the adoption of a UK-based triage system for women attending our Maternity Assessment Centre.

Since introducing the triage system, the waiting times for women to be assessed have dropped from 96 minutes to 35 minutes and Prof Sweet says it has made "a huge difference".

"Women are being triaged appropriately rather than on a first-come, first-serve basis" Prof Sweet says.

Innovation Enhances Support

The soaring rates of diabetes in pregnancy is concerning. In Melbourne's west up to one in four women are diagnosed with the disease.

One of the health implications is that women with diabetes are less likely to breastfeed, or do so for a shorter period than other mothers.

Access to trusted information has never been more important, which is why our staff developed an online innovation to support consumers and their families.

The new website is providing advice tailored specifically to new mothers with type 1 and 2 diabetes, helping to improve their access to evidence-based information.







Communicating for Safety



We recognise the importance of effective communication to support continuous, co-ordinated and safe care for consumers.

OUR APPROACH

Western Health's comprehensive approach to Communicating for Safety draws upon the requirements of National Standard of the same name and supports the monitoring, review and improvement of safe care.

Programs and strategies to help support communicating for safety include:

- > Communication learning packages to support staff knowledge and use of effective communication techniques.
- Reviewing clinical incidents to look for themes around clinical communication and identify areas for improvement.
- > Clinical handover protocols to support good communication between our healthcare teams and clear documentation of consumer information.
- > The use of an electronic medical record to help ensure consumer information is easily accessible and up-to-date, which can improve communication between the healthcare team.
- Key roles and responsibilities related to consumer identification processes across clinical and clerical workflows.



OUR IMPROVEMENT

We are proud of the following achievements for 2022/23:

- > Implementation of the second phase of our Electronic Medical Record (EMR) which has brought more clinical services into the one EMR to increase visibility of the consumer journey and to reduce fragmentation of information
- > Using EMR data to develop a new suite of access and quality and safety online dashboards to support timely and safe care.
- > Standardisation of handover tools used by our staff
- > Using the EMR to support staff to have a consistent approach to clinical handover of care.

- > The extensive and active involvement of Language Services across Western Health to ensure consumers and their carers and families are kept informed about clinical care and treatment planning
- > Updating 'What Goes Where' staff resources to help staff navigate to the relevant source of information to ensure they have the full picture of a consumer's healthcare journey
- > Re-establishing routine audits (eg Consent, Handover) to inform improvement approaches
- Updating and standardising consumer communication boards across Western Health







Communicating for Safety cont ...

life BEST CARE

Electronic Medical Record Expansion

Phase 2.1 of our EMR has successfully gone live across our Sunshine, Williamstown, Sunbury and Footscray Hospital sites.

The roll out involved the Emergency Departments, Theatres, Newborn Services, Specialists Clinics, Cancer Services and Intensive Care Units transitioning to the EMR Phase 2.1 functionality to facilitate and document consumer care. This project also involves continuing the rollout to Maternity and other important optimization work over the next few months.

Four years in development, the go-live included thousands of staff completing training.



LISTENING TO CONSUMERS

Engaging consumers in their care and sharing their stories helps us to enhance Best Care.

This is Gwenda's story:

Gwenda is a 78 year old woman who was admitted overnight from Footscray Emergency Department after becoming unwell at home with a suspected chest infection. She takes a number of medications including regular pain relief because this helps to keep her arthritis pain managed. She has established a regime at home which she finds works for her and fits in with her day's activities. It's important for Gwenda that she is able to continue to work as a volunteer at a community group.

Gwenda is relieved that the antibiotics she is receiving via IV will begin working as she was worried that she was just not getting better. The nurse allocated to Gwenda overnight asked her important questions about her health and safety and asked about the medications she takes.

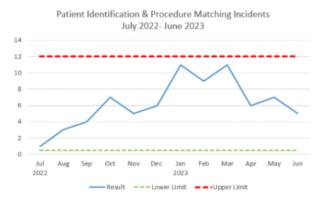
When the am shift started, the two nurses and Gwenda participated in a handover of care and Gwenda was able to raise her concern that she didn't have her regular pain relief. The bedside handover provided a systematic walkthrough of Gwenda's current health situation, clinical problems and the plan of care using EMR data to highlight areas for clinical focus, including follow up with the medical team and the ward pharmacist to ensure that Gwenda's pain management was prioritized so that her goals for care are met. This information is going to be used as part of her discharge summary which will ensure continuity of care back in the community from her physio and GP.

WHAT OUR DATA TELLS US

Consumer Identification

Consumer identification is crucial for providing safe and effective healthcare. It ensures that each individual receives the right care, medications, and treatments, while minimizing the risk of errors.

As shown by the following graph, the number of reported consumer identification and procedure matching related incidents over 2022-2023 was low. Reported incidents were near misses or minor incidents that caused no harm to consumers.







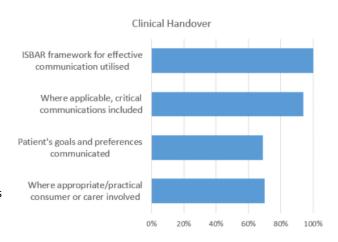
Communicating for Safety cont ...

Clinical Handover

Clinical handovers are vital for consumer safety. They enable clinicians to exchange critical information about a consumer's condition, treatment, and needs when there is a change of staff shift or transitioning care. Effective handovers ensure continuity and prevent mistakes.

The ISBAR tool is a valuable asset in clinical handovers. It stands for Identify, Situation, Background, Assessment and Request. Western Health uses ISBAR to help clinicians communicate efficiently and ensures crucial information is passed accurately. It's a simple but effective way to support best care. Following expansion of the use of our Electronic Medical Record (EMR), more staff and services are supported to consistently apply the principles of ISBAR to clinical handovers.

The following graph shows that of two hundred and sixteen episodes of clinical handover (nursing, medical and allied health) audited recently, there was good use of ISBAR and communicating of critical care information. There is an opportunity however for enhanced focus on consumer goals and preferences and their involvement in handover.



Discharge Planning

Discharge planning and communications are essential for Best Care. They help ensure a smooth transition from the hospital to home or another care setting. By coordinating post-hospital care and medications, it enhances consumer recovery, reduces readmissions, and promotes overall well-being. In essence, discharge planning is a key part of comprehensive and effective healthcare.

The Victorian Health Experience Survey (VHES) includes consumer 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.

life BEST CARE

The following graph shows the percentage of our consumers who provided very positive responses to questions on discharge planning, care and communication from 1 July 2022 to 30 June 2023. Our results have been close to, but consistently below, the Department of Health target.



Western Health continues to upload consumer information to the Australian My Health Record, a secure and centralised online system storing important health information for consumers. The Australian Digital Health Agency has launched its first consumer mobile application ('My Health'), which enables users to more easily access My Health Record information.

At a local level, Western Health continues to explore better ways of sharing health care information with the General Practitioners (GPs) of consumers using our health care services.





Community Connected Services



We continue to increase our community and home-based care, where appropriate and preferred, by consumers.

Western at Home

Western Health's community based care services have continued to evolve under our Western Home program. In 2022/23, we:

- Expanded our Hospital in the Home (HITH) program from 35 beds to 50 beds with a flexible model which allows the service to expand further on demand.
- Increased the number of Geriatric Evaluation and Management (GEM)@Home beds with the ability to flex with demand.
- Developed the Neurology Rehabilitation @Home program to support the early transition of consumers home following a neurology event such as stroke.

Sunshine campus, further enhancing the collaboration with the Western @Home team and inpatient units. Community based services are popular with consumers and reduce avoidable emergency department / hospital presentations.

We also established the Western @Home 'Hub' at



Decision Support

Western Health launched a clinical decision support tool (Odyssey) in November 2022 as part of our Residential in Reach program. The tool supports nurses when triaging calls from consumers and residential aged care facilities to ensure optimal care and avoid the need for emergency department/hospital presentations.

Telehealth

The development of Telehealth services during the COVID -19 pandemic has opened up opportunities to provide more timely care options.

Over the past 12 months, we have developed the Endocrinology & Diabetes Telehealth Rapid Access Clinics (Endo TRAC) to increase Western Health's capacity to review consumers with Endocrinology care needs resulting in a significant reduction in waiting times.

Priority Care Centres

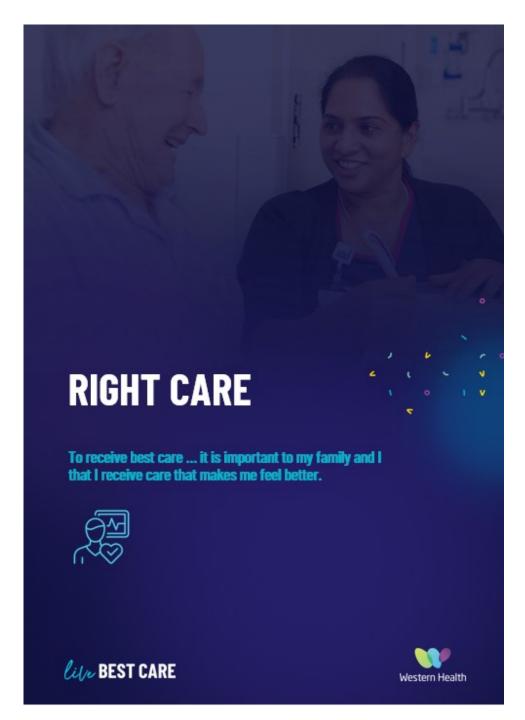
Sunshine and Maribyrnong Priority Care Centres have opened and are supporting the demand for emergency consumer care in the west. Priority Primary Care Centres partner with nearby hospital emergency departments to provide free care for people with conditions that require urgent attention but not an emergency response. This includes conditions like mild infections and burns. suspected fractures or broken bones. They also offer pathology and imaging services.

Developing Community Hospitals

Major milestones have been met for design and construction of the Point Cook and Sunbury Community Hospitals to deliver Western Health services as part of a broader and seamless consumer journey within the community.

This includes completion of the detailed design process for Sunbury Community Hospital and early works at Sunbury completed at the end of July 2023.







"I RECEIVE CARE THAT MAKES ME FEEL BETTER"

The following statement on what right care means to consumers 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 we can provide right care, we aim to provide appropriate, equitable and effective care for each person.

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

Fit-for-purpose Facilities



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

NEW FOOTSCRAY HOSPITAL

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



We have taken important steps toward the development of our new \$1.5 billion Footscray Hospital, with schematic design completed and construction well progressed. Co-design of the new hospital environment with consumers, carers, staff and the community is a key feature of the new hospital build.

The new Footscray Hospital recently celebrated a big milestone. With the main hospital building reaching structural completion and 'topping out'. Cranes that have lined the skyline are progressively coming down.

All cranes are expected to be removed from the site by the end of the year.

More than two million hours of work have been carried out. And around 150,000 tonnes of concrete poured. The focus will now shift to the façade and internal fitout. With the hospital expected to reach completion in late 2025.

The new Footscray Hospital will have more than 500 beds, treating almost 15,000 extra consumers and allowing almost 20,000 extra people to be seen by the emergency department each year. There will also be more outpatient, mental health, palliative care and surgical services.

NEW MELTON HOSPITAL

A new hospital for Melton will make sure more Victorian's in the state's booming west can get the care they need.

The 2022-2023 Victorian Government Budget included an investment of \$981 million in a new Melton Hospital to be run by Western Health. Once completed, the new hospital will have capacity to treat 130,000 consumers each year and see almost 60,000 consumers in the emergency department.

The Victoria Government has announced two shortlisted consortia invited to develop proposals to design, construct, and maintain the new Melton Hospital. A final consortium is expected to be selected next year with design development and construction to begin shortly after.

Community feedback will help shape the development of the new hospital, with input from online surveys, information sessions and targeted workshops with key community groups.





Partnering with Consumers for Right Care



Western Health is committed to partnering with consumers in the design, delivery and evaluation of our healthcare systems and services

OUR APPROACH

Western Health's comprehensive approach to Partnering with Consumers draws upon requirements of the National Standard of the same name and supports the monitoring, review and improvement of quality care. Programs and strategies to help support partnering with consumers include:

- > Our Consumer First Framework (pictured right) and supporting Systems
- > Frameworks and Plans supporting Diversity, Equity and Inclusion
- > Dedicated roles such as the Operations Manager of Diversity and Inclusion, and the Manager of **Consumer Partnerships**
- > A Consumer First Committee with consumer representation
- > Resources and procedures to support Consumer First Systems
- > Orientation and Learning Packages designed to support staff understand the value of partnering with consumers and how to do this effectively.
- > A consumer advisor workforce to engage in and support consumer participation activity
- > In-house and externally sponsored opportunities for consumers to provide feedback on best care
- > Engagement of consumers in service co-design and development activity.

OUR IMPROVEMENT



We are proud of the following achievements for 2022/23:

- > Re-instating our Consumer First Committee
- Commencing consumer engagement forums for the New Melton Hospital
- > Increasing the number of consumer representatives supporting our operational Best Care Committees
- > Appointing our first WH Lived Experience Advisor, with a Victoria first focus on acute and subacute care

- > Welcoming Mental Health and Correctional Lived Experience Advisors &/or consumer representatives to Western Health
- > Further development and implementation of Plans supporting Cultural Safety and Diversity, Equity and Inclusion
- > Reviewing and updating 300 documents in our Consumer Information library
- > Reviewing our consumer information posters and consumer information booklets
- > Reviewing our consent processes and further developing aligned audit programs
- > Promoting opportunities for our staff to welcome and inform consumers to wards and departments and partnering in their healthcare

CONSUMER STORY

"I had minor surgery in March 2023. I just wanted to say a huge thank you to every single person I came into contact with on the day, including the admissions nurse, the theatre team and the recovery team.

Everyone was so kind, professional, thorough and compassionate and made me feel so comfortable. I was actually quite nervous but everyone took the time to have a chat and make me feel more comfortable.

Cannot say enough, how impressed and appreciative I was of the care you provided me. Thank you!"





Partnering with Consumers for Right Care cont ...

CONSUMER ADVISORS

Western Health has a strong consumer advisor workforce to engage in and support consumer participation activity.

Consumer Advisors engaged in committees at Western Health play an integral role in reviewing existing strategies for partnering with consumers and setting priorities for action.

They provide input on committee work plans, including Best Care committees, the Community Advisory Committee (CAC) and diverse communities committees such as the Disability Advisory Committee, LGBTIQ Committee and Aboriginal Health Steering Committee.

We now have more consumer advisors on our Best Care Committees than ever before and aim to ensure our advisors reflect the diversity of the community we serve. A lived experience advisor is a person who provides guidance and insights based on their own personal experiences. They offer valuable perspectives and advice because they've personally gone through similar situations.

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 LANGUAGE NEEDS



Western Health employs in-house interpreters in the most common 10 languages to provide an efficient and effective service to Culturally and Linguistically Diverse consumers attending our health service.

The most common ten languages at Western Health are: Vietnamese, Arabic, Burmese, Greek, Cantonese, Mandarin, Spanish, Italian, Serbian and Croatian.

All other languages are sourced through an agency. Telephone interpreting is available after hours 24 hours day/7 days per week.

life BEST CARE

During the COVID-19 pandemic most of the interpreting services have been provided via video or telephone. However, since November 2022 face to face interpreting has resumed and Protective, Personal Equipment (PPE) guidelines are still followed as required by the health service.

In 2022-2023, we received almost 43,000 reguests for interpreters and were able to meet 98% of requests.

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 Consumer Information Review Panel, are involved in the development and review of information that is used to support consumer 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 consumers.

Over the past year we have reviewed and updated our Consumer Information Library.





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.

Strengthening Response to Family Violence

We have been running a Strengthening Hospitals Responses to Family Violence (SHRFV) program for several years and a new opportunity will see Western Health as regional lead continue to progress Family Violence initiatives both locally and across partner services within the Western Metropolitan region.

Our SHRFV program has produced a range of podcasts over 2023 focusing on family violence related topics to further inform and educate across the service and community. The podcasts have been well received by both internal staff and external services.



Western Health's Perpetrator Responses Family Violence services at Melton and Caroline Springs underwent a successful Human Services Standards (HSS) accreditation audit in March 2023. Assessors highlighted the positive impact of the program for participants who completed Behaviour Change Programs, and the leadership and support within the Family Violence Program.

Supporting Inclusivity, Diversity & Equity

Western Health has formed a Gender and Sexuality Working Group to support and inform decisions relating to inclusivity, diversity and equity. Western Health's Gender Equality Action Plan was identified as an example of good practice by the Commission for Gender Equality in the Public Sector (CGEPS). Active work and research has been undertaken to implement Unconscious Bias training as well as the development of further e-learning offerings and a suite of resources and campaigns to continue educating in the field of gender equality.

Supporting health care in the Custodial setting

From 1 July, Western Health began providing primary health care at Victoria's only maximum-security women's prison, located in Ravenhall. Our new Custodial Health team of more than 80 staff, recruited from late February 2023, are involved in delivering this new service at the Dame Phyllis Frost Centre.

Among them are General Practitioners, registered and enrolled nurses, Aboriginal liaison officers and allied health professionals.

A Custodial Health transition team has worked hard to prepare for this new model of service provision for Western Health, including members of our team shadowing the previous health provider at the prison to be fully prepared for handover.

Disability Action & Inclusion

Western Health has been liaising with our community to develop a new 2023-2026 Disability Action and Inclusion Plan.

The following is the response from eighty-one consumers about what best care feels like for people with a disability.



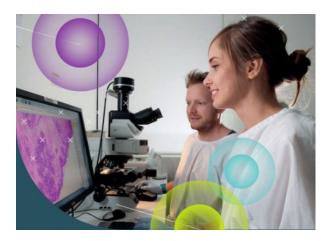




Supporting Best Care through Research



Western Health continues to secure funding grants and develop partnerships to support the important research that can benefit our consumers and community.



Over the past 12 months, Western Health has secured over 3 million dollars in funding grants relating to prevention of neonatal respiratory distress with antenatal corticosteroids prior to Elective Caesarean section in women with Diabetes.

We have also secured a major research funding grant relating to implementation of a co-designed exercise and fall prevention program for older people from culturally and linguistically diverse backgrounds.

A research collaboration between Western Health and Deakin University has resulted in the Pump Access for Mothers (Project PAM), an Australian first low cost breast pump hire program. The goal was to remove financial barriers for families in the Neonatal Intensive Care Unit so they could access a breast pump.

The results were very positive, with increased breastfeeding at hospital discharge and very high maternal satisfaction. This research has acquired global attention.

Western Health has also strengthened collaboration with universities, including successful funding and publications with Southern Denmark University, Odense University Hospital (COVID-19 research), and Aarhus University, Denmark, where Western Health recently added a joint PhD scholarship.

In addition, Western Health has signed the 'Torch Recruit agreement' and confirmed Western Health representation on the Board. Torch Recruit will utilise algorithms to identify suitable consumers within GP practices that may be eligible for participation in a Western Health clinical trial, increasing our ability to identify eligible consumers beyond outpatient clinics.

At the Forefront of Responding to Challenges of COVID-19

In the darkest days of COVID-19, Western Health was Australia's pandemic 'ground zero'.

Western Health provided inpatient care for almost half (46 per cent) of all COVID-19 cases in Australia and 24 per cent of all ICU cases during the first and second waves of the pandemic.

Our community was heavily impacted by the pandemic, due to the cultural, social and economic diversity in Melbourne's west.

In an incredible show of strength and agility, our staff rose to the challenge of caring for consumers, researching the virus and its impacts, and devising innovative new approaches to treatment.

Western Health was thrust onto the global stage thanks to staff ingenuity, headlined by the world's first identification of long COVID and an award-winning safety hood.

We are now in a unique position to investigate and solve the health challenges COVID-19 continues to present as they emerge.







Improving Health Outcomes

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TACKLING CHRONIC DISEASE

With pockets of extreme disadvantage, the diverse communities in Western Health's catchment are prone to higher-than-average rates of deadly conditions including cancer, diabetes, kidney disease, heart disease and stroke.

But the story is beginning to change as our staff study the worst affected communities in a bid to revolutionise treatment, management, diagnosis and prevention of many of these chronic diseases. Our efforts are gaining traction with a range of promising research and innovation underway, ranging from world-first cancer trials to digital tools in GP clinics and grassroots initiatives to prevent falls.

Future Health Today

Western Health Chronic Disease Alliance's Director, Associate Professor Craig Nelson, says Western Health is in a unique position to turn the biggest challenges of consumers into the largest opportunities for improved health outcomes.

"Rates of chronic disease in the west will far outstrip hospital capacity in the future, unless we do something now," A/Prof Nelson says.

"We need to do our best to stop people from coming to hospital by improving health outcomes for those populations carrying the greatest burden of disease."

One of the best ways to improve or extend lives is to prevent disease from developing in the first place.

Western Health is working closely with GP practices to improve detection, early treatment and management of chronic diseases at the community coalface.

One flagship program, Future Health Today, has led to the development of a digital tool that uses medical records to warn GPs when a consumer is at risk of cancer, chronic kidney disease, diabetes, heart disease and stroke.

The technology, a collaboration between the University of Melbourne and Western Health, automates the detection of disease, so it can be picked up earlier, and ultimately, improve health outcomes.



A/Prof Nelson, Western Health's Director of Nephrology (pictured above), says the innovation was initially developed in response to soaring rates of chronic kidney disease.

About 30 percent of people with the disease in the west go on dialysis within three months of diagnosis one of the highest rates in Australia. The digital tool has since expanded to other diseases and will be rolled out to further clinics.

WESTERN PUBLIC HEALTH UNIT

Western Health is one of three local Public Health Units (LPHUs) established in Metropolitan Melbourne. The Victorian Government announced a further twoyear funding commitment for LPHUs in the 2023/2024 State Budget. This affirms the government's commitment to a decentralised public health model, the transition of communicable disease control to LPHUs and ongoing scope in population health promotion.

The Western Public Health Unit (WPHU) is co-chair of the LPHU network collaborative and has led the submission of a Principles for Communicable Disease Integration paper to the Department of Health to guide the outcomes of the transition process.

The inaugural WPHU Health Promotion and Planning forum was held on 30 March 2023 bringing together in person over 74 attendees representing all WPHU eight local government areas, three community health services, and other stakeholders including the Department of Health.

The forum provided the opportunity to update on the WPHU Population Health Catchment plan and launch the Health Promotion Network to support collective action targeting the three WPHU Health Promotion priority areas of healthy eating and food systems, vaping and climate change.



Monitoring Variance in Clinical Practice

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OUR APPROACH

Western Health systematically monitors the appropriateness and effectiveness of health care by routinely collecting, analysing and reporting healthrelated information.

Data collection methods used within Western Health include:

- > Clinical audit a systematic, critical review of the quality of clinical care against explicit criteria or recognised standards. We have a schedule of clinical audits that are undertaken across our health service each year to support monitoring of care.
- Clinical quality registries organisations that routinely collect, analyse and report on healthrelated information. The clinical registry organisations feed this information back to our clinicians to inform clinical practice and decision making.
- Monitoring against Clinical Care Standards a small number of quality statements that describe the care consumers should be offered by health professionals and health services for a specific clinical condition in line with current best practice. We review these Standards against our clinical practice to identify and action opportunities for improvement.

> **Digital Performance Dashboards** - interactive dashboards that draw information on clinical care from consumer care systems such as the electronic medical record, and clinical quality registries and turn it into graphs that can be filtered from ward level to Board level to assist in the monitoring and review of care. We have a suite of digital performance dashboards that assist us in monitoring and improving best care.

Addressing variance in obstetric care

Over the past year, Western Health has undertaken a number of improvement initiatives to decrease the occurrence of perineal tears. A perineal tear is a medical condition that can occur during childbirth.

These tears can cause discomfort. pain, and may require medical attention, including sutures for proper healing.

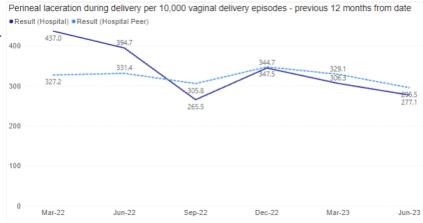
These initiatives included:

- > Application of the National Clinical Care Standard for Perineal Tears to guidelines / practice at Western Health
- Involvement in the Safer Care Victoria Perineal Tears Collaborative

> An application (EVE) to inform and educate women on measures to prevent / reduce the incidence of perineal tears

- > Birthing skills stations run weekly
- > Reflective interviews with midwives and obstetricians involved in incidents of perineal tears
- > Multi-disciplinary review of all perineal tears
- The introduction of rounding and huddles in birthing

The graph below shows a significant reduction in perineal lacerations informed by initiatives such as those described on this page. Pleasingly, we now compare favourably with our peers







Appropriate use of blood and blood products



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.

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 consumers. Risk generally falls into two main categories: procedural errors and reactions.

OUR APPROACH

Western Health's comprehensive approach to Blood and Blood Product Management draws upon requirements of the National Standard of the same name and supports the monitoring, review and improvement of coordinated care.

Programs and strategies to help support Blood Management include:

- > Informed consumer consent for blood and blood products
- > Use of key performance indicators, incident and adverse reaction reporting, and audits to review and enhance blood and blood product management
- > Blood and blood product policies, procedures and protocols which support clinical practice in line with National Consumer Blood Management Guidelines
- > Participation in the Victorian State Haemovigilance Reporting Scheme.
- > Blood product and transfusion medicine educational resources for clinical and ancillary staff

- > Optimisation and conservation of consumer's own blood
- > Equipment and processes to minimise blood and blood product wastage

OUR IMPROVEMENT

We are proud of the following achievements for 2022/23:

- > Return of the Blood Management Newsletters distributed to all staff members, providing updates on upcoming changes or matters (previously on hold due to Covid-19)
- > Our new team of Blood management Clinical Nurse Consultants
- > Our progress towards managing our risks and improving consumer identification practice
- > Integration of Bacchus Marsh & Melton blood management processes and forms into WH systems and policies
- > Launching our new blood management dashboard for data reporting
- > Our progress to ensure emergency supplies of blood and blood products at Bacchus Marsh Hospital
- > Increasing the completion of training for Blood management & safety
- > Improving the systems and equipment used for transport and storage of blood and blood products



OUR CONSUMER FOCUS

Western Health aims to adopt the person-centred care approach, which ensures consumers are involved in their own care throughout their inpatient stay.

Documented informed consent to blood product administration is required for all consumers and guidelines are available for the care of consumers who refuse blood products.

Consumers are actively involved in decisions concerning blood transfusion and information about blood products and transfusion is provided and available on the hospital intranet site and the WH Internet for consumers and health professionals. This information is from authoritative sources and available in multiple languages including those common to the Western Suburbs community.





Appropriate use of blood and blood products cont ...

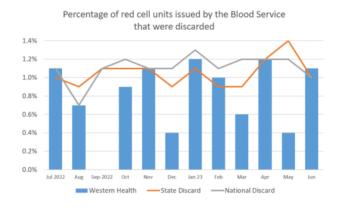
Wastage of Blood Products

Red blood cells which are prescribed for consumers who have anaemia are the most frequently transfused blood product at Western Health.

Donated red blood cell units have a life span of 42 days after which time they cannot be given to consumers and must be discarded. For this reason, we work very closely with our pathology service providers 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 below, Western Health's red cell unit discard rate is consistently lower than one or both of the State or National discard rates.





Appropriate Use of Blood Products

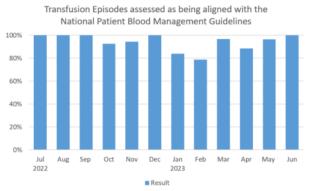
Australia has one of the safest blood supplies in the world, however the transfusion of blood products is not without risk and can lead to complications and adverse outcomes for consumers. Blood transfusions should only be given if the potential clinical benefits outweigh the potential risks to the consumer.

As part of our Blood Management clinical audit program we undertake regular audits of transfusion episodes to review:

- Alignment of our practice against the National Consumer Blood Management Guidelines
- Documentation of clinical indication for transfusion

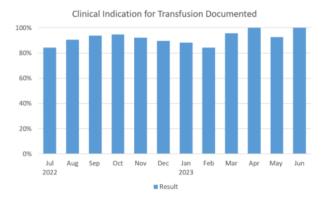
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Of the two hundred and eighty three red cell transfusion episodes audited between July 2022 and June 2023, 94.3% were assessed as being aligned with the National Consumer Blood Management

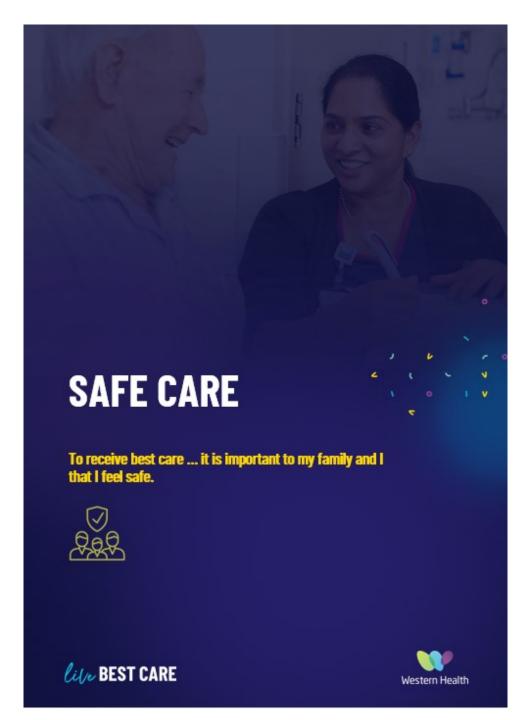


Guidelines.

Of the three hundred and eighty three transfusion episodes audited between July 2022 and June 2023, 92.19% had clinical indication for transfusion









"I FEEL SAFE"

The following statement on what safe care means to consumers 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 we can provide safe care, we aim to design and deliver care and services to minimise the risk of consumer 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

Western Health is committed to supporting a culture that

promotes:

The reporting of adverse events by all staff >

- Timely and ongoing communication with > consumers and carers when an adverse event occurs
- > 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 considered to be a Severe Adverse Consumer Safety Event (SAPSE). These events are reviewed with greater rigour and structure, often including an external reviewer.

In 2022/2023, 11 consumer adverse events with a severity rating of 1 (severe harm) and 80 events with a severity rating of 2 (moderate harm) were reported at Western Health. 30 of these events (that occurred between November 2022 and June 2023) were determined to meet criteria for a SAPSE.

Sentinel Events are potentially wholly preventable adverse events that result in permanent harm or death of a consumer. These require notification to Safer Care Victoria.

Western Health has remained compliant with Safer Care Victoria requirements for reporting and investigating these incidents. There were two incidents that met criteria for a Sentinel Event in 2022/23.

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The following changes have been implemented in 2022/23 in relation to the management and review of adverse consumer safety events:

Statutory Duty of Candour

Following the introduction of Statutory Duty of Candour (SDC) legislation in November 2022, Western Health has additional obligations for the management and reporting of SAPSEs. This includes making a genuine apology to the consumer/family, allocating a Dedicated Family Contact (DFC), offering the family the opportunity to ask questions, and the offer of provision of an outcome report to the family following investigation completion.

Clinical Council

A Clinical Council has been established (replacing our previous Serious Adverse Events Committee) and has been implemented to note investigations and reviews completed, and to provide governance and review of recommendations developed from SAPSE events. Consumers are present on Clinical Council as this is an integral part of Western Health gaining a consumer perspective

Consumer involvement

Western Health has continued to seek the involvement and perspective of consumers in the review of adverse consumer safety events.

For a sentinel event, an external consumer is always included on the panel, and this is often also the case for panel reviews of SAPSE events.

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 consumers at Western Health through participation in the state-wide People Matter Survey.

Within this Survey are a set of questions specifically focused on consumer safety. Staff responses against these questions help us to check whether systems and culture for Safe Care are strong.

2022 results showed Western Health rated in line with the average for Victorian health services for individual safety questions and met the Department of Health target for 'percentage of staff with an overall positive response to safety and culture questions'.

ADVERSE EVENTS

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







Preventing and Controlling Infection



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

OUR APPROACH

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 consumer placement and accurate recording of consumer 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



OUR IMPROVEMENT

We are proud of the following achievements for 2022/23:

- > The way all staff at WH have contributed to a COVID-19 safe environment and the introduction of a business as usual approach to COVID.
- Western Health continuing to benchmark highly against other Australian healthcare services and the national average for hand hygiene compliance
- Western Health being a leader in the state with 2023 Flu vaccine campaign results, with 95% of all staff having received the Flu Vaccine
- Meeting all 2022-23 Key Performance Indicators for surgical site infections surveillance with nil significant infection rates, and achieving zero central line infections in our ICUs

- The installation of RO (Reverse Osmosis) water in our Central Sterile Supply Departments (CSSD) at Bacchus Marsh & Melton, Sunshine and Williamstown sites.
- Interphase to our staff health EMR with the Medicare Australian Immunization Records
- Supporting planning for the safe transition of mental health services to Western Health
- The launch of Infection Prevention online dashboards
- > The installation of a computerized tracking system of reusable medical devices (RMDs) for Bacchus Marsh CSSD
- The introduction of the WH DIVA (Difficult Intravenous Access) pathway
- > The introduction of Peripheral Intravenous Catheter consumer information screen savers





Preventing and Controlling Infection cont ...

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LISTENING TO CONSUMERS

We are fortunate to have a consumer representative on our Infection Prevention Committee (IPC) who actively reviews and advises the IPC on issues related to providing information to consumers and carers.

The IPC consumer provided feedback about a complaint she received from her national consumer advocate role on the condition of a bathroom at Sunshine Hospital which had damaged floor vinyl and poor cleaning standards. This resulted in an internal investigation after which the affected bathrooms were rectified.

This was fed back by the consumer representative to the family member involved who initially raised the concerns. The family member was greatly appreciative of the prompt action.

WHAT OUR DATA TELLS US

Monitoring effective hand hygiene practices

The Western Health rate for observed correct hand hygiene practice for 2022/23 was 89% against a target of 85%

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

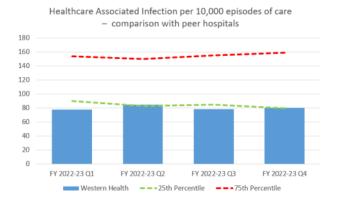
Maintaining good hand hygiene practice is taken seriously at Western Health and consumers are encouraged to enquire about whether their healthcare worker is following good hand hygiene practice.

Healthcare Associated Infections

Western Health submits data on infections acquired in hospital to the Health Roundtable, an independent knowledge-sharing group that provides detailed reports on a number of clinical indicators that compares our results against other health services.

As reflected in the graph below, Western Health's rate of healthcare associated infection compares well against other health services

Note: with this type of graph, it is positive to be below the green line or between the green and red lines.



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 consumer where a central line was in place. This is a serious condition, and may lengthen a consumer'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 no cases of CLABSI in 2022/23.





Preventing and Controlling Infection cont ...

Fighting the Flu and other vaccine preventable diseases

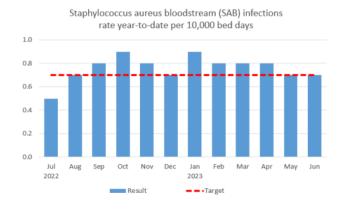
Vaccine preventable diseases such as measles. chickenpox and influenza are serious and contagious diseases that can lead to hospitalisation or even death. Healthcare workers may be exposed to, and pass on these diseases to consumers. Maintaining immunity in the healthcare worker population helps prevent transmission of these diseases to and from healthcare workers and consumers. Every year Western Health staff are encouraged to receive an annual influenza vaccination.

The overall influenza vaccination uptake for Western Health staff in 2023 was 95% against the state target of 92%.



Staphylococcus aureus Bacteraemia (SAB)

In 2022/23 Western Health's SAB rate was 0.7, a favourable result against a new state-wide target of no higher than 0.7



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.

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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.

SAB numbers increased during the COVID-19 pandemic to almost double from 13 cases in 2018-19 to 27 in 2022-23. It is thought this was brought about with the increased glove usage during transmission-based precautions caused by fear of COVID-19 self-infection and PPE practices with glove usage. The continuous use of gloves may have interfered with proper hand hygiene and aseptic technique, impacting on the number of SABs.

Several strategies including a series of talks, in-depth case reviews, Link group presentations, consumer stories, creation of a SAB Taskforce, and case studies back to individual wards to increase local awareness have been undertaken. As can be seen from the graph, these have impacted positively on the SAB rate.





Preventing and Controlling Infection cont ...

INFECTION PREVENTION DURING THE COVID-19 PANDEMIC

With WH being one of the most impacted organisations in Victoria and nationally during each wave of the COVID-19 pandemic significant infection prevention resources were implemented.

Two Infection Preventionists joined the COVID preparedness team for 6 months to prepare the organisation, and a standard and transmission-based precautions online module was developed for all staff.

A dedicated Coronavirus microsite with Quick Reference Guidelines, posters, training videos and communications was developed and regularly updated.

The Personal Protective Equipment (PPE) Champion program was initially developed to foster a 'Buddy' PPE system to keep each of the clinical staff safe. A PPE Spotter program was subsequently



implemented with training provided online.

Victorian COVID Safe workplace plans were undertaken and submitted to the Department of Health. WorkSafe Victoria would also undertake local audits.

Engagement from our Infection Prevention team was sought when setting up or expanding COVID testing sites in the community at one or more of our sites.

A dedicated Contact Tracing (CT) team was established and oversaw all internal consumer and staff contact tracing, with the Western Public Health Unit (WPHU) responsible for all community management and response.

Utilisation of the locally invented and Award winning

McMonty Ventilation Hood greatly supported the reduction in the number of hospital acquired infections with a fleet of over 190 hoods in use across the organisation. We



also made a significant investment in air purifiers in clinical areas and break rooms.

A dedicated team of medical staff undertook the clinical side of COVID response management 24/7 by reviewing all results, communicating them to clinical areas in real time, following up on newly identified staff cases with test results, approving rapid PCR testing, developing testing criteria, risk categorisation, de-isolation and bed allocation guidelines and communicating to treating teams.

Regular meetings were held several times per week to discuss outbreaks, issues across sites and for planning purposes.

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The Infection Prevention supported the WPHU with staff to go out to Residential Aged Care Units with COVID outbreaks to undertake reviews, provide support and report back to the aged care sector of the Department of Health

The Operations Manager of Infection Prevention participated as a guest speaker in two Safer Care Victoria forums around COVID and PPE given Western Health's experience as well as speaking at VICNISS (Victorian Hospital Acquired Infection Surveillance System) forums.

Unfortunately, COVID will continue to remain a factor we need to take into consideration to provide a safe environment for our staff, consumers, volunteers and the public.

Based on our experience and evidence, Western Health has now moved to a COVID Sustainability matrix.

This matrix aims to provide transparent and simplified guidance for our staff and volunteers, and includes the trigger points that we will use to inform guidance on:

- Mask use and visitor guidance
- How care practices change in wards/ departments where there is a consumer(s) with COVID or suspected COVID (SCOVID); and
- the definition of an outbreak ward, and control measures to be implemented if a ward/ department meets this definition.





Medication Safety



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

OUR APPROACH

Western Health's comprehensive approach to Medication Safety draws upon requirements of the National Standard of the same name and supports the monitoring, review and improvement of safe medication management practices. Programs and strategies to help support safe medication management include:

- > Medication Safety Clinical Governance Structure
- > Regular medication safety audits such as the Medication Safety Initiatives Audit and Drug Security Audit
- > Processes and procedures to support appropriate documentation of allergies and adverse drug reactions
- > Processes and procedures to support medication review of high risk consumers and to manage storage and supply of high risk APINCH medication

Our Medication Safety Committee (MSC) 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 consumers and ensures this information is communicated to consumers and their general practitioners.

OUR IMPROVEMENT

We are proud of the following achievements for 2022/23:

- > Regular medication safety slides and communication to our intern training program and nursing and midwifery educators
- > Constant engagement with consumer representatives on the Medication Safety Committee and the commencement of consumer story presentations at this meeting
- > Collaboration with our capital development team to plan and improve medication management at future sites

- Involvement in interstate benchmarking of innovative medication safety practices to inform Western Health future state strategies
- > Roll-out of Medication Safety Self-Assessment tools across all sites to review and improve medication safety
- > Growing our digital capability with the expansion of our Electronic Medical Record (EMR) systems
- > Developing a medication safety champion program across Western Health wards and departments
- > Roll out of bins to support appropriate disposal of medication waste
- > Development of a live Medication Safety Dashboard for staff to review, analyse and work towards reducing the number of medication errors in their areas.







Medication Safety cont ...

CONSUMER FOCUS ... we talk to consumers about their experiences with medication management and share this information to improve care. Karen presented to the Emergency Department (ED) with difficulty breathing and was admitted for care. Karen's story follows:

Tell me about your experience with how you are provided your medications

"I provided the ED team with a medication list I was given on a recent discharge from Western Health. Not all of my medications were recorded in the ED and I did not receive all of my usual medications until I was admitted. Some of the medications that were recorded in ED were not my usual doses. This has all been resolved now."

Do the staff check and scan your ID wristband before administering medication?

"The nursing staff check my ID band and ask what I am allergic to before giving medications."

Have you been provided with any information about your medications while in hospital?

"I have been seen by the ward pharmacist who reviewed my list of medication and crossed out the medications no longer required. This was a great help to understanding my medications."

Is there something you would like us to improve related your medications?

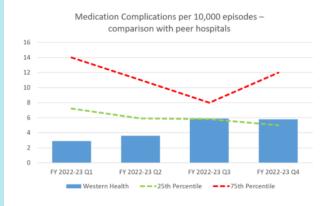
"I would like the doctors to inform the nurses when they change medications as the nurses are often confused about why the changes have occurred. I would also like to know when my medications have been changed or stopped."

WHAT OUR DATA TELLS US

Medication Complications

The following graph shows Western Health's rate of medication complications in 2022-23 compares well against other health services

Note: with this type of graph, it is positive to be below the green line or between the green and red lines.





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Consumer Information

The Victorian Health Experience Survey (VHES) includes consumer feedback on information provided on new medications.

The following graph shows the percentage of our inpatients who said staff always provided useful information about any new medication they were provided as part of their care. The figure of 72.2% covers consumer responses from April - June 2023. The line graph shows responses between September 2021 and June 2023.

The following graph shows consumer satisfaction with being provided useful information about new medication is similar to the average of health services across Victoria but there is still room for improvement.

> Staff always provided useful information about any new medications









Managing Recognition and Response to Acute Deterioration



Ensuring consumers 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.

OUR APPROACH

Western Health's comprehensive approach to Recognising and Responding to Acute Deterioration draws upon requirements of the National Standard of the same name and supports the monitoring, review and improvement of safe care.

Programs and strategies to help support recognising and responding to acute deterioration include:

- > Screening, assessment and comprehensive care planning to identify consumers at risk of acute deterioration, and develop appropriate monitoring, treatment and escalation plans.
- Escalation and emergency assistance processes (eg Urgent Clinical Review, Medical Emergency Team (MET) response, and Code Blue response. These include roles, responsibilities and accountabilities of multidisciplinary team members in recognising and responding to acute deterioration.
- Consumer and family escalation systems through 'Call for Help'.
- Supporting multidisciplinary programs that train staff in recognition and response to clinical deterioration inclusive of all consumer cohorts and ages available in multiple languages. The programs are supported by WH's Simulation facilities. Instructional videos available on intranet and internet. WeLearn training packages are available

on the WH Rapid Response System and Call for Help procedures.

OUR IMPROVEMENT

We are proud of the following achievements for 2022/23:

- > Our standardised systems across all WH sites, including acute resuscitation forms, rapid response systems, first responder and code trolleys, and emergency bedside equipment
- > Our commitment to multidisciplinary training in recognition and response of deteriorating consumer including simulation training, Welearn modules, increased junior doctor training and ongoing financial support to fund specialist training eg. APLS courses.
- > Data and performance dashboards which inform improvement initiatives, such as the Consumer alert dashboard for the ICU Liaison team
- Deteriorating consumer response during the COVID -19 pandemic
- > Investment and establishment of the Critical Care outreach Team
- > Seamless transition to the 2222 emergency code number in line with the State
- > Information technology upgrades to support rapid response

- > External collaborations focusing on improved outcomes for deteriorating consumers, such as delirium identification and management, sepsis management, post partum haemorrhage project, subacute and non-acute access and pathways (SNAP)
- > Improving focus on crisis resource management and communication skills during clinical emergencies
- > Roll-out of a 3 tiered deteriorating consumer response at Bacchus Marsh and Melton campuses
- > Updating of vital equipment such as new defibrillators across all sites
- > Completing the expansion of the 'Call for Help' program to cover Bacchus Marsh and Melton campuses







Managing Deteriorating Consumers cont ...

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WHAT OUR DATA TELLS US

Calls for Help

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

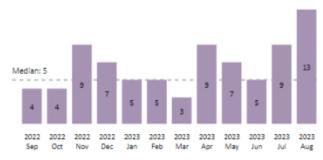
Our 'Call for Help' response works as a three step process:



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. The graph below shows the number of Calls for Help received per month. Following this graph is a breakdown of Calls for Help reasons.

These tell us clinical deterioration tends not to be the reason for the majority of Calls for help but it is encouraging that consumers are using the system to raise and see action against their concerns.

Calls For Help by Month



Call for Help Reasons:

- > Communication = 27
- > Concern or worry = 26
- > Delay in care = 15
- > Other = 12
- > Pain = 4
- > Clinical Deterioration = 1

Over the past 12 months, our 'Call for Help' program has been expanded to cover Bacchus Marsh Hospital and Melton Health sites.

Consumer Story

A Family placed a Call for help in one of our Intensive Care Units.

The family's concerns revolved around communication issues, confusion over plan of recovery and the family's preference to transition to comfort care if their father was not improving.



The ICU Liaison Nurse (LN) responded to the call for help. After spending time with the family and listening to their concerns, a family meeting was arranged.

The family were heard and involved in decision making. Together we were able to facilitate their wishes such as:

- > Moving their Dad to a single room in a ward with appropriate Goals of Care as agreed by family and treating teams.
- Ongoing connection with the ICU Liaison Nurse to touch base with family each day to offer the opportunity to ask questions.
- > Plan for a further family meeting in 2 weeks to consider next steps.

This case was typical of a call for help with communication being a central theme. Although we are unable to control the trajectory of the consumer's condition we were able to provide ongoing support to the family during this very difficult and challenging time.





Managing Deteriorating Consumers cont ...



WHAT OUR DATA TELLS US

Rapid Response System

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

The Rapid Response system is vital to identify deteriorating consumers.

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 consumer's deterioration and facilitating appropriate management such as Urgent Clinical Review or MET Call.

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



In 2023 our 3 tiered rapid response system used at Footscray, Sunshine and Williamstown Hospital was expanded to include Bacchus Marsh Hospital. All forms containing escalation processes were amended to reflect these changes. Policies, procedures and guidelines (PPGs) were also updated accordingly. Intensive education and training was provided to

Medical Emergency Team (MET) Calls

The graph below shows the Adult Consumer MET (Medical Emergency Team) Calls per month.

This graph shows that in 2022/23 there was strong use of the MET Call system, demonstrating that staff are identifying and escalating early signs of a consumer's deterioration and facilitating appropriate management.

Adult MET Calls by Month

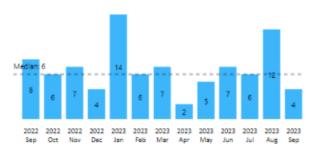


Code Blue Calls

The graph below shows the number of Code Blue Calls per month.

A low number of code blue calls supports the objective of our Rapid Response System to support the early identification and management of deterioration in a consumer's clinical condition by for example, Urgent Clinical Review or MET Call

Number of Code Blue Calls by Month











Together, caring for the West

FOOTSCRAY HOSPITAL Gordon Street Footscray VIC 3011 Locked Bag 2 Footscray VIC 3011 8345 6666

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

SUNSHINE HOSPITAL RADIATION THER-APY 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

BACCHUS MARSH HOSPITAL 29 - 35 Grant Street, Bacchus Marsh VIC 3340 5367 2000

GRANT LODGE RESIDENTIAL AGED CARE 6 Clarinda Street Bacchus Marsh VIC 3340 5367 9627

SUNBURY DAY HOSPITAL 7 Macedon Road Sunbury VIC 3429 9732 8600 JOAN KIRNER WOMEN'S AND CHILDREN'S AT SUNSHINE HOSPITAL Furlong Road St Albans VIC 3021 8345 1333

WILLIAMSTOWN HOSPITAL Railway Crescent Williamstown VIC 3016 9393 0100

MELTON HEALTH & COMMUNITY SERVICES 195 - 209 Barriers Road, Melton West VIC 3337 9747 7600

