

HEYWOOD  
Rural Health



QUALITY  
ACCOUNT  
2017

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*committed to the health and wellbeing of our community*

**RESPECT**

**Our Vision**

Heywood Rural Health is committed to the health and well being of our community

**INTEGRITY**

**Our Values**

**RESPONSIVENESS CARE**

## Acknowledgement:

*Heywood Rural Health would like to acknowledge the Traditional Owners of the Land in which we reside the Gunditj Mirring people and pay our respects to the Elders both past and present.*

*We would also like to acknowledge all Aboriginal people who reside in the Heywood area and wish to make it a priority to work with them and alongside them to ensure that our organisation is culturally competent and a place where everyone feels welcome and supported.*

Our theme for this year's Quality Account front cover reflects our organisation's mission statement; *"committed to the health and wellbeing of our community"*.



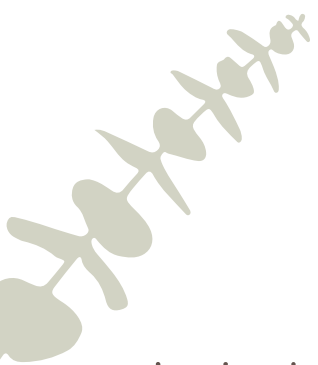
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## Heywood Rural Health

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# Welcome

## Part 1: Welcome to Heywood Rural Health's 2017 Quality Account

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2017 QUALITY ACCOUNT

On behalf of our Board of Management and our dedicated staff and volunteers, I am delighted to present the Quality Account for 2016/2017.

One of the pleasures in preparing this report each year is the opportunity to acknowledge the role of our staff who are constantly finding ways to improve the safety and quality of care and services we provide. This report demonstrates our commitment to safe, high quality healthcare and service provision for all of our residents, patients and clients either as individuals or as part of the community.

Our staff are proud of their work, proud of their workplace and passionate about the care they give. Every day they display our values of respect, responsiveness, care and integrity and are constantly putting our residents, patients and clients at the centre of everything we do.

Similarly, our volunteers across the health service enhance our patient, resident and client experience and support the delivery of quality care, safe environment and amazing activities. We have achieved a great deal in a short time and

I congratulate the staff at Heywood Rural Health and volunteers for their dedication and commitment in providing high standards of professional health care services to our community.

Winning the Victorian Healthcare Association (VHA) 2016 Workforce Innovation Award was a very proud achievement. For us, to win this award clearly demonstrates our ongoing commitment to improving the quality of care, access to services and ensuring the sustainable use of resources. The initiative was founded on a place-based and person-centred approach, to support locally derived solutions to meet the needs of our community.

Recruitment and retention of a General Practitioner for our health service and community remains the greatest challenge and our number one priority at Heywood Rural Health this year. We will farewell our current GP Doctor Rob Stewart at the end of the year. Rob has been at Heywood Rural Health for nine years and has gone above and beyond for this health service over that time. We would like to sincerely thank Rob for his years of service and wish him all the very best in his well-earned retirement.



The refurbishment project that is currently in progress will enhance the quality of care provided to residents by delivering the following outcomes:

- Appropriately sized, accessible and well located dining room
- Additional smaller dining area for small groups and family meals
- An enhanced activities therapy program facility
- Restoration of stormwater infrastructure
- Alterations required to adjacent outdoor areas including landscape and design of our outdoor areas for improved outdoor activity

Getting our information out to the community remains an important focus for us. To this end we have an active Facebook page, Annual Report, Quality Account, brochures and Consumer Advisory Committee, along with the more traditional Website, local newspaper and radio outlets that all carry our messages to inform the community; however we continue to take this opportunity to congratulate the staff and volunteers at Heywood Rural Health for making sure we surpass the expectations of our residents, patients, consumers and community in providing

the best services and care possible. Our thanks is extended to our Quality team, our Community Advisory Committee, former patients, residents, community and staff for their comments and contributions to this year's Quality Account.

We thank the numerous contributors to this year's report, with a particular thank you to the consumers who have agreed to tell their stories and share their experiences with the community.

We hope you enjoy reading the information and stories and look forward to hearing your opinion on the content. Your view is vital in helping us plan future services and informing where we need to improve.

I would like to recognise that this report is made possible by the significant contribution by both staff, consumers, carers and members of our community in showcasing our achievements in the last twelve months.

**Ros Jones**  
Chief Executive Officer

# Our Vision and Values

Heywood Rural Health is committed to the health and wellbeing of our community

- **RESPECT**
  - **RESPONSIVENESS**
  - **CARE**
  - **INTEGRITY**
- 

## Our Services

### Acute Care

- Urgent Care Service
- Post-Acute Care
- Palliative Care

### Residential Aged Care

- Residential Care
- Respite High/low care
- Palliative Care

### 6 Primary and Community Health

- GP services
- Physiotherapy
- HACC (Home And Community Care)
- Home Care Packages
- Occupational Therapy
- Podiatry Services
- Dietetics
- Diabetes Education
- Health Promotion
- Community Nursing
- District Nursing
- Australian Hearing Services

### Support Programs/Services

- Volunteer Program
- Meals on Wheels
- Active Program
- Eating with Friends
- Men's Shed Health Forums
- Aged Care Activities
- Delta Dogs

## Our Highlights - Servicing our community

Providing health care services that meet the needs of communities, our local health districts and networks are at the forefront of keeping people healthy and delivering care to our patients. Our focus is to put the patient at the centre of our care.

Our keynote activities include:

- Recipient of the Victorian Healthcare Association (VHA) 2016 Workforce Innovation Award
- Accreditation of our Aged and Acute Care and HACC Services
- Observed the International Day of Elimination of Violence against Women, known as White Ribbon Day
- Community fundraising events: Heywood Community Debutante Ball, Christmas Fete
- Implementation of TRAK electronic medical record
- Implementation of the Montessori Model of Care
- Implementation of our Primary Health Model with the establishment of a multifaceted Community Health Hub
- Sharing our services on Heywood Rural Health's Facebook page with over 3,400 followers
- Over 70% of staff participating in the 2017 People Matter Survey
- Transitioning to Health Purchasing Victoria (HPV) for all procurement
- Opening of our Wallace Alberts Meeting room, in memory of fallen digger Wallace 'Wally' Alberts who fought in Malaysia with the 4th Anti-Tank Regiment, Royal Australian Artillery.
- Endorsement of a Prevention of Violence against Women and Children Strategy
- Commenced construction works of our refurbishment project
- Participating in health promotion networks to support local initiatives
- Increased knowledge and uptake of contemporary testing regimes for Diabetic patients.
- Active member of the Winda Mara community network collaborative group.
- Promoting the benefits of a Multicultural service through the endorsement of Heywood Rural Health's Reconciliation Action Plan in partnership with the local ingenious community and Reconciliation Australia.
- Local school groups visits to our Aged Care residents.
- Implementation of electronic car booking system.



*In honour of fallen digger, Heywood Rural Health dedicated their community meeting room to Gunner Wallace 'Wally' Alberts.*



## Our Community Profile

Heywood Rural Health is situated in the town of Heywood, in the Glenelg Shire in the Western District of Victoria and falls within the Barwon Southwest Region of the Department of Health. In the 2016 Census, there were 1,726 people in Heywood. Of these 49.5% were male and 50.5% were female. Aboriginal and/or Torres Strait Islander people made up 7.7% of the population.

The most common ancestries in Heywood were Australian 35.7%, English 31.6%, Scottish 7.7%, Irish 6.4% and German 3.1%. Current statistics indicate 84.3% of people were born in Australia. The most common countries of birth were England 2.1%, New Zealand 2.0%, Netherlands 0.9%, Philippines 0.5% and Scotland 0.3%.

Heywood's service catchment area is identified as Heywood and the surrounding district that is served by Heywood Rural Health is Dartmoor, Casterton, and Merino. Each of these towns have small populations and a relatively isolated from main stream services.

At Heywood Rural Health, we have acute inpatients; 5 beds, Aged Care residents; 45 beds, comprising a combination of high and low care. We also have a Community Health Service hub, which includes a medical clinic, allied health and community nursing services, home care, meals on wheels and community transport support.

Heywood Rural Health is well supported by residents' families, staff and volunteers and the wider community. Our vision is to continue working with our community to create a positive enriched caring environment by working together to provide excellence in self care to our community.

Heywood Rural Health has been providing health service to our community from this site since 1957, when a six-bed hospital was established to provide invaluable quality health care. The hospital continued to expand its services, to include additional residential aged care beds.



Today, Heywood Rural Health supports a workforce of 129 employees with strong staff satisfaction, adding to the diversity of services we provide to our community. Our facility is funded by the Victorian Department of Health under the Small Rural Health Services flexible

funding model. In addition to funding received from the State, we receive funding from the Commonwealth Department of Social Services for aged residential care and community based services.



Winning the Victorian Healthcare Association (VHA) 2016 Workforce Innovation Award was a very proud achievement. For us, to win this award clearly demonstrates our ongoing commitment to improving the quality of care, access to services and ensuring the sustainable use of resources.



## Our Governance

### Board of Management

The Board of Heywood Rural Health is responsible for the governance of the organisation and ensuring all services provided comply with the requirements of the *Victorian Health Services Act 1988* and Heywood Rural Health's Strategic Objectives.

Board members serve in a voluntary capacity. The introduction of the Governance Evaluator has assisted significantly in evaluating the effectiveness and performance of the Board as a team, to ensure continued assessment of Heywood Rural Health's performance against our strategic objectives. Board members have undertaken additional governance training as required.

### Health Service Governance

Clinical Governance at Heywood Rural Health is based on the *Victorian Department of Health's Clinical Governance Policy Framework* and describes a systematic approach to maintaining and improving the quality of patient care delivered by our health service. The framework is a mandated platform and underpins our Statement of Priorities.

Monitoring of both clinical and non-clinical services delivered by Heywood Rural Health occurs at many levels across the organisation, with the Board of Directors, Leadership Team, Managers, Clinicians and staff taking responsibility and accountability for the quality of care, continuous improvements, minimising of risks, while supporting an environment of excellence in healthcare services.

Position	Name
Chair	Ms. Patricia McLean
Vice Chair	Mr. Phil Saunders
Board Member	Mrs. Lou Matthews
Board Member	Mr. Wayne Frost
Board Member	Mrs. Glenda Stanislaw
Board Member	Mrs. Cathryn Patterson
Board Member	Mrs. Debbie Keiller

# Our People

## People Matter Survey

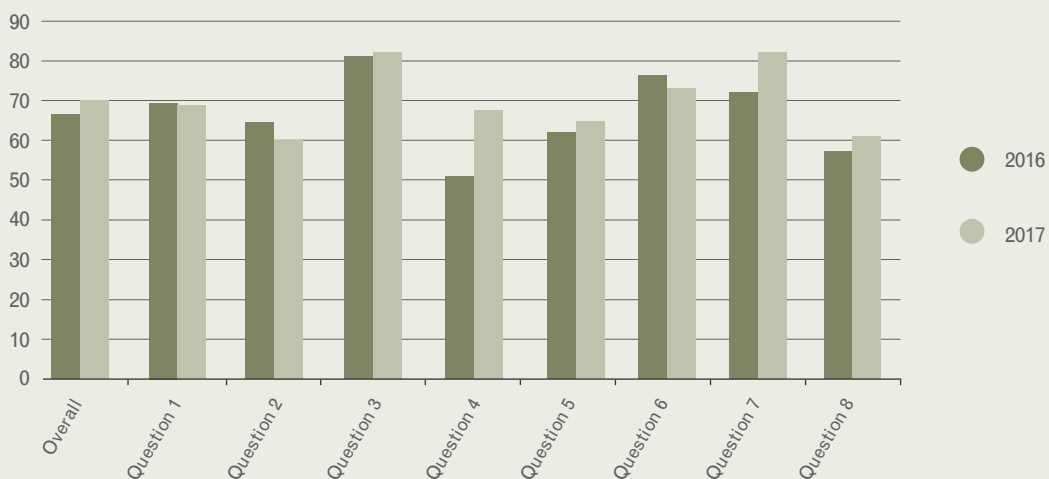
In May 2017, Heywood Rural Health once again participated in the annual state-wide People Matter survey. The survey is a staff opinion survey conducted annually by the Victorian Public Sector Commission to find out how our staff feel about working at Heywood Rural Health. This provides valuable information and the aim is to identify our strengths and weaknesses.

The survey monitors the application of public sector values and employment principles. Participation in this survey assists the Board and Leadership Team of Heywood Rural Health to ensure we have accurate information to inform how our staff are engaged and to gain a staff perspective that may impact patient safety. In 2017, 72% of our staff participated in the survey, a substantial increase from the previous year's participation rate of 42%.

## Questions asked in the Annual People Matter Survey regarding Patient Safety

1. Patient care errors are handled appropriately in my work area
2. This health service does a good job of training new and existing staff
3. I am encouraged by my colleagues to report any patient safety concerns I may have
4. The culture in my work area makes it easy to learn from the errors of others
5. Trainees in my discipline are adequately supervised
6. My suggestions about patient safety would be acted upon if I expressed them to my manager
7. Management is driving us to be a safety-centred organisation
8. I would recommend a friend or relative to be treated as a patient here

## People Matter Survey Results: Patient Safety



## // Our People cont.

### People and Culture

Leadership development has been a major focus during the past twelve months with the Leadership Team, Registered Nurses and Community Health Hub staff undergoing a personalised leadership development program. In the feedback from the People Matter survey, staff requested more consistency with management of staff, and the leadership program provides our managers with the confidence to make good decisions.

Recruitment continues to be a challenge for Heywood Rural Health. However, it is pleasing to report that although the quantity of applicants in specialised roles is still small, the quality of applicants continues to improve, with many stating that they want to work at HRH due to our innovative Community Health Hub and the application of the Montessori model of care.

### Employee Reward and Recognition Program

Heywood Rural Health developed an Employee Reward and Recognition program to encourage recognition of employees who show exemplary individual achievement, contribution, and performance in their jobs, whilst displaying the values of our organisation.

Nominees are reviewed by our Leadership Team and assessed against the above criteria.

The successful nominee is announced at our monthly staff meetings, with an overall winner being announced at Heywood Rural Health's Annual General Meeting.

### Nurse Exchange Program

Heywood Rural Health's clinical staff participated a nurse exchange program with Portland District Health (PDH). Our nurses worked alongside PDH's Urgent Care team, refreshing their skills and enhancing their confidence in nursing patients in an emergency situation.

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Staff member, Kathy Radford RN (pictured below) stated, *"I have been a part of the Heywood Rural Health team for a number of years, and being offered the opportunity to participate in the program was something that I jumped at. I thoroughly enjoyed my time with the team at PDH. It provided me with an opportunity to refresh my skills in emergency nursing, and consolidate our close working relationship between our organisations"*.



*Pictured above: Recipients of the 2016 Annual Employee Reward and Recognition Awards. Rachael Moore (CEO's Above and Beyond Award), Rhonda Finch (Encouraging Excellence Award) and Sally McClintoch (Staff Excellence Award).*



## Staff Education

Heywood Rural Health's belief is that learning is lifelong. We support and encourage this belief within our workforce and offer a vast range of learning opportunities for staff.

Corrine is one such staff member who has challenged herself and been awarded for her hard work with a Certificate IV in Aged Care. Well done Corrine!



*Staff member: Corrine Pomery graduated with a Certificate IV in Aged Care.*

Some of the education we offered included:

- Case Law and Nursing
- Asthma & Respiratory Workshop
- Bullying and harassment workshop
- Mental Health Emergencies
- Diversional & Recreation Therapy
- Managing Drug & Alcohol Issues
- Tropinin & Coagucheck workshop
- Agrisafe Farmers Health
- Medication training
- Wound Care Management
- Pressure Ulcers
- Hearing Aide Training
- Nutritional Risk Screening Tool
- Dementia Care Essentials
- Health Assessment training
- Infection Control training
- Open Disclosure
- Privacy Training
- Certificate IV Aged Care

Corrine says that she undertook further studies so that she could build her skills and deliver support to the residents in our care.

"I am a mum and wife and was looking for flexibility in working hours that suited my family lifestyle, whilst also allowing me to have a good balance whilst studying. Heywood Rural Health supported me by providing in house support during my studies, which really gave me the extra boost to complete the course. Thanks to Heywood Rural Health, I was able to balance my work commitments, family life and study required to complete the course."

**Corrine Pomery (Personal Care worker)**



## Part 2: Consumer, carer and community participation

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2017 QUALITY ACCOUNT

### We aim to meet the needs of our community.

With an ageing population, the needs of our community are continually changing. We collect demographic data and compare it with Census data to ensure we are tailoring our services to meet their needs.

We have developed a Community Engagement Strategy, which has been developed based on the foundation belief that engagement with consumers, carers and the community in the planning, design, delivery and evaluation of services delivers better outcomes. These improved outcomes occur across a range of measures including quality, efficiency, effectiveness and safety of services, as well as generating a sense of ownership, empowerment and responsibility for their own healthcare.

Heywood Rural Health recognises that consumers and carers want to be able to access the services they need, when they need them, in their local communities. This is achieved through the delivery of an integrated and “joined up service delivery system” that is developed in partnership with

consumers/carers, delivering better outcomes for the community as a whole.

The involvement and feedback of consumers is used in the development of the organisation’s strategic planning process and program team planning across the organisation, as well as in the development of our Annual Quality Account for 2017.

Consumer participation is a key Standard within the National and State quality accreditation system. The Victorian Government Policy, ‘Doing It With Us Not For Us’, is a foundation policy statement guiding reforms within Sub Acute, Aged Care and Community Health sectors. This framework promotes collaborative, integrated and effective engagement by Heywood Rural Health with consumers, carers and communities. This engagement occurs within the context of our organisation’s wider engagement with other community and government stakeholders, including other health practitioners, public and private hospitals, local, State and Commonwealth Governments.

## Volunteers – creating our community

Our volunteers, auxiliaries and support groups have again given unprecedented service to our organisation. Heywood Rural Health has approximately 140 registered volunteers, ranging from 18 to 85 years and come from all walks of life.

Our volunteers work in varied areas through the organisation and help to maintain a high standard of service to our residents, clients and the community. Our volunteers do not participate in the clinical care of our residents, rather they assist in supervision by sitting with our residents and reducing anxiety through distraction and diversion, providing social interaction and encouraging self feeding.

Heywood Rural Health is looking forward it leading the way in training for volunteers within the health sector, by offering a range of courses which will enhance their skills and give them an opportunity to gain new skills.

We also have a number of volunteer representatives on our Consumer Advisory Committee, Significant Refurbishment Project User Group, Eating with Friends working group and Meals on Wheels working group.

Our volunteers are vital members of our Heywood Rural Health family, donating over 1500 hours per annum of their time willingly, for the common good and without financial gain.

We would sincerely like to thank all our volunteers for their endless hours of support, dedication and commitment to Heywood Rural Health, our clients, residents and especially our community. Thank you!

The use of consumer stories is becoming increasingly popular across the health sector. At Heywood Rural Health we have taken the opportunity to provide 'real life' examples of ways in which our volunteers support our services. Please take the time to read Joy and John's snapshots of their stories because we value their experience, wisdom and knowledge.



*Pictured above: Volunteer, Thelma Hogaan and Kerry Finck, Volunteer Coordinator.*

Volunteering is the ultimate exercise in democracy. You vote in elections once a year, but when you volunteer, you vote every day about the kind of community you want to live in!

**Margorie Moore (volunteer advocate)**

# Joy's Story

Joy Savill is a long standing member of our volunteer team, and is well known for her dedication and tireless efforts in the Heywood community. We took an opportunity to catch up with Joy, in between her many volunteer commitments to talk with her about her passion for helping others. Please take the time to enjoy Joy's story.

## Tell us a bit about yourself.

I am the first girl born in my family after 4 boys, so I was named Joy and this is why I like to keep giving and spreading Joy.

## Why do you Volunteer at HRH?

I have been volunteering at HRH for over 30 years and love it as I have the time to volunteer and enjoy spending this time with the residents and making sure they enjoy their day. I also do Meals on Wheels and this is an extension of Heywood Rural Health's services and this is an important service to people. They also may become residents late in life and already know someone here that is familiar and welcoming. I have a friend who is currently in respite at Heywood Rural Health who is also a Meals On Wheels volunteer and she likes me visiting and is getting back some of the care that she has given out. As well as one of my relatives is currently a resident at Health Rural Health.



Joy with Nancy Gibbins, a resident of Heywood Rural Health. Thanks Joy for all you do at Heywood Rural Health!

## What do you get from volunteering?

I get satisfaction and a sense of worth and enjoyment. Volunteering, makes me feel worthwhile as I am giving back to the community where there is a need. I also feel that if I need something, then I don't mind asking as I am giving in return. I also get to learn a lot of new skills and then I can use them to assist.

I try to find something the people like as in hobbies or interests to have conversations that they want to talk about and then use that to form a relationship; the more you give the more you get.

## Best Moment so far

I have lots of awards for volunteering. One was the Premiers Award and I was one of the five finalists, and this was very special. Everything I contribute in some way creates lots of moments that are special.

It is the relationships that I form and get to know people that is rewarding. There was one time when I knew a lady wasn't well, as I can tell the difference because I get to see them regularly. I came back to the hospital and advised the staff who then arranged for someone to visit her and she was admitted to hospital and is now one of our residents. She may not be here now without these services and their volunteers. Without this regular contact some of these people wouldn't have someone to look after and care for them. The meal is not always the most important thing, it is the contact. Meals on Wheels is a special service 7 days a week!

## Funny things that can happen

One Meals On Wheels day, I went into a man's home and he said to me as I walked in the door, *"they are still in"* but I wasn't sure what he was talking about; he was talking about the cricket and the Australians were still batting!

Final word from Joy: *"There are awkward moments, but these are to be expected when visiting people homes - I take it all in my stride"*.



# John's Story



*John enjoys helping people who need to attend specialist appointments.*

John Carter is an iconic figure in the Heywood community who is well known for his thirst and passion for helping others. John caught up with a member of our Quality team, Trudy Thorp, for an enlightening conversation on his journey as a volunteer at Heywood Rural Health.

## **Why do you Volunteer at HRH?**

I have always wanted to volunteer for the community once I retired. The decider of where to volunteer at was because my father, Syd was here and the staff was wonderful to him, so that made the decision for me to be here and volunteer as a way to give back to our community.

I do the driving and assist the older people to get to and from appointments. I get a lot of satisfaction as I know a lot of the older folks and have a great relationship with them and their families. We have a lot of fun laughing, talking and reminiscing about the good old days.

## **Final word from John:**

“When you laugh others laugh with you, when you cry you cry alone, so I like to laugh”.

## **What do you get from volunteering?**

When I sit down at night and relax, I know that I have been able to help someone out today. It gives me a sense of satisfaction and it gives me something else to concentrate on, as well gets me out of the house and out of the wife's hair and I have something else to look forward to.

## **Best Moment so far**

When I take people to specialist out of town and they get a good report and I feel happy for them; I feel that I have assisted in the process.

## **Funny things that can happen**

I have a lot of laughs with the people I drive regarding some of the characters from the town and the district. There are not many of these characters left and they are so different from people now days so it is good to reminisce and have a laugh with the residents.



### Engagement with local Aboriginal community.

Heywood Rural Health partnered with Winda-Mara Aboriginal Health Services and Gunditj Mirring Traditional Owners in the development of Heywood Rural Health's Reconciliation Action Plan. The plan maps out a foundation of working together in partnership with the local indigenous community to ensure that, as an organisation we are culturally competent to support the Aboriginal community.

With the support and guidance from our partners and Reconciliation Australia, we have a strong manuscript that will guide our journey of reconciliation into the future.

### Eating with Friends Network

Heywood Rural Health has established a number of consumer forums, each with differing themes presented by members of our local community. Forums provide the opportunity for members of the community, carers, past and present residents, family members and staff, the opportunity to provide valuable feedback on the services provided by our Health Service.

Once a month, Heywood Rural Health hosts an 'eating with friends' luncheon wherein a wide range of community members come together, share conversation, good company and food.



## Consumer Advisory Committee (CAC)

Having a CAC is another way we involve our community in service development, delivery and planning. Our Consumer Advisory Group members are:

Member	Representative Sector
Wayne Frost (Chair)	Heywood Rural Health Board of Management
Lou Matthews	Heywood Rural Health Board of Management
Thelma Hoggan	Community member
Terry Sparrow	Heywood Men's Shed
Jason Saunders	Winda Mara
Joy Savill	Community member
Carol Stewart	Community Health Manager
Jennie Fairman	Community member
Janita Wass	Community member
Ros Jones	Heywood Rural Health, Chief Executive Officer
Claire Atchison	Business representative
Nancy Gibbons	Heywood Rural Health resident
Phyllis Moffat	Activities Coordinator
Judy MacPherson	Community member
Barry Watson	Heywood Men's Shed
Jourdain Patterson	Community member
Faye Astbury	Community member
Lisa Baldock	Manager, Marketing and Communications

## Activements of our Consumer Advisory Committee

- Review of Heywood Rural Health's Marketing and Communications Strategy.
- Review of our consumer feedback materials.
- Review of our Patient Information package.
- Continued review and update of planning for Refurbishment Project.
- Development of our Annual Quality Account.
- Development of our Annual Report.
- Development of our Community Health information magnet.
- Participated in volunteering development workshops.
- Development of an improved feedback forum for all consumers.
- Gathering feedback for community, Aged Care, networks and social clubs concerning the level of care provided by Heywood Rural Health.
- Represented Heywood Rural Health at a number of Health Literacy forums.
- Provided feedback into Heywood Rural Health's Risk and O.H & S areas.

## Men's Shed

The Heywood Men's Shed is a community-based, non-profit, non-commercial organisation, that promotes and support the Men's Shed movement. The movement was founded on the principle of sharing information between sheds and those communities wishing to establish and operate a Men's Shed. It acts as a central hub for information exchange and social interaction.

Heywood Rural Health supports a collaborative partnership with the Men's Shed and continues to work with members on a variety of projects, including the 2016 and 2017 Men's Health Forum and supporting our community transport program.



## Meals on Wheels Program



Heywood Rural Health supports the Meals on Wheels program with the assistance of our volunteers and members of the Men's Shed. The program aims to assist the elderly and those with disabilities to remain living independently for as long as possible.

People may not be able to cook for themselves for a variety of reasons. In most cases the meals are provided on an ongoing basis for people who for various reasons are unable to prepare food for themselves.

This vital nutritional supplement to daily diet is complimented by the monitoring and social welfare component of the service.

Our volunteers often alert our managers if a client's health is deteriorating. This early intervention and prompt medical attention can often prevent hospitalisation or in some cases entry into permanent care.

In 2016/17 Heywood Rural Health distributed 2270 meals throughout our community. ***Thank you to our wonderful catering team for supporting this valuable service to our community.***

# Promoting participation

## Consumer feedback

We are committed to being the best rural health service we can be for our community. That is why we value written and verbal feedback from residents, their families and members of our community about their experiences and perceptions of the care and service they received. More importantly, feedback provides us with an opportunity to understand what we are doing well and not doing as well so we can take steps to improve our performance.

We have updated our consumer feedback documentation to reflect an easier method of providing feedback to Heywood Rural Health, and this has resulted in an increase number

during 2016/17. What this indicates is that our relationship with our community has grown and consumers now feel confident that their feedback is welcomed and acknowledged, respectfully and with integrity.

We encourage feedback from patients and their families via mail, in person, online or via our feedback forms which are accessible at our main reception areas.

During 2016/17 we received 34 complaints and 17 compliments.

Feedback 2016/17



*"It seemed to cover all aspects of OH&S".*

*"I love your new phone prompts, it's a lot easier to navigate".*

*"It's great to read and I like the larger print".*

*"I understand you are reviewing your healthy food choices... thank you!".*

## Community Nursing Services

Supporting our community with a community nursing service is vitally important to our organisation. We offer a range of nursing care to people in their home, including:

- Hygiene assessment and assistance
- Medication supervision
- Wound care management
- Monitoring and support of people with chronic illness
- Assessment and referral to other service provider



“We think the care is terrific... Everyone treats us more like a friend than a customer and when we come into the clinic everyone says hello. The staff are wonderful, and community transport makes it possible to shop and go to appointments. Services come out to us like the Dietitian, its really great. Without the services Bev and I could not stay in our home on the property we love”.

**Testimonial from a community nursing service client.**

## Part 3: Ensuring Quality and Safety – your right, our responsibility

### Clinical Governance

Clinical Governance – What is it?

Clinical governance is about ensuring that the right things happen to patients and that there is a system to monitor and evaluate the safety and quality of health care.

The four guiding principles to effective clinical governance are:

- Build a culture of trust and honesty through open disclosure in partnership with consumers
- Foster organisational commitment to continuous improvement
- Establish rigorous systems to identify monitor and respond to incidents
- Evaluate and respond to key aspects of organisational performance.

### Quality, Safety and Risk Management Committee

The Quality, Safety and Risk Management Committee's primary function is to assist the Board of Management to ensure a high standard of health care, drive continuous improvement in service delivery, and to maintain an environment that supports clinical excellence at Heywood Rural Health. This committee meets monthly with a number of committees reporting to the Board of Management via the Quality, Safety and Risk Management Committee.

### Safe appropriate service delivery

Being a small rural health service allows Heywood Rural Health to be focused not only on in hospital and aged care services but to look more broadly with our community and develop quality sustainable integrated programs that can be delivered in patient's homes, in community settings or in clinical settings. In all of the services, we provide we continue to promote a culture of

putting patients first and inviting them to be a vital partner in their health journey. We invite you to ask us any questions about your health, the services and care we provide you.



### Effective Workforce

The effective workforce domain requires all staff employed at Heywood Rural Health to have the appropriate skills and knowledge required to fulfil their role and responsibilities within the organisation. Support is required to ensure staff and managers have the skills, knowledge and training to perform the tasks that are required of them. In addition, this domain requires that processes are in place to support the appropriate selection and recruitment of staff; credentialing of clinical staff and maintenance of professional standards.



## Accreditation – an external review of quality and safety care

Heywood Rural Health strives to provide safe, high quality, consumer focused care to all those who use our service. As part of our commitment we continually monitor our services, and are also reviewed externally by a number of external and auditing platforms, which are mandatory for all health services and is commonly referred to as ‘accreditation’.

Accreditation is an internationally recognised evaluation process used throughout the globe to assess the quality of care and services provided in a range of areas such as, health care, long term residential aged care, disability services, and non-health related sectors such as child care.

Accreditation programs focus on continuous quality improvement strategies and consist of a process that involves self-assessment, assessment of performance, against predetermined Standards by an external independent body, and monitoring of ongoing performance against the Standards.

Heywood Rural Health participates in a number of accreditation programs.

### Accreditation Authority

### Status

National Safety & Quality Healthcare Standards - (NSQHS)	Full accreditation
AACQA Australian Aged Care Quality	Full accreditation
Commonwealth Home Support Program	Full accreditation

### Food and Safety Audit

The external audit occurs annually to ensure that Heywood Rural Health comply with the **Food Safety Act 1984** Australian, New Zealand Food Authority Safe Food Australia Standards and that staff are fully trained and are aware of their responsibilities. We are pleased to report Heywood Rural Health received full compliance with our recent Food Safety Audit.

### Patient Experience Survey

The Victorian Healthcare Experience Survey (VHES) allows a range of people to provide feedback to our organisation on their journey of Healthcare. These Surveys are distributed through an independent company.

Data collected provides the Department and our Management Team important information as to where we need to direct our Quality Improvement activities to ensure we are giving the best care every time to every patient.





## Ensuring Quality and Safety through Risk Management

### Occupational Health and Safety

Heywood Rural Health maintains its commitment to the health and safety of all its employees and residents. We are committed to ensuring our practices are exemplary, and see this as a pivotal part of delivering the highest quality of health care to our community.

Heywood Rural Health's Occupational Health and Safety Committee is responsible for ensuring a comprehensive and robust safety program is in place and implemented across the wider organisation, including external stakeholders. The committee meets monthly and reports directly to the Quality and Safety Board Sub Committee.

### Risk Management and Patient Safety

The core business of all health services is the safe delivery of care to consumer/patient, therefore Heywood Rural Health's risk management program focuses on ensuring safe, quality care and services. Heywood Rural Health is committed to ensuring that risk management is integral to its operational objectives, plans and systems. Minimising risk and improving safety of care requires a systems approach. Risk management and improvement strategies are integrated within improvement and performance monitoring functions.



As a public healthcare facility, Heywood Rural Health's approach to risk management is consistent with the Australian/New Zealand Risk Management Standard: AS/NZS ISO 31000:2009 or its successor, the directions issued under the *Financial Management Act 1994*, the National Safety and Quality Health Service Standards and the Victorian Government Risk Management Framework (revised 2011).

To help us focus on the most important improvements to be made to ensure quality and safety, we assess the amount of risk that would be present if the identified problem was left untreated.

At Heywood Rural Health we identify and action both clinical and non-clinical risks using a process based on the Australian Standard on Risk Management. We use a risk register to monitor our risks by ensuring controls in place are effective in managing and or reducing the risk.



**Preventing and Monitoring of Incidents**

Another key element of risk management is ensuring we respond well to situations when things don't go as well as planned. We use an online tool; RiskMan which is available to all staff and has the capability of escalating issues to the appropriate business unit manager and CEO.

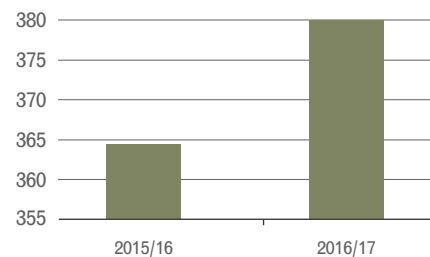
As part of Heywood Rural Health's Risk Management framework the following indicators are used to monitor and address incidents:

- Clinical incidents and near misses
- Non-clinical, including OH&S incidents, hazards and near misses
- Compliments and Complaints
- Quality activities
- Risk register
- Legislative compliance

All incidents are analysed daily and are reported to the Clinical Governance Committee and the Quality and Safety Board Sub Committee. The data below illustrates the total number of incidents for 2016/17, compared to the previous year. You will note, there has been an increase, which reflects improved reporting processes, staff education and improved staff awareness of the critical importance of effective incident reporting.

Total number of incidents for the year 2016/17, 380 compared to the previous year's results; 364 incidents.

**Total number of Incidents**



● Incidents

## Falls Prevention

The World Health Organisation recognises falls as being an important safety issue. It has been estimated that around 30% of people aged over 65 have at least one fall per year. Falls are costly in monetary terms to health services but there is also the human cost, fear, loss of independence, social isolation and increased risk of secondary health problems following a fall particularly if an injury is sustained. At Heywood Rural Health, all falls are reported and investigated by department managers and reviewed by the multidisciplinary Falls Working Group.

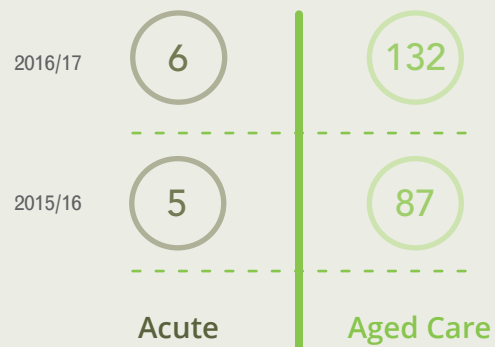
Using validated assessment tools, our staff work with clients and families to put care plans in place to reduce risks. Dependent on the assessment findings, there are a range of preventative and harm minimisation strategies that are utilised in varying combinations;

- Floorline beds that can be lowered to reduce risk of injury.
- Safety Mats which are often used in conjunction with floorline beds to reduce risk of injury.
- Electronic sensors for bed and chair use, which alert staff when a patient/aged resident who may be at risk from falls.
- Use of a Traffic Light System to label walking aids so that staff passing by can see at a glance whether the client should be walking unaided or should have supervision.
- Use of Red Socks, which assists with the prevention of slips and also act as a visual prompt to staff that the client is at high risk of falls and needs assistance.



A collaborative approach is taken to reduce falls and harm from falls

## Acute and Aged Care Falls

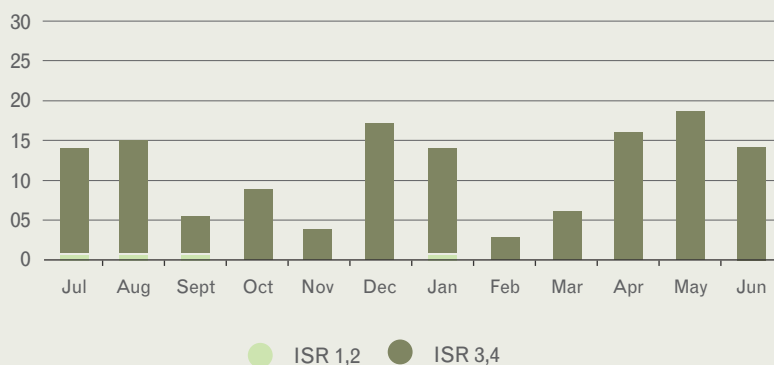


**Acute Care:** Total for year 2016/2017 = 6, compared to 5 for 2015/2016.

**Aged Care Falls:** Total for 2016/2017 = 132, compared to 87 for 2015/2016.

## Falls Incidents

(per month for the 2016/17 reporting period.)



## Pressure Injuries Prevention and Management

Heywood Rural Health has established a multidisciplinary wound care and pressure injury prevention group which is supported by the regional wound care consultant. The role of the group is to provide best practice information to staff in community services, aged care and acute services. The group advocates a holistic approach to wound care and prevention of pressure injuries.

Assessments which focus on clients' nutritional status, lifestyle choices, level of physical activity and aetiology of the wound as well as any medical conditions they may have are the key to providing the care required. By looking at the client as a whole staff are then able to work in partnership with them and advise on healing and/or prevention strategies.

As a small rural health service we are able to provide flexibility around where community patients receive their care which could be in their own home, in the community health centre or in Urgent Care when routine services are not available. There can also be a seamless transition between community and in-patient care if clinically indicated with community and hospital staff liaising closely.

The group also has the remit to advise on a wound care formulary and pressure injury prevention equipment library which are evidence based to provide effective treatments and preventative measures while being cost effective.

## Medication Management

Safe and appropriate use of medicines is critical to ensuring patient and resident safety. Here at Heywood Rural Health we are committed to a best practice multidisciplinary approach to the safe administration of all medications.

Medications are proven to treat and prevent disease, but with their increased use in modern health care have also come with increased risk. In recognition of this, Heywood Rural Health conducted a number of external reviews of medication management which provided the organisation with a well-rounded overview.

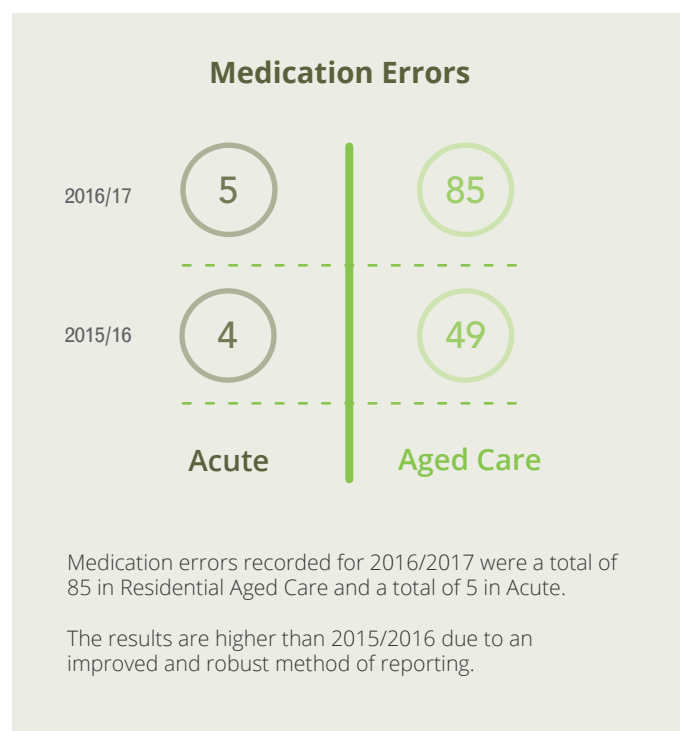
The Heywood Rural Health's Quality and Safety framework for medication management has policies and procedures in place to ensure that staff have the necessary competence within their

scope of practice to undertake their roles in the medication management process.

A Medication Management working group has been established to support staff by providing information on best practice, in taking and recording medication histories, patient identification, allergies and alerts and analysis of incidents. Heywood Rural Health also conducts internal audits and uses the information to continuously improve practice. Staff have access to MIMS online and other medication information systems to support them in their roles. When a medication incident occurs this is fully investigated by members of the senior team including the organisation's education staff.

To support and promote health literacy with clients, staff are able to access medication information, both general and specific, from recognised sites such as the National Prescribing Service which they can print and provide to patients/residents. Clients are also advised to speak to their local pharmacist or the prescriber for further assistance.

To ensure Heywood Rural Health continues to improve the organisation is involved in a Regional Pharmacy project which will provide expert oversight of medication management at Heywood Rural Health, although this project is in its infancy, we welcome this opportunity to be part of such a safety focused project.



## Blood Safety

The organisation investigated the need to continue a blood transfusion service and found that the need in our community was small.

Due to the low number of patients it is difficult for staff to maintain their competency in this area of clinical practice, as patients could have their needs met at a neighbouring health service, that has clinical expertise and support services necessary to deliver the service.

Therefore, Heywood Rural Health as a responsive and responsible health service has suspended administration of blood and blood products and has submitted a request to the Australian Council on Healthcare Standards that this standard, Standard 7, be removed from the suite of National Standards against which Heywood Rural Health is accredited.



## Infection Control

The Infection Prevention and Control Program is continuously evolving at Heywood Rural Health and is supported and coordinated by external consultants inclusive of education and surveillance. The results achieved throughout the year have demonstrated a consistent approach to maintaining high standards, therefore ensuring our consumers feel safe whilst receiving care at Heywood Rural Health.

Heywood Rural Health's focus is to continue to move forward with the program to ensure our organisation's statutory obligations are met, and our staff, residents and patients remain safe.

*"I have been working for Heywood Rural Health for the past three years as a Personal Care Assistant. Being a mum, I was looking for flexibility in working hours that suit my family lifestyle, allowing me to have a good balance between the two. Heywood Rural Health supported me by providing me with training and orientation prior to commencement of shifts. This really gave me the extra boost in confidence that I needed. The team is supportive and keeps in regular contact with me. They provide me opportunities to develop my skills and recommend me to various trainings and online studies. I thoroughly enjoy working with Heywood Rural Health and often recommend them to my friends and family".*

### Staff Testimonial



## Hand Hygiene

Heywood Rural Health is committed to ensuring the safety of patients, residents, clients and staff.

Infection prevention is a significant part of the day to day objective of all employees.

Clean hands, clean environment and clean equipment reduce the risk of disease transmission within the organisation, therefore monitoring the cleanliness of Heywood Rural Health reduces the risk to patients and staff.



Total Moments: 586,559

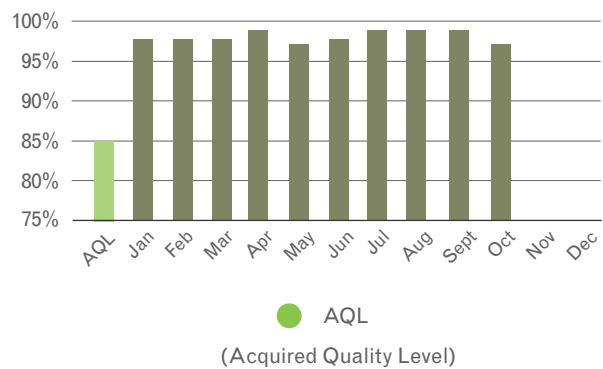
Total Moments: 53

Hand hygiene compliance of all staff is monitored every month and reported to Hand Hygiene Australia where the results are benchmarked against other health care facilities.

## Cleaning

Cleaning audits are conducted every month by an external consultant, scores are consistently above 95%.

### Overall Hospital Cleaning Score 2017



The overuse of antibiotics has led to bacteria becoming resistant and “superbugs” emerging. Here at Heywood Rural Health we review antibiotic prescribing every month and submit data to the National Antibiotic Prescribing Survey (NAPS) and the South West Antibiotic group (SWABS).

The aim of these reviews is to ensure that patients and residents are prescribed the correct antibiotic according to their symptoms.



### Flu Vaccination

Heywood Rural Health provides an immunisation clinic for staff and volunteers to ensure they are protected against vaccine-preventable diseases. Influenza is a serious virus that can spread quickly and easily between people. It can be debilitating in those who are very young, frail or are immune-suppressed.

In 2016 / 17 the number of laboratory-confirmed influenza (flu) virus infections began rising earlier than usual and hit historic highs in some Australian states.

Heywood Rural Health achieved an immunization participate rate of 75% for staff/volunteer immunisation.



## Aged Care Clinical Indicators

### Physical restraints

Physical restraint is not used at Heywood Rural Health. Our residents continue to be supported by a number of strategies, including a Behavioural Management Plan, and re-engagement activities and diversional therapies.

### Residents prescribed nine or more medications

Heywood Rural Health's residential Aged Care regularly accommodates residents who may require a number of medications due to their individual circumstances. Regular reviews are conducted with the resident, their family, staff and GP.

In 2016/2017 Heywood Rural Health is pleased to report we are below the state average in the prescription of nine or more medications.

### Unplanned Weight Loss

Residents at Heywood Rural Health are monitored regularly for weight loss and are supported by our in-house Dietician. In 2016/17 Heywood Rural Health reported slightly higher than the State average with 'unplanned weight loss'.

Ensuring people in our care have access to healthy food is a key priority for our organisation. Poor diets can lead to a range of issues, including obesity, poor mental health and chronic disease, such as diabetes.

To address this issue, we are currently in the process of reviewing our menu options, involving Dietitians and improving our monitoring process of resident's weight.

## Part 4: Continuity of Care - How we are ensuring continuum of care

### Leisure and Lifestyle Activities

This year staff from Nursing, Activities, Catering and Environmental Services at Heywood Rural Health were part of a collaborative project, *Leadership in Dementia*, with a number of allied health services and Alzheimer's Australia.

Working on this project has generated a passion and enthusiasm amongst our staff to promote a philosophy of partnership, enablement and support of creativity with our Aged Care Residents. Examples of this work-in-progress are the fresh fruit platters that are prepared and served by residents to other residents every morning and residents art work adorning our walls.

Our ultimate aim is to no longer talk of our *Residential Aged Care Facility* but our *Aged Community*.



### Advance Care Planning

As we get older Advanced Care Planning is part of forward thinking in the same way we might appoint Powers of Attorney and make a will. These are all things that adults should put in place in case a time comes when we are unable to voice our opinions and make decisions. Not having these things in place can often place great burdens on loved ones and health care professionals when there is no clarity as to a person's wishes. The best time for individuals to consider and undertake Advance Care Planning is when they are well and able to think rationally and not when there has been a diagnosis of serious illness.

Heywood Rural Health has staff in Aged Care/Acute Services and District Nursing Services who are able to assist clients and families with undertaking an advanced care plan and there is a wealth of information available online at sites such as Advance Care Planning Australia and Advance Care Plan Victoria Department of Health and Human Services. Individuals can also speak to their General Practitioner or Specialist who will be aware of the information available through the Australian Medical Association- Advance Care Planning: Have the Conversation. The Office of the Public Advocate is another route for advice and support with the process.

Percentage of in-patients in for the reporting period 2016-2017 documented to have an Advanced Care Plan is 50%.

Heywood Rural Health can do this better and we are currently working on ways to improve our Advanced Care Planning activities to assist clients and residents to make informed decisions about their future care requirements.



## **Discharge Planning**

Heywood Rural Health identified that the communication between professionals and nursing staff involved in your care, needed to be improved to ensure the transition from an Acute admission to home is a smooth transition. All professionals meet weekly to review the individual needs of all admissions and develop plans towards a smooth discharge. This improvement has been a great success and an achievement in the Acute area and will be further evaluated in the 2017.

## **Palliative Care Team at Heywood Rural Health**

Heywood Rural Health is committed to providing holistic care to patients and aged care residents who are living with a terminal illness or a complex chronic condition that requires symptom control.

The aim is to improve and support quality of life for patients/residents and families and dispel some of the myths that surround palliative and end of life care.

Heywood Rural Health has created a palliative care working group to review best practice in symptom management and support of psychological, spiritual and social needs and sharing best practice across our in-patient and Residential Aged Care and home care services. The group will also identify any staff training needs and some staff have recently attended a series of workshops on the topic of dementia and palliative care. The Heywood Rural Health palliative group will also be working collaboratively with neighbouring health services to ensure what we are doing is for the best outcome for our palliative care patients and our community.

## **Health Literacy**

Health literacy can be described as a method in which we communicate with our consumers to ensure they fully understand information about their health and healthcare needs.

At Heywood Rural Health our information is provided in a number of formats, which include written information, both in letter or a brochure and verbal information.

In the near future, we anticipate assisting with improving health literacy of our community by having a dedicated work space in our Community Health Hub, where members of the public can access and review health care information.

## **Health Promotion - Place-based Health and Wellbeing Programs**

Heywood Rural Health plays an important part in the Heywood and District social fabric, as one of the major employer and consumers of local products and services. We are also the main health service provider in the region, not only providing high quality clinical services, but we have also developed a broader corporate identity that encompasses prevention of illness.

We now have a Community Health Nurse as part of a multi-strategy community engagement approach to develop meaningful partnerships with the community. Through a better understanding of the community Heywood Rural Health has been able to build specific social capital programs to meet the health and wellbeing needs of the community. Our community programs include Community Transport and regular community luncheons.

Heywood Rural Health also provides consultation rooms to visiting health services such as Case Against Sexual Assault (CASA) and Australian Hearing which brings much needed services to the community. This in-kind support to our community partners helps to increase access to services - one of the biggest barriers to rural isolated communities.



## Telehealth

Heywood Rural Health delivers services to dispersed rural and remote communities. These isolated populations are all generally older with higher levels of health risks and higher rates of chronic disease, injury and reduced access to health services. In response to these inequities, Heywood Rural Health is delivering a number of programs to increase access to services including Community Transport, hosting visiting services and Telehealth. The program enables the exchange of health information and health care services across geographic, time, social and cultural barriers.

## TRAK

Heywood Rural Health has transitioned from a paper-based to an electronically-based medical record. The aim of the transition is to provide our community with a seamless, user-friendly journey through the healthcare system, and to ensure all clinicians have the most up to date and accurate information to ensure appropriate treatment and care is provided, at the right time, in the right place.

## Community Health Hub Services

Heywood Rural Health has brought together its community services under the same roof with the recently formed Community Health Hub. The Community Health Hub was based on a health model to create a primary health care eco-system around general practitioners, and promote their role as the care co-ordinators for patients with chronic disease'. Heywood Rural Health has General practitioners working alongside Practice Nurses, Allied Health clinicians, Community Nurses and visiting specialist services, to provide a more multidisciplinary, integrated, coordinated and person-centred service.

This new model has had numerous positive impacts such as:

- providing a more person-centred approach
- promoting prevention and early detection
- facilitating patient independence and self-management
- improving patient experience and,
- better utilisation of expertise and resources



## Prevention of Violence against Women and Children

Prevention of Violence against Women and Children is an issue that is often hidden and not spoken about. Violence against women and their children is a prevalent, serious and preventable human rights abuse. One woman a week is murdered in Australia by a current or former partner and thousands more are injured or made to live in fear. The social, health and economic costs of violence against women are enormous. Preventing such violence is a matter of national urgency, and can only be achieved if we all work together.

As an organisation we take the support and safety of women and children in our community very seriously.

We have developed a strategy in partnership with the community, Glenelg Shire Council and Barwon South West Women's Health Service, to ensure we are keeping women and children safe.

Working towards the prevention of violence against women is one of the key priorities for Heywood Rural Health. In November 2016 we celebrated the International Day for the Elimination of Violence against Women by participating in the 15 Days of Activism against Gender-Based Violence Campaign, which is a time to galvanize action to end violence against women and children around the world.

35

*"Two Australian women are killed every week by a current or former partner. We should be outraged that this is occurring"*

**Australian of the Year, Rosie Batty, May 2015**

## Heywood Rural Health Aged Care bed profile

Our Nursing Home comprises of thirteen single rooms with an ensuite, views onto native gardens, communal areas and leisure and lifestyle programmes.

Our Lynne and Sidney Quayle Hostel and Fitzroy Lodge comprise of thirty two single rooms with ensuite, dementia care, garden views, communal

areas, lively leisure and lifestyle programme including outings, entertainers and one-to-one sessions, hairdresser, religious services, Diabetic Educator, continence management, Physiotherapist, Occupational Therapist consultations, podiatry and dietetics.



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### Staff Testimonial



# Feedback Survey

## Feedback questions for the Annual Quality Account 2016-2017

Our Quality Account has been created with our community in mind.

We would dearly love to hear your thoughts about this year's Quality Account and any feedback you might have that we could use in future publications.

### About you

Which of the following categories best describes your relationship with Heywood Rural Health?

- Past user of service
- Staff/volunteer
- Current user of service
- Other

### Content

- Easy to read
- Difficult to read
- Interesting information

### What features did you like the most?

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### Quality Account layout

- Easy to read
- Too busy
- Just right

## Please select which of the following services you were made aware of in this publication.

- Community
- Performance
- Range of services
- Improvements

## What would you like to see more of in this publication?

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## What would you like to see less of in this publication?

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## Please complete this page and send to:

Executive Assistant  
Clinical Services Manager / DON  
Heywood Rural Health  
PO Box 159  
Heywood VIC 3305

*Thank you for taking the time to complete this survey!*





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