

In the patient's shoes

QUALITY OF CARE REPORT 2013



"GREAT CARE, EVERYWHERE" INITIATIVE IMPLEMENTED ACROSS EASTERN HEALTH

Striving for a single Eastern Health approach
to patient and family-centred care.

Full story page 3


easternhealth
GREAT HEALTH AND WELLBEING



**GREAT CARE
EVERYWHERE**
at Eastern Health

► *Providing positive health experiences for people and communities in the east*



► *Eastern Health is accredited by the Australian Council on Healthcare Standards under Evaluation Quality Improvement Program (EQuIP) standards. In September 2013, Eastern Health participated in an organisation-wide survey under the new National Safety and Quality in Health Services Accreditation Scheme. This survey was undertaken by the Australian Council on Healthcare Standards and comprised accreditation in the following areas:*

- *National Safety and Quality in Health Service standards*
- *Additional five EQuIP standards*
- *National Standards for Mental Health Services*
- *Common Care Community Standards for the community services funded under Home and Community Care.*

The results of this survey were not known at the time of publication.

In addition, Eastern Health's diagnostic services are accredited by the National Association for Testing Authorities.

Our four residential care facilities, Mooroolbark Residential Aged Care Facility, Monda Lodge, Edward Street and Northside were awarded three-year accreditation under the Commonwealth Aged Care Standards in 2012.



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Welcome

On behalf of our Board of Directors and dedicated staff, we are delighted to present the *Eastern Health Quality of Care Report 2013*.

This report is designed to increase community awareness about Eastern Health's approach to providing safe, high-quality care for all patients, clients, residents and their families.

In our roles, we understand the enormous challenge of delivering healthcare in today's society and we also know how focused our staff are in making Eastern Health's services the best and safest they can be. As former clinical nurses working at the coalface in acute and mental health settings, we have observed just how sophisticated our health services have become over the past few years and now, as members of the Eastern Health Board Quality Committee, we see many examples of clinical and system improvements designed to enhance health outcomes across our organisation.

This year, you will read about our new *Great Care Everywhere* program. This significant improvement initiative is working to ensure we provide the right care, at the right time in the right place. Many of the stories you will read in this report are a direct result of this program.

Articles in this report cover a range of achievements from across our organisation, which delivers clinical services to about 750,000 people in Melbourne's east.

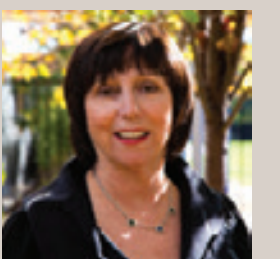
Production of this report involves the input of many of our staff, feedback from our consumers and the support of our Community Advisory Committee.

If you would like to provide feedback on this report, please email feedback@easternhealth.org.au or mail to Wantirna Health, 251 Mountain Highway, Wantirna VIC 3152.

We hope you enjoy reading about how we have learned from putting ourselves in the patient's shoes.



Alan Lilly
Chief Executive



Pauline Nugent
Chair, Board Quality Committee



STRIVING TO PROVIDE GREAT CARE, EVERYWHERE

A patient's journey through a health service can be extremely complex. From their initial arrival at an emergency department to undergoing surgery or care in their home, there are many interactions that occur. As part of a major improvement project, Eastern Health staff will aim to put themselves in the patients' shoes to ensure they provide *Great Care Everywhere*.

Great Care Everywhere strives for a single Eastern Health approach to patient and family-centred care across all our programs and sites. We hope to improve efficiencies and address challenges, ultimately leading to a better patient experience.

Eastern Health has implemented a number of organisation-wide improvement activities under the *Great Care Everywhere* initiative. Areas of focus throughout 2012-13 include:

Operating theatres

Surgery 2015 aims to improve the way elective and emergency surgery is delivered. With the view of reducing patients' waiting times, the team is developing a plan to:

- > Make sure the maximum number of surgeries are performed each day
- > Improve management of operating theatre processes
- > Manage the move to the new Box Hill Hospital operating theatres.

Inpatient wards

Eastern Health has introduced a new *Ward Program* that focuses on maximising the amount of time nurses and midwives spend with their patients. Initially designed by the National Health Service's Institute for Innovation and Improvement in the United Kingdom, this staff-led initiative is expected to improve the safety, reliability and efficiency of inpatient wards.

Specifically tailored for Eastern Health, the program encourages staff and management to work together to improve the care of all our patients. Improvement initiatives include:

- > **Well Organised Ward** – An approach that simplifies workplaces across Eastern Health to ensure equipment is in the right place at the right time. This approach makes sure everything is in its right place, in good working order and available for patient care when needed.
- > **Patient Journey Board** – A combination of large white boards and electronic boards are currently used in all our wards. Generally placed in the corridor for staff, patients and relatives to view, the boards provide information about the patients' journey, from admission to discharge.
- > **Nursing/Midwifery Practice Guidelines** – These new processes continue to improve the partnership between nursing and midwifery staff and their patients by:
 - Involving families and carers in discussions at the patients' bedside to ensure there is clear communication
 - Providing a consistent approach to medication to help reduce the risk of errors.

Emergency departments

Eastern Health has introduced a new way to reduce waiting times and improve patient care in our three emergency departments.

"We have worked with a number of our most experienced clinicians to design a new model to ensure our patients receive the right care, in the right place, at the right time," said Damian Gibney, Eastern Health's Acting Program Director of Emergency and General Medicine.

Launched at Box Hill, Angliss and Maroondah hospitals, this new model of care will change the way patients are managed during their emergency stay by:

- > Simplifying the triage processes to enable patients to be assessed more quickly
- > Allocating each patient to one team of doctors and nurses, with earlier decision-making by senior medical staff to plan their ongoing care.

General medicine

Improvement initiatives are underway to streamline emergency department processes for admitting patients to wards, other hospitals or services, or returning home.

Better utilisation of communication systems and an increased focus on teamwork will help to reduce waiting times for our patients.

Outpatient services

A number of new improvement projects for outpatient services began in May 2013 with the aim of enhancing the patient experience and ensuring timely access to services.

Key projects will focus on the patient journey from when a patient is first referred to an outpatient clinic to when they are discharged from the service. This includes patients accessing medical, surgical, maternity or paediatric services.

Great Care Everywhere is an ongoing initiative and we look forward to providing progress updates in future Quality of Care reports.

Pictured: Kim Marruso and Sue Brown in Angliss Hospital's emergency department.



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CLOSING THE HEALTH GAP

Eastern Health's *Closing the Health Gap Committee* has continued to "kick goals" in the area of Aboriginal and Torres Strait Islander health equality.

One of the many highlights during the past 12 months was the inaugural community sports day in March 2013.

With some of the finest Aboriginal sporting talent in the east taking on football and netball teams consisting of Eastern Health staff, the sports day attracted more than 500 spectators in Healesville.

Eastern Health's Aboriginal Service Development Officer Vera Webber said the day

was a big step towards building the relationship between Eastern Health and the local Aboriginal and Torres Strait Islander community.

"The health and wellbeing of Aboriginal people is an issue of great importance," Vera said. "Events like this help break down cultural barriers and make Aboriginal people more aware of health services available in their area."

Co-ordinated by Eastern Health staff in collaboration with the local community, the event was a great success and received extremely positive feedback from those involved.

Other highlights for 2012-13 include:

- > Signing of the Close the Gap Statement of Intent by Eastern Health Board Chair Dr Joanna Flynn AM and Chief Executive Alan Lilly at a Board and Executive breakfast with members of the local Aboriginal community. This formalises Eastern Health's commitment to achieving equality in health status between Aboriginal and Torres Strait Islander people and non-indigenous Australians

- > Development of an Eastern Health-specific *Improving Care for Aboriginal People* poster for all Eastern Health sites

- > Signing of a Memorandum of Understanding with Healesville Indigenous Community Service Association to develop a closer working relationship

- > Development of an Eastern Health *Closing the Health Gap Committee* and individual site committees.

Neth Hinton, Executive Director of Continuing Care, Community and Mental Health, praised the work of staff involved.

"This work is carried out largely as a result of the enthusiasm and commitment of members of the *Closing the Health Gap Committee* who are dedicated to making a difference for Aboriginal and Torres Strait Islander patients and their families."



Better pathways for Aboriginal patients

Melbourne's City of Knox has the fastest growing Aboriginal and Torres Strait Islander population in the eastern metropolitan region.

In response to this growth, Eastern Health has been part of a collaborative project to improve health service referrals for Aboriginal and Torres Strait Islander people attending Angliss Hospital and other Eastern Health services. The *Knox Referral Pathway* project builds on previous initiatives to improve the experience of these patients in our emergency departments and other patient areas.

"A great deal of work is underway to ensure we are culturally responsive and patients receive respectful and high-quality healthcare," Eastern Health project officer Sophie Griffiths said.

"We began by reviewing our patient environments to ensure they provide a welcoming, safe place for these patients and their families."

A more welcoming environment

Eastern Health has created a more welcoming environment by installing Aboriginal and Torres Strait Islander flagpoles outside Angliss Hospital and Wantirna Health, Aboriginal art displays, family-friendly areas and brochures for patients and visitors.

"We have also done a lot of work to improve referral and service directories to enhance co-ordination with community health providers," Sophie said.

Identification of Aboriginal and Torres Strait Islander patients has remained a key priority, with the expectation that all frontline staff "ask the question" to ensure data collection is accurate and the care provided is culturally appropriate.

"We now have the ability to create an electronic alert for these patients, so we can offer the support of our Aboriginal service development officer, if required."

Education the key

Eastern Health has established a range of partnerships with education providers to continue to improve the health of Aboriginal and Torres Strait Islander people.

A strong relationship with Worawa College in Healesville has helped provide students with support for health and wellbeing. Eastern

Health also had a strategic planning session at the college to establish a plan for the next 12 months.

Yarra Valley Community Health has provided an opportunity for medical students to take up work placements in Aboriginal health.



Aboriginal healthcare an important priority

A dedicated Aboriginal health service is playing a leading role in closing the health gap between indigenous and non-indigenous Australians.

Yarra Valley Community Health's Aboriginal health team offers a range of support services to Aboriginal and Torres Strait Islander people in Melbourne's eastern and outer eastern suburbs.

From maternal and child health to drug and alcohol counselling and other health promotion programs, the team offers a range of culturally-responsive services that provide quality care to the local Aboriginal community.

They also provide social and emotional wellbeing programs, youth and community services.

Clinical co-ordinator Andrew Kaias said it was important to have a team dedicated to looking after the health and wellbeing of Aboriginal and Torres Strait Islander people.

"Eastern Health recognises that closing the health gap between indigenous and non-indigenous Australians is an important challenge we are currently facing," Andrew said.

"It's important to remind people that the Aboriginal health team is here to offer support."

Although based in Healesville, Andrew encourages Aboriginal and Torres Strait Islanders throughout Melbourne's eastern and outer eastern suburbs to seek the team's support if they need it.

"We can travel to provide outreach support in homes and other communities in the east," he said. "We can also come to hospitals if other Eastern Health sites would like an Aboriginal support worker."

The Aboriginal health team provides additional services such as home and community care, domestic assistance, garden and property maintenance, activity groups and support with accessing medical appointments.

"Whatever your health and wellbeing needs might be, we're here to help."

For more information about the Aboriginal health team, call 5957 1100.

Pictured: Eastern Health's Aboriginal health team with Andrew Kaias (centre).

Eastern Health's ongoing commitment to consumer, carer and community participation

Eastern Health has demonstrated its commitment to working in partnership with consumers, carers and community members during the past few years by developing a three-year plan. This plan covers four areas: community participation, cultural responsiveness, disability services and improving care for Aboriginal and Torres Strait Islander patients.

Alongside our well-established Community Advisory Committee (CAC), we now also have a consumer register that includes consumers, carers and community members who are willing to be contacted about a range of participation opportunities. We hope to build on this during the next 12 months and into the future by engaging with people from a range of different backgrounds to better represent the diverse communities of the east.

"The demand for consumer involvement has grown and more staff are telling me how much they truly value consumer input."

Tanya Hendry, Manager of Consumer Participation and Patient Experience, said it had been exciting to watch the organisation embrace consumer participation in so many areas.

"September 2012 was a real turning point. CAC members were involved in Patient Safety Week and we had our first large-scale quality improvement initiative with consumer involvement over a three-day planning process," Tanya said. "Since then the demand for consumer involvement has grown and more staff are telling me how much they truly value consumer input."



Access to wheelchairs set to improve

Consumer feedback has led to improved processes for patients needing a wheelchair.

"After receiving feedback that the process for getting a wheelchair through our community rehabilitation services was not a smooth experience, we established a working party to address the concerns of our consumers," said Anna Joy, senior clinician in community rehabilitation.

"Upon investigation it became clear that clinicians didn't feel confident with the process for obtaining a wheelchair for patients because it isn't something they do regularly."

Since the review, the team has introduced a new approach for obtaining wheelchairs, along with supportive training for staff to improve the process.

"This is a great example of how consumer feedback gives us the information we need to improve processes which we would have not otherwise known were a problem."

Partnering with consumers to make decisions

At Eastern Health, we believe our partnership with consumers and carers is essential. One of our 10 principles under the *Patient Experience of Care* initiative is “the patient is a partner in decision-making about their care”. Another principle focuses on involving family and friends in care, in accordance with the wishes of the patient.

One way we receive feedback about how well we are partnering with consumers is from the results of the Department of Health’s survey, the Victorian Patient Satisfaction Monitor (VPSM). This survey covers a range of questions, including asking patients to rate their experience of the following three areas:

- 1. The opportunity to ask questions about your condition or treatment
- 2. The way staff involved you in decisions about your care
- 3. The willingness of hospital staff to listen to your healthcare problems.

The results of these three questions are then combined to form the consumer participation indicator score.

Consumer participation indicator scores for July 2012 to December 2012 at each site:

Angliss Hospital	Box Hill Hospital	Healesville & District Hospital	Maroondah Hospital	Peter James Centre	Wantirna Health
77.5	77.5	83.2	76.4	70.3	82.5

Our scores at each of our hospitals have remained relatively consistent. For this period, all hospitals met the Department of Health target of 75, except for Peter James Centre. With the organisation’s increased focus on consumer, carer and community participation we expect the scores to increase over time.

The VPSM also includes questions specifically about maternity care. The percentage of women who said they thought they were given an active say on decisions about what happened during their labour and birth in all, most or some cases is reported below:

Angliss Hospital	Box Hill Hospital
86	88

The Department of Health target for this question is 90 per cent. Eastern Health is striving to empower women to be more involved in decision-making during their maternity care. This includes involvement at the bedside to discuss plans for care, when this is appropriate. During their pregnancy, women are involved in planning for their care in labour and after the birth, and encouraged to keep their own Maternity Hand Held Record. Women can also choose to include written instructions and preferences for labour and birth in this record.

Mental health

Of the three areas highlighted by the Department of Health as important evidence that consumers are engaged in their care, Eastern Health’s mental health services achieved two out of three:

- ✓ Completion of the consumer self-rated measure
- ✓ Consumers are a co-signatory on individual service plans, treatment and care plans or recovery plans
- ✗ Evidence of consumer-held records.



Residential care facilities

Each year our residential care services conduct a survey of residents.

The 2012 results show that 83 per cent of residents either strongly agreed or agreed they were satisfied that they were involved in decision-making, exceeding the Department of Health benchmark of 75 per cent.

Eastern Health’s residential aged care facilities measure the rates of pressure injuries, prevalence of falls, fall-related fractures, use

of physical restraint, multiple medication use and unplanned weight loss. Eastern Health’s residential care facilities exceeded the statewide average in five out of the six categories. Our low care facilities met the benchmark for unplanned weight loss, however our high care facilities had a slightly higher rate than the statewide benchmark.

Satisfaction with being included in decision-making in relation to care

Strongly agree	Agree	Disagree	Strongly disagree
40%	43%	7%	1.8%

5 out of 6

Eastern Health achieved better than the statewide public sector rates in five out of the six areas

Involving consumers in developing patient information

For a number of years Eastern Health has ensured consumers have the opportunity to provide feedback about patient information.

Staff who develop new brochures must show evidence that at least three consumers have provided feedback and every two years, information is reviewed by staff and consumers. We also ensure brochures are only printed and distributed once they have met the requirements of the Department of Health *Checklist for Assessing Written Consumer Health Information*.

Currently, feedback is sought from patients or members of the consumer register. We are

planning to establish a Patient Information Committee to give consumers an opportunity to be involved in the development and review of information rather than just providing feedback.

The Victorian Patient Satisfaction Monitor has a question specifically related to the written information provided to patients. Results from the most recent survey are in the table below.

The number of respondents who rate the written information on how to manage your condition and recovery at home, as being “good” to “excellent”. Eastern Health is performing well above the Department of Health target of 75 per cent.

► 164
The number of instances consumers reviewed patient information in 2012-13

	June 2012 to December 2012 (%)
Angliss Hospital	83.6
Box Hill Hospital	83.6
Healesville & District Hospital	90.4
Maroondah Hospital	91.7
Peter James Centre	85
Wantirna Health	94.1

Active involvement of consumers, carers and community members

During the past 12 months Eastern Health has again demonstrated our commitment to actively involve consumers, carers and community members. Some examples include:

- > Actively seeking feedback about our 10-year Strategic Clinical Service Plan, known as *Eastern Health 2022*
- > Community representatives as members of our Ethics Committee
- > Two community members on the Board Quality Committee
- > Extensive input into service and program redesigns, including participation in planning days
- > Review and analysis of patient feedback that is featured in the quarterly *Patient Experience of Care* reports
- > Four consumers attended a patient information forum to review how the organisation develops, distributes and evaluates patient information.



COMMUNICATION A HIGH PRIORITY FOR NEW HOSPITAL

Construction of a 10-storey clinical services building next to a working hospital has been a challenge for Box Hill Hospital's redevelopment team and they are well aware of the impact it has had on staff, patients and local residents.

"Regular communication with local residents has been a key priority for our team," project lead Allison Harle said. "Mail drops and forums have been a great way to keep the community up to date and provide quick responses to their concerns."

Mobile displays and information stands in the local shopping complex, libraries, community halls and function centres have also provided the community with information about the progress of this exciting project.

Information has been translated into simplified and traditional Chinese, Greek, Italian, Vietnamese and Arabic to ensure Box Hill's culturally-diverse community is informed about

the \$447.5 million expansion of their local hospital.

"With the assistance of the hospital's interpreters, Florence Wong and Elena Theodoridi, we have been able to present information to more than 200 members of the senior Chinese community and local Greek community," Allison said.

"Responding to the audience's questions in their language helps to reassure our large multicultural community that they will continue to receive high-quality health services at Box Hill Hospital."

Culturally-appropriate care

Box Hill Hospital's redevelopment team has worked closely with Vera Webber, Eastern Health's Aboriginal Service Development Officer, to ensure the new hospital provides culturally-appropriate care in a welcoming environment for Aboriginal and Torres Strait Islander patients and visitors.

Local Wurundjeri artist Mandy Thomas has been commissioned to create artwork for the new emergency department and Aboriginal sculptor Glenn Romanis is working with the project team to design and sculpt a *Bunjil*, a

wedge-tailed eagle which is of significance to the Wurundjeri people.

"The *Bunjil* will be installed in the drop-off area of the new main entrance, creating an attractive and striking feature to acknowledge the traditional owners of the land, the Wurundjeri people," Allison said. "This piece will signify the hospital as a culturally friendly and welcoming place for Aboriginal and Torres Strait Islander patients and visitors."

"Regular communication with local residents has been a key priority for our team," project lead Allison Harle said.

"Responding to the audience's questions in their language helps to reassure these large multicultural communities that they will continue to receive high-quality health services at Box Hill Hospital."



“It was clear from the outset that patients appreciated someone making the effort to talk to them in their own language.”

GATHERING FEEDBACK FROM OUR NON-ENGLISH SPEAKING PATIENTS

Eastern Health wants to do more to ensure we are gathering feedback from our non-English speaking patients. During the past year we implemented a number of strategies associated with the collection of this feedback.

- 1. Our patient experience survey was translated into our four most common languages spoken other than English: Greek, Vietnamese, Simplified Chinese and Traditional Chinese. Interpreters at Box Hill Hospital have been surveying patients and the information has been included in our patient experience data to help provide a more representative picture of the patient experience.
- 2. Christos Roussos, Executive Director of Human Resources and Communications, has conducted leadership “walkrounds” with Greek patients. All senior leaders are required to conduct regular leadership walkrounds.

This involves talking to patients, documenting their experience and sending it to the Centre for Patient Experience for collation and analysis. Christos chose to conduct a number of his walkrounds in Greek. “It was clear from the outset that patients appreciated someone making the effort to talk to them in their own language,” he said. “I felt the patients were prepared to be more open because I spoke in their language and they were prepared to tell me about experiences they were not necessarily prepared to tell others.”

Pictured: Christos Roussos talks to Box Hill Hospital patient Stilianos Pastidis.

Responding to the needs of our culturally-diverse community

Professional development and inclusive healthcare

Eastern Health staff have regular opportunities to attend education sessions about providing healthcare to our culturally and linguistically diverse communities. For example:

- > 87 managers attended certificate courses offered by Eastern Health and Box Hill TAFE Institute, which included sessions on cultural responsiveness
- > 619 staff attended in-house education sessions tailor-made to their department’s needs in providing care to members of a culturally-diverse community.

Feedback from staff after attending these education sessions included:

- “I now have the confidence to pursue the use of interpreter services instead of relying on family.”
- “This training provided a balanced perspective and challenged my way of thinking.”

Improvements in communication

- > 22 per cent of our consumers (patients and clients) were born in countries where English is not the main language. About 25 per cent of these consumers reported having some language difficulties
- > We provided 17,100 interpreter facilitated sessions, an increase of 32 per cent on the previous year

- > Chinese languages, Greek, Italian, Vietnamese, Arabic and Burmese represent 65 per cent of languages other than English spoken by our consumers
- > We translated 39 new documents into 23 languages during the past year.

In 2012, we published an *Interpreter Fact Sheet* in 23 languages which includes information about how clients can contact us from home. Since this was published we have had a 30 per cent increase in the number of consumers contacting staff to change or cancel appointments or ask questions about treatments after leaving hospital.

Our *Cue Cards* communication resource was accessed by about 4345 new service users during the past year. These cards are an award-winning resource developed by Eastern Health to assist health professionals, clients and carers who have English language difficulties or problems communicating with each other.

Over the coming year we will be translating brochures about how to access multicultural meals across all our sites. We will also be providing information to community members in the outer eastern region who are experiencing financial stress and need assistance with accessing or purchasing nutritious food for themselves and their family.

▶ 22%

The number of our consumers (patients and clients) who were born in countries where English is not the main language

▶ 17,100

The number of interpreter facilitated sessions, an increase of 32 per cent on the previous year

Our new projects

- > We are sponsoring and mentoring Monash University interpreter and translator students in our in-house interpreter department at Box Hill Hospital. This opportunity provides students with hands-on experience of working in a hospital setting.
- > In early 2013 we became involved in a pilot study to help address continence issues in women of child-bearing age in the Chinese and Vietnamese communities. This is a collaborative project between Eastern Health maternity services and continence clinics, and Continence Foundation Australia.
- > Our occupational therapy department is developing a new online training package for students that includes a section on cultural considerations that should be addressed when conducting person-centred assessments.
- > A pilot project has started at Box Hill Hospital’s oncology department in collaboration with Chinese Cancer Social Services Victoria, to offer community support to Chinese speaking clients during their treatment. We have also made our training sessions for oncology staff more culturally sensitive and reviewed our screening tools to include the needs of our culturally and linguistically diverse populations.
- > Turning Point Alcohol & Drug Centre is leading three major projects focusing on culturally-diverse communities:
 1. *Healthy Lives, Healthy Futures*: Focusing on reducing risky drinking amongst youth from immigrant and refugee communities.
 2. *Supporting Dual Diagnosis Responses*: Increasing access to culturally-tailored health information in immigrant and refugee communities, increasing community referral pathways to services and increasing the capacity of services to engage and treat clients.
 3. Helping family members to seek assistance in dealing with anxiety, depression or drug and alcohol misuse in younger migrants from culturally and linguistically diverse communities.

BOTOX INJECTIONS HELP KIDS



By providing a local clinic we are giving these vulnerable children and their families a one-stop shop for specialist treatment in their local area."

Families no longer need to travel to the Royal Children's Hospital or Monash Medical Centre to access botulinum toxin (Botox) injections after the introduction of a specialist paediatric rehabilitation clinic at Angliss Hospital.

Part of the Victorian Paediatric Rehabilitation Service (VPRS), the clinic provides children with cerebral palsy a single therapy team for spasticity assessment, injections and therapy.

"Botox injections are used to manage spasticity by allowing the muscles to relax. This, combined with therapy, helps improve muscle length, control of movement and function," VPRS regional co-ordinator Renata Winkler said.

Eastern Health has had five clinics since June 2012, with 19 children receiving botox injections and more than 50 children accessing the service for spasticity management.

"Feedback from consumers has been extremely positive," Renata said.

Providing short-term, goal-orientated rehabilitation, the Victorian Paediatric Rehabilitation Service provides support for children aged zero to 18 years who may have experienced an injury or functional impairment. While the VPRS has been operating at Angliss Hospital since 2007, botox injection clinics were only available at the Royal Children's Hospital and Monash Medical Centre prior to June 2012.

Pictured: Indiana Manning receives treatment at Angliss Hospital, from occupational therapist Lisa Taylor.

Early intervention for children with gastro

Box Hill Hospital's emergency department has introduced a range of improvements in response to the high number of children presenting with gastroenteritis, commonly known as gastro.

Following a review of their practices, emergency department staff identified that earlier diagnosis of gastro and a consistent approach to treatment could prevent the need for children to be admitted to hospital and help to identify children with more serious conditions.

"As part of this project we have reinforced the standards of treatment for patients aged between one and 16 years who present with gastro symptoms," nurse unit manager Sonya Moran said.

"These standards include making sure we always weigh children with gastro symptoms when they first arrive, as well as starting medicine to help them with rehydration and use of Ondansetron, a medication for nausea, while patients wait for treatment."

Staff have also developed written information for parents which will be distributed upon arrival at the emergency department.

Since the start of the improvement project, the frequency of children weighed on arrival has almost doubled and rehydration medicine for suitable patients in the waiting room has jumped from 17 per cent to 93 per cent.

"These results are extremely promising," Sonya said. "We hope the reinforcement of these standards will provide a consistent approach to care, helping to reduce the symptoms of gastro for children and the length of time they need to spend in the emergency department."

Findings from this project will be shared with Angliss and Maroondah hospital emergency departments to ensure improvements across all our sites.

Crisis accommodation for young people

Eastern Health's collaboration with homeless services in the eastern metropolitan region has led to more support for young people in the local area.

The Young Families in Crisis program provides crisis accommodation and support for young parents aged between 16 and 24.

"This program offers more than just a roof over their head. It provides immediate specialised case management from a range of providers to ensure long-term goals are supported while the family has access to safe accommodation," said Cheryl Ritter, leader of the community engagement team.

Currently working within two purpose-built, two-bedroom units in the inner east and one house in the outer east, the program includes an immediate needs assessment, support plan and exit plan for families in crisis.

"This program is running on a shared passion, determination and the belief of a range of organisations," Cheryl said. "We are confident we can continue to expand to ensure we are able to provide support to more families."

Plans to open a fourth unit in the outer east are currently underway.

"This program is running on a shared passion, determination and the belief of a range of organisations."



Youth photography aims to prevent violence

Promoting equal and respectful relationships between young men and women is a key focus for a collaborative project in the Yarra Ranges.

You & I is a joint initiative between Yarra Valley Community Health's health promotion team, community health service Inspiro and Yarra Ranges Council, supported by a range of other agencies in the outer eastern region.

Commencing with a series of workshops led by an experienced local artist, more than 200 secondary school students from surrounding areas explored the concept of equal and respectful relationships using digital images.

"The workshops gave participants a chance to reflect on their perception of equal and respectful relationships, and the importance of preventing violence against women, while capturing these perceptions through photography," health promotion officer Julia Blackburn said.

Images produced by the participants will now be used as part of a social marketing strategy.

"Ten young people are currently involved in the consultation process to help inform directions for the project," Julia said. "We are aiming to use cutting-edge, innovative and exciting strategies to get the messages out there."

Digital images captured during the workshops have since been displayed in an exhibition at the Mooroolbark Community Centre, as well as at the Upper Yarra Secondary College.



ACCESS IMPROVEMENTS FOR PAIN MANAGEMENT

Care for patients suffering from complex, persistent pain has improved, thanks to the introduction of two new clinics in Eastern Health's pain management service.



After a formal review of pain services in 2012, the team identified a need to reduce waiting times for clients. They also identified a need to offer more specialist clinic services for clients experiencing complex pain and clients with prescription drug dependence after their discharge from hospital.

Following the review, two new clinics were introduced:

- > *Opiate Dependence Pain Assessment Clinic*, providing support for patients requiring assessments for pain and medication addictions
- > *Sub-Acute Ambulatory Pain Clinic*, providing support for patients requiring urgent medical and nursing reviews for troublesome pain which continues after their discharge from hospital.

As a result of these changes, waiting times for first individual consultations has reduced by an average of 43 per cent.

In addition, the team has introduced information sessions for clients waiting for services. Early feedback from clients has been extremely positive.

"Our clients have told us that the introductory sessions have given them helpful tips to manage their pain while they wait for treatment. They also said the sessions helped them understand the cause of persistent pain," program lead Ann Yeomanson said.

Pictured: Ann Yeomanson at the Pain Management Clinic, Lilydale.

▶ **43%** reduction in waiting times for individual consultations

OUTSTANDING ACHIEVEMENT LEADS TO EXPANSION



“We are thrilled that the team has been recognised for their contribution to patient safety,” said Kathy Marshall, Director of Nursing at Peter James Centre.

A group of dedicated Eastern Health volunteers has received a Victorian Minister for Health Volunteer Award for their work with patients at Peter James Centre in Burwood East.

The Falls Prevention and Wellbeing program was recognised for its achievements in reducing patient falls in hospital. “We are thrilled that the team has been recognised for their contribution to patient safety,” said Kathy Marshall, Director of Nursing at Peter James Centre.

“Falls can have a devastating effect on a patient’s health and wellbeing. We are committed to reducing the risk of falls and falls-related injuries in hospital and this team of volunteers makes a difference in this area every day.”

News of the award came as the program expanded to other sites across Eastern Health.

“This program has been so successful that we are rolling it out to provide the same level of volunteer assistance in our other hospitals,” Kathy said.

Volunteers assist high-risk patients with simple strategies to prevent falls.

“Volunteers are supported by a dynamic group of medical and nursing staff, and are

trained as part of the Eastern Health volunteer program,” Kathy said.

“Staff, patients and families have commented on how the program not only reduces the risk of falls but also improves the overall wellbeing of patients through the friendships that have been developed.”

For more information or to volunteer, call 9895 4658.

Increased supervision reduces falls risk

Eastern Health introduced new nursing practice guidelines in March 2013, with hourly patient contact becoming a requirement for all nurses caring for inpatients.

“While patients were seen by nurses frequently before these new guidelines, we have now moved to a more formal process,” said David Plunkett, Executive Director of Acute Health and Chief Nursing and Midwifery Officer.

“Regular hourly contact and increased supervision of patients at risk of falling is a great preventative measure to avoid falls and falls-related injuries in hospital.”

Pictured: Volunteer Elsie Lewis with Peter James Centre patient Bill Mayridis.

Don’t fall for it!

Falls are not limited to hospitals, with many people suffering injuries at home or in the community. Simple steps can be followed to reduce your risk of a fall including:

- > Choose comfortable, firm-fitting flat shoes
- > Remove hazards, such as slippery steps or clutter from your surroundings
- > Use non-slip mats in the shower and bathroom
- > Recognise what you can and cannot do.

Don’t fall for it! is an information guide from the Australian Department of Health and Ageing that outlines a range of risk factors for older people. For more information about falls, order your free booklet today by contacting the Aged Care Information Line on 1800 500 853.

Medication errors set to reduce

Messy, hand-written medication charts are set to be a thing of the past, thanks to the introduction of a new electronic system.

ehCare@eastern has been progressively introduced at Eastern Health, allowing staff to prescribe medications electronically, reducing the risk of medication errors.

“Medication errors are one of the most common reasons for adverse events in

hospital. By introducing this system, we will be able to reduce risk and enhance patient safety,” said Dr Sonia Fullerton, Director of Palliative Care Services.

Starting at Wantirna Health and Peter James Centre, each site replaced hand-written drug charts with Computers on Wheels or COWs, as they are affectionately known, with access to an electronic drug chart.

“Although many staff were a little anxious at first, the transition was smooth due to the team-based philosophy delivered by the *ehCare@eastern* project team and frontline clinicians,” Sonia said.

Some of the benefits of *ehCare@eastern* include automatic alerts that notify staff of a patient’s risk of thrombosis (blood clots in legs) and warn the prescribing doctor if a patient has allergies.



EARLY RISK ASSESSMENT IMPROVES PRESSURE INJURY RATE

A recent survey of 680 patients revealed that Eastern Health is taking the necessary steps to prevent pressure injuries.

Completed in November 2012, the survey found that for 94 per cent of patients, staff completed an injury risk assessment within 24 hours of admission.

"These results show that our staff are very aware of the importance of prevention and early detection, which is great news," stomal therapy clinical nurse consultant Wendy Sansom said.

This survey is one of the many improvement strategies introduced by Eastern Health's Skin Integrity Expert Advisory Committee to help reduce the number of pressure injuries.

Other initiatives include:

- > Twice-yearly wound management seminars and monthly wound forums to provide staff with an opportunity to share experiences and discuss solutions
- > Development of two new patient information brochures with input from consumers to ensure they are easy to read and understand
- > Ongoing monitoring of pressure injuries and monthly review of reported incidents to improve education and prevention measures.

While much progress has been made, the committee will continue to educate staff to ensure prevention is front of mind.

"As our ageing population will continue to provide us with challenges relating to skin care, it is vital that we continually review our practices and ensure our staff remain committed to prevention."

What is a pressure injury?

A pressure injury is a localised injury to the skin and/or underlying tissue usually over a bony area as a result of pressure or pressure in combination with friction.

Eastern Health acknowledges that pressure injuries are a risk to safe, high-quality patient care. We recognise this risk throughout the patient journey and provide comprehensive assessment, planning, intervention and evaluation to assist in reducing the number of pressure injuries.

Pictured: Patient Stephen Reed with Wendy Sansom.

▶ **94%** Percentage of injury risk assessments completed within 24 hours



FOCUS ON TRANSFUSION CONSENT

Eastern Health complies with a range of standards to ensure the safe use of blood and blood products, including ensuring that informed consent for transfusion is obtained and documented.

Led by the Victorian Department of Health, an audit began in August 2012 to review documentation of transfusion consent in Victoria, Tasmania, the Northern Territory and ACT.

Transfusion nurse consultant Clare Hennessy said 1788 transfusions across 103 hospitals were audited, including Eastern Health sites.

"Our results revealed that only five per cent of the transfusions audited from Eastern Health had the appropriate documentation of consent compared to 75 per cent of all transfusions audited," she said.

Although a process for obtaining patient consent has been in place at Eastern Health for some time, the audit identified poor compliance with this process.

"Clearly, this is an area that needs improvement so our next step is to ensure our staff are obtaining and documenting patient consent for transfusion," Clare said.

To help improve the consent process, Eastern Health's Blood Transfusion Expert Advisory Committee created a new transfusion consent form. An Eastern Health working party was established to further develop and refine the new consent form and a community member was involved to ensure the form is easy for patients and carers to understand.

Staff education is also ongoing to ensure awareness of the processes.

Pictured: Eastern Health transfusion nurse consultants, Clare Hennessy and Janine Carnell.

▶ **1,788**

The number of transfusions audited across 103 hospitals



IMPROVING ACCESS TO HEALTHY FOOD

“Poor diets can lead to a range of issues, including obesity, poor mental health and chronic disease, such as diabetes,” health promotion co-ordinator Michelle Fleming said.

Ensuring people in the east have access to healthy food is a key priority for our health promotion team.

“Poor diets can lead to a range of issues, including obesity, poor mental health and chronic disease, such as diabetes,” health promotion co-ordinator Michelle Fleming said.

Michelle and her team have discovered that poor access to healthy food makes it difficult for people to prevent health problems.

“Many people don’t have much choice, with cost and isolation preventing them from accessing a balance of good foods, such as fresh fruits and vegetables,” she said.

Working with social workers and dietitians, Michelle has conducted research to

determine whether patients being discharged from hospital are able to continue managing a healthy diet.

“We have found that some patients do not have food when they arrive home from hospital, nor do they have anyone to help them shop for food while they are recovering,” Michelle said.

“A large number of patients also had little to no awareness of services that can provide assistance with access to food.”

In response to this, the team has developed a number of brochures with contact details for services that provide home delivery, community and emergency food relief, as well as information about budgeting and financial assistance.

“We have also worked with our staff to promote the importance of this issue and provide them with information to give to their patients.”

Emergency food relief

Our health promotion team has a partnership with local emergency food relief agencies to assist with the distribution of healthy foods to people in the east.

“Our research revealed that there is significant demand for healthy, fresh food. The challenge for these agencies is to ensure they can source, transfer and store this stock,” Michelle said.

The team is working on a range of ways to improve the overall health of our community.

“Plans to open a local food distribution centre are well underway. In the meantime, we are providing these agencies with a range of tools to assist their clients with healthy eating.”

Pictured: Michelle Fleming promotes the benefits of eating healthy foods.

Ensuring the consumer voice is central to redesigning services

Eastern Health has entered an exciting new era by ensuring the consumer voice is heard when programs and services are redesigned.

For example, before work was undertaken to redesign outpatient clinics, a significant amount of feedback was collected from outpatients at Angliss, Box Hill and Maroondah hospitals. This feedback was collected via:

- > Patient experience trackers (an electronic, hand-held device used to capture feedback)
- > Volunteers reporting feedback and observations as “mystery shoppers”
- > Five focus groups
- > Review of complaints data.

We also had a number of staff focus groups. Feedback from all of these strategies was collected, themed and then presented at a planning day. For the first time, four consumers attended this event – two who had attended focus groups and two volunteers who had been mystery shoppers. Kate Whyman, Program Director of Specialist Medicine, said: “We were committed to making sure this redesign work was patient-focused and therefore, collected information from patients over a 12-month period. Because we used this data to inform the planning day and had four consumers working in partnership with us on the day, we are confident that the improvements we have planned are truly meeting the needs of our outpatients.”

Surgery 2015, a project to redesign surgical services, is also putting the patient experience at the centre of everything. Martin Smith, Program Director of Surgery, said the team was currently interviewing 50 surgical patients to identify what Eastern Health does well and areas in need of improvement.

“By having a consumer on our steering committee and gathering feedback from our patients, we can work out the best ways to improve our services,” Martin said.

Jane Oldham, the consumer representative on this steering committee, added: “Hearing first-hand about the experiences and needs of patients and their families/carers provides a focus for the work that otherwise would be missing. I am excited to be involved in the surgery redesign project.”





"I am really proud of these results because it shows that staff are aware of the importance of hand hygiene," acting nurse unit manager Terry Greaves said.

Hand hygiene on the rise

Eastern Health's hand hygiene compliance has trended upwards in 2012-13, with the latest data showing promising results.

An audit between November 2012 and March 2013 revealed an overall compliance rate of 76 per cent – a three per cent improvement on the previous cycle.

The audit covers the World Health Organisation's *Five Moments of Hand Hygiene* Framework:

Moment 1: before touching a patient

Moment 2: before a procedure

Moment 3: after a procedure or body fluid exposure

Moment 4: after touching a patient

Moment 5: after touching the patient's immediate surroundings

Angliss Hospital's Ward 2 East had the highest compliance rate of all wards, with 88 per cent for the 350 moments observed.

"I am really proud of these results because it shows that staff are aware of the importance of hand hygiene," acting nurse unit manager Terry Greaves said. "We will use these results to improve in all five moments and ensure we are doing our best to reduce hospital-related infections in our patients."

Improvement project underway

Eastern Health has turned the spotlight on some specific areas where hand hygiene compliance could be improved, including an initiative that is being launched at Box Hill Hospital's emergency department.

"There is an opportunity to improve in this area and we are on track to significantly improve our hand hygiene compliance rate," nurse unit manager Sonya Moran said.

A dedicated hand hygiene group has been set up to assist the infection prevention and

control team in the provision of education, awareness and ongoing auditing.

"By providing a team approach with an expert champion, we have been able to increase our training, create poster displays and enhance our auditing to improve our hand hygiene results."

▶ **76%**

Overall compliance rate – exceeding the Department of Health's benchmark of 70 per cent.

Clinical governance

Clinical governance is the system by which all staff at Eastern Health (the governing body, managers, clinicians and other staff) work together to share responsibility and accountability for:

- > The quality of care we provide
- > Continuous improvement of our services
- > Minimising risks
- > Fostering an environment of excellence in care for our patients, clients and residents.

Clinical governance is an essential part of good management and good clinical practice, and is everyone's shared responsibility at Eastern

Health. Following a review of our clinical governance in 2011-12, as described in our last Quality of Care report, we have continued to improve our clinical governance system. In particular, the revised standard clearly articulates the role of individuals and teams, as well as committees in clinical governance.

During the past year, we have benefited from the increased involvement of consumers in risk management and quality improvement activities. Some examples of this are discussed in more detail throughout this report.

We have reviewed our governance committees' terms of reference to ensure we are addressing the requirements of the recently-established National Safety and Quality in Health Service standards.

The committees now have a standardised agenda and reporting schedule to ensure Eastern Health is monitoring and reporting quality and safety issues at all levels and

implementing required improvements in a timely manner.

We have developed a new process for the development of standards and guidelines for clinical practice, which includes documentation about the role of consumers in implementing these practices.

One of our new standards outlines the processes involved in the provision of patient and family-centred care. This standard describes the Eastern Health approach to the planning, delivery and evaluation of healthcare that is grounded in mutually-beneficial partnerships among healthcare providers, patients and families.

We will continue to improve our clinical governance systems and processes over the coming year to make sure we continue to provide safe, high-quality care to our patients.

Clinical governance is an essential part of good management and good clinical practice, and is everyone's shared responsibility at Eastern Health.

Consumers join our Expert Advisory Committees

Eastern Health has 19 Expert Advisory Committees which have been established to set standards for specific quality and safety issues, and to monitor our performance against these standards.

It is our aim to have consumer representatives on all these committees. Currently, consumers are members of the following Expert Advisory Committees:

- > Medication Safety
- > Patient Experience of Care
- > Infection Prevention and Control
- > Clinical Handover
- > Pain Management
- > Service Access and Patient Flow.

All consumers on Expert Advisory Committees receive a position description and a support person who provides initial induction and is available to address any questions or concerns they might have.

▶ **19**

The number of Expert Advisory Committees



NEW MODEL ENHANCES CHOICES FOR PREGNANT WOMEN

Women booking into Eastern Health's Angliss Hospital maternity service now have the option of their own midwife, thanks to the introduction of Midwifery Group Practice at Angliss Hospital and in the Yarra Ranges.



Recognised internationally as an optimal service model for midwifery care, Midwifery Group Practice ensures access to one-on-one care with a known midwife throughout a woman's pregnancy, labour, birth and early postnatal period.

"The introduction of Midwifery Group Practice is exciting both pregnant women booking into our services and our midwives," said Melissa Brown, Acting Director of Women and Children Program.

"Each primary midwife will work with one or two other midwives, who will also meet the woman during the antenatal period. This will ensure the woman knows the midwives if back-up support is required."

Committed to providing women-centred care, Angliss Hospital and Healesville outpatients midwives voted for the model to be introduced as part of a range of care choices for expectant mothers.

"We want to ensure our women have access to options that best suit their individual and clinical needs," Melissa said. "For some women, water birth facilities are important;

others may want to be able to go home from the birth suite soon after birth. These options will still be available under the new model, depending on the woman's needs and availability."

Women in the Healesville and Yarra Ranges area will also receive enhanced maternity care through this new model. The primary midwife will offer antenatal and postnatal care in their local community, as well as provide care during birth at Angliss Hospital.

Pictured: Margo Losier gave birth to baby Elise under Midwifery Group Practice at Angliss Hospital. She is pictured with Elise's father, Nick Best.

"For some women, water birth facilities are important; others may want to be able to go home from the birth suite soon after birth. These options will still be available under the new model, depending on the woman's needs and availability."



Heart research underway

Eastern Health has commenced a new study into the management of patients with heart disease.

Safe and effective early discharge of patients with low-risk acute coronary syndromes, or the SEED trial, received the green light after securing funding from the Eastern Health Foundation and Victorian Department of Health.

"Traditionally, patients recovering from a heart attack stay in hospital for at least four to seven days. This is usually for a period of monitoring for complications, management of medications and cardiac rehabilitation education," said Professor Gish New, Director of Cardiology.

"This study aims to assess whether this discharge process is the most effective

method for low-risk heart attack patients who have undergone successful angioplasty, stenting or only require medical therapy to treat their arteries after coronary angiography."

Retrospective data collection of 642 patients has been reviewed. It demonstrated that rates of mortality, adverse events and unplanned readmission to hospital within 30 days of discharge were low, yet patients were kept in hospital for an average of four to seven days.

▶ **642**
The number of patients reviewed

Results of the review suggest discharge of low-risk coronary patients within 72 hours to a hospital in the home program would be safe and beneficial.

"There are many benefits for patients receiving care in the home, particularly the comfort of being in a familiar environment with family and friends," Gish said.

A controlled trial is underway to examine the safety, feasibility and cost-effectiveness of early discharge to hospital in the home, compared with a conventional hospital stay.

"Ultimately, we want to ensure the best processes are in place for patients' quality of life and healthcare experience."

Pictured: Professor Gish New, Director of Cardiology.

Oxygen therapy for COPD

Patients with chronic obstructive pulmonary disease (COPD) who require oxygen therapy will benefit from improved processes at Eastern Health's emergency departments.

Emergency department staff will now receive an advanced electronic alert when a patient requires oxygen, helping to reduce more serious conditions.

This alert is followed by a standardised pathway for appropriate assessment, use and administration.

"By adopting a consistent approach to our practice, we can ensure patients receive appropriate levels of oxygen delivery and therefore reduce their risk of further deterioration," nurse unit manager Sonya Moran said.



POWERFUL SPEECH

For 37 years, Raymond Collett could only communicate by spelling out messages on an alphabet board. His severe speech impediment was the result of a car accident in 1975.

Now 64, Ray has received the gift of speech, thanks to the dedicated community rehabilitation staff at Wantirna Health.

"It was heart-breaking to learn that Ray had no way of communicating with his grandchildren because he was unable to speak and they were too young to read his written messages," speech pathologist Jemima Bradford-Flego said.

Originally referred to speech pathology for swallowing difficulties, Jemima identified Ray's potential for improved communication during an initial speech therapy session.

"I thought Ray was the perfect candidate for a portable electronic communication device which generates written and spoken messages," Jemima said.

After Jemima's application for funding was successful, she presented Ray with his device in April 2012.

"This device has given Ray the opportunity to ask his grandchildren questions, talk to his son on the phone and tell jokes with his friends."

Pictured: Ray Collett and speech pathologist Jemima Bradford-Flego with Ray's portable communication device.

"It was heart-breaking to learn that Ray had no way of communicating with his grandchildren because he was unable to speak and they were too young to read his written messages," speech pathologist Jemima Bradford-Flego said.



SHOW AND TELL FOR CANCER SURVIVORS

Eastern Health's oncology rehabilitation program continues to find ways to empower people living with cancer. Reflecting on life before cancer has proven to be a crucial part of the recovery process.

Starting in early 2011, the program has provided care for more than 150 cancer survivors of varying ages, treatment stages and types of cancer.

Committed to continuous improvement, the rehabilitation team has called on past participants to provide their feedback about the program.

Program co-ordinator Delwyn Morgan said the team had collected feedback through focus groups, interviews and the introduction of a consumer register.

"Consumer participation is a key element to improving cancer care and outcomes," she said. "By giving patients and their families a chance to engage in their own care, we can use this feedback to improve our services."

One of the most recent additions to the program has been a show and tell session.

"Participants requested more time to talk amongst themselves about topics other than cancer, reminding them about what they enjoyed before their diagnosis," Delwyn said.

"Topics have been very interesting, including stories of migration, past achievements and the rediscovery of interests. One participant even had a story about meeting the Beatles!"

Run by the participants themselves, the session has been very well received and described as "a very uplifting, feel-good experience".

Pictured: From left, physiotherapists Sophie Laukart and Briony Moorcroft with patients Roberta Aimer, Judi Bailey and carer Malcolm Bailey.

"Participants requested more time to talk amongst themselves about topics other than cancer, reminding them about what they enjoyed before their diagnosis."

For more information about the program, call

9955 1293



PEER SUPPORT MAKING A DIFFERENCE

Ian Stephenson's 18 hospital admissions were regarded as invaluable experience for his latest role.

Working as a consumer consultant for the past two years at Eastern Health, Ian is an advocate for improving mental health services for clients, staff and families.

"I use my lived experience to improve services. Our philosophy is based on patients or ex-patients being the experts in treatment," Ian said.

"Anyone who has lived through a mental health diagnosis is a potential consumer consultant. We have been in the patient's shoes so we can help clinicians deliver patient-focused care."

Ian's day-to-day tasks include talking to consumers from Eastern Health's mental health facilities, gathering their feedback and assessing what can be improved.

"Anyone who has lived through a mental health diagnosis is a potential consumer consultant. We have been in the patient's shoes so we can help clinicians deliver patient-focused care."

"Treatment options, how to get a second opinion, changes in medication and feedback about staff are all covered in my discussions with consumers," he said.

Ian can also field complaints and compliments, acting as a link between staff and consumers.

"Consumers may feel more comfortable talking to me as I can relate to their experience. I also feel that staff respond well to my feedback because they know I am looking at the situation from the consumer's perspective."

While Ian says the role is emotionally demanding, he thoroughly enjoys his job.

"Dealing with mental health consumers means you witness tragic circumstances. On the upside you also see people getting better, getting their lives back on track on their road to recovery," he said.

"It's extremely rewarding. If my role can help improve care, it can only result in better outcomes for consumers and that really is the ultimate goal."

Pictured: Ian Stephenson with his Upton House colleagues John Daly, Wendy Donald and Sally Wilkens.

Support for parents with a mental illness

Parents with a mental illness will now have access to a new program run by Eastern Health's Koonung and Waverley community mental health clinics.

Let's Talk is a recovery tool used by mental health professionals to support healthy parent and child relationships.

"This program involves a series of themed discussions with parents about the strengths and vulnerabilities of their children, as well as their needs as parents," said Becca Allchin, FaPMI (Families where a parent has a mental illness) co-ordinator.

"Parents are able to voice their concerns or worries about parenting and talk about how their mental health is impacting on this area of their life."

Introduced as a one-year trial in collaboration with The Bouverie Centre and La Trobe University's faculty of health sciences, it was so successful that plans are underway to implement the tool across all continuing care and rehabilitation services at Eastern Health.

Results from the pilot project included decreased parental stress, increased parental confidence and improved mental health.

Supporting mental health staff to understand consumer and carer participation

Our mental health services conduct the following training sessions each year to ensure their staff understand the importance of consumer and carer participation:

- > A mandatory training workshop which is delivered by the carer consultant and a staff member who has the specific portfolio of "Families, Children and Carers"
- > A full day of training devoted to consumers and carers for all new mental health graduates (20 per year). This includes presentations from families/carers and individuals with a lived experience
- > Recovery-focused days have enlisted consumer consultant Ian Stephenson as a presenter and collaborator. Sessions are conducted twice a year and have the capacity for 40 staff to attend.
- > A variety of simulation methods are used to ensure there is a consumer presence in training. This includes DVDs, role plays and case scenarios.

As part of implementing a Recovery Model, the lived experience of mental illness is critical to the training provided to mental health clinicians. Eastern Health's Mental Health Program is committed to driving this across all relevant training opportunities.



WHAT OUR PATIENTS AND CARERS ARE TELLING US

Eastern Health is committed to hearing about our patient and carer experiences.

Feedback we receive is categorised against Eastern Health's 10 Patient Experience of Care principles:

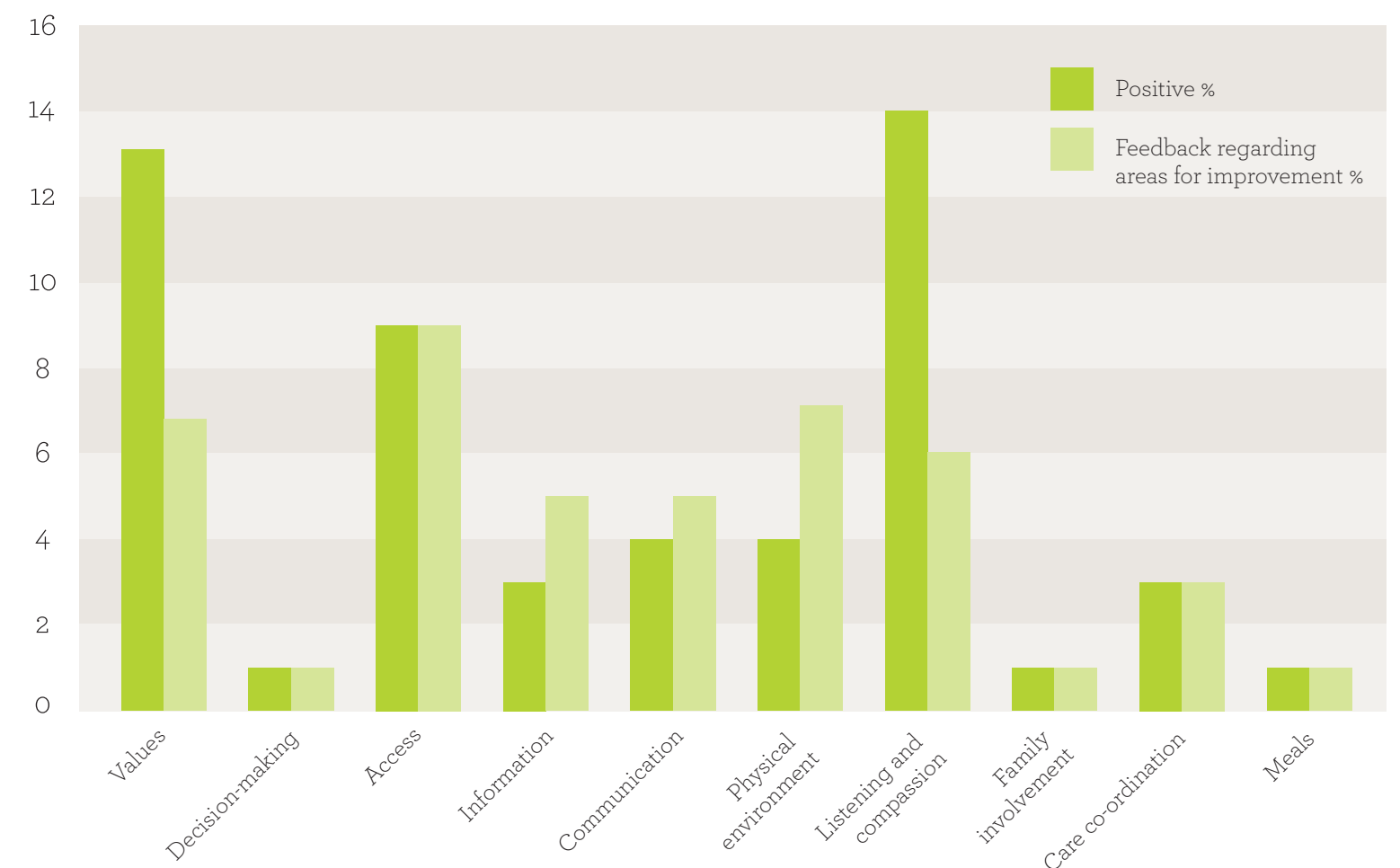
1. The patient's needs, wants, preferences and values are known and taken into account
2. The patient is a partner in decision-making about their care
3. The patient has access to safe, effective and high-quality healthcare delivered by skilled staff
4. There is clear information that helps patients understand and manage their health as independently as possible
5. Communication is open, honest and respectful, ensures confidentiality and is responsive to individual needs
6. The physical environment promotes healing, is comfortable, clean, safe and allows privacy
7. Staff listen, provide emotional support and treat patients, their families and carers with dignity and compassion
8. Family and friends are involved in care, in accordance with the wishes of the patient
9. Care is well co-ordinated to ensure the patient experiences continuity and smooth transitions
10. Meals are enjoyable and nutritious.

Pictured: Acute Stroke Nurse Skye Coote with Box Hill Hospital patient John Benson.

The graph below shows the percentage of positive and negative feedback received against each of the principles over an 18-month period. This data demonstrates two main areas:

1. The areas that patients and carers most frequently choose to tell us about (positive comments and comments about areas for improvement) related to principle 7 (listening and compassion), principle 1 (needs, wants, preferences, values) and principle 3 (access to high-quality care).
2. We often receive the same amount of positive and negative feedback, which tells us that some people have a great experience but others do not. This also indicates that our performance is inconsistent.

Percentage of feedback received (January 2012 - June 2013)
for each principle (number of individual items of feedback = 4552)



Based on this data, we have identified areas for improvement and developed an action plan. One of the main areas we are currently focusing on is communication, information provision and customer service. Some of our actions are:

- > Conducting training for all clinical staff about patient and family-centred care
- > Training sessions on the topics of communication, customer service and patient experience for specific staff groups
- > Reminding staff about expectations in relation to communicating with patients and carers
- > Reviewing the content and distribution of patient information.

MYSTERY SHOPPING AT EASTERN HEALTH

In December 2012, Eastern Health introduced a “mystery shopper” strategy to collect patient feedback in our outpatient clinics. Volunteers spoke to outpatients and observed what was happening in waiting rooms.

This information was presented at a planning day for outpatient clinics and helped to identify areas for improvement.

Our volunteers shared their experiences about being a mystery shopper:

“I thought the mystery shopping was really valuable because I was able to ask people about their experience in the clinic while they were there. It’s really hard to remember everything about a visit two weeks later, so mystery shopping gave us the opportunity to collect feedback about important but easily forgotten things, such as the waiting room environment. In addition, I was able to seek the opinions of carers and family members as well as patients,” Craig Ross.

“I think the most important aspect of the mystery shopper experience is that we at Eastern Health show people we care about them and take time to listen to them – about their experiences, hopes and fears. In return they trust that we will strive to keep improving the care and services we provide,” Joan Rose.

“It was interesting to hear how many patients, carers and relatives who, although identifying some frustrations regarding parking and lengthy waiting times, commented on how lucky we are to be able to access such high-level health services in this country. And affordable!” Elizabeth Warren.

“I was able to hear and understand people’s experience of the clinics first-hand, make my own observations and feed directly back into service improvement opportunities – both to executive management and at a planning day,” Jeanette Kinahan.

Victorian Patient Satisfaction Monitor data

The table, right, shows that across all Eastern Health sites, the majority of patients who completed the Victorian Patient Satisfaction Monitor survey reported that their cultural or religious needs were well respected.

How would you rate how well your cultural or religious needs were respected by the hospital? (responses: excellent / very good / good)	July 2012 to December 2012 (%)
Angliss Hospital	95.2
Box Hill Hospital	95.2
Healesville & District Hospital	100
Maroondah Hospital	95.6
Peter James Centre	97.6
Wantirna Health	91

▶ **100%** The number of Healesville & District Hospital respondents that said their cultural and religious needs were respected

Using feedback from complaints and compliments

At Eastern Health we have many ways that people can provide us with feedback. They can talk to the manager of the service they have used, call our patient relations advisors on our free 1800 EASTERN (3278376) number, write a letter, fill out a feedback form, email us or leave feedback on our website.

In 2012-13, we received 878 complaints and 936 compliments. De-identified quotes from the feedback we receive are provided to staff so they can gain awareness of the positive and not-so-positive experiences of our consumers and carers.

As outlined on page 32, all complaints and compliments are themed against the 10 Patient Experience of Care principles. As well as using this data to provide an organisation-wide snapshot of patient experiences, themed data is also provided at a program level. Every month a complaints report is given to each program area that identifies key themes. Common complaints include access to services, information and communication. A number of actions are underway to address these areas.

Some examples of compliments we have received in the past 12 months:

“At least someone stopped and recognised we needed some care. I will forever remember that midwife’s face and what relief it was to be able to lay down and how much comfort the heat pack and her care provided.”

“I was cared for by an incredible staff of nurses and doctors who do a most wonderful job that goes unnoticed by many. Their duty of care was outstanding and they are to be commended for their care, reassurance and kind words during my few days at your hospital.”

“She was the best nurse I’ve had in any hospital visit. She brought a huge smile to my face and it was the first smile I had experienced in days.”

“The fantastic Eastern@Home program has enabled me to continue my intravenous antibiotics in my home, stress-free. As someone who lives on my own with my pets, I was able to continue my treatment without being hospitalised for a week and my animal family was not disadvantaged.”

“She was the best nurse I’ve had in any hospital visit. She brought a huge smile to my face and it was the first smile I had experienced in days.”

We support our consumers, carers and community members in a number of ways.

When consumers first join the Community Advisory Committee (CAC) or consumer register they receive a handbook and attend an orientation session.

We conduct annual training and planning sessions for our CAC members and send them information about external development opportunities. Out-of-pocket expenses are also covered.

For more information about how to join the CAC or consumer register, please contact Tanya Hendry, Manager of Consumer Participation and Patient Experience on 8804 0483.



EASTERN HEALTH CONSUMER REGISTER – BOB’S STORY

“I joined the register because I wanted to put something back into Eastern Health as they have done so much to help me. I also see this as part of my rehabilitation by getting back into the community,” Bob Laidlaw said.

Bob Laidlaw, a patient who has used numerous Eastern Health services, has been an active member of the Eastern Health consumer register since early 2013.

“I joined the register because I wanted to put something back into Eastern Health as they have done so much to help me. I also see this as part of my rehabilitation by getting back into the community,” Bob said.

Bob has been involved in planning days for Eastern@Home (hospital in the home) and patient information, as well as focus groups for linen and a new patient booklet.

“The most important part of being on the register for me is that as a current patient, I can talk to other patients about their experiences and share these at the forums,” he said.

Bob believes that each new person on the register has the power to make a difference.

“I think it is vital that Eastern Health has feedback and input from their patients. I would like to see more consumer involvement – the more people who are involved, the better.”

If you are interested in joining the consumer register or would like more information, please contact Tanya Hendry, Manager of Consumer Participation and Patient Experience on 8804 0483 or email tanya.hendry@easternhealth.org.au. Bob is also happy to talk to interested consumers and can be contacted via Tanya.

Pictured: Bob Laidlaw with Jo Gatehouse, Eastern Health’s Director of Consumer Participation and Patient Experience.

Bob’s thank you

“I thank Eastern Health for what they have done for me. They showed care and compassion, they taught me to overcome adversity, to challenge myself and to have the will to succeed. Eastern Health taught me to walk when I was told I would possibly be in a wheelchair for the rest of my life. A special thanks goes to Ward 1 South at Maroondah Hospital, Peter James Centre neurology physiotherapy and Wantirna Health community rehabilitation. Thanks must also go to the catering staff, reception staff and all other clinicians. Their smiles and kindness make a difference.”

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WOULD YOU LIKE TO JOIN THE CONSUMER REGISTER?


Eastern Health established a consumer register in mid-2012 to involve consumers, carers and community members in a variety of ways across the organisation.

Register members participate when they are able to and in areas that interest them. Activities include:

- > Consumer representatives on Expert Advisory Committees
- > Providing feedback on patient brochures
- > Conducting patient surveys every month
- > Attendance at focus groups, workshops and planning sessions

All members help to ensure that the voice of the consumer is heard in as many ways as possible.

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For more information about Eastern Health visit www.easternhealth.org.au or follow us on twitter  @EHcomms