

2018 | 2019



CARE, QUALITY AND CHOICE

Contents

Welcome	01
Patient experience	02
Community participation and capacity	04
Consumer experience	06
Staff experience	08
Infection control	09
Maternity services	10
Residential aged care	12

Vision

Exceptional care of every person, every time.

Mission

A well run and trusted organisation that engages with the community to provide high quality health services.

Values

Integrity

We engage with others in the highest degree of dignity, equity, honesty and trust.

Care

We treat people with respect, are compassionate, thoughtful and responsive to their needs.

Unity

We work as a team and in partnership with our communities.

Excellence

We are committed to achieve our Vision.

Welcome

Welcome to Castlemaine Health's *2018-19 Quality Account Report*. This year we have updated the report's format as part of our ongoing efforts to ensure the information we produce is clear and easy to understand. We've selected some highlights from the past twelve months rather than reproduce the report here in full. The complete version of the *2018-19 Quality Account Report* is available on our website.



A handwritten signature in black ink, appearing to read 'Ian Fisher', positioned below the portrait photo.

Ian Fisher
CEO

In 2018-19, all our services remained fully accredited and new standards were established for both residential aged care and acute. In aged care the standards attained emphasise the level of care and quality of life, with staff working hard to help residents maintain vital connections with the community. Our patient and resident feedback indicators show ongoing excellence, with patient services routinely exceeding set performance targets. Feedback is extremely valuable and we use it to continually refine our services.

We have maintained our valued partnerships with consumers and the case studies show how these relationships are enriching our organisation and capabilities. Consumers help us to build strong community relationships, particularly through membership of our Community Consultative Committee, Clinical Governance Quality Committee and Board-Sub Committees. Their perceptive and insightful questions enable them to lead discussions about services, access, quality and health literacy. As volunteers, our consumers have helped us advance matters that are important to the community. We are extremely grateful to them all.

In 2018-19 we were delighted to launch a new web presence at www.castlemainehealth.org.au/ndis. The pages profile the wide range of services Castlemaine Health offers to people of all ages living with disability. While the National Disability Insurance Scheme (NDIS) is still relatively new, Castlemaine Health has long been delivering excellence in Early Childhood Intervention, through the Community Rehabilitation Centre and our Adult Day Service. It is this demonstrated excellence, experience and professionalism which sets us apart from many other providers.

We rely absolutely on the commitment and outstanding efforts of our staff and volunteers, and the experienced and dedicated GPs who bring their specialisms to Castlemaine Health. Without them, none of this work would be possible. I'd also like to thank the donors, community groups and businesses who have supported our fundraising over the past year. Their generosity is a gift to this community.

I hope you enjoy the report.

Patient experience

The Victorian Healthcare Experience Survey (VHES) is a state-wide survey of hospital inpatients. Our VHES results for 2018-19 show we consistently exceeded our 95% target for patient experience. We also consistently exceeded our 75% target for positive response to discharge arrangements.

We've made many improvements for patients, residents and visitors in response to feedback this year:

- embarking on a significant redevelopment project to create more parking including four new accessible car parks
- improving our food services with a new menu, always asking residents and patients for their opinion on the food, reviewing individual menus for residents and introducing standard cooking times to ensure vegetables are served at their best
- updating our website information so that people can find us quickly in an emergency, redesigning our phone recordings to make services easier to find, and launching a website for our disability services at www.castlemainehealth.org.au/ndis
- in residential care ensuring that clients attend and consult on their care plan reviews, steam cleaning walls for a more hygienic environment, replacing air-conditioning units in Spencely Hostel and providing medication education to staff
- lowering the volume of call bells to reduce noise
- in the operating suite making sure pre-operative patients are warm and comfortable, that client's surgery is discussed with them at an appropriate time, changing storage of client notes to improve confidentiality, improving signage to help people find the operating suite, and continuing to investigate how to optimise waiting times for clients – especially children
- reviewing discharge information for day surgery clients and discharge arrangements for mental health clients through consultation with the Bendigo Mental Health team.

Case study



**Paul Kent, Community Consultative
Committee member**

Paul Kent is a local volunteer who is passionate about improving health services. He's a member of Castlemaine Health's Community Consultative Committee. The Committee has a wide remit that includes reviewing our VHES results to help plan improvements for patients, residents and visitors.

Paul said: "I wanted to contribute in a meaningful way to how the health service develops and responds to the increasing and changing needs of our community."

Paul says the Community Consultative Committee plays a critical role in providing feedback about existing services, plans and proposed service developments, both human and physical. "All committee members and other stakeholders who attend meetings learn from each other's perspectives. I've certainly benefited from hearing from other peoples' personal, family and work experiences."

His experience as a carer for his elderly parents has given him valuable insight into the challenges of accessing and navigating health and aged care services. "My experience of supporting my parents highlighted the qualities that contribute to what can be viewed as a "good" health or aged care service. We are indeed fortunate to have such high-quality services provided by a local health organisation. But we need to ensure high standard health and aged services continue to be provided locally into the future, especially as our population ages."

"It's critical", Paul says, "to maintain locally-based maternity, acute, sub-acute, aged and transition care as well as rehabilitation services". Paul believes there are some considerable threats around Castlemaine Health's viability as a strong and independent organisation. "So we must continue developing effective ways of engaging with the wider district community around what the health service needs to prioritise."

Paul hopes to see strengthening of informal and formal community connections that will enable the voices and ideas of all people to be heard. "Many community members are not sure how to contribute their suggestions. Our committee members need to be out amongst their own networks talking about Castlemaine Health services. We need to hear people's experiences so that we can help improve services."

Community participation and capacity

In the past year, a number of new initiatives have strengthened our relationships with local communities, enhanced staff awareness and helped build community capacity.

We created a series of inclusive symbols for all email signatures, which includes the Aboriginal flag, Torres Strait Islander flag, International Symbol of Access and the National Interpreter Symbol.

In line with our Disability Plan 2018-21 we are creating an atmosphere that is welcoming and empowering for people with disabilities, and working with people with a disability to help them achieve optimal health. Our Community Rehabilitation Centre Central Intake staff are now directing new referrals from people with a disability towards facilitated pathways through the care they need. We commenced work on new documentation with easily identifiable information and symbols, and developed plans to create new resources using Picture Exchange Communication Resources (PECS) for care plans and in reception and intake areas. Our HR team remain proactive in recruitment and retention of people with a disability. We continue to reduce physical and other barriers to participation in all areas of the organisation.

We added a traditional acknowledgement in the *Residential Aged Care Information Directory*, *Patient Information Guide* and education and staff packages. We've purchased Aboriginal books purchased for waiting areas. On the passing of Uncle Brien, an enormously respected local elder, we lowered the Aboriginal flag as a mark of respect. Board and staff members attended his funeral. A series of training sessions called 'Asking the Question' were conducted by a local Aboriginal Educator. Two cultural awareness training sessions were hosted by Bendigo and District Aboriginal Cooperative (BDAC). Local elder Auntie Julie visited Ellery House to discuss the Aboriginal perspective of the Australian national anthem at the resident's request. Our work towards a Reconciliation Plan remains ongoing.

Case study



On May 17, people all over Australia stood against discrimination in support of lesbian, gay, bisexual, transgender, intersex, and queer (LGBTIQ) mates, colleagues and families for IDAHOBIT Day.

IDAHOBIT stands for International Day Against Homophobia, Biphobia and Transphobia. The statistics around the LGBTIQ communities are alarming and a significant community health issue.

Homophobia, biphobia, intersexism, and transphobia can occur online and face-to-face. They affect everyone by creating spaces where people feel unsafe and like they can't be themselves. Sexuality and gender identity or intersex status aren't always visible, so creating a culture where everyone feels safe, even if there aren't any visible LGBTIQ people, is even more important.

Castlemaine Health acknowledged IDAHOBIT Day with an afternoon tea to help raise awareness about LGBTIQ health issues. We flew the Rainbow flag and invited guest speaker Martyn Shaddick from Castlemaine Community House to share his experiences with guests and talk about the shire-wide *LGBTIQ+ Strategic Plan 2019*. Our Education and Training department held an LGBTIQ Aged Care Sector education session for staff to learn more about aspects of good practice and inclusive service for LGBTIQ clients.

Other activities to support a more inclusive service included a review of how internal systems such as iPM record personal pronouns, and how processes or systems may be changed to better reflect inclusive practice. Staff attended inclusivity training held in Castlemaine to raise awareness of how to competently respond to LGBTIQ issues. Castlemaine Health took part in the Castlemaine Pride Day event held in the Botanical Gardens.

(Top) IDAHOBIT Day Afternoon tea guests Castlemaine Health's Executive Director Clinical and Community Di Senior, Castlemaine Community House Manager Martyn Shaddick and Mayor Bronwen Machin. (Above) An advertising notice in our Quick Fix Café about the IDAHOBIT Day Afternoon Tea.

Consumer experience

We receive extensive feedback during the year both positive and negative through Consumer Feedback Forms, emails, telephone calls, social media, surveys and VHES results. In 2018-19, we received 970 pieces of feedback. Of these, 836 were compliments, 64 were complaints and 70 were comments and suggestions.

Consumer Feedback Forms are available at www.castlemainehealth.org.au/feedback. They're also displayed in prominent locations throughout Castlemaine Health.

We actively seek feedback from clients in a variety of ways, including:

- giving Consumer Feedback Forms to all day surgery clients and post-acute care clients at the conclusion of their services
- posting Consumer Feedback Forms out to parents who've had a baby in maternity, and conducting an annual client satisfaction survey of all maternity clients
- conducting annual client satisfaction survey of CRC clients, aged care residents, adult day service clients and early childhood intervention clients
- holding monthly resident meetings for aged care residents and their families to provide feedback and discuss issues with staff.

All complaints are dealt with by the relevant executive director who oversees an investigation and drafts a formal response to the author. The complainant's suggestions are used for directing improvements. In Quarter 1 and 2, it took on average 13 days to respond to complaints, rising to 14 days in Quarter 3 and 4.

Case study



In January 2019, Castlemaine Health's new telephone number series went live as part of the Unified Communications project. The project moved Castlemaine Health onto the standard voice over internet protocol (VOIP) communication platform for the Loddon Mallee region.

Castlemaine Health took the opportunity to act on a body of feedback about the phone recordings at the same time. The phone recordings had been the subject of much negative consumer feedback. Consumers found the recordings difficult to understand due to use of jargon, the options were hard to navigate, the voice was unnecessarily 'aggressive' and the pronunciation of 'Castlemaine' was incorrect.

To respond, we began by reviewing the feedback. We consulted extensively with the Consumer Consultative Committee, volunteers, consumers, and public-facing staff to determine a clear structure and identify commonly used terms. We called all regional hospitals in Victoria to make comparisons with their phone recordings, and asked a consumer whose first language was not English to assess our work.

The phone tree was revised many times throughout the process and the final version re-recorded with a voice specifically chosen to sound more caring, with correct pronunciation of 'Castlemaine'.

We communicated the changes to the community through social media, our website, email, print advertising and editorial in the local papers, and through our Community Consultative Committee. By responding to consumer feedback, we have reduced formal complaints about our phone tree to zero since implementation.

Staff experience

Each year our staff are asked to complete *The People Matter Survey*. As part of the survey a set of eight questions measures the staff's perception of client safety.

The survey, run by the Victorian Public Sector Commission, also measures other aspects of the workplace, such as how engaged and satisfied employees are, workplace wellbeing, employee commitment and perceptions of how change is managed. Results are provided to managers to plan improvements in consultation with staff.

In response to the series of questions about patient safety and workplace culture, our results showed:

- 97% staff had an overall positive response to the question “I am encouraged by my colleagues to report any patient safety concerns I may have”
- 95% staff had a positive response to the question “Management is driving us to be a safety-centred organisation”
- 95% staff had a positive response to the question “I would recommend a friend or relative to be treated here”

Case study

In the past year Castlemaine Health has focused on increasing the physical and psychological safety of its staff. In 2018-19, the Employee Assistance Program counselling service was made available onsite after a trial showing that staff valued the service being easily accessible.

Various wellbeing activities such as morning teas, free healthy snacks, guided meditations and free neck and shoulder massages, were made available to staff as part of mental health awareness events RUOK? Day and Health and Safety Month.

We created a safer, more secure physical environment for staff and care recipients by making security improvements across the site with funding from a successful Regional Infrastructure Grant. Improvements included training a select group of staff to take on security responsibilities and installing physical card readers to enable quick and easy lockdown in an emergency, and provide better information about who's on site for emergency management purposes.

Infection control

Our robust infection control system improved again this year in a number of ways across all areas of service.



Infection Control Consultant Fleur Hastings during the annual influenza vaccination program.

The sepsis project has helped identify people at risk of Staphylococcus aureus blood (SAB) infection and has led to quick identification and treatment. Four SABs have been identified in the past year, three of those were acquired in the community (not healthcare associated).

Environmental cleaning has been improved with the introduction of steam cleaning and microfibre cloths, which reduced the number of outbreaks. The small outbreaks that did occur this year were quickly identified and managed very well to reduce the impact and spread to residents and staff.

The traffic light system for antibiotic prescribing was updated to include antimicrobials used in sepsis and improve patient treatment and antimicrobial stewardship.

Installation of a new pipework loop in the sterilising department has been undertaken in preparation for a reverse osmosis water filtration system to be installed for instrument washers and sterilisers.

Surveys on consumer engagement with infection prevention activities has led to a renewed focus on educating patients and visitors to use alcohol hand rub before and after visits. Visitors are also encouraged to avoid visiting when they are unwell.

Case study

Castlemaine Health offers a free influenza vaccination program for staff and volunteers, which is particularly important during the winter months. This year our program vaccinated 87.9% of staff, exceeding the 80% target.

Measles immunity has been a focus for this past year with 681 out of the 765 staff with evidence of measles immunity.

Maternity services

In the past year 46 babies were born at Castlemaine Health and a further 21 mums and babies transferred back to us from higher level services. A new maternity bed and accompanying sofa for partners was purchased to replace an ageing bed.

DHHS has improved the access to real time data for maternity services through the Better Safer Care maternity dashboard known as Birthing Outcomes System (BOS). BOS uses local data and clinical outcomes to set performance outcomes for Castlemaine Health. It can present local and statewide data for benchmarking.

Safer Care Victoria published their long-awaited *Maternity and Newborn Capability Framework* in March 2019. This document helps determine requirements and expectations for our service which has been evaluated as a Level Two (low risk) birthing centre. Castlemaine Health will ensure that all new requirements laid out in this document will be implemented over the next 12 months. Castlemaine Health has partnered with Northern Health and Safer Care Victoria to develop a Shared Care governance model that will be rolled out across the state once complete.

Castlemaine Health has adopted the Victorian Managed Insurance Agency (VMIA) Incentivising Better Patient Safety program. Initiated by VMIA, this program requires all birth suite staff to attain three key education components that contribute to improved patient safety and health outcomes. The program offers the health service a financial incentive if the program aims are met.

Case study



Madeleine and Travis Gilby with a photograph of their daughter Anabelle, presented Castlemaine Health's Shelly Leatham, Karen Emms, Marg Rhodes and Jenny Kidd with a Cuddle Cot.

To acknowledge International Pregnancy and Infant Loss Remembrance Day, Castlemaine Health was privileged to welcome Madeleine and Travis Gilby, who experienced the heartbreaking loss of their beautiful daughter Anabelle Clare Gilby. Anabelle was born on 25 November 2017 in Melbourne's Royal Women's Hospital.

After their experience, Madeleine and Travis dedicated themselves to fundraising \$14,000 to purchase two Cuddle Cots through the Bears of Hope Pregnancy and Infant Loss Support charity. The cots enable bereaved families to spend precious time with their longed-for babies.

Madeleine and Travis chose Castlemaine Health to be the recipient of one of those Cuddle Cots in honour of Anabelle, with the expressed and fervent hope that the cot is never needed.

International Pregnancy and Infant Loss Remembrance Day gives families an official opportunity to acknowledge their precious babies and raise awareness of the emotional impact of pregnancy and infant loss.

Castlemaine Health is deeply thankful to the couple for their generous gift in honour of Anabelle Clare Gilby. We would like to congratulate Madeleine and Travis on the recent birth of their twins Samuel and Vincent and wish them every future happiness.

Residential aged care

In 2018-19, Castlemaine Health successfully maintained its accreditation for aged care services. The outcome emphasises the quality of care provided at Castlemaine Health and is a testament to the quality of life for our residents.

Along with 1000 other aged care providers, Castlemaine Health responded to an invitation to submit evidence of our care to the Royal Commission in Aged Care in 2018. The final report from the commission is expected in April 2020.

A stunning photograph of Penhall resident Ruth Baig was chosen as the iconic promotional image for this year's National Photographic Portrait Prize. Titled 'The Textiles Scientist', the photograph was taken by student photographer Kate Atkinson, who visited Penhall several times to develop relationships with Penhall residents. Her decision to submit the photograph as an entry to the National Photographic Portrait Prize 2019 was made at the 11th hour. Her winning entry was singled out from a field of around 5,000, making it an incredible achievement. Her photo of Ruth also won the coveted People's Choice Award.

Ellery House was privileged to unveil a new contemplation garden that was made possible due to a fundraising initiative by one of our nurses, Juliet Guy. The garden's creation was generously supported by the Castlemaine Men's Shed and ASQ Skydancers.

During the year, the volunteer unit enhanced their services by adding floristry, life story and additional pet visits in aged care. Castlemaine Health is grateful for community's ongoing support in providing meaningful engagement and companionship for our residents.

Ageing in Place in our residential aged care is being facilitated by purchases of additional equipment and education for staff, and altering recruitment efforts to reflect our changing requirements. Ensuring that residents have every opportunity to remain in their aged care home is a priority for Castlemaine Health.

Case study



We are very grateful for the time, effort and skills provided by our many volunteers, many of who dedicate their time to residents in aged care. Last year, 90 volunteers gave 185 hours of their time in a diverse range of roles right across Castlemaine Health.

In May 2019, Castlemaine Health held a series of catch-ups for our volunteers as part of National Volunteer Week. The Patient Transport catch-up enabled the volunteer drivers to meet each other and learn new skills from our in-house experts. Sue Ibbs, one of our Physiotherapists, demonstrated different techniques for helping patients safely get in and out of vehicles, and how to correctly load walking aids into a vehicle.

For our Leisure and Wellbeing volunteers, our Speech Pathologist Emma McLaughlin shared some great tips on communicating with older people.

Lee Mason, our Nutrition and Dietetics Manager, treated our administration volunteers to some wonderful insights into some of the myths of diets and about Health at Any Size.

Castlemaine Health took part in the Mount Alexander Shire Volunteer Expo held in the Market Building in Castlemaine. We promoted the many different roles that volunteers can take up across all areas of our service and showcased some of our volunteers on an honour board.



(Top) Patient Transport Volunteer catch-up: (Standing) Rick, Ben, Andrew, Phil, Deb and David. (Sitting); James, John, Gayle and Sue. (Left) Companionship volunteer Michael Ellison taking resident Liz Allen for a walk in the Castlemaine Botanic Gardens.



Cornish Street, Castlemaine Vic 3450, PO Box 50
www.castlemainehealth.org.au