

NCN Health QUALITY ACCOUNT 2020 - 2021



**NCN
Health**

Nathalia
Cobram
Numurkah

Operational Snapshot 2020 -2021



18000

We care for 18000
people in the West
Moira region



550

Staff
Members



110

Volunteers



9585

Urgent Care
Presentations



993

Hospital
Admissions



1147

Surgeries
Performed



116

Residential aged
care beds and **11**
independent living
areas



17000

COVID
Vaccinations

About NCN Health

Purpose

Building healthy communities together.

Promise

We work together to provide safe,
high-quality care that improves the
health and wellbeing of the diverse
communities we live in.

OUR VALUES

Respect

Value the rights, beliefs and
choices of every individual

Accountability

Take responsibility for our
decisions and actions

Partnership

Work together to
create value in health

Welcome



Mrs Jacque Phillips OAM,
Chief Executive Office



Mrs Kate Hodge
(Board Member, Clinical
Governance Chairperson)

We are pleased to present the 2020-2021 Quality Account. This report demonstrates to our community that we strive for, and deliver, high-quality healthcare underpinned by our organisational values of Respect, Accountability and Partnership.

This year you will read about how we make our services welcoming and accessible for all people regardless of ability, age, race or sexual orientation and how we use your feedback to make improvements.

You will see a strong focus on our COVID response in all areas of the health service, including community health and wellbeing, acute and urgent care, residential aged care and within our own workforce. It has been a challenging year managing the extra demands of COVID-19. I congratulate our staff and volunteers on their work in this space, especially their efforts to maintain engagement for our residents and their families and carers.

In our hospital and aged care homes, you will see several improvements this past year. Most notably we welcomed the renovation of Irvin House and the Cobram Campus kitchen and staff room amenities.

Throughout the report we share some measures of the quality of care we provide. We show you a snapshot of results from our Annual Residential Aged Care Resident, Relative or Carer Survey and you will also see how we rate as an employer in our People Matter Survey results.

We are fully committed to involving our community, consumers and carers at all levels of our organisation. We sincerely thank our community, consumer committees and volunteers for their valuable contribution this year.

You can provide feedback on this report or any other feedback on our services via our website www.ncnhealth.org.au. We also have feedback hubs located at reception areas in Numurkah, or take a feedback form from any of our reception desks. Please remember to follow us on Facebook to stay up to date with our news, services and events.

Acknowledgements

Clinical Governance Committee

Kate Hodge (Chair) Board of Directors
Alicia Cunningham Board of Directors
Kade Beasley Board of Directors
Tricia Quibell Board of Directors
Sally Squire Board of Directors
Jacque Phillips Chief Executive Officer
Dr Ka Chun Tse Director of Medical Services
Greg Van Popering Director of Clinical Services, Nathalia
Carolyn Hargreaves Director of Clinical Services, Cobram
Catherine Church Director of Clinical Services, Numurkah
Abhi Dolar Interim Director of Clinical Services, Numurkah
Ali Beatson Deputy Director of Nursing
Michelle Butler Executive Manager Quality Improvement and Clinical Risk (commenced July 2021)
Sheridan Davies Quality Improvement and Risk Manager
Grant Hutchins Assistant Manager Quality Improvement & Clinical Risk
Elisha Penman Clinical Quality Support - Cobram

Publisher & Design

NCN Health
Nathalia Printers

Photography and Design

Prue Peters Photography
Numurkah Leader
Cobram Courier

Accreditation

Aged Care Quality Standards
Diagnostic Imaging
National Safety and Quality Health Service Standards
National Palliative Care Standards

NCN Health Community Advisory Committee

Diana Baxter (Chairperson)
Paul Ukich
Adrienne Gledhill
Maree Hogan
Kate Macheda
Kerry Murray
Beverley Wain
Dale Brooks
Alicia Cunningham

NCN Health Local Community Committees

Nathalia

Dianna Baxter Consumer Representative
Fay Brown Consumer Representative
Mary Barry Consumer Representative
Sue Maloney Consumer Representative
Ross Smith Consumer Representative
Dawn Bowen Consumer Representative

Cobram

Mr Dale Brooks Board of Directors
Mr Ian Yeaman Consumer Representative
Mr Rodney Dutneall Consumer Representative
Mrs Kellie Butler Consumer Representative
Mrs Dianne Rigby Consumer Representative

Numurkah

Mrs Kate Hodge Board of Directors
Mr Stephen Mills Consumer Representative
Mrs Beverley Wain Consumer Representative
Mrs Jodie Cunningham Consumer Representative
Ms Sally Rose Consumer Representative
Ms Helena Cornella Consumer Representative
Mrs Jenny Watson Consumer Representative

Contents

Consumer Participation and Patient Experience.....6

Carers Support Program	7
Health Literacy Training	8
NCN Health Community Advisory Committee	9
NCN Health Local Consumer Committees.....	10
Family Violence & MARAM Framework	12-13
Residential Aged Care Experience	14-15
Victorian Health Experience Survey.....	16
Equity and Inclusion	17
Aboriginal and Torres Strait Islander Health	18
Disability Health Plan	21
Occupational Therapy NDIS Success Story	22

Statewide Plans and Statutory Requirements..... 23

Keeping our Communities Informed	24
Education.....	26-27
Residential Aged Care.....	28
Community Health and Wellbeing.....	30-31
COVID Testing Clinic	32-33
COVID-19 Vaccination Program	34-35

Quality and Safety..... 36

Meeting Accreditation Standards	37
Seeking Feedback for Better Care.....	38
People Matter Survey	39
Infection Control	40
Investigating Unplanned Events and Improving Our Care	41
Hear Me Pilot Project.....	42
Our Results: PSRACS.....	44-45
Restraints Review Project	46
Geri Connect Project	47
Building a Better Future in Residential Aged Care	48
Resident Stories	49-51
Valuing Consumer Feedback	52
Improving Access to Mental Health Services	53

Comprehensive Care 54

Moira Community Rehabilitation Centre.....	55
Improving the Inclusion of Partners in their Care Needs and Discharge Planning	56
End of Life Care	58
NCN Health End of Life Care Working Party.....	59

Why We Produce a Quality Account Report

Each year NCN Health provides this report to our community. It is produced to communicate the organisation's understanding of the quality and safety issues associated with the community's healthcare needs and demonstrate action and achievements associated with meeting relevant quality and safety standards.

The purpose of the report is to improve the community's understanding of, and engagement with, the quality and safety systems, processes and outcomes provided by NCN Health.



NCN Health acknowledges the Traditional Owners of the land we gather and work on and pay respect to their Elders, past and present. We work together with Aboriginal and Torres Strait Islander peoples to build a health system that listens to their hopes and aspirations and responds to them.



NCN Health celebrates gender, sexual & body diversity.

Consumer Participation and Patient Experience

Consumers, carers and community members are all part of our diverse local population. This section of the report looks at how well NCN Health empowers all people to participate fully and effectively in their healthcare.



Carers Support Program

Nicole Wells,
Community
Development Officer

NCN Health recognises the important role that carers have in our community, supporting and caring for an older person with care needs, or those with a disability, chronic illness, health concern or life limiting illness. Our Connecting Carers program has been developed to provide opportunities for carers to improve their health and wellbeing and to meet, socialise and connect with other carers.

A key aspect of the program this year has been the development and delivery of a Carer Support Course designed particularly to support those caring for people living with dementia. Participants who engaged in the four-week program enjoyed health and wellbeing activities, including mindfulness and art therapy. They were linked in with additional supports and services and provided with educational resources to support their understanding of dementia and the important role they play as carers. A booklet was also developed, bringing together a range of practical information, resources and service details to support carers.

The course assisted participants to understand the importance of improving and maintaining their own health and wellbeing, while providing an opportunity for them to connect with others to share their own experiences in a safe, respectful and supported environment.

NCN Health continues to support carers in their very important role.



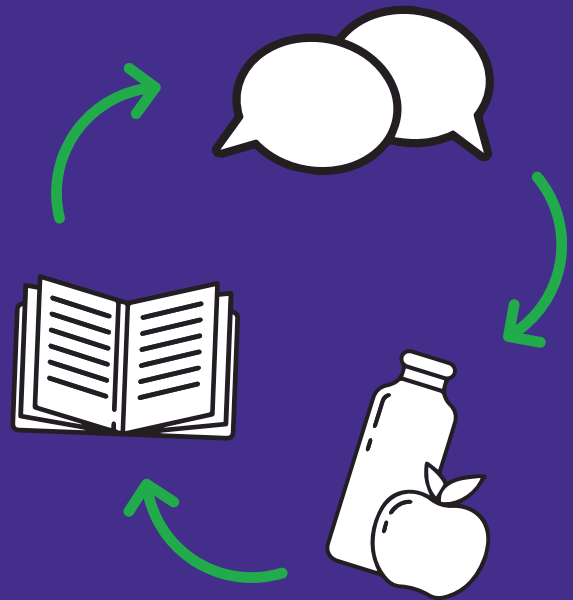
If you would like information about how to access future Carers Support Programs or similar initiatives please contact Community Health and Wellbeing

(03) 5862 0560.



Health Literacy Training

Marissa Daly,
Communications
Coordinator



From July to October 2020 Health Literacy training was provided to all staff and volunteers who regularly use written and visual communication tools in their work with patients, residents, clients, stakeholders and the broader community. Training was also provided to consumer group representatives (Consumer Advisory Committees) who assist in reviewing and developing written and visual material in their committee roles.

Health Literacy training ensures we are able to communicate in a way that allows all people to understand, access and use health information to make decisions about their own health care.

Health Literacy training is about bringing our vocabulary back to basics, avoiding the use of acronyms and explaining health care in plain language.

To do this we identified all the staff, departments, community members and volunteers who would benefit from access to training. Next, we created a Health Literacy training guide, including visual examples and power point presentation. We also provided access and training on the use of the 'Hemingway Editor', an online tool that measures the readability and helps edit your writing to be clear and powerful.

Finally, we coordinated training dates in all three campuses to provide access for all.

Those who completed the training said they now felt confident in communicating health information more clearly.

The Communications Coordinator will review health literacy training annually and offer this to new staff and volunteers.

The NCN Health Community Advisory Committee was formed upon amalgamation to provide strategic advice to the Board and is in place to support *Partnering with Consumers and Community consultation and engagement*.

The Committee is made up of interested, local members who have strong networks in our community. The group supports the function of the Board of Directors by bringing consumer and community perspectives to assist NCN Health in planning and implementing quality and safety improvements and effective approaches to community participation.

NCN Health Community Advisory Committee

Jacque Phillips,
Chief Executive Officer



Representatives;

- Provide input into strategic and service planning
- Assist in developing and reviewing policies and procedures
- Advocate to the Board on behalf of the community, consumers and carers
- Promote community participation and input into NCN Health
- Provide advice on community consultation and engagement to ensure they meet the needs of the diverse community and are health literate.

The Community Advisory Committee played a key role in developing the NCN Health 5-year Strategic Plan. The plan acknowledges the vital role consumer and community engagement will play in our health service in the next 5 years and beyond.

Understanding the community's perception of their own needs is a critical part of NCN Health service planning. By engaging local community and consumers as partners in health care planning and delivery, NCN Health ensures that the service planning is relevant to the population generally and is better able to respond to the needs specific to each community within the NCN Health catchment.

The Community Advisory Committee is essential in the development and growth of NCN Health.

NCN Health Local Consumer Committees

Sheridan Davies,
Executive Manager
Quality Improvement
and Clinical Risk



NCN Health has three local Consumer Committees, one located at each campus.

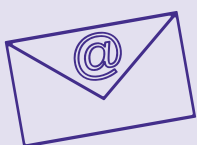
Our Consumer Committees meet to support the function of the Board of Directors by bringing a consumer perspective to the organisation's discussions and decisions. They provide great partnership opportunities for the community by providing a voice in our health service.

In 2020/21 consumer representatives played an integral role in the NCN COVID-19 response, and provided a link to ensure key messaging and information was getting out into our community. In between restrictions, other projects included 'Nathalia Garden' update, local defibrillator review, input into the Irvin House redevelopment and review of the telehealth experience across NCN Health.

We are always interested in increasing our membership. If you would like to join us as a consumer representative, please call

03 5862 0533 or email ncnquality@ncnhealth.org.au.

We have a number of roles available across our sites and we truly value consumer input to help improve the care we provide every day.



STAFF PROFILE

Annie Cassidy
Occupational Therapist



When did you join NCN Health?

January 18, 2021

Career Overview:

I have a Bachelor of Occupational Therapy (Hons) and I am a new graduate so this is my first job! I completed placements at The Royal Melbourne Hospital, St Vincent's Private and Peter MacCallum Centre so most of my experience has been in the acute setting.

What does your role at NCN Health involve?

I work with clients across acute, aged care, rehabilitation and community settings. In the community I conduct home assessments and make recommendations regarding assistive equipment and home modifications with the purpose of maintaining client's independence. In acute, I assist with discharging clients from hospital. In the rehabilitation setting I conduct assessments and provide therapy to help clients achieve chosen goals and participate and engage in meaningful activities.

How can people access your service?

People can organise a referral through their GP or other health professional to Intake at the NCN Health Community Health and Wellbeing department. Internal referrals are also accepted from the acute ward and aged care.

What do you like to do outside of work?

I enjoy going to the gym and spending time with friends.

What AFL/Suncorp netball team do you follow ? The mighty Richmond Tigers!!

Strengthening Hospital

Response to Family Violence and the MARAM Framework

Greg Van Popering,
Director of Nursing,
Nathalia



NCN Health is committed to strengthening our response to family violence and continues to work toward imbedding the Multi-Agency Risk Assessment and Management (MARAM) Framework into the health service.

This involves training all health service workers to recognise the signs of family violence, respond appropriately and refer to the appropriate services.

More broadly, the MARAM Framework aims to establish shared understanding and response to family violence. It can be used by all services that come into contact with individuals and families experiencing family violence.

The framework acts as a guide to health professionals and offers support, resources and information on how to keep victims of family violence safe and to keep perpetrators in view and hold them accountable for their actions.

The objectives of the MARAM Framework are to:

- Increase the safety of people experiencing family violence
- Ensure the broad range of experiences and presentations of risk are represented, including for Aboriginal and diverse communities, children, young people and older people, across identities, and family and relationships types
- Keep perpetrators in view and hold them accountable for their actions and behaviours
- Align the Framework across a broader range of organisations and sectors who will have responsibilities to identify, assess and respond to family violence risk
- Ensure consistent use of the Framework across these organisations and sectors

Continued over pg...

What are we doing?

Hospitals are seen as a key entry point for family violence victim survivors (and potentially perpetrators) to access the specialist family violence service system. It is important we understand who and how to refer them appropriately and ensure consistent and collaborative practice across the whole service sector.

Education

All Family Violence contact officers across NCN Health have been trained with attendance to multiple online education sessions in conjunction with GV Casa and most recently the Orange Door (run by the Department of Health)

All NCN Health staff take part in online mandatory training around the MARAM Framework. Specifically, we offer clinical staff the 'Sensitive Practice Module' and non-clinical staff complete 'Foundation Practice Module'. NCN Health is planning on implementing targeted MARAM for Managers training in 2022.

Our alignment with the MARAM Framework is ongoing, we plan to continue our work in this space and by June 2022 we aim to have achieved the following:

- Integrate Family Violence into the Quality and Disability plan
- Align policies and procedures with Family Violence
- Educate staff according to their relevant levels
- Embed screening, data collection and information sharing into clinical areas

What next?

Residential Aged Care Experience

Sheridan Davies,
Executive Manager
Quality Improvement
and Clinical Risk



Obtaining feedback from our residents is a very important part of our continuous improvement program. It allows us to hear first-hand from the users of our service what their experience was like - what we are doing well and where we can improve.

This year, we have built upon our consumer experience survey across our Aged Care facilities. Each month our dedicated volunteers assist with gathering feedback from our residents through a monthly resident experience survey. Each volunteer completes 10 surveys every month. Questions focus on residents' safety, health care needs, independence, food, staff knowledge and respect.

Further to this, we also complete an Annual Residential Aged Care Resident, Relative or Carer Survey at each Residential Aged Care Facility. Results of these surveys for 2021 will be finalised at the end of November. The results from the year 2020 were very positive, with just some of the comments from residents including:

- *I am happy with aged care -will let you know when I am not.*
- *I was not able to understand the survey to fill it out even with assistance, but am very happy with the way my husband is looked after. I am very happy to be able to visit him 2 days a week now.*

- *My family member has only been in the facility for three weeks but seems very settled. I am pleased to be able to visit him in this COVID-19 times, otherwise it would be very hard on both of us.*
- *We have no problems with the staff. They are wonderful.*
- *Very happy to receive facetime calls and also a video. Had three in the last week. Excellent.*
- *These are challenging times so as good as they can be.*
- *We are so lucky here, all the staff are wonderful, especially since COVID-19. Since we are locked in they are so inventive with activities to keep us entertained and active.*

Continued over pg...

- *Very happy with the Lodge and the way that my wife is treated.*
- *Quite happy with how things are going. We have everything we need and nothing to worry about. Taxis available if we need to go anywhere.*
- *Thank you to all the staff for the care of the residents at this time.*
- *Everything is perfect as it is.*
- *Friendly happy place. Staff are hardworking and try their best. Management and senior staff are very open to suggestions, questions and discussions.*
- *Love the garden.*



We will continue to undertake these surveys to ensure there is a high level of satisfaction for our residents and we will report results, in the form of infographics, on our quality boards.

As well as positive comments there are always suggestions for improvement. Some of these included:

- *Sometimes the follow up is not quick enough if I make a complaint.*
- *Sometimes responses from hospital management is a bit slower. Responses to complaints from immediate staff are good.*
- *The new beds are dangerous. The legs stick out like a tripod. The wheels protrude out the side of the bed and are a trip hazard. Something needs to be done about them. Because the legs stick out the bed can't go against the wall.*
- *The range of lifting equipment is restricted by size and age of rooms.*
- *I understand the pressure staff are under, but sometimes find it annoying when my mother isn't ready for an appointment, when I have rung and asked for her to be ready. Messages are not getting passed on. She doesn't like the walker and can't see why she has to use it. However, 99.9% happy with my mother's care and feel lucky she is being so well cared for.*
- *There is a problem with the availability of physio services. There needs to be a physio service to attend the home for residents that can't, or find it hard, to attend the outside clinic.*

Victorian Health Experience Survey (VHES)

Executive Manager
Quality Improvement
and Clinical Risk

The Victorian Health Experience Survey is a state-wide survey used to gather consumer satisfaction from acute services. Consumers are randomly selected upon discharge from hospital and invited to answer questions about their experience.

The statewide survey is conducted by IPSOS on behalf of the Department of Health, and

enables NCN Health to compare results with other hospitals, benchmarking our performance both across the State and also with similar sized organizations. This information drives the delivery of patient-centred care and helps focus on improvements in areas where we are likely to have the greatest positive impact.

Over the past year, there was a short pause in data collection due to the review and redesign of the current survey. During this time, new COVID-19 surveys were released to capture and report on patient experience during the pandemic.

The COVID-19 surveys focused on aspects of care that have been identified as common areas of patient complaint and concerns across the state during the pandemic, including:

- communication of care delays
- changes to visiting arrangements
- use of personal protective equipment
- support for anxiety or concerns about COVID-19 while in hospital





Equity and Inclusion

Sheridan Davies,
Executive Manager
Quality Improvement
and Clinical Risk

NCN Health is committed to providing culturally appropriate services that improve the health and wellbeing of our diverse community whilst also strengthening connections with these groups.

Vulnerable and marginalised groups require particular attention to ensure that the health care and consumer experience is the best it can be.

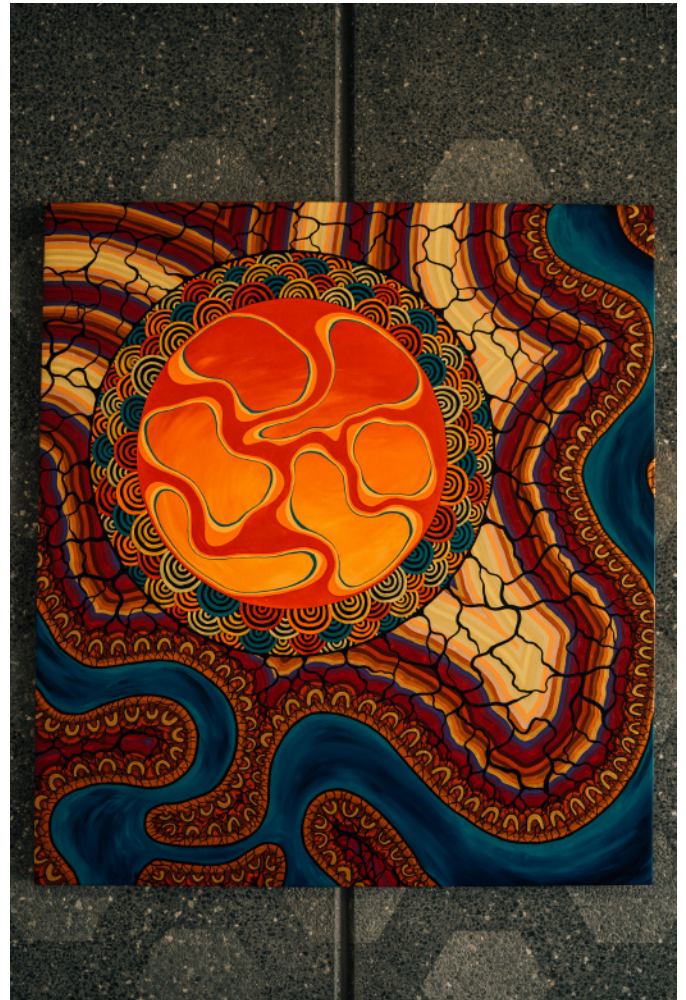
2021 saw a significant step towards our journey to become a cultural safe health service with the establishment of a combined Equity and Inclusion Committee across our three campuses. The committee's role is to improve the health care and consumer experience for diverse groups. It is also to help the organisation better understand and meet the needs of vulnerable service users.

Diverse groups in our community include, but are not limited to:

- People from culturally diverse backgrounds
- Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, and Asexual (LGBTIQA+) people
- Aboriginal and Torres Strait Islander people
- People with disabilities.

Aboriginal and Torres Strait Islander Health

Since the Aboriginal and Torres Strait Islander Health Plan was launched, NCN Health (Numurkah campus) has been working with local Aboriginal Artist, Troy Firebrace, to create a commission piece of art for the foyer. The artwork signifies our continued and ongoing commitment to supporting our local Aboriginal Community. The artwork is part of a larger project that aims to improve cultural safety at NCN Health .

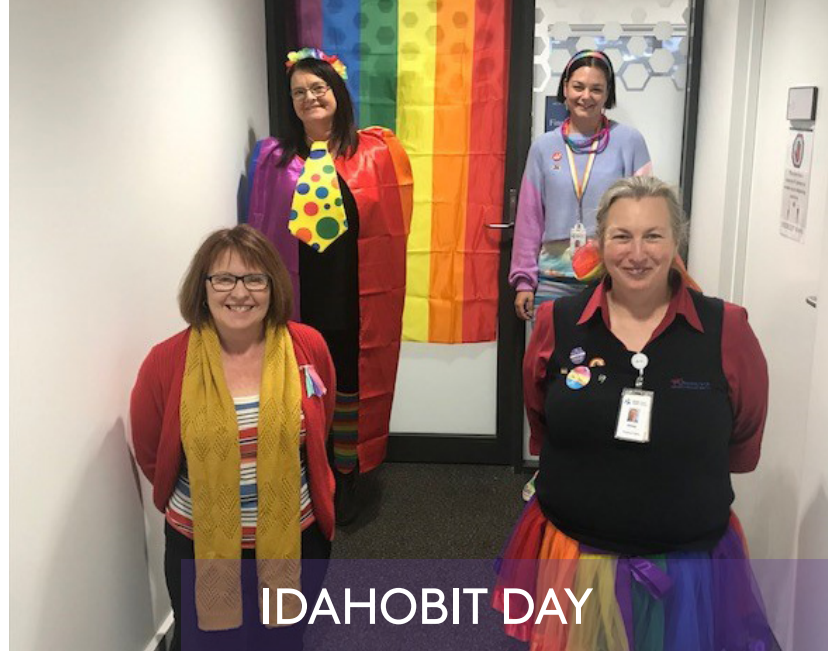


In partnership with Goulburn Valley Health we are improving care for Aboriginal and Torres Strait Islander patients, clients and residents by providing access to an Aboriginal Liaison Officer Service. Aboriginal Liaison Officers (ALOs) provide emotional, social and cultural support to Aboriginal and Torres Strait Islander patients and their families when they use our hospitals or are living in our residential aged care facilities. ALOs can provide advocacy support by helping our consumers understand medical procedures and help them participate in decisions

about their care. ALOs can help make arrangements for admission and discharge from hospital, including transport, equipment and community support programs. They also provide information and support to NCN Health staff to help them provide culturally sensitive and appropriate health services.

NCN Health has developed a referral pathway to support this service.

Lesbian, gay, bisexual, transgender, gender diverse, intersex, queer, asexual (LGBTIQ+)



IDAHOBIT DAY

NCN Health staff are encouraged to celebrate diversity, we are committed to creating a safe space for staff, patients and members of the community. NCN Health celebrated IDAHOBIT on May 17, 2021 – International Day Against Homophobia, Biphobia, Interphobia & Transphobia – a day where we stand with the LGBTIQ+ community.

Posters and flags were displayed around the campuses, staff dressed up in rainbow colours, rainbow ribbons were available for staff to wear and resources were provided in dining rooms.



PROUD EXHIBITION

NCN Health partnered with Nathalia G.R.A.I.N Store PROUD Exhibition which was held on June 17, 2021.

This exhibition aims to celebrate and represent young LGBTIQ+ people in our region who may feel marginalised because of gender and sexual identities and support their increasing visibility.

Health Promotion Officer Tanya Holt from NCN Health officially opened the event

and spoke about the positive influence inclusion and arts have on health outcomes.

Representatives from several community organisations were present, including high schools as well as community members. The PROUD Exhibition is an important step in reducing stigma and stereotypes and supporting local artists to express pride in themselves and their peers.



DHARNYA DAY

Tanya Holt, Health Promotion Officer, NCN Nathalia, represented NCN Health with a stall at Dharnya Family Day during NAIDOC week.

NAIDOC Week celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. Dharnya Day is an annual event where Yorta Yorta people share and celebrate their culture. Attendees were invited to participate in the traditional smoking ceremony, watch Yorta Yorta dancers perform tradition dance, witness the Aboriginal flag raising and listen to community members speak. Alongside the formal part of the day, a variety of stalls provided an array of information and activities.

Tanya said

"It was a great event to attend, I met locals I hadn't met before who were interested to hear more about our programs. I spoke to other service providers, including several staff from Viney Morgan Aboriginal Medical Service. The Chronic Care Coordinator at Viney Morgan and I plan to arrange reciprocal visits to each other's health services, with the intention of promoting understanding and building effective partnerships, which I am looking forward to."



Disability Health Plan

NCN Health is committed to meeting the diverse and individual needs of people with a disability and ensuring that people with a disability have equal access to quality healthcare.

The NCN Health Disability Action Plan 2019 – 2022 provides a framework to help us develop and implement actions to ensure that our services, programs and facilities do not exclude people with a disability, or treat them less favourably than other people.

This Disability Action Plan builds on the work of the Cultural Diversity Plan and supports the principles of the Disability Act 2006 and the Disability Discrimination Act 1992 in supporting access to health services and equal access to employment within health services.

Outcomes for this plan include:

- Greater accessibility to our health service for people with disabilities
- Provide equal employment and volunteer opportunities for people with a disability
- Promoting a positive workplace culture: preventing bullying, harassment and discrimination
- Promoting inclusion and participation of people with a disability in the community

What next?

The Disability Action Plan is promoted to staff and the community via newsletters, events, social media and internal promotion.

The plan will be supported by the Equity and Diversity Committee and include six monthly reporting to the Clinical Governance Board SubCommittee which will oversee the plan's implementation.

Occupational Therapy NDIS Success Story

Chloe Thorne,
Occupational Therapist

Chris experienced a stroke in 2009 resulting in weakness and reduced range of movement in his left upper and lower limb. Chris has difficulty controlling and coordinating movements on the left side of his body and wears knee ankle orthosis at all times on his lower left limb.

Chris' initial contact with Occupational Therapy at NCN Health Numurkah was in November 2016 as Chris was having difficulty transferring in and out of his living room chair. A trial of electric lift chairs took place and an application was submitted for funding assistance to State Wide Equipment Program (SWEP). Chris was aware of the wait time for funding through SWEP (approx. 12 months). His electric chair was delivered in 2017.

Chris was referred to Occupational Therapy in November 2018 as he was having difficulty stepping over the shower lip. Occupational Therapist Brooke arranged for joint home visit with the Department of Housing to discuss recommendations for a major bathroom modification.

Bathroom modifications were completed in April 2019, which involved removal of shower recess, bath, vanity, wall between bathroom and toilet and removal of linen cupboard to create one big open space.

Chris now has a level entry shower with grab rails, hand held shower hose, shower stool, weighted shower curtain, semi recess hand basin, toilet seat raiser and dropdown rail bedside toilet.

Chris transitioned onto NDIS in May 2019. Funding was allocated to Chris' NDIS plan for Occupational Therapy to assess and trial an electric wheelchair and trailer for use in the community. Chris is limited in his mobility and could only walk short distances with a single point stick.

Chris' goals included;

- I would like to maintain my independence in the home and rely less on my carer for personal care and domestic tasks.
- I would like to be able to stay longer and go further in the community and not be confined to a bench at the mall.
- I would like to be able to get bread or milk from the grocery store independently.

In October 2019, Chris proceeded with electric wheelchair trials. The Occupational Therapist then wrote a report outlining the trial and recommendations to NDIS. This was approved by NDIS and delivered to Chris in January 2020.

The provision of an electric wheelchair has been instrumental in increasing Chris' independence and quality of life. Chris has been able to achieve all his independence goals.



Statewide Plans and Statutory Requirements

NCN Health COVID-19 Response



Keeping our Communities Informed

Marissa Daly,
Communication Officer



From the beginning of the COVID-19 pandemic, NCN Health recognised the need for clear and consistent communication between the health service, all levels of staff, volunteers, residents, patients and the broader community. The purpose of this communication was to; ensure all persons understood the directions from the Department of Health and how this impacted their interactions with the health service, provide information about when and how to seek out COVID-19 swab testing and how to keep themselves and their community safe from infection.

The Communications Officer and executive team used a variety of platforms, both digital and non-digital, to keep the lines of communication open. These included regular Media Releases to the local newspapers and daily updates to the NCN Health Social Media pages on visiting restrictions to the hospital and aged care, COVID-19 swab testing information and more recently information around vaccination and how to access it.

During the height of the pandemic, or in the event of COVID-19 cluster outbreaks, the Communication Officer attended Emergency Operations Committee meetings and Daily Operations meetings three times per week, then summarized this information to be sent

out to all staff in the form of a regular CEO update.

The Communications Officer in consultation with OHS and Infection Control created a suite of COVID-19 signage for display around the three campuses, providing clear and consistent messaging around physical distancing, density limits, infection control, mask use and visiting restrictions. Signage was also developed for display in the communities of Nathalia, Cobram and Numurkah, specifically targeting vulnerable groups who may not have ready access to the internet.

The monthly staff newsletter and quarterly Community Newsletter included a dedicated COVID-19 section with the latest updates from the CEO, infection control and The Department of Health and Human Services. This was distributed online and, in a paper, based format to maximise reach to all persons.

The Communications Officer, Residential Aged Care Nurse Unit Managers and Ward Clerk liaised to create a Residential Aged Care Outbreak Management Plan, which also included regular communication with residents, their family, friends and volunteers.

STAFF PROFILE

Kathryn Pryde
Administration Assistant



Campus: Nathalia

Career Overview:

Prior to NCN Health I was working at a family transport company in compliance and before that at Cafe@3641 as a waitress.

What do you enjoy about your position:

The variety within my job and that I get to work with everyone around the hospital.

What are your career goals:

To become an OHS rep and maybe in the future some sort of management role.

The COVID -19 global pandemic had a significant impact on health care systems and care delivery nationally and internationally. The Education Department at NCN Health implemented a COVID safe plan specifically to meet the needs of students requiring clinical placements during COVID restrictions.

This plan was in line with the directions of the Department of Health. It was updated regularly to meet the frequent changes in the regulations surrounding student placements reducing risk to students and the health service.

The education team and the project supervisors came together to implement virtual student placements for project-based placement requirements. A 100 % virtual placement was held for a group of Dietetic students from Canberra in July - Sept 2020.

A 'Strength', 'Weakness', 'Opportunities' and 'Threat' (SWOT) analysis was completed by the students and the facilitators during this placement which allowed the team to identify areas for improvement for future virtual placements.

Information Technology (IT) and the People and Culture team played a major role in assisting with student placements and coordinating the IT access required for supporting the virtual placements.

NCN Health continues to offer complete or partial virtual placements as required. The implementation of virtual clinical placements supported the education providers to enable students to complete their various courses and prepare them to enter the workforce.

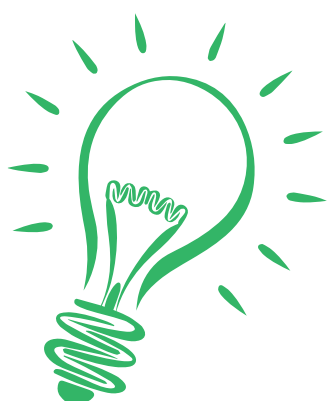
Continued over pg...



The Education Department were also central in other practice changes and areas of focus required during the pandemic.

These included: Modification of the Basic Life Support (BLS) and Advanced Life Support (ALS) algorithms, with a greater focus on the prevention of staff exposure to aerosol generating and high-risk procedures. These were modified in consultation between NCN Health staff, Local GPs and Ambulance Victoria.

Intense staff training was provided across NCN Health regarding practice changes and to prepare staff to confidently and appropriately manage a COVID-19 scenario in the clinical setting.



- Mock COVID outbreak management drills were held across NCN Health. COVID-19 based clinical scenarios were presented to the NCN Health team, including scenarios for clinical, non-clinical and GPs. We received great feedback from the staff on how well these mock drills assisted them for improving their confidence and preparedness to manage COVID positive patients in the clinical settings. Plans were developed to ensure gaps identified were actioned.
- Desk top scenario drills were held with the management team to practice the potential COVID-19 outbreaks in the local community and to ensure NCN Health could extend its support to local businesses.
- Extensive practical training on Donning and Doffing procedures were held by the education and infection control team across NCN Health. Regular refresher training and compliance audits were also undertaken to ensure expected practice was followed.
- Restrictions to student clinical placements was one of the major consequence of the COVID -19 pandemic.

With the amalgamation of the three campuses a NCN Health Education Committee was formed in early 2020. This streamlining of the teams has supported standardisation of processes across the three campuses.

Residential Aged Care

Catherine Church,
Director of Clinical Services
Numurkah

Over the past 18 months NCN Health has implemented many changes in our Residential Aged Care facilities in response to the COVID-19 situation. NCN Health was visited by Residential Aged Care Outreach Infection Control Team to review our COVID safe plan and provide guidance and support to ensure our infection control systems met requirements.

The Safer Care Victoria COVID-19 screening tool was implemented across our four Residential Aged Care facilities. Nursing staff complete this screening for all residents - it is used to identify any changes in the resident's health status and identify if we need to complete a COVID-19 test.

Our staff took part in the statewide asymptomatic testing program for staff who work in Residential Aged Care facilities. This was a voluntary process designed to rapidly identify undetected cases of COVID-19 and minimise spread of the virus to staff and residents.

There were significant restrictions for visitors in Residential Aged Care and in response to the guidance from Department of Health, we implemented visitor plans for each resident. These plans were altered and changes made as advice evolved. We saw a significant drop in the number of visitors that were allowed into our Residential Aged Care facilities and our residents shifted to using virtual platforms such as Zoom and Facetime to connect with their family and friends.

To assist residents with the visitor restrictions, our staff implemented extra Diversional Therapy after hours and on weekends. They were able to assist the residents to use technology and to provide additional activities and companionship for residents when they couldn't be visited by family and friends.



STAFF PROFILE

Tammy Warren
Maintenance Officer



Campus: Cobram

Career overview:

Prior to NCN Health I was working at Lakeside Country Club Resort as a supervisor, maintenance, grounds and activities assistant for 18 years. Now as a Maintenance Officer at NCN Health.

What do you enjoy about your position:

Working on different projects and upskilling my technical trade skills, meeting new people and working in a great team.

What are your career goals:

To further my education and upskill, I have attended courses this year including a test and tag course in March with Andrew and Jono.

Community Health and Wellbeing

Kim Fitzgerald and Robyn Sprunt,
Executive Managers Community
Health and Wellbeing

During 2020 the NCN Community Health and Wellbeing team implemented a variety of initiatives to support our community and our staff throughout the COVID-19 pandemic and response.

Many of our clients are vulnerable either due to their age or due their health conditions putting them in the difficult position of needing to access health care but also needing to stay home and minimise contact with the community. To support our clients through this time we offered weekly support phone calls from our team to check in on how they were travelling in general, if they had access to everything they needed including medication, groceries and other essential items. From these phone calls a variety of referrals for additional services and support were made.

With limitations on our capacity to offer face to face appointments and group activities suspended, the Community Health and Wellbeing team introduced a variety of telehealth options for our clients to continue accessing their care. This included the introduction of Health Direct for appointments that weren't required to be face to face such as; physiotherapy, dietetics, diabetes education, speech pathology, social work and social support programs. Our

group-based programs were given an exercise program to follow at home, a phone call each week to check on progress and offer support and some basic equipment to assist them with their program.

To ensure our staff were kept safe and that our home-based services could continue, a variety of pre-home visit screening tools were implemented for our clients. These ranged from a telephone call the day before to ensure everyone in the home was feeling well and included temperature checks of the clients prior to the home visit occurring. This initiative protected the safety of all staff and clients whilst ensuring that essential care and support could be delivered to our clients.

NCN Health Community Health and Wellbeing also supported the roll out and distribution of the Reusable Face Masks for Vulnerable Victorians program. Staff at each campus contacted clients to offer a delivery of masks and supported other agencies across our catchment to have access to these masks for their clients. Masks were available to clients accessing NCN Health either as clients, visitors or carers. This program enabled our community to have access to masks to ensure they were complying with public health directions.

Continued over pg...

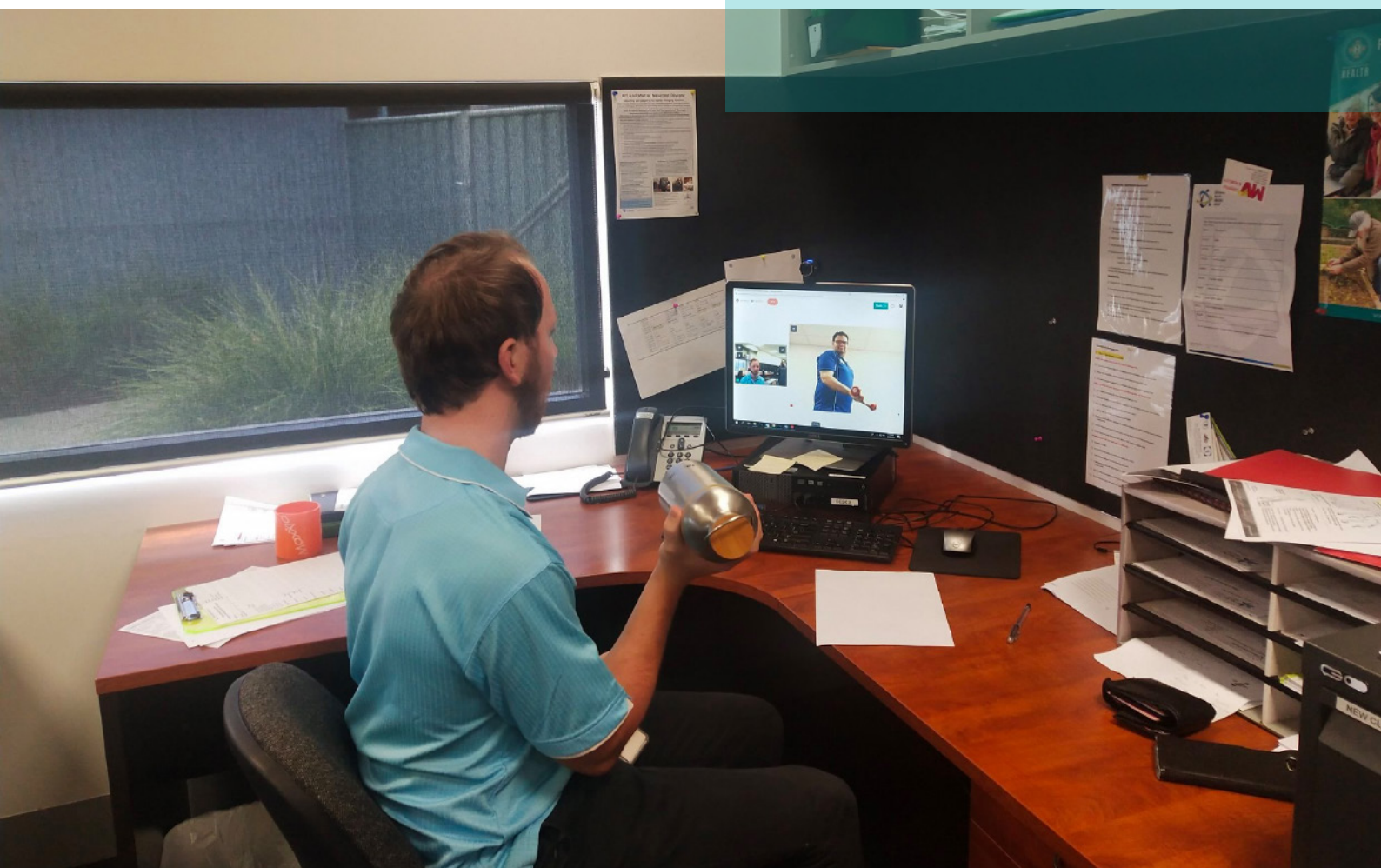
A large part of our COVID response was connecting with our partners to work together to ensure we remained prepared and ready to respond in the event of an outbreak in our community. In the lead up to summer and the busy tourist season in our region staff from the Community Health and Wellbeing team worked in partnership with local businesses, including accommodation providers and the local Council, to ensure we had plans in place to implement our outbreak action plan.

This work included identifying venues that could be used for large scale testing of the community, traffic management plans for

each site and the development of a data base of staff who were available to be called in at short notice to support our response.

The challenges of COVID-19 are still present in our community. The NCN Health Community Health and Wellbeing team continue to work together across our campuses and in partnership with a variety of agencies to support our clients and our community.

Physiotherapist Tom Lewis conducting a physio appointment using Health Direct.



COVID Testing Clinics

Kim Fitzgerald
Executive Manager Community
Health and Wellbeing



In response to the COVID-19 pandemic in Victoria NCN Health has provided ongoing access to COVID testing in our local communities. This has included asymptomatic blitz testing, symptomatic testing onsite at each campus and stepping up community testing sites in response to COVID-19 outbreak or Tier 1 and Tier 2 exposure sites.

These testing clinics are resourced with staff from our acute wards, community health and medical clinics and administration areas. A significant amount of time and work has gone into planning and facilitating these clinics over the past 18 months. It is a testament to the flexibility and team work of NCN Health staff and a great example of the NCH Health Values of Partnership and Accountability in action.

In May 2020 in line with recommendations from the Department of Health we conducted widespread asymptomatic testing of staff, volunteers and community members, including construction and large retail services in community locations across Cobram, Nathalia and Numurkah.

Schools were also a target for asymptomatic testing in May 2020 and NCN Health offered testing onsite in Tungamah, Cobram,

Strathmerton, Numurkah, Katunga and Nathalia. NCN Health Nathalia also supported the local meat works with asymptomatic testing and surveillance testing requirements.

In June 2020, it became clear that the community required access to regular symptomatic COVID testing sites. In response, NCN Health made onsite COVID-19 testing available at Nathalia, Cobram and Numurkah health services Monday to Friday and weekends subject to demand.

In October 2020 a number of Tier 1 and Tier 2 exposure sites were announced in Shepparton causing a surge in demand for COVID-19 testing over this period. NCN Health Cobram and Numurkah were able to provide additional resources at the health service with strong community response.

Over the Christmas and New Year period changes to the Victorian and NSW border restrictions meant hundreds of returning travelers were required to be COVID tested. NCN Health Cobram made testing clinics available on Public Holidays and weekends during this time to meet this requirement.

Continued over pg...

In August 2021, further COVID-19 outbreaks in Shepparton began to impact our local area. Testing clinics times were extended at all three sites, at times moving offsite to council locations to better accommodate the crowds in a COVID safe manner.

During August we also increased our 'out of hours' testing at Cobram for freight drivers impacted by changing border bubble and testing requirements. The Community Health and Administration Team were heavily involved in this response with hundreds of COVID tests conducted daily across the three campuses during this time.

In September 2021, Tier 2 exposure sites were declared in Cobram and the team conducted over 500 tests in 2 days in Cobram alone.

October 2021 saw ongoing demand for testing across NCN health with positive cases increasing in Moira Shire and NCN Health Community Health and Wellbeing team commenced in home monitoring for COVID positive patients.



NCN Health continues to provide local access to COVID-19 testing and supports the Local Public Health Unit in monitoring and management of COVID cases in our catchment area. It has been a challenging 18 months adapting to the increased demand on staff and resources, we are proud of all that we have achieved in our ongoing efforts to keep our community safe and well.

It is great to see we can step up a testing teams so quickly and effectively, this will serve us well going forward as we see more local cases.



Northern Victorian Spoke COVID-19 Vaccination Program

Niki Vidler,
Vaccination Clinic Practice Manager,
Marissa Daly
Communications Coordinator



NCN Health partnered with GV Health and the Victorian government as part of the Northern Victorian Spoke COVID-19 Vaccination Program to enhance access to vaccines across the local public health unit catchment area.

NCN Health Cobram Director of Clinical Services Carolyn Hargreaves was appointed program lead in establishing and rolling out the vaccination program in Moira Shire via the Cobram Vaccination Clinic.

The Moira Education House at NCN Health was chosen as the vaccination clinic and was renovated to include; an all abilities entrance, administration and waiting area, vaccination pods and post vaccination waiting room.

The team at the Cobram Vaccination Clinic worked with the Communications Coordinator and Community Health and Wellbeing staff on community engagement, education and advertising around the vaccine rollout. There were a number of challenges along the way, these included vaccine availability and eligibility criteria.

There was also the issue of local access. Moira Shire encompasses a large part of the local public health unit catchment area and not everyone was willing or able to travel to the Cobram Clinic. To mitigate this the Cobram Vaccination Clinic with the support of Yarrawonga Health, offered pop up clinics in Numurkah, Nathalia and Yarrawonga on alternate Fridays. We also stood up a dedicated clinic in each of these towns for VCE students who were named a priority group.

Further, in partnership with GV Health we established outreach clinic teams to travel to Katamatite, Tungamah Strathmerton, Bearii, Waaia and Katunga. All of these clinics also offered walk in/no appointment vaccines.

We worked to keep the community updated on the frequent changes to the vaccine rollout via social media, radio, community engagement and print newspapers.

The clinic opened on April 19, 2021 offering the Astra Zeneca vaccine and vaccinated 207 people during that month, by comparison during the month of October the clinic vaccinated 4122 community members.

The first dose of the Pfizer vaccine was delivered on June 3, 2021, the first dose of Moderna was given on October 13, 2021.

208

Highest number of people vaccinated in one day.

October 27, 2021

17,000

Vaccines delivered at the Cobram Vaccination Clinic

As at November 10, 2021

As at November 10, 2021

82%

Of Moira Shire aged 12 and over are fully vaccinated.

While more than

95%

had received at least their first dose of a vaccine.

Quality and Safety

NCN Health actively encourages the community to participate in the improvement of the quality and safety of services. This section of the report reflects the commitment to continuous improvement and positive experiences for consumers and staff.



Meeting Accreditation Standards

Sheridan Davies,
Executive Manager
Quality Improvement
and Clinical Risk

Meeting accreditation standards is an important part of how we improve the quality of healthcare provided at NCN Health. To be accredited, health services are required to meet national healthcare standards, measured and recognised by independent and external accreditation assessments.

National Safety and Quality Health Service Standards

The aim of the National Safety and Quality Health Service Standards is to protect consumers from harm and improve the quality of healthcare. The standards outline the level of care to be provided by health services, focusing on effective governance and areas of high risk to patients, such as managing deteriorating patients and provision of medication.

NCN Health is preparing for an amalgamated accreditation assessment across all campuses in August 2022. This accreditation will encompass our acute, urgent care, theatre, dental and allied health departments.

Aged Care Quality and Safety Standards

Our Residential Aged Care homes are fully accredited by the Aged Care Quality and Safety Commission. The standards are about provision of high quality services to people who reside in an aged care facility, with the person clearly central to all processes.

NCN Health has four residential aged care facilities that are accredited every three years. Banawah (Nathalia), Irvin House (Cobram), Karinya and Numurkah Pioneers Memorial Lodge (both in Numurkah) are due for reaccreditation in 2021/2022 under the new Aged Care Quality standards.

National Disability Insurance Scheme (NDIS)

The NDIS provides the necessary funding to people with a permanent and significant disability so they can access the supports and services they need to live and enjoy their life. Every NDIS participant has an individual plan that:

- Lists their desired outcomes
- Notes the supports they will use
- Outlines the funding they have received

NCN Health is a registered NDIS provider with the NDIS Quality and Safeguards Commission (NDIS Commission) and underwent a successful audit against the NDIS Practice Standards in October 2020.

An independent, approved quality auditor assessed our service against the components of the NDIS Practice Standards that were relevant to the services/supports NCN Health deliver. The NDIS practice standards are relevant to our Community Health and Wellbeing and Residential Aged Care facilities.

This was the first time NCN Health has participated in an NDIS accreditation process, and it was a significant achievement to achieve this accreditation.

Diagnostic Imaging

NCN Health Cobram and Numurkah underwent accreditation. Our X-ray services are accredited for four years to 2020 with the Diagnostic Imaging Accreditation Scheme.

Medical Clinics

NCN Health is preparing both medical clinics for accreditation in 2022.

Seeking Feedback for Better Care

Sheridan Davies,
Executive Manager Quality
Improvement and Clinical Risk



At NCN Health we value all feedback both positive and negative. Patients, clients, residents, carers, volunteers, visitors and any other people entering our services are encouraged to express any concerns, compliments or suggestions they may have without any fear of being disadvantaged. We are always working with patients and the wider community to hear what they have to say about their experience.

There are several ways consumers share their experiences:

- Feedback boxes at all NCN Health campuses
- Patient or Resident Experience Surveys
- Talking to a staff member or a volunteer
- Telling their story as part of the Patient Care Opinion website
– <https://www.careopinion.org.au/>
- Complete a feedback form on the NCN Health website
– www.ncnhealth.org.au
- Connect with us on social media
- Join our Consumer Representative Program and attending forums and committees that review and improve care

How is feedback used?

Feedback from our patients, clients, residents and family members is important as it shows what is working well and where we, as an organisation, need to do better.

We also collect feedback through our volunteer 'Conversations' program. All of the feedback is collated and read, and our Community Liaison Committee helps us develop action plans to improve.

Complaints go through a formal process of being acknowledged and responded to in a timely manner, by the relevant department and/or our Director of Clinical Services.

Letters and cards also form part of our feedback and we are grateful for the time and effort and the significant gesture it is for staff.

People Matter Survey

Nicole Cason,
Director of People and Culture



In July 2021 NCN Health completed the first full People Matter Survey as an amalgamated organisation.

WHAT IS THE PUPOSE?

The purpose of the People Matter Survey is to assist the organisation to build a positive workplace culture with integrity that live the public sector values.

NCN Health had an amazing response rate in 2021

72%

Well above average within the public sector and comparator groups.

24%

INCREASE

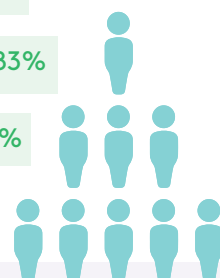
From the wellbeing check survey conducted in 2020.

NCN Health worked hard to promote the survey and employee participation using various methods to ensure that the participation rates would be high and results would therefore be meaningful with the ability to assist the organisation with future planning to address any areas of concern identified and continue to strengthen the areas with positive results.

The Victorian Public Sector Commission did not run the full People Matter Survey in 2020, instead a People Matter Survey Wellbeing Check was conducted instead. This survey was significantly smaller and focused on wellbeing indicators, employee support, COVID-19 support, working from home, negative behaviour and patient safety climate.

Summary of results of the People Matter Survey 2021

Employee Engagement Index	72%
Human Rights	81%
Respect	75%
Accountability	78%
Leadership	72%
Diversity and Inclusion	79%
Equal Employment Opportunity	83%
Patient Safety	80%



What's Next:

NCN Health will form a working party to review the PMS survey results and commence action planning to address any low scoring areas requiring improvement and continue to strengthen the higher scoring areas.



Infection Control

Elizabeth Smith,
Infection Control Coordinator

2021 influenza vaccination uptake was affected by the competing COVID-19 vaccination campaign, therefore this was an excellent effort all round.

NCN Health reports hand hygiene 3 times per year and has maintained annual Hand Hygiene compliance rate at 88% - this is higher than the state benchmark of 84%.

Monthly surveillance for infections continues for both Residential Aged Care facilities and the Acute sector. The 2020/21 reporting year identified 1 reportable *Staphylococcus aureus* bloodstream (SAB) infections; an investigation was undertaken using VICNISS methods and it was deemed not attributable to care delivered at NCN Health.

NCN Health continues to develop antimicrobial stewardship activities. All sites conduct multidisciplinary team meetings where compliance is monitored across acute, aged and community care. NCN Health participates in the National Antimicrobial Prescribing audit and comparative audit results are provided for quality improvement activity review.

Continual auditing across the health service includes general facility audits, documentation audits, vaccine storage audits and waste management.

Developing an infection can be a serious complication when you come into hospital, which is why it is really important we prevent all the infections we can.

NCN Health continually demonstrates its commitment to preventing and controlling infections for our patients, residents, staff and our wider community by looking at new ways to improve and make sure our infection prevention programs follow best practice advice.

The annual vaccination program for Influenza was conducted between 12 April 2021 and 2 August 2021. This program is one of the most important measures that Health Care Workers (HCWs) can do to prevent Influenza and its complications. By having the flu vaccination, it not only can save your life but also you are saving lives of those that cannot have the vaccination due to health reasons.

The Victorian Statewide Target for Health Care Workers was set at 92% for the 2020/2021 season. NCN Health reported by hospital campus and achieved the following results:

VIC Statewide Target 92%	Nathalia:91%
	Cobram:95%
	Numurkah:92%

Numurkah Campus and Cobram Campus were recognized by The VICNISS Coordinating Centre and Department of Health for achieving 92% and 95% respectively.

Investigating Unplanned Events and Improving Our Care

Dr Ka Chun Tse,
Director of Medical Services

NCN Health has standardised its criteria for conducting clinical reviews in 2020-21. This is the process by which a potential or confirmed adverse event is investigated by senior nursing, medical and allied health staff, usually through a review of medical records and sometimes through interviewing staff and obtaining feedback from other organisations (e.g. Ambulance Victoria, Goulburn Valley Health, Victorian Coroner) - to determine if one or more gaps in care could be identified and improvements made.

Clinical reviews received additional support through the provision of patient admission data from the Victorian Agency for Health Information. For example, we are provided with reports on the rates of 'Hospital Acquired Complications' as coded and reported to the Victorian Department of Health following patient discharge. Where rates are high compared to other hospitals or increasing, we will conduct targeted clinical reviews to check if we have missed any potential or actual adverse events.

Clinical reviews are then overseen in Numurkah and Cobram by campus-based Clinical Review Committees, and in Nathalia by its Clinical Quality Committee. All three committees then report to the Board of Management, via its Clinical Governance Committee.



Hear Me Pilot Project

Catherine Church,
Director of Corporate Services
Numurkah

In 2019-2020
NCN Health Numurkah
Acute Ward took part
in the Safer Care
Victoria "Hear Me"
project as one of 17
pilot sites across health
services in Victoria.

Have you heard of "Hear Me" ?

Hear Me is a 24/7 state-wide call service that hospital patients (or their carers or family members) can call if they feel they are deteriorating and need to escalate their care. If eligible, the call may lead to a review of the patient's care within 30 minutes.

The Numurkah Acute Ward already had a patient escalation system in place called "ACT" (Alert, Check, Talk) and the staff had a comprehensive knowledge of this current system. This allowed for a smooth transition to the Hear Me project and staff were very keen to be involved and actively promote the project with patients and their families.

Throughout the 12 months of the project, no calls were made by patients or family members to the Hear Me service, however

an overall feeling from the staff was that it empowered patients and their families to talk to and raise concerns directly with staff.

An evaluation of the Hear Me project was undertaken by Safer Care Victoria and a recommendation was to extend the pilot and roll this escalation system out across health services throughout the state. We look forward to receiving confirmation of this and rolling the system out across NCN Health.

STAFF PROFILE

| Reece Stewart
People and Culture Officer



NCN Health

Career Overview:

I previously worked in a council People and Culture environment and I am excited to transfer these skills into the Health sector, to fill the shoes of the very competent current People and Culture Officer.

What are you most looking forward to about working at NCN:

I am looking forward to the experiences this position will provide and the knowledge I will gain during my stay with NCN Health Team.

What are your career goals:

increase my competencies and work my way through the ranks of People and Culture to discover where this path may lead me and I look forward to working with everyone along the way.

Our results: Public Sector Residential Aged Care Services (PSRACS)

Every three months, we report five key clinical indicators to the Department of Health. This information helps us benchmark our services against our peers and identify areas for improvement. These key clinical indicators are:

- Pressure Injuries Stage 1
- Nine or More Medications
- Our Falls and Fractures from Falls
- Our Restraints
- Our Significant Weight Loss (>3kg)

Michelle Butler,
Executive Manager Quality Improvement and Risk

NCN Health has four Residential Aged Care homes caring for 116 residents.

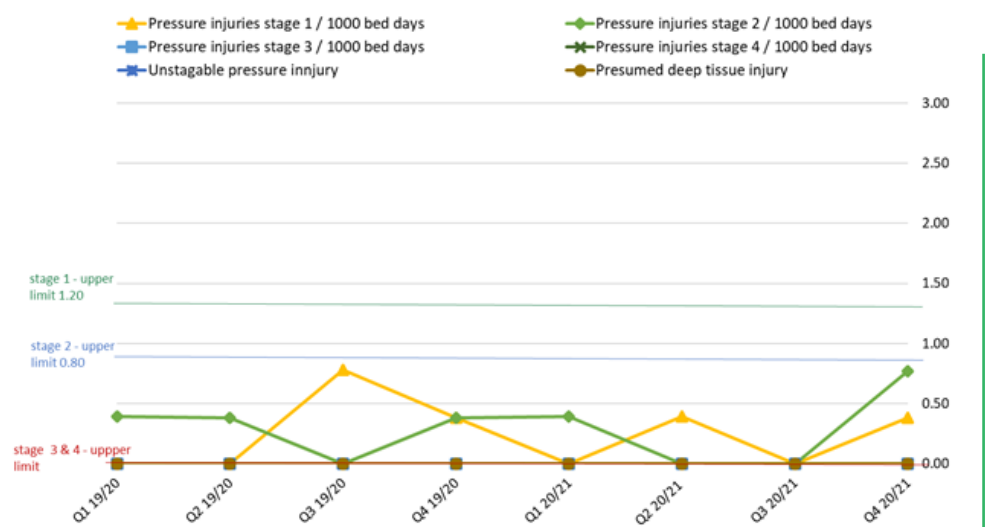


You will see some examples of how we present this information in the graphs below.

KARINYA

Pressure Injury Quarterly Quality Indicator Rates

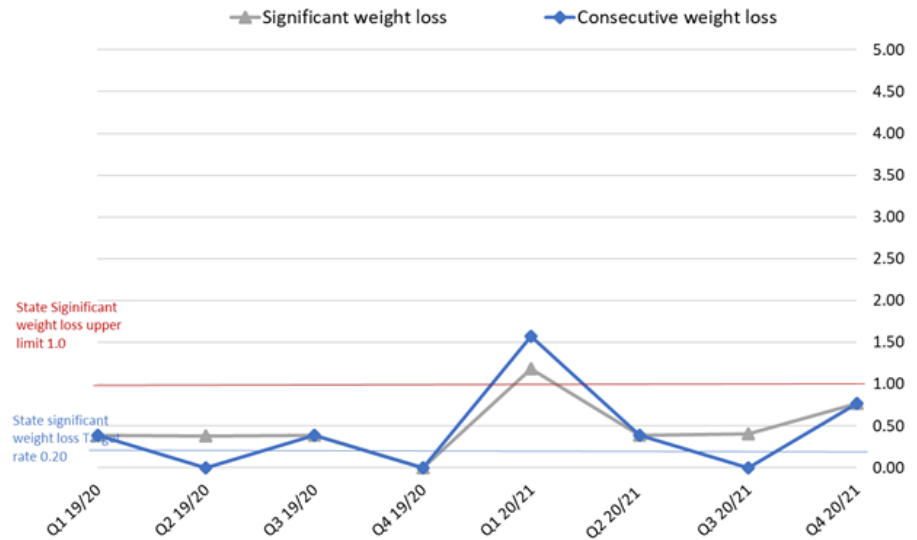
July 2019 - June 2021



KARINYA

Quarterly weight loss Quality Indicator Rates

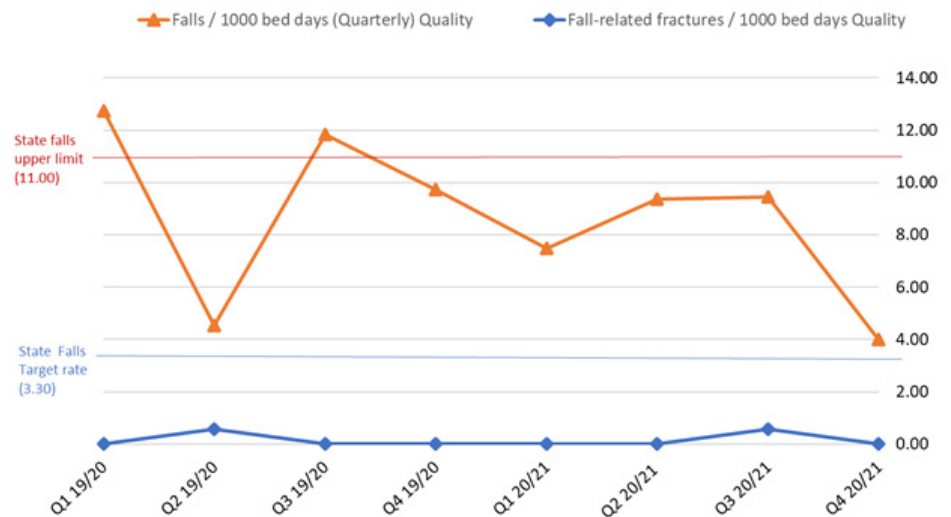
July 2019 - June 2021



BANAWAH

Falls Injury Quarterly Quality Indicator Rates

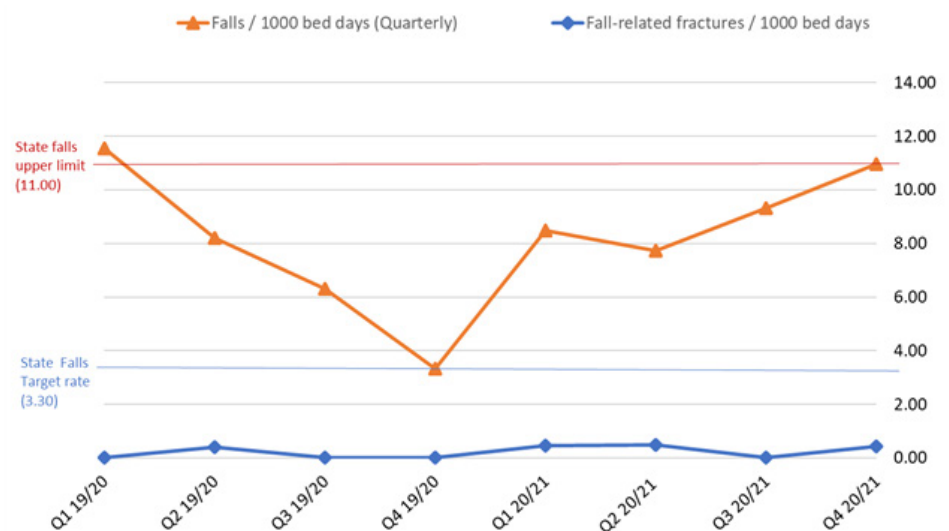
July 2019 - June 2021



IRVIN HOUSE

Falls Injury Quarterly Quality Indicator Rates

July 2019 - June 2021



Restraints Review Project

Greg Van Popering,
Director of Corporate Services
Nathalia

In 2020 Banawah nursing home participated in a Restraint Review Project, with the aim of reducing the use of restraint devices.

The Project was important because there are new legislative requirements for Residential Aged Care Facilities to minimise the use of physical and chemical restraint.

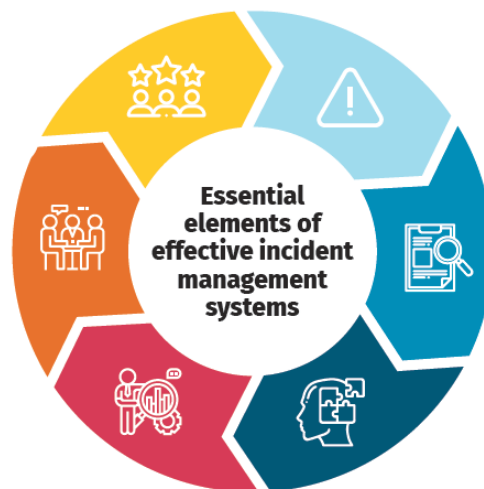
Restraint can be chemical, physical or environmental. It is a device or action that interferes with a resident's ability to make a decision, or which restricts their free movement.

Physical restraint can cause negative physical and psychological outcomes. Adverse events or harm associated with the use of physical restraint, such as death, pain, decreased cognitive function, infection, pressure injury development and falls, to name a few.

Family members or legal representatives do not have the legal right to request that a resident be restrained and evidence indicates that restraint does not prevent falls or falls-related injuries and is likely to exacerbate behaviours.

A restraint-free environment is the recommended standard of care.

The Aged Care Quality and Safety Commission (Commission) will seek evidence of actions taken by services to exhaust all alternative strategies and minimise the use of physical and chemical restraints for consumers.



In participation with external subject matter experts, NCN Health staff developed an action plan to review all Banawah residents who used a restraint device e.g. bed rail or chemical restraint e.g. antipsychotic medication.

A successful trial of a new chair led to one resident not needing physical restraint in the form of a seatbelt on the old chair.

Education was an important part of the project and was provided to Banawah staff, residents and families.

Geri Connect Project

Greg Van Popering,
Director of Corporate Services,
Nathalia

NCN Health has introduced the Geri-Connect service in partnership with GV Health. NCN Health is currently one of seven services participating in the Geri-Connect model.

Many older adults in residential aged care facilities, especially those with complex chronic health conditions, benefit from a comprehensive geriatric assessment. However, accessing specialist geriatric services can be challenging in regional Victoria due to distance and COVID-19 restrictions.

Geri-Connect service used video conferencing to connect geriatricians with residents in aged care facilities without requiring them to travel to receive care. Geri-Connect has made it easier and more convenient for NCN Health residents to access specialist geriatrician services, reducing travel time and freeing up more clinical hours for geriatricians.

How it works:

- A clinical nurse coordinator works with general practitioners (GPs) and Residential Aged Care Facilities to identify and triage patients appropriate for the Geri-Connect service.
- A geriatrician reviews the referrals to confirm whether the patients and their health concerns are suitable for a telehealth consultation.
- For those deemed suitable, an administrative support officer coordinates and schedules a consultation at the patient's RACF.
- On the day of the appointment, the nurse unit manager at the RACF prepares the patient and their family for the consultation.
- The geriatrician dials in to the RACF and consults with the patient via telehealth, developing a detailed management plan that includes:
 - a prioritised list of the patient's health problems and care needs
 - short- and long-term management goals
 - recommended actions or intervention strategies to improve or maintain the patient's health status.
- The geriatrician explains and discusses the management plan with the patient and, as appropriate, with their family and any carers.
- Following the consultation, the geriatrician communicates the management plan in writing to the referring GP and the patient's RACF to facilitate ongoing management of the patient's care.

Building a Better Future in Residential Aged Care

(Irvin House redevelopment)

Justin Sullivan,
Director of Corporate
Services

✓ PROJECT
COMPLETE



NCN Health appointed Landmark Constructions to undertake extensive building works on Irvin House, which were designed by architect James Seymour. The project also included the rebuilding of the Cobram Campus kitchen and staff room. Building works started on March 16, 2020.

The improvements included the creation of 14 single rooms with ensuites at Irvin House. The new rooms enhance independence, privacy and safety for residents, and provide the latest facilities in a bright and friendly setting.

The extension of Irvin House has also opened up the corridors, creating space for a circular flow for residents and new sitting and communal areas for family and friends to gather.

The renovated Cobram Campus kitchen is 1.5 times larger than the original space and offers advanced equipment, such as a pass-through dishwasher and latest technology ovens, plus state-of-the-art design. The new kitchen is central to the health service and connected to Irvin House providing better access for meal delivery.

Finally, the new staff dining room has created a bright, shared space opening to an outdoor area for use by the whole campus.

The kitchen and staff room renovations were finalised in December 2020 and Irvin House residents were thrilled to transition into their new home in January and February 2021.

The \$2.5 million dollar project was funded by State Government Capital Grants through the Rural Health Infrastructure fund.



Cobram Resident Story Transition to Irvin House

Resident came from home living with her husband who was finding it difficult to care for her. She had a home care package and came to Irvin House for respite.

Resident enjoyed respite and realised she would benefit from ongoing care and decided to stay at Irvin House.



"I was scared when I first came here but the staff made me feel comfortable, listened to me and encouraged me to help me make the decision to stay as I would be safe. I was having a lot of falls at home."

Resident loves how she has been able to stay connected with her Jehovah Witness family even through COVID. The resident reported that staff supported her to Zoom her Christian meetings twice a week.

Resident said she enjoys the company which is offered at Irvin House and her favorite activities are those that keep her mind active, such as find a word, or shape games.

"I really love the target mat games which change each week. This week we used a ball and racket last week we were throwing

balloons. The snooker game helps me judge distance and weight so it is really fun to try."

"I used to play a lot of sport so these games are great. I really like learning new things, the meals are good too."

"I have moved into one of the new rooms and in my first night there I had the best sleep. My room has blown my mind it is so much better than I could imagine, I still can't believe it."

"In the new room my husband and I can have privacy to talk and spend time together."



Nathalia Resident Story Consumer Feelings

NCN Health aged care facilities all have a resident of the day (ROD) process. As part of the ROD at Banawah Nursing Home the residents are asked a series of questions to determine if there are areas for improvement or issues that need addressing.



In May 2020, LM (resident) answered the ROD

question: *If I'm feeling a bit sad or worried, there are staff here who I can talk to. From the choices of Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree, LM chose Disagree*



What have we done?

LM's response was followed up with a referral to the counsellor. LM declined a referral to the counselling services but is now aware of this resource. LM said of the process that "staff do their best and are good to talk to". LM's bed was also needing repairs and he had to use an unfamiliar bed. LM's bed is now back in use.



How could this have been different?

Banawah Nursing Home will now provide an update on services available at the resident meetings and if required, provide residents information sessions from staff who offer services to Banawah e.g. counselling or diabetes education.



Numurkah Resident Story Staying Connected

This is the story of an 81-year-old resident who moved to Karinya Nursing Home recently. She was diagnosed to have Dementia, Osteoarthritis and Ischemic heart disease. She lived with her husband at home but due to the decline in her general condition, her husband was unable to take care of her well. He also had declining health concerns that limited him to be her full-time carer.

The whole family was concerned about both of their health and ongoing support to ensure their safety. Hence the decision was made by the family to move her to Karinya Nursing Home as a permanent resident and the husband to move into a residence close to Karinya (Gwandalan Court), enabling them to stay connected and supported.

Through the COVID times we helped them stay connected. While living apart they have still been able to maintain daily visits with staff assistance to walk to and from Gwandalan court after lunch and return before tea at 5pm. Together they enjoyed the outings organised by our lifestyle and leisure staff and also have their meals together.

We organised the husband to be screened at the back door of Karinya - to avoid the queue at the front entrance. He was grateful as he didn't have to do long tiring walks around to the front entrance every day.

Daily chats, recommendations for both of them to be able to stay connected with enjoyable and safe outings and regular home visits helped the resident and her husband settle in safely, well and content in their accommodations.



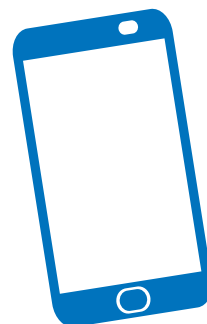
Valuing Consumer Feedback

Robyn Sprunt, Executive Manager
Community Health and Wellbeing
(Numurkah/Nathalia)



NCN Health is committed to enhancing service access and improving client experience for all people. This year, to better understand how we can improve services and enhance support for people seeking assistance from our Community Health and Wellbeing services we have developed and implemented a SMS feedback system where people receiving services are offered a quick, timely and easy way to provide feedback to us via their mobile phone.

Surveys with a range of questions are sent to clients via a text message to their mobile phone, enabling clients to respond at a time convenient to them.



Through the introduction of this system we have seen a significant increase in the number of feedback responses from clients when compared with traditional pen and paper surveys. The information, comments and suggestions given by consumers via this system is then used to inform focus areas for review and focus to improve client experience and service provision.

NCN Health will continue to seek consumer and community feedback via a variety of methods to ensure our ongoing commitment to improving client experience and service access.

Improving Access to Mental Health Services

Robyn Sprunt, Executive Manager
Community Health and Wellbeing
(Numurkah/Nathalia)



NCN Health is committed to supporting the needs of people with mental health issues, and recognises the importance of improving local access to services to support the mental health and wellbeing of our community.

The Moira Mental Health Service offers psychological therapy services to people experiencing low to mild mental health illness by providing short-term psychological interventions in the community setting. Our Psychologists, Social Workers and Mental Health Nurse provide support to eligible people locally, at one of the four health services across the Moira Shire.

In 2020 Max (not real name) was supported by our Moira Mental Health Service team after experiencing a relapse in his long-term mental health illness. Max was supported by our Psychologist to learn coping strategies to better manage his anxiety and improve his overall functioning and quality of life. Through our Mental Health Nurse, Max was assisted to connect with other mental health services for longer term support and was assisted to successfully gain ongoing support through the National Disability Insurance Scheme (NDIS).

In the past year, our Moira Mental Health Service has provided

**1,086 support sessions
in our local area,**

ensuring that our community can
access mental health supports
close to where they live.

The Moira Mental Health Service works in partnership with consumers and their treating General Practitioner to develop a client-centered, integrated, multidisciplinary approach to their care.



Comprehensive Care

Comprehensive care is the coordinated delivery of the total health care required or requested by a patient. This care is aligned with the patient's expressed goals of care and healthcare needs, considers the impact of the patient's health issues on their life and wellbeing, and is clinically appropriate.



Moira Community Rehabilitation Centre Cardiac Rehabilitation

Kelly McLean,
Chronic Disease Nurse and
Clinical Team Lead



The Moira Community Rehabilitation Centre offers Cardiac Rehabilitation programs across the Cobram and Numurkah Campuses. This program is designed to improve health outcomes for clients who have recently experienced and are recovering from a cardiac episode.

The program is a group-based model combining exercise and education and runs for 8 weeks. During this time clients receive a variety of education and support to complete weekly education sessions. Due to limitations placed on group-based programs during 2020 our clinicians had to modify the delivery of the program to comply with the Public Health directions.

Based on feedback from individual clients a range of options were offered. These included home exercise programs with weekly phone or

telehealth support from our team, one on one gym sessions, web base education sessions and/or printed handouts and booklets to support education.

Clients were able to choose the option that best met their needs. For example, one client had limited computer skills so felt that coming in for one on one sessions each week and being given paper-based handouts for education would best meet their needs and assist them to get the most out of the program.

Improving the Inclusion of Patients in their Care Needs and Discharge Planning

Jacqui Hall, Assistant Manager
Community Health and Wellbeing

Responding to the needs of patients across the continuum of care is important to NCN Health. This has led to the review of assessments and care planning within the acute ward in the last 12 months.

The Admission Physical Assessment and Risk Screening Tool is used to screen patients for risks as well as their care needs upon admission to hospital. This was revised in August 2020 after careful review from a multidisciplinary team. The review led to the addition of mental health risk screening into the admission process.

The Bedside Acute Care Plan also underwent a review and was updated to better reflect patient needs. The team of health professionals involved in the patient's care are responsible for editing the care plan in a timely manner so that all staff are kept up to date about changes to their needs.

This information is also fed to the team safety huddle which occurs daily on the ward. Compliance to completing this care plan is audited through bedside audits.

The patient's journey board has also been revised in the last year to aid better communication between the patient and those involved in their care. This is a communication board highlighting key issues such as nutrition and mobility, as well as giving the patient an opportunity to share what matters to them during their hospital stay.

This information is fed into weekly discharge planning meetings where a multidisciplinary

The form is titled 'Respect Accountability Partnership' and is divided into several sections:

- Day: Date: Bed:** Fields for patient identification.
- Preferred name:** A line for the patient's preferred name.
- My Care Team:** Fields for Doctor, Nurse, and Bedside handover time (2:30pm). A note says 'Next of Kin welcome'.
- Mobility:** Includes icons for a person and a wheelchair, and a field for 'Aid Used:'.
- What matters to you?** A large open space for patient input.
- Patient and family questions:** Another large open space for patient input.
- My discharge date and plan:** A field for the patient's discharge date and plan.
- Our job is to keep you safe. It is always OK to ask us:** A section with questions about hand washing, ID checks, and concerns, followed by icons for a stethoscope, a person, and a hand.
- ACT: Alert, Check, Talk**
- Nutrition:** Includes meal times (8am, 12pm, 5pm), diet, food allergies, and fluid restriction (FBC).
- Referrals:** A list of professionals with checkboxes: Physiotherapist, Counsellor/Social Worker, Occupational Therapist, Diabetes Educator, and Other.
- Wong-Baker Pain Rating Scale:** A scale from 0 to 10 with corresponding faces and descriptions: No Hurt, Hurts Little Bit, Hurts Little More, Hurts Even More, Hurts Whole Lot, Hurts Worst.
- Your rights when you use health services:** A section with icons and text for: Safe and good health services, Respect, Good communication, Privacy, You can make choices, and You can give feedback.

team discusses their care and enables the clients wants and needs to be included in decisions about their discharge.

Discharge plans are then updated on their journey board. Along with assisting the client, the journey board also helps to communicate plans to family and carers to enable a smooth transition back into the community.

STAFF PROFILE

Makayla Millen
Enrolled Nurse



Campus: Cobram and Numurkah

Career overview:

I have been an employee of NCN health as a PCA for the past 4 years whilst studying my Diploma of Nursing. I have worked as a casual in Karinya, Pioneers Lodge and Irvin House, and last year obtained permanent shifts at Pioneers Lodge.

What do you enjoy about your position:

I enjoy caring for the elderly and I am looking forward to implementing all of my knowledge and studies into my new role as an EN at Irvin House.

What are your career goals:

Down the track I would like to go back to University to complete my Registered Nurse. Ideally, I would like to work in an acute/medical ward as well as in aged care.

End of Life Care Innovation in Community Palliative Care

Rachel O'Dwyer,
Palliative Care Project Team Lead

NCN Health, with funding support from the Department of Health has undertaken a project over the past two years that has explored the workforce and service delivery model of care in our Moira Palliative Care Service.

Historically, our Moira Palliative Care Service has been a Nurse led community based palliative care service, dedicated to supporting people with life limiting illness and their families in our community. Through our Innovation in Community Palliative Care Project, we have found that the inclusion of Allied Health Professionals, specifically an Occupational Therapist and a Social Worker within the team have better supported a multidisciplinary team approach to caring for those with life limiting illness.

Clients and their families have benefited from the unique perspectives of occupational therapy and social work where a holistic and client centered approach to care has been enhanced. These roles have provided specific focus to support clients and their families to overcome barriers to engaging in desired activities and life roles, overcome environmental, psychosocial, spiritual and other challenges to enable clients to remain at home and ultimately enabled many more clients to die at home where this was their identified choice.

The Moira Palliative Care Service, now with the addition of dedicated Occupational Therapy and Social Work expertise and an enhanced model of care will continue to support people and their families with life limiting illness in our community with the ultimate aim of providing optimal end of life care for all.



NCN Health End of Life Care Working Party

Kimi Joseph,
Clinical Quality Support

NCN Health strives to improve consumer partnerships in the care delivery process for our patients. We are aligning with the Partnering in Health Care Framework as one of our Quality Improvement goals and promoting 'Goals of Care'.

Promoting
Goals of Care



What is 'Goals of Care'?

A discussion held at any point of care to determine the shared decision-making process. Goals of Care ensure the patient is central to their own medical treatment decision making and health management.

Goals of Care is also discussed at the different stages of end of life phase of an individual to ensure the patient is treated with dignity and with due respect to their choices of life. Goals of Care can be revisited at any time during the care of the client.

In Oct 2020, an End of Life Care Working Party was formed within NCN Health to review the policies, processes and guidelines around end of life care for all the patients who are admitted to NCN Health.

The End of Life Care Working Party reviews the governance of the care provided at the end of life for a patient. Members include Unit Managers, Quality Team, representatives from all the departments and the Moira Palliative care team members.

The aim of this working party is focused discussion on the various aspects of end of life care with a short-term goal identified by the team every 2 months. For example, the priority in late 2020 was to streamline documents such as advance care plan and advanced care directive to ensure consistency across departments.



Nathalia Campus

36-44 McDonell St, Nathalia VIC 3638

T (03) 5866 9444

E ncnnathalia@ncnhealth.org.au

Cobram Campus

24-32 Broadway St, Cobram VIC 3644

PO Box 252, Cobram VIC 3644

T (03) 5871 0777

E ncncobram@ncnhealth.org.au

Numurkah Campus

2 Katamatite Rd, Numurkah VIC 3636

PO Box 128, Numurkah VIC 3636

T (03) 5862 0555

E ncnnumurkah@ncnhealth.org.au



NCN | Nathalia
Health | Cobram
Numurkah