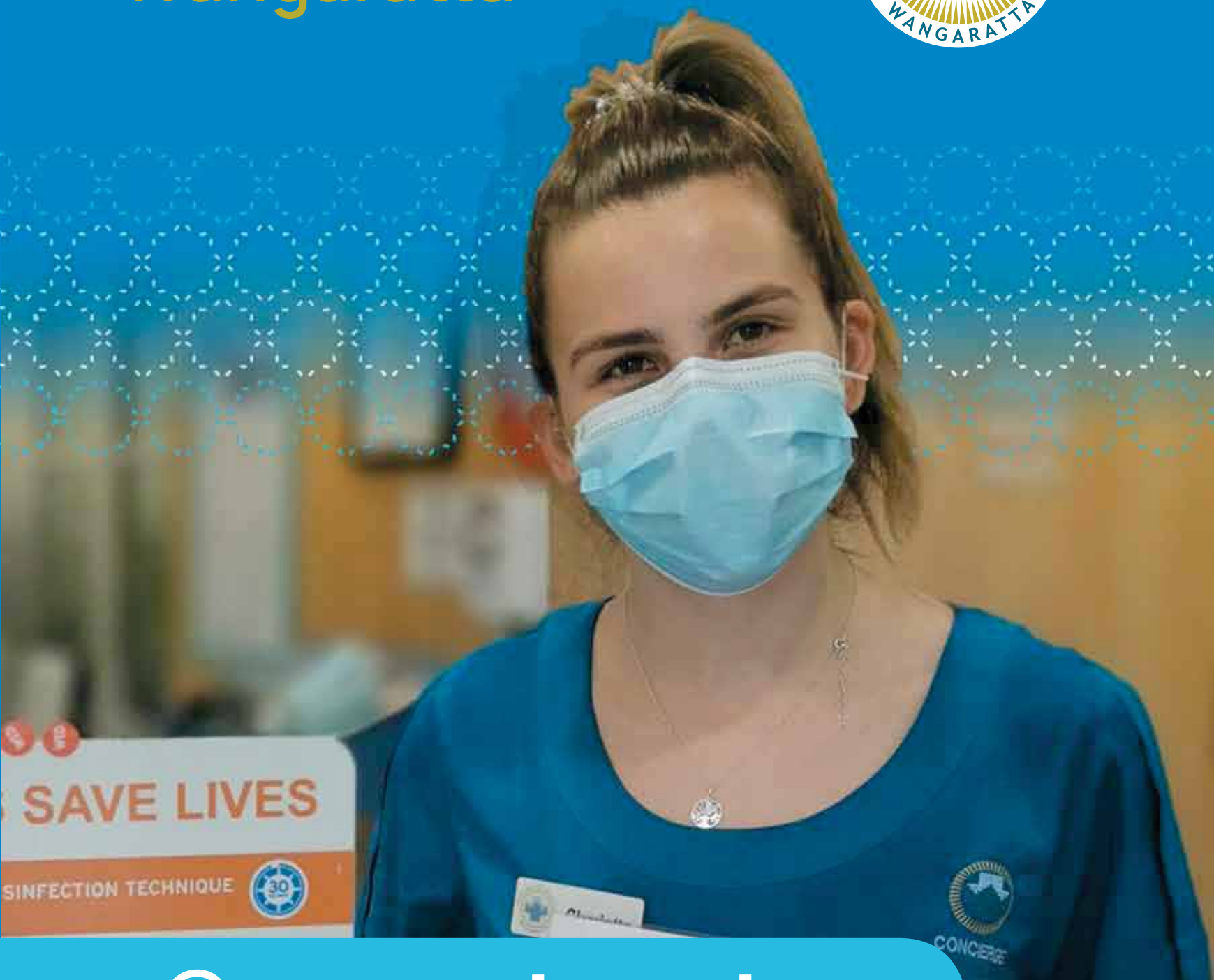


Northeast Health Wangaratta



Our year in review

2019-20

'Every patient, Every time'



Our new Strategic Plan 2020 -2025, 'Leading the Transformation,' has been developed in consultation with staff, community and other key stakeholders over the past 12 months and will be launched before the end of 2020.



Our new Vision is

'Thriving communities in North East Victoria, achieving the best quality of life for everyone'.

Our new Purpose is

'To be leaders in health, who transform and deliver high quality, safe healthcare for all'.

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Our Vision

To be recognised leaders in rural healthcare

Our Mission

To provide healthcare that enhances the quality of life of people in Northeast Victoria

Our Values

- Caring
- Excellence
- Respect
- Integrity
- Fairness

Feedback:

We welcome all feedback about this report – Did you like it? Did it help your understanding of NHW and what has been achieved in the last 12 months? Are there things that you dislike?

Please let us know your thoughts via:

email: feedback@nhw.org.au

letter addressed to: Director of Performance Improvement
PO Box 386
Wangaratta 3676

WELCOME

Our year in review



Jonathan Green
Board Chair



Margaret Bennett
*former Chief Executive Officer
(to 29/02/2020)*



Tim Griffiths
*Interim Chief Executive Officer (to 30/08/2020)
Chief Executive Officer (from 31/08/2020)*

Welcome to the Northeast Health Wangaratta (NHW) Year in Review. For the past 20 years we have provided this publication to our community, focusing on the performance of our health service particularly in relation to the provision of safe and high quality health care. The information and data contained within this report is based on the financial year July 2019 – June 2020, and whilst the first half of this time period was business as usual, January to June 2020 has seen our organisation affected by unprecedented external impacts.

Whilst Wangaratta was not directly affected by the devastating bushfires across Northeast Victoria in January, our staff provided assistance to those communities and formed part of the regional response. Shortly after, the COVID-19 pandemic descended on Australia and required us to prepare for the potential influx of COVID-19 patients within a constantly changing environment. This required a rapid response to alter the way we conducted our business to ensure the safety of both our community and our staff.

Despite these challenges, we have still seen innovation and changes that have improved our patient services over the 12 month period. When we compare our data with our peers, overall we are performing very well. This report focuses on the many achievements of our staff in improving our services to provide high quality patient care.

Of note in the 2019/20 year was the departure of Margaret Bennett, CEO, who had been with NHW for 10 years. Margaret was a steadfast, personable and visionary leader who drove the achievement of many improvements across the service and was instrumental in the achievement of funding for our much anticipated redevelopment, which will commence in 2021. We will continue to grow our service and provide excellence in care. This will be supported by our new Strategic Plan 2020 – 2025 which will be launched in late 2020. It sets a clear direction for our future and provide a framework for success.

We would like to thank the tireless efforts of our workforce during this extraordinary time. Whilst thankfully Wangaratta was spared the impact of COVID-19, the anxiety created by this deadly virus affected everyone. There was an added layer of complexity in the day to day functioning of our service, but we have maintained business as usual to a large degree, and have continued to provide a very high standard of care for our patients and clients. Our staff are resilient, capable and willing and we are proud to lead this team, both now and into the future.

We hope that you find the 2019/20 NHW 'Year in Review' informative and interesting, and thank everyone for their ongoing support of our health service.



Jonathan Green
President, Board of Directors



Tim Griffiths
Chief Executive Officer

OVERSIGHT OF OUR SERVICE



The Board of Directors at NHW monitors the quality & safety of patient services, as well as overall organisational performance, at monthly Board and Quality & Safety Committee meetings. Pictured above are our Board of Directors L-R: Alison Maclean, Anne Wearne, Martin Hession, Jonathan Green, Roger Barker, Cheryl Clutterbuck & Ruth Kneebone (Matthew Joyce inset)

Oversight of all clinical services at NHW is provided by the Board of Directors, CEO and Executive Team who work together to regularly monitor:

- **Our clinical data and how we are performing, particularly in comparison to other hospitals**
- **Identified risks and how we can reduce these risks to patients and staff**
- **Our compliance with legislation**
- **The satisfaction and experience of our community**
- **Opportunities to improve our service**

To effectively manage our health service, there is a clear reporting and committee structure in place that underwent review in 2020. Changes to the structure have been made to make sure every department of the hospital has appropriate oversight and is managed effectively.

Organisational achievements 2019/20

Whilst 2020 has seen huge challenges for our staff there have still been significant achievements across our organisation. We have:

- Achieved an inpatient satisfaction rate of 95.6%
- Vaccinated 96% of NHW staff against influenza
- Rolled out more Omnicell medication cabinets for improved medication safety
- Partnered with Victoria Police, Albury Wodonga Health, Gateway Health and the Rural City of Wangaratta to establish the Grit and Resilience program, supporting suicide prevention in the Rural City of Wangaratta
- Developed a Reconciliation Action Plan (RAP) to support the Aboriginal community members both as staff members or whilst in hospital
- Established a Clinical Trials Research support service
- Progressed our work in celebrating and welcoming diversity, including LGBTIQ+
- Partnered with VicHealth and Alfred Health to develop and trial a new health service approach to support patients and staff become smoke free
- Established:
 - a COVID-19 screening clinic
 - screening at all entrances of NHW
 - a dedicated COVID-19 ward for patients with possible COVID-19 whilst they await swab results
 - policies, procedures and plans to optimise staff and patient safety when dealing with potential or confirmed COVID-19 patients
- Introduced technology to help us manage critically bleeding patients
- Completed the trail of a Teleneuropsychology service in collaboration with Monash University
- Enhanced the medical staffing of our CCU/ICU

Our service in Numbers



26,813

PEOPLE WHO ATTENDED
OUR EMERGENCY DEPARTMENT
FOR TREATMENT



219,000

MEALS
PREPARED



23,072

MEALS ON WHEELS
MEALS DELIVERED



19,388

PEOPLE ADMITTED
TO NHW



3,047

DAY
PROCEDURES



6,138

OPERATIONS PERFORMED
ELECTIVE - 72%
EMERGENCY - 28%



698

BABIES
DELIVERED



31,994

PRESCRIPTIONS FILLED BY
PHARMACY



28,084

OUTPATIENT
ATTENDANCES



6,429

DENTAL
TREATMENTS



66,139

MEDICAL IMAGING
PROCEDURES



67,825

KILOMETRES COVERED BY
DISTRICT NURSES

Managing clinical risk



Clinical Incident, audit and consumer feedback information is now displayed for staff, patients and visitors in performance Boards in main corridors. The Performance Improvement Team update this information monthly. Pictured are L-R: Sara Gartside, Manager Consumer Experience, and Kym Loechel, Innovation and Improvement Adviser from Performance Improvement.

All staff in Victorian health services play an important role in identifying risk and preventing harm to those in our care. NHW has a Clinical Risk Management program in place to monitor and improve patient safety. Areas for improvement are identified through:

- Reporting of incidents or 'near miss' events
- Reviewing data about clinical care and complications
- Feedback from the people who use our services

There were 1,912 patient incidents reported at NHW over the 2019/20 year. 74% of these were 'near miss' events and those that caused no harm to patients, but provided the opportunity to create a safer service.



did you know?

Medication Safety

In 2019/20 there were 578 medication incidents reported by our staff, however none of these errors resulted in serious harm to our patients. The majority were prescribing errors that did not reach the patient. During the past 12 months, pharmacy has undertaken projects to improve medication safety:

- Purchased new, state-of-the-art IV fluid and syringe driver pumps with dosage limits, infusion rates and dosage controls for high risk medicines installed on the pumps
- Reviewed 30 injectable medication protocols
- Installed 'Omnicell' medication cabinets into remaining ward areas of Thomas Hogan (including Ward 19), Paediatrics and Maternity. All inpatient areas now have these medication storage units to improve medication safety
- Initiated swipe card access to medication storage rooms across NHW, controlling and monitoring access to authorised personnel only

Help us keep you safe..

If you are admitted to hospital, make sure you let staff know of all the medications you are taking and any allergies you may have.





The Anaesthetics team were instrumental in developing protocols and education surrounding the ROTEM, with support provided by the nursing team. Pictured are L-R: Kate Finnigan, Assistant Nurse Unit Manager Anaesthetics, and Dr Jade Radnor, Consultant Anaesthetist with the ROTEM.

Improving the management of critical bleeding

Early identification of blood clotting status in emergency situations enables a rapid, focused response to patient care. Following review of several clinical incidents, the decision to purchase a 'ROTEM' machine was made to improve patient management. Introduced in 2020 and located in our Operating Theatre suite, medical staff are now able to test blood samples on the spot and tailor

treatment immediately to best meet the critical needs of our patients. This has eliminated the need to send blood samples to the laboratory for testing, making diagnosis and treatment immediate.

ROTEM has already been used a number of times and produced excellent patient results - a truly life saving improvement in patient care.

Reducing patient falls

Patient falls in hospital remain the biggest clinical risk to patients. There is a comprehensive falls prevention and management program in place and we constantly explore all ideas to improve our practices. All patients, residents and clients are assessed for their risk of falling on admission. If they are assessed as high risk, a falls prevention plan is developed and put in place in consultation with the person and/or their family. Although the numbers of patient falls have remained about the same, in 2019/20 it was pleasing to see a 20.7 % reduction in injuries from falls.



Did you know?

Certain medications can increase the risk of falling. Pharmacists review many of our high falls risk patients on admission to ensure medications are not increasing falls risk. This year our 2 pharmacy interns chose to focus their health promotion activities on falls prevention. This included providing education sessions regarding medications and falls risk for our Illoura residents and their families.



Critical / Intensive Care

We welcomed Dr Charles Mashonganyika, Specialist Intensive Care Physician, as the Director of our Intensive Care Unit (ICU) in 2020. His employment, along with other Specialist ICU doctors, means NHW is now able to provide an increased level of specialist care for critically ill patients. There has been a significant increase in the complexity of patients we are now able to manage safely at NHW. A reduction in transfers to Melbourne tertiary hospitals has been observed.

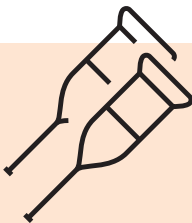
Building a healthier community through immunisation

Whilst the focus of our attention has understandably been on COVID-19 in 2020, the risk to our community from the 'flu' (influenza) remains high. Flu is a contagious viral infection that can cause severe illness and have life-threatening complications. Like COVID-19, the flu is spread by contact with airborne fluids from coughs and sneezes. To protect our staff and also our consumers, an annual influenza vaccination campaign is held and this year was no different. **In 2020, 96% of NHW staff were vaccinated against influenza – the Department of Health and Human Services target is 85%.**



Did you know?

To improve the uptake of immunisation, women are now offered flu vaccinations anytime during their pregnancy, and whooping cough vaccinations are offered to all women over 20 weeks of pregnancy. In 2019/20 our rates have increased significantly, with 97% of women vaccinated against whooping cough, and 94% for influenza.



Hume Region Infection Control Resource and Consulting Service (HRICRCS)

The HRICRCS service was established in 2001 as a strategic support program for the infection prevention programs in the Hume Region public health services. With this program NHW provides support to the other 14 health services in the Hume Region. This year the HRICRCS program has extended its scope supporting pandemic preparedness to 64 nursing homes through the regional hub network.

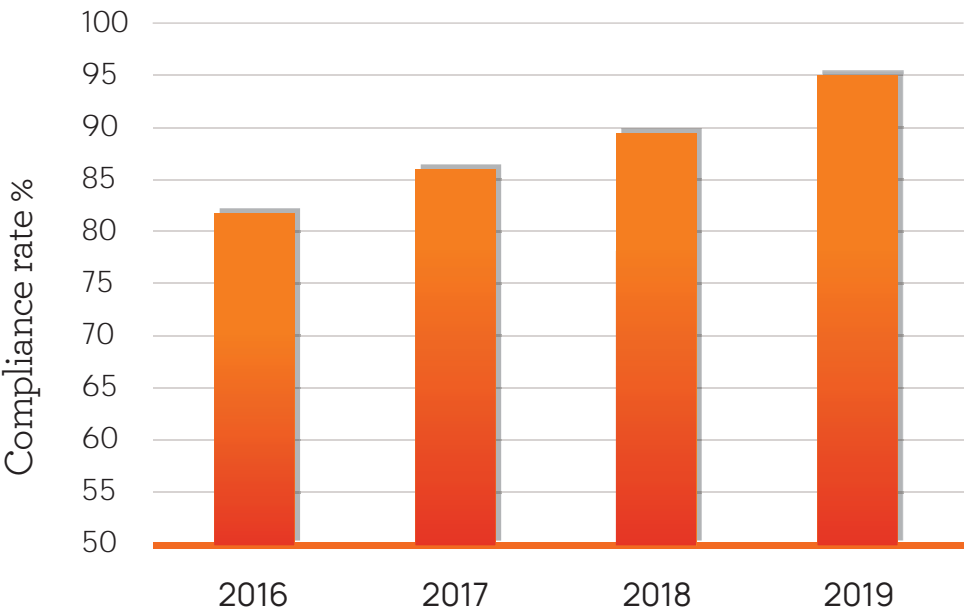
The program supports the role and function of the infection control manager at each hospital. Services include phone and email

assistance, hospital support visits, compliance audits, education, outbreak control response, a generic policy suite, construction/ renovation risk management and mentoring for novice infection control practitioners. Beyond the region the HRICRCS consultants serve on state committees and other forums.

The external compliance auditing services are very well received with audit options including facility wide infection prevention and control audit, sterilizing department audits and on site laundry facility audits.

Annual Sterilization Compliance Audit 2016-2019

This graph shows results of the annual sterilizing service compliance audits. Since 2016 there has been a sustained increase in compliance across the Hume Region, from 81.9% to 94.8%.



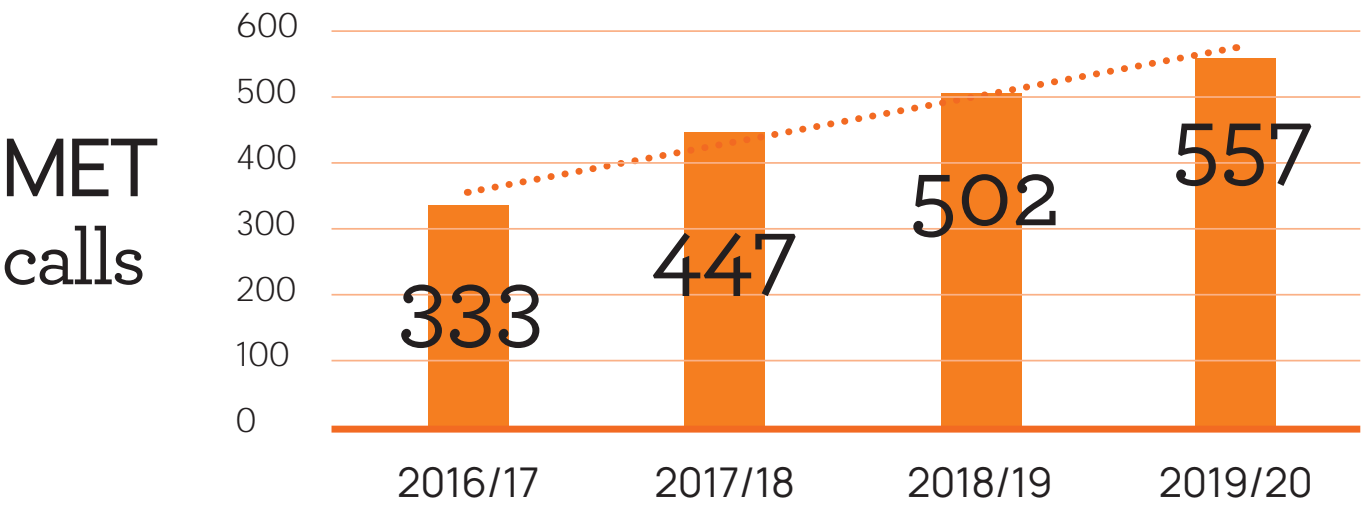
Help us keep you safe..

If you recognise a worrying change in your health or the health of a loved one whilst a patient at NHW, it is important to speak up – because no-one knows their own health better than you or your family. If you are concerned about a serious change in your own or a loved one's health, alert the nurse in charge and request a review. If you are still concerned, you are encouraged to contact the Nursing Supervisor.



Responding to clinical deterioration

NHW uses a rapid response system called MET (Medical Emergency Team). The MET provides urgent assistance for patients whose conditions may be getting worse. Observation & Response Charts, used throughout the organisation, use colour coding to help staff identify a patient's worsening condition. It also advises who to call for help. This means that expert care is provided quickly to patients who are becoming unwell. As seen in the graph, we have seen a gradually increasing number of MET calls over the past 4 years, which pleasingly reflects an increasing willingness of staff to call for MET assistance.



In 2020, in collaboration with Safer Care Victoria, NHW saw changes made to the existing Medical Emergency Team (MET) process to further improve outcomes for our patients. A study of patients who had more than one MET call during their hospital stay was undertaken and the project aimed to reduce the number of multiple MET calls for one patient. Results indicated the need for a documented plan for use by ward staff after a MET call, as well as ensuring appropriate follow-up by CCU staff was undertaken. These changes saw a positive result, with a 12% decrease in patients requiring an additional MET call.

Safe diets

Ensuring our patients get the correct meals to meet their individual needs is very important to recovery. We have introduced new, easy to read diet code signs for all hospital patients. These signs make sure all patients, families and staff know what diet a patient is on as well as any special dietary requirements. The new signs have helped improve communication and aim to ensure safer provision of food to patients. Staff have also implemented the latest guidelines on texture modified food for people who have trouble swallowing. This assists us in providing safe, nutritious food for all patients.



Elizabeth Walker, Dietitian, with a Diet Code.

Using Consumer Experience to build better healthcare

The experience of people who use our service, along with clinical outcomes, are two of the best measures of our performance at NHW. Whilst it is important that people can access the health services they need, they need to receive services that improve their health and also that they are satisfied with. We measure patient experience at NHW in a number of different ways:

- Complaints and compliments
- Satisfaction surveys
- Focus groups and forums
- Speaking with people whilst they are using our services

Complaints and Compliments

- In 2019/20 NHW received a total of 213 complaints
- 98% were acknowledged within 7 days of receipt
- 70% of all complainants received a response within 30 days

Areas of improvement that resulted from consumer feedback included:

- Development of a multidisciplinary Food and Nutrition committee
- Allocation of courier carparks at the Community Care Centre to increase patient parking
- Re-vamp of diet codes used to improve communication between clinicians and kitchen staff to improve patient safety
- Allocation of a dedicated Hardwiring Excellence coach to provide education on improving communication
- Restructure of outpatient clinics
- Improvement of room temperature regulation
- Improvement of communication with patients in the Emergency Department waiting room
- Better escalation of care processes in the Maternity Unit
- Improvement of car parking opposite the front entrance in Green Street

Victorian Healthcare Experience Survey (VHES)

The Victorian Healthcare Experience Survey (VHES) is a state-wide survey conducted on behalf of the Department of Health and Human Services (DHHS). The results provide valuable information that identify areas for improvement and enable us to compare our performance to other health services.

Patient Experience	Q1 2019-20 (July - Sept)	Q2 2019/20 (Oct - Dec)	Q3 2019-20 (Jan - Mar)	Q4 2019-20 (Apr - Jun)	State average Q4 2019-20
Overall positive inpatient experience	93%	96%	97%	94%	93%
Overall positive Emergency Department experience	81%	94%	97%	97%	91%
Satisfaction with the discharge process	78%	84%	82%	80%	76%
Were you involved as much as you wanted to be about your care and treatment?	71%	74%	80%	82%	64%

Whilst our overall performance is pleasing across most areas, we will continue to work on improving our discharge process, in particular the written information we provide patients. Our staff have developed a booklet for patients having elective surgery and this will be introduced in late 2020. It will assist with patient information prior to admission and on discharge.



MUMS AND BUBS
In September 2019 NHW held its annual 'mums and bubs' forum, which provides the opportunity for new mothers and fathers to let us know what we do well and what could be made better. Some suggestions for improvement included providing consistent advice to parents and increasing meal sizes for new mums.

COMMUNITY PARTICIPATION

Community Engagement forum

Our annual Community Consultation Forum was held in August 2019. It was a fabulous night of energetic conversation and contribution from over 60 attendees, including community members, staff and Board of Directors. The forum marked the start of several months of community consultation to establish NHW's Strategic Plan for 2020-2025. The facilitated evening enabled a great flow of structured feedback, suggestions and challenging questions to help determine the key priorities for our service delivery in the years ahead.



Dr Lakshmi Dakhal (L) discusses NHW's strategic direction with community members

Volunteers

More than 350 volunteers provide essential support in many different service areas and are an integral part of our team. Our volunteers give their time freely to support our organisation and their local community and are involved in many areas of the organisation such as the Community Advisory Committee, Friends of the Hospital auxiliary, Meals on Wheels and patient/resident activities and support. People of all ages and from all walks of life can become volunteers-it can provide a sense of purpose and meaning, keeping people connected and engaged with their local community.

Anne Coutts (centre) celebrates her Excellence in Volunteering Award with (L-R) Oncology Clinical Nurse Consultants Julie Hancock & Kerrin Elliott, husband Ian and Ann Wearne from the Board of Directors

Each year NHW holds a Volunteer Celebration to formally recognise our team who contribute more than 36,000 hours every year towards the overall care of our patients, clients and residents. Anne Coutts who volunteers in our Oncology Unit, was announced as winner of the Excellence in Volunteering Award for 2019. Mavis Munro (35 years) together with Anne & Robert Butler (30 years) were recognised for their outstanding years of service.



During COVID-19 our Volunteers were effectively locked down. To provide them with the support that they so generously give to others, NHW provided care packages. These contained a care note, local produce like preserves, biscuits, popcorn, tea, coffee, chai, a tea towel and candle, so they could take a moment to look after themselves. Pictured is Lee O'Neill, Volunteer Services Officer, delivering care packages to Peter and June Gotham.



did you know?

Resident Led Meetings

Resident led meetings commenced in 2019 at Illoura Residential Aged Care. These popular monthly meetings are chaired by a resident or family member, independent of staff. Agenda and Minutes are sent out each month and family and residents are able to add to the agenda. Residents discuss topics of their choice, make suggestions relating to care and services, discuss quality improvements and give feedback. In 2019/20, some of the outcomes of the meeting were:

- More readable name badges
- Packed lunches for outings
- BBQs for Wings 1&2
- Trial of an 'in house' chef one day a week
- Purchase of a Ping Pong table
- That they remain referred to as 'Residents' rather than 'consumers'

ACCESSIBLE SERVICES

As the specialist referral hospital for the Central Hume, our health service provides emergency, elective and community based care for a catchment of approximately 90,000 people.

Emergency care

The Emergency Department (ED) is the first point of contact for the unplanned admissions to NHW, and we continue to see increasing numbers of patients each year. Hospitals are measured against the amount of time patients spend in the department, with the expectation that people are in and out of the ED within 4 hours. In 2019/20 we achieved this 4 hour target 68.1% of the time which is a decrease in performance from 2018/19, however COVID-19 precautions and limitations have slowed access from March 2020. Pressure for inpatient beds also adds to the length of time patients may wait in the ED. The redevelopment commencing in 2021 will aid access by providing additional ED spaces and inpatient beds.

In 2019/20 our ED patients came from the following areas:

	% total patients seen
Wangaratta Local Government area	57%
Benalla	13%
Alpine (Bright and Myrtleford)	6%
Yarrawonga	6%
Mansfield/Alexandra	3%
Beechworth	3%
Other	12%



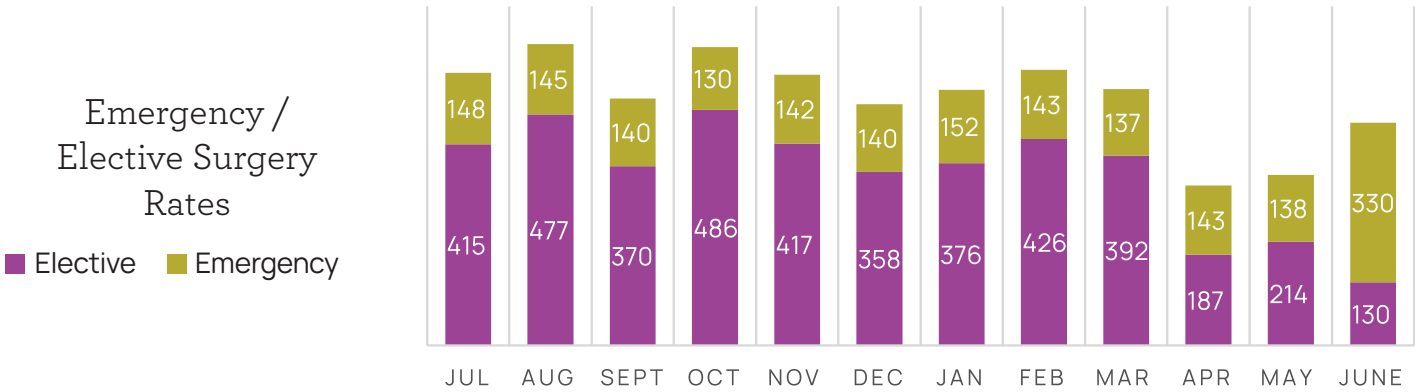
Elective Surgery

Elective Surgery was disrupted due to COVID-19 to enable health services to prepare for the potential wave of critically unwell patients and to ensure access to vital services such as ICU and emergency treatment. This resulted in only emergency and category 1 and 2 elective surgery patients being operated on. During the peak of COVID-19 preparedness and planning, NHW was maintaining 75% of our normal

elective surgery and we have slowly been increasing our elective surgery numbers. We expect 100% of elective surgery to resume by the end of November 2020. The surgical services team has worked hard to maintain our elective surgery capacity and has worked in collaboration with Wangaratta Private Hospital to ensure patients that required urgent elective surgery were not disadvantaged due to the pandemic.



Working in the Admission and Day Stay Unit are and Jess White, Registered Nurse, and Liz O'Halloran, Elective Surgery Access Coordinator.



The effect of COVID-19 on elective surgery can be seen, with emergency surgery continuing as required

Review of Outpatient Clinics

Our Outpatient Clinics continue to provide essential services for our community, with access to a wide range of clinical support and care. During 2020, a dedicated project was undertaken to redesign and co-locate existing clinics, increasing patient convenience, safety and making the best use of our resources. This has resulted in referral processes and collaborations between medical, nursing and allied health teams. Strategies will progress into the future, however some of the successes to date have been the introduction of a multidisciplinary Paediatric Clinic and changes to the days and times of antenatal clinics. With COVID-19 affecting the ability of staff to provide face-to-face appointments, our staff have introduced new and innovative ways to provide care through the use of Telehealth. Connecting patients with our healthcare teams has reduced the time and cost of travelling to appointments, providing essential therapy in the home remotely.



Outpatient clinic numbers have increased from
26,148 in 2018/19 to
28,029 in 2019/20



Paul Kelly is a vital part of the access team: Our team of cleaners are vital partners in patient flow, making sure beds are cleaned and available promptly. In 2019/20 there were 10,730 beds cleaned, and the April – June 2020 Victorian Health Experience Survey showed that 81% of patients felt the cleanliness of their rooms were very clean. The state average was 77%.



Providing meals at home: During COVID-19 whilst dental services at NHW were closed, our staff were redeployed into other areas. From April to June, staff from Dental Services delivered Meals on Wheels while our volunteers joined the state in lockdown. Pictured are Dr Emily Pegan (Dentist) and Tahlia Davis (Dental Assistant) about to hit the road delivering Meals on Wheels whilst our regular volunteers were in lockdown.

Dental

Access to dental services was significantly affected by COVID-19, with complete closure of dental services at Wangaratta for 3 months as the space was temporarily used for the Oncology Unit, locating these vulnerable patients more safely away from the main building. The 2 dental chairs operating out of Benalla continued to treat emergency clients using consistent staff to minimize staff working between Wangaratta and Benalla. Staff working in Benalla were supported via telephone by our Senior Dentist in Wangaratta and all the other staff were gainfully employed in a variety of other roles throughout the hospital involving themselves in Meals On Wheels, procurement, finance projects, concierge duties, dental project work, medical records and supply.

In 2019-20 our dental staff saw 6,429 patients, 1,000 less patients than the previous year due to the COVID-19 impact. 1,538 of these were high priority patients such as those with special needs, pregnant women, refugees etc.

Community

During 2019/20 our non-inpatient clinical services assisted many in their homes or day clinics/appointments:

- Health Independence Programs provided 25,742 service events to people in the North East Community, assisting in patient flow and reduction in re-admission rates at NHW.
- Community Health Program provided 5,421 patient contacts. The introduction of the Specific & Timely Appointment for Triage for Allied Health services assisted in achieving this, improving client access through reduced waiting times whilst increasing clinician capacity through improved process efficiencies.
- District Nurses provide care after a hospital stay, general nursing care (including assistance with chronic conditions), Hospital in The Home, palliative care and wound management. They attended 1,533 clients and made 18,511 visits.
- Hospital in The Home provided hospital level care in the comfort of patient's homes (or another suitable location) for 185 patients.

COVID RESPONSE



3,015

SCREENING PHONE CALLS
TAKEN BY THE COVID-19
SCREENING CLINIC



2,220

COVID-19 SWABS
TAKEN AT OUR
SCREENING CLINIC

COVID-19 was first confirmed in Australia in late January 2020, however the first impacts were felt at NHW in March 2020. Since that time there have been Government directives daily with specific requirements for health services. The predictions in regards to COVID 19 transmission required NHW to be prepared to ensure we could provide safe care for our patients and protect our healthcare workers. This required significant planning and response by the hospital to be ready, whilst retaining our high standards of care for our patients, and actively protecting the most vulnerable patients in hospital and the community.

COVID-19 Screening Clinic

Initially established in Norton Street Wangaratta, the off-site screening clinic opened on March 17th and saw people by appointment only after they had been screened over the telephone. People were screened for fever, cough, sore throat or shortness of breath and, if they displayed any of these symptoms, they attended to have a COVID-19 swab. Initially operating 5 days a week, by early June operation had increased to 7 days a week to meet demand.

Pre-entry Screening into the hospital

Access to NHW needed to be restricted to three points across the NHW site: Emergency Department, Main Entrance, Community Care Centre and Illoura Residential Aged Care. Mandatory screening at these entrance points also commenced in mid March 2020. Initial screening requirements were limited to symptoms (fever, cough, sore throat or shortness of breath) and overseas travel. Temperature testing was also used to check for fever.

Restrictions to visiting hours

Although this was difficult for patients in hospital, we were only allowed to approve access to one visitor (or two together) per patient for a time period of two hours only. Maternity ward restrictions allowed one support person throughout maternity care. Previously visiting hours were flexible but we had to restrict these to two blocks of 2 hours: 12midday – 2pm and 5pm – 7pm.



Kim Comensoli, Infection Prevention & Control Consultant, has played a critical role and has been outstanding in our COVID-19 response. She is seen here demonstrating how to correctly fit a face mask.



There were large scale changes in the Emergency Department, a critical entry point at NHW

Ward 19

In order to meet the anticipated influx of Coronavirus patients, 14 rehabilitation beds were converted into COVID-19 specific beds with the creation of Ward 19, also mid March. Significant infrastructure changes included replacement of carpet flooring with vinyl, the erection of walls to ensure the ward area was contained away from other patient areas and establishment of additional walls to allow for defined isolation bays and storage spaces. A portable with showering facilities was provided for staff adjacent to Ward 19 and windows were installed to ward doors to ensure patients could be seen by staff.

Recruitment of a nursing workforce specific to Ward 19 was established, along with COVID specific policies to be used within the ward.



Environmental Services staff Rita Reginato and Lana Whitehead urge people to stay at home unless absolutely necessary.

Emergency Department (ED)

All non-elective admissions to hospital are via the ED and a pre ED access screening tent was established in mid May to ensure all suspected Coronavirus cases were swabbed. An Outside tent was established with the later addition of a portable office to allow the triage/screening of all patients to ED. The waiting room was expanded to cater for non-suspected Coronavirus patients.

In addition there was a second dedicated triage staff member located at the ambulance bay to screen patients before they left the ambulance. There were also portables provided for Ambulance Victoria staff and a bay created for decontaminating ambulances in Cusack Street.



The Illoura Management Team were ready to swab!
L-R Amanda Tonks, Director of Nursing, Jennifer Tull and Natalie Oliver, Nurse Unit Managers

Illoura Residential Aged Care

Our most vulnerable populations were susceptible to COVID-19 and Illoura Residential Aged Care facility was well prepared to respond and act in the event of a community or facility outbreak. The senior leadership team work tirelessly to ensure that residents of Illoura were safe. Screening was introduced at entry points, visitor restrictions were enforced, staff were only allowed to work at Illoura (not other aged care facilities), and only essential therapy services were permitted. It has been difficult to protect our residents whilst ensuring that our residents were still having contact with family and friends. Increased use of technology was used to maintain communication and contact with family.

Increased use of technology

Numbers of people able to attend meetings were significantly reduced due to physical distancing requirements. Regional and state-wide meeting attendance are now online only. In addition to this, an increased proportion of our workforce, especially non clinical staff, were encouraged to work from home if they could, and there has been greater use of telehealth in patient care at home. To continue to meet the needs of the organisation we have seen a significant increase in the use of technology including:

- Meetings via various platforms including MS Teams and Zoom
- Ability to access the hospital network, work files and programs from home using Citrix
- Implementation of remote monitoring for complex and chronic care patients



Jackie Creek, Clinical Nurse Specialist Palliative Care, at a 'Donning & Doffing' station. These were set up across NHW. 'Donning' is putting on Personal Protective clothing and equipment and 'Doffing' is its removal.

IMPROVING CARE

NHW continues to strengthen their relationship with Safer Care Victoria (SCV) through participation in the Improvement and Innovation Program. SCV are the state government's healthcare quality and safety improvement specialists and the program currently involves 32 Victorian Health Services. In September 2019 NHW completed their Organisational Strategy for Improvement Matrix (OSIM), a self-assessment that showed us how embedded the improvement culture is across our organisation, and highlighted areas for improvement. Improvements made following the completion of the OSIM have been:

- **The development of a 'Framework for Improvement' to ensure there is appropriate governance and direction for all quality improvement activities**
- **Strengthened alignment with Safer Care Victoria by adopting the IHI Model for Improvement for quality improvement activities**
- **Provision of staff resources, guidelines and templates for use with quality improvement activities**

Did you know?



In December 2019, the NHW and Albury Wodonga Health Improvement and Innovation Advisors supported SCV by facilitating a short course for 42 health service staff providing a practical introduction to quality improvement. Feedback was outstanding and we will look to provide this ongoing training at NHW.

'I like that the people facilitating the training sessions were from our own organisations. This demonstrates the organisation is invested and I would feel supported trying to implement quality improvement following these methods'
'The facilitators were amazing.'



New positions to enhance care and support: L-R Prostate Cancer Specialist Nurse Sally Timmins with Palliative Care Liaison Nurses Sue Box and Kate Stratton.

Prostate Cancer Specialist Nurse

Acknowledging the increasing prevalence of Prostate Cancer in communities, NHW applied for Commonwealth funding through the Prostate Cancer Foundation of Australia to establish a Prostate Cancer Specialist Nurse role at NHW. Our application was successful and has resulted in introduction of this role in early

October 2020. Our Prostate Cancer Specialist Nurse brings a wealth of knowledge in cancer services and care, having previously worked as a Breast & Gynaecological Cancer Clinical Nurse Consultant. Early priorities for this role include a comprehensive service mapping, with a view to commence client referrals in January 2021.

Palliative Care Acute Liaison Nurses

Although NHW has had a well established Community Palliative Care Service for many years, in February 2020 we introduced two Palliative Care Acute Liaison Nurses to the team. They provide education for staff on symptom management, documentation and recognition of dying. Since the role started there has been very positive feedback from both staff and patients, and a more formal evaluation will be undertaken.

Teleneuropsychology Stroke Rehabilitation

Funding provided by Safer Care Victoria enabled NHW to trial a telehealth neuropsychology service for stroke patients admitted to the Thomas Hogan Rehabilitation Centre. The project saw 82% of all stroke patients receive input from a neuropsychologist from Monash University. It also upskilled all ward staff in the areas of cognition, mood and behaviour management of patients following a stroke. We now have mood, cognitive and behaviour pathways for stroke patients and education resources available for staff to ensure the best possible care for stroke patients.

The project highlighted the value of neuropsychology services for patients.



Bronwyn Connelly, Occupational Therapist and Project Lead, assists a client with their Neuropsychology session using Telehealth.

Northeast Maternity Partnership

In 2019/20, NHW and Yarrawonga Health worked in partnership with the aim of improving the health and wellbeing of local women requiring maternity services in Yarrawonga and surrounds.

The year long collaboration involved clinicians, patients, service providers, health care providers and medical teams to co-design a pathway focussed on local access to services and safe, continuous care for women. The project also included development of collaborative relationships between health professionals, essential to creating a service in the community that is uniquely tailored to the individual. It encompasses antenatal, birth and after birth care from a multidisciplinary team including obstetricians, GP obstetricians, midwives and allied health.



Baby Dustin, pictured with his mother Jerusha Boot, was born at NHW

Complex Care Service (CCS)

The purpose of the CCS, previously known as the Hospital Admission Risk Program (HARP) is to decrease hospital demand (reducing admissions and readmissions) through the provision of specialist care in the community. The service also aims to integrate services across the hospital and community sectors. CCS primarily targets people with complex needs who present to hospital frequently or are at high risk of presenting to hospital. **In 2019, CCS introduced an acute in-reach model to assist with the uptake of services for patients recently discharged from NHW. As a result, accepted service rates have increased by 18%, assisting in reducing hospital readmission rates.**

Did you know?



Captioning, or subtitles, are now in use for hearing impaired and deaf patients. Tracey McGeehan, Disability Support Officer, has contributed to improved access to video, which plays a big role in supporting people with a range of disabilities while they are in hospital.

End of Life Direction for Aged Care (ELDAC) – Working Together program

ELDAC is a program that has been developed to provide information, guidance, and resources to health professionals and aged care workers to support the palliative care and advance care planning processes. The aim of the program is to improve the care of older Australians at the end of their life. A project to implement the ELDAC program was undertaken at Illoura with excellent results including:

- Excellent participation rates by staff and willingness to improve care
- Proactive review of residents to ensure Advanced Care Directives are in place that document a residents wishes towards end of life
- If there are no Advance Care Directives, ensuring discussions are being undertaken
- Introduction of a dedicated clinical resource to support learning and help drive the program
- Improved partnerships with the external palliative care service
- Improved relationships with families



Jennifer Tull, Nurse Unit Manager, and Jess Penney, Enrolled Nurse, implemented the successful ELDAC program at NHW



Advance Care Directives are legal documents been designed to allow people to clearly document what is important to them in terms of medical treatment and the quality of life they would want if, for some reason, they were unable to participate in these discussions. NHW encourages all people to have the discussion with their family and document their wishes. They are not just for the elderly. If you are coming into hospital, please let our staff know if you have an Advance Care Directive.



did you know?

Enhanced meal preparation

The Friends of the Hospital at NHW, through their generous fundraising efforts, donated almost \$60,000 worth of equipment during the financial year, including a new state-of-the-art German iCombi Classic oven - the first to be installed in Australia. This new, more efficient technology will greatly enhance the preparation time for patient meals.



Jamie Lawrence (NHW Food Services Manager), Eileen Dinning and Margaret Hochfeld (FOTH) and Michael Fitzgerald (NHW Chef) with the new oven.



Telehealth

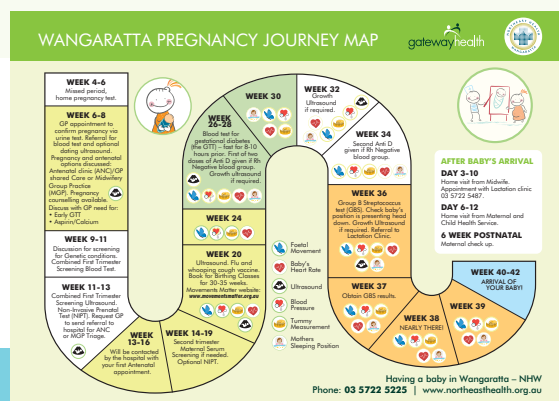
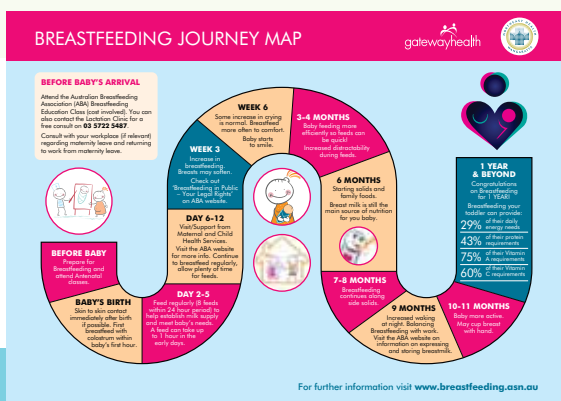
Telehealth was reported around the nation as progressing 10 years in 10 days when COVID-19 hit. Suddenly hospitals, residential aged care facilities, GP clinics and other community health services were connected to each other and people in the community like never before. Hundreds of clinicians and administrators across our outpatient and inpatient departments quickly adapted to new ways of delivering health care. Equally, our community members receiving telehealth services responded very well to the change in how services were provided to them.

The NHW Transition Care Program is based at Illoura Residential Aged Care facility. In response to COVID-19 important allied health services and urgent medical care were effectively provided by video.

NHW have been the beneficiary of new equipment funded by the Victorian Government to deliver health care at a distance. Nurse Practitioner Deanne Burge (L) demonstrates a video unit to with Enrolled Nurse Tracey Nixon and client Milenija Jerinic.

Pregnancy and Breastfeeding

Pregnancy and Breastfeeding journey maps have all been updated to reflect the latest information. These maps are now available more broadly at GP Clinics, Pharmacies and supermarkets.



Helping you to QUIT

NHW is committed to providing a safe and healthy environment that is free of tobacco-related risk. As a smokefree health service, we have implemented a tobacco-free policy which means that smoking is not permitted on any NHW property at any time, including all buildings and grounds/outdoor areas.

With so many health issues relating to smoking and second-hand smoke, it is our responsibility to promote the health benefits of having a smokefree environment and make sure information and support are available to patients in our care, clients and our staff. Staff are working with Quit Victoria on a project 'Embedding Smoking Cessation Care in Health Services' which will support patients to be smokefree during their stay and support a Quit attempt. Staff are being trained to support patients to quit smoking by:

- **Asking patients if they smoke as part of the admission process**
- **Providing support to patients with information, referrals and access to Quit medication during their stay.**

Strengthening Hospital Response to Family Violence (SHRFV)

Family violence is a serious health concern and can significantly affect a person's health and wellbeing. It is a complex issue and can affect anyone of any age. NHW plays a crucial role in the health and safety of our community and are often the initial contact point for people who have experienced, or are experiencing, family violence.

Our health professionals are trained to identify the warning signs, respond sensitively and respectfully, and connect those affected by family violence to the services and the support they need. So if you or someone you know is in our care and experiencing family violence, our staff are here to help.



Our Commitment

NHW is committed to strengthening our response to family violence by:

TRAINING our staff to better identify and respond to family violence.

SUPPORTING our staff and community members through early intervention that addresses the underlying causes of family violence

ENGAGING with our staff and community members to develop resources, policies and pathways to better respond to family violence

PARTNERING with other local services to stop family violence

Help to keep you safe:

If you, or someone you know, needs assistance, please contact:

1800 RESPECT – 1800 737 732 Safe Steps – **1800 015 188**



Redevelopment

Despite COVID-19, work towards the NHW redevelopment project has continued. The redevelopment will include:

- A new 12 bed Intensive Care Unit
- Additional treatment spaces in the Emergency Department
- A new eight bed Short Stay Observation Unit in the Emergency Department
- A Behavioural Assessment Room to support safe care of patients presenting to the Emergency Department with acute mental health or drug and alcohol issues
- The establishment of a new relocated Paediatric Unit
- Additional acute care medical beds

Over the past 12 months we have:

- Finalised plans for the building work
- Sought expressions of interest from building contractors interested in undertaking the project
- Finalised the staging plan to ensure the least possible disruption to services

Between October and Christmas this year, we expect that the contracted builder, when they are selected, will be set up on-site. Some early works will need to be undertaken prior to the builder arriving on site to ensure NHW is ready for commencement in January and will include preparations such as replacing cold water mains valves and ensuring there is adequate access for cranes and other building work to be undertaken. We anticipate a 18-24 month building time that will commence in January 2021 and should see completion by the end of 2022.



Jamie Lawrence, Food Services Manager, with the new Biocups, an environmentally friendly alternative to takeaway coffee cups

Sustainability



Over the 2019/20 year there have been some positive improvements in the sustainability space. Our general waste has increased due to the COVID-19 pandemic and the need to increase Personal Protective Equipment and use more disposable products, however where possible we have actively tried to reduce our carbon footprint. NHW has:

- Continued upgrade of lighting fittings to LED in all exit lighting with additional installation of LED lighting in Kerferd Unit /Pharmacy/Medical Records/Boiler House buildings
- Installed two new chillers in Pathology / Outpatients Clinic and the Main Ward Block – these new chillers consume significantly less power
- Installed a new Condenser Heating Hot Water Boiler and 6 pumps with variable speed drives
- Planned for the installation of 359 solar panels to supply 140 KWs of power to the Green Street and Illoura sites
- Introduced cardboard takeaway containers and 'Biocups' in the cafeteria

Green Leaf Award

The Green Leaf Award is an award given to individuals or teams to acknowledge great initiatives and commitment to caring for our environment through waste minimisation, energy savings and recycling. The Green Leaf award in June 2020 was presented to the ICT Team for the eWaste Cleanup project which involved 3 ute loads of unused screens and old computers that had been in storage. These were taken to the local eWaste station, and 220kg of lead acid batteries were also appropriately disposed of.

The ICT Team received the Green Leaf Award in June.



Reconciliation Action Plan (RAP)

Data shows that Aboriginal Victorians experience poorer health and lower life expectancy than the general community. Many Aboriginal people have more acute and complex health issues and are reluctant to visit hospital. NHW has developed its first RAP, which paves the way for NHW to support our Aboriginal community while in hospital, and will drive cultural safety with the health service.

Areas encompassed in our RAP include:

- Patient engagement and support throughout their hospital stay and into the community
- Community engagement and involvement at all levels of health service delivery
- Employment and training opportunities for Aboriginal and Torres Strait Islander people
- Education opportunities for all staff to provide culturally responsive services

Did you know?

People identifying as Aboriginal and Torres Strait Islanders within our health service has increased by 12.6% in the 2019-20 financial year



Towards Rainbow Tick Accreditation

Partnering with the LGBTIQ+ community, NHW has made a commitment to work toward Rainbow Tick accreditation. This commitment was launched with the raising of flying the rainbow flag in December 2019, signalling our work to becoming more inclusive and a safe place for all members of our community. Important work undertaken in 2019/20 include:

Creation of a Community Reference Group

A voluntary community reference group of lesbian, gay, bisexual, trans and gender diverse, queer, questioning, intersex and asexual (LGBTQIA+) community members from across the Hume region. This group meets regularly to discuss the changes being made, and to provide feedback, suggestions and information to help make our hospital more inclusive.

Education and Training

Education of 133 staff and volunteers, with the Rainbow Tick Project Team developing a comprehensive LGBTQIA+ 101 training session for clinical staff. The session runs from 45 minutes – 1 hour and covers an:

- Introduction to descriptions of sex, gender and sexuality
- Discrimination and the impacts on health and wellbeing
- Basic trans and gender diverse terminology and pronoun use
- Respectful communication

Rainbow Tick Survey

A survey of staff was completed with 125 responses. There was an overall increase in the number of staff reporting confidence in providing appropriate services to LGBTQIA+ consumers, and there were also recommendations for improvement that included:

- The need for NHW to become more inclusive
- Ensuring there is no bullying, harassment and discriminatory behavior
- Ongoing training, in particular responding to discrimination and negative behavior



Improving the experience for all...our diversity program leaders
L-R Gleen Chua, Alison Winters, Tessa Archbold, Anita Cooper and Tracey McGeehan

People Matter Survey

Each year our staff have the opportunity to participate in the Victorian Public Sector People Matter Survey (PMS). This provides us with information to better understand how our staff feel about NHW - our strengths, weaknesses, challenges and opportunities to improve. In 2019, a total of 730 staff participated in the People Matter Survey - an impressive 73% participation rate and an overall satisfaction rate of 75% against a state average of 68%.

An important focus of the survey is the organisation's patient safety culture, and results are benchmarked against our peer health services. NHW scored the highest of our peer hospitals in each patient safety question and highest in the state against regional and sub-regional hospitals.

Patient safety question	NHW % satisfaction	Peer average % satisfaction
I am encouraged by my colleagues to report any patient safety concerns I may have	88%	70%
I would recommend a friend or relative to be treated as a patient here	86%	71%
My suggestions about patient safety would be acted upon if I expressed them to my manager	82%	73%
Patient care errors are handled appropriately in my work area	79%	72%
Management is driving us to be a safety-centred organisation	78%	69%

Welcome to Benestar!

Results of the People Matter Survey also provide opportunities for improvement. For example, 16% of our staff reported high levels of workplace stress against a peer rate of 12%. In response, the Benestar wellbeing program was introduced at NHW in May 2020. Benestar is a company specialising in helping employees when and where they need it, 24 hours a day, 7 days a week. They are able to assist our staff with:

- Mental Health support
- Work-life balance strategies
- Stress management
- Fitness and nutrition
- Support for leaders



Benestar was launched in May 2020 for the health and wellbeing of all staff

Occupational violence training



ProCom Consulting staff delivering real life scenario training

During December 2019, approximately 80 staff attended Front Line Adaptive Communication Training conducted by ProCom Consulting. The training focused on dealing with violence and aggression within the workplace. Our staff learned to identify the risk factors regarding occupational violence, techniques to de-escalate heated situations and how to stay safe when an incident does occur. Real life scenarios and virtual reality technology were used as part of the learning experience. Evaluation showed that staff found the training excellent, with most feeling more confident in dealing with acts of violence and aggression in the workplace. Training of our staff will continue after COVID-19 restrictions are eased.

Leading the state in medical work-force satisfaction

A Hospital Health Check survey, undertaken by the Australian Medical Association (AMA), was undertaken in 2019. The survey asked our junior medical staff how they felt about their experience at NHW, and 25% of junior doctors completed the survey. Whilst there are areas for improvement, when compared to all Victorian hospitals NHW achieved the top overall score for junior doctor satisfaction. We were also rated us the highest in the state in the following categories:

- workforce management and culture
- wellbeing
- being a recommended place of work by trainee doctors

This report confirms the excellent feedback we receive verbally from our junior doctors and is testament to the great work undertaken by our medical workforce team and the ongoing support, training and leadership provided by our more senior doctors and specialist Visiting Medical Officers.



L-R: Our fabulous Medical Workforce Team - Julie Deretic (Clinical Resources) and Merryn Lodding (Medical Workforce Manager).

NHW supports placement for junior medical staff who are fully qualified doctors furthering their knowledge under the direction of our medical consultants. In 2019/20 we provided 62 positions and over the 12 months we have supported around 188 junior doctors.

A simple line-art icon of a lightbulb with rays emanating from it, symbolizing an idea or knowledge.

did you know?

Education & Training

NHW has a major focus on supporting and growing both our current and future workforce through the provision of a dynamic education and training program. Outcomes during the 2019-20 year have included:

- **315 education and training sessions were held onsite across wards, departments and shifts –2,816 staff attended training covering a range of clinical and non-clinical topics. These included:**
 - skills and knowledge necessary to respond to the care needs of COVID positive patients
 - infection control
 - care of patients who present following stroke or trauma
 - diabetes management
 - delirium management
 - activation of massive blood transfusion protocols
- **Coordination of 111 education workshops attended by 2161 health professionals from both NHW and health services across the region. Topics included Advanced Life Support, Pain Management, Foetal Surveillance, Triage and Health Assessments of the older person**
- **Paediatric Advanced Life Support course commenced in early 2020 with the support of the NHW Travelling Scholarship**
- **Partnerships with thirty-nine different education providers. In the last financial year 569 students across medicine, nursing and allied health were supervised to complete a clinical placement as a component of their Bachelors or Masters courses of study**
- **Support of nine school-based trainees and seven gap year employees**
- **Development of a suite of library resources on topics such as critical care, end of life care, telehealth and diversity which have received 2981 views**



NHW staff attend airways training in the Emergency Department to safely manage COVID-19 risk

Airways training

When COVID-19 struck it was important that our medical staff were aware of the requirements of practice, particularly for high risk procedures that involved potential contact with respiratory fluids. One of these procedures is the intubation of patients, which involves inserting a tube to support breathing for patients having anaesthetic or who are seriously unwell. Dr Bernadette White, Anaesthetist, developed a COVID intubation protocol for NHW. Multiple scenario based education sessions were held in the Emergency Department, ICU and Operating Theatre, and training was provided by Anaesthetics, ED and ICU doctors. Dr De Witt Oosthuizen and Dr Peter Hebbard also provided this training to GPs in Benalla and Mansfield.

Youth Employment Opportunities Award Winners!



The Education Team, Board of Management and Executive staff were on hand to celebrate the win!

In 2019 at the Wangaratta Business Awards for Excellence, NHW was the winner of the Youth Employment Opportunities Award. The award was recognition of the many staff across NHW who have supported and contributed to the our successful school based traineeship programs

over the last few years. NHW began an expansion of its youth workforce pathways in 2009 with the commencement of a VET in Health program. This has since expanded to include clinical and nonclinical school based traineeships (approx. 8-10 participants each year), work

experience (approx. 70-80 local students per year) and structured work placement programs (approx. 15 students per year), a 'shadow the medical intern program' for local Year 11 and 12 students (approx. 10 students per year) and an ongoing involvement in key strategic career pathways forums.

Meet Sophie Nolan - GAP Year position in Education & Research

What course are you enrolled in at the completion of your Gap year?

I am enrolled in a Bachelor of Medical Imaging at Deakin University, Waurn Ponds for 2021.

What have you most enjoyed about your gap year?

Completing my gap year during a global pandemic has been a blessing as I have been lucky enough to be involved in so many different areas across the Education and Research unit which has been such an enjoyable and interesting challenge, including the juggle of student placement in 2020, new grad recruitment and remote education via Microsoft Teams.

What will you take away from your year of working at NHW that you might apply in your course?

Problem solving has been such a huge learning for me in Education and Research, especially during the current times where everyone has worked together to ensure the unit could run as smoothly as possible and also have an enjoyable and safe working environment. This is something that I think will really benefit me in my course as there are always going to be different obstacles with each patient.

Where/what field do you want to work in the future?

I am really excited to experience the many different areas of Medical Imaging both during placements and in my future career. I hope that this is a career path that will allow me to travel and I would love to work overseas at some point. In Medical Imaging there are always going to be new learning opportunities and I see myself completing post graduate studies once I find the area that intrigues me the most. Hopefully I am fortunate enough to find myself back at NHW one day on placement or through employment!



NHW advertises a number of GAP year positions each year that are advertised locally...

16 new patient beds are now in place across NHW. With a centrally located fifth-wheel, they provide improved manoeuvrability and easy transport, requiring very little effort to push and move these beds, especially around corners. They will improve the safety of not only staff, but patients as they can be lowered to 14.5 inches, promoting safe patient entry and exit to and from the bed.



did you know?

RESEARCH



Pharmacy has led the way in Research over the past year! L-R Amanda Corso, Salwan Al-Saour, Indiana Williams & Morgan Gibson display their research posters, presented at various conferences.

In partnership with University of Melbourne's Rural Health Academic Network (RHAN), NHW has focused on building the capacity and capability of our staff to undertake and participate in research, reflected in the newly endorsed NHW research strategic plan. NHW also commenced the development of a clinical trials research support service, resulting in 10 applications progressing to feasibility stage and 2 of those are now active. We supported 10 staff to complete the Good Clinical Practice (GCP) Training, a requirement for primary investigators involved in clinical trials and the development of process and systems to support implementation of clinical trials. The Human Research Ethics Committee approved eight research projects, and in addition five collaborative multi-site studies and five Clinical Audit/Quality Improvement projects commenced during the year. COVID-19 restrictions have delayed the commencement of several projects.

NHW staff were involved in 15 Research projects and 15 presentations to Regional and National conferences in the last financial year.



Research Projects Commenced at NHW

Assessing the impact of a health provider video message on uptake of maternal influenza vaccine.

Dr Khai Lin Kong, A/Prof Michelle Giles and Dr Amelia Bock

Upper-Limb Robotic-Assisted Therapy for Acute Stroke Rehabilitation in Non-Metropolitan Australia: Occupational Performance and Occupational Well-Being Outcomes.

Dr Melissa Nott, Mr Jason Hanson, Ms Helen Harrington and Ms Bronwyn Connolly

Operationalising smoking cessation care in Victorian health services.

Dr Sarah White, Ms Lorena Chapman, Dr Jasmine Just, Ms Rachel Whiffen, Dr Nikki McCaffrey, Mrs Laura Tonkin and Mr David Kidd

Using a Participatory Action Research Approach to Promote Lower Limb Robotic-Assistive Therapy (LLRAT) Use by Physiotherapists.

Ms Olivia Beard, Dr Melissa Nott, Ms Isabel Paton, Mrs Andrea Voogt and Mr Lucas Mayhew

Unscheduled paediatric return visits at a rural emergency department within 72 hours.

Dr Jessica Win See Wong, Dr. Ian Wilson, Dr Patrick Stark and Dr. Terry Stubberfield

Trial of an Interprofessional Student Placement using Interprofessional Supervision.

Ms Isabel Paton, Ms Keryn Bolte, Ms Karen Potter, Ms Jacqui Verdon

Exploration of the experiences of regional health care workers during the COVID-19 pandemic.

Associate Professor Jennifer Weller-Newton, Dr Rowan O'Hagan, Ms Jacqui Verdon and Ms Lydia Cobham

Chest pain in ED - Safety and Trajectory (The CHEST study) A prospective observational review of patients presenting to ED with Chest Pain or other symptoms of potentially cardiac origin (PCP).

Dr Johann De Witt Oosthuizen and Dr Alexander Olausson



1.



2.

Other happenings...



3.



7.

and highlights...



6.



5.



4.

1. We welcomed new junior doctors to NHW in January 2020 2. Staff and patients alike welcomed a visit by the Richmond Football Club in February 2019. Pictured L-R are David Astbury, Mabior Chol, Josh Caddy and Sydney Stack with patient Billie McConachy 3. Our staff took part in the Cathedral College Careers Expo in July 2019. Pictured are L-R: Abbey Mathewson, Occupational Therapist, and Mr Richard Kjar, Orthopaedic Surgeon. 4. We celebrated International Midwives Day in May 2020. Pictured are L-R: Nurse Unit Manager Karen Oddie and Operational Director of Nursing Anna Dewan 5. CEO Margaret Bennett welcomed the Moyhu Kindergarten for a tour in October 2019 6. NHW is supported generously by our community in many ways, from both service groups and individuals. We greatly appreciate their generosity that helps to enhance the lives of others and we thank them all sincerely. An example of this was the donation of Quilts from Carol Pickles (Lavington) for the residents at Illoura 7. The Wangaratta High School band has for many years brightened the lives of our rehabilitation patients for Christmas.

Our Care & Kindness Charter

Our absolute commitment to supporting /providing kind, gentle and compassionate care to our patients/clients and residents is the central reason we have all chosen to work in healthcare. We understand that the commitment to kindness starts with us being kind to ourselves and looking after our own wellbeing so that we can care for others. As a follow on from being kind to ourselves and one another, all Staff, Visiting Medical Officers and all Volunteers commit to:

Doing all we can to keep you safe by:

- Involving you in your health care
- Helping you to make safe decisions about your care
- Always cleaning our hands
- Quickly responding to your requests
- Providing you with information to help you at home
- Maintaining our skills through education

Caring for you with kindness and respect by:

- Listening to you, comforting you and making you our main concern
- Recognising, supporting and celebrating the broad diversity of people we work with and care for
- Being compassionate, gentle and patient
- Being there for you when you really need it
- Maintaining your privacy and dignity
- Supporting your family and loved ones during your care
- Providing ready access to Pastoral (Spiritual) Care
- Respecting your wishes

Being your advocate by:

- Helping you through worrying times
- Understanding your needs
- Speaking up and taking action on your behalf when needed
- Helping you with skills to manage your own health

Providing exceptional care by:

- Caring for you as if you were a member of our family
- Smiling and openly connecting with people
- Doing our best to provide you with the highest quality care and service
- Working collaboratively with all members of your care team in the planning and delivery of your care
- Maintaining and updating our skills
- Continually improving the physical environment, equipment and resources
- Communicating clearly and respectfully with you
- Respectfully considering any suggestion for service improvement
- Living our Mission, Vision and Values, every day

'Every patient, Every time'

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