



# The Kilmore & District Hospital



## CEO and Board Message

It has been an incredibly challenging year for our organisation and the community we serve. The health service's response to the COVID-19 pandemic has taken precedence over all other priorities. We are proud that throughout this period we have continued to focus on providing the best possible care for our patients, residents and clients.

Despite the demands on the health service in responding to the pandemic we continued to progress the development of our new strategic plan. A number of approaches were taken to engage the community in the development of the plan, including the proposal to change the health service name. Your ideas and feedback helped to shape our strategic priorities and objectives for the next five years.

In our report against our 2019-20 Strategic Priorities (back cover) you can read about improvements we have made to the services we deliver. Highlights this year include our organisation wide response to preventing and managing patient and resident falls, participation in the Victorian Regional Solar Energy project and the implementation of our CCTV upgrade.

We are proud of our dedicated staff and their achievements throughout the year. Our team was recognised in the 2019 Victorian Public Healthcare Awards as

a finalist in the improving workforce wellbeing and safety category. Our positive workplace culture creates the excellence needed to provide high quality care to our community.

Our health service response to the COVID-19 pandemic has been multifaceted and comprehensive. We implemented new models of service provision to meet the challenges presented by the pandemic. Our expert Infection Prevention team has ensured that we are trained in the appropriate use of Personal Protective Equipment, that stringent hand hygiene practices were embedded in all aspects of care and that patients and staff were supported with the best available information about this disease. Our dedicated Urgent Care and Health Information Teams have partnered with the Australian Defence Force to operate a drive through testing clinic seven days per week. In addition, we supported a testing blitz for our staff and local schools. A flu vaccination campaign was held with over 400 people vaccinated.

We continue to work closely with our partner agencies to deliver high quality, safe and effective care to the community we serve.

  
**Sue Race**  
CEO

  
**Kathryn Harris**  
Board Chair

## Our Strategic Priorities

### Better Health

**Our Goal:** Improve coordination of care for women who receive maternity care at our hospital

**We achieved this by:**

- Completing a review of our maternity safe practice guidelines
- Reviewing the antenatal model of care based on the revised guidelines.

**Our Goal:** Develop a response to staff wellbeing and job-related stress to promote positive mental wellbeing.

**We achieved this by:**

- Developing an action plan based on the analysis of our People Matter Survey results
- Commencing implementation of the VicHealth Achievement Program.

### Better Access

**Our Goal:** Improve access to urgent care and surgery and procedural care.

**We progressed this by:**

- Completing a surgical and procedural care capability framework self-assessment
- Improving the urgent care environment by establishing a dedicated consultation room and installing a new triage window.

**Our Goal:** Improve discharge communication and processes for consumers.

**We achieved this by:**

- Reviewing consumer feedback on the discharge checklist and perioperative discharge instructions
- Revised and trailed discharge forms and instructions
- Trained staff in the use of the new tools.

### Better Care

**Our Goal:** Partner with patients to review systems and processes to support the delivery of comprehensive care and prevent and manage specific risks of harm to patients.

**We achieved this by:**

- Reviewing the inpatient risk screening and care plan in consultation with key stakeholders
- Implementing the revised care plan through staff education and review of procedures
- Establishing an organisation wide falls prevention initiative
- Developing consumer information for provision to all patients on admission
- Reducing the incidence of patient falls in the inpatient setting to below the industry benchmark
- Reducing the incidence of falls in our aged care services by 10%.

## Specific Priorities

### Supporting the Mental Health System

**Our Goal:** Improve service access to mental health treatment

**We achieved this by:**

- Progressing the development of an expanded stepped care model of care for consumers living in the Lower Hume region
- Working with our community to establish three initiatives including community check-ins, data mapping to support advocacy; and stories for outreach.

### Supporting Environmental Sustainability

**Our Goal:** Improve our environmental sustainability by implementing processes to reduce carbon emissions.

**We achieved this by:**

- Participating in the Victorian Regional Solar Energy project
- Progressing 85% of 2017-20 Environmental Sustainability Strategy actions items and developing a new strategy for 2021-23
- Becoming a member of Global Green and Healthy Hospital's Network

### Addressing Occupational Violence

**Our Goal:** Foster an organisational wide occupational health and safety risk management approach.

**We progressed this by:**

- Developing planned code grey processes and training
- Implementing staff training for the management of occupational violence and aggression
- Commencing replacement of the CCTV system across the organisation.

### Addressing Bullying and Harassment

**Our Goal:** Creating a positive work culture across KDH by actively promoting positive workplace behaviours.

**We progressed this by:**

- Implementing the REACH values awareness campaign and determining positive behaviours to model
- Introducing reward and recognition initiatives to acknowledge staff who model positive behaviours
- Reporting on any risks or incidents of bullying and harassment.

### Supporting Vulnerable Patients

**Our Goal:** Improve access and care for vulnerable people requiring home-based care.

**We progressed this by:**

- Increasing access to home-based care for people living in areas previously not serviced
- Reviewing data collection and reporting processes to better understand service demand.

### Supporting Aboriginal Cultural Safety

**Our Goal:** Implement a comprehensive cultural awareness training program for all staff and volunteers.

**We progressed this by:**

- Conducting Aboriginal Cultural competency sessions for staff
- Commencing the development of a Reconciliation Action Plan.

### Addressing Family Violence

**Our Goal:** Continuing to strengthen our capacity to identify and respond to family violence.

**We progressed this by:**

- Developing online information for our staff and community through our website
- Continuing to develop our workforce with 93% of managers and 77% staff completing our family violence training.

### Implementing Disability Action Plans

**Our Goal:** Implemented a Disability Action Plan that seeks to reduce barriers, promote inclusion and change attitudes.

We postponed this due to the impact of the COVID-19 pandemic.

## Acknowledgements

Our achievements are not possible without the commitment of our staff, volunteers and Visiting Medical Officers. We take this opportunity to recognise their dedication to our community. This commitment ensures that we continue to provide high quality care to our patients, residents and clients.

We recognise the vital contribution that consumers can make to how we plan, design and deliver services and recognise the need to further embed engagement in all aspects of the organisation. Our commitment to effective community consultation continues to be supported by our Community Advisory Subcommittee and we recognise and thank the members for their support during the 2019-20 year.

We would like to thank the Board Directors for the leadership they have provided during the year. In addition, a number of independent external experts sit on our governance committees and we would like to sincerely thank these people for their willingness to share their expertise and time.

We extend our heartfelt thanks to our skilled and committed workforce for going above and beyond in keeping our patients, residents and themselves safe during this very challenging time. The leadership shown by the Executive and Senior Managers has been exemplary and we acknowledge and thank them for their commitment to the Health Service.

KDH is most grateful for the generosity of its supporters. Financial support from our loyal donors helps the Health Service to continue its work in providing high quality services for our local community. We are sincerely grateful to our Hospital Auxiliary and Opportunity Shop Committee members for the contribution they make year after year to KDH.

## Care Provided in 2019-20

**1,617** procedures were performed in our operating theatres

**2,411** patients required admission into Hospital

**9,556** people seen in our Urgent Care Centre

**212** babies welcomed into the world

**80** Volunteers helped make a difference for our patients, residents & their families

Our District Nurses made **4,140** visits to peoples homes

**81** Visiting Medical Officers consulted here

**6,201** appointments were held in our Outpatients Clinics

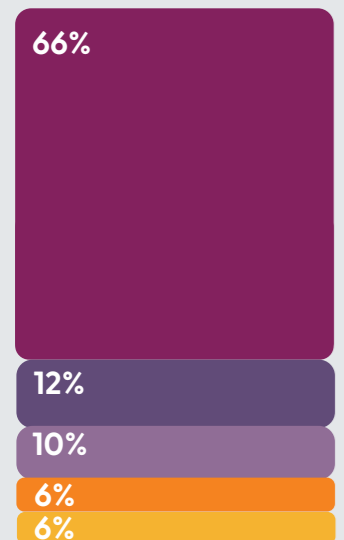
**82** Residents called us home

**8,821** Meals on Wheels were made in our kitchen

**336** Staff worked here

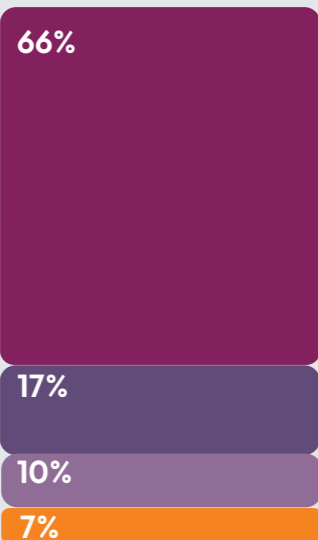
## Our Finances

### Where our funding came from



State Government Commonwealth  
Contracted Services  
Patient & Resident Fees  
Other

### What we spent it on



Salaries & Wages  
Supplies  
Visiting Medical Officers  
Depreciation

## Flu Vaccination



**89%** of Staff received their flu vaccination against state target of 84%

## Hand Hygiene



**#90.2%** of hand hygiene done correctly when observed against state target of 83%

#Hand hygiene – Quarter 4 data is not available due to COVID-19. Result is based on available data.

## Testing for COVID-19

COVID-19 Tests Administered Onsite **1,858**

COVID-19 Tests Administered in Local Schools **266**

Aged Care Residents Tested **50**

Staff Tested Voluntarily **132**

## Donations Received

**\$140,700**

**\$80,000**

**\$14,300**

Donors  
Opp Shop  
Auxiliary

## What we spent them on

Theatre Equipment

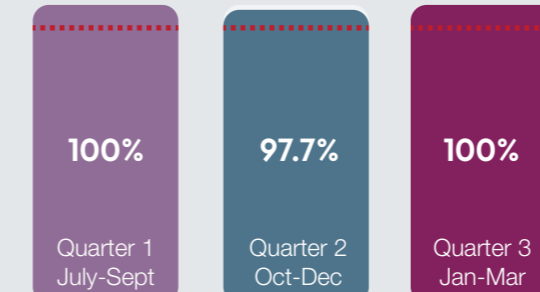
Dianella Kitchen Upgrade

Caladenia Mattresses

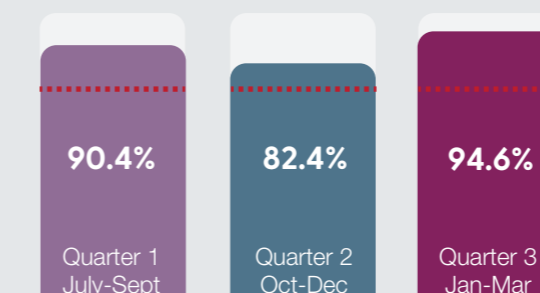
Inpatient Sofa beds

Caladenia Washing Machine

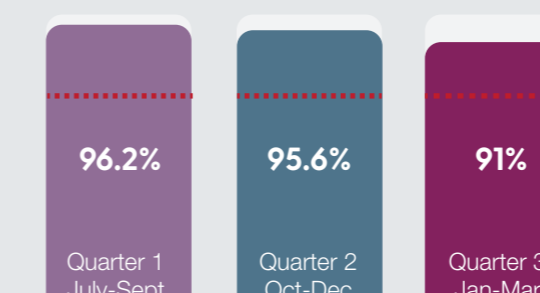
## Patient Experiences



Positive patient experience responses  
Target of 95%



Positive responses on discharge care  
Target of 75%



Patients perception on cleanliness  
Target of 70%

## Recognising Staff Excellence Awards

**Risk Management Award**  
Caladenia Nursing Team  
Improving communication through daily staff huddles

**Workforce Award**  
Inpatient Services  
PROMPT Improvement in emergency response training in obstetric emergencies

**Consumer Award**  
Leanne Houston & Devanya Sinkeler  
Improve the review and follow up of consumer feedback to meet 30-day closure

**Effectiveness Award**  
Inpatient Services  
Improving bedside handover and documentation with workstations in patient rooms

**Leadership And Culture Award**  
Development & Improvement; Education and Food Services  
World patient safety day falls prevention

## Our Workforce

**57%**

**16%**  
**16%**  
**11%**

Permanent Staff  
Visiting Medical Officers  
Volunteers  
Casual Staff

**59%**

**18%**  
**14%**  
**6%**  
**3%**

Nursing  
Hotel & Allied  
Admin & Clerical  
Allied Health  
Medical Support