



Ballarat **Health** Services

A celebration of the hard work
and dedication of Ballarat Health
Services' Staff and Partners -
together we deliver world class
healthcare for our community.

year in review

2018/2019



contents



Ballarat **Health**Services

TOWARDS BHS 2022	03	OUR STAFF	19
BHS Board Update	04	BHS Together Week	20
Base Hospital Redevelopment	05	You Matter to Us	22
About BHS	06	Staff Safety Programs	23
YOUR HEALTH	08	RUSONs	23
Focus On Dental	09	Bake Off	24
Healthy Choices	10	Service Awards	25
Men's Health Night	11	OUR COMMUNITY	26
Staff Influenza Immunisations	12	National Volunteer Week	27
Harmony Day	12	BIRCH Funding Announcement	27
Awareness Events	13	Visits	28
WORLD CLASS HEALTHCARE	14	Santa Dave	29
Daily Operating System	15	Support from our Community	30
Children's Ward	16	Allied Health Research	32
Cancer Services to Maryborough	17	Arts and Health	33
Specialists Clinic Reform	17	OUR VALUES	34
Access Improvements for Elective Surgery	18	Teamwork - Christmas Decorations	35
At a Glance 2018/2019	18	Respect - Family Violence is a Health Issue	36
		Accountability – RE-TRed	37
		Compassion – Communities of Kindness	38

We acknowledge the Traditional Custodians of the Wadawurrung country and all Aboriginal people throughout our region. We recognise their continuing connection to land, waters and culture and pay our respects to their Elders past, present and emerging.

International Women's Day at the Mother and Family Unit.

The picture on the front cover was taken at our Mother and Family Unit that celebrated International Women's Day 2019 by creating Inspirational Stones with support of the very talented artist Tegan Neville. Our goal in creating individual Inspirational Stones was to capture something unique about ourselves, our own expression of self-love, appreciation and acceptance of ourselves. Every theme we chose was different. Our creations taught us more about ourselves and gave us a way of expressing our thoughts artistically. Our new Mothers and our team worked together and shared our thoughts, dreams, vulnerabilities and strengths.

Photographers: Vasu Gill and Tegan Neville

Towards BHS 2022

BHS provides excellent, safe, quality healthcare through every life stage so that our growing and ageing population can be cared for in their community.

Our Vision is to transform Ballarat Health Services into a world-class health care provider that offers the best possible care, an engaged workforce, effective leadership and a strong connection to the community and region.

Our BHS2022 strategy has allowed us to focus on:

- Developing a more positive culture for our **Staff**
- Maintaining our high levels of **Quality** across our services
- Improving **Access** to services.

This Year in Review celebrates our achievements as we move towards BHS2022, and beyond. We outline in the coming pages the vast amount of work that has been undertaken in the period July 2018 – June 2019 under the pillars and values of BHS2022. Together, we are all striving to make BHS a stronger and more effective organisation.

Over the remaining 2 years of the BHS2022 strategy, we will continue to work towards achieving our goals, whilst also looking to the coming period of growth and change as we continue to adapt to the developing demand and complex needs of our community.

We will focus on:

- Ensuring a safe working environment for our **Staff**
- Continuing to live our values and create a positive and supportive workplace **Culture**
- Plan for the future, including the Base Hospital **Redevelopment**.

Dale Fraser, CEO

Within these pages we have provided a small snapshot of the amazing effort that has occurred across BHS from July 2018 - June 2019. We hope you read this Year in Review alongside our Annual Report and Quality Account to get a complete overview of the year that was. These publications are available on our website at www.bhs.org.au/media-events.

Together, we are all working towards a bigger and better BHS by 2022.



BHS BOARD update

During the 18/19 year we bid farewell to three Board Directors – Rowena Coutts, Kirby Clark and Patty Kinnerly.

Rowena was a BHS Board Director for six years and Board Chair for three. Rowena led the Board and the organisation through a period of great change and demonstrated exceptional professionalism and capacity, which set the highest possible standard of integrity and compassion for everyone at BHS.

As Chair, Rowena oversaw the work of Justitia, and fronted the organisation to present the cultural review findings. Over many months, Rowena met with current and former staff members in very difficult times to listen to their concerns and provide a healing hand to their circumstances. The role of Chair also saw significant advances in the functioning and focus of the Board to ensure that the governance role was optimised to guide the organisation into its future. Rowena's experience and passion will continue to be made use of with her appointment to the Board of the Royal Children's Hospital, Melbourne.

Kirby Clark joined the Board in 2016 and brought substantial financial and organisational governance experience from his career in the private sector as well as his time with a metropolitan health service. During his time with BHS, Kirby was the Chair of the Finance Committee, and helped support the change in governance and financial reporting within the organisation.

Patty Kinnerly joined the Board in 2015, and was appointed as Deputy Chair of the Board and Chair of the Population Health and Primary Care committee. Patty's passion for primary care, saw the organisation embrace in its 2017-2022 Strategic Plan, a greater focus preventative care, to ensure that health care users are best equipped to lead healthy lives without a dependency on inpatient hospital care.

All three retiring Board Directors have made a substantial contribution toward the future success of Ballarat Health Services.

Dale Fraser, CEO



base hospital REDEVELOPMENT

Over the past 18 months, building consultants have carried out an extensive review of the existing Ballarat Base Hospital site on Drummond Street to find the best location for the new building.

A new Central Energy Plant building will accommodate an upgraded energy and engineering plant, new pharmacy and pathology departments as well as education spaces, which is in addition to new buildings that will house:

- A new emergency department
- A modernised acute mental health facility
- An expanded intensive care unit
- A women and children's hub
- An expanded critical care 'hot floor'
- At least an extra 100 inpatient beds
- Capacity to treat at least 18,000 more emergency patients and an extra 14,500 inpatients each year.

The redevelopment of Ballarat Base Hospital is expected to take several years, over multiple stages, as is common with large construction projects of this size. We will keep you updated on developments and how this will impact current arrangements and services.

We acknowledge that the current Base Hospital site is under considerable pressure and that we will need to adapt how we operate on the site to continue to deliver high quality health care to our community.

Melanie Robertson, Executive Director Infrastructure and Redevelopment

about BHS

The Key Strengths of Ballarat Health Services of **Quality, Access** and **Culture** have enabled us to achieve many of our objectives outlined in the BHS2022 strategy.

QUALITY *

The care our community receives is second to none.

Victorian Health Experience Survey results consistently rate us above the state average for patient satisfaction.

Our patients, residents, clients and carers praise our staff for the care they receive across all of our services and programs.

“The treatment, professionalism and care is second to none.”

“I cannot speak highly enough of the care I received. Great kindness, attention to detail, great professional attitude and skilled nursing made my stay much less traumatic than it might have been.”

“You are all fantastic people. Cheerful, devoted and caring. Thank you for the care you provided to my daughter this month. Couldn't ask for a lovelier bunch of people.”





ACCESS

We are there at every stage.

The breadth of services we offer cover all ages and stages – from thinking about having a baby through pregnancy, birth and the first 1,000 days to childhood specialties in our new model of care on our Children’s Ward.

We provide a full and diverse range of services through community programs, allied health and acute facilities to support during illness and recovery.

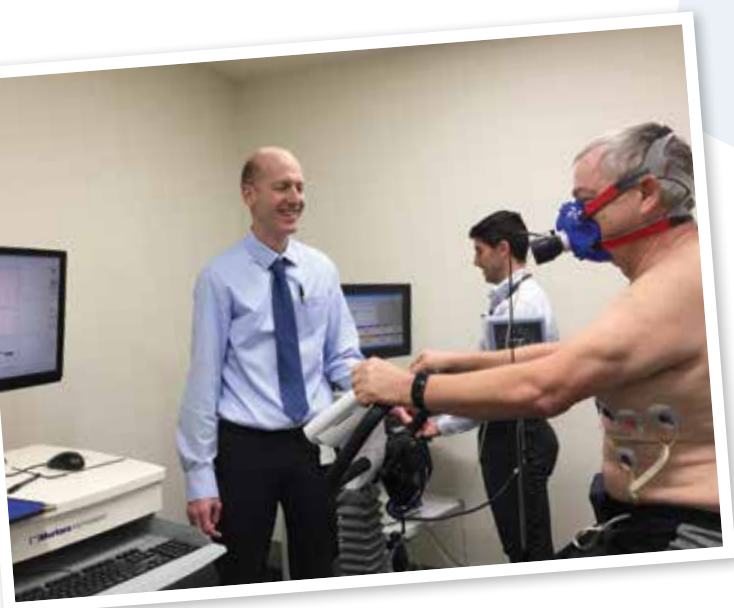


Our Aged Care residential and in-home support provide dignity and compassion for older people.

Towards the end of life we have outstanding palliative care and provide exceptional support for peaceful passing in Gandarra, followed up by professional bereavement support for loved ones.

We look for improvement and embrace innovation.

We have a strong track record of securing grant funding for innovation and improvement projects that directly impact our service delivery. Our Health Resource Stewardship RE-TRed program is creating further opportunities for innovation and improvement, as is our culture of active research.



* CULTURE



your health

We strive to ensure that the members of our community are healthy and that we are delivering effective care. As a regional health provider, we recognise the importance of preventive care, early intervention and health promotion to ensure health and wellbeing.

Over the past twelve months BHS has rolled out a number of key initiatives including:

- Development of an Integrated Health Promotion Plan
- Broadening the Healthy Choices program
- Participation in the Central Highlands Regional Partnership's Prevention Lab (Phase 1 and 2)

- Developed a Disability Action Plan
- Coordinated and hosted a Men's Health Night.

We celebrate our ongoing progress in:

- Improving equity in access to Healthcare reaching our target of more than 80% of our staff trained in Cultural Insight
- Exceeding the target of staff uptake of influenza immunisations (more than 84% of staff)
- Continuing to strengthen relationships with external health care partners.



FOCUS ON *dental*

Ballarat Health Services Dental Service has shifted its focus to prevention and committed to education initiatives for our community ensuring good oral home care.

This was achieved through greater support and encouragement to engage patients and gain their commitment to changing their oral health outcomes in the long term in partnership with the BHS Dental Team. Oral Health Educators were introduced to clinics allowing patients the chance to have a one-on-one oral education class and oral health care plan tailored to them individually. Over 4,000 oral health messages were delivered over the year.

Along with sessions held at the Sebastapol clinic, the Dental team conducted on-site visits to:

- Seven aged care facilities attached to BHS
- NAIDOC week celebrations meeting with over 500 community members
- Eight supported residential services sites
- 42 Smiles for Miles kindergartens.

“Smiles 4 Miles is an initiative of Dental Health Services Victoria (DHSV) which aims to improve the oral health of children and their families in high risk areas across Victoria.

Tooth decay is Australia’s most common health problem. Smiles 4 Miles assists early childhood services to encourage and promote good oral health habits and healthy eating among children in their care.

The program is delivered predominantly in preschools and is based on the World Health Organisation’s Health Promoting Schools Framework, an internationally recognised best practice approach.”

Dental Health Services Victoria



HEALTHY CHOICES

In March we partnered with the Cancer Council to launch the “Live Lighter” initiative in our region.

Ballarat residents were encouraged to ‘Eat Smart’ and ‘Shop Smart’ to avoid health risks, following the release of research that has revealed higher rates of overweight and obese adults living in Ballarat when compared to the rest of Victoria. LiveLighter is aiming to change this by highlighting the importance of making sustainable, healthy changes to our diet.

LiveLighter, in collaboration with Ballarat Health Services and Ballarat Community Health, features LiveLighter resources to educate Australians about eating well on a budget.

The ‘Eat Smart’ and ‘Shop Smart’ resources provide a go-to guide on how to save money and eat well to avoid unhealthy weight gain and reduce health risks such as heart disease, type 2 diabetes and 13 types of cancer.

“Fresh food is a lot cheaper than take-away foods. Eating fresh, cooking your meals and freezing left overs is healthier and better for your budget in the long run.”

Kate Falconer, BHS Dietician





men's health NIGHT

One of Australia's top homicide detectives, Ron Iddles, spoke about the importance of mental health at the BHS Men's Health Night.

Former detective Ron Iddles spoke about how he managed his mental health at the event in June. Ron discussed the importance of seeking assistance and how he dealt with the stress of high-profile cases such as Melbourne's Gangland Wars and the murder of Jill Meagher.

The former detective was the keynote speaker with Hawthorn AFL great Peter Hudson for the BHS Men's

Health Night held at Civic Hall and attended by 400 community members.

Ron highlighted the importance of including physical exercise in your routine and having outside interests (in his case, not always socialising with other police).

Ron has played a pivotal role in raising awareness for serving officers' mental health and encouraged all men to talk about their health concerns.

The event was hosted in partnership with Ballarat Library and Ballarat Community Health.

STAFF INFLUENZA IMMUNISATIONS

This year we achieved our biggest uptake of flu vaccinations ever.

An annual seasonal influenza vaccine is the best way to help protect against the flu, and with cases tracking at over twelve times higher than the previous season, we set an immunisation uptake target of 84% of staff. With more than 84.77% of (acute) staff immunised in 2019 we met and exceeded our target.

Workforce immunisation staff administered:

- Over 3,740 vaccines to BHS staff, students and volunteers at more than 76 clinics across all campuses and offsite locations.
- Residential care staff had the largest uptake with 90.1% of staff (84% in 2018).



We celebrated our cultural diversity at Harmony Day in March.

A day of cultural respect; staff, patients and community members were encouraged to wear the national dress of their heritage or a touch of orange – the colour that represents Harmony Day signifying social communication and meaningful conversations - to show support for an inclusive Australia.

Staff joined together to mark the beginning of Harmony Week and hear staff member, Huy Nguyen's journey of his family fleeing from Vietnam as refugees. Huy, a radiographer who has worked at BHS for 15

years, shared his family's emotional story and the many years it took for them to be reunited. He said his story was one of millions for refugees worldwide and Harmony Day is an important time to appreciate diversity and learn about other cultures.

An impromptu Bollywood style dance found many staff members joining in!

BHS is committed to providing care and services that are respectful of, and responsive to, the needs of people from Culturally and Linguistically Diverse backgrounds, including staff, patients and community members.

awareness events

BHS staff support a range of international and national awareness weeks in our dedication to providing consumers with information to manage their own health.



Follow us on social media to see events, activities and announcements throughout the year.





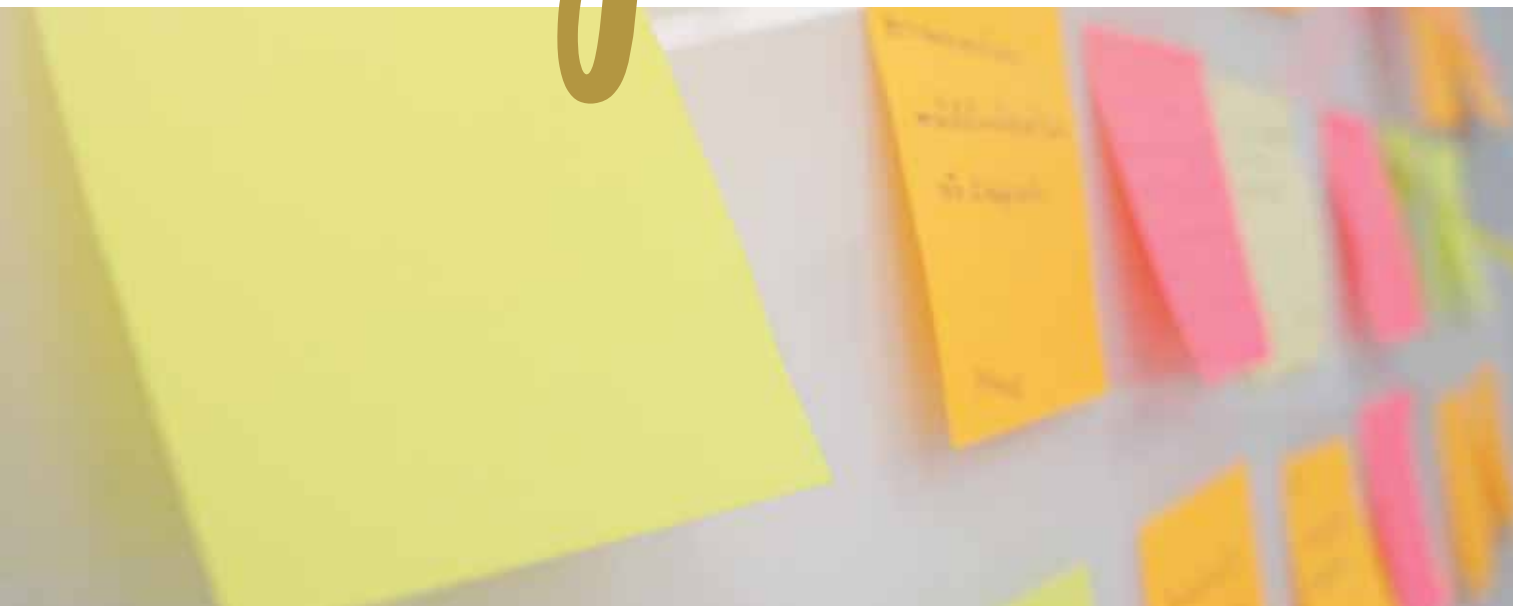
World class HEALTHCARE

As the leading health services provider in the region we continually seek to enhance the range of primary, secondary and tertiary level health services that care for and improve the health of our community. Our Clinical Service Plan identifies key initiatives and actions that we are working towards.

Key achievements this year have included:

- Emergency Department flow redesign project
- Think Sepsis project
- Choosing Wisely project
- Cancer treatment outreach in Maryborough
- An Australia-first with the introduction of the short-stay unit in our Children's Ward.

daily OPERATING SYSTEM



We introduced the Daily Operating System (better known as DOS) to create greater visibility of our daily operations across the health service. It allows problems to be identified quickly. Frontline staff are empowered to solve these problems daily. The problems they cannot fix are escalated and reviewed, allowing countermeasures to be created quickly.

Staff across BHS Directorates are committed to our DOS and our tiered huddles that occur at the local level (Tier 1), the Tier 2 Access meetings and the Tier 3 Executive huddle.

Our DOS assists us to:

- Answer the question, “Are we ready for today – if not why not?” increasing the pace at which problems are raised and solved
- Have greater whole of organisation oversight, increasing everyone’s awareness of the whole system
- Have regular structured communication about daily operations and performance
- Improve staff morale and accountability so that staff feel like their issues are being heard and escalated
- Break down organisational silos and improve teamwork and coordination of effort
- Build capability in staff
- Promote openness and transparency in raising issues
- Promote a proactive approach to problem solving rather than simply reacting to issues
- Gain daily access to the right people for troubleshooting, resulting in timely problem solving
- Improve our monitoring of quality and risk as our leaders are of the current state of performance.



children's ward

The final phase of the Children's Ward three-year development saw the introduction of the first short-stay unit for children in an Australian hospital.

This year we opened the Paediatric Day Medical Unit (PDMU) to ensure quality care in a dedicated environment for children presenting to the Emergency Department (ED).

The PDMU operates out of the Children's Ward and means children with short stay needs no longer have to wait in the Emergency Department – with its distressing busyness and noise. The new model ensures quality care is provided safely and appropriately for the age and stage of development of the child or young person.

The unit tries to minimise the length of stay for children and their families, with patients able to discharge at any hour of the day or night.

Features of the new unit include:

- Two dedicated Isolation Rooms for infectious illnesses
- A state-of-the-art workstation for PDMU staff
- Two separate treatment rooms for concurrent treatments
- An adolescent treatment room recognising the needs of children in different age groups.

"Thanks to the support we received during the 5 years of Run Ballarat, we are now able to expand our services on the ward to support families with children who require a short period of observation and treatment."

Carolyn Robertson, Director of Women's and Children's Services

CANCER SERVICES TO MARYBOROUGH

In July the Ballarat Regional Integrated Cancer Centre (BRICC) outreach service started providing chemotherapy treatment at Maryborough Hospital. The joint program with Maryborough District Health Service (MDHS) cuts down travel times and costs for local residents.

The outreach service means that approximately 450 cancer patients who previously had to travel to Ballarat or Bendigo from Maryborough (and surrounding towns in the district) will be able to receive world-class treatment locally. The program expands on the BHS satellite programs in Stawell, Horsham and Hamilton.

Travel considerations are key factors for local residents when deciding whether to continue treatment and bringing the service to Maryborough Hospital is expected to decrease treatment drop-off rates for local residents, including farmers who often cannot afford to take a full day off.



"It's an amazing transition and it's a great step forward. To have the support of BHS through their cancer centre has been great. We'll have all the experts from BRICC overseeing the whole process so that gives us safety and trust in what we're doing."

Terry Welch, MDHS CEO

CAN'T MAKE IT? CANCEL



SPECIALIST CLINIC reform

We have undertaken a comprehensive review and redesign of the management of appointments in our specialist outpatients clinics, paying particular attention to patients who do not show up to their appointment.

"Roughly 10% of all specialist appointments result in the patient not being able to attend, for one reason or another. This means we often have precious appointment times become available at the last minute, and specialists and nurses standing idle. It's a difficult problem to solve.

We have approximately 10,000 appointments that can't be attended, and the new Rapid Appointment Access initiative gives an opportunity for someone else who has been waiting a long time. This was support by our 'Can't Make It? Cancel' campaign.

These initiatives will decrease medical risk and waiting lists. They will also help us to improve patient safety and health outcomes, and provide better communication with our patients."

Tristia Lakey, Project Coordinator

ACCESS IMPROVEMENTS FOR ELECTIVE SURGERY



Surgery 2018 was a year-long project looking at ways of improving outcomes for surgery patients – and reducing the time patients have to wait for planned surgeries. Surgical Services worked with teams across BHS to design holistic solutions that would deliver high quality, safe outcomes for patients.

It takes 1-2 hours to get patients ready for surgery, and the **Start On Time Initiative** examined the 16 steps involved in getting patients into theatre. The mapping of this process became the starting point for the project and informed recommendations and redesigned procedures.

The team also looked at the impact **Unplanned Emergency Procedures** have on planned elective surgeries with those surgeries being pushed into after-hours times – meaning long waits for patients. Analysing BHS emergency surgery data, the team found that by increasing the capacity for emergency surgeries by two additional sessions during weekdays the pressure would be significantly relieved. In addition to the increased capacity, Surgery 2018 introduced a morning orthopaedic trauma list and an emergency general surgery afternoon list. These changes have resulted in a better patient experience, particularly for patients undergoing planned, elective orthopaedic surgeries.

At a glance 2018/19



47,078

inpatients treated



4,459

staff



60,920

emergency department presentations



2,265

people treated by our mental health services

1,151

Aboriginal & Torres Strait Islander inpatients treated

266

volunteers

2,298

Aboriginal & Torres Strait Islander emergency department presentations



597

people choosing to live in our aged care homes



10,338

surgeries performed



1,469

babies born



14,762

dental treatments



our staff

Our staff are the key to achieving all of our goals and underpin all of the objectives in the BHS2022 strategic pillars.

We aim to work together to foster a vibrant workplace and culture, with goals of:

- Ensuring Ballarat Health Services becomes a preferred place of employment
- Offering a positive workplace culture with an engaged workforce and a strong collaborative teamwork environment.

We are proud to announce key achievements over the past year to support this goal, including:

- The first annual BHS Together Week celebrating our staff achievements
- Increasing Aboriginal and Torres Strait Islander welcome signage across key entrances to BHS properties
- A review of the onboarding process to ensure we are setting staff up for success
- Development of the BHS Together manager support training program.

BHS Together Week



BHS Together: A week of celebrations 2018 was our chance to highlight the achievements of our staff and celebrate our success as an organisation on a journey of change.

BHS Together was established in 2017 as a process for long-term, meaningful cultural change. Through a range of activities during Together Week we showcase the innovation, determination and dedication of our staff to make BHS a truly exceptional health care service for our community.

BHS Together Week was introduced as part of the BHS Together Reward and Recognition program. A week of celebration, the Week celebrates all the awards that are part of our Reward and Recognition program.

Together Week also provides an opportunity to bring together events that were previously run in isolation: The Medical and Education Awards, Research Symposium and AGM.

New awards were introduced to celebrate the achievements across the suite of BHS services including a Volunteer of the Year award, and awards for staff within the Allied Health area.

We believe that rewarding and recognising excellence throughout our organisation is a fundamental part of building and sustaining a positive workplace culture and achieving strategic priorities.

PRINCIPLES OF BHS TOGETHER

Nurture a positive, productive and inclusive work environment.

- Build a culture around service
- Align behaviours with values and goals
- Focus on employee satisfaction
- Communicate at all levels
- Commit to excellence

TOGETHER WEEK

The following events were held in Together Week:

- Research and Education Awards
- BHS Annual General Meeting
- Annual Research Symposium
- BHS Together Awards

We also launched a new weekly staff e-newsletter "BHS Pulse" to keep staff informed of news across the organisation, and we launched three new publications now available for download:

- BHS Annual Report 2017/18
- BHS Quality Account 2017/18
- BHS Year in Review 2017/18

Our Clinical Services Plan 2017-2037 is also now available online.

These publications are available online at www.bhs.org.au/media-events





The “You Matter to Us” initiative is a focussed campaign over the duration of the People Matters survey to:

- Drive completion of mandatory training,
- Increase the completion rate of the People Matters survey, and
- Achieve our target for staff influenza immunisation (84%).

The focus was on actions that highlighted the importance of:

- **Your Feedback**
 - Complete the People Matters survey
 - Schedule / complete your PDR with your manager
- **Your Safety**
 - Complete your safe patient handling
 - Complete your Values based behaviour training
 - Complete your Fire and Safety training
 - Complete Family Violence workplace support for managers (for managers)
 - Complete basic or advanced life support (if relevant)
 - MOCA
- **Your Health and Well-being**
 - Have your influenza immunisation
 - Enjoy a free healthy snack

The “You Matter to Us” campaign was delivered across the QEC, Base Campus, Wetlands Drive (Mt Helen) and Residential Aged Care facilities over a dedicated two-week period (May 27th to June 7th).

The “You Matter to Us” campaign will continue to evolve each year to assist in achieving BHS objectives, improve safety and the health and well-being of our team members.

STAFF SAFETY PROGRAMS

Committed to staff safety, we have a range of programs and tools to support our staff to ensure they do not experience bullying and harassment at work.

This year we launched a range of brochures to inform staff of their rights in the workplace and the support mechanisms available.

Our educational resources help staff to identify and combat bullying in the workplace and our program of dedicated peer-to-peer contact officers provides important support. We have also complemented our online training program with group training sessions run by an experienced facilitator. All staff must complete the online training on annual basis and attend the group session.

BHS is committed to creating an inclusive environment and we will continue to work to stamp out behaviours that are not only unsafe, but unlawful.



RUSONs

We have been delighted to welcome seven Registered Undergraduate Students of Nursing (RUSONs).

The Grampians RUSON pilot project, incorporating East Grampians Health Service, Stawell Regional Health, Rural Northwest Health and Otway Health, employs second year students completing a Bachelor of Nursing at local Universities. The project provides students with important additional exposure and experience in acute settings as they prepare for a career as a Registered nurse.



Bake OFF



October 2018 saw the launch of the inaugural Great Ballarat Health Services Bake-Off.

To celebrate the diverse creativity of our staff and raise money for our BHS Foundation, staff across the organisation were encouraged to enter, judge and eat delicacies across a range of categories. Winners included:

Cakes

1. White Chocolate and Raspberry Mud Cake: Anna Shackleton
2. Three Nut Pie: Jim Gay Unit / Fiona Richardson
3. Russian Honey Cake: Jeremy Caunt

Cupcakes

1. Peanut Butter and Praline Cupcakes: Fiona Hodder
2. Vanilla Cupcake: Pascal Scoleri
3. Jelly Cupcake: Janine Huntly

Slice

1. Caramel Slice: Hilde De Jonge
2. Rocky Road Slice: Ally Zagari
3. White Chocolate Snickers Slice: Christine Matthews

Biscuits

1. Brownie Cookies: Jim Gay Unit / Tina Allen
2. Vanilla Biscuits: Jodie Crellin
3. Cranage's Melting Moments: Kylie Cranage

Specialty

1. Almond Cake (Gluten and dairy free): Emma Newman
2. Choc Mint Slice (Gluten free): Maureen Woodford
3. Chana dal Patties (Vegan, Gluten free): Jim Gay Unit / Rani Muniandy

Best Presentation

1. White Chocolate and Raspberry Mud Cake: Anna Shackleton
2. Vanilla Cookies: Jodie Crellin
3. Brownie Cookies: Jim Gay Unit / Tina Allen





SERVICE AWARDS

We are fortunate to have staff who dedicate their working lives to BHS.

We recognise staff service with celebratory morning and afternoon teas along with more formal awards ceremonies for significant milestones. Staff are acknowledged at the ten-year mark and then every five years.



our community

BHS knows that we all do our best when working together, in respectful partnership with others, working inclusively, positively and creatively to provide a healthy environment for work, care and community connection and wellbeing. BHS strives to support and serve our community to the benefit of everyone.

Key achievements this year have included:

- Supporting health services within the region with clinical governance and workforce
- Establishment of a new research and partnerships office
- Delivery of actions identified in the arts and health strategy through a working group
- Appointment of a new Head of Fundraising and Engagement
- Launch of a large-scale website redevelopment project to modernise the BHS external-facing website
- Reporting for renewable energy sources, revised waste management protocols.



NATIONAL VOLUNTEER WEEK

In May we celebrate our 265+ volunteers with a special lunch and the first ever Volunteer Service Awards ceremony, to mark the achievement of many volunteers who have given decades of service to BHS across our facilities.

BIRCH FUNDING ANNOUNCEMENT



Minister for Regional Development the Hon. Jaala Pulford announced \$300,300 in State Government funding to establish the Ballarat Innovation and Research Collaboration for Health (BIRCH), a multifaceted research centre housed within the Ballarat Health and Knowledge Precinct (BHKP).

A collaboration between St John of God Ballarat Hospital, Federation University Australia and Ballarat Health Services, BIRCH brings together researchers across a range of disciplines to tackle issues in health, which will then be translated to healthcare practice in our region.

The collaboration is expected to help attract research income and researchers to the region. Deakin University, The University of Melbourne, La Trobe University, Australian Catholic University and Notre Dame University are involved, and BIRCH will support up to 40 students to undertake their research component in Ballarat.

Throughout the year we were delighted to host a number of dignitaries, including the Premier of Victoria, The Hon Daniel Andrews MP, the Governor of Victoria, The Hon Linda Dessau AC, Minister for Health, Hon Jill Hennessy MP, former Premier of Victoria, The Hon Steve Bracks AC, Minister for Regional Development, Hon Jaala Pulford MP, Ms Juliana Addison MP and Ms Michaela Settle MP.

Visits





SANTA Dave

Santa Dave is one of our incredible volunteers who generously gives his time and good-will to support our patients, visitors, staff and community.

Last Christmas, Santa Dave delivered gifts and seasonal joy to patients in the Paediatric Ward, the Special Care Nursery, Ballarat Regional Integrated Cancer Centre (BRICC) Wellness Centre and waiting areas, the Day Oncology unit, Oncology Clinics, the Dialysis unit, the Medical Day unit and the Emergency Department.

Christmas can be a challenging time for patients and visitors to the hospital and we thank Santa Dave and all of the local businesses who helped make that time a little easier.

Santa Dave spent the months before Christmas organising the donations from the following businesses: A1 Auto, Ballarat Bargain Browser, Ballarat Bingo Centre, Ballarat Mower Service, Ballarat Pump Shop, Baby Bunting, Bluebell Hotel, Bunnings, Crowies Paints, EC op shop, Kings Cars, Kmart, 2nd to None, Impulse Auto Elecs, Learmonth Rd store, Officeworks, Maxifoods, Marks JPG Shoe Repairs, Mega Merch, Nova Pharmacy, North Ballarat Sports Club, Purple Fox Designs, Toyworld, UFS Pharmacy, Waubra General Store and all Woolworths stores in Ballarat.



SUPPORT FROM

our Community

BHS relies heavily on the generosity of our community and donors to provide equipment and services that enhance the health service we deliver.

Throughout the year we were able to undertake major projects with support from Ballarat Polish Association, provide Night Dialysis with the support of the Oliver Family Foundation and successfully conclude our Maternity Unit Appeal Golf Day with support from Adroit Risk & Insurance.

We received bequests in wills from Mary Louise McLean, James McIntosh, Elizabeth Orbell and Edna Veitch and thank the families of these generous donors.

Support from Ballarat Health Services Foundation, Freemasons Foundation, Percy Baxter Trust, Tuddenham Trust, Hilton White Trust, The Male Bag Foundation, Dry July Foundation and Joe White Trust enabled the purchase of major equipment and the ongoing success of the Wellness Centre in BRICC.

We are so lucky within our region to have a myriad of different clubs, organisations and passionate supporters, including but not limited to; St Patricks; Ballarat Grammer; Woolworths; Maryborough Country Music Club; Meg Curnow; Nick Locandro; This Is Dementia; Midlands Terrace Social Club; Marion Cope;

Donna King; Aunty Olga; Santa Dave; Queen Elizabeth Ladies Auxiliary (in it's 98th year and going strong); Creswick Victoria St Craft Group; Ballarat Base Trained Nurses League Incorporated; Hop Temple; Lions Clubs; Rotary Clubs of Ballarat and district; Woolworths; Adroit Insurance & Risk; Beaufort Service Group Inc; Early Holden Club Ballarat; Freemasons Buninyong Social Club; Masters Football Club; Findex; Nevett Ford Lawyers; Inner Wheel Club; Waubra and District Support Group; Southern Cross Austereo; Friends of India Network and the Woolworth Group. Our thanks go to all the individual donors who respond to our annual appeals and to patients and families who make spontaneous gifts acknowledging the excellent care they receive from our staff.

Thank you for the cricket, the beanies, the Easter eggs, being Santa, the Wellness Ball, the country music, the epic bike ride, the mystery raffle, the fundraising lunches, the hopathon, the postie bike ride, the BBQ, the cars and the apricot packing.

Special thank you to the staff of BHS – particularly fundraising's unsung heroes, Shane Q, Glenda, Di, Meredith, Levi, Adam, Chris, Rod, The Kates, The Maureens and Belinda, without whom fundraising would be so much more difficult.

Sarah Masters, Head of Fundraising and Engagement



Allied Health

RESEARCH



Allied Health recognise that research is an essential component of allied health practice and is a part of our core business. Allied Health are actively supporting and embedding an integrated, sustainable and vibrant research culture that aligns with the Victorian Allied Health Research Framework. Allied Health research outputs for 2018/19 include 5 peer-reviewed publications, 36 conference presentations, 7 completed projects and 8 research projects currently in progress.

Our work, collaborating with community members, stakeholders and universities, includes introducing strategies to improve the health literacy of our community rehabilitation clients, improving the food environment for night nursing and medical staff, and understanding what people who live in the Grampians region see as health issues.

In collaboration with LaTrobe University we have been successful in gaining a 3-year Medical Research Future Fund grant to determine whether physiotherapy care can reduce the number of Australians on wait lists for knee surgery, as well as determine whether surgery can be avoided or significantly delayed by implementing a prescribed physiotherapy exercise and education program alongside weight management support.

The "Turning ideas into proposals" Allied Health Research Training scheme, funded by DHHS, supported Allied Health clinicians from across the Barwon Southwestern and Grampians regions to develop their research skills and use evidence in practice. The Allied Health Research seed grants made possible with funding from DHHS are providing further support to develop Allied Health research capability and capacity across the Grampians region.



arts AND HEALTH

The use of art within health settings has the potential to reduce recovery times, builds more resilient communities and enhances the working environment of staff and volunteers.

Thanks to a generous donation from Ballarat Connected Communities, we were able to commission the development of an Arts and Health Strategy for BHS. The strategy provides an overarching framework to:

- Create health promoting environments by utilising arts and health within our services and facilities
- Engage with our community to foster connection
- Ensure art and creativity are embedded into the Base hospital redevelopment.

The development of a 'model of practice' ensures a complete program approach, informed by theory, experience and evidence. So, whether it's piano, paintings or performers, arts and culture at BHS will have a real impact.

The way we use art within healthcare at BHS includes:

- Performance program, including recitals, forums, films
- Music for pain and stress management
- Bedside reading
- Artist residencies
- Poetry commissions
- Sculptures.





Ballarat **Health** Services

OUR *Values*

Our four organisational Values were created following extensive consultation with staff, consumers and stakeholders.

Over 500 staff, volunteers and consumers participated in an online survey about our Values, Vision and Strategic Direction. A staff led Values Committee was established with members appointed from across the organisation, to refine feedback and to lead discussion groups.

Our staff told us that they believe our Values are relevant and very important for the future success of our organisation. They reflect where we are and the priority areas we need to focus on.

The Values underpin everything we do because they provide an anchor and a reference point for the organisation. They provide guidance and motivation for people's actions and are designed to develop a positive and supportive organisational culture.

The Values have been incorporated into a new staff recognition and rewards program and will be used to create positive work environments that reward teamwork and excellence in care.

The Values are "what we stand for" and describe the expected behaviours of all staff.

TEAMWORK

We commit to common goals based on open and honest communication while showing concern for all.

We are dedicated to working together for common interests and responsibilities.

RESPECT

We acknowledge everyone's unique strengths and value diversity.

We operate in spirit of co-operation and honour human dignity.

ACCOUNTABILITY

We personally commit to delivering our best, taking responsibility for all of our decisions and actions.

COMPASSION

We treat people with kindness and empathy.

We care about our patients, our people and our community.



Teamwork- CHRISTMAS DECORATIONS

Every festive season our teams work together to create seasonal cheer at BHS.



RESPECT

FAMILY VIOLENCE IS A HEALTH ISSUE

Ballarat Health Services has implemented the Strengthening Hospital Responses to Family Violence (SHRFV) initiative to educate our leaders and clinicians to ensure we sensitively and effectively respond to staff and patients who disclose an experience of family violence.

Intimate partner violence is the greatest health risk factor for women aged 25 to 44 years and on average almost 8 women a day are hospitalised as a result of family violence perpetrated by a current or former partner.

Health services have a vital role to play in identifying and responding to people impacted by family violence and we are taking action to address this issue. Over November – December 2018 we shone a spotlight on violence against women by participating in the 16 Days of Activism Against Gender Based Violence campaign raising awareness and highlighting action to end violence against women and girls around the world.

Happily, we are part of the change occurring in our region, and we have proudly joined over 100 businesses, sporting clubs and health services in the Communities of Respect and Equality (CoRE) Alliance.

We are committed to promoting gender equality, respectful relationships and a zero tolerance to violence.



Accountability

RETRED

The RE-TRed (Resource Efficiency Training using Redesign) Program is a key element of the Health Resource Stewardship (HRS) approach at BHS. HRS refers to avoiding or eliminating wasteful expenditure and use of resources in healthcare. The RE-TRed Program uses the knowledge and experience of staff involved in service delivery to implement positive changes in their services.

Staff undertaking the program nominate an issue in their area and are supported through a 4-month change management process using a combination of theory and practice to help bring improvement through a redesign process using lean, six sigma and other improvement methodologies. A RE-TRed Coach assists participants between workshops.

Twenty-three participants have completed the program which has run twice over the past year. Feedback has been positive a number of staff have trained as coaches and now support the RE-TRed participants in their journeys.

Projects and achievements include:

- Streamlined Resuscitation Teams in ED
- Enhanced Discharge for patients discharged with home oxygen
- Inpatient Rehabilitation 'Buddy Up' Mentoring Program (Work in progress)
- Improved process for gaining provider numbers for commencing Medical staff
- Discharge Mother and Baby checks can be done by Continuity of Care (COCO) team
- Reduced waitlist in the Community Rehabilitation Centre
- Clinical Billing in Midwifery outpatient review
- Implementing supportive care screening for patients receiving ongoing treatment in day oncology
- Improvements in waste segregation in Cardiovascular suite.

Compassion

COMMUNITIES OF KINDNESS

Communities of Kindness is a model of care for Ballarat Aged Care that is underpinned by the philosophy of person centred care and kindness.

Communities of Kindness acknowledges individual needs and diversity of the people in our community, inclusive of residents, staff and visitors.

Each home is an individual community that is connected to, and part of, a bigger community.





Ballarat **Health** Services



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