

NORTH EASTERN COMMUNITY HOSPITAL

2019
ANNUAL
REPORT

2019



North
Eastern
COMMUNITY
HOSPITAL

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FACTS & FIGURES

Established in September 1973

in Campbelltown, thanks to the lobbying of local General Practitioners, community groups and the Campbelltown and then Payneham Councils.



South Australia's only single site not-for-profit combined hospital and aged care service



Treated 4358 day patients



46 new residential admissions and 20 new respite admissions to aged care



Employs 288 staff



Admitted 2480 patients to the hospital



Performed 5310 surgical procedures



Delivered 464 babies

OUR ORGANISATION

North Eastern Community Hospital Inc. (NECH) is a not-for-profit organisation.

As such, we return all profits to the communities we serve by updating equipment, upgrading our facilities and technology, developing new services and investing in our people.

VISION

To be the premier provider of health care excellence from birth to aged care.

MISSION

North Eastern Community Hospital Inc is a not-for-profit organisation comprising of a private independent acute care hospital and an aged care home, providing excellent care to the community with a comprehensive range of health services in a safe, caring environment.

VALUES

COMPASSIONATE

INNOVATIVE

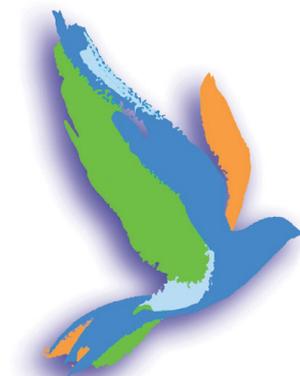
COLLABORATIVE

RESPECTFUL

Our symbol

Our organisation's symbol is the 'Adelaide rosella' and was carefully chosen as it is a local inhabitant that reflects our connection with the local community. The bird's colouring was also prudently considered as one of the names contemplated for the hospital was 'Paradise' given its proximity to the suburb of the same name. The decision was then taken to combine these two elements by adopting the Adelaide rosella as the symbol and the hues of the Bird of Paradise flower as the colours.

Our symbol further emulates our Mission Statement and its emphasis on our connection with the community and the provision of healthcare services locally.



STRATEGIC PLAN

2019 - 2021

VISION

WHAT OUR ORGANISATION WILL LOOK LIKE?

We will be the premier provider of health care excellence from birth to aged care

MISSION

WHO WE ARE

North Eastern Community Hospital Inc. is a not-for-profit organisation comprising both a private independent acute care hospital and a residential aged care facility that provide excellent care to the community through a comprehensive range of health services delivered in a safe and caring environment.

OUR CORE VALUES

- Be recognised as leading carers and caring leaders
- Protect the dignity and rights of patients and residents
- Maintain and foster a strong affiliation with community service groups, health centres and medical and allied health personnel
- Nurture a dynamic and innovative culture to attract and retain the best personnel
- Continually update and improve facilities, equipment and technology
- Maintain financial stability
- Provide a harmonious and safe working environment

PHILOSOPHY

HOW WE WILL GET THERE

We are committed to providing the best possible patient and resident care in the health and aged care environment, our commitment to excellence focusing on the patient/resident and recognising that each patient/resident is an individual who deserves the best possible care and service at all times.

STRATEGIC OBJECTIVES & ACTIVITIES

HEALTH & AGED CARE FOCUS

1. All patients/residents will receive the best quality contemporary care.

COMMUNITY & FAMILY ENGAGEMENT

2. We will provide services to our patients/residents that are relevant and community focused.

INVESTING IN OUR PEOPLE

3. We will continually strengthen the recruitment, retention and professional development of highly effective staff.

ORGANISATIONAL & FINANCIAL ENGAGEMENT

4. We will effectively employ our financial and operational resources to support our strategic goals.



THE YEAR IN REVIEW

Aged care services

In August 2018 North Eastern Community Hospital regained full compliance with Aged Care standards as set out by the Australian Aged Care Quality Agency.

This followed a June 2018 Audit report which found that the aged care home did not meet expected outcomes in six of the 44 areas audited.

The executive team took the findings extremely seriously and immediately implemented a number of significant steps to address the report, which resulted in the home again being deemed fully compliant and the sanctions lifted by the Commonwealth 4 months early.

Following this, the executive team made the decision to work towards the ambitious, industry-leading goal of implementing a restraint-free environment at the home. The use of restraints was reduced by 90 per cent by August 2018.

A decision about using the least restrictive form of restraint possible may, as a last resort only, be necessary in situations where a resident is doing something that may result in them:

- harming themselves or others
- experiencing a loss of dignity
- causing damage to property
- disrupting or severely embarrassing other residents

Prevention of these behaviours will always be a priority, and learning what may trigger any of these will be an ongoing focus for staff.

Developments

Our newly refurbished maternity ward nursery was publicly unveiled in November 2018. The \$77,000 makeover was undertaken to modernise the existing space and improve comfort and functionality for parents and their babies.

We also began the process of fitting out a brand new gastroenterology room at NECH in order to double the capacity of our gastroenterology services and meet community demand. The additional room has been renovated and fitted out with a brand new, state-of-the-art set of Olympus equipment, and we have created a new specialised Clinical Manager – Gastroenterology position to oversee the service.

Staff development/ workforce

Our commitment to the professional development of staff was again evident in 2018-19, with numerous clinical and non-clinical staff attending external conferences and expert external presenters providing training on site.

A staff education room further catered to staff wishing to research and participate in online learning packages.

New Health and Safety Representatives underwent offsite training, all permanent Registered Nurses on Steele Ward attended Advanced Life Support training, and residential aged care staff members were given access to an online Wellness and Lifestyle Education Package that included topics related to dementia and elder abuse.

Staff turnover was relatively low at 15.8 per cent and we made a number of key senior management appointments, including new directors of commercial operations, nursing and aged care.

Grants and donations

The Modbury Kiwanis Group have again demonstrated great generosity towards NECH, kindly fundraising and donating two fold out sofa lounges to our maternity service. These sofas allow partners and family members to stay overnight after birth so they can help care for new born babies and mothers. The sofas are utilised almost daily and the whole NECH team expresses their sincere thanks to The Kiwanis Group, who have been an integral part of fundraising for our maternity unit for more than 10 years.

The Hospital Auxiliary and the local Rotary Club have again been fundamental in helping improve facilities and services at NECH, generously contributing towards the refurbishment of the maternity ward nursery, which was officially unveiled in the reporting period.

Staff survey results

NECH prides itself as an employer of choice and undertakes staff feedback surveys to help maintain a positive culture at the hospital. This year's feedback from staff included that:

- 72.62% of staff either agree or strongly agree that our leaders are confident and competent in their ability to guide our organisation.
- 97% of those surveyed believe that NECH is an inclusive workplace and includes people of different cultures and the LGBTI Community.
- 91.64% of staff either agree or strongly agree that NECH has a strong sense of community and belonging and they are proud to work at NECH.

Risk management

NECH has a robust risk register where all identified risks are recorded, monitored and reviewed according to risk level.

During the year, all identified risks were carefully and closely monitored to ensure that, in all cases, appropriate control measures were implemented.

The Incident Reporting System introduced to the organisation in late 2016 continues to provide accurate data which is regularly reviewed by Senior Management and the Board to benchmark against industry healthcare standards.

In July 2019 the aged care home moved its reporting processes to a system called MANAD Advantage Plus. The product enables the aged care home to input, record and analyse resident, staff and business information in a 'one stop shop' approach. Staff now record

all information they gather in the one system which decreases both duplicate data entry and the risk of errors. Reporting is simpler, more efficient and can be more detailed. Incident and hazard reporting can be instigated by staff members and easily escalated to the right person in the management team.

Safety and quality

NECH is committed to monitoring and improving all aspects of safety and quality for all patients, Visiting Medical Specialists, consumers and contractors. Continuing our quality of service provision and consumer satisfaction is very important to the Board, CEO and staff, as is maintaining our accreditation for both the ISO 9001 Quality Management System and the NSQHS Standards.

Compliance with the NSQHS Standards is monitored regularly through department audit schedules, with the results reported at both the Safety & Quality Committee and the Board. The audits completed cover but are not limited to:

- Consumer feedback
- Preventing and controlling healthcare associated infections
- Medication safety
- Patient identification and procedure mating
- Clinical handover
- Blood and blood products
- Preventing and managing pressure injuries
- Recognising and responding to clinical deteriorating
- Preventing falls and reducing harm from falls
- Complying with hand hygiene standards

Satisfaction surveys

Our hospital-wide consumer surveys continue to provide the organisation with an accurate barometer on where we lead the way as well as underline areas in need of greater focus and attention.

During the past 12 months, the survey results and feedback from patients, relatives and friends have been vital in allowing NECH to continue to provide quality services to the local community.

Among the feedback received from patients were comments such as:

"The team of the NECH were fantastic during our stay. Couldn't speak highly enough about the care and support that we received."

"Absolutely loved all of the staff and amenities. The midwives all went out of their way to make us feel comfortable and well taken care of. Would recommend anyone to have their baby here!"

"All staff have been very caring. It made my stay feel like a second home."

Hand hygiene compliance

Compliance with hand hygiene is monitored regularly by the Infection Control Officer who provides education to NECH staff and volunteers annually. These results are shared with staff and available on the organisation's website and the consumer display board in the admissions area. The data is also submitted to Hand Hygiene Australia and benchmarked against the whole of Australia.

Antimicrobial stewardship

NECH is registered and collects data for the National Antimicrobial Prescribing Survey (NAPS) which provides valuable information regarding the usage of antimicrobials and is endorsed by the Australian Commission on Safety and Quality in Health Care.

The data collected is benchmarked against other organisations of a similar size and offers valuable information regarding antimicrobial usage.

Clinical indicator collection and benchmarking

The organisation continues to participate in the collection and submission of clinical indicators as required by the Australian Council on Healthcare Standards. The data gathered is benchmarked against industry bodies to ensure standards are monitored and maintained, while it is also reviewed by clinical committees at the hospital to provide feedback and suggestions.



THE YEAR AHEAD

After a year of preparing for positive change, including plans for a major redevelopment and expansion of gastroenterology and other services, the 2019-20 financial year offers the potential to further develop areas of opportunity for the hospital.

The board and executive team are excited by the prospect of growth in a range of areas, while not losing sight of NECH's core mandate to maintain the hospital's strong reputation as a healthcare and aged care services destination of choice for patients, residents, staff and Visiting Medical Specialists.

Payneham Wing Redevelopment

Construction has begun on a major redevelopment of the North Eastern Community Aged Care Home's memory support unit.

The \$5.6 million redevelopment of the Payneham wing will include the expansion of the current footprint to provide new, upgraded rooms with ensuites for 23 care recipients.

The redevelopment, which commenced in July 2019 and will take 12 months, will also include a new sun room and outdoor space with a purpose-built, communal garden.

The new area will serve as a space where residents can tend to the garden and engage in intergenerational activities with their family members.

Local architects Cheesman designed the redevelopment, and Adelaide builder Mossop is undertaking the construction.

Expanded commercial precinct

The Payneham Wing Redevelopment also includes the expansion of the first floor consulting and commercial precinct. The executive team is in the process of discussing potential partnerships with commercial healthcare providers that utilises this expanded space and adds to the service offering at NECH.

New gastroenterology room

In August 2019 we completed the fitout of our new, additional gastroenterology suite. The second room effectively doubles the capacity of the gastroenterology offering at NECH in anticipation of strong growth in demand for these services with an aging population, growing awareness about the risks of ignoring bowel cancer symptoms and the roll out of the National Bowel Cancer Screening Program. Use of the new room was strong in the first quarter of 2019-20 and is expected to grow over the financial year.

Public patient activity

NECH has partnered with Central Adelaide Local Health Network (CALHN) to assist the Royal Adelaide

Hospital with their Elective Surgery Recovery Strategy to facilitate the timely access to surgical services and treatment of overdue patients.

NECH has begun taking care of some of these public patients and we are hopeful that this activity will continue throughout the financial year.

This is a real milestone in the life of North Eastern Community Hospital and a partnership with the public system that will not only relieve people who have been waiting years for their surgery, but will help achieve a bright future for NECH.

SA Health has also announced some gastroenterology activity will be shifted from Modbury Hospital to NECH for up to three years while the Modbury redevelopment is carried out. We are very happy to be part of this solution, providing more world class gastroenterology services to the North Eastern suburbs community.

Advertising campaign

As part of our growth strategy and to raise awareness of NECH general, in September 2019 we commenced a radio ad campaign with Triple M and Hit 107. The campaign specifically promotes the services offered at the hospital, and positions NECH at a family friendly, not-for-profit, community-owned private hospital. We also continue to share news from the hospital regularly with our growing Facebook and Instagram audiences.

CHAIRMAN'S REPORT



Mr John Capaldo
Chairman

In my fourth year as Chair of the North Eastern Community Hospital and Aged Care Home there has been no more challenging time.

At the close of the 2018-19 financial year we completed our three-year Road to Recovery plan. Although we did not achieve the financial goals, the last financial year has certainly laid the foundations for three years of not only recovery, but of growth and new opportunities.

The Board has set a new three-year strategy for the years 2019-2021.

The key areas of focus in this period include:

- A new gastroenterology suite
- Commencement of an ophthalmology service
- Additional orthopaedics
- Public hospital activity
- A new commercial precinct for our Visiting Medical Specialists
- The expansion in the number of operating theatres
- Home care packages for aged care recipients
- A brand new 23 bed memory support unit replacing the Payneham Wing.

The Board gave a clear directive to the executive team to pursue and secure clinical activity and aligned services in the areas we are renowned for. These new services and the growth of existing services has been the focus of our CEO Michele Smith and her new team in trying times. Her experience and expertise in the public health sphere has enabled the organisation to secure these services, with most starting in October 2019.

While we continued to weather tough trading conditions, we are excited to report that by identifying new opportunities, including redeveloping the Payneham wing, expanding our gastroenterology services and

partnering with SA Health to help reduce elective surgery wait times, we are confident of a bright future over the coming years.

The Board experienced a number of membership changes during the reporting period. In October, we welcomed Nicole Major and Jack Snelling. Nicole brings expertise in acute and aged care nursing, while Jack brings expertise in public health, government relations and general business.

I wish to thank the Executive Team, in particular Michele Smith, Yvonne Warncken, Edmondo Palombo and Roger Levi, for their contributions over the reporting period, as well as the clinical and other staff, the Visiting Medical Specialists and our many wonderful volunteers and auxiliary members, whose loyalty and dedication is inspirational.

I thank, too, my fellow Board members for their tireless efforts to achieve our ambitious goals. I would particularly like to thank the Deputy Chairman, Steve Simionato, who lead the organisation during the very trying weeks over the June/July 2018 period.

I would also like to thank the City of Campbelltown, Rotary of Campbelltown and the many local service groups that support us. Their assistance and contributions are greatly appreciated.

CEO'S REPORT



Ms Michele Smith
Chief Executive Officer

This has been a big year in the life of NECH. Right across the health service we are seeing changes as we work hard as a team to evolve with the North Eastern suburbs community and take advantage of new opportunities.

In maternity we have unveiled a newly refurbished nursery, funded with generous contributions from Rotary and the Hospital Auxiliary to improve comfort and functionality for new parents, babies and support people.

We have doubled the capacity of our gastroenterology services by adding a second gastro suite, so that NECH can cater to the growing need for these services in our community.

In 2018-19 we planned and designed the \$5.6 million redevelopment of the Payneham wing to deliver upgraded spacious, single rooms with ensuites for 23 aged care residents, as well as a new sun room and outdoor space. The redevelopment, which will be constructed in 2019-20, will also allow us to expand our first-floor commercial precinct, providing opportunities for new partnerships with external healthcare providers.

The board and executive acted decisively in response to the June 2018 audit report which found that our aged care home did not meet expected outcomes in six of the 44 areas audited, regaining full compliance in August 2018 and successfully appealing to the Commonwealth to lift the sanctions 4 months early. We also launched an ambitious plan to lead the aged care sector by working towards a zero-restraint environment at the home.

We have also successfully partnered with the Central Adelaide Local Health Network (CALHN) to help reduce elective surgery wait times at the Royal Adelaide Hospital by taking on some public activity. This partnership allows us to better utilise the capacity of our theatres while not impacting on our visiting medical specialists and their patients.

The CALHN/NECH collaboration was the first of its kind. It was innovative and successful and preceded the

subsequent Patient Services Panel, of which NECH was also successful with its tender to continue to efficiently contribute to the reduction of public waiting list activity over the next 4 plus 4 years.

The effects of these changes are already evident as we begin the new financial year. In August there were more babies born at North Eastern than in any month in the past three years, our public patient activity has commenced and there is strong interest in our new gastroenterology suite, which is almost booked to capacity.

We have refreshed our entire executive team with the outstanding appointments of Yvonne Warncken – Director of Commercial Operations, Edmondo Palombo – Director of Nursing, and Roger Levi – Aged Care Director. Between us, we have over 100 years' experience in health and aged care.

We take seriously our stewardship of the NECH, and along with a progressive, dedicated and experienced Board of Directors and the unwavering leadership of Chairman John Capaldo, we are excited to progress our new partnerships that will result in better health outcomes for our community for years to come.

As we implement our strategy to ensure the future success of our hospital, we are mindful of never losing sight of NECH's core mission to provide excellent care to the community with a comprehensive range of health services in a safe, caring environment.

When I receive feedback from patients, and when I talk to them in person after their time with us, I see and hear consistent themes. Our patients love NECH's relaxed, family-friendly, community-orientated

environment, and they appreciate the excellent care provided by our nurses, midwives and other staff. Our culture, developed over decades of close connection to our community, and our staff, who bring dedication and compassion to their roles every day, will continue to be our greatest assets well into the future.



HOSPITAL AUXILIARY REPORT

Whilst the number of auxiliary members remain low, we each have a strong resolve to raise as much money as possible for the benefit of the hospital and nursing home.

A quiz night means months of hard work and although 2018 was successful, we only just managed to scrape through. Suitable prizes are becoming extremely difficult to source and there is a limit to the amount auxiliary members are able to donate. Purchasing prizes reduces any profit we make, so the difficult decision not to hold a quiz night in 2019 was made.

We held a fashion parade in 2018 and only 38 people attended, so we decided that another one at this time is not a viable option.

The Auxiliary found it necessary to reduce the number of lottery books ordered from People's Choice Community Lottery by 30, due to lack of support. This automatically reduced the amount raised by \$600. For many years the Auxiliary has sold entertainment books and we continue

to do so. It is pleasing to report that sales for the year have been steady.

A complete rethink of how we raise money was necessary. We decided to concentrate our efforts on sausage sizzles at Bunnings Warehouse Windsor Gardens. From September 2018 to August 2019 we have raised nearly \$7,000. This, however, has come to a temporary halt due to a timing issue between the insurers and Bunnings.

Many thanks must go to our Secretary, Helen Wadham, and her husband Peter, who purchase all sausages, onions, bread, drinks etc. and transport them to and from each event. Thanks also to our chief cooks Peter, Allen and Les and to those who take over from time to time to give them a break. We also have two people, not Auxiliary members, who come each time to give us a hand. It was a pleasant surprise to have Emily Judd, Simone Tucker, Sue Oatley, Delice Sauerwald and Sarah Mundy from Glynde Ward, Laura Shaw from Theatre and Lisa Pearson, Clinical

Educator, come to our August sizzle to give us some help. It made light work for a very busy Saturday.

Auxiliary meetings during the past year have been interesting, with a different senior staff member attending each month. It has been a learning curve for us, getting to know each person and their specific job within the hospital. Among requests made for equipment we have been able to purchase a clothes labelling machine for the Nursing Home, shelves and trolleys for Theatre, thermal base plates and lids for catering and a breast feeding chair and a Philips SureSigns VM6 Monitor for Glynde.

Finally, the most important people to acknowledge. Thank you to my fellow Auxiliary members for your hard work, loyalty and support during the year. A big thank you to our exceptionally efficient secretary Helen Wadham and to our Treasurer, Dorothy Beneke, who yet again has been most reliable.

Wendy Bennett
President



BOARD

Board of directors

Mr J C Capaldo	Chairman
Mr S Simionato Deputy Chairman	Elected Community Representative
Dr R Johnson	Representative Medical Executive Committee
Dr C Reid	Representative Medical Executive Committee
Mr M Auciello	Elected Community Representative
Ms L Pugh	Elected Community Representative
Mr J Snelling	Elected Community Representative
Ms C Miller	Elected Community Representative
Ms N Major	Elected Community Representative

In attendance

Ms M Smith	Chief Executive Officer
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