



North
Eastern
COMMUNITY
HOSPITAL

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North Eastern
Community Hospital
Annual Report



North
Eastern
COMMUNITY
HOSPITAL



Vision

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

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.



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Chairman's report

Mr John Capaldo
Chairman



North Eastern Community Hospital has faced a succession of serious challenges over the past two years.

In June 2018 our aged care facility was burdened with financial sanctions following an audit report by the Aged Care Quality and Safety Commission that found the home did not meet expected outcomes in six of the forty-four areas audited.

The financial sanctions came during possibly the most challenging time in the organisation's 50 year history – the result of a trend away from private health cover that has impacted every private hospital in Australia. Those challenges persist, and will continue to persist in a broader economic environment of recession and higher unemployment and underemployment.

And in March 2020 we were confronted with the **biggest challenge of all** – the global COVID-19 pandemic. While COVID-19 has shaken every business in every industry, its impact is possibly felt most profoundly in health. All aspects of our operations have been affected as a result.

Our staff have had to change the way they work, adhering to strict infection control measures and adapting the way they provide care and interact with their colleagues.

Our patients have made sacrifices too. New parents have had restriction placed on the number of people that can visit their babies, and those undergoing surgery have had to do so with less support people available to them than they otherwise might have wanted.

Our aged care residents, already in a vulnerable time in their lives, have perhaps been most affected, with restrictions placed on the number of visitors they can have, and how those visits take place. This of course has been significantly challenging for their loved ones, too. These restrictions are essential – the consequences of infection are grave – and we recognise the extreme sacrifices families have made.

COVID-19 has placed our organisation under financial strain as well. The cancellation of non-essential elective surgeries in April 2020 was a setback to our bottom line. Coupled with that was a general unease that all people have felt this year about seeking treatment, particularly during periods when there have been spikes in coronavirus case numbers in South Australia.

While each of these challenges has been significant, I am incredibly proud of how we have met each of them as an organisation.

Our aged care home regained full compliance in August 2018, and our subsequent audit results have been very successful, including in January 2020, and again in August 2020, when the home received a top rating of four by the Aged Care Quality and Safety Commission.

In terms of the financial position of NECH, the past two years have been a period of planning and rebuilding. As a board we have put in place a clear plan to expand existing services and target new potential areas for growth. I am pleased to report that this hard work is starting to bear fruit as a number of initiatives come to fruition. We have completed the stage 1 redevelopment of our new Memory Support Unit, creating a bright, comfortable and modern living environment for our residents that will help maintain our home at a high level of occupancy going forward.

We have partnered with SA Health to reduce wait times for elective surgery in the public system using available capacity we have at North Eastern. This is not only good for our hospital in terms of maximising our capacity, it was also the right thing to do. It is true that NECH is a private hospital, but it is also a not-for-profit, community-owned hospital, and I believe helping community members access much needed surgery that improves their quality of life is something we can do that matches perfectly with our ethos as an organisation.

We have also doubled the capacity of our gastroenterology services to meet growing demand in the community, been approved to provide home care to those who need it, and have set ambitious targets to maximise occupancy of our theatres and wards. We are also nearing final completion of the Payneham Wing redevelopment, on time and under budget, and will be seeking to secure new commercial partnerships in the coming months that will deliver an even broader service offering to our community.

I would like to thank the members of the board, in particular former Chairperson Dr Richard Johnson, who retired from the board this year. Dr Johnson served our organisation for over twenty years, including five years as Chairperson. He also competently led the key Medical Executive Committee. The Board already misses his experience, but wishes him well in retirement.

I would like to thank our CEO Michele Smith and her executive team for all their hard work through this period. I am confident that the initiatives we are putting in place at North Eastern Community Hospital will put us in a very strong position over the next four years. The Board is proud to have Ms Smith navigating the organisation through this challenging period, and is confident in her ability to successfully manage new challenges as they present themselves.

Finally, I would like to personally thank the members of the NECH Hospital Auxiliary, which wound up its operations in June 2020.

The Auxiliary leave an incredible legacy of 52 years of support to the hospital through selfless volunteering and fundraising activities. As a group, it has raised over \$300,000 for the hospital, helping fund upgrades, such as the refurbishment of our nursery, and the purchase of essential items, such as theatre equipment and furniture for aged care. I know that I speak for all members of the NECH community when I say how grateful I am to Auxiliary members and volunteers, past and present, for their dedicated service over so many years.

Our biggest challenge of all, COVID-19, has triggered the greatest health and economic crisis the modern world has ever seen.

No other event, including world wars, has impacted every human on the planet the way this virus has.

On 19 March 2020 I wrote to all the stakeholders of our organisation. At that time, fear was growing, and people were asking “what is going to happen?”, and “what do I need to do?”.

I simply responded by urging them to give:

I reminded them that “...we are health care professionals. We can help patients in public hospitals. We can help residents in aged care. We can protect those around us. We can be heroes.”

Give your time

Help your extended family and the elderly.
Help your neighbour and people in your community.

Give your money

Many people will suffer financially.
be generous when asked to give.

Give love

Feel for those who are hoarding and taking.
Be respectful, be friendly and be forgiving.

Our ‘biggest challenge of all’ is still with us, and we now know it will be with us for a long time to come. The strength of our *compassionate, innovative, collaborative* and *respectful* culture will see us through and be the inspiration for others like us.



CEO's

report

Ms Michele Smith
Chief Executive Officer



It's fair to say this has been a year like no other in the history of North Eastern Community Hospital.

We commenced the 2019-20 financial year by embarking on major initiatives designed to grow the health and aged care services our hospital offers the community in the North Eastern suburbs.

In July 2019 construction began on the \$5.6 million redevelopment of the hospital's Payneham Wing, which includes the North Eastern Community Aged Care Home's memory support unit and an expanded commercial precinct with brand new consulting rooms.

Stage 1, which included new, upgraded rooms with ensuites for 23 care recipients, was completed in April 2020 and Stage 3 – the final stage of construction – is almost complete, with the new consulting precinct to be opened in late 2020.

Also in July, the State Government announced that NECH was successful in a competitive tender process and would form part of a new public-private partnership aimed at managing public hospital demand for elective surgery.

The partnership enabled North Eastern to make use of available capacity for public patients, some of whom had been waiting years for surgery. SA Health also announced some public gastroenterology activity will be shifted from Modbury Hospital to NECH for up to three years. I am proud of the fact we have been able to use our available capacity in this way, while having no negative impact on our ability to provide the highest quality service to both our private patients and our specialists.

In August 2019 we completed the fitout of a second gastroenterology suite – effectively doubling the capacity of our gastroenterology services. The additional suite features new, state-of-the-art Olympus equipment, and new Clinical Manager Pauline Hawes has been appointed to oversee this growing service.

We also installed new theatre lights and purchased a range of new surgical equipment for our operating theatres, and installed two brand new STERIS pass through washers as part of the upgrade of our sterilising department.

Our growth strategy has included a range of marketing initiatives, including a new offer of free accommodation adjacent the hospital for country patients travelling to Adelaide to have surgery or to have their baby at North Eastern, and these initiatives will continue into 2020-21.

In aged care, we underwent extensive and rigorous auditing by the Aged Care Quality and Safety Commission in January 2020 and again in August. The North Eastern Community Aged Care Home passed the audit with excellent results and was subsequently accredited until 2022.

Financially, NECH has outperformed our revenue and activity targets in most areas of the hospital, and I believe our future is bright as we grow and realise our development plans.

I am also delighted to report the appointment of Shamus Cogan as our new Director of Commercial Operations. Mr Cogan was previously Chief Finance Officer for the Flinders and Upper North Local Health Network within SA Health, and his qualifications, including as a high level CPA, and extensive experience make him an asset to North Eastern Community Hospital as we continue on our path to success.

Our operations were, of course, significantly disrupted by COVID-19. At the beginning of the pandemic we implemented strictly-adhered to precautionary measures, included instating a concierge desk where visitors must check in and use hand sanitiser, answer key questions and be temperature checked. There have also been rules limiting visitors to the hospital and aged care home, as well as PPE and physical distancing requirements for staff. We are committed to fully adhering to all guidelines and directives as we continue to ensure our staff, patients and residents are safe from COVID-19.

Despite uncertainty around COVID-19 continuing into 2020-21, I am incredibly optimistic about what the year ahead holds for North Eastern Community Hospital. We will complete all final works on the Payneham Wing redevelopment, launch new commercial partnerships, welcome more visiting specialists and keep pressing towards our goals of maximising occupancy

on our maternity ward, in our aged care home, and in our operating theatres and gastroenterology suites. We have also been approved to provide home care and support to older people living in the community, and will commence services in the coming months.

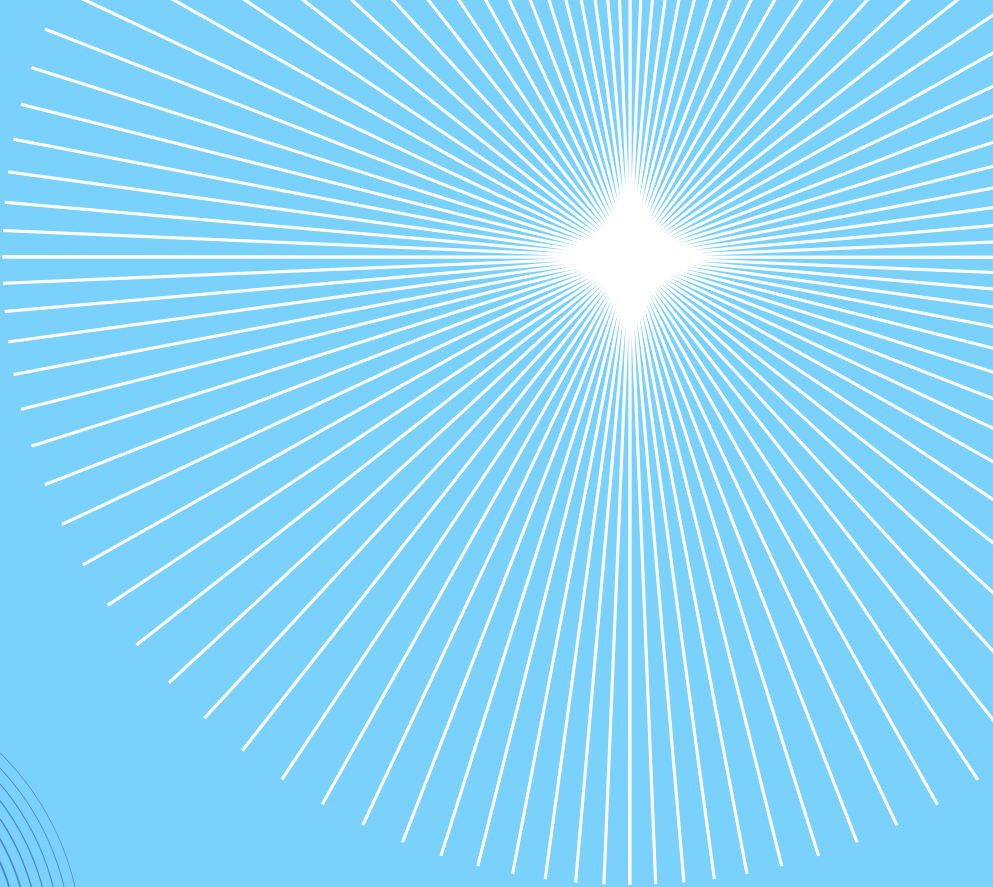
As a not-for-profit, community owned private hospital, our biggest strengths remain our strong ties to our local community, and our incredible team of long-serving staff – one of whom recently celebrated 40 years working at North Eastern.

I would also like to take this opportunity to personally acknowledge each of our hard-working executive team, without whom we could not have achieved such success in what has been one of the most difficult years in NECH memory. Director of Nursing Mr Edmondo Palombo, Aged Care Director Mr Roger Levi, Director of Commercial Operations Mr Shamus Cogan and Human Resources Manager Mr Jayson Merritt – I thank you for your hard work and support.

I would also like to personally acknowledge the support of Miranda Aristides and Rachael Ferber who provide support to the executive team and across all of NECH. They work so hard behind the scenes to make sure we are a well-oiled machine.

I look forward to working with our entire dedicated team of staff and visiting specialists as we strive towards continued growth in the years ahead, while delivering the highest quality health and aged care services to our community.





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

New

developments

New day surgery lounge

Work commenced on a new second stage day surgery recovery area in anticipation of a new ophthalmology service at NECH.



Payneham Wing redevelopment

Stage 1 of the \$5.6 million redevelopment completed in April 2020.

New gastroenterology suite

Second gastroenterology suite launched in September 2019 and workforce expanded by 11.





Upgraded sterilising department

NECH's CSSD department was upgraded, with walls removed to improve work flow and two brand new STERIS pass through washers installed.

Public hospital activity partnership

Competitive tender won in July 2019 to form part of new public-private partnership to manage public hospital demand for elective surgery.

Theatre equipment upgraded

New theatre lights, a new theatre bed, a new camera system and a range of new surgical equipment installed in NECH's theatres.



Hospital

performance



COVID-19 response

As a hospital with a co-located aged care home, NECH followed strict infection control management procedures in all areas. These measures were regularly updated. No COVID-19 cases were recorded in the Hospital.

Hospital accreditations

NECH successfully passed all accreditations and inspections carried out by Federal and State regulatory bodies in the financial year.

Financial performance

NECH exceeded most revenue and activity targets in 2019-20, despite the impact of COVID-19.

Admitted to the hospital in 2019-20



7,396 patients
(including day patients)



2019 successful hospital ISO 9000 accreditation



2019 successful SA Health hospital inspection

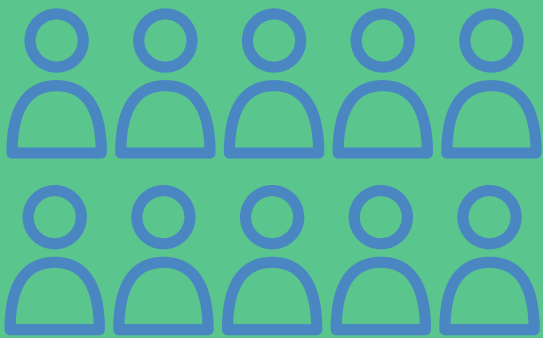


2020 successful diagnostic imaging accreditation



2020 successful Workplace Gender Equality Act compliance

10 staff honoured



for 30+ year's service

Cases of COVID-19 recorded in the hospital

ZERO

Cases of COVID-19



Maternity

Families who decide to have their babies in NECH's Glynde Ward receive the highest standard of woman-centred care in a relaxed, friendly environment.

The ward regularly welcomes women over multiple births and multiple generations – something staff are incredibly proud of.

Women report that choice of obstetrician, a close-knit team of midwives, regular antenatal classes and facilities for dads or support people to stay on site are some of the reasons they choose North Eastern.

Glynde Ward welcomed 413 babies on the ward in what was a very challenging 2019-20 as a result of the COVID-19 pandemic. To comply with government requirements and keep staff and patients safe, some services were restricted and visitation was limited. However, staff continued to provide fantastic, quality care while adhering to strict hygiene and distancing measures.

NECH has a bold vision to grow maternity and gynaecology services over the coming years. More surgical gynaecology care will be incorporated into the ward as it focuses on women's health as a whole, and a new payment model for birthing and gynaecology services is being developed for those who are self-insured.

The executive is also working to secure more visiting specialists for the ward, and will continue to provide ongoing education and training to its greatest asset – the dedicated team of long-serving midwives and nurses.

Through these initiatives NECH plans to grow the services Glynde ward offers the community and has set a target of birthing 800 babies by 2024-25.

What our patients say

“The attention to detail and level of care has made us feel so welcomed and supported. We have been overwhelmed with how supportive and informative the staff have been. It is obvious they all love their work, and prioritise the welfare of their patients.”

Our team



- Obstetricians/ gynaecologists: 8
- Paediatricians: 5
- Midwives: 31
- Nurses: 2

Our target by 2025



Our longest serving midwife





Aged care

2019-20 was a year of significant achievement for North Eastern Community Aged Care (NECAC).

The Home underwent a number of audits by the Aged Care Quality and Safety Commission, receiving the best possible score, a 'four bar' rating, and achieving accreditation until 2022.

Stage 1 of the \$5.6 million Payneham Wing redevelopment was also completed in April 2020, with some residents moving into their new rooms soon after. Final completion is scheduled for October 2020. The executive is confident the high quality of the new rooms and communal spaces will help maintain NECAC at very high levels of occupancy.

Food moulds for residents who require texture modified food were also trialled, with pureed or minced food moulded into realistic shapes to create more authentic food experiences. The trial was extremely successful and received international attention after it was shared and went viral on NECH's Facebook page. A strategy is now being developed for the ongoing use of food moulds in the home.

In November 2019 NECAC applied to become a home care provider, and was approved in August 2020, meaning the home can provide home care and nursing services to older people in the community. This new service represents an exciting opportunity for growth for NECAC.

Aged care was impacted by COVID-19 more than any other area of NECH. The board and executive were committed to avoiding any type of complete lockdown, because they understood the trauma total physical isolation would cause residents and families.

Strict protocols around visitation, staffing and PPE were implemented so that family connections could continue to be supported while also maintaining a high level of safety for residents.

"I cannot thank the team enough for the way they care and support my mum. Nothing is too hard and after a hard transition to permanent care, mum has really settled in well. It's great to know that when we are not here, your staff are providing for our mum's needs."

— Aged care resident's daughter

From Aged Care Quality and Safety Commission



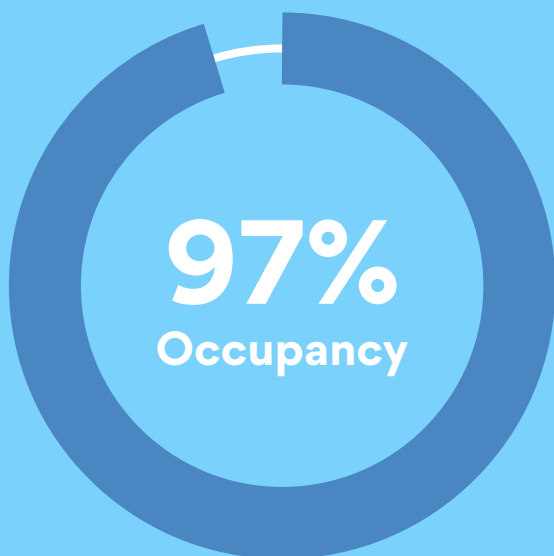
KPI maintain top rating

Food moulds Facebook announcement



4.4M people reached

Achieved in 2019-2020



3 personal care workers



Promoted to registered nurses



Surgical, theatres & gastroenterology

Like all private hospitals in Australia, NECH was significantly impacted by the cancellation of non-essential elective surgeries in April 2020 due to the COVID-19 pandemic.

As a result, the number of surgical procedures was down by 205 on the previous year, to a total of 2052.

This slight decrease was offset by an increase in gastroenterology activity, driven by the opening of a second gastroenterology suite in September 2019. A new Clinical Manager Gastroenterology position was created and the workforce grown by 11 staff members to manage the increased activity.

There was also significant investment in NECH's theatres, with new equipment installed including a theatre bed, theatre lights, orthopaedic instruments, a camera system

and automatic doors. Two brand new STERIS pass through washers were also purchased as part of a broader upgrade of the hospital's CSSD department, in line with the ASNZ 4187 standard.

Managers also made use of the freeze on elective surgery to upskill their workforce, with five theatre staff trained in HDU and ICU. Seven theatre staff were also trained in advanced life support earlier in the year.

These new investments are in preparation for plans to grow the services offered across theatres, gastroenterology and Steele Ward in the coming years.

NECH is pursuing new partnerships with surgeons to grow activity, particularly in orthopaedics.

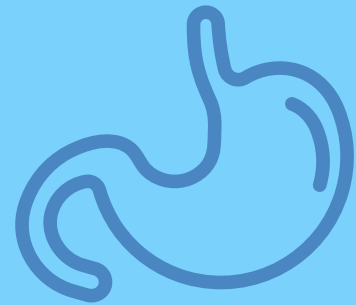
The executive is also planning a new ophthalmology service, and has commenced work on a new second stage day surgery recovery area for ophthalmology patients. Further investments will be made in ophthalmology equipment over the next 12 months.

Strict protocols around visitation, staffing and PPE were implemented so that family connections could continue to be supported while also maintaining a high level of safety for residents.

Following launch of second procedure room



In our theatres and gastroenterology suites

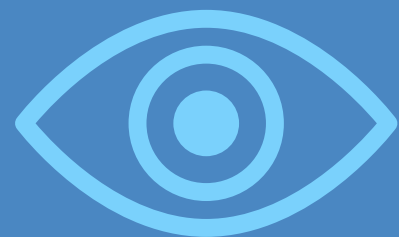


6,056
procedures
performed

What patients say about Steele Ward

“From admission through to surgery, high dependence, and into my room, I have been so pleased with everything the staff have done to assist a good recovery. A great team of wonderful people.”

Planning and investment underway



New eye surgery service



North Eastern Community Hospital is home to 50+ Visiting Medical Specialists & Consultants.

Visiting specialists & consultants

Addiction Medicine (Substance Treatment)

Dr Paul Vaska

Gastroenterology and/or General Surgery

Dr Mark Arens

Dr John Argyrides

Dr Robert Bryant

Dr James Fon

Mr Philip Game
(General Surgeon)

Dr David Hetzel

Dr Paul Kuo

Dr Leong Lee

Dr Ilmars Lidums

Dr Nam Nguyen
(Endoscopic Ultrasound)

Dr Vinh-An Phan

Dr James Roberts
(General Surgeon)

Dr Michael Speedy
(General Surgeon)

Dr Marcus Teo

Dr Nainoor Thakore
(General Surgeon)

A/Prof Edmund Tse

Dr Philip Worley
(General Surgeon)

Dr Jonathon Yong
(Colorectal and General Surgeon)

General Physicians/ General Medicine

Dr Sujith Hattotuwa

Dr Sudheer Ahamed Puthiyaveetil (Dr P)

Dr Jason Tan

Dr Boon Woo

Dr Boon Loong Tan
(Geriatrician, General
and Stroke Physician)

Dr Chen Siang Peh
(Geriatric and General Medicine)

Dr P C Lee

Gynaecology

Dr Majid Rasekhi

Dr Hanan Maghazaji
(Pelvic floor chair, Laser, PTNS, SNM)

Obstetrics and Gynaecology

Dr Anna Bof

Dr Christopher Hughes

Dr Ian Jones

Dr Ellen Raghoudi

Dr Neil Tamlin

Dr Valerie Thompson

Oral Surgery

Dr Samuel Chen

Dr Ben Grave

Dr Tchen Terk Wong

Dr Terence Yuen

Orthopaedic Surgery

Professor Greg Bain

Dr Justin Webb

Prof Jegan Krishnan

Dr Sunil Reddy

Dr Aman Sood

Paediatricians

Dr Vanessa Brooks

Dr Therese Post

Prof Geoffrey Thompson

Plastic Surgery

Dr Marcus Wagstaff

Sleep Studies

Saul Gilbert – Manager
& Principal Sleep Scientist

Dr Michael Chia

Dr Madhu Chandratilleke

Dr Nur Sulaiman

Dr Carissa Yap

Dr Hooi Shan Yap

Dr Vinod Aiyappan

Dr Jien Ni Cheng

To contact one of the NECH visiting medical specialists or consultants visit northeasternhospital.com.au/hospital/specialists-2

Board



John Capaldo – Chair



Michael Auciello – Deputy Chair



Steven Simionato



Dr Cathy Reid



Cara Miller



Lynette Pugh



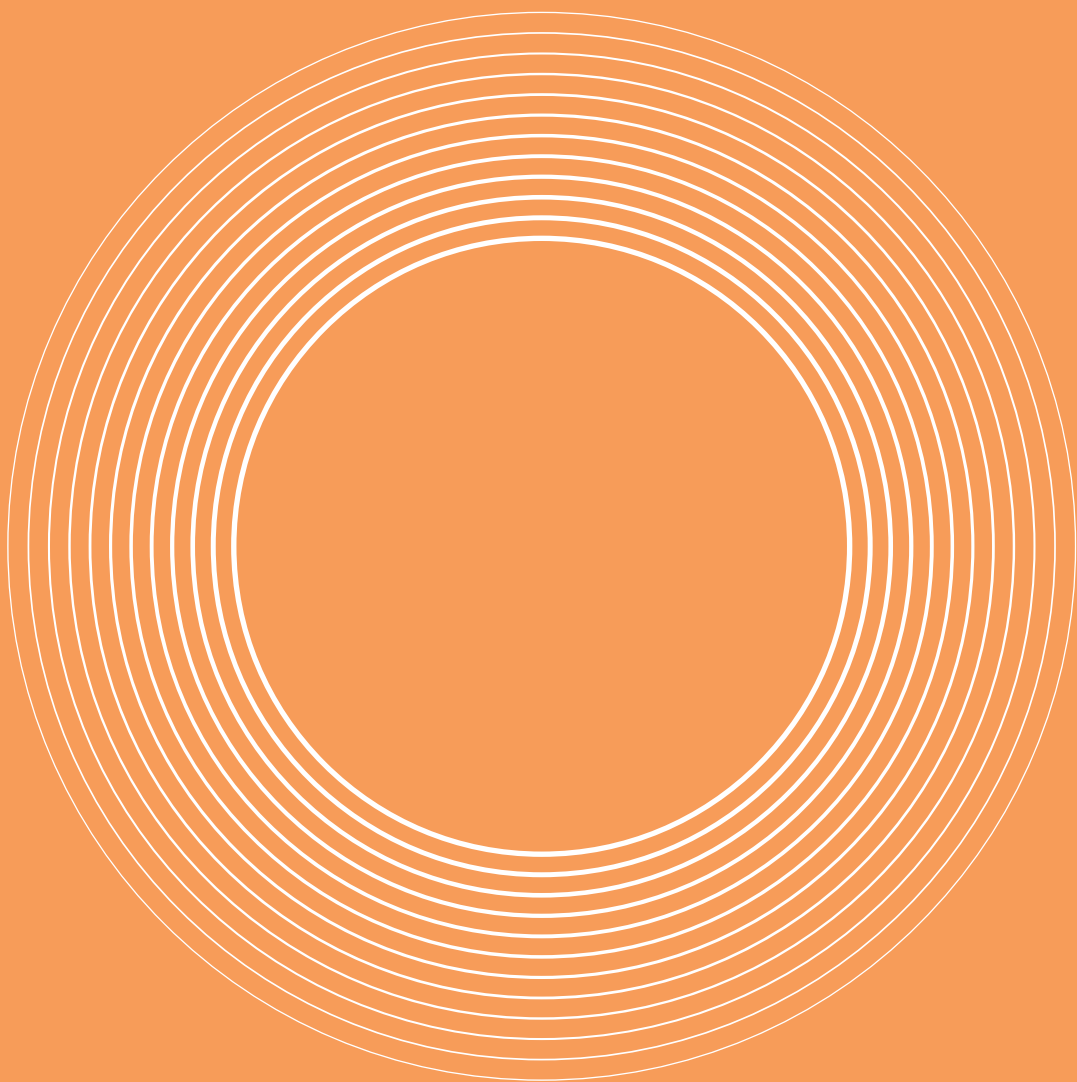
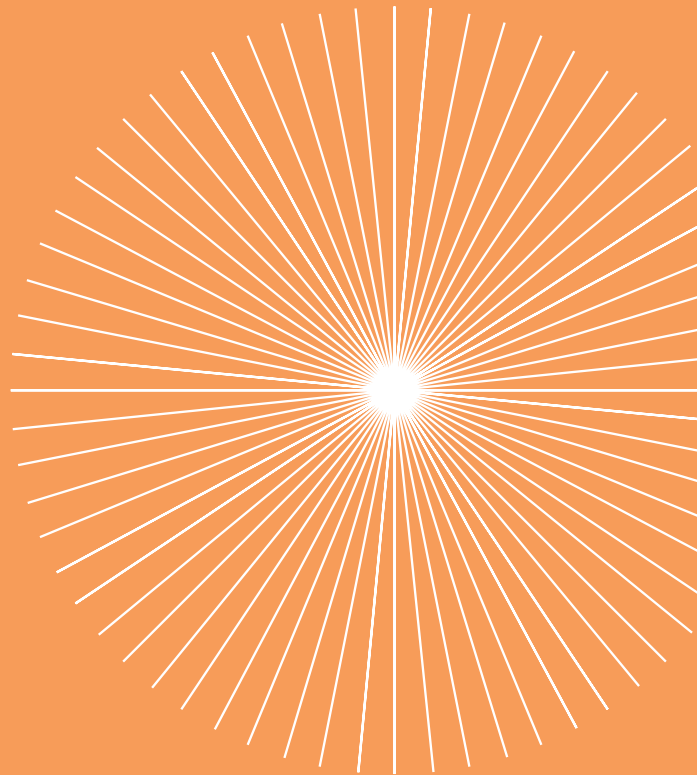
Nicole Major

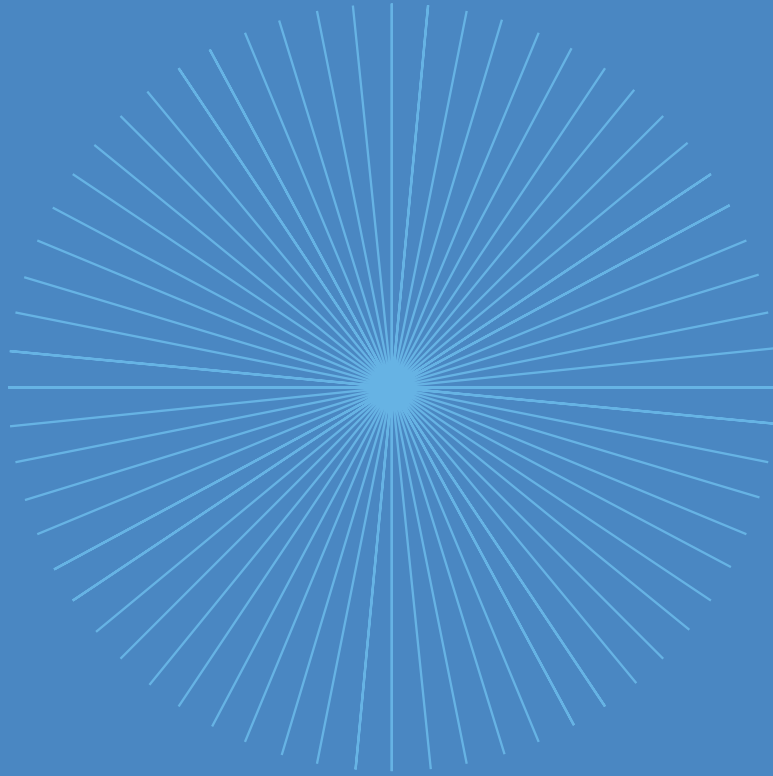


The Hon Jack Snelling



Lidio Andreotti





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