

Your Annual Review 2020



**BURNSIDE
HOSPITAL**



**Burnside
is your
hospital**

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Our services: medical, surgical, obstetric and neonatal care, including:

Inpatient and overnight, sleep medicine and surgery

Day surgery services and care

Outpatient clinic treatment and care

High dependency care

Other specialties include:

Breast and Endocrine Surgery

Colorectal Surgery

Ear, Nose & Throat Surgery

Gastroenterology

General Surgery

Gynaecological Surgery

Obstetric (Maternity) and Neonatal

Oncology

Ophthalmic Surgery

Oral Maxillary Surgery

Orthopaedic Surgery

Plastic and Reconstructive Surgery

Sleep Medicine

Urological Surgery

Other co-located services include:

Pathology

Physiotherapy

Radiology

Chair and CEO Message

Burnside Hospital is proudly, and always will be, committed to people. Our strength and success as a community not-for-profit hospital relies on this commitment and drives every decision we make. During the last financial year, our commitment to people underpinned all our work as we rallied to meet the extraordinary challenges of a worldwide pandemic and fulfil our mission to deliver safe and contemporary care in well-equipped facilities, for every patient, every time.

2020 has tested us like no other year. Comprised of an unsettled private healthcare industry and a new COVID-19 landscape we look back on a truly unique year that challenged the hospital's ability to manage its ongoing operational and financial sustainability.

The COVID-19 pandemic quickly changed the life of everyone, and we at Burnside Hospital were no different. We took immediate actions to ensure the health safety and wellbeing of our staff, volunteers, visiting health practitioners, patients and the community at large.

Elective surgery has always been a big part of our everyday business, and so the Federal Government's restrictions on all non-urgent or non-critical elective surgeries in April 2020 meant that the majority of procedures at our Hospital had to be postponed until further notice. We also had to close our Sleep Centre temporarily for the same reason.

With a quieter-than-usual hospital for a number of weeks, we were able to continue our program of investment and improvement in our facilities, which included refurbishing the utility area in High Dependency Unit, painting patient rooms in von Rieben South and a host of gardening activities in patient care areas to improve patient experiences further.

The construction of a new Central Sterile Services Department; a specialised area for the collection, decontamination, assembling, packing, sterilisation,

storing and distribution of sterile goods and equipment was approved by the Board of Directors in December 2019. This redevelopment is a strategic investment in built facilities, demonstrating our commitment to sustainably serve current and future generations of the Burnside and broader South Australian communities. Construction of this new facility is now underway and will be finalised in early 2022.

During the pandemic, we were fortunate to be granted a pathway to partner with the State Government to assist when, where and however we were needed. The Agreement underwrote the financial viability of private hospitals during the pandemic while there were restrictions on performing non urgent elective surgery. This ensured the ongoing financial sustainability of Burnside Hospital and, most importantly, helped us support our staff and their employment through the pandemic.

Managing the impact of the pandemic on our health workforce well was uppermost in our minds throughout the year. Our wellbeing program was extended with additional measures implemented to support our people with their mental health, wellbeing and the fatigue associated with constant uncertainty and change.

With declining private health insurance participation rates, the Board of Directors agreed for the first time in our history to partner with SA Health to conduct surgery for public patients if, and when, there was a request or need to do so. To date this has not been required.

In South Australia, we were fortunate to come through to the other side of the pandemic quicker than our interstate counterparts, which fortunately led us back to busy theatres and an influx of patients in our wards. This coupled with the imminent rollout of the COVID-19 vaccines instils some hope that 2021 will be a less disruptive year and that as we move into 2022 life will return to what will be the new COVID normal.



Pleasingly more than \$1.5m was reinvested back into the hospital via expenditure on capital equipment in 2020, including improving facilities in the catering department with the introduction of a new electronic menu and diet recording system, the development of an extended carpark at the Godfree House site, and the investment in signage to further improve visibility and community awareness.

Providing our visiting medical officers and staff with access to the latest in technological advances remains paramount. In this regard we were able with support of the Foundation to assist in the purchase of medical equipment throughout the Hospital, in particular the Faxitron – a specialist specimen radiography system, designed to provide immediate high resolution images and verification of excised breast tissue.

Some years ago, an evaluation of the Hospital's Board of Directors, highlighted the need to begin the succession planning of our Hospital's Board, and with the retirement of Dr Lino Scopacasa (Obstetrician / Gynaecologist) who after 10 years of board service retired from the Hospital's Board of Director's in January 2020, we were pleased to welcome Dr Ho Keun (Peter) Shin, Breast and Endocrine Surgeon who consults at the Breast and Endocrine Centre in Attunga House. Dr Shin was appointed to the Board of the Burnside War Memorial Hospital Incorporated for a three year term ending on 31 December 2022. Dr Shin is also a member of the Burnside Hospital Perioperative Clinical Advisory Committee.

The Board also agreed to undertake a recruitment and selection process for new members.

Expressions of interest for this Board of Directors Membership Opportunity were called in November and following a recruitment and selection process, Ms Cathy Oster, a legal executive with a broad range of commercial skills and experience in both private practice and in-house roles as well as board experience in the not-for-profit and for purpose sectors was unanimously recommended for appointment by the panel, and endorsed by the City of Burnside.

We'd like to acknowledge our board of directors and all members of various board and clinical advisory committees that have provided invaluable guidance, advice and support and have kept us grounded and focused on providing quality care, sound corporate governance, responsible management and sustainable improvement, while always remaining cognisant of our commitment to high-quality services and the needs of our patients and consumers.

On behalf of the Hospital's board and executive leadership team, we thank each and every staff member, volunteer, visiting medical officer and allied health professional, our corporate partners and donors for their dedication and unwavering commitment to the goals and objectives of our not-for-profit, community Hospital.



Frank Kite

Chairman



Heather Messenger,

Chief Executive Officer

Introduction

About us

Since 1956, Burnside Hospital has been a leading provider of private medical, surgical and obstetric healthcare in South Australia.

With a commitment to delivering safe, contemporary care to every patient, every time, our hospital has developed a reputation for providing an exceptional standard of clinical skill, nursing and midwifery care, making Burnside Hospital the first choice for many of the state's leading specialists, surgeons and obstetricians.

Burnside Hospital has 76 beds, five operating theatres, day surgery facilities, a High Dependency Unit and an array of services and clinics to care for and support

the thousands of patients who choose to have their healthcare needs met with us each year.

Specialists at Burnside Hospital are supported by a clinical and technological environment of world-class standard. Our commitment to innovation ensures the hospital has state-of-the-art equipment, allowing us to meet changing clinical needs and patient expectation.

While we are proudly progressive, we are a not-for-profit community hospital, with all surplus funds continually reinvested in improving and upgrading services, facilities and equipment to benefit current and future generations.





Our Vision

To sustainably serve current and future generations of the Burnside and broader South Australian communities by delivering excellent outcomes for patients.

Our Mission

To honour the intent of the Deed of Gift of Mr Otto von Rieben by successfully providing safe, contemporary care for every patient, every time in current, well-equipped facilities.

Our Values

The key values of respect for the individual, teamwork and high quality service are fundamental to the Hospital achieving our primary goal of excellence in patient care and associated services.

We value:

Observing the rights of our patients, focussing on respect for their privacy, dignity and individual needs

The professional relationship with our visiting clinicians

Providing high quality care and services

Delivering service excellence through a collegial approach

Managing available resources effectively and efficiently

The right of staff to enjoy a safe and healthy workplace

The continuing education and development of individuals.

These values encapsulate Burnside War Memorial Hospital. They also underpin our delivery of exceptional healthcare services to the community. At Burnside, the key values of respect for the individual, teamwork and high-quality service create the patient-centred environment in which we care for people, recognising individual needs and treating each person with sensitivity, care and compassion.

Introduction

Board and Executive Leadership Team

Board of Directors

CHAIRMAN

Mr Frank Kite

Member, Burnside Hospital Finance & Audit Committee, Foundation Committee, Governance Committee, Superannuation Committee and Investment Fund Committee



DEPUTY CHAIRMAN

Mr Larry Opie

Chair, Burnside Hospital Quality Committee, Member, Governance Committee



MEMBERS OF THE BOARD



Ms Anne Hinton

Chair, Burnside Hospital Finance & Audit Committee, Member, Investment Fund Committee and Governance Committee



Ms Alison Fitzgerald

Member, Burnside Hospital Quality Committee and Governance Committee



Dr Andrew Lord

Chair, Burnside Hospital Medical Executive & Clinical Privileges Review Committees and Governance Committee



Mr Craig Whitton

Member, Burnside Hospital Finance & Audit Committee



Mr Rod Buchecker

Member, Burnside Hospital Foundation Committee



Ms Linda Zeelie

Member, Superannuation Committee



Dr Peter Shin

Member, Burnside Hospital Perioperative Committee and Governance Committee



Executive Leadership Team



Chief Executive Officer
Ms Heather Messenger



Director Clinical Operations
Ms Suzanne Murray



Director Finance and Corporate Services
Ms Joyce Jaeger



Quality, Safety and Risk Manager
Ms Shari Rankine (Commenced April 2020)



Director People and Culture
Ms Karina Bunker (Until October 2020)

Statistics



4,788

Day surgeries
performed



1,804

Admissions at the
Brian Fricker Oncology Centre



1,669

Admissions to the
Burnside Sleep Centre

Figures

	Average length of stay (days) – surgical patients	Total patients treated	Number of operations	Number of births
19/20	3.06	12701	8334	865
18/19	3.25	13055	8307	884
17/18	3.34	13207	8495	935
16/17	3.22	12895	8218	939
15/16	3.16	13560	8293	1011



2214

Volunteer hours

* Service ceased from April – November 2020



8,352

Patients utilising
preadmission service

Surgical admissions



Advanced Surgical	27%
General Surgical	15%
Same-day Surgical	21%
Other*	37%

* Other includes: Sleep, Nursery, Obstetrics and Same Day Medical

Strategic Pillar 1: Community

Our community is at the centre of the service we provide. As a not for profit, community hospital, we continued to make decisions this year around the service we provide to generations of our community and how we can support their needs and requirements better into the future. In addition to our environmental initiatives and consumer service additions, we also focused on health-promoting activities to support the health and wellbeing of our community, particularly during the COVID-19 pandemic which commenced in January 2020.

Our volunteers come from the heart of our community and play a vital role in the services we provide to patients, staff and visitors. In 2020, the COVID-19 pandemic saw some significant changes to our volunteer community with services ceased for approximately five months to ensure the health and safety of this valuable slightly higher risk group of people. The Hospital during this downtime supported changes to the volunteer service to upskill our members and enable greater involvement in hospital life upon their return to volunteering.

Key achievements

- ✓ Burnside Hospital commenced the year with 49 active volunteers, covering nine different areas of the Hospital, ranging in age from 18-80 years of age. On 20 March 2020 the volunteer programme was paused because of COVID-19. During this downtime the Volunteer Coordinator Jacinta Toy maintained regular contact with the volunteers, keeping them informed and engaged with Burnside Hospital. Our more vulnerable volunteers 65+ and living alone were given “health check” phone calls to offer support and assistance as required and/or requested.
- ✓ A limited volunteer service was reintroduced in August 2020. A staggered approach was taken to ensure the health and safety of our volunteers and community.
- ✓ A regular “Volunteer Voice” newsletter was distributed in March, May and September, with important hospital information, updates and fun activities. The March newsletter included an article on “looking after your mental health”. Volunteers were communicated to via email regularly, either with hospital updates or activities, e.g. online puzzles, challenges and quizzes. The Hospital's CEO also did a number of bulletins to volunteers to keep them connected to the Hospital during their time of absence. Volunteers were also asked to apply for their WWCC checks and complete COVID training during this time, in preparation for their return to volunteering at Burnside Hospital.
- ✓ Making connections with our community makes good business sense. By facilitating conversations with our consumers and stakeholders, we are able to better meet the changing needs of our patients and adapt to a dynamic healthcare landscape. Our activities in 2020 continued to promote robust and regular communication with GP's and specialists, created meaningful connections with our staff and volunteers and prioritised the good health of our wider community.
- ✓ Over the course of 2020, 2,500 volunteer hours have been undertaken throughout the Hospital. This is a significant reduction in hours, due to the restrictions in place as a result of COVID-19.
- ✓ The volunteer service continues to reinstate patient support services, providing that the roles meet social distancing and COVID safe practices.
- ✓ Now more than ever, we have had to think creatively on ways that we communicate key information to our patients and as a result, we have seen a surge in online enquiry and visitations



to our website. The delivery of online antenatal content through the use of small vignettes has provided convenience to our maternity patients who can still be connected to the hospital despite these changed times. The vignettes developed have covered various topics of interest, and those covered in our face-to-face antenatal classes and have been well received.

- ✓ Our Breast Centre team have been working on a wellness program for breast cancer patients. The program is designed to provide additional emotional and physical support to patients during their healthcare journey.
- ✓ In 2020 Burnside Hospital commenced its large-scale outdoor advertising program to further increase awareness of the Burnside Hospital brand and specialty offerings. Large outdoor billboards have been featured across seven key locations throughout metropolitan Adelaide with each location having been handpicked based on reliable data from our media agency intelligence software to ensure that we continuing to focus on those markets responding to our digital advertisements.
- ✓ The Hospital once again supported Mental Health Week, Daffodil Day, the RSL Poppy Appeal and Breast Cancer Awareness Month in our commitment to support organisations and activities that contribute to the wellbeing of our community.
- ✓ Burnside Hospital remains committed to strengthening corporate social responsibility and embraces community stewardship as necessary and core business dictates. Alongside staff Christmas

gifts which consisted of local South Australian items from businesses which had been affected by either the bushfires or COVID-19, the Hospital also made financial contributions to the Arthritis Foundation, Beyond Blue and Hutt Street Centre.

- ✓ As a not-for-profit hospital, we are in a privileged position to be able to reinvest any surplus into our hospital, ultimately leading to improvements in patient care. This ensures we continue to provide an exemplary level of service and care to consumers, staying at the forefront of medical technology and exploring the latest treatment options available.
- ✓ Multidisciplinary collaboration and consultation occurred in facilitating a considered and coordinated response surrounding safe antenatal education service delivery models, ensuring the optimal healthy status of patients, staff and VMO's, within the COVID-19 pandemic.
- ✓ The Hospital needed to be agile in its approach to COVID and was able to quickly implement telehealth options throughout the organisation including preadmission, discharge and the maternity outpatient clinic to increase connectedness with patients. Telehealth services were also utilised in outpatient clinic appointments for maternity patients.
- ✓ The Hospital launched a new marketing strategy and campaign which helped bring our community to the forefront even more than in previous years. We used real patients in imagery that were relatable to the specialty and this has been well received by the patients themselves.

Strategic Pillar 2: Governance

Whilst much of the year focused heavily on responding to the changing healthcare landscape and COVID-19, within the Hospital, our Board of Directors and Executive Leadership Team continued to work to shape the direction of our clinical growth, manage the hospital business and provide a safe and secure environment for everyone that enters our hospital.

Our clinical direction responded well to the changing needs of patients and visiting specialists as we responded to the pandemic and we continued to evaluate our business. In 2020, this resulted in the Hospital entering into the Private Hospital Funding Agreement (PHFA) with SA Health in April 2020. This agreement ceased on 31 October 2020 however it provided security to our Hospital and staff in times of great uncertainty.



Burnside's Clinical Advisory Committees are a critical component of our clinical governance framework – guiding the development and review of relevant policies and procedures and monitoring the performance of our patient care systems.

In 2020, 30 visiting specialists were actively involved in our committees, giving their valuable time and expertise to assist with the systems, policies and procedures that deliver safe, contemporary care for every patient every time. The committees, which include Clinical Privileges Review, Drugs and Therapeutics, Infection Prevention and Control, Perinatal, Perioperative, Sleep Centre and the overarching Medical Executive Committee provided invaluable advice as we considered equipment investments as well as helping improve quality and safety systems and clinical procedures at the hospital.

The Clinical Governance Framework was adopted by the Board of Directors on the 25th November 2020. This new framework has now been communicated to all visiting medical officers, after hour's practitioners and clinical staff.



Key achievements

- ✓ We acknowledged the retirement of Dr Lino Scopacasa (Obstetrician / Gynaecologist) who, after 10 years, of service retired from the Hospital's Board of Director's in January 2020. We thank Dr Scopacasa for his unwavering commitment to Burnside Hospital and wish him all the best.
- ✓ Dr Ho Keun (Peter) Shin, Breast and Endocrine Surgeon who consults at the Breast and Endocrine Centre in Attunga House, was appointed to the Board of the Burnside War Memorial Hospital Incorporated for a three year term ending on 31 December 2022. Dr Shin is also a member of the Perioperative Clinical Advisory Committee.
- ✓ Mr Rod Buchecker, Board member kindly agreed to join the Foundation Committee, the major fundraising group within the Hospital. As a Board representative, Mr Buchecker will provide an additional vital link with the Board of Directors.
- ✓ Mr David Parkin was appointed as the Chair of the Foundation Committee, a committee reporting to the Board of Directors.
- ✓ EviQ remains the reference for best practice protocol and procedures with chemotherapy administration – protocols are reviewed/ archived and updated on a continuous basis, with review by the Unit Honorary Director, Dr Kerry Cheong and the clinical pharmacist.
- ✓ Burnside Hospital continues to build on its governance program through continual rigorous clinical and risk audit processes and maintaining a sound operational and financial performance.
- ✓ Patient feedback continues to inform us of the quality of care and services at Burnside. In 2020, we continued to monitor patient feedback in the form of compliments or complaints, available to patients and families in hospital, online or at discharge. In 2020, we were pleased to receive overwhelmingly positive feedback, and while these results are encouraging, we continue to seek consumer, staff and VMO cooperation in identifying how to further improve our care and services as a result of patient feedback.
- ✓ As a measure for improving security within the campus, the hospital increased the number of CCTV cameras within the hospital and car park. An audit of duress alarms was conducted, resulting in further education for staff in utilising this safety feature. New identification badges were issued to staff as a matter of good patient-centred care and security management and control, while the online Work Health and Safety induction program for contractors was expanded to agency nurses, midwives and clinical placement students.
- ✓ The hospital continued to facilitate participation of stakeholders in the business. Examples of such opportunities included:
 - Participation of a number of visiting clinicians on various Clinical Advisory Committees
 - Opportunity to comment, review and engage with the hospital via social media platforms
 - Continuation of effective relationship with the City of Burnside, including a tour of the Hospital for new Chief Executive Officer, Mr Chris Cowley and elected members
 - The Hospital's Consumer Advisory Group continues to provide valuable feedback on various projects, developments and marketing initiatives.

Strategic Pillar 3: Care

Excellence in care is fundamental to Burnside Hospital. It is a guiding principle of our Vision and embraced as a strategic priority. Everything we do is ultimately designed to support the provision of safe, contemporary care for every patient, every time in well-equipped facilities.

2020 saw the advent of COVID-19. The hospital needed to be agile in its response to the rapidly unfolding pandemic and the changing landscape, in light of the Prime Minister's announcement on 15th March 2020 regarding the ceasing of elective surgery.

As a result the Hospital implemented the following strategies to manage the pandemic:

- A strict patient screening process using a health and travel questionnaire with a nurse at the front desk managing this with clerical staff
- A visitor register and screening regime and the restriction of visitors to the hospital with only one visitor per medical/surgical patient and nil other visitors other than the father/partner of obstetric patients
- Stronger hand hygiene protocols were introduced
- Requiring social distancing practices generally i.e. less chairs in waiting and meeting rooms
- Cancelling all face-to-face non-essential meetings with visitors external to the organisation, and replacing these with Zoom meetings
- Cancelling all antenatal classes, early pregnancy classes and maternity outpatient clinic appointments
- Augmenting and increasing the frequency of cleaning schedules throughout the hospital particularly in those areas which experience high traffic and high touchpoint areas
- Providing on line and face to face training to non-clinical staff and implementing the online Department of Health Infection Control Training – COVID-19
- Ceasing staff competency days and considering new ways to organise orientation for new staff
- Removal of all food, books and magazines from communal areas
- Reducing our volunteer service substantially to only those people under 65 years of age in the interests of their health and safety

Key achievements

- ✓ Infection Prevention and Control is, and always has been an ongoing priority to Prevent Hospital-acquired infections (HAIs), therefore, general infection prevention and control principles such as hand hygiene, disinfecting of surfaces, good personal hygiene (cough and sneeze etiquette) and the use of personal protective equipment plays a vital role to protect our patients, staff and community.
- ✓ The COVID-19 pandemic has certainly raised the profile of infection prevention and control, not only amongst healthcare workers but also amongst patients, visitors and the broader community.
- ✓ With increased awareness and education of hand hygiene within the hospital and broader community, our hand hygiene compliance has increased from an average of 89% to 94%.
- ✓ Additional cleaning and disinfection of frequent touch surfaces in non-clinical areas across the Hospital such as hand rails, door knobs, bench tops, lift buttons and phones have been introduced on a daily basis and is reviewed and risk assessed in relation to the number of local confirmed COVID-19 cases.
- ✓ Staff are more aware of cold and flu-like symptoms and complying with the Hospital's infection prevention and control policy by staying home when feeling unwell.
- ✓ Ongoing awareness and compliance with Infection Prevention and Control principles will assist in stopping transmission. Therefore, hand hygiene, cleaning, screening, surveillance and physical barriers such as personal protective equipment remain critical moving forward.



- ✓ The Hospital successfully tendered for the supply of public patient services with SA Health in April 2020 for a four year contract. This follows the Board's decision to reconsider its original position not to submit a tender for the provision of patient services to public patients through a procurement process with SA Health.
- ✓ The Hospital continues to receive advice from Infectious Diseases Specialists and Chair of the Hospital's Infection Prevention and Control Committee, Dr P C Lee and Dr Renjy Nelson and SA Health which have influenced our decision making and policy position regarding the self-isolation and quarantining of staff returning from interstate and overseas as well as our operations including limiting the number of elective surgery and ceasing some of our services including Café Otto, our Volunteer Service and our face to face classes including our antenatal classes.
- ✓ During COVID-19 many of the Hospital's wards, specifically at the height of the pandemic were required to implement strategies to remove unnecessary traffic within the unit so that just patients, VMO's and nurses had contact.
- ✓ Nursing staff have all completed the online eviQ learning ADAC (Antineoplastic Drug Administration Course) modules to increase knowledge on chemotherapy administration and side effect management. Our staff continue to complete new modules as they become available.
- ✓ All new drug therapies require protocol review by Head of Unit and Clinical Pharmacist. In-service for staff by the pharmaceutical companies to ensure understanding of drug and adherence to any safety principles, prior to implementation. The request for non TGA protocols or drugs requires consultation with Oncologist, nurses and the Honorary Director before decision to proceed or not.
- ✓ As part of our commitment to living up to our mission of providing well equipped facilities, providing medical and surgical excellence and offering different treatment options, in 2020 we continued to make significant investments in equipment to support various services. Major equipment investments or improvements included the purchase of a Nerve Integrity Monitor (NIM) and Faxitron Analysis Machine.
- ✓ A dedicated nurse consultant ensures that our infection prevention and control, and wound management measures remain of a high standard. Burnside Hospital continues to educate and evaluate staff on hand hygiene compliance as per the 5 Moments of Hand Hygiene, and infection prevention on International Hand Hygiene Day, May, and during International Infection Prevention Week, October.
- ✓ Several policies and procedures underpinning clinical practise and care were reviewed and updated during 2020, ensuring that the content reflects available contemporary, evidence-based research relevant to our clinical service profile. A central focus this year was review of the obstetric patient booking form to facilitate recording of a patient's BMI, and a protocol for the management of obese obstetric patients.

Strategic Pillar 4: People

Whether they are nursing through the night shift, maintaining our facilities or serving food, our people provide the pivotal link between our service delivery and our patients. Their competence, friendliness, talent and compassion defines the quality of care synonymous with Burnside Hospital.

In 2020, we undertook several departmental reviews to ensure safe, contemporary practice, met the needs of our patients and that we were adapting to the changing landscape of service delivery.

Key achievements

- ✓ The COVID-19 pandemic has become synonymous with working from home for many non-clinical people within our Hospital and the Director People and Culture and their team developed appropriate policies and procedures to enable this to occur quickly with little or no impact on service. 2020 saw significant changes in the ways in which we communicated with our staff. With staff working remotely, and regular staff meetings no longer permitted due to social distancing, the Hospital embraced new technology as a means of keeping staff connected. Through the use of Zoom, employees who were working from home were able to enjoy the same connection to those in the office in real time.
- ✓ When elective surgery ceased due to the Federal Government restriction, Burnside Hospital was agile and responsive in the way that we handled COVID and the down time in activity with staff being utilised in other areas of the Hospital where possible. The slower than usual pace within the hospital for a number of weeks also enabled a number of new projects to get underway including a new online booking system for patients within our Sleep Centre, the delivery of training and staff competency modules in an online format. Staff were utilised throughout the Hospital in roles not consistent with their position with theatre attendants and orderlies performing gardening duties and clinical staff taking up health screening of all visitors into the Hospital. A number of renovations and upgrades were also performed around the hospital, including painting of wards and a renovation of the High Dependency Unit's dirty utility room.
- ✓ The Hospital's investment in training and development of its staff training has transformed completely in the short term. The once traditional face-to-face format has been replaced with an online version where competency training is now available to all staff and our annual competency day format has been altered. The practical components of these modules is now conducted as a workshop to adhere with social distancing requirements. This has allowed staff to complete their competencies remotely where required and has resulted in more staff getting through training and higher rates of compliance with completing annual competencies than 2019.
- ✓ A HR Information system was launched internally to provide all Managers and Clinical Educators a greater platform to deliver on training requirements of the individual. The system details staff competencies and areas of improvement and allows for greater partnerships with employees.
- ✓ Leadership workshops were successfully launched in September 2020. These workshops provide a forum for Clinical Managers, Clinical Nurses and Supervisors to be upskilled in a range of management topics like issues management, performance improvement, effective communication, etc.
- ✓ The Hospital's Work Health and Safety Plan has been updated and has now been implemented across all areas of the Hospital.
- ✓ Throughout the COVID-19 pandemic the Hospital has increased its Employee Assistance Program (EAP) service offerings to staff, providing counselling to all employees. Silvana Forlini from



Adelaide Counselling Practice has been on site three days a week to provide a complementary service to staff for the duration of the pandemic. Silvana has also been pivotal in providing group coaching to our oncology staff during this period.

- ✓ Pleasingly the Hospital has continued to recruit and expand its workforce during the pandemic. Some key new appointments were made including Shari Rankine, Quality, Safety and Risk Manager, Odelio Tomaque, Facilities Manager and Jodie Paynter to the position of Clinical Manager, Perioperative Suite. A number of internal promotions were also made providing career pathways for employees, a key retention strategy.
- ✓ A social media campaign was launched to grow the Burnside Hospital team casual workforce to assist with staff for the Health Screening Desk in reception. These assistant roles were critical to our response to COVID-19 and screening visitors to ensure the safety of our patients and workforce.
- ✓ The Hospital has finalised its new Enterprise Agreement, Nursing and Midwifery. The new agreements are more strategic in the approach of remuneration and development and training. There has been provisions for new allowances and the new agreements continue to align our workforce with where we are headed as an organisation.
- ✓ A restructure of the Executive Leadership team occurred following the retirement of Jeanette Nicolson, Quality and Risk Coordinator (December 2019) which resulted in the accountability and leadership of the Work, Health and Safety (WHS) function across the organisation and the management of volunteers reporting to the Director People and Culture.
- ✓ As part of our ongoing improvement, an independent HR review conducted in 2018 by consultant Richard Altman identified an opportunity to evolve the practice from a transactional model to a more contemporary strategic model which would support further partnership and strategic workforce planning. The Hospital's Director, People and Culture has been managing this process and there has been significant headway made in responding to the recommendations in improving our values-based culture and enhancing positive leadership in our management teams.
- ✓ The Hospital continued to refine Daitum rostering system to assist with improving efficiencies in relation to the current clinical rostering system, in particular to assist with the complexities of these rosters, i.e. enterprise bargaining, awards and contractual obligations. This system continues to provide a significant reduction in the administrative time requirements from managers, allowing them more time to focus on supporting our patients, staff and Hospital.
- ✓ Our Human Resources team worked closely with managers to do further work on the outcomes of the 2018 staff engagement / cultural survey to ensure that we continue to meet the expectations of our staff in providing a safe, fun and rewarding place to work.
- ✓ The Hospital's Management team worked in conjunction with our Human Resources Department to review all job descriptions and the accountabilities that fall within them. We believe these reviews have contributed towards a stronger sense of accountability and ownership of roles within the Hospital.

Strategic Pillar 4: People

- ✓ Our Code of Conduct is the guide to our culture of compliance and can be applied to everything we do in almost every business situation. The Hospital's Code of Conduct was updated and endorsed by the Board of Directors in consultation with staff and was successfully adapted and launched in the first quarter of 2020. All employees, our unpaid workforce, visiting medical officers and associated health practitioners have been provided with a copy of the new conduct.
- ✓ Our workplace safety program continued to demonstrate best practice and we had a reduction in overall incidents and Work Cover claims for the previous year. There was a focus on listening to staff regarding their concerns about workplace fatigue and actions were taken by the Hospital to ensure adequate rest time between shifts etc.
- ✓ The Quality Improvement Lead Training Program, enhancing patient safety (QIL) is designed predominantly for middle managers and clinical staff within healthcare organisations who lead quality improvement and patient safety activities. 14 mainly clinical staff have participated in the program during October and December 2020 and the final session is scheduled for March 2021. The sessions were presented by Adjunct Associate Professor Bernie Harrison and Associate Professor Peter Hibbert from the ACHS. The key reasons for facilitating this training is to further develop our overall improvement capability, foster our leaders, and improve patient safety through new quality initiatives.
- ✓ There were recommendations from the Human Resource Review conducted in 2018 related to training and development and one in particular was the development and implementation of leadership training as a core part of the learning and development agenda. As a result, the Director People and Culture with the Staff Development Officer, Bridgid Johnston have developed an agile leadership workshop program covering "must knows" for all managers and coordinators. Sessions are participant led, where participants raise specific challenges they are facing within their team, and the focus of the sessions is to explore participants understanding and skills in handling this current issue or need.
- ✓ The Hospital acknowledges the retirement of Clinical Nurse in Oncology, Jak Thompson after 28 years of service at Burnside Hospital. Jak has been part of the heart and soul of the oncology unit and will be missed. The announcement of Jak's retirement created a pathway for the recruitment and employment of Alison Stangewitz, an experienced chemotherapy Clinical Nurse and Oncology nurse educator. Alison commenced at Burnside in November 2020.
- ✓ Enabling succession planning and enhancing professional engagement, an opportunity was awarded to one successful midwifery applicant with paid study leave to attend eight single study days and up to 120 hours in clinical placements over a 12 month period. Governed by the Standards for Maternal and Neonatal Services in South Australia Clinical Directive 2020, level 4 Maternity Service - this initiative complements and expands the existing team of skilled Special Care Nursery staff, optimising health outcomes for neonates.
- ✓ The Hospital was able to retain graduating Transition to Professional Practice Program staff (three Registered Nurses and three Enrolled Nurses) from 2019 and continues to provide support to enhance their practice and build their confidence.
- ✓ During the enforced down time at the start of the pandemic it was identified that staff engagement was a priority. An opportunity was taken to build the clinical team through establishment and driving of the National Safety and Quality Health Service Standards (NSQHSS) workgroups, the Clinical Nurses of von Rieben and High Dependency Unit have embraced this work and are developing a far great understanding of the requirements of clinical staff and their teams in ensuring compliance with the revised 2018 version II NSQHSS.



Strategic Pillar 5: Partnerships

With the rapid pace of change at Burnside and in our healthcare landscape, never have our partnerships been more vital and influential for our strategic direction.

Through our ongoing partnerships with our visiting medical officers, allied health practitioners, other healthcare providers, tertiary education providers and community organisations, Burnside continues to integrate health, education and best practice for a healthy community.

Key achievements

- ✓ The Hospital continued its partnership with local creative agency, Brighter on the brand awareness campaign for the Hospital. The creative positioning of the campaign continues to involve our immediate local patient community and extends to staff, visiting specialists and the broader community including GPs. The campaign is centred on elevating the Hospital brand and drawing awareness to the specialties the hospital provides.
- ✓ The Hospital believes that this new positioning in the market will complement our current brand equity and will assist to enhance its positioning in the marketplace for years to come.
- ✓ A targeted marketing brochure for the general practitioner community in South Australia is now complete and has been distributed to 3,500 GP practices. The brochure provides an overview of the services we offer and a listing of our key visiting medical officers.
- ✓ The City of Burnside continues to provide support to our patients by providing parking permits for Oncology patients who cannot walk far for treatment allowing them to park in 2hr zones for longer periods of time.
- ✓ We continue to develop and foster good relations between the Breast Centre and Oncology teams for throughput of patients by continuing with the Breast Centre multidisciplinary team meetings facilitated by the Breast Care Nurses every Friday morning via Zoom.
- ✓ Our visiting medical officers work closely with us to deliver excellent patient care, underpinned by our values of respect, teamwork and quality. We were pleased to welcome 16 new VMOs and 39 new anaesthetists, who became accredited at Burnside Hospital during the year.
- ✓ A measure of confidence in our facilities and care was evident in increased demand for operating theatre lists from our existing surgeons and those who have recently joined our complement of VMOs.
- ✓ In recognising the changing landscape of obstetric care and the powerful impact midwifery care can have on an obstetric patient's mental health and wellbeing, creating a supportive and collaborative environment to enable families to optimise their emotional wellbeing and their relationship with their baby is crucial. Burnside Hospital Maternity Unit partnered with Perinatal Psychologist - Anna Worth, in delivering expert education sessions on this topic for our midwifery team. Four sessions with mandatory attendance were held during July and August.
- ✓ The Hospital continues to support and participate in a number of registries in various specialties including the Australian Breast Device Registry, a clinical quality registry operated by Monash University and funded by the Commonwealth Department of Health, established to monitor the safety of breast devices and record their impact on the health and well-being of patients. We received our first report which was shared with the Breast Surgeons and relevant clinical advisory committees. There were no recommendations arising from the report or its review.
- ✓ We are pleased to continue to partner with Stryker to provide our patients with access to state-of-the-art robotic orthopaedic surgical options. 2020 also proudly saw the hospital achieve its 1,000th robotic procedure after the procurement of a second robot in December 2019.



Our partners are part of the Burnside team and directly influence the clinical outcomes for our patients and their experience at Burnside Hospital. We are fortunate to count some of South Australia's finest medical, obstetric and surgical specialists as partners in patient care, but we also acknowledge our corporate stakeholders and suppliers as key supporters.

We acknowledge the support of the following partners, who have supported us to achieve our mission in 2020:

The City of Burnside

The Physio Clinic

Clinpath Laboratories

Dr Jones and Partners

UniSA

EPIC Pharmacy

Leading Edge Physiotherapy

The University of Adelaide

Strategic Pillar 6: Sustainability

An ongoing commitment of the hospital is to achieve financial strength and long-term viability as an organisation. In 2020, the work of the Board and Executive leadership team focused not only on future services that meet the healthcare needs of our community, but also on ensuring that all aspects of our business operate efficiently and viably.

Key achievements

- ✔ Key product groups were reviewed and tendered throughout the Hospital with a reduction of overall costs and a consolidation of product lines.
- ✔ A systems maintenance condition and compliance audit report was undertaken by BESTEC, and a respected engineering firm with a history of undertaking condition and compliance audits for complex healthcare projects for organisations in South Australia. The audit was completed in December 2019 and the report has been the blue print for improvement activities and the allocation of resources by senior staff including the new Facilities Manager, Mr Odelio Tomaque.
- ✔ There continues to be on-going discussion regarding the Hospital's outpatient module on IPMs to streamline the booking of patients and dissemination of such information to other key members of the hospital in the long term. In the short term, the acquisition of a web based booking program has enabled better management of patient flow, particularly in the Oncology unit by allocating chairs in appropriate time frames for treatment.
- ✔ Each year, the Medical Executive and Finance and Audit Committees, together with the Board, spend a significant amount of time evaluating the clinical safety, business imperatives and benefits of new technologies. Again in 2020, the hospital invested in capital equipment that allows us to offer world-class treatment options for patients, highlighted beneath the strategic pillar of 'Care' in the Annual Review. These new technologies including the acquisition of the Faxitron Analysis Machine and Nerve Integrity Monitoring Machine have the capacity to deliver benefits to patients, and assist us to meet changing clinical needs and consumer expectations.
- ✔ In January 2020 Burnside Hospital joined Global Green and Health Hospitals (GGHH) which is a vibrant and growing international community of hospitals, health systems, health care facilities and health organization dedicated to reducing the health sector's ecological footprint and improving public and environmental health. The GGHH provides a comprehensive framework of ten interconnected goals designed to support hospitals and health systems around the world to achieve greater sustainability and to contribute to improved public and environmental health. Burnside Hospital has committed to working towards two agenda goals being reducing waste generally and food.



AS/NZS 4187:2014 Reprocessing of reusable medical devices in health service organisations, the national standard most commonly used to meet the requirements in Action 3.16.1 of the National Safety and Quality Health Service Standard (NSQHSS) 3: Preventing and controlling healthcare associated infections came into effect, replacing AS/NZS 4187:2003.

Organisations were originally provided with a five-year grace period to December 2021 to ensure that their facilities meet the requirements of this standard including 5.6 Reprocessing Environment.

A gap analysis has been undertaken against the new standard, in accordance with the National Safety and Quality Health Service Commission's updated advisory notice A16 Version 3.0, issued in September 2017, to determine the current level of compliance with AS/NZS 4187:2014. The gap analysis indicated that the existing CSSD was deficient with respect to some requirements of AS/NZS 4187:2014.

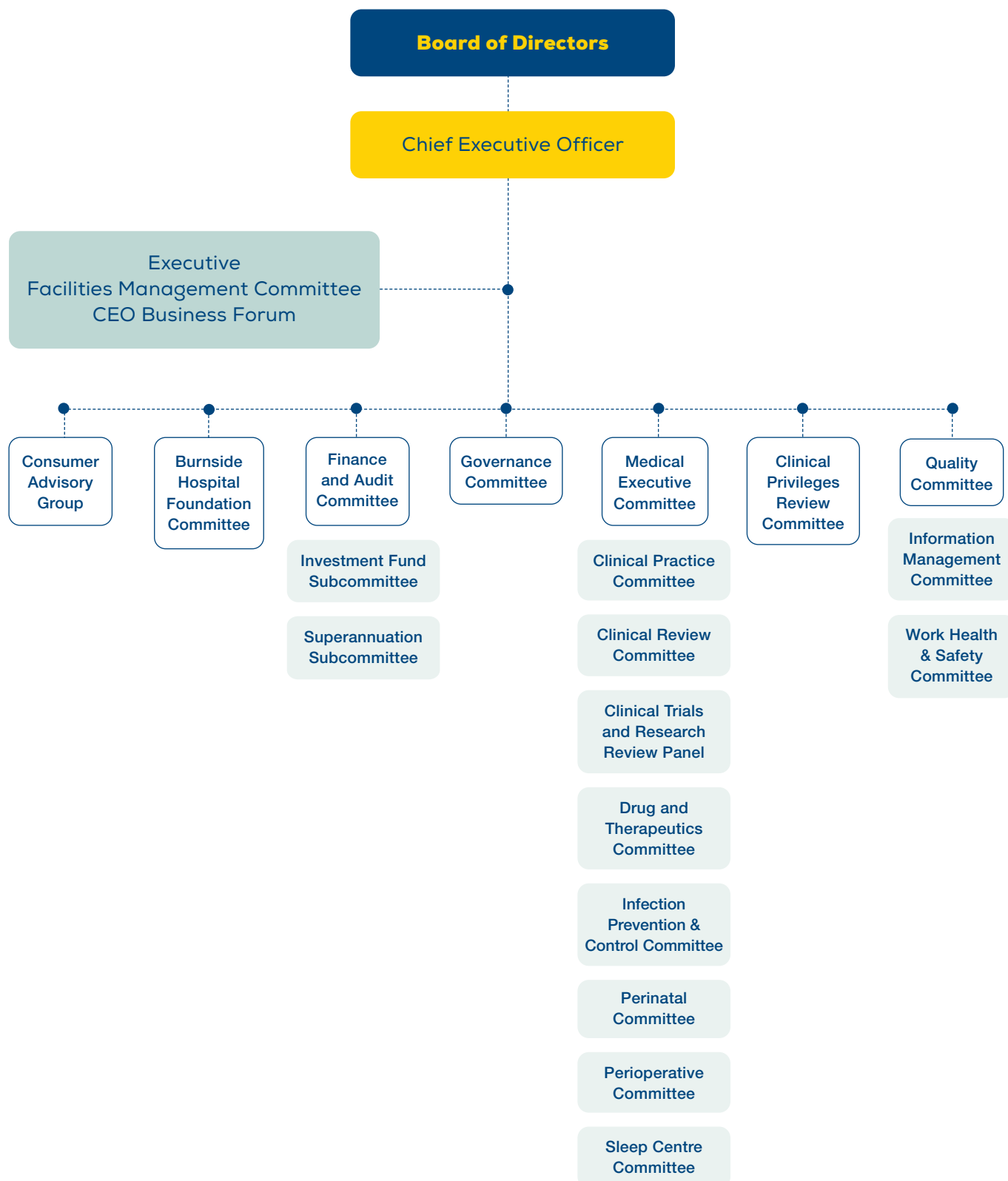
Subsequent reviews of facility capacity, operation and development for facility solutions were subsequently undertaken.

A preferred solution has been identified which encompasses the replacement of existing reprocessing equipment and facilities with a new purpose-built CSSD and Endoscope Reprocessing facilities as summarised below, vertically integrated with the Perioperative service.

Creation of the new reprocessing facilities requires the relocation of the hospital's existing waste handling facilities and Medical Records department. The creation of new replacement facilities associated with these functions have also formed part of the development project.

Recently the Hospital received Advisory AS18/07 from the Australian Commission on Safety and Quality in Health Care (ACSQHC) dated 16 March 2020. This extended the original grace period from December 2021 to December 2023. Notwithstanding this extension, the Hospital endeavours to have the project completed by the original deadline of December 2021. This is intended to manage potential delays that may be imposed upon the delivery process by COVID-19.

Communications and Committee Structure





Burnside Hospital Foundation Committee Members:

The Foundation Committee, under the Chairmanship of Mr David Parkin, remain committed to exploring how the Foundation can support the Hospital ensuring we continually improve the quality of care we deliver to everyone, every time in well-equipped facilities. They would like to take this opportunity to thank all our donors for their support.

1 Mr David Parkin
Chairman of the Foundation

2 Ms Melanie Cooper AM
Deputy Chairman

3 Mr Frank Kite
Committee Member, Chairman Board of Directors

4 Mr Fraser Bell
Committee Member

5 Mr Rod Buchecker
Committee Member, Member Board of Directors

6 Mrs Sue Binns
Committee Member

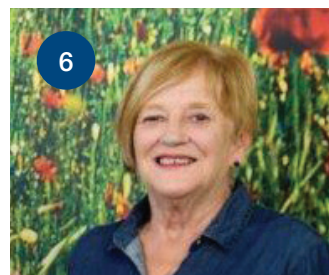
7 Mr Simon Haigh
Committee Member

8 Mr Greg Lloyd
Committee Member

9 Ms Heather Messenger
Committee Member, Chief Executive Officer,
Burnside War Memorial Hospital Inc

10 Mrs Bardie Simpson OAM
Committee Member

11 Mr Martin Carolan
Foundation Manager



Burnside Hospital Foundation

Our not-for-profit hospital continues to be supported by the wonderful work of the Burnside Hospital Foundation, whose efforts reflect the philanthropy of Mr Otto von Rieben.

Our place, in your community

2020 was certainly a challenging year for the not-for-profit sector. With the ravages of the fire season affecting our South Australian and interstate colleagues and the global impact COVID-19 pandemic has had on fundraising and events, many not-for-profits have seen a decline in donations and support financially.

Burnside Hospital Foundation has also felt the impact of the pandemic. Martin Carolan, Foundation Manager worked from home, along with many other non-clinical staff at the Hospital for a number of months at the height of the outbreak in South Australia. Unfortunately, the Foundation's income for the end of the financial year fell significantly when compared with the previous year. The impact of the bushfires and the pandemic has certainly taken a toll on South Australian's discretionary spend.

However, on the positive side Burnside Hospital Foundation was able to support a number of projects to support our patient community listed below.

Supporting our community

This year the Burnside Hospital Foundation brought philanthropy to our staff by launching an internal Bushfire Recovery Campaign in conjunction with the Hospital's Human Resources Department. This campaign made it easy for staff to support one of the following organisations with a donation directly from their pay or salary with \$1,929 raised by staff through this mechanism to support the following four charities.

The State Emergency Relief Fund in support of fires in Cudlee Creek and Kangaroo Island.

St Vinnies Bushfire Appeal, donations will be applied to South Australia only.

The Kangaroo Island Mayoral Relief and Recovery Bushfire Fund.

South Australian Veterinary Emergency Management in support of our native animals.

In addition to its Christmas charitable donations this year to Beyond Blue, Arthritis SA and the Hutt Street Centre.

The fruits of your support

Burnside Hospital Foundation continues to support the purchase of new medical equipment and technology to support our patient community. This year the Foundation has been able to support 5 important projects.

The Foundation, through a very generous \$50,000 gift from the Lang Foundation, has been able to purchase a piece of equipment supporting people affected with Breast Cancer. This new HD radiography system used intraoperatively, samples compromised breast tissue. The x-ray provides up to date accurate information that can lead to a reduction in the amount of breast tissue being removed, providing for a more favourable outcome for the patient. This is done in the operating theatre and can reduce the amount of time a patient is under an anaesthetic.

\$68,500 has been gifted from The Foundation to purchase a Nerve Monitoring System used to identify and monitor motor nerve function during thyroid surgery. This new piece of equipment can prevent damage of the laryngeal nerve that can affect a patient's inability to speak, swallow or breathe.

The Humpty Dumpty Foundation is a children's charity that, for more than 28 years, has been purchasing essential and often life-saving medical equipment for sick and injured children in hospitals across Australia. Burnside Hospital has been successful with several grant applications in 2020, with the following equipment now in use:



The supply of a second RAD 7 Pulse Oximeter with Neonatal Sensor at a cost of \$4440 (first one received in 2019)

Billisoft LED Phototherapy System at a cost of \$9,140, that helps to treat jaundice in babies

The Foundation also part funded the purchase of an Advanced Life Support simulation system, which provides training for our nursing and midwifery staff on patient emergency management. The REALITI Go system includes a simulated generic monitor,

defibrillator, AED and ventilator. The custom screens, which reflect our actual equipment, will enable familiarity and practical use of our equipment in a safe and controlled manner.

This complete simulation system in a small package allows clinical educators to run multiple simulated scenarios for our nurses and midwives reflecting how a patient may deteriorate in real life circumstances.

This investment supports the Foundation's commitment to support our staff so that they have access to the latest in modern technology to support their work by enhancing their education training.

Would you consider 1%?

This year saw the launch of Burnside Hospital Foundation's fundraising bequest strategy, with the concept of asking our donors to consider remembering Burnside Hospital Foundation with a gift of 1% of their estate.

Bequests or Gifts in Wills are an important source of income for many not-for-profit organisations, with \$258 million in bequest income gifted to charities in Australia in 2018 alone.

Burnside War Memorial Hospital was established as the result of a generous gift from Otto von Rieben who kindly donated Attunga, his home and its 4.5-acre gardens to the community of Burnside to establish a community Hospital.

The Foundation also recently received a very generous gift from a past patient who remembered Burnside Hospital Foundation with a gift in her Will and whilst The Foundation does not receive many gifts of this type, with the downturn in the economic climate due to COVID-19 this gift was a welcome "windfall" for the Foundation.

All non-specific bequests are allocated to our investment fund, a special fund that will produce annual income to support the hospitals ongoing needs in new technological advancements in medical and surgical equipment and for approved patient care projects, building developments and refurbishments.

With the healthcare landscape evolving rapidly, Burnside Hospital needs to adapt and evolve as new technologies present themselves improving ways of performing surgeries, accurately diagnosing health conditions and keeping abreast on the evolution of new medications. The Hospital does this so each patient's healthcare journey is as comfortable and stress free as possible, resulting in the best clinical outcomes.

This year Burnside Hospital Foundation is asking it's supporters to consider remembering the Foundation with a gift in their will. By remembering the Foundation with a gift of 1% of their estate, 99% of their estate will go to their families, loved ones and other important people in their lives.

Patient Feedback

“

Simply outstanding! I must say, I don't necessarily enjoy hospitals as a patient – normally! From walking in the door to the COVID Marshall, the front desk staff, the delightful volunteer who escorted me, to those who looked after me prior to theatre – marvellous!

“

From the time I stepped into the hospital I was treated with respect and kindness. The day surgery staff in recovery could not have been more understanding or comforting to my needs – their friendly manner and willingness to make me as comfortable as possible was just excellent.

“

Well done to all at Burnside on the strict COVID-19 controls upon admission. I felt extremely safe in the Hospital during the height of the pandemic.

“

From the moment I was admitted, my experience was so pleasurable, the process was so smooth, I was not left waiting or ill-informed nor was I treated like a mere number. I found that Burnside was a very well organised, methodical and streamlined hospital that made me so relaxed that at times I forgot that I was there for big surgery. The ward clerks were great; nurses, theatre staff, catering and cleaners were amazing.



“

The greeting and reception area and staff were wonderful. All staff treated me with respect, dignity and kindness. They explained everything in detail and nothing was too much trouble for them. If you have to be ill, this is the place to be cared for. Thank you.

“

Thank you so much for all of your kindness, wisdom and generous support. You've made an incredibly special (albeit very exhausting) time all that much better. We are leaving the hospital today feeling calm and happy and wonderfully prepared for the challenges ahead and it's thanks to you all!

“

I've been very impressed with the standard of care that is provided by the staff at the Burnside Hospital. Staff were quick to tune into the particular needs of their patients and were helpful in the way they explained the processes in place to optimise the care of patients. The team approach used within the operating theatre was simply outstanding. I am also grateful for the work done by my surgeon and his team.

“

When I walk into the oncology ward each week, I am greeted by the same happy and friendly nurses who know exactly what each patient needs for their stay. They are all extremely caring and competent, highly professional and efficient. They work extremely well as a team and as a patient, I know I will be well cared for in a very comfortable environment.

The Burnside War Memorial Hospital Inc

120 Kensington Road, Toorak Gardens SA 5065

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**BURNSIDE
HOSPITAL**