

Your Annual Review 2021



**BURNSIDE
HOSPITAL**



**Burnside
is your
hospital**

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

Inpatient and overnight, sleep medicine, surgery and care

Day surgery services and care

Outpatient clinic treatment and care

High dependency care

Other specialties include:

Breast and Endocrine Surgery

Oncology

Colorectal Surgery

Ophthalmic Surgery

Ear, Nose & Throat Surgery

Oral Maxillary Surgery

Gastroenterology

Orthopaedic Surgery

General Surgery

Plastic and Reconstructive Surgery

Gynaecological Surgery

Sleep Medicine

Obstetric (Maternity) and Neonatal

Urological Surgery

Other co-located services include:

Pathology

Physiotherapy

Radiology

Chair and CEO Message

At Burnside Hospital, our commitment to the health and safety of those we serve is stronger than ever. We're evolving our already high standards of quality and safety as we venture forward, even during uncertain times.

We end 2021 with renewed energy and a sense of hope. The COVID-19 vaccines have been a true gift to our nation and the world. Although waves of the pandemic are ongoing, we are entering what seems to be a new phase of normal.

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 global pandemic and fulfil our mission to deliver safe and contemporary care in well-equipped facilities, for every patient, every time.

The 352 employees of our Hospital continue to display an amazing depth of dedication to the challenges we face, and this is validated by the many positive patient experiences and moments we continue to provide. Even in the midst of a worldwide pandemic – Burnside Hospital continues to be one of the leading healthcare providers in South Australia.

Now with a brighter outlook on the horizon and a COVID vaccine rollout, it's time to look forward to 2022 with a renewed focus, to grow and enhance our services, and meet our patient's needs through the use of innovation, state of the art facilities, and the provision of high quality care.

Pleasingly, more than \$908K has been reinvested back into the hospital via expenditure on capital equipment in 2021, enabling improvements to our clinical and inpatient facilities and investment in signage to further improve visibility, community awareness and security.

Equipment investments, providing our visiting medical officers and staff with access to the latest in

technological advancements, remains paramount.

This year we were able to assist in the purchase of various pieces of necessary equipment throughout the Hospital, in particular a state of the art green light laser system to assist in the treatment of enlargement of the prostate gland or Benign Prostatic Hyperplasia. This procedure is associated with fewer side effects and quicker recovery times than traditional surgery.

The construction of a new Central Sterile Services Department was also a highlight of our hospital for the year; a specialised area for the collection, decontamination, assembling, packing, sterilisation, storing and distribution of sterile goods and equipment. Construction of this new facility was complete in December 2021. This project ensures our staff have access to advanced facilities enabling us to continue to provide exceptional safe care for our patients. 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.

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. With the retirement of the Board Chair, Mr Frank Kite from the Board of Directors in March 2021, we were pleased to welcome Mrs Anne Hinton to the role of Chair in April.

Ms Hinton has served as a member of the Hospital's Board of Directors for 16 years and has been Chair of Burnside Hospital's Finance and Audit Committee from 2012 to April 2021, and so is well placed to continue to govern with the Board of Directors into the next era.

We thank Mr Kite for his considerable contribution to the Board since 1994 and as Chairman since 2000.



Under his Chairmanship, the Board has continued its focus on the successful execution of many of the Hospital's transformational projects including the establishment of the Sleep Centre, the Breast Centre in Attunga, von Rieben north wing, and the Brian Fricker Oncology Centre.

We also would like to acknowledge and thank Mr Larry Opie, Deputy Board Chair who retired from the Board after 25 years in December 2021. Mr Opie's contribution to Burnside Hospital since joining the Board in August 1996 has been significant. His involvement with the corporate governance of this organisation, firstly as a board member, then Chair of the Quality Committee and subsequently Deputy Chair cannot be overestimated.

We congratulate Mr Craig Whitton, Board member since 2013 and Chair of the Finance and Audit Committee since April 2021, who was elected unopposed to the position of Deputy Chair following the news of Mr Opie's retirement, and we look forward to Craig's input in this key role.

We also congratulate Ms Alison Fitzgerald, a Board member since 2013 on her appointment of Chair of the Burnside Hospital Quality Committee.

We acknowledge how fortunate we are to be able to enact seamless governance transitions through experienced board members taking over from long standing senior board members. With this said, we'd also like to thank all our Board Directors and all members of various Board and Clinical Advisory Committees that have provided invaluable guidance, advice and support. They continue to keep us grounded and focused on quality care, 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, our corporate partners and donors for their dedication and unwavering commitment to the goals and objectives of our community Hospital.



Anne Hinton

Chair, Board of Directors



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, state of the art 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 expectations.

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

CHAIR



Mr Frank Kite

(until March 2021)

Member, Finance & Audit Committee, Foundation Committee, Governance Committee, Investment Fund Committee



Ms Anne Hinton

(from April 2021)

Member, Foundation Committee, Investment Fund Committee, Governance Committee, Finance and Audit Committee

DEPUTY CHAIR



Mr Larry Opie

Chair, Quality Committee
Member, Governance Committee

MEMBERS OF THE BOARD



Ms Alison Fitzgerald

Member, Quality Committee, Governance Committee



Dr Andrew Lord

Chair, Medical Executive & Clinical Privileges Review Committees
Member, Governance Committee



Mr Craig Whitton

Member, Finance & Audit Committee Chair, Finance & Audit Committee (From April 2021)



Mr Rod Buchecker

Chair, Foundation Committee
Member, Investment Fund Committee



Ms Linda Zeelie

Member, Superannuation Committee



Ms Cathy Oster

Member, Governance Committee



Dr Peter Shin

(until August 2021)
Member, Perioperative Committee



Dr Lino Scopacasa

(from August 2021)



Executive Leadership Team



Chief Executive Officer
Ms Heather Messenger



Director Clinical Operations
Ms Suzanne Murray



Director Finance and Corporate Services
Ms Joyce Jaeger (until September 2021)
Mr Darren Percevault (from October 2021)



Director People and Culture
Ms Fiona Rosman



Quality and Risk Manager
Ms Shari Rankine



Executive Assistant
Ms Luisa Mozzi

Statistics



5,365

Day surgeries
performed



1,757

Admissions at the
Brian Fricker Oncology Centre

Figures

	Average length of stay (days) – surgical patients	Total patients treated	Number of operations	Number of births
20/21	4.28	13,717	9,141	914
19/20	3.06	12,701	8,334	865
18/19	3.25	13,055	8,307	884
17/18	3.34	13,207	8,495	935
16/17	3.22	12,895	8,218	939



1,898

Admissions to the
Burnside Sleep Centre



16,571

Patients utilising
preadmission service

Surgical admissions



Advanced Surgical	27%
General Surgical	15%
Same-day Surgical	22%
Other*	36%

* 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, in 2021 we continued to make decisions around the service we provide to generations of those members and how we can support their needs and requirements better into the future.

By continuing to facilitate conversations with our consumers and other key stakeholders, we are able to better meet the changing needs of our patients and adapt to a dynamic healthcare landscape. Our activities in 2021 continued to promote robust and regular communication with GP's and specialists, created meaningful connections with our staff and volunteers and prioritised health promoting activities to support the health and wellbeing of our community.

Key achievements

- ✓ 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.
- ✓ The Hospital continued to support community events, e.g. Daffodil Day, Breast Cancer Awareness Week etc in our commitment to support organisations and activities that contribute to the wellbeing of our community.
- ✓ To honour the hospital's war memorial legacy, we actively participated in Remembrance Day commemorations marking a minutes silence to remember those who lost their lives fighting for our country. The Chief Executive Officer of the Hospital once again also participated in the Kensington RSL branch ANZAC commemorations.
- ✓ The Hospital continues to collect excellent feedback through its Patient Satisfaction Surveys across a number of departments throughout the Hospital. Feedback is reviewed regularly by the Clinical Management team, staff and the Hospital's Quality and Medical Executive Committees to ensure that we are performing at industry benchmarks and meeting the expectations of our patient community.
- ✓ 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 video content through the use of small vignettes has provided convenience to our patients who can still be connected to the hospital despite these changed times, particularly for our maternity patients.
- ✓ Our Breast Centre team continue to work 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 2021 Burnside Hospital continued its large-scale outdoor advertising program to further increase awareness of the Burnside Hospital brand and specialty offerings. Large outdoor billboards have been featured consistently at several key locations throughout metropolitan Adelaide with each location being handpicked based on current patient locale, referral patterns and market research.
- ✓ Burnside remains committed to strengthening corporate social responsibility and embraces community stewardship as necessary and core business dictates. In lieu of Christmas gifts, Burnside Hospital has made financial contributions this year to Head Space, Catherine House and Legacy Australia.
- ✓ The hospital once again participated in the Pregnancy, Babies & Children's Expo on the weekend of 17-18 April 2021. Our maternity service was well presented in a bright, engaging and friendly way with fabulous imagery of expectant parents in a display featuring the Attunga Gardens.



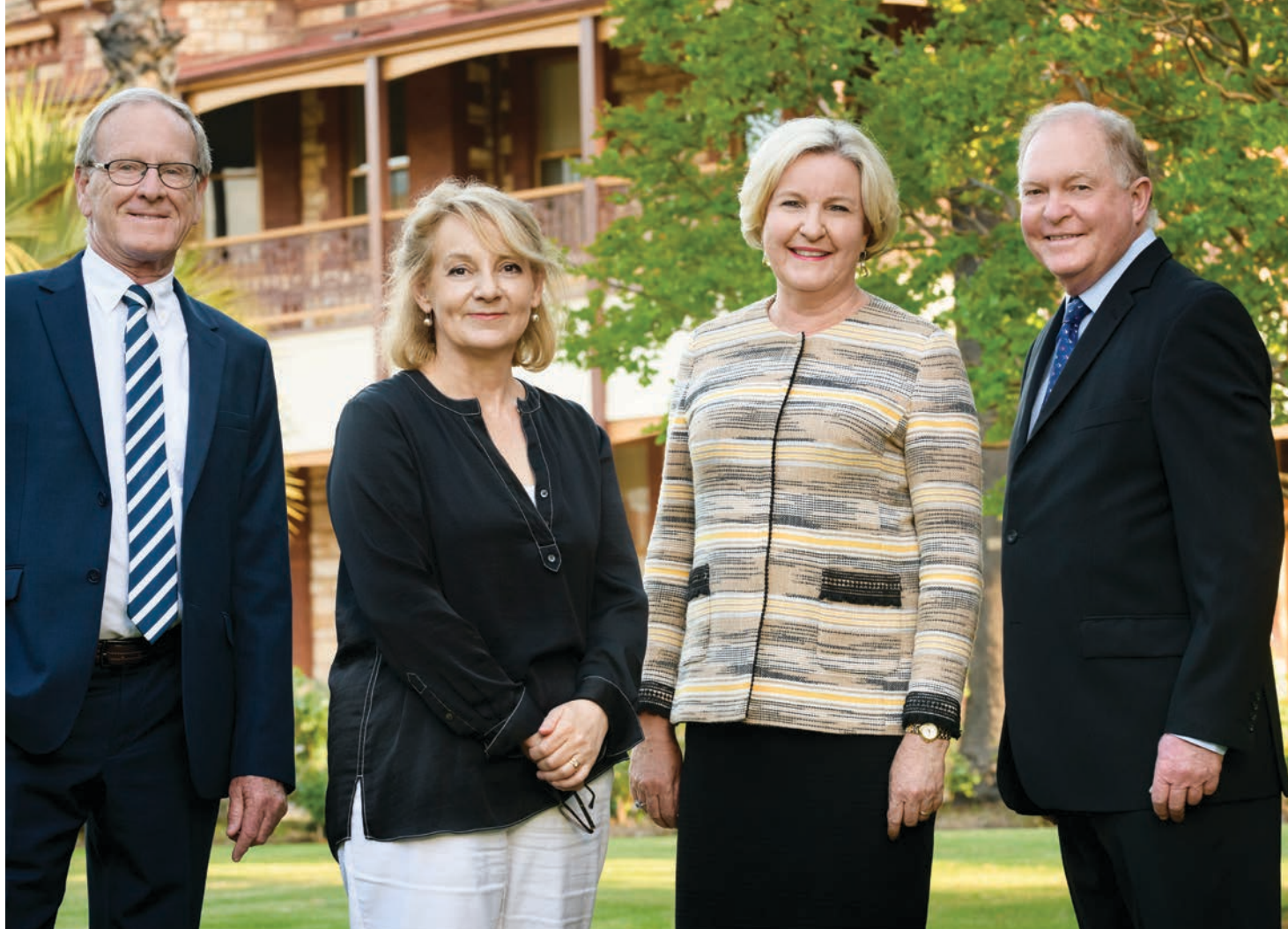
Strategic Pillar 2: Governance

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 continue to respond to the COVID-19 pandemic and we continued to evaluate our business.

Key achievements

- ✓ The Hospital achieved its accreditation under The National Safety and Quality Health Service (NSQHS) Standards 2nd ed. 2021-2024 with only two minor recommendations which have subsequently been resolved. The NSQHS Standards were developed by the Commission in collaboration with the Australian Government, states and territories, private sector providers, clinical experts, patients and carers. The primary aims of the NSQHS Standards are to protect the public from harm and to improve the quality of health service provision. The eight NSQHS Standards provide a nationally consistent statement about the level of care consumers can expect from health services.
- ✓ Cathy Oster was appointed to the Board of Directors in January 2021. Cathy attended an orientation at the Hospital in January with the Hospitals CEO and Chairman, Frank Kite, Deputy Chairman, Larry Opie and Chair of the Finance and Audit Committee and Chair-elect, Anne Hinton. Her appointment was endorsed by the City of Burnside at its meeting of 28 January 2021.
- ✓ Mr Larry Opie, long standing Quality Committee Chair announced early in the year that as part of our succession planning which commenced in October 2020, he would be relinquishing the role of Chair of the Quality Committee.
- Board member Alison Fitzgerald was elected to the role unopposed. Mr Opie has chaired this Board committee for over 20 years and has been actively engaged in the quality improvement agenda at Burnside Hospital. His knowledge and leadership in the role has assisted the Burnside Hospital meet its mission and regulatory requirements relating to quality improvement and the hospital thanks him for his significant contribution to our outstanding record of continuous quality improvement across the organisation. Mr Opie retired from the Board in December 2021 attending his last meeting on 15 December 2021.
- ✓ The Hospital has worked consistently to improve its emergency management processes and holds no less than 10 mock fire and evacuation drills annually.
- ✓ The Hospital welcomed the introduction of Lippincott Nursing Procedures underwritten by the Royal Australian College of Nurses providing up to date nursing procedures in a large variety of areas thus freeing up our nurses to spend time in patient care rather than administrative tasks of maintaining internal procedure documents.
- ✓ Burnside adopted the introduction of PICMoRS processes, as endorsed by the Australian Commission on Safety and Quality in Health Care, across the organisation for auditing and creating action plans for continuous quality improvement.



Pictured left to right: Mr Larry Opie, Deputy Chairman, Ms Anne Hinton, incoming Board Chair, Ms Heather Messenger, Chief Executive Officer, Mr Frank Kite, retiring Board Chair



- ✓ The Burnside War Memorial Hospital Inc. Accredited Practitioner By-Laws were last reviewed extensively by the Board of Directors. The hospital undertook a review of its Accredited Practitioner By-Laws and Governing Documents under the auspices of the Governance Committee in 2021 with a view to recommending improvements to the Hospital's documented arrangements with visiting medical officers (VMO's) and underlying operational processes. The review was undertaken under the auspices of the Governance Committee comprising Ms Anne Hinton (Chair), Ms Alison Fitzgerald, Dr Andrew Lord, Mr Paul Dugan (DMAW Lawyers) and Ms Heather Messenger, Chief Executive Officer.
- ✓ ACHS Quality Improvement Lead (QIL) Programme, presented by A/Prof Bernie Harrison and A/Prof Peter Hibbert (ACHS Improvement Academy) undertaken by 12 Clinical and Non Clinical Managers working through a variety of quality and analytical models on various projects including Antimicrobial Stewardship Compliance, Pre Admission Education, Discharge by 10am, Emergency Caesarean Sections decision to deliver intervals and Administrative processes in Patient Identification.
- ✓ Mr Rod Buchecker, Board member was appointed as Chair of the Foundation Committee, a committee reporting to the Board of Directors and long standing committee member Mr Simon Haigh was appointed Deputy Chair.
- ✓ Ms Jane Davey, an elected council member from the City of Burnside remained a member of the Hospital's Quality Committee as the Consumer Representative. Ms Davey continues to provide valuable input into helping us deliver exceptional care to our patient community.
- ✓ 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.

Strategic Pillar 2: Governance

- ✓ The Hospital's Catering Department operates within the regulations of the Food Safety Plan (FSP) which is regularly monitored by both internal and external audits, including the Eastern Health Authority (EHA) regulatory body. A significant number of procedures/protocols/forms/checklists have been updated over the past 8 months, all to ensure conformance with the requirements of the Food Safety Plan & in particular due the monitoring requirements of the plan. The most recent external audit conducted by the EHA was in April 2021 with the hospital receiving only 3 minor recommendations which have all been subsequently addressed satisfactorily.
- ✓ The hospital continued to facilitate participation of stakeholders in the business. Examples of such opportunities included:
 - Participation of a large number of visiting clinicians on various Clinical Advisory Committees
 - Opportunity to comment, review and engage with the hospital via social media platforms
 - Continuation of an effective relationship with the City of Burnside, including engagement with the new Chief Executive Officer, Mr Chris Cowley
 - The Hospital's Consumer Advisory Group continues to provide valuable feedback on various projects, developments and marketing initiatives.

The hospital's organisation wide survey to assess and rate the hospital's compliance against the National Safety and Quality Health Service Standards (NSQHS) Second Edition was conducted on Tuesday 17 to Thursday 19 August with Lead Assessor, Mrs Marion Holden and Assessors, Ms Roslyn Chataway and Mrs Sharon Godleman on site for the three days.

A different approach was taken this time which saw the Assessors out on the floor with staff more than in previous surveys. I believe many of the staff really enjoyed that aspect and they did us all proud in the way they responded, to the extent that the Assessors commented that safety and quality is well embedded in all layers of the organisation.

At the conclusion of the three-day assessment, the assessors provided feedback to the Executive Leadership Team and a brief general summation for all managers.

Their key points were that:

- ✓ there is a very impressive culture generally at the Hospital
- ✓ there is a sound and talented Board with broad appropriate expertise
- ✓ our staff are kind, warm, courteous and provide good care
- ✓ there is good engagement with the VMO community
- ✓ a sense of honesty, integrity and trust between the multidisciplinary teams and the leadership team and most notably with the VMOs that they have not or rarely seen, in other organisations.



The Hospital welcomed the introduction of Lippincott Nursing Procedures underwritten by the Royal Australian College of Nurses providing up to date nursing procedures thus freeing up our nurses to spend time in patient care rather than administrative tasks.

Strategic Pillar 2: Governance

Farewell to Frank Kite

Chair, Board of Directors (retired March 2021)

Mr Kite joined the Burnside Hospital Board of Governors as they were known in May 1994. As a partner in the consulting division of Ernst & Young and his appointment was a welcome one given his breadth of experiences in professional services and his enthusiasm for the not-for-profit health care sector.

In August 1996, Frank was elected as Vice President of the Board of Governors and he was elected President on 24 November 1999.

Throughout his tenure, Frank has been a member of various Board committees, including the Finance and Audit Committee, Governance Committee and the Burnside Hospital Foundation.

An astute, hardworking, honest, and kind person, Frank's involvement and leadership have significantly helped guide the success of our Hospital in a complex, dynamic and challenging industry.

In partnership with former and current Board Members, and the executive leadership team, Frank has played a significant role in enabling the Hospital to strengthen its brand and reputation, and to continue to provide safe, quality care and service to our patients.

Our community, including our patients and our staff, are indebted to him. He has at all times been professional, reliable, unwavering in his principles and willing to share his financial and health industry knowledge, business acumen and wisdom with the Board, the CEO and the Executive leadership team. Leadership and governance of a high standard have been the order of the day under his stewardship.

Some Key Highlights...

1996

The hospital acquired the former Queen Victoria Maternity Hospital in Grant Avenue opposite the then Victoria Park race course. The purpose of the acquisition was to prevent the site being used as a hospital by a competitor. This was achieved by the hospital then on-selling the property with an encumbrance registered on the title to prohibit any competitive activity.

1998



Establishment of a Breast Centre with Drs Clive Hoffman and Stephen Birrell, with the vision of providing comprehensive, contemporary, coordinated care in one location for women and men with breast and endocrine problems, including breast cancer. The Centre is still going strong with new Visiting Medical Officers Dr Subhita Prasannan, Dr Andrew Kiu and Dr Robyn Coombe now all part of the Breast and Endocrine Centre.



2002

A major \$12 million hospital redevelopment was completed in 2002 resulting in a new wing named von Rieben North of mostly single rooms with ensuite facilities, undercroft car parking, upgraded maternity facilities, a new purpose built adult sleep disorders unit and new consulting suites.

The launch of the Endometriosis Care Centre of Australia at Burnside Hospital with gynaecologist, Dr Susan Evans.

2015

Working with the CEO and the Governance Committee saw the introduction of robotic assisted orthopaedic surgery.

2017

Completion of a new day surgery.

Planning, purchase and installation of two new generators to ensure the entire facility could run in the event of any interruptions to the mains power.

2018

Review and substantial amendment of the hospital's constitution as a result of which (among other important initiatives) the long standing requirement for representation by Burnside Councillors on the Board was removed.



Completion of environmentally focussed initiatives including installation of 500 solar panels on the hospital's rooftop and the replacement of 1,032 interior lights with LED lights.

2020

2020 was a very interesting year for everyone at the hospital with the emergence of COVID-19.

The Board executive spent considerable time together, including Easter 2020, working as a team to negotiate with the State Government the terms of its COVID Private Hospital Viability Funding Agreement.

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.

2021 continued saw the continuation of COVID-19. The hospital continued to be agile in its response to the rapidly unfolding pandemic and the constantly changing landscape. As a result the Hospital implemented the following strategies to manage the pandemic:

- Implement a strict patient screening process using a health and travel questionnaire with a nurse at the front desk managing this with clerical staff
- Implement a visitor register and screening regime, minimising traffic in the hospital by restricting the number of visitors allowed per patient, per day
- Strong hand hygiene protocols were introduced
- Required social distancing practices generally throughout the facility i.e. less chairs in waiting and meeting rooms
- Cancelled all non-essential meetings especially with visitors external to the organisation
- Augmented and increased the frequency of cleaning schedules throughout the hospital particularly in clinical areas and those areas which experience high traffic
- Providing on line and face to face training to non-clinical staff and implementing the online Department of Health Infection Control Training – COVID 19
- Ceased all food, books and magazines from communal areas
- Restricted the Hospitals volunteer service

Key achievements

- ✓ Patient safety, positive clinical outcomes and patient experiences continue to be the single most important facet of our business, and our clinical team have continued to respond to the challenges within this space. Our patient feedback about our nursing and midwifery teams continues to be above industry benchmark and we acknowledge the hard work of our staff to continue to deliver excellent patient care and service.
- ✓ 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%.
- ✓ The COVID-19 pandemic has resulted in the Housekeeping department introducing extra cleaning of high touch points twice per day and particular attention to hand hygiene was adhered to. The new strategy saw Housekeepers working singularly and with their own equipment. This reduced staff contact each other and would ensure if one person was sick it would not infect all staff, allowing the Housekeeping department to stay operational and still provide the high service expected. The twice per day cleaning of high touch points has continued as standard practice within the hospital to reduce the risk of cross contamination.



- ✓ 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 continues to receive advice from Infectious Diseases Specialists and Chair of the Hospital's Infection Prevention and Control Committee, Dr P C Lee 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.
- ✓ 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 2021 we continued to make significant investments in equipment to support various services.

Major equipment investments or improvements included the purchase of a new Denyer operating table, Ear Nose and Throat IPS console, OssoSet drill for oral surgery, anaesthetic machine, new lead gowns and the purchase of a Green Light Laser with funds from the Foundation to assist our Urologists.

- ✓ We continue to run in house HDU education workshops including Isimulate, Continuous Positive Airway Pressure and defibrillator training with the incorporation of mock MET calls.
- ✓ A new screening tool for delirium and cognitive impairment (4AT) was introduced and is being utilised by the preadmission nurses as part of the preadmission risk assessment. Any patient scoring 1 or above is further risk assessed and a medical alert is generated to assist nursing staff to ensure adequate prior to admission, e.g. risks including falls, skin integrity and if a carer is required due to likelihood of confusion.

Strategic Pillar 4: People

Whether they are nursing patients 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.

Key achievements

- ✓ The COVID-19 pandemic has continued to be synonymous with working from home for many non-clinical people within our Hospital and the Director People and Culture team developed appropriate policies and procedures to enable this to occur quickly with no impact on service delivery. 2021 continued to see 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.
- ✓ An HR Information system has been 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.
- ✓ 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 at the hospital three days a week to provide a complimentary service to staff for the duration of the pandemic. Silvana has also been pivotal in providing group debriefing to our oncology staff during this period.
- ✓ 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 Hospital acknowledges the retirement of former Director Finance & Corporate Services, Joyce Jaeger after 19 years of service at Burnside Hospital. Joyce commenced working at Burnside in 2002 and has been a member of the Executive Leadership Team since then and has provided the executive officer role for the Board's Finance and Audit Committee. She has also been an active participant in many capital developments that have seen the organisation expand and develop to become the organisation that we are today.
- ✓ Pleasingly the Hospital has continued to recruit and expand its workforce during the pandemic. Some key new appointments were made including Mr Darren Percevault, Director Finance & Corporate Services (October 2021) and Ms Alexandra Basset, Foundation Manager (October 2021). A number of internal promotions were also made providing career pathways for employees, a key retention strategy.
- ✓ An organisational restructure of the Hospital's von Rieben ward was conducted by the Director Clinical Operations, Ms Suzanne Murray. As a result a Clinical Nurse Coordinator role was implemented to attend to operational work to enable the Clinical Manager to take an increased strategic role, enable direct mentoring and more effective communication to the department.



The heart of a hospital is not the bricks and mortar, equipment or facilities, but a team of people who provide competent care and compassion during a patient's episode of care at the hospital which may include vulnerable moments. Our patients talk about Burnside Hospital's people time and time again. The staff's level of competence, sensitivity and kindness are what makes the difference to our patient community, and we know the importance of nurturing the potential of our team and investing in their future.

This year we acknowledge and congratulate:

15 years of service

Gabrielle Patching
(von Rieben Wards & HDU)

Jacque Wigold
(Perioperative Services)

Janine Bayliss
(Perioperative Services)

Leonie Loopes
(Housekeeping Services)

Rachel Southon
(Perioperative Services)

Wendy Gray (Clinical Manager - von Rieben Wards & HDU, A/ Quality, Safety and Risk Manager)

Catherine Allen
(Maternity Service)

20 years of service

Melaura Bradford
(Sleep Centre)

Diana Caruso
(Clinical Trials Centre)

Mary-Ann Baker
(Maternity Service)

30 years of service

Erin Jordan
(Administration Services)

35 years of service

Lily Moloney
(Catering Services)

Pictured in background

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 and operational performance.

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 Brighter, local creative agency 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.
- ✓ 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 2 hour 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 84 new VMOs, 18 new anaesthetists and 15 allied health professionals who became accredited at Burnside Hospital during the year.
- ✓ Healthy working relationships are maintained with service providers in the community including Aged Care residential facilities, with whom the discharge team regularly refer patients of Burnside Hospital. New alliances are also being formed on an as needs with quality feedback sought from patients to ensure these services meet expectations and are of a high standard for their successful transition back to the community. Rehabilitation in the Home (RITH) program referrals continue to increase each year as Health Insurance Providers recognise the value added for services in the home post joint replacement, though this often results in a decreased length of stay.
- ✓ 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 compliment of VMOs.
- ✓ Acting on patient feedback, a review of Antenatal Childbirth education classes has occurred to ensure the delivery and content is contemporary and continues to be relevant to our obstetric cohort. A new format will see classes separated into modules, i.e. newborn feeding, pain relief in labour, LSCS, - where women will have a choice about what module(s)/classes they wish to attend. This will include separate physiotherapy classes.
- ✓ The Hospital continues to support and participate in 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. The Hospital also



Dr Andrew Morris, Orthopaedic Surgeon – Adelaide Hip and Knee Centre



continues to participate in the MAKO joint replacement register.

- ✓ With a number of Visiting Medical Officers retiring in 2021, it is imperative the Hospital engage a new generation of specialists and we extend a warm welcome to the following doctors who commenced working at Burnside this year:

Dr Robyn Coombe

Breast Surgeon

Dr Kym Diamantis

Ear, Nose and Throat Surgeon

Dr Melanie Johnson

Obstetrician and Gynaecologist

Dr Remin Nath

Ophthalmologist

Dr Marcus Pyragius

Plastic and Reconstructive Surgeon

Dr Paul Sambrook

Oral Maxillary Surgeon

Dr Kate Walsh

Gynaecologist

Dr Heather Waterfall

Obstetrician and Gynaecologist

Our partners are part of the Burnside team and directly or indirectly 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 2021:

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 2021, 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.

Undoubtedly, the highlight of 2021 is the Hospital's new Central Services Standard Department (CSSD). The 'new' standard – AS/NZS 4187:2014 Reprocessing of reusable medical devices in health service organisations – was introduced in 2016 and sets out more stringent requirements for the reprocessing of reusable medical devices in health service organisations, with the aim of making the standards more consistent with European and global sterilisation standards. Compliance is mandatory for approved accrediting agencies and health service organisations.

This custom built, state of the art facility was opened in December 2021 required many changes to the physical layout and design of the department, amended processes, and the implementation of new systems, including the investment in new equipment.

This \$7.2M build reaffirms the Hospital's commitment to providing safe care to every patient, every time and contributes to the long term viability of the Hospital.

Key achievements

- ✓ A review of the Hospital's waste management system was undertaken as part of the CSSD planning process. Improper healthcare waste management causes environmental pollution, so the review was critical to ensuring we remain sustainable and reduce our global footprint for generations to come. The review has seen the relocation of the waste department, and an increase in automation, creating greater efficiencies in the department.
- ✓ The Hospitals perioperative suites participate in a PVC recycling program where IV fluid bags and blood bags, oxygen tubing and facemasks are sorted and placed in dedicated recycling bins.
- ✓ These items are then used in the creation of new products such as garden hoses and children's playgrounds.
- ✓ Additional patient services have been available online, including eAdmissions which over time will replace the current paper admission form. We believe that this small change will contribute to the Hospital's overall carbon footprint being reduced in the years to come. The hospital also continues to use electronic newsletters as a way of minimising our footprint.
- ✓ The Hospital continued to support sustainable packaging in food items and has introduced the removal of plastic drinking straws and one use consumables.
- ✓ Elimination of almost all hazardous chemicals in general housekeeping services (with the exception of clinical care environments) was achieved.
- ✓ Larger window areas in redeveloped areas of the Hospital have been incorporated to take advantage of natural light.
- ✓ The Facilities Services Manager conducted a building audit and implemented a sustainability program to suit the demand. With the qualified Maintenance staff, the Facilities Services Manager carried out building tuning, optimisation and maximisation on plant and equipment operation. The team were able to identify malfunctioning assets and implement necessary corrective actions via in-house or external resources. The preventative maintenance program were also reviewed to align with the equipment manufacturer's recommended specifications. The program resulted in a significant annual reduction of gas consumption by 25%. Building electricity efficiency also improved by 8% reduction an annual consumption.



The Hospital's new custom built, state of the art CSSD facility was opened in December 2021. This \$7.2M build reaffirms the Hospital's commitment to providing safe care to every patient, every time and contributes to the long term viability of the Hospital.

Burnside Hospital Foundation

The Burnside Hospital Foundation continues to support our not-for-profit community hospital, honouring the legacy of founding benefactor Mr Otto von Rieben.

Despite the ongoing challenges faced by the COVID-19 pandemic, the generosity from our donors enabled the Foundation to invest in more than \$400,000 worth of equipment. The Hospital is grateful for the philanthropic support from our community, which assists us to upgrade our equipment and facilities, and to continue to provide the best care for our patients and their families.

The Foundation also had a number of significant appointments and we farewelled our Foundation Manager Martin Carolan after over three years of dedicated service.

2021 Foundation Committee Members:

The Foundation Committee are dedicated to supporting the Hospital by increasing philanthropic revenue, growing the supporter base and being advocates for the Hospital and its Foundation in the wider South Australian community.



Mr Rod Buchecker
Chair Foundation Committee



Mr Simon Haigh
Deputy Chair



Mr Fraser Bell



Mrs Christine Henshall



Ms Anne Hinton
Chair of the Board of Directors



Ms Kate Thiele



Ms Heather Messenger
Chief Executive Officer



Ms Alexandra Bassett
Foundation Manager



Despite the ongoing challenges faced by the COVID-19 pandemic, the generosity from our donors enabled the Foundation to invest in more than \$400,000 worth of equipment.

Bardie Simpson OAM, gave a generous donation which helped the Foundation support the purchase of a Cart-Washer Disinfectant Machine. Pictured above with Allison, CSSD Coordinator



New Appointments

Rod Buchecker was appointed to the position of Foundation Committee Chair, having served on the Board of Directors since January 2019.

Simon Haigh was appointed to the position of Deputy Chair after serving on the Foundation Committee (and previously the Burnside Hospital Foundation Inc) since 2013.

Kate Thiele joined the Foundation Committee as a new member, bringing significant board, corporate and not-for-profit experience.

Alexandra Bassett was appointed to the role of Foundation Manager.

The Impact of Your Support

Support from donors makes a difference right across the Hospital, having a tangible impact on patients and their families, staff and their work, and the overall patient amenities.

There were a number of new pieces of medical equipment purchased during the year with the help of the Foundation. Some of the items were purchased with the support of particularly generous gifts from current and former patients, who chose to give back to the Hospital following their positive experiences. Every gift is greatly appreciated and acknowledged by our community.

Green Light Laser

Following a successful campaign, a Green Light Laser was purchased to benefit men with an enlarged prostate or benign prostatic hyperplasia. Many of the donors for this campaign were men who shared their own experiences of prostate issues, acknowledging the importance of this piece of equipment for supporting men's health.



Dr Mark Lloyd, Visiting Urologist



"Benign enlargement of the prostate can cause painful urinary retention, urine infections and blood in the urine," said Dr Mark Lloyd, Visiting Urologist. "In more serious cases it can result in kidney damage. Treatment of prostate disease is an important health issue and so this is a great addition to supporting men with urinary issues."

The Foundation is grateful to all donors who supported the Green Light Laser Appeal, and in particular the Lang Foundation and their generous contribution of \$100,000 towards this campaign.

Oncology Chairs

Two new oncology treatment chairs were gifted to the Hospital through the generous support of past patients of the Brian Fricker Oncology Centre.

Lisa and Mark Charlesworth chose to donate a chair in recognition of the care Lisa received during her treatment of cancer. The new chair makes long days of treatment more comfortable for patients and are easier for staff to manoeuvre. Lisa and Mark were pleased to give back to support other patients on their cancer treatment journeys.

"We are happy that we've been able to make a positive contribution and that other patients will be more comfortable at a time of great stress in their lives," said Lisa Charlesworth. "From the start of my treatment, the caring, friendly and professional staff in the Hospital community have helped make a very tough time much better."

Marian Smith passed away in 2020 and included a gift in her will to the Brian Fricker Oncology Centre. Her family remarked that she found the staff to be very



supportive and helpful during her oncology treatment, giving her peace of mind and comfort during a difficult time. In consultation with her family, her bequest was used to purchase an additional oncology chair which will be a lasting legacy to Marian and her generosity.



Clinical Nurse Alison Stangewitz, Foundation Manager Alex Bassett, Lisa and Mark Charlesworth, Jency George



Fetal and Maternal Monitor

A new PHILIPS Avalon FM30 Fetal and Maternal Monitor was kindly donated by Lorena Bazzica, a former patient at the hospital. This monitor allows continuous fetal monitoring of a single or twin pregnancy whilst giving the mother freedom to move about her room, the Hospital or surrounding Attunga Gardens.

The system monitors fetal movement, heart rate and uterine activity, and simultaneously measures maternal heart rate, blood pressure and oxygen saturation. This addition to our maternity ward is part of a continual process to ensure our equipment is contemporary and assists with providing the best outcomes for mothers and their children.



Clinical Midwife Karen Briggs (L), Lorena Bazzica (centre) and Alex Bassett, Foundation Manager (R)



Cart Washer-Disinfector Machine

As part of the Hospital's Central Sterile Services Department (CSSD) redevelopment, Bardie Simpson OAM gave a generous donation which helped the Foundation support the purchase of a Cart-Washer Disinfector Machine.

This piece of equipment cleans and sterilises entire carts, instead of staff needing to remove every item for individual sterilisation. Water usage, energy consumption and staff labour are all reduced and it is a valuable new addition to the redeveloped CSSD.

Supporting Our Community

In lieu of Christmas gifts, the Hospital made charitable donations to Headspace, Legacy and Catherine House, supporting other organisations that make a difference to the wellbeing of our community. In 2021 the Hospital chose to benefit women experiencing homelessness, veterans and mental health in young people.

Patient Feedback

“

Thank you so much for the wonderful care during my day surgery. All of the staff were so friendly and professional and helped me feel at ease straight away. I received wonderful care.

“

Having a baby during COVID has been filled with apprehension but we have found the Hospital to be so lenient and considerate in our every request. The reduction in visiting hours have also allowed us some time to really adjust as a new family as well as some down time to just stare at the precious face of our baby girl all day. A wonderful initiative!

“

When you receive a cancer diagnosis your entire world comes apart. There are so many questions and you begin to dread what's to come, particularly when your oncologist asks you to commence treatment immediately within 48 hours of diagnosis.

Upon my first admission into the wonderful Oncology unit, I felt calm, reassured and like I was in the most capable hands.

The nurses in the unit have a real ability to transform the worst time in your life into a page in your book and it being your journey through life.

I constantly feel a sense of calm in their presence and am so grateful for their care, commitment and dedication to each and every patient that steps into the unit and sits in one of the chairs.



“

It takes a special somebody to do the work that these wonderful nurses do.

Each session of chemo I have sat in the chair and fought back the tears, often succumbing to them and sitting quietly sobbing in my chair.

I am quickly met with the most amazing and sincere faces that offer comfort and support.

I know that I am not in my fight on my own and that I have this amazing force of Burnside soldiers helping me battle and fight my journey.

Thank you. I am so very grateful.

“

I was so nervous about coming into hospital for my procedure and from the moment that I stepped into the double doors of Burnside I felt a sense of calm.

From the lovely ladies who were always smiling behind the front desk in the reception area, the lovely ladies who volunteer their time at the Hospital and quickly became an instant source of company during my stay, to the wonderful nursing staff, every single staff member in this lovely Hospital should be commended on their work ethic.

It's like every single staff member is handpicked to have the same manner and personality, one that puts the patient care front of centre in everything that is done.

Patient Feedback



What a special place to be for the birth of our first child. Every single thing about our time at Burnside was amazing. We feel confident in parenthood thanks to the knowledge and experience of the wonderful midwives who helped us navigate our first few days as new parents. We are forever grateful and will see you again.



Overall I was just so impressed with my visit. From the time I arrived to the time I left, I was handled with friendliness and care, and I could see the care that went into the design of the place. A great facility. I'll be back.



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.



Friendly and attentive nurses and housekeeping staff at all times made my stay comfortable. The reassurance and help was always on hand. From entering the admission door, the whole experience has been wonderful (allowing for the pain of course, which was always alleviated promptly and as best as possible). Catering and meals are exceptionally good and beyond 'normal' hospital standards.



“

The maternity service at Burnside is exceptional. It was amazing to have so many different people who were all really great in their roles (knowledge, skills, helpful tips and education). They were always super friendly, attentive and welcoming. Catering staff, housekeeping staff and the front office team were always smiling. Well done. A very high quality team!

“

All aspects of my day surgery admission were leading edge. Staff were polite, efficient and highly knowledgeable. The preoperative information and care were excellent as was post-operative care and advice. Doctors and nurses provided exceptional care and I felt well informed at all stages of my admission and recovery.

“

Congratulations! Everyone from the first hello to the wave goodbye in this hospital were amazing. I was so pleased and happy with everything. The staff are so very kind, empathetic and fun. It was so nice to have a laugh while recovering.

“

Time from the street, into admissions, procedure and back home was phenomenal. This hospital has their processes ironed out like nothing I have experienced before. Bravo.

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**BURNSIDE
HOSPITAL**