



**THE BURNSIDE
WAR MEMORIAL
HOSPITAL INC.**

2015 ANNUAL REVIEW



Providing safe, contemporary
care for every patient, every time.

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THERE'S SOMETHING UNIQUE ABOUT BURNSIDE WAR MEMORIAL HOSPITAL.

Our patients and members of our community talk about it, and our talented workforce feels it. It's not just the high quality of services, skilled people and state-of-the-art facilities. When we ask people why they choose Burnside Hospital, the answer invariably comes back to the attentiveness and extra care they feel they receive at our hospital. And we're extremely proud of this reputation.

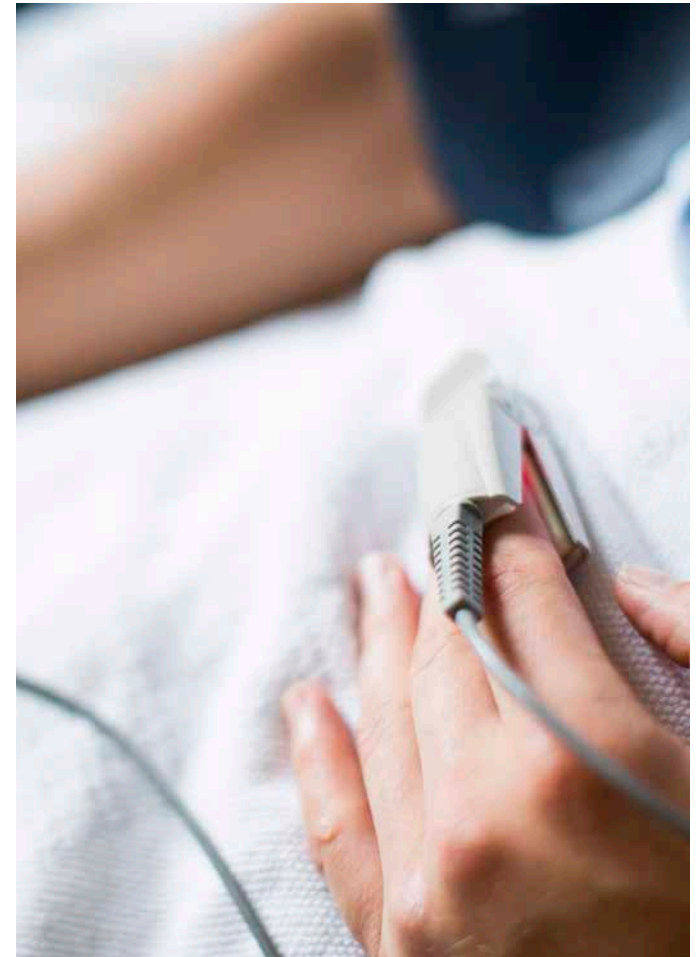
ABOUT US

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.

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.



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.

The key values of respect for the individual, teamwork and high quality service are fundamental to the hospital achieving its 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.



RESPECT

we demonstrate this by

- ▶ Respecting the rights of our patients and staff
- ▶ Treating people with kindness and courtesy
- ▶ Encouraging staff to express their opinions and ideas
- ▶ Responding to the needs of our patients and staff

CARE

we demonstrate this by

- ▶ Providing individualised care to our patients
- ▶ Being responsive to the needs of our patients and their families
- ▶ Treating one another as individuals
- ▶ Participating in our community

INTEGRITY

we demonstrate this by

- ▶ Being honest and fair in all of our dealings with patients, their families and staff
- ▶ Being consistent in the way in which we interact with our patients, their families and staff
- ▶ Being open and transparent in all of our dealings with patients, their families and staff
- ▶ Complying with all of our professional and legal requirements

COLLABORATION

we demonstrate this by

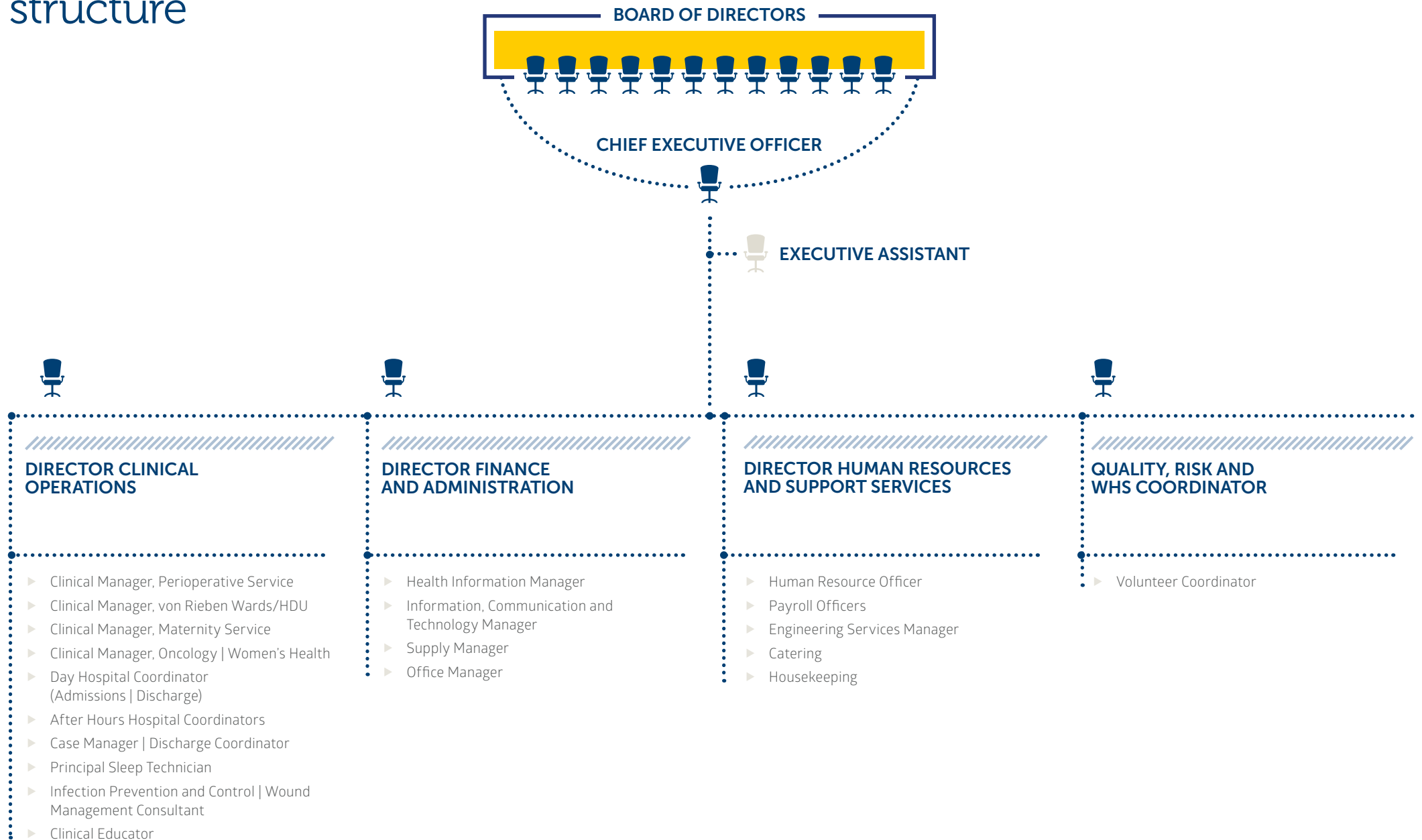
- ▶ Providing opportunities for our staff to actively participate within the organisation
- ▶ Valuing the input of staff
- ▶ Providing feedback
- ▶ Exploring new opportunities to share ideas and information

INNOVATION

we demonstrate this by

- ▶ Providing an environment which is open to question and change
- ▶ Encouraging staff to question, explore and identify new opportunities
- ▶ Support staff in their endeavours to introduce new ideas
- ▶ Recognising new ideas

Organisational structure





L-R: G Sheridan, L Opie, A Lord, H Messenger, L Scopacasa, F Kite, A Fitzgerald, D Berman, A Hinton, M Osterstock, C Whitton. Absent: L Bagster and J Davey.

BOARD OF DIRECTORS

Chairman

Mr F Kite

Deputy Chairman

Mr L Opie

Board Members

Cr L Bagster
Justice D Berman
Cr J Davey
Ms A Fitzgerald
Ms A Hinton
Mr A Lord
Cr M Osterstock

Dr L Scopacasa
Mr G Sheridan
Mr C Whitton

EXECUTIVE TEAM

Chief Executive Officer

Ms Heather Messenger

Director Clinical Operations

Ms Suzanne Murray

Director, Human Resources and Support Services

Ms Margaret Davoli

Director Finance and Administration

Ms Joyce Jaeger

Quality, Risk & WHS Coordinator

Ms Jeannette Nicolson



Chairman and Chief Executive Officer Foreword

We are pleased to present this review of Burnside Hospital's achievements and activities in 2015. In healthcare where innovation, medical technologies, treatment options and patient expectations are changing so rapidly, our service continues to embrace the constancy of change. In 2015, we have focussed even more on how we can do just that: adapt, evolve and lead the way we respond to the changing landscape of healthcare.

Guiding this work is our new Strategic Plan 2015-2018. Developed in collaboration with the Board of Directors, staff, doctors, consumers and industry groups, it is our roadmap for the future. It sets out our strategic priorities and the actions we will take to achieve them.

The six key strategic priority areas are: community, governance, care, people, partnerships and sustainability, and this review marks our progress against these pillars. The plan, incorporating 43 goals, has been shared with all key stakeholders and the broader community. Delivering service excellence using a collegial approach is critical to our success, and we thank visiting medical practitioners, managers, staff and volunteers who have so warmly embraced the new strategic direction, and who provide the patient care, clinical and support services that help us to achieve our goals.

The hospital returned a positive result for the year notwithstanding various challenges with fluctuating activity. The hospital treated over 12,000 patients and delivered over 1,000 babies and it's notable that oncology admissions increased by 9 per cent. The hospital remains debt free and continues to save for future capital projects.

The hospital remained resolute in its focus on providing outstanding facilities and equipment that are of the quality required and expected in a premier private healthcare service with capital expenditure and commitments well over \$2 million including:

- ▶ five new theatre lights
- ▶ a haptic orthopaedic robotic surgery system as another treatment option for suitable patients requiring partial knee replacement
- ▶ acquisition of an Erbe electrosurgical unit for diathermy
- ▶ a breast centre expansion
- ▶ three portable ultrasound machines for use primarily by anaesthetists

Significant headway was also made for a major refurbishment of the hospital's Short Stay Procedure Unit (SSPU), which will see the hospital deliver new day surgery facilities (pre and post operative areas).

In what will be the most significant redevelopment of the hospital since its upgrade in 2002, we believe the new SSPU will set the benchmark for the patient pre-operative experience in South Australia, and look forward to construction beginning in mid-2016. Feedback and active participation on the SSPU concept plan was sought from consumers, as well as internal key stakeholders to ensure the new facilities are responsive to patient and clinicians' needs.

In 2015, the hospital commenced a Feasibility Study into the potential for developing hospital-owned underutilised assets on the titles of 126 Kensington Road and 2 Moore Street, which may underpin the hospital's future growth and development as a premier acute care health service in South Australia.

Our relationship with the City of Burnside is a significant one, and we have continued to strengthen our relations with the Council throughout 2015.

For almost 60 years, Burnside Hospital has honoured the intent of Otto von Rieben's gift of his property Attunga, to the City of Burnside, by providing safe, contemporary care for every patient in well-equipped facilities. While the land and adjoining Attunga Gardens remain the property of the City of Burnside, the Burnside Hospital has a 21 year Memorandum of Lease with Council. This lease expires in July 2016. In May 2015 discussions in relation to the development of a new Memorandum of Lease began in earnest, with the Burnside Hospital presenting overarching principles it believes should underpin a new lease.

By working collaboratively with the City of Burnside, we hope to come to an agreement that aligns with the spirit and intent of the Deed of Gift, whilst ensuring our not-for-profit hospital has a viable and sustainable future that continues to allow us to invest in the facilities and services we can provide the community.

Our priority is always the provision of safe, contemporary care for every patient. Regrettably, during the year a small number of patients and visitors experienced a bout of gastroenteritis caused by the common bacterium Salmonella. The hospital meticulously followed all advice provided by the regulatory authorities, SA Health and the Eastern Health Authority in our efforts to minimise the possibility of others contracting the illness. It was an unprecedented and challenging time for our organisation, but a transparent approach ensured that we retained trust and the confidence of our patients, staff and VMOs which was greatly appreciated.

Throughout the year, several reviews were conducted to streamline services and enhance both safety and the experience at Burnside Hospital for patients, staff and doctors. This included a strengthened Drug and Alcohol policy and a new Bariatric Patient Management policy. A review of the Medical Staff By-Laws and Rules - the instrument that governs our relationship with our Visiting Medical and Allied Health Practitioners - was completed by the Governance Committee.

In 2014 the Australian Council for HealthCare Standards (ACHS) awarded Burnside Hospital four years accreditation through its EQUIP National Program, with an unprecedented 27 'Met with Merits', an outstanding result. This year the hospital submitted a self-assessment outlining progress made on the low-priority recommendations from the 2014 survey.

People are the key to being a leading healthcare provider. We continue to work with and invest in a strong team that places the patient at the centre of everything we do, takes initiative and is supported and educated to meet our mission.

A range of safety awareness initiatives were implemented or maintained as part of our commitment to providing a safe environment for employees, and our low number of WorkCover claims was maintained, with only one claim lodged in 2015 which is very pleasing. The hospital continued to enjoy a low staff turnover of 5.19 per cent and low levels of agency usage. This translates to exceptional patient care, and we continued to receive overwhelmingly positive patient feedback throughout the year.

Building strong community partnerships is an important expression of our values. We continue to engage doctors in all aspects of our clinical and corporate strategy and operations. We acknowledge their commitment to providing excellent care and their tremendous support for the continuing development of Burnside. Particular thanks must go to the 40 or so doctors who serve on our various clinical advisory committees.

We are grateful for the continued support of the Burnside Hospital Foundation Incorporated, which assists the hospital in purchasing capital equipment. We are equally appreciative of the dedication and time given by some 75 volunteers, who collectively gave more than 7,000 hours of their time this year. The hard work of the Foundation and our volunteers is appreciated by the hospital, our patients, their families and carers.

Burnside is fortunate to have a highly skilled and dedicated Board of Directors, who oversee the strategic direction, and ensure rigorous governance processes and practices are adhered to. We extend our thanks to the members of the Board for their tireless work and commitment, and particularly those who chair sub-committees of the Board.

Finally, we thank the members of the executive and management teams for their contribution and support, and our wonderful clinical, administrative and support services staff who work hard to enable us to achieve our strategic and operational goals.

It's been another successful year for the hospital. The continued execution of our strategic plan will see further improvements at Burnside in the year ahead and we look forward with great confidence to another successful year serving our community.

Mr Frank Kite
Chairman

Ms Heather Messenger
Chief Executive Officer



Our priority
is always the
provision of safe,
contemporary
care for every
patient.

2015 Highlights

Average length of stay - surgical patients

2014-15	3.27
2013-14	3.0
2012-13	3.0
2011-12	3.1
2010-11	3.1

Total patients treated

2014-15	12,704
2013-14	12,816
2012-13	13,123
2011-12	12,309
2010-11	12,099

Number of operations

2014-15	8,206
2013-14	8,443
2012-13	8,803
2011-12	8,417
2010-11	8,223

Births

2014-15	1,052
2013-14	1,124
2012-13	1,179
2011-12	1,175
2010-11	1,386



First private hospital in South Australia to install Stryker MAKO haptic orthopaedic robotic surgery system

Plans for a new Day Surgery environment unveiled



954 mothers attended midwifery-led Outpatient

1,495 admissions to the Sleep Centre



The Burnside Hospital Foundation Inc

Our not-for-profit hospital continues to be supported by the wonderful work of the Burnside Hospital Foundation Inc. The work of the Foundation reflects the philanthropy of Otto von Rieben, who in 1944 gave his Kensington Road property, Attunga, to the Burnside Council to establish a community hospital.

In 2015, the Foundation launched the 'Lights, Camera, Action' campaign, asking supporters to raise money towards a new camera system for the hospital's operating theatres. This follows the Foundation's donation of \$50,000 in 2014 to help the hospital fund new theatre lights for its five operating theatres. The new lights, now installed in each theatre, provide improved clarity and definition so that surgeons have the best possible lighting. The lights are around 85 per cent less expensive to run, so the hospital has been able to save on its energy bills.

Together with donations from generous regular supporters, the Foundation hosted several events in support of 'Lights, Camera, Action'. These included a gala Sunday Roast Lunch in June, a special screening of the blockbuster James Bond film, Spectre, in November and the annual Melbourne Cup Lunch at the Robin Hood Hotel on 3 November.

We were grateful to receive a generous donation of \$30,000 towards a Breast Care Nurse position. This donation has made it possible for the hospital to provide the support of an additional 24/7 Breast Care Nurse, free of charge, to patients undergoing breast cancer treatment.

We recognise and thank the Foundation Board Members for their vision and dedication to our cause:

- ▶ Mr John Gerard, Chairman
- ▶ Ms Melanie Cooper, Deputy Chairman
- ▶ Mr Nick McLeay, Secretary Treasurer
- ▶ Mrs Sue Binns
- ▶ Mr Simon Haigh
- ▶ Mr Greg Lloyd
- ▶ Mrs Bardie Simpson OAM
- ▶ Mr Frank Kite (Chairman of Burnside Hospital's Board of Directors)
- ▶ Ms Heather Messenger (CEO of Burnside Hospital)



7,000 day surgeries performed

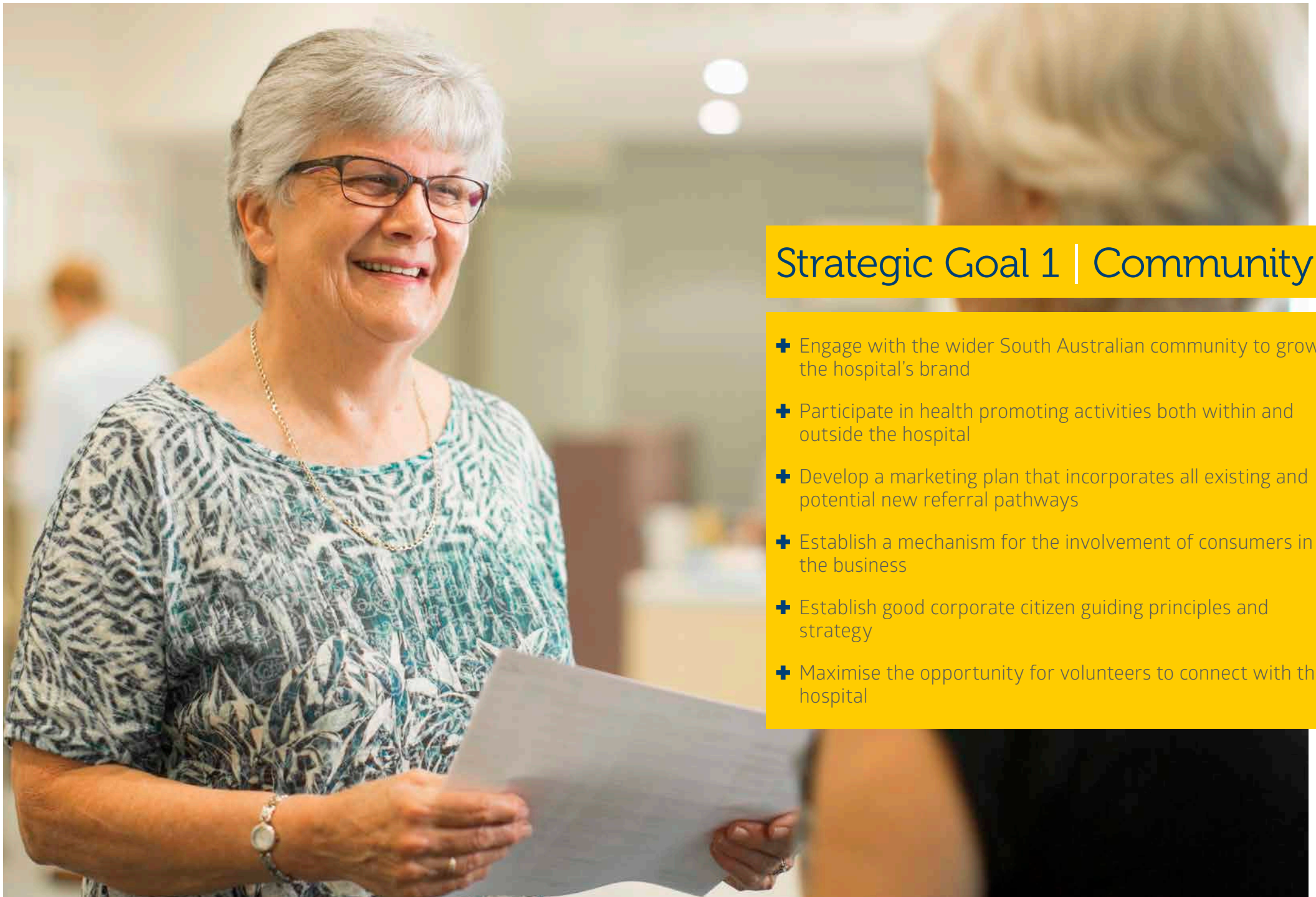


180 people treated in the Brian Fricker Oncology Centre each month

Purchase of five new operating theatre lights, following donations to the Burnside Hospital Foundation Inc



ded the patient Clinic



Strategic Goal 1 | Community

- ✦ Engage with the wider South Australian community to grow the hospital's brand
- ✦ Participate in health promoting activities both within and outside the hospital
- ✦ Develop a marketing plan that incorporates all existing and potential new referral pathways
- ✦ Establish a mechanism for the involvement of consumers in the business
- ✦ Establish good corporate citizen guiding principles and strategy
- ✦ Maximise the opportunity for volunteers to connect with the hospital

Burnside Hospital's reputation for delivering the very best patient care and customer service is built on a shared vision and the generosity of many within its local community.

The goal of Community outlines a number of communications and marketing activities to grow the hospital's brand, engage stakeholders and promote the hospital as a private healthcare provider of choice. As such, the hospital appointed a Communications and Marketing Coordinator in July 2015 to assist with achieving these goals.

We value the communities in which we operate and serve, and are committed to supporting people and organisations within these communities. During 2015 the hospital continued its active involvement with its local community through the support of initiatives such as Mental Health Week, Daffodil Day, Breast Cancer Awareness Week, the Pregnancy and Baby Expo and the Yorke Peninsula Field Days. Over the 29 - 30 September 2015, a senior registered nurse, a midwife and the Communications and Marketing Coordinator represented the Burnside Hospital at the Field Days. More than 250 people visited the booth with orthopaedics, sleep medicine, maternity services and breast services the most frequent lines of enquiry.

HEALTH PROMOTING ACTIVITIES

We were pleased to join the Australian Breast Device Registry (ABDR) in 2015, a Commonwealth initiative tracking the outcomes and quality of breast devices across Australia. This is an important mechanism to ensure the quality and safety of breast device procedures nationally. This registry is the first of its type internationally, and as a healthcare provider offering breast reconstructive and plastic surgery, it was important to participate in this patient safety initiative.

The hospital also produced two videos - a feature film on one patient's breast cancer journey, and an obstetric video about wireless monitoring of mother and baby during labour. These short films engage, inform and benefit patients and the wider community, and facilitate partnerships and promotion of our staff, services and Visiting Medical Officers.

In our efforts to 'participate in health promoting activities both within and outside the hospital', staff are encouraged to participate in wellbeing events such as the Global Corporate Challenge (GCC) and National Safety Week. In 2015 five teams participated in the GCC, an event that empowers participants to take personal responsibility for their health and performance. With a goal of achieving at least 10,000 steps per day, the teams achieved a combined total of 36,143,235 steps (23,131kms); just over walking half way around the world!

As another example of health promoting initiatives, the hospital collaborated with the City of Burnside to declare the Attunga Gardens a smoke-free space - a decision welcomed by most, particularly the visiting respiratory physicians, oncologists and clinical staff.

CONNECTING WITH VOLUNTEERS

Burnside Hospital values its volunteers, who donated around 7,000 hours in 2015. These people work throughout the hospital - greeting and providing information and directions to patients and visitors. We proudly celebrated their selfless commitment to help others during National Volunteer Week in May and International Volunteer Day in December. At the latter, we bid farewell to our long-serving Volunteer Coordinator, Patricia Witham, thanking her for her commitment and contribution to Volunteer Services for the past eight years.

In December 2015, a survey of volunteers was conducted to gain insight from this consumer group about their experience at Burnside Hospital. On the whole, feedback was extremely positive and provided insight into why people volunteer for the hospital. It was pleasing that 78 per cent of volunteers reported being extremely satisfied volunteering at Burnside.

COMMUNICATION AND ENGAGEMENT

Two seasonal issues of the Burnside Bulletin newsletter were produced and distributed to GPs in metropolitan and regional South Australia, accredited Burnside specialists, and the wider community via the website. The release of the 2015 Strategic Plan was also a significant communication piece distributed internally and externally and well received amongst stakeholders. Work on the hospital's digital strategy commenced in 2015, with a tender for the redevelopment of the website completed and the successful launch of social media on Facebook and LinkedIn to offer another avenue for stakeholders to be involved with the business. These social platforms have experienced steady growth, indicating they will continue to be an important means of delivering information on news and key services.

In its commitment to involve consumers in the business, the hospital launched several consumer engagement initiatives, which focussed on further elevating the patient experience and strengthening the partnership with consumers and stakeholders. The most significant of these was the involvement of consumers on the design of the concept plan for the new day surgery.

SOCIAL RESPONSIBILITY

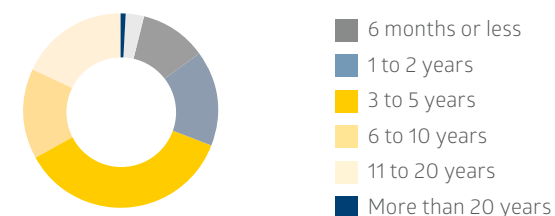
Burnside relishes its obligations as a good, socially responsible corporate citizen and undertakes initiatives to give effect to this cultural tenant. In lieu of gifts for staff at Christmas, the hospital supported the Australian Red Cross disaster relief fund for Pinery Fire victims, Soldier On and the Ovarian Cancer Research Foundation.

Relationships with the Burnside Hospital Foundation Inc and the Burnside and Glenside Lions Clubs are among those critical to fulfilling our health-related, financial and social objectives.

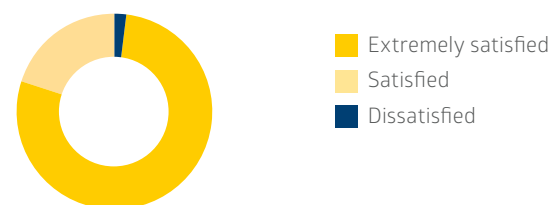
VOLUNTEER HOURS GIVEN PER MONTH

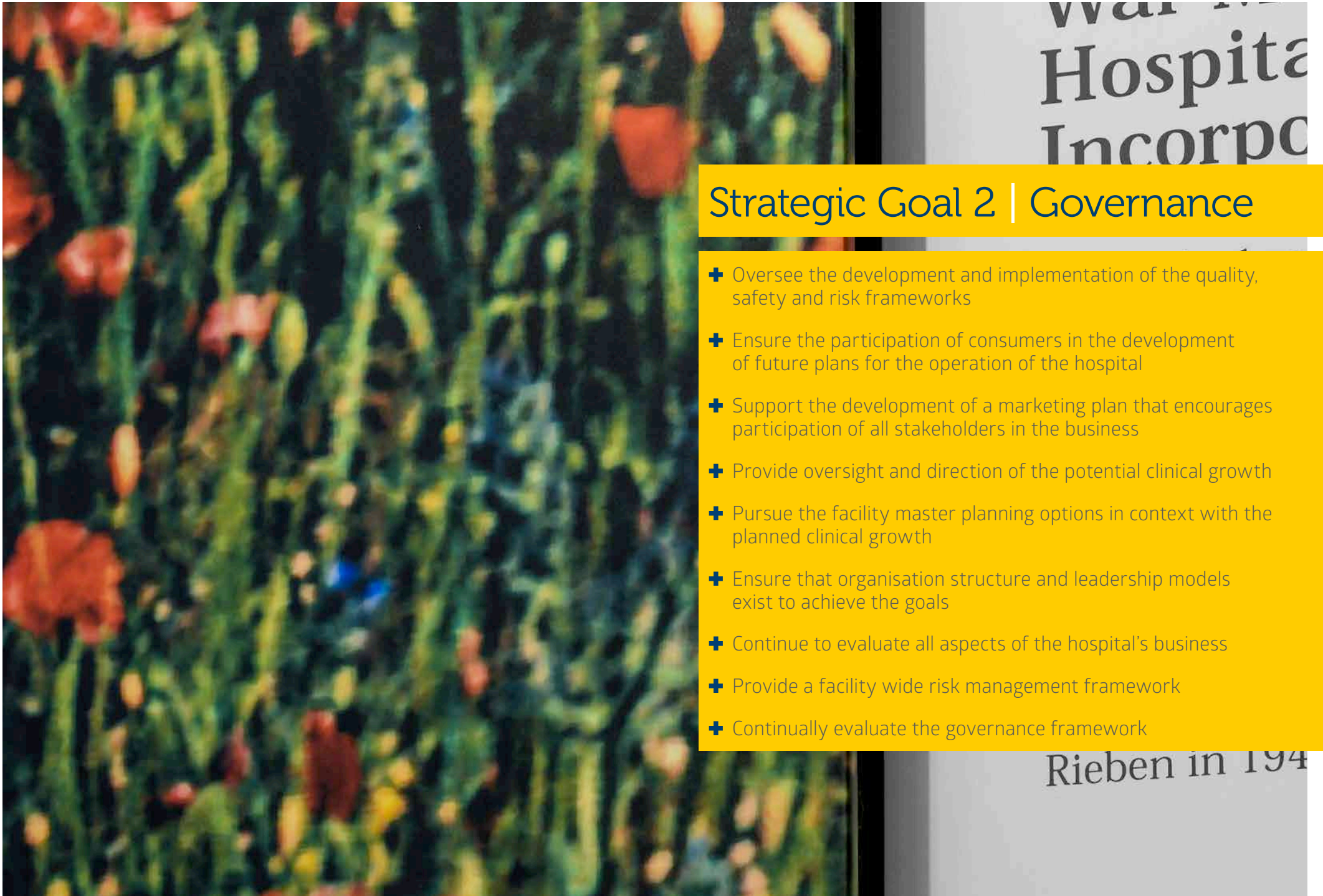


VOLUNTEER LENGTH OF SERVICE



BURNSIDE HOSPITAL VOLUNTEER SATISFACTION





Strategic Goal 2 | Governance

- + Oversee the development and implementation of the quality, safety and risk frameworks
- + Ensure the participation of consumers in the development of future plans for the operation of the hospital
- + Support the development of a marketing plan that encourages participation of all stakeholders in the business
- + Provide oversight and direction of the potential clinical growth
- + Pursue the facility master planning options in context with the planned clinical growth
- + Ensure that organisation structure and leadership models exist to achieve the goals
- + Continue to evaluate all aspects of the hospital's business
- + Provide a facility wide risk management framework
- + Continually evaluate the governance framework

Burnside Hospital is building on its governance program through continual rigorous clinical and risk audit processes, and maintaining a sound operational and financial performance.

QUALITY, SAFETY AND RISK FRAMEWORKS

Burnside Hospital continues to focus on overall safety performance with Work, Health & Safety (WHS). The year began with a new Biennial Work Health and Safety Plan 2015-16 and reports against the objectives were reviewed at each WHS committee. The hospital's policy on WHS and Injury Management System underwent comprehensive review due to changes in WHS Legislation, in particular the change of the Workers Compensation and Rehabilitation Act (SA) 1986 and its associated regulations. These changes ensure the hospital is compliant with the recently updated legislation.

In 2015 an online contractor induction system was initiated, whereby all contractors are required to familiarise themselves with the WHS and emergency systems of the hospital, read the relevant policies and complete a quiz prior to commencing work.

With the increasing incidence of harassment and aggression toward workers in healthcare environments nationally, 'Code Black' training was provided to all staff for both work and personal safety. By the end of 2015, 52 per cent of staff had completed the training, with positive feedback from participants.

The RiskMan Risk Register commenced implementation in 2015. The Risk Register will integrate with our incident reporting system linking incidents to risks and allowing electronic reporting of new risks as they arise.

Significant policy reviews were undertaken throughout the year, with particular focus on Delegations of Authority, Acquisitions, Work Health and Safety, Drug and Alcohol, Secondary Employment, No Smoking and Child Safe Environment policies. These reviews will help to minimise the hospital's exposure to unnecessary risks and costs.

**Burnside Hospital
is 100% accredited
under NSQHSS**

NATIONAL ACCREDITATION

In October 2014, the ACHS awarded Burnside Hospital four years accreditation through its EQUIPNational program. The EQUIPNational program is a rigorous, consumer-focussed program involving performance assessment against an agreed set of industry standards, measuring both clinical and non-clinical aspects of healthcare delivery. It provides an objective, external review of the quality of care and service we provide our patients, and we were pleased to receive an unprecedented 27 'Met with Merits'. In 2015, the hospital submitted a self-assessment outlining progress made on low-priority recommendations from the 2014 survey. The hospital continues to work towards the closure of these recommendations in August 2016, when we will undergo a Periodic Review - a review of the National Safety and Quality Health Service Standards of Governance, Partnering with Consumers and Preventing Healthcare Associated Infections in addition to the mandatory Equip Criteria.

MEDICAL STAFF BY-LAWS

The Governance Committee, a sub-committee of the Board of Directors, undertook a review of the hospital's Medical Staff By-Laws and Rules for the Visiting Medical Staff Association (VMSA). Following significant assessment of legal requirements, the review also considered regulatory (NSQHSS Standard One, Governance for Safety and Quality in Health Service Organisations) and administrative aspects of the By-Laws, and the role of the VMSA. Having not elected any office holders since 2004 or having met since 2005, it was recommended that the VMSA be abolished. The new Accredited Practitioner By-Laws were endorsed by the Board in July and issued to VMO's in October.

PATIENT SATISFACTION

Patient feedback continues to inform us of the quality of our care and services. Along with continuous monitoring of patient feedback in the form of compliments or complaints, various external surveys provide us with the reassurance that our services are meeting our patients' expectations. In 2015, the Department of Veterans' Affairs (DVA) 'Pay for Performance' provided such reassurance with an overall patient satisfaction score of 83.3 per cent against the national average of 79.2 per cent across seven indicators of performance, including doctors and nurses' manner, quality of care, admission, hospital environment, discharge planning, admission and medication management.

While these results are pleasing, we continue to seek consumer, staff and VMO cooperation in identifying how to further improve as a result of patient feedback.

“Thank you for a wonderful experience. From the moment I was admitted I was treated with respect and care.” -Patient, November 2015

PARTICIPATION OF STAKEHOLDERS IN THE BUSINESS

The hospital continued to facilitate participation of stakeholders in the business.

Examples of such opportunities included:

- ▶ VMO event in June, when the hospital shared its new Strategic Plan and vision
- ▶ Consumer input and feedback sought on the concept plan for the new day surgery
- ▶ Connecting via social media platforms
- ▶ Development of effective relationships with local and state-wide media, in particular health reporters, and responding to media enquiries in an open and timely manner.

A review was undertaken of the key performance indicators associated with the hospital's clinical pharmacy service external agreement. New indicators were developed and have been incorporated into a new 3+ year agreement with Epic Pharmacy. The lease for the onsite pharmacy was also reviewed.

Strategic Goal 3 | Care

- ✦ Ensure that clinical service provision is evidence based
- ✦ Continue to improve the quality of care to all patients and their families
- ✦ Deliver the model of care for patients that is articulated and evaluated
- ✦ Ensure that a robust safety and quality program is embedded across the hospital
- ✦ Deliver a clinical risk profile for the hospital
- ✦ Provide opportunity for innovation by supporting staff to engage, enquire and change practice
- ✦ Make research and benchmarking data from various sources available and evaluated
- ✦ Inform future clinical development by utilising available resources
- ✦ Incorporate formal mechanisms to include visiting medical officers in monitoring and evaluating practice by way of structured clinical audits
- ✦ Incorporate horizon scanning with regard to new medical technologies and treatments
- ✦ Incorporate patient feedback mechanisms to ensure continued improvement meets expectations

As a healthcare provider, everything we do at Burnside Hospital is ultimately designed to support the provision of safe, high quality and contemporary care.

INNOVATIVE NEW TECHNOLOGY AND TREATMENT OPTIONS

In 2015, we continued to make significant investments in equipment to support our commitment to medical and surgical excellence, and patient treatment options.

Major equipment investments included:

- ▶ a haptic orthopaedic robotic surgery system as another treatment option for suitable patients requiring partial knee replacement
- ▶ five new operating theatre lights
- ▶ gastroenterology processors and colonoscopes
- ▶ an Erbe Electrosurgical unit for diathermy
- ▶ three portable ultrasound machines for use by Anaesthetists in the Perioperative Suite
- ▶ Cableless foetal and maternal monitoring system and IntelliSpace Perinatal information system, featuring an alarm system that alerts staff when observations are outside normal ranges
- ▶ I-STAT blood gas machine implementation in the High Dependency Unit, a blood analysis system that provides staff and clinicians with the information required to rapidly make treatment decisions.

Significant refurbishments were undertaken in the suites of various onsite VMOs and the Catering Centre was redesigned and fitted with new equipment to ensure our high standards and compliance with the relevant Acts and requirements of regulatory health authorities are maintained.

MAJOR REDEVELOPMENT OF BURNSIDE'S SHORT STAY PROCEDURE UNIT

We were pleased that plans for a major refurbishment of our Short Stay Procedure Unit (SSPU) progressed significantly during the year.

Some of the key features we look forward to include:

- ▶ A large pre-operative waiting area, providing improved patient privacy and comfort
- ▶ A larger contemporary post operative environment in Stage 3 (chair) area
- ▶ Four new change room facilities for patients with additional WC's
- ▶ Four pre-anaesthetic consulting rooms located within the suite
- ▶ A post operative consulting room enabling private conversations to be held with patients

- ▶ A more fluent layout both in the day surgery and front reception, which will improve patient flow
- ▶ The ability to better meet the special health needs of patients
- ▶ Wireless technology enabling patients to use their smart devices or laptops while waiting for surgery

In short, an improved ambience in a spacious waiting area, with natural light and views over Attunga Gardens that meets the needs and expectations of privately insured patients now and into the future.

Consumer feedback and active participation on the SSPU concept plan was sought to ensure the new day surgery facilities are responsive to patient needs now and into the future. Engagement with staff and VMOs was also critical to the design process. Following approval by the hospital's Board, plans were submitted to the City of Burnside and SA Health at the end of 2015, and we anticipate planning and building approval in early 2016.

INFECTION PREVENTION AND CONTROL

Systems and governance for the control of healthcare associated infections remained a priority for Burnside. As per the NSQHS, Standard 3, we submit data to Hand Hygiene Australia over three audits per year. In 2015, Burnside's hand hygiene compliance consistently remained above 84 per cent – against the national target of 70 per cent. As of December 2015, Burnside's hand hygiene rate was 87.9 per cent compliance with the 5 Moments for Hand Hygiene, and we aim to reach 90 per cent for the next audit submission. The hospital reports its hand hygiene and health care associated bloodstream infection results on the website www.myhospitals.gov.au

REVIEW AND PRACTICE IMPROVEMENT

Through regular review of the policies and procedures that underpin clinical care, we can ensure that the content that guides our staff reflects contemporary, evidence-based research relevant to our clinical service profile.

Significant policies directly impacting patient care developed or revised in 2015 by the respective clinical advisory committee and endorsed by the Medical Executive Committee included:

- ▶ Management of bariatric patients
- ▶ Post acute care placement policy
- ▶ Clinical photography policy
- ▶ Handling and disposal of explanted human tissue
- ▶ Management of patients with multi-resistant organisms
- ▶ Management of patients with placenta praevia
- ▶ Management of adult chemotherapy induced febrile neutropenia



- ▶ Medication storage, dispensing and management of Schedule 8 Drugs of Dependence
- ▶ Patient discharge policy.

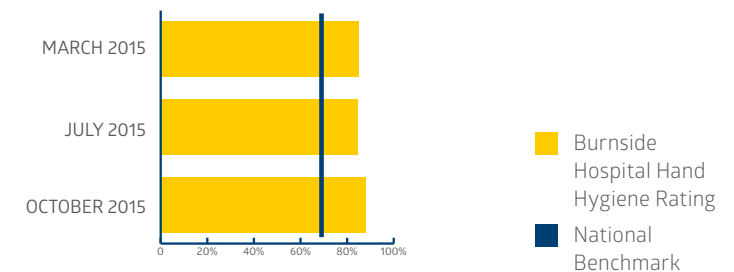
Further work was conducted in response to the national healthcare standards, including safe medication management, improving handover (in clinical areas and in Central Sterilising Supply Department), implementation of the REACH (recognise, engage, act, call help) initiative, and management of the deteriorating patient.

Some changes implemented to patient discharge have also improved the delivery of safe, quality care, specifically following the development of an 'Arthroplasty Discharge Audit' to analyse the patient experience and look for areas where improvements could be made. As a result of consumer feedback, preadmissions identified ways of increasing patient information preoperatively and ensured these patients, particularly those living remotely, received the 'Going Home after Orthopaedic Surgery brochure' following discussion with some VMOs.

The revision of the Discharge Summary, along with educational support tools and face-to-face follow up with nurses has proven beneficial, in that the nurse(s) are able to listen to feedback firsthand, make adaptations as required and/or explain the rationale for providing the required information to patients on discharge – as well as the types of answers that will most assist patients and their GP's (and community service providers) after discharge.

Importantly, Burnside's Exclusion Criteria was reviewed and changes endorsed by the Clinical Advisory Committee and the Board, and incorporated into one resource document.

BURNSIDE HOSPITAL HAND HYGIENE COMPLIANCE RATE





Strategic Goal 4 | People

- + Ensure that leadership embraces a safe, flexible and highly skilled workforce that enables the development of a team approach
- + Develop a plan to ensure that the workforce is available, adaptable and ready for change
- + Develop new roles and opportunities for staff in order to meet patient care demands
- + Develop strategies to equip leaders to maximise the generational workforce opportunities
- + Ensure that strategies are in place that make Burnside Hospital a destination employer
- + Develop a strategy for career development and advancement within the organisation

PROFESSIONAL DEVELOPMENT

At Burnside, learning and professional growth are a constant. Our ongoing investment in dedicated clinical educator support enables us to deliver accessible continuing education and professional development to new and existing staff, as well as volunteers and graduates. We were pleased with the levels achieved for mandatory training and competency days, with many clinical areas achieving 100 per cent attendance. Incorporating simulation into the competency program and other professional development throughout the year enabled the clinical education team to tailor learning to Burnside's working environment and patient cohort. In particular, the introduction of a bone injection gun (intraosseous needle) training mannequin has proven beneficial.

Staff members also took advantage of our support to complete external post-graduate courses across specialities such as perioperative, neonatal and orthopaedic nursing.

After 10 years of service we farewelled Tina Donaldson, Clinical Educator. During her tenure, Tina provided our clinical staff with opportunities to further develop their knowledge and skills and enhanced the clinical education program at Burnside.

EMPLOYMENT RELATIONS

A new enterprise agreement was successfully negotiated for clerical employees, which continues to offer employment terms and conditions that are competitive in order to both attract and retain high calibre employees. Staff continued to utilise the Employee Assistance Program, ACCESS, as well as free onsite physiotherapy services.

Our low number of WorkCover claims was maintained, with only one claim lodged in 2015. We were pleased that we remain the benchmark among private hospitals in the rates of manual-handling incidents and falls, trips and slips injuries.

Burnside's turnover for 2015 was 5.19 per cent, against an Australian average of 16 per cent, with low levels of agency use. This is testament to the hospital's commitment to not just attracting but retaining its staff.

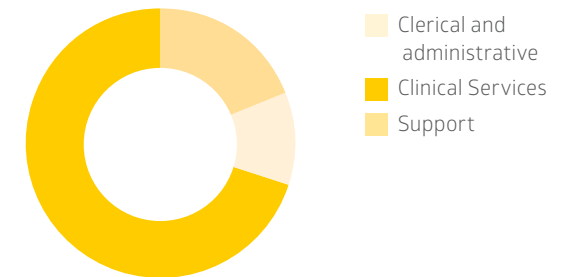
REWARD AND RECOGNITION

We were pleased to recognise International Nurses and Midwives Day in May. This year's recipient of Burnside's annual study scholarship was awarded to registered nurse Lori Keynes, who attended the Australian and New Zealand Orthopaedic Nurses Association International Conference.

We celebrated the commitment and contribution of our staffing group at the annual Christmas dinner on 27 November 2015, at which long serving staff were presented with service awards and certificates. This year, 20 staff members reached significant milestones, with six of these people celebrating 25 years of service.

As part of the hospital's patient feedback process, the Executive team and managers pass on positive patient feedback to staff and volunteers as highlighted by the patient, which often includes not only clinical staff but extends to housekeeping, catering, cleaning and administrative personnel. Staff and volunteers appreciate hearing the positive impact that they had on a patient's experience at the hospital and this approach is one important way of ensuring they feel valued and appreciated.

STAFF BREAKDOWN BY WORK AREA



STAFF BY WORK TYPE



Low staff turnover of 5.19 per cent



Strategic Goal 5 | Partnerships

- ✦ Continue to embrace visiting medical officers to facilitate identification and participation with the hospital thereby improving care and referrals
- ✦ Continue to improve relationships with all key stakeholders such as local residents, suppliers and council
- ✦ Ensure that the supporting onsite clinical partners such as pathology, radiology and allied health continue to embrace the direction of care
- ✦ Engage with the education sector to provide opportunities for staff and to maximise exposure to the next generation of worker

Burnside Hospital continued to foster strong relations with doctors throughout the year, seeking further opportunities to meet the community's healthcare needs.

CLINICAL ENGAGEMENT

All clinical advisory committees, as part of the hospital's clinical governance system, report to the Medical Executive Committee, guaranteeing continual specialist clinical advice, guidance and knowledge sharing across the hospital and its speciality areas, and among the visiting medical officers (VMOs) currently practising at Burnside.

The committees – which include Clinical Review, Drugs and Therapeutics, Infection Prevention and Control, Perinatal, Perioperative, and Sleep – work with the hospital's senior clinical staff to ensure care is best-practice and evidence based wherever possible, and assist the hospital to meet the National Safety and Quality Health Service Standards. There were more than 40 VMOs participating in the clinical advisory committees in 2015. Committee members work with clinicians to analyse and interpret clinical data, boosting safety and quality improvements, working toward achievement of the hospital's goals. General surgeon Mr Andrew Lord was appointed to the hospital's Board of Directors, joining Dr Lino Scopacasa as its VMO representatives. Dr Lord also became the new chair of the Medical Executive and Clinical Privileges Review committees.

Other committee changes included:

- ▶ Gynaecological oncologist Professor Martin Oehler being appointed chair of the Perioperative Committee
- ▶ Anaesthetists Dr Andrew Fah, Dr Debbie Knight and Dr Mark Boesch joined the Perioperative Committee
- ▶ Orthopaedic surgeon Dr Robert Fassina joined the Clinical Review Committee
- ▶ Dr Meena Okera replaced long-serving member Associate Professor Dusan Kotasek on the Drugs and Therapeutics Committee
- ▶ Dr Dien Dang was appointed chair of the Sleep Centre Committee, following the retirement of Dr Peter Robinson from private practice.

RESEARCH PARTNERSHIPS

Burnside Hospital was pleased to partner with breast surgeon Dr Stephen Birrell along with the University of Adelaide and Cambridge University to undertake ground-breaking research into how hormones regulate breast cancer, made possible by the support of about 200 breast cancer patients at Burnside Hospital. We were subsequently thrilled for Dr Birrell when his paper was published in the internationally renowned Nature publication.

BUILDING RELATIONSHIPS

Our relationship with the City of Burnside is a significant one, and the hospital continued to strengthen its relations with the Council during 2015. In particular, the hospital collaborated with Council to declare the Attunga Gardens a non-smoking area, and worked on the development of a new Memorandum of Lease for the hospital. Additionally, the hospital's Discharge Coordinator met with Council to discuss ways of working together to adapt to the new Aged Care referral system to ensure that our mutual clients have their needs met and have better outcomes post hospitalisation.

The appointment of the Communications and Marketing Coordinator has also resulted in the development of communications strategies to improve two-way relationships with neighbours, local residents, as well as Council.

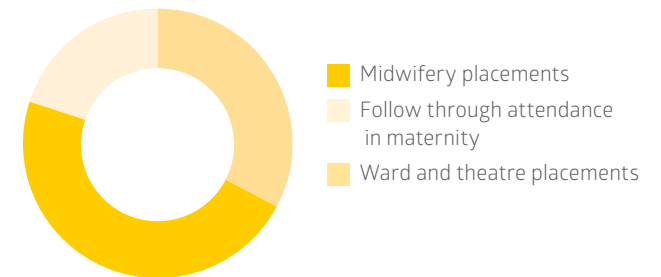
Many service areas of the hospital work closely with clinical partners, in particular allied health partners such as physios, social workers, dietitians, podiatrists and speech therapists. The Physio Clinic has been willing to participate in weekly multi-disciplinary team meetings, working to improve patient outcomes. Planning for 'rehab' at Burnside as opposed to inter-hospital transfers has been well supported, with physios adapting to increase visits as requested. Further, we have been able to support onsite clinical partners with the inclusion of these health partners on the hospital's 'on hold' message, on the website and by sharing and connecting on social media platforms.

With increasing complexities of funding arrangements, our team continued working closely with health funds and doctors' rooms to ensure all patients are well informed of their health insurance status and financial position prior to being admitted.

PLACEMENTS

Burnside Hospital maintained its successful placement programs for nursing and midwifery students, with 122 students participating in 2015. The hospital was glad to continue its respective partnerships with the universities of Adelaide, South Australia and Flinders as well as the Australian Nursing and Midwifery Federation and the Lyell McEwin Hospital for graduate placements.

GRADUATE PLACEMENTS BY AREA





Strategic Goal 6 | Sustainability

- + Ensure the financial viability of the hospital
- + Develop a clinical master plan that reflects growth and can be supported by staff
- + Develop a future building master plan to support the clinical activity of the hospital
- + Ensure overall achievement and improvements in efficiencies within the operation of the hospital
- + Manage the risk associated with the clinical profile of the hospital
- + Manage the development and implementation of the information systems required to maintain an efficient and effective hospital
- + Ensure ongoing evaluation and implementation of new medical technologies occurs within a structured framework

One of the great challenges of the Board, the Finance and Audit Committee and Executive team is to develop and execute a financial strategy that achieves a sustainable operating position for the hospital.

NEW MEDICAL TECHNOLOGIES

Investment in innovative technology allows us to elevate our medical, surgical and obstetric programs and to continue to attract patients as well as new VMOs to Burnside Hospital. Highlighted earlier in the Annual Review, the hospital invested in capital equipment that allows us to offer world-class treatment options for patients. The Medical Executive and Finance and Audit Committees, along with the Board of Directors, carefully considered and evaluated the clinical safety, technology and business imperatives to bring these technologies to Burnside. We are satisfied that these new technologies have the capacity to deliver benefits to some patients, and meet changing clinical needs and consumer expectations. Also previously documented, the hospital progressed works on the redevelopment of the Short Stay Procedure Unit, which will allow the hospital to better meet patient needs now and into the future, while increasing day surgery capacity.

IMPROVING EFFICIENCIES AND ENSURING VIABILITY

We are continuing to measure and monitor operational efficiencies and have implemented various processes over the past 12 months to capture more of this information which will enable the hospital to better identify, understand and further attempt to control some of these cost pressures.

The hospital undertook a tender, overseen by the Superannuation Committee (a subcommittee of Finance and Audit) for the provision of its corporate superannuation fund. In October 2015, the hospital chose to move to Colonial First State Employer Super, who were offering lower fees, the best investment return from the default fund, a life stages investment program that assists members to determine the most appropriate investment strategy relative to their life stage, and more comprehensive insurance.

Audits of the staffing group's accrued leave (annual and long service) entitlements were undertaken in 2015. The findings indicated significant amounts of accrued annual and/or long service leave, which had also been noted by the hospital's auditor. As such, strategies to better manage and plan leave entitlements were enacted by Human Resources. It was pleasing that by the end of 2015, the organisation's leave liability had significantly reduced.

Furthermore, the hospital welcomed seven new doctors (colorectal surgeon, breast surgeon, ophthalmologist, plastic and reconstructive surgeon and three new sleep physicians).

MEDICAL RECORDS

In 2015, Burnside Hospital adopted a consistent approach to manage the appropriate development, revision and printing of clinical forms to be included in the patient's health care record. A new policy platform will ensure that high standards for documentation and management of health care records are maintained and are compliant and will standardise the design of clinical forms available for use by the hospital. Refurbishment of the Medical Records department and offsite storage of medical records was successfully implemented during the year.

INFORMATION SYSTEMS

An Information and Communication Technology (ICT) Manager was appointed in March 2015. In line with the Strategic Plan and following an independent review undertaken by CQR Information Security Australia in 2014, the ICT Manager is tasked with identifying technology needs and implementing key initiatives to support service delivery. Subsequently, we saw key improvements to the hospital's ICT systems, including:

- ▶ Improved controls to reduce cyber risks and educated staff on these risks
- ▶ Significant upgrade to the Patient Information Management System (PIMS), enabling enhanced functionality and new features
- ▶ Integration of PIMS and RiskMan, which has reduced double handling, reducing rates of error associated with manual input of data
- ▶ Introduction of an environment to 'bring your own device' through a mobile device management suite, providing a flexible working environment, mobility and improved security
- ▶ Reconfiguration of storage environment and virtualised infrastructure, which resulted in a more stable IT network and platform
- ▶ Roll out of new PCs in theatre allowing clinical staff to enter data in 'real time' into PIMS during surgery, improving efficiencies
- ▶ Deployment of wireless networking across the hospital, enabling faster and more convenient access to information through wireless devices for patients.





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