



Burnside Hospital has 76 beds, five operating theatres and a range of services and clinics to care for and support the thousands of patients who choose to have their healthcare needs met here each year.

# Burnside's vision

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

## Burnside's 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 well equipped facilities.

## Burnside's values

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.



# Chairman and Chief Executive Officer's foreword

#### The CEO and executive team

Burnside Hospital's board of directors appointed Heather Messenger as the hospital's new Chief Executive Officer in December 2013.

The board recognised Heather's knowledge and experience in the successful operation of private acute, surgical, medical and obstetric hospitals and the knowledge of Burnside's operations developed over nine years as the Director Clinical Operations. Heather's appointment led to the recruitment of Suzanne Murray as the Director Clinical Operations in April 2014.

Suzanne joined Heather; Director Finance and Administration Joyce Jaeger; Director Human Resources and Support Services Margaret Davoli; and Quality, Risk and WHS Coordinator Jeannette Nicolson on the hospital's executive team.



FRANK KITE Chairman, Board of Directors



HEATHER MESSENGER Chief Executive Officer

It is our pleasure to present the review of Burnside Hospital's achievements and activities in 2014. It was a year in which growth was a major theme and we can thank everyone in our extended community for this pleasing result.

An important step for the hospital as we diversify and grow was the Board of Directors' review of our vision, mission and values. The mission now appropriately honours the philanthropy of Otto von Rieben, who provided his home and its grounds as the centrepiece of a new hospital in Burnside, while clearly stating our objective to provide 'safe, contemporary care for every patient, every time in current well equipped facilities'.

The review was very timely: on 25 March 2014 we celebrated the 70th anniversary of Mr von Rieben giving Attunga to the City of Burnside. The Eastern Courier promoted the occasion with an article that featured Mr von Rieben's great-great nephew, Roger Andre, and highlighted the impact of the bequest within Burnside and in wider communities.

Our revised values clarify the board's commitment to achieving our mission, at the same time as we strive to meet our responsibilities to everyone who comes in contact with our hospital. As always, we have had to balance our financial and operational capacity to respond to demand for our services with maintaining the quality of care for which we are renowned.

#### **Our financial performance**

Our revenue increased by 7.5 per cent over the previous year. The 5.8 per cent increase in overnight admissions contributed to this, as did strong stewardship from our finance committee and executive team. We capitalised on casemix opportunities through close collaboration with our visiting medical officers (VMOs), and ensured we invested in our organisation and its people with the objective of improving our capacity to fund future development.

Our surplus from hospital operations was 1.5 per cent of patient revenues, which compared favourably to an operating loss of \$63,291 in 2013. The improvement in profitability enabled the hospital to buy muchneeded equipment and contribute substantially to refurbishing VMO consulting suites.

#### Our operational performance

All board and staff members were justifiably proud when the hospital received its Australian Council on Healthcare Standards (ACHS) fouryear accreditation in October. Every hospital in Australia must be assessed on 10 safety and quality standards; we elected to be assessed on 15 EQuIP National standards, and earned extremely pleasing results that included 'met with merit' ratings on 27 key actions within those 15 standards. 'Governance for safety and quality' was one focus of ACHS accreditation and our commitment to monitoring and measuring safety and quality, to identifying patients at risk and to ongoing workforce development were reflected in six of those 27 merits.

ACHS Chief Executive Officer Dr Christine Dennis presented the hospital with its accreditation certificate at a ceremony in Café Otto on 16 December. Dr Dennis commended the hospital for results that demonstrated Burnside Hospital's leadership in quality patient care.

The accreditation added to the extremely pleasing results we received in an independent patient survey – in which feedback indicated a satisfaction rate of more than 95 per cent – and our internal questionnaire that captured staff perceptions of our hospital's safety culture. The latter demonstrated our success in identifying and implementing safety-oriented systems and practices to benefit all patients, staff and visitors.

Our performance in preventing lost-time and medically treated injuries continued to be a major focus. It is pleasing to report that there were no new WorkCover claims lodged in 2014.

#### Our workforce

The board is aware that the hospital's capacity to deliver care, and to a large degree its reputation, depends on the calibre of its staff, so retaining our talented workforce continued to demand our attention in 2014. A 'no vacancy' status at the end of 2014 and all-time low level in agency staff usage during the year are due to significant investment in our workforce.

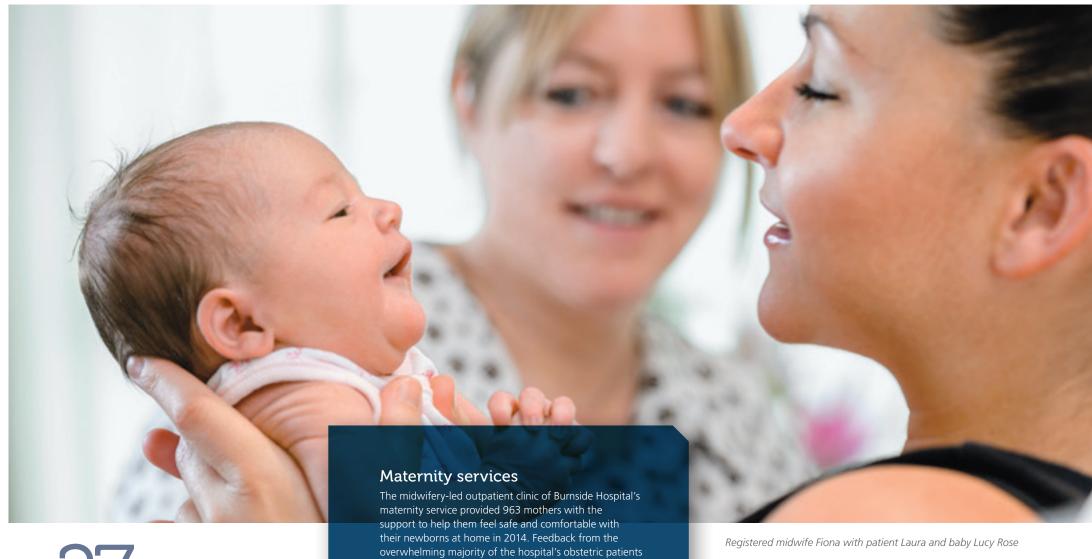
Important work has included ensuring our graduate programs are embedded and allocating about 2 per cent of our salaries and wages budget to staff's professional development. Our human resources department worked closely with clinical leaders and managers to assess our retirement risk and to prepare individualised retirement plans for those staff members who sought them.

## Audits and supplier reviews

Independent external reviews undertaken during the year included clinical coding and an assessment of key engineering infrastructure.

The security of our information and record keeping was the focus of significant work during the year. Recommendations for improvement

> continues overleaf



is that Burnside midwives are supportive, knowledgeable and professional in their care and advice to patients.

ACHS 'met with merits'



Director Clinical Operations Suzanne Murray and clinical manager Wendy in von Rieben North Ward



Physiotherapist Bree (left) and case manager/discharge planner Marie (right) mobilising Chris in von Rieben North Ward





in our information technology operations will be examined in 2015 after an independent assessment during 2014 measured the levels of protection and risk in relation to governance, staffing, infrastructure, reliability and critical system capacity.

Collaboration between our patient administration team, health funds and doctors' rooms has improved how we inform potential patients about their financial obligations, and we have introduced more secure ways to gather and store patients' medical records.

In addition, tenders were sought for provision of linen, employee assistance, corporate superannuation and insurance services. We also reviewed our external service agreements with the Intercontinental Adelaide as part of our very popular Maternity Outreach program.

#### **Our partners**

Relationships and engagement with stakeholders such as our VMOs is essential to the success of our hospital. In 2014, 43 doctors were actively engaged in our clinical advisory

committees, giving their valuable time and expertise to ensure that we deliver safe, contemporary care for every patient every time. The VMOs also helped improve quality and safety systems and clinical procedures, supported staff by providing in-service education, and offered invaluable advice as we considered equipment investments.

Allied health professionals, the external pharmacy service provider, imaging and pathology providers, the council, and donors of time and funds all

provided valuable contributions to the achievements of the hospital in 2014 and to our future success.

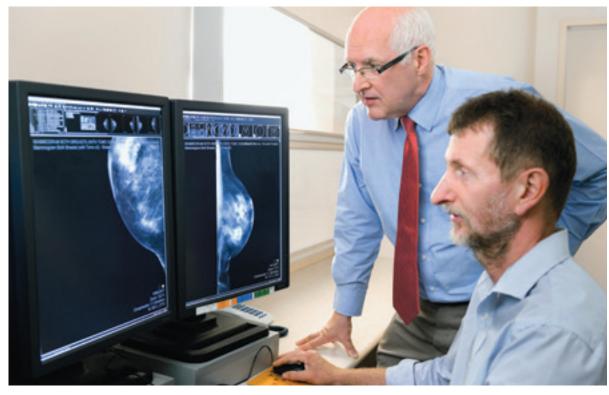
The hospital has retained contracts with all key health insurance providers. However, balancing growth and financial profits remains a challenge for all hospitals; as such we have devoted considerable time to developing a case mix that is and will continue to be well supported by the hospital's clinical infrastructure.

The Burnside Hospital Foundation's continued assistance in buying capital

equipment that otherwise may not have been possible continues to be appreciated by the hospital, our patients and their families and carers.

#### Our global connections

As a not-for-profit hospital that owes its very being to Mr von Rieben's generosity, Burnside accepts and relishes its obligations as a good, socially responsible corporate citizen. Initiatives undertaken in 2014 included donating medical equipment to underdeveloped countries, attending Eastern Area Health Authority public events, donating funds



Breast surgeon Dr Clive Hoffmann (standing) with radiologist Dr Ian Maddern

to partners such as the Australian Red Cross, Soldier On and the St Vincent de Paul Society, promoting the benefits of healthy living to local community groups, and participating for the first time in the 2014 Vinnies CEO Sleepout to help Adelaide's homeless.

#### Our thanks

Finally, we would like to thank Dr Clive Hoffmann, who has resigned after a decade of service to the board and to its medical executive and clinical privileges review subcommittees. Dr Hoffmann's commitment and

support as a board member, as well as his dedication to helping peers and colleagues across the hospital, have undeniably assisted us all in fulfilling our strategic and operational goals. We also extend thanks to the hardworking and committed members of the board, and particularly those who add to their already heavy workloads by chairing our finance, quality, governance and medical executive committees.

We acknowledge the service of former City of Burnside Councillors Peter Cornish and Tony Pocock during their

periods as board members. The council has reappointed Councillor Jane Davey to the board, along with its new representatives Councillors Lance Bagster and Mark Osterstock.

These new board members join us as we embark on a challenging year in which we will present and implement a new strategic plan.

## Average length of stay - surgical patients

2013-14	3.0
2012-13	3.0
2011-12	3.1
2010-11	3.1
2009-10	3.1

## **Total patients treated**

2013-14	12,816
2012-13	13,123
2011-12	12,309
2010-11	12,099
2009-10	12,151

## **Number of operations**

2013-14	8,443
2012-13	8,803
2011-12	8,417
2010-11	8,223
2009-10	8,460

#### **Births**

2013-14	1,124
2012-13	1,179
2011-12	1,175
2010-11	1,234
2009-10	1,386

# Our clinical care

Patient safety and care are central to all systems and activity across Burnside Hospital.

#### **Supporting effective systems**

In 2014 we introduced additional systems and practices to ensure we are able to provide the best care for all patients. Our High Dependency Unit, specialist intensive care doctors who are on call at all hours and exceptional nursing and midwifery staff contributed to this, as did improvements in our admissions processes and an increase in labour hours per patient day (LHPPD) across relevant departments. At the same time, our highly experienced clinical managers, clinical nurses and after-hours hospital coordinators supported and guided the clinical teams in delivering and following patient clinical deterioration protocols.

Investment in our clinical staff in 2014 has ensured all senior nursing staff have been trained in 'advanced life support' skills. In addition, six staff members completed an in-house high dependency course, the success of which will lead us to repeat it in 2015. Revised policies and procedures such as those for managing wounds and handling specimens maximise our capacity to deliver safe, high-quality care. In the Maternity Unit, enhancements to the electronic fetal monitoring system enable midwives to communicate information to a patient's obstetrician while the patient is in labour, contributing to our international credentials and reputation as a centre of contemporary care.

#### **Managing patient care**

We continue to identify and implement new ways of supporting patients whose conditions change while in hospital. One example is our introduction of the nationally accepted 'REACH' program in all areas of the hospital. REACH ('Recognise, Engage, Act, Call, Help is on its way') engages patients and visitors at their bedsides to notice and attract staff attention to changes in patients' condition or welfare, particularly when such changes might signify some deterioration or different symptoms. Clinical staff members are appreciating the input that patients and carers can provide, especially in emergency situations.

The governance arrangements in place to support systems and protocols for identifying and responding to patients at risk of deterioration, and the level of life-support training within Burnside's clinical workforce, were among the 'met with merit' ratings earned in the Australian Council on Healthcare Standards accreditation ratings. The impact is evident in the comment from EQuIP surveyors in September 2014 that at Burnside Hospital 'there is a sophisticated system for triggering emergency assistance that far exceeds that seen in many hospitals of this size'.

# **Education and learning development**

Constant change within the health industry demands that all staff members are able to enhance their skills and knowledge through interesting and up-to-date professional development that reflects changes in their own workplaces. Promoting and evaluating ongoing professional learning also helps our hospital reach and exceed professional benchmarks.



After-hours coordinator Jenni, clinical manager Wendy and clinical nurse Carolyn with registered nurse Abby (front) in the High Dependency Unit

#### clinical staff member an additional full day's training in areas of interest such as corporate and clinical governance,

of clinical interest

We continued our investment in

education in 2014 by offering each

quality and infection control, and area-specific clinical and skills updates.

Educators, clinical experts, managers and e-learning options such as IntelliLearn Online contributed to the delivery of accessible education and professional development to new and existing staff, including graduates, while many staff members also capitalised on opportunities to complete external postgraduate courses in their areas

### New equipment

Major equipment purchases in 2014 included five operating lights, an ultrasound machine, patient monitors, and an operating table and image intensifier for the perioperative suite. Our capacity to deliver world-class care was also supported through investment in upgrading the pre-admission clinic, some of our visiting medical officers' (VMO) consulting suites and clinics, as well as improved accounting and payroll systems.

180
Clinical placements



# Our safety and standards

As a healthcare provider, everything we do at Burnside Hospital is ultimately designed to support the provision of safe, professional and contemporary care. Results in several independent assessments in 2014 demonstrated our success in meeting this goal.

#### Patient satisfaction

It was extremely pleasing and rewarding in late 2014 to receive the results of the Press Ganey Australia patient satisfaction survey, which demonstrated that Burnside Hospital is rated in the top three per cent of more than 200 hospitals across Australia for patient satisfaction

The survey results reinforce that our efforts to provide outstanding care are on the right track and that we are continuing to listen and respond to patients and other consumers. The survey included highlights such as:

- 96th percentile ranking for overall satisfaction with care and services
- 98th percentile rank for admission processes
- 99th percentile for discharge

While the results are exceptionally pleasing, we continue to seek consumer, staff and visiting medical officers' cooperation in identifying how to improve as a result of patient feedback.

#### National accreditation

Everyone at Burnside has the right to feel proud of the four years' accreditation the Australian Council on Healthcare Standards (ACHS) awarded the hospital in October 2014. Staff members in every area of the hospital contributed to our earning the accreditation, which uses a rigorous consumer-focused survey to measure how effective a health-care organisation is in providing patient care. 'Met with merit' results in 27

ACHS actions demonstrate our strong commitment to providing safe, highquality and patient-centred healthcare to our patients. We earned these merits in many areas critical to 21st-century healthcare, including the systems and protocols we follow to prevent and control infections, identify and align patients and their procedures, manage blood products and transfusions, and respond to patient deterioration. Other merits reflected our commitment to safety and skills training; together, our results highlight our staff's determination that we excel in each and every factor necessary for our hospital to function effectively.

### Work, health and safety

Work health and safety (WHS) strategies and progress towards our Biennial Work Health and Safety Plan objectives continue to be promoted through the WHS Committee and health and safety representatives across the hospital.

In recognition of the needs of our clinical workforce and our emphasis on the right of all staff to enjoy a safe and healthy workplace, we continue to invest in equipment and programs that will prevent workplace injury and illness – programs such as one that educated relevant staff members about the best way to handle equipment in high-risk areas. It led to the risk assessment of manual tasks in the Central Sterilising Supply Department (CSSD), where training focused on handling heavy orthopaedic loan kits; in the orthopaedic ward, in handling equipment and procedures related to



Registered nurse Cassie in von Rieben North Ward

nursing immobilised patients; and in the Maternity Service, to correct sometimes awkward postures associated with helping women breast feed. The assessments involved watching staff at work and in the wards, and asking staff to identify risky activities or situations.

The process led to the development of 13 photo-manual task prompts, staff training and competency assessment undertaken over a 12-month period.

The strong WHS and Injury Management System at the hospital is evident through no new workers' compensation claims being submitted during the year, the

provision of training for all staff on effective teamwork and reporting requirements under relevant legislation, work health safety under relevant legislation, and the introduction of a new service provider for the Employee Assistance Program. In addition, Burnside remains the benchmark among five private hospitals in the rates of manual-handling incidents and falls, trips and slips injuries reported each year.

Increase in sleep admissions



Sleep technician Alicia demonstrates to Simon how sleep data is collected

# Our people



Burnside Hospital continued to be a bustling and busy workplace for about 250 clinical staff members and 142 support services staff employed at the hospital in 2014.

#### **Facilities planning**

The transition of Adelaide Orthopaedic Trauma Specialists (AOTS) and their patients to custom-designed consulting rooms prompted wider changes that improved safety, efficiencies and productivity. Our maintenance team worked solidly with contractors to prepare Godfree House premises for the Human Resources (HR) and Payroll staff members who moved across Moore St. transfer the admissions area to the rear of the hospital, refurbish other areas, relocate the Burnside Hospital Foundation Inc premises, and ensure the vacated HR space was equipped to house the expanded AOTS medical consulting suite.

At the same time, the Central Sterilising Supply Department (CSSD) was able to capitalise on the extra space allocated to it. We also worked with work, health and safety consultants to ensure staff members were able to safely manage the additional physical requirements of more orthopaedic work.

The planning undertaken to prepare for the moves ensured the project was completed on time and minimised disruption and inconvenience to staff, patients, doctors and maintenance teams.

95%
Patient satisfaction

#### Staff feedback

Results of a Hospital Safety Culture Survey conducted internally in late 2013 were evaluated in 2014. The Agency for Healthcare Research and Quality (AHRQ) survey measures the opinions of hospital staff about patient safety issues, medical errors and event reporting. Among other items, it explores how staff members view the hospital's commitment to safety, the extent to which staff feel they would feel safe as patients at Burnside, whether staff are satisfied with their performance feedback, and whether they feel comfortable reporting any safety concerns.

Highlights of the survey included:

- 85 per cent of staff respondents indicating the hospital has an 'excellent' or 'very good' safety culture
- 91 per cent indicating that 'hospital management provides a work climate that promotes patient safety'
- 87.6 per cent indicating that 'hospital units work together to provide the best care for patients'.

Our staff members' satisfaction and their commitment to the hospital and its patients are evident in the unusually low level of clinical agency support: only 2.2 per cent of all labour hours.

#### **Enterprise agreement**

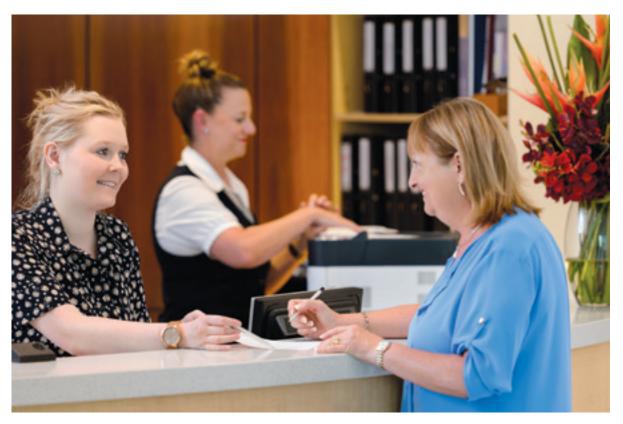
The hospital's Health Professionals and Support Services Enterprise Agreement was negotiated successfully and rapidly. Outcomes included increased expenditure on and opportunities for staff education and improvements to the competency program. The full-day Nursing and Midwifery Mandatory Competency Program for nurses and midwives now includes an interactive simulation education session using 'SimMan'; participants also benefit from the IntelliLearn online learning program.

#### **Professional development**

Our commitment to educating the next generation of nurses and midwives led to us accepting about 180 clinical placement students in 2014. Clinical placement is a step towards newly qualified staff applying for our two 'Transition to Professional Practice' programs and we accepted seven graduates – six nursing and one midwifery – in 2014.

Many staff members also take advantage of our support to complete external post-graduate courses across specialties such as perioperative, neonatal and orthopaedic nursing.

This year's recipient of Burnside's annual study scholarship, registered nurse Elizabeth Bryson, attended the Cancer Nurses Society of Australia's 17th Winter Congress, 'Cancer Nursing: Leading in a Time of Change', in Melbourne.





#### **Hygiene and cleanliness**

Patient feedback reveals the importance of the hospital's cleanliness in their overall satisfaction with the hospital and its care. Burnside's exceptional cleanliness was also recognised in the Australian Council on Healthcare Standards accreditation ratings. Support services staff are kept informed about the latest research into the standards and systems pertaining to cleaning in hospitals and actively participate in education programs regarding hand hygiene and other infection prevention and control measures.

#### Catering and nutrition

The focus on developing and delivering the best possible menus for Burnside's patients continued with renovations in the kitchen and close attention to dietary requirements. Our chef worked closely with nutritional experts to devise dishes, meals and menus that meet both patient 'taste tests' and contemporary nutrition standards – not only across meals and daily menus but also within individual dishes. This work included the catering manager weighing every ingredient in every dish so a consultant

dietician could assess and alter nutritional values as required. Senior staff attended education programs to learn how to plan and provide cost-effective and efficient menus. Patients completed surveys that led to the introduction of standardised small, medium and large meal sizes that also serve to minimise waste. Feedback since the changes has been positive and changes implemented on a permanent basis.

LEFT: Receptionist Shae with patient Sharon and senior administration officer Erin RIGHT: Infection prevention/control and wound management consultant Franciska and clinical pharmacist Gauri

> 4.69% Staff turnover

# Our communities



Burnside Hospital's donation of an image intensifier radiology unit to a major hospital in Tanzania was a major focus of its philanthropic and community engagement activities in 2014.

The hospital worked with the Australian Tanzanian Services Foundation, and Rotary and its Donation in Kind program, to send the equipment to the Muhimbili National Hospital, a major teaching and referral hospital in Dar es Salaam. The image intensifier is used in surgical procedures to identify fractures or organs that should be removed.

Burnside's support for global communities also included its large shipment of recycled and 'recently retired' medical goods and equipment to Africa.

Closer to home, the hospital participated in its partners' promotional and fundraising activities, including Mental Health Week, the Cancer Council's Daffodil Day, Vinnies' CEO Sleepout and the Pregnancy and Child Baby Expo. About 12 midwives volunteered to provide information to visitors at the Expo, held at the Wayville Showgrounds each year.

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.

Regular communication with our patients and their families through face-to-face discussions, surveys and questionnaires - including our 'Impressions are important to us' feedback form - is instrumental in gathering the information needed to maintain and improve our safety and services at the levels they expect and deserve

#### Volunteering

About 75 regular volunteers gave more than 7,000 hours of their time to help the hospital and its patients in 2014. Most live in the suburbs around the hospital and report that they offered to volunteer after being impressed by the hospital's service and cleanliness when a patient or visiting a friend or family member.

Some volunteers have been participants in the hospital's activities for more than 20 years. They have witnessed changes to health care – including the shorter stays that most patients enjoy – that have also altered their own roles, which in 2014 included helping oncology patients, ward duties and helping the foundation manage its events, as well as providing support in medical records and Café Otto and on the courtesy desk.

New volunteers undertake on-site training and extensive orientation alongside paid staff, and require regular national police checks in the same manner as staff.



More than 7,000 volunteer hours

# Our foundation







The Burnside Hospital Foundation Inc. continued to rely on the generosity and hard work of its board members, donors, volunteers and local service organisations such as the Lions Club of Glenside to support its efforts to buy necessary equipment for the hospital in 2014.

Its work continues and reflects the philanthropy of Otto von Rieben, who in 1944 gave his Kensington Road property, Attunga, to the Burnside Council to enable the hospital to be built.

The 70th anniversary of the bequest was a major focus of the foundation's promotional work in 2014. It followed the foundation's donating \$75,000 from its 2013 fundraising efforts towards a high-capacity, multi-function operating table for the perioperative suite.

Throughout 2014 the foundation asked its supporters to help 'Shine A Light' on the hospital's operating theatres and raise \$50,000 towards new theatre lights. More than 80 per cent of all money raised for the lights during the year was from donations, including many from among our 195 individual

and business 'Five Star Supporters'. The annual Melbourne Cup Lunch and a special film screening at the Regal Theatre together raised about \$11,000 towards the \$50,000 total presented to the hospital in February 2015.

The Lions Club of Glenside provided two large donations for the maternity unit: \$13,750 from sales of the club's *Images of Burnside* calendar funded new scanning equipment and \$28,000 enabled the purchase of a controlled-environment isolette for newborns.

Founding board member and passionate fundraiser Bardie Simpson OAM, who continues to serve the foundation after more than 15 years on the board, became the foundation's third life member.

# Burnside Hospital Foundation Inc. Board 2014-15

Chairman - John Gerard

**Board members -** Sue Binns, Melanie Cooper, Simon Haigh, Frank Kite, Greg Lloyd, Nick McLeay, Heather Messenger, Bardie Simpson OAM LEFT: Attunga gardens

CENTRE: Registered midwife Hazel with baby Lucy Rose

RIGHT: Foundation chairman John Gerard, Otto von Rieben's relative Roger Andre and hospital board chairman Frank Kite celebrate the 70th anniversary of Mr von Rieben's bequest of his home to found the hospital.

Photo: David Cronin/Newspix

