

The Burnside War Memorial Hospital Inc.

# Annual Review 2016

Celebrating

60 Years



**BURNSIDE  
HOSPITAL**

“Coming in for my procedure I was, naturally, a little apprehensive but every single staff member I met from front administration to the nurses were bright, cheery, friendly, positive and made me feel relaxed. The staff and facilities were fantastic.”

Patient, Short Stay Procedure Unit  
September 2016

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# About us

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 nursing and midwifery care, making Burnside Hospital the first choice for many of the state's leading specialists.

Burnside Hospital has 76 beds, five operating theatres, day surgery facilities, a High Dependency Unit and an array of services and clinics to care for and support the thousands of patients who choose to have their healthcare needs met with us each year.

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

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

## Our Vision

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

## Our Mission

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

## Our Values

Respect. Care. Integration. Collaboration. Innovation.

These five 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.

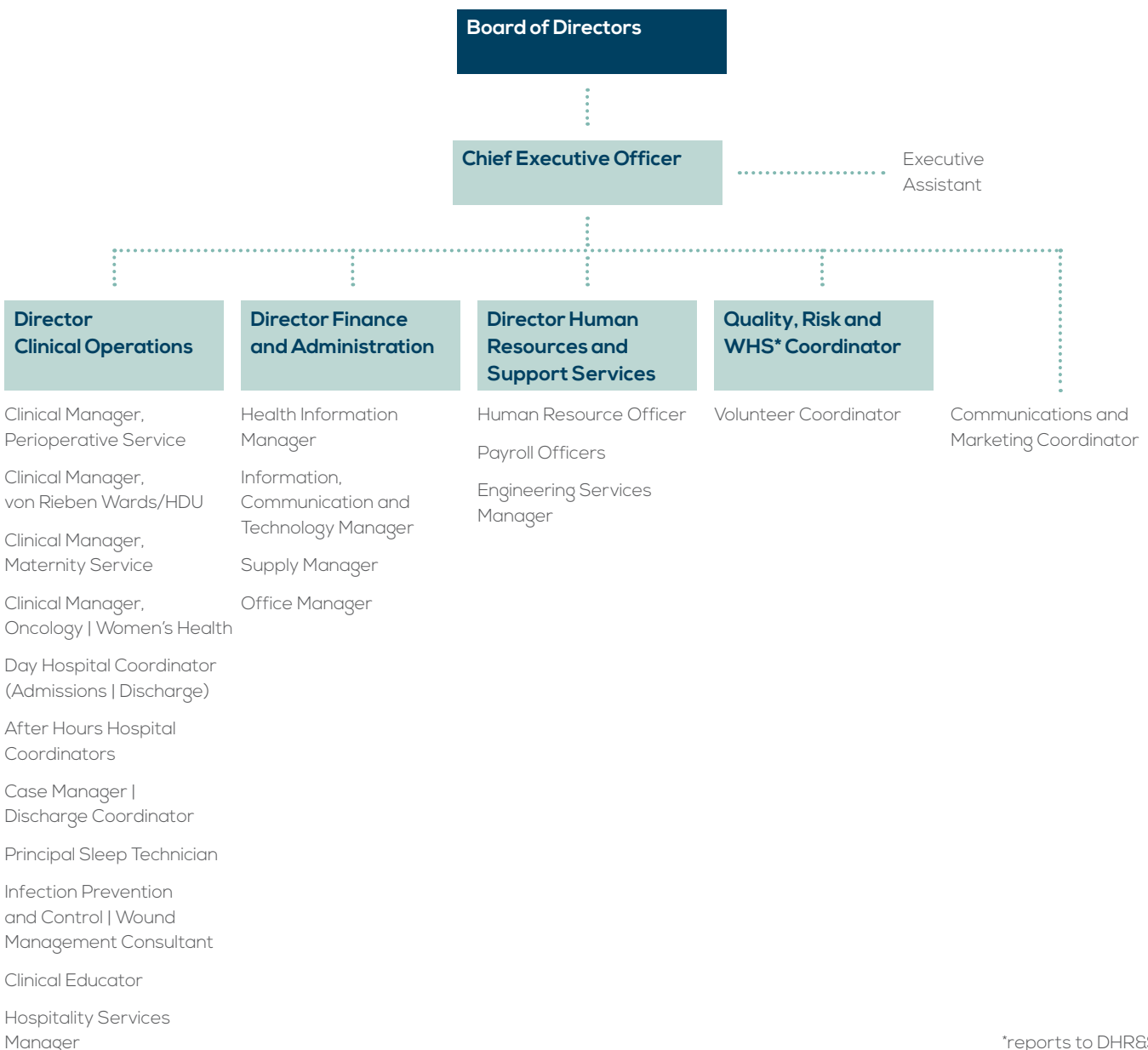
# Organisational structure



**Board of Directors** L-R: Dr Lino Scopacasa, Cr Henry Davis, Dr Andrew Lord, Ms Anne Hinton, Cr Jane Davey, Mr Larry Opie (Deputy Chairman), Mr Frank Kite (Chairman), Cr Mark Osterstock, Ms Alison Fitzgerald, Ms Heather Messenger (Chief Executive Officer), Mr Craig Whitton.



**Executive team** L-R: Ms Joyce Jaeger (Director Finance and Administration), Ms Margaret Davoli (Director, Human Resources and Support Services), Ms Suzanne Murray (Director Clinical Operations), Ms Heather Messenger (Chief Executive Officer), Ms Jeannette Nicolson (Quality, Risk and WHS Coordinator).



## Chairman and Chief Executive Officer

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Burnside Hospital has a proud tradition of innovation and excellence in patient care and 2016 – our 60th year – was no exception. This year's annual review demonstrates many of the ways Burnside Hospital has worked towards the goals set out in the Strategic Plan, as well as meeting the needs of its ever-expanding community.

Looking back to our humble beginnings in 1956, we began as a small convalescent hospital performing 50 operations per month, in stark comparison to the 800 procedures averaged each month in 2016. The very fact that after all those years we have remained an independent, not for profit private hospital attests to the excellent service and strong community support for Burnside, and the tenacity of its Directors and management over that time.

Of course, this would not have been possible without the generous gift by Otto von Rieben of his house, Attunga, and its 4.5 acres of grounds to the City of Burnside in 1944, enabling the Council to realise its vision of creating a lasting memorial to the men and women of the area who had served our country in wartime.

We were thrilled to celebrate this significant milestone with a group of 270 guests – comprising Board members, visiting doctors and allied health professionals, City of Burnside Mayor David Parkin and other Council representatives, staff, volunteers, Foundation supporters and corporate partners – at the National Wine Centre on the actual birthday, 26th October 2017.

Not only was it a great opportunity to celebrate 60 years of providing private surgical, obstetric and medical healthcare to the community, but to pay tribute to the hospital's benefactor, Mr von Rieben. This hugely successful event was a joint collaboration between the hospital and the Burnside Hospital Foundation Inc.

While how we do things may change; the foundation for why we do them never does – to provide safe, contemporary care to every patient every time in well-equipped facilities. It's our mission, it's our values and it's our people. It is this care which both reflects our heritage as an organisation founded by philanthropy but also perpetuates Burnside's mission and values into the future, ensuring our identity as a patient-centred, values-driven community hospital remains steadfast, even during periods of change.

The 2015/16 financial year saw the hospital admit the highest number of patients in its history, surpassing the 13,000 mark. There was an increase in sleep and oncology patients but a steady decline of deliveries at the hospital.

Increasing health premium costs has seen a change in the types of cover taken out by patients, in particular an increase in exclusions which has certain challenges for the hospital ensuring all patients have the correct cover for their procedures. The hospital continued to have contracts with all of its health funds, which in turn has challenges in relation to ensuring the correct reimbursements are received to ensure the future viability of the hospital.

More than \$1 million was reinvested back into the hospital via expenditure on capital equipment, including improving facilities in the catering department, increased security via CCTV cameras, and the start of the multimillion dollar redevelopment of the Short Stay Procedure Unit. The latter is the most significant project at the hospital in more recent times which, upon completion in 2017, will ensure our patients will have access to state-of-the-art facilities enabling us to provide exceptional care for our patients.

This redevelopment is a strategic investment in built facilities and complements the acquisitions of leading edge operating theatre technologies,

# Our ability to deliver excellent clinical care and service is the direct result of the professionalism and collective commitment of our nurses, midwives, non-clinical staff and visiting medical officers to do their very best for our patients every day.

demonstrating our commitment to sustainably serve current and future generations of the Burnside and broader South Australian communities.

With continuing growth in the number of procedures and patients, and an increase in the breadth and complexity of the hospital's medical and surgical activities, capital was also put towards information management systems, in particular data management systems to augment the hospital's business making decisions.

Forward planning is critical in determining the services we can offer future generations, and this has been a key priority in 2016. The negotiation of a new 21-year lease with the City of Burnside in July not only ensures our tenure for the future but allowed us to progress to the second stage of the Feasibility Study for hospital-owned, underutilised assets on the titles of 126 Kensington Road and 2 Moore Street. This important project will underpin the hospital's future growth and development as a premier acute care health service in South Australia.

South Australia experienced some wild and woolly weather during the latter half of the year, with a state-wide blackout and unprecedented deluges of rain, both of which disrupted our services (and that of many businesses across the state). We thank all staff for their professionalism during these times, and particularly to those who worked hard to either restore services or ensure we were still able to deliver exceptional care to

patients during this challenging time. We are now better prepared for future such environmental events, and look forward to the commencement of a \$1.05 million infrastructure improvement program for our main electrical switchboard and generator in 2017, to improve our business continuity capabilities.

The Board commissioned an external review during the year, to evaluate its performance particularly as the hospital positions itself for a period of growth and expansion. This review was completed in March 2016, with recommendations presented to the Board in April. An action plan has been developed and the recommendations remain a work in progress.

After 21 years on the hospital's Board of Directors, Justice David Berman retired in November, leaving an immense legacy. His unwavering commitment to the hospital, not only as a board member but also as Chair of the Governance Committee, will be greatly missed. We are also grateful for the positive contribution and strategic guidance provided by Greg Sheridan, who served on the Board from 2011 until October 2016.

In addition to reaching a new Nursing and Midwifery Enterprise Agreement towards the end of the year, we have again benefited from a stable workforce with low staff turnover, ensuring that patients at our hospital are safe, comfortable and have a positive hospital experience.

The commitment of our exceptional team to provide this care was again

acknowledged by the Australian Council on Healthcare Standards during the 2016 Period Review, undertaken by the Australian Council on Healthcare Standards (ACHS). The survey team was complimentary about our culture of continuous improvement in both clinical and non-clinical areas and our commitment to patient-centred care. This was fantastic and our staff, Visiting Medical Officers and other partners should feel extremely proud of this assessment.

The Burnside Hospital Foundation Inc. remains active in helping the hospital to keep pace with medical advances through equipment purchases or supporting facility upgrades. We sincerely thank the generous donors, corporate supporters and Foundation Board for their vital ongoing support of our hospital and its service to the community. We also recognise the generous and positive spirit of our 70 volunteers, who greatly enrich the experience of patients, families and staff, and who are integral to daily life at the hospital.

Most importantly, our ability to deliver excellent clinical care and service is the direct result of the professionalism and collective commitment of our nurses, midwives, non-clinical staff and Visiting Medical Officers to do their very best for our patients every day. It is their commitment that is the cornerstone of the reputation we have developed over our 60 years for excellence in clinical care and healthcare provision.



## 1956-2016: Burnside Hospital turns 60

On Wednesday 26 October 2016, Burnside War Memorial Hospital celebrated 60 years of providing private surgical, obstetric and medical healthcare to the community.

As part of the celebrations, the hospital commissioned a local historian to curate a brief history of the hospital, part of which you can read below. A commemorative short film entitled 'The Gift' was also produced and launched, which captures the hospital's history and illustrates the organisation today, and can be viewed on our website [burnsidehospital.asn.au](http://burnsidehospital.asn.au)

### Otto von Rieben, Benefactor

In March 1944 Burnside resident Otto von Rieben donated his house, Attunga, and its four and a half acres of land, to the Burnside Council for the purpose of building a community hospital.

Born in 1863 into a family of eight children at Morgan on the Murray River, Otto von Rieben was educated in Adelaide. He commenced work in a shipping company based at Morgan before being transferred to Broken Hill in 1891.

An inheritance, together with shrewd investments in mining company BHP and northern pastoral stations, appear to have made him a wealthy man by the time of his return to Adelaide in 1907. Otto and his wife Jane (nee Crerar) enjoyed making their home and grounds available for community functions. They contributed generously to projects such as the building of avenues of trees and a memorial to the soldiers of Burnside on Alexandra Avenue and Prescott Terrace.

The gift of his house and land made the establishment and development of the Burnside War Memorial Hospital possible.

### Attunga and the Deed of Gift

Attunga is a Federation-style freestone building with brick dressings. It is set in a large, park-like garden, with fence and gates designed in the Art Nouveau style, unusual for South Australia.

In 1901 Benjamin Burford, of Burford Soap, commissioned Adelaide architect, W F Dancker, to design the building.

Regarded as architecturally and historically significant, it was added to the South Australian Heritage Register in 1986.

The building is substantially intact, except for modifications to the balconies and verandahs in 1961. In order to reduce maintenance costs and make long term conservation easier, these were rebuilt in straight lines, rather than following the original curves of the building.

Otto von Rieben purchased Attunga in 1907, and lived there with his wife Jane until her death in 1920, and various other family members thereafter. He gifted it to the Corporation of the City of Burnside in 1944.

The Deed of Gift offered the house and gardens to the Corporation to permanently preserve them as a hospital. It also provided for the ongoing maintenance of the house and grounds and employment of the gardener. Otto and his household stayed on until 1948 when they moved to Pomona, his new house in Stirling.

### Celebrating 60 years

On the evening of the anniversary, a group of 270 guests – comprising the Board of Directors, visiting doctors and allied health professionals, City of Burnside Mayor David Parkin and other Council representatives, staff, volunteers, foundation supporters and corporate partners – gathered at the National Wine Centre to celebrate the considerable contribution the hospital has made to the community in its 60 years.

Key note speaker and visiting orthopaedic surgeon Dr Robert Baird delivered a thought provoking address about his military service in Afghanistan and the changes that have occurred overtime in the provision of medical care and treatment – many of which were a result of technological military advances.

There were other special touches on the night, and we were fortunate to have a table of Mr von Rieben's family members, who were delighted to participate in the celebrations. Another special guest in attendance was Ms Heather Miller, the first baby born at the hospital on 26 November 1956, who brought with her silver keepsakes given to her by the hospital at the time.

This hugely successful event was a joint collaboration between the hospital and the Burnside Hospital Foundation Inc.

## 2016 Highlights

Burnside Hospital celebrated 60 years of providing private surgical, obstetric and medical healthcare to the community on 26 October 2016

–  
4,181 day surgeries performed

–  
1,013 mothers attended the midwifery-led Outpatient Clinic

–  
An average of 180 people treated in the Brian Fricker Oncology Centre each month

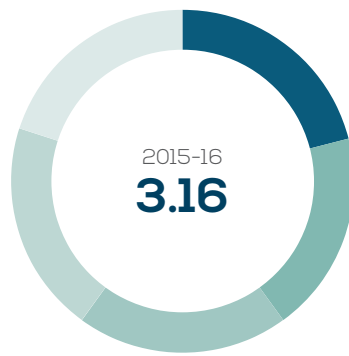
–  
1,895 admissions to the Burnside Sleep Centre

–  
Welcomed 12 new Visiting Medical Officers and 20 new anaesthetists

–  
More than 7,000 volunteer hours

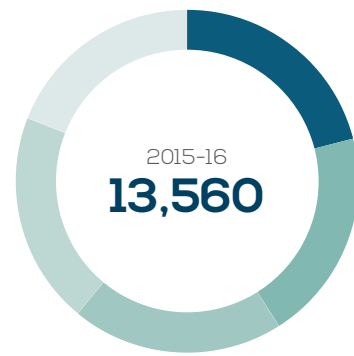
–  
The multimillion dollar refurbishment of the Short Stay Procedure Unit began which will create a world-class day surgery environment and meet the needs of patients now and into the future

–  
Average of 9,500 meals prepared by our catering department each month.



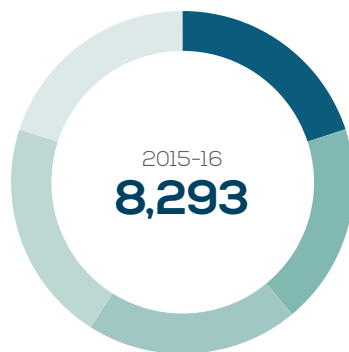
**Average length of stay (days) – surgical patients**

<b>2015-16</b>	<b>3.16</b>
2014-15	3.0
2013-14	3.0
2012-13	3.1
2011-12	3.1



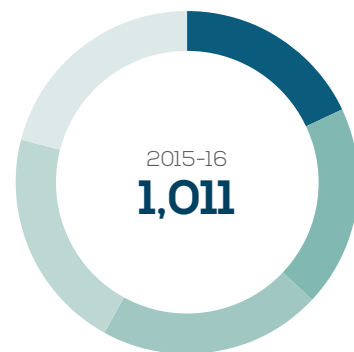
**Total patients treated**

<b>2015-16</b>	<b>13,560</b>
2014-15	12,704
2013-14	12,816
2012-13	13,123
2011-12	12,309



**Number of operations**

<b>2015-16</b>	<b>8,293</b>
2014-15	8,206
2013-14	8,443
2012-13	8,803
2011-12	8,417



**Number of births**

<b>2015-16</b>	<b>1,011</b>
2014-15	1,052
2013-14	1,124
2012-13	1,179
2011-12	1,175





# Foundation

## The Burnside Hospital Foundation Inc.

Our not-for-profit hospital continues to be supported by the wonderful work of the Burnside Hospital Foundation. The work of the Foundation reflects the philanthropy of Otto von Rieben.

During 2016 the Foundation offered three choices of projects to its supporters – giving gifts towards new post-surgery recliner chairs for the hospital's short stay procedure unit; helping to fund wireless transmitters for a monitoring system for expectant mothers; or donating to "the area of greatest need", as decided by the Foundation Board and the hospital, working together to decide the best way to use the money raised. Donations from generous regular supporters, and the annual Melbourne Cup Lunch at the Robin Hood Hotel contributed to a most successful year.

This follows the Foundation's donation of \$35,000 from its 2015 'Lights, Camera, Action' campaign, to help the hospital fund a new camera system in the operating theatres.

The Foundation's Events Committee also partnered with the hospital in presenting its 60th Birthday Celebration dinner.

We were grateful to receive the continued generous help of a private foundation which granted \$40,000 towards funding an additional Breast Care Nurse position for 2016-17.

Starting in 2015, this grant has made it possible for the hospital to continue to provide 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

Mr Nick McLeay, Deputy Chairman

Mr Greg Lloyd, Secretary Treasurer

Mrs Sue Binns

Ms Melanie Cooper

Mr Simon Haigh

Mrs Bardie Simpson OAM

Mr Frank Kite (Chairman of Burnside Hospital's Board of Directors)

Ms Heather Messenger (CEO of Burnside Hospital)



# Community

## Strategic Goal 1 – Community

### Connecting with the community

In 2016, Burnside Hospital worked to increase its presence within the community, reinforcing its position as an exceptional private hospital in South Australia.

#### Key activities to achieve this included:

- Representation at the South East and the Riverland Field Days – an important initiative in reaching out to regional communities
- Continued support of community events such as Mental Health Week, Daffodil Day, Breast Cancer Awareness Week, the RSL Poppy Appeal, and the Pregnancy and Baby Expo
- Visits to more than 20 metropolitan and regional medical practices, with a strong representation by the Sleep Centre and Breast and Endocrine services teams
- Celebration of our 60th birthday with a group of 270 members of the hospital's diverse community

- Production of a short feature film, 'The Gift' (launched on the hospital's birthday, 26 October), which illustrates the hospital's philanthropic beginnings, demonstrates its strong community connections and displays the hospital's current facilities and staff. It was made possible by the contributions of many members of our community.

### Communication and consumer engagement

Burnside continued to strengthen communications with stakeholders and foster partnerships with consumers throughout the year.

- Burnside launched its new, contemporary and patient-centred website in April, offering greater consumer engagement and functionality, including the ability to search for doctors and specialties, access forms and referrals, communicate electronically as well as access information about our overall performance, in key areas.
- The hospital expanded its strategy on social media, utilising this as a platform for 'real time' engagement with consumers, with many people taking to our Facebook page, resulting in 100 reviews providing us with a 4.6 out of five star rating
- Two issues of the Burnside Bulletin were distributed to more than 800 general practitioners in metropolitan and regional South Australia, accredited Burnside specialists and the wider community via the website
- The hospital's promotional material was updated and subsequently a new suite of collateral was developed, including new brochures for various services, A4 fact sheets, a site directory and promotional banners
- In conjunction with the development of new promotional material, marketing strategies were enacted with the aim of increasing awareness and profile of key services at the hospital, with particular focus on obstetrics, breast surgery, sleep and orthopaedics

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. We value the communities in which we operate and service and are committed to supporting people and organisations within those communities.



Burnside Hospital was a popular destination at the 2016 South East Field Days

- Consumers were engaged on projects including the Short Stay Procedure Unit redevelopment, antenatal classes, the maternity outpatient clinic and communication material
- A new consumer engagement policy was developed and endorsed, which will guide the implementation of a Consumer Reference Group in 2017
- A workshop on Consumer Engagement was conducted for all managers by international group, The Advisory Board Company.

### Health promoting activities

As a healthcare provider, engaging with the community for improved health outcomes is a key priority for Burnside. In 2016, we expanded on our health promoting activities with:

- The development of a short film about robotic assisted orthopaedic surgery system, designed to inform consumers about this treatment option for people with osteoarthritis of the knee or hip
- The facilitation of three consumer information sessions about robotic orthopaedic surgery, with more than 100 people attending

- A new website allowing the hospital to share health promoting content, links and other resources with consumers online
- An increased social media presence, enabling the hospital to share health promoting messages with stakeholders, particularly around breast health, bowel cancer awareness, sleep health and information for pregnant women and those with newborns
- The inclusion of a health and wellness article in the relaunched internal newsletter, the Burnside Gazette
- The hospital's ongoing vaccination program, which saw hundreds of staff receive free immunisations such as the influenza vaccine, which helps to protect not only our workforce but patients and visitors to the hospital.

### Connecting with volunteers

Our 80 volunteers support the provision of exceptional services across all areas of the organisation, contributing more than 8,000 hours annually. In 2016, Volunteering SA/NT performed a review of our volunteer program against the National Standards for Volunteer Involvement.

The hospital received an overall score of 65 per cent and a quality improvement plan was developed to implement the recommendations. A Volunteer Coordinator was appointed, with increased hours allocated for the position in light of the review.

Some of the key actions introduced have been:

- Volunteer job descriptions
- Regular volunteer education sessions
- Performance reviews for volunteers.

### Social Responsibility

Burnside remains committed to strengthening corporate social responsibility and embraces community stewardship as necessary and core business practice. In lieu of Christmas gifts for staff, Burnside made donations to Arthritis South Australia, Bowel Cancer Australia and Soldier On and also again sponsored a group of staff and visiting medical officers participating in the annual dragon boat competition.



# Governance

## Strategic Goal 2 - Governance

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### National Accreditation

The hospital's Periodic Review by the Australian Council on Healthcare Standards (ACHS) was conducted in August. The hospital was assessed on the National Safety and Quality Health Service Standards 1, 2 and 3 (Governance, Consumers and Infection Prevention and Control) and the EQulP National Standards 11-15 mandatory criteria (Service Delivery; Provision of Care; Workforce Planning and Management; Information Management; Corporate Systems and Safety).

The surveyors acknowledged the high quality of service and care provided by everyone associated with the hospital and the final report was very complimentary about the safety and quality systems and the safety culture at Burnside Hospital. All seven of the previous recommendations were closed and seven new recommendations were received.

Work has commenced on addressing the recommendations, six of which are clinically focused and the seventh relating to workforce planning and management.

### Quality, safety and risk frameworks

We take pride in delivering quality outcomes and reducing risk to our patients, staff, visiting specialists, contractors and visitors.

In 2016, we had an impressive staff safety record with zero lost time injuries. Periodic Review included assessment of our Safety Management Systems, with surveyors reporting that the Work Health & Safety Systems at the hospital are sound.

Results of a Hospital Safety Culture Survey conducted internally in 2016 were evaluated towards the end of the year. This survey is designed to assess staff opinions about patient safety issues.

# 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.

## Highlights of the survey included:

- 'Management support for patient safety' as the highest patient safety climate factor with a positive response rate of 83%
- 91 per cent indicating positively that the 'Hospital management provides a work climate that promotes patient safety'.

Outcomes of the survey will form the basis for improvement in areas of reporting and communication for 2017.

Other measures to improve safety at the hospital included:

- A substantial increase in the number of CCTV cameras within the hospital and car park
- An audit of duress alarms was conducted, resulting in further education for staff in utilising this safety feature
- Using Safe Work Month, in October, to raise awareness of the need to be safe at work
- Updating the Emergency Business Continuity Plan
- Expansion of the online Work Health & Safety induction program to agency nurses, midwives and clinical placement students
- A restructure of the Support Services occurred, with the appointment of a Hospitality Services Manager to oversee the Catering, Housekeeping and Café services.

## Public reporting

In July, Burnside launched 'Our Performance', an electronic platform available via the website which allows us to publish a collection of current hospital and clinical performance data, on a variety of selected indicators compared with national benchmarks.

The indicators include unplanned readmissions, return to theatre, falls, pressure injuries, infection rate, medication errors, as well as a group of success indicators including patient satisfaction, hand hygiene and healthy babies. This assists consumers to make informed decisions and affirms our commitment to continually improve our standards of quality and safety.

## Participation of stakeholders in the business

The hospital continued to facilitate participation of stakeholders in the business. Examples of such opportunities included:

- Representation of the local community on the Board, with three City of Burnside Councillors
- Participation of visiting clinicians on various Clinical Advisory Committees
- Education evening for VMOs on perioperative anticoagulation in November
- Involvement of VMOs in the development of marketing plans for various services at the hospital including breast, sleep, orthopaedics and obstetrics
- Various stakeholders including staff, VMOs, volunteers and members of the community participated in the development of a short film about the history of the hospital
- Consumer involvement in the design and redevelopment of the day surgery
- Opportunity to comment, review and engage with the hospital via social media platforms.

## Strategic Goal 3 – Care

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

### Multi-million dollar redevelopment of Burnside's Short Stay Procedure Unit

After months of planning, community consultation and engagement, we were thrilled to begin works on the highly-anticipated redevelopment of our Short Stay Procedure Unit (SSPU) or day surgery, in August.

This multi-million dollar project will enable the hospital to provide premier pre and post operative day surgery facilities to more patients, and an improved working environment for staff and our visiting specialists. It is the largest redevelopment at the hospital since 2002.

The following aspects of the project (Stages 1 and 2A) were completed in 2016:

- A large new pre-operative waiting area that promotes privacy
- Refurbishment of the hospital's front reception
- A relocated and updated blood fridge room
- New pantries for the von Rieben wards
- Two purpose-built oncology assessment rooms
- Office for the Perioperative Clinical Manager.

The cooperation and assistance provided by staff, VMOs and volunteers in supporting patients during this period has been paramount in minimising disruptions and managing any issues in a timely and appropriate manner. We are also grateful for the understanding shown by patients. We are pleased with the progress made in 2016 and look forward the opening of our new day surgery facilities in early-mid 2017.

### Innovative new technology and treatment options

As part of our commitment to providing medical and surgical excellence and offering different treatment options, in 2016 we continued to make significant investments in equipment to support various services.

Major equipment investments or improvements included:

- A phacoemulsification and image guided system for cataract surgery
- Expansion of the haptic orthopaedic robotic system to include total hip replacements
- A state-of-the-art camera system in the Perioperative Suite, consisting of four towers and 16 cameras
- A new Cardiocograph (CTG) machine in maternity, as well as an upgrade of the system to the assessment room and all birthing suites
- A new autoclave within the sterilising department
- Diagnostic equipment for gastroenterology procedures
- A closed system of chemotherapy delivery (designed to prevent occupational exposure to cytotoxics for chemotherapy nurses)
- A rhinomanometer – a manometer used to determine the presence and degree of nasal obstruction
- Significant enhancements to the hospital's network and firewall infrastructure
- Significant refurbishments undertaken in the suites of various onsite VMOs.

### Infection prevention and control

A dedicated consultant ensures that our infection prevention and control, and wound management measures remain of a high standard. Burnside Hospital continues to educate and evaluate staff on hand hygiene compliance as per the 5 Moments of Hand Hygiene, and submits data to Hand Hygiene Australia over three audits annually. In addition, the hospital reports its hand hygiene and health care associated bloodstream infection results on the hospital's website and on the website [myhospitals.gov.au](http://myhospitals.gov.au)

Burnside Hospital's 2016 Hand Hygiene Compliance Rate against the national target of 70%

Month	Hand hygiene compliance rate	National target
March 2016	90%	70%
July 2016	88%	70%
October 2016	86.8%	70%



# Care

## Review and practice improvement

Several policies and procedures underpinning clinical practise and care were reviewed and updated during 2016, ensuring that the content reflects available contemporary, evidence-based research relevant to our clinical service profile

Clinical improvements and/or reviews directly impacting patient care have included:

- Review of the protocol for the management of obese obstetric patients
- Review of patient consent recording and procedures – particularly consent to medical/ surgical treatment and associated pre-admission and anaesthetic records

- The introduction of a referral for clinical pharmacist pre-admission counselling for identified higher risk patients
- Review of the inpatient rehabilitation stream, tailored for patients having hip or knee arthroplasty surgery who may require an increased length of stay with increased physiotherapy support
- Improving patient comfort and efficiencies in the Brian Fricker Oncology Centre with the introduction of a 'beeper' system and designated wait area
- Greater partnerships between the hospital and palliative care services and improved discharge coordination to these external services for patients and families requiring palliative care.

With a growth in orthopaedics, particularly following the introduction of robotic assisted orthopaedic surgery in 2015, this year the hospital has participated in the following:

- The Prosthetic Joint Infection in Australia and NZ Observational (PIANO) Study being undertaken on behalf of the Australasian Society for Infectious Diseases Clinical Research Network
- The StrykerMAKO Registry: A prospective enrolment of patients undergoing a Unicompartmental Knee Arthroplasty (UKA), Bi-Compartmental (Bi-Comp) or Total Knee Replacement (TKR) performed using Stryker's Robotic Arm Assisted Surgery into a registry database
- The Australian Breast Device Registry (ABDR), a Commonwealth Government initiative tracking the outcomes and quality of breast devices across Australia.

## Strategic Goal 4 – People

One of our key differences is our people. Whether at the bedside, the front reception, in the kitchen or supply department, it is our people who define the quality of care synonymous with Burnside Hospital.

### Workforce profile

Burnside Hospital employed 344 staff in 2016, with 61.6 per cent of those being clinical staff.

Throughout the year, a stable workforce was maintained, with a low staff turnover of 6.27 per cent, against an industry standard of 11-15 per cent, with low levels of agency use. This enables the hospital to deliver on its mission, by a dedicated group of people committed to doing their jobs well to ensure that patients are safe and comfortable and have a positive hospital experience.

#### Staff by work type

Full time	Part time	Casual
68	187	89

#### Staff by work area

Clerical & administrative	Clinical services	Support services
57	212	75



### Professional development

The Clinical Education Service underwent review in early 2016, resulting in a revised Clinical Education Consultant position and the introduction of a third clinical educator with a portfolio specific to the von Rieben wards and High Dependency Unit. This allows us to better meet current and future educational requirements of clinical staff in a supportive environment.

In addition to providing accessible education programs (including e-learning), the hospital supported a number of staff to attend conferences or courses relating to their roles.

- A \$3,000 scholarship was awarded to a Registered Midwife as part of the International Nurse and International Midwives Days celebrations
- Two Breast Care Nurses attended the Leura International Breast Conference
- The Quality Risk and Work Health Safety Coordinator attended the International Forum for Quality and Safety in Healthcare
- Three midwives undertook the Certificate in Neonatal Special Care Nursing in conjunction with the Women's & Children's Hospital, Flinders Medical Centre and Lyell McEwin Hospital, thus assisting the hospital to ensure that 20 per cent of our midwifery workforce has this expertise.

### Employment relations

Key achievements in the area of employee relations during 2016 included:

- Successful negotiation of a new three year Nursing & Midwifery Enterprise Agreement, which will further enhance our efforts to attract and retain qualified, high-calibre clinical staff
- Nil WorkCover claims lodged
- Relaunch of the 'Burnside Gazette' internal newsletter to improve internal communication and engagement with staff and volunteers
- Introduction of a half day workshop for all managers on mental health awareness, conducted by Red Cross.

Human Resources conducted an employee survey on staff engagement, with a 65.14 per cent response rate.

The results indicate the service provided by the HR department is well regarded. Importantly, it highlighted a low use of the Burnside Employee Assistance Program (BEAP), however 100 per cent of those who did utilise the service would recommend it to a colleague, evidence that it is a successful and beneficial program for staff.

### Reward and recognition

In May, we celebrated International Midwives and Nurses Days, acknowledging the role our nurses and midwives play in delivering excellent care at Burnside. This year's recipient of Burnside's annual study scholarship was registered midwife Hannah Trutwin, who attended the 11th Annual International Normal Labour and Birth Conference in Sydney.

The commitment and contribution of all staff was celebrated at the annual Christmas dinner on 9 December 2016. Long serving staff were congratulated and presented with service awards on the night. It is important to acknowledge Margaret Davoli, Director Human Resources and Support Services and Lily Moloney, Catering Attendant, for their 30 years of service. Many of the hospital's longest serving staff were also invited as guests to the hospital's 60th birthday dinner, with our longest serving staff member Yvonne 'Thom' Rebner, Clinical Manager Perioperative Service, receiving a special acknowledgement for her 42 years of service.





## Strategic Goal 5 – Partnerships

Through 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.

### Clinical engagement

Our visiting medical practitioners work closely with us to deliver excellent patient care, underpinned by our values of respect, teamwork and quality. We were pleased to welcome 12 new VMOs and 20 new anaesthetists, who became accredited at Burnside Hospital during the year. A measure of confidence in our facilities and care was evident in increased demand for operating theatre lists from our existing surgeons and those who have recently joined our complement of VMOs.

Burnside's Clinical Advisory Committees are a critical component of our clinical governance framework. In 2016, 43 specialists were actively involved in our committees (all of which report to the Medical Executive Committee) and include the Clinical Trials Review Panel Clinical Review, Drugs and Therapeutics, Infection Prevention and Control, Perinatal, Perioperative and Sleep, giving their valuable time and expertise in guiding the development and review of relevant policies and procedures and monitoring the performance of our patient care systems.

The introduction of a VMO dashboard was developed in consultation with medical members of the Perioperative and Medical Executive Committees in 2016. This new

platform enables the hospital to present individual VMOs with specific data about their activity practice at the hospital.

In November, the hospital presented an education evening for a group of 40 – comprising surgeons, obstetricians and gynaecologists, oncologists, anaesthetists, GPs, pharmacists and senior clinical staff – on 'The Indications and Management of Perioperative Anticoagulation'. Attendees valued the opportunity to hear from specialist cardiologist, Dr Dennis Lau, and a specialist haematologist, Dr Simon McRae, about the optimal management and use of New Oral Anticoagulants (NOACS).

### Building relationships

The hospital has retained contracts with key private health insurance (PHI) providers, and our team continues to work closely with PHI's and specialists' rooms to ensure patients are informed of their health insurance status and financial position prior to admission.

Allied health professionals, the external pharmacy service provider, imaging and pathology providers, the City of Burnside and donors provided valuable contributions to the achievements of the hospital in 2016.

A number of initiatives were undertaken to strengthen our partnerships with General

Practitioners, including the introduction of online referral forms for the Sleep Centre, and practice visits to more than 20 GP clinics in metropolitan and regional SA, with a strong representation from the sleep and breast services.

Increasingly, clinical service areas are working with allied health partners such as physios, social workers, dieticians, podiatrists and speech therapists to provide a multidisciplinary approach to patient centred care. Further, we have been able to support various onsite clinical partners with the inclusion of these health partners on the hospital's new website.

### Placements

Burnside continues to offer a clinical placement program for undergraduate nurses and midwives through partnerships with the universities of Adelaide, South Australia and Flinders. In 2016, 135 student placements were offered, with 103 in maternity and 32 in the wards/perioperative areas. The feedback from undergraduate students on placement and graduate nurses/midwives is that Burnside Hospital provides a secure, supportive and professionally rewarding environment in which to undertake their respective programs.

In 2016, the work of the hospital focussed 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.

## Strategic Goal 6 – Sustainability

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### **New medical technologies**

In terms of investment in clinical care and technology, the most significant for Burnside in 2016 has been the commencement of the multi-million dollar refurbishment of the Short Stay Procedure Unit. As documented earlier in this report, the new SSPU updates and expands the ageing facilities and responds to the expectations of our patients, doctors, staff and visitors.

We believe that when it opens in 2017, it will set a new benchmark in the patient pre-operative experience, with new patient amenities that will not only improve comfort and privacy but will impact on what patients do while waiting for their procedure.

This project is also a strategic imperative in terms of forward planning and facilitating future clinical growth.

Each year, the Medical Executive and Finance and Audit Committees, together with the Board, spend a significant amount of time evaluating the clinical safety, business imperatives and benefits of new technologies. Again in 2016, the hospital invested in capital equipment that allows us to offer world-class treatment options for patients, highlighted beneath the strategic pillar of 'Care' in the Annual Review.

These new technologies have the capacity to deliver benefits to patients, and assist us to meet changing clinical needs and consumer expectations.

### **Improving efficiencies and ensuring viability**

While the land and adjoining Attunga Gardens remain the property of the City of Burnside, the hospital has a 21 year Memorandum of Lease with Council. It was pleasing that after a period of negotiations with Council and subsequent public consultation, a new 21 year lease was signed in July.

The new lease aligns with the spirit of the Deed of Gift, whilst ensuring our not-for-profit hospital has a sustainable future that continues to allow us to invest in the facilities and services on offer to the community.

During the year, the Board approved progression to the second stage of the Godfree House Feasibility Study, looking at how we might develop hospital-owned underutilised assets at 120 Kensington Road and 2 Moore Street. This is a once in a generation opportunity to realise on an investment purchased with considerable foresight many years ago. The Finance and Audit Committee has been charged with working through the detail of developing the legal and financial framework for a redevelopment on this site that supports the core business of the hospital.



# Sustainability

In relation to cost saving projects implemented in 2016, a saving of more than \$50,000 was made to the medical and surgical budget by trailing evaluating, negotiating and implanting new/alternative stock lines.

Other significant projects to improve efficiencies in 2016 included:

- The board committing to a \$1.05 million dollar infrastructure improvement program for an upgrade to our main electrical switchboard and generator
- Commencement of a replacement program for the hospital's ageing telephone infrastructure, to be completed in early 2017
- Development of a new electronic patient (e-admission) form due for implementation in early 2017
- Introduction of a new High Cost Medication policy and process for ordering high cost drugs as part of the hospital's pharmaceutical cost containment strategy

- Relocation of 65,000 patient medical records to secure offsite storage facilities
- Implementing a document tracking feature in the patient management system (PIMS) to improve workflow for medical records, helping to improve safety of patients and better communication across clinical departments
- Upgrade and re-cabling of the core data network and server rooms, improving uptime and overall resilience and reduced associated risk
- Introduction of secondary redundant network infrastructure (firewall and wireless network controller in the network), to improve business continuity capabilities.

## Environmental impact

We recognise that the benefits of a successful recycling program can be wide-ranging, helping to reduce our footprint on the environment while potentially providing a means to reduce operational costs, increase worker safety and enhance our position as a corporate citizen.

In early 2016, Burnside increased its recycling to include Kinguard (sterile wrap). From February, the hospital added hard plastics to the recycling volume, which has resulted in a significant decrease in general waste volume. These new measures have been implemented through the Perioperative and CSSD departments and the uptake and support from these areas has been excellent.

The hospital continues to explore how it can reduce its environmental footprint.



**BURNSIDE  
HOSPITAL**

Burnside War Memorial Hospital Inc.  
120 Kensington Road Toorak Gardens, South Australia  
T +61 8 8202 7222 | F +61 8 8364 0038  
mail@burnsidehospital.asn.au | [burnsidehospital.asn.au](http://burnsidehospital.asn.au)