

# QUALITY ACCOUNT 2018 - 2019



# 'Empowering People for Health'

## Strategic Vision 2018-2027

### *our care*

is relevant, safe,  
high quality and  
responsive

### *our infrastructure*

is planned  
for future needs

### *our partnering*

with community  
cultivates  
connections

### *our workforce*

is adaptive,  
skilled and  
compassionate

## Our Values



integrity



caring



adaptable



respect



excellence





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We would like to acknowledge the following people who contributed to the development of this Quality Account: Janet Williams, Heather Scollard, Lenore Rhodes, and Maree Peters.



## Welcome from the Board Chair & Chief Executive Officer

It is with pride that on behalf of the Board of Tallangatta Health Service we present our organisation's Quality Account.

'Empowering People for Health' is the vision we hold for the people we provide services for, and which is supported by a set of values of Integrity, Caring, Adaptable, Respect and Excellence. In reading through our Quality Account, you will easily identify our vision in action and how it drives safe, quality, person centred care. Heather's story in the following pages is a prime example. Staff are committed to empowering people by enabling and supporting choice and decision making in a 'together we care' environment. With the introduction of the new Aged Care Charter of Rights, we empowered people by enabling an informative, independently facilitated forum for residents, their families and the community.

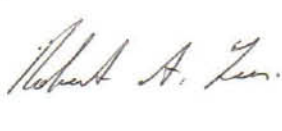
Our Strategic Direction 2018-27 priorities has driven us to undertake a considerable amount of work in improving our services this year. We have completed our Asset Management Strategy and Asset Management Plan, which is important in providing the physical resources to deliver our services. We know that the environment has an impact on people's health so we have become a member of Global Green Healthy Hospitals.

Our Aged Care re-accreditation for both Bolga Court and Lakeview Nursing Home against the Aged Care Quality Principles; and the successful accreditation of our Home Care Programs against the Home Care Standards, is a testament to the quality of the care we provide.

Our new sub-board committee, the Consumer Engagement Advisory Group has consumer advisors as members. This demonstrates our commitment to 'empowering people for health'. Our consumer advisors represent various groups of people with which we engage. This ensures we hear the consumer voice, act on their feedback and actively consult on improvements. Surveys of people we provide services for gives us great opportunity for feedback to enable continuous improvement. The Board Directors have opportunity through a number of events to meet our residents, their families and staff and it provides opportunity to 'see it as it is'.

The quality of our services is driven by our staff and volunteers whom daily, in our 'together we care' culture, live our values. In doing so they provide the best care possible. As an organisation, to ensure we have skilled staff and volunteers, we continue to provide opportunities for staff education and training, and we support emerging health care workers with student placements. As you read our Quality Account, I know it will give you a sense of the quality of our services and the staff who deliver it. We are very proud of our staff and volunteers, many of whom live within our community, and who are putting care first, and loving what they do. We thank them sincerely for their dedication and the spirit in which they care.

We invite you to read our report. As part of our quality improvement system we welcome your feedback on our Quality Account.



Robert Lees  
Board Chair



Denise Parry  
Chief Executive Officer





## Our Story

Our services are provided in a best practice framework and are accredited under the National Safety and Quality Health Service Standards for Acute Care, the Aged Care Quality Principles for Residential Aged Care, the Home Care Standards for Community Care, and the General Practice Standards for the Medical Centre.

### Services we provide

Our services are located onsite and in the community, consisting onsite of an acute hospital, residential aged care, medical centre and allied health. Our primary care services and community services are delivered in people's homes or within a community setting.

- **Acute Care**

Consists of 15 beds providing:

- General/Sub Acute Care
- Post-Surgical/Medical Care
- Palliative Care
- Rehabilitation Care

- **Urgent Care**

Our urgent care room is available for emergency care 24 hours a day, seven days a week. It generally cares for people after hours providing medical treatment that a General Practitioner would normally provide. Telehealth services between Tallangatta Health Service and Albury Wodonga Health enable a consultation with a medical officer. Any person presenting with higher care needs is transferred to Albury Wodonga Health.

- **Transition Care Program**

Transition Care provides short term care that aims to optimise the functioning and independence of older people after an acute hospital episode. This program operates from our acute hospital.

- **Residential Aged Care**

Bolga Court is a fully accredited 36 bed aged care facility providing permanent residential, ageing in place care, and low level respite aged care. Lakeview Nursing Home is a fully accredited 15 bed facility providing high level permanent residential and respite aged care.





- **Medical Centre**

The Medical Centre provides general practitioner and other health professional services to the community, residential aged care, acute hospital and clients of funded services.

- **Primary Care**

A variety of services are provided in primary care. Our Medical Centre delivers the main services which are Diabetes Education, Women's Health, Men's Health, Podiatry, Mental Health and generalist Counselling services to community groups, schools, clients and residents. Our Allied Health team provide services to community clients.

- **Community and Home Care Services**

Our Community and Home Care Services deliver home maintenance, personal care, home care, domestic care, meals on wheels, allied health, nursing, and social support individual and groups. These services are provided to eligible clients, as assessed against My Aged Care criteria, or to fee paying clients. The Commonwealth Home Support Program, National Disability Insurance Program, Home and Community Care, and Veterans Home Care are specific programs within this service.



## Our People *Our workforce is adaptive, skilled and compassionate*

Tallangatta Health Service employs approximately 170 staff across all services in a culture of Together We Care. This is an equivalent of 94 EFT (equivalent full time).

Our health professional workforce is multi-disciplinary with a dedicated nursing and Allied Health team and General Practitioner medical support. The nursing division is led by our Director of Clinical and Aged Services and comprises of Nurse Practitioners, Credentialed Diabetes Educator, Registered Nurses, Enrolled Nurses and Personal Care Attendants. Our medical General Practitioner workforce supports our Medical Centre and other clinical services. Clinical leadership is provided by a Director of Medical Services from Albury Wodonga Health. The Allied Health team offers a range of professions such as Physiotherapist, Social Work, Occupational Therapy, Exercise Physiology, Dietetics, Counselling and Allied Health assistants. Corporate Services is led by our Director of Corporate Services who is responsible for financial governance and reporting, fire safety, environmental management, contract management and procurement oversight. Our Corporate Services team work collaboratively with our clinical workplace in supporting safe quality care. The workforce provides a range of services underpinning our operations including Administration, Human Resources, Environmental Services, Information Technology, Finance, Maintenance / Grounds and Food Services.

GENDER	WORK HOURS	TENURE	AGE
90% female	Full time 6%	0 – 5 years = 52%	15 – 34 years = 15%
10% male	Part time = 67%	6 – 10 years = 20%	35 – 54 years = 45%
	Casual = 27%	11 – 20 years = 20%	55 + years = 40%
		21 years + = 8%	



## Heather's Story

### Case Study - Heather Scollard

Heather was diagnosed with Secondary Progressive Multiple Sclerosis 38 years ago. In January 2019 Heather had an acute episode of illness that required her to be admitted to Albury Wodonga Health. In March Heather was transferred to the TCP (Transition Care Program) which she undertook at Tallangatta Health Service.

### What is TCP?

The Transition Care Program (TCP) provides care and restorative services for a short period (up to 12 weeks) for older people who are ready for discharge from hospital. The aim is to assist older people who are at risk of unnecessarily long hospital stays or premature admission to a residential facility. TCP services can be provided either in home or in a community bed-based service.

"On transfer one of things I found refreshing was that I did not have to repeat my personal or health information over and over to staff. It would seem that the communication processes between the health services and the teams flowed well", she stated.

"I was so pleased to have selected Tallangatta as my next place for rehabilitation. The staff at Wodonga explained how the program would work at Tallangatta, and in a way, having lived in the Mitta area as a child, it was lovely to be back staying in the area. We had recently eaten at the Mitta Pub and we were so surprised how things have changed but are still the same. I also have a close friend who moved to Mitta township a couple of years ago from Sydney so it was great to be closer to her as well".



Heather explained the transfer process was seamless from Wodonga to Tallangatta. "I arrived in the afternoon to extremely friendly staff who made me feel welcome to my new environment. The room I had been allocated was too small to accommodate all my equipment so they quickly organised for me to change rooms - this made my stay so much more comfortable and allowed me to be able to move around in my wheelchair. Fortunately, I was able to navigate around the Health Service with relative ease - there was only one doorway that was difficult to navigate which the Health Service has on their maintenance list to modify", she said.

Another initiative Heather thought would be useful was for Tallangatta Health to provide a small information book that the Wodonga staff could give to people who are transferring to Tallangatta Health Service on TCP. "I know the area and the hospital but other people may not", she said.

Heather commented, "I find universally health professionals are constantly busy but I always found staff to be friendly, courteous and respectful of my requests and needs. Because of my physical abilities I was able to ask for assistance using the call bell which staff promptly responded to. This is so important particularly when you require assistance to mobilise. Also, there were some days I felt a bit down but there was always someone who would come and sit with me for a while if I needed. How wonderful that is to have people around you that care for all of you". Heather went

on to explain, "My privacy is also important to me. All staff members, whether it be nursing, allied health, students or hospitality staff who entered my room, would ask if it was ok to come in which I found refreshing. I loved having the students be part of my care team - one of them even bought me a puzzle book which was terrific to help me fill in the quieter parts of the day".

Heather stated, "I have generally been very proactive in managing my health and have always been open to all approaches (eastern or western) to enable me to minimise any negative changes to my condition. I think this is important to remain open to other treatment options".

Having been intimately involved with the health system over the last 10 years it is important to Heather that she is involved in any decision making regarding her care. Heather found this to be the case at Tallangatta. "Equally" she said, "If I was unsure I felt comfortable to ask the staff to explain further. I think this is very important as I dislike being in situations where I don't understand something particularly if I need to decide about the next steps".

At the end of July Heather was discharged to the Albury Wodonga Private Hospital for further surgery and returned to Tallangatta Health Service for further rehabilitation. Heather is now at home receiving TCP in the home. "Whilst my care journey has been good to date at the end of the day there is no place like home", she said.



**Above: Registered Nurse Leesa with TCP patient Heather Scollard**



## Older Person's Advocacy Network

In June 2019 a session was held onsite in the Activity Centre by the Older Persons Advocacy Network (OPAN) outlining the New Charter of Aged Care Rights. The presentation was organised in response to a request from one of the Tallangatta Health Service community Social Activity groups who were keen to understand their rights under the New Charter of Aged Care Rights being implemented to take effect in July 2019.



Attendees included staff, group members and people from our general community. The session was extremely well received and generated much discussion. The group is keen to have OPAN visit on an annual basis.

## Medical Centre Patient Experience Survey

56 surveys were distributed by the Medical Centre, and all 56 surveys were returned. The key outcomes of the client / patient feedback were as follows:

### Your experience with reception staff at your last visit:

Friendly and knowledgeable  
Staff are always welcoming, I never have a problem  
Always good

### Parking:

Review of parking spaces is required to improve accessibility to the Medical Centre

### Buildings:

Review of current building design to include access to outside areas for patients whilst waiting for appointments

### Actions:

To work with Towong Shire to review traffic flow and signage  
Investigation of SMS appointment reminder system  
Occupational Therapist review of waiting room layout  
Application for Medical Centre refurbishment made with painting on the maintenance schedule  
Review of waiting room reading material with engagement of local community groups to supply magazines  
Increased awareness of Diabetes Education through signage and information available





## Regional Assessment Services – Client Survey Results

Each year Tallangatta Health Service is required to undertake an independent survey which allows clients to provide feedback on their experience following a visit by the Regional Assessment Service (RAS) team members. Our RAS team covers all of the Towong Shire. Our 2018-2019 results report highlighted what an excellent service is being provided and what a pleasure it is to see such a small team achieving great results.

The report stated:

“The general level of satisfaction with the assessment experience was high for Tallangatta Health Service respondents with 100% reporting that they agreed or strongly agreed that they were satisfied with the assessment overall”.

Additional comments included:

- Very professional.
- The respect shown to my mother was wonderful, could not fault the staff member; even her pleasantries shown towards dad was extraordinary.
- Excellent - no complaints at all.

We scored mostly higher than the state average for the questions related to:

- punctuality,
- showing identification,
- respect,
- politeness,
- listening,
- professionalism,
- being non-judgmental,
- clear explanations,
- understanding client goals,
- and providing helpful information.

## Education and Diversity

Congratulations are extended to Haydon Cunningham, our Nurse Manager, who graduated with a Master of Health Leadership. Included in his study Haydon conducted research on whether the gender of care staff in residential aged care facilities makes a difference to the lives of the residents. His preliminary research has found that currently in Australia there is little more than 10% of the trained registered nurses who are male, which is reflected across the developed world. Haydon noted, “Tallangatta Health Service currently have seven males working as care staff, which sits much higher than the national average of 1.6% of care staff in aged care being male (Australian Institute of Health and Welfare, 2016b)”. “Given that we have around 30 - 35% of our aged care residents being male at any point in time is this gender balance adequate”, he questions. Haydon is currently on a ministerial advisory panel examining opportunities to increase diversity in nursing.



Above: Kim Clark RAS Assessor



Above: Heather Hodgkin RAS Assessor



Above: Haydon Cunningham Nurse Manager



## Education – Our Staff and Students

Staff at Tallangatta Health Service play an important role in student placement, starting with the welcome they provide, to the experiences they share as part of a multidisciplinary team across the whole facility. Previous student evaluation feedback has been extremely positive; all have expressed how welcome they feel, and how much they enjoy their time at Tallangatta Health Service.

This year has been very busy as the demand for student placement opportunities have increased. Tallangatta Health Service not only offer the opportunity to complete practical placement, the students also experience living in a rural community, and gain an understanding of how Tallangatta Health Service and the community support each other.

At completion of their placement we asked students to complete a placement evaluation. They provided these comments (see right):



*"The clinical staff in both the District Nursing Service and the Medical Centre were amazing, I felt I was part of a team and was given the opportunity to learn. I felt my contribution, though just for a few days, was appreciated. The educators/staff were approachable, supportive and within reach. I did not have to compete for access to patients with my fellow learners. Overall I had sufficient time with clients and patients were receptive and willing to let me learn. So many resources are available for learning, including booklets pamphlets and brochures".*

Tallangatta Health Service currently have partnerships to provide placement with several local education providers such as Charles Sturt University; La Trobe University and Wodonga TAFE. We also have a partnership with Melbourne based education providers -THINK Education, Skills Training Australia, Swinburne University and RMIT University.



**Dementia  
Training  
Australia**  
dta.com.au

### **Dementia Training Australia - Provide support to people living with dementia**

For one day a week over three weeks, staff, volunteers and community carers came together to learn how they could contribute more meaningfully to the lives of people living with dementia. Facilitated by Penny Bingham, a trainer from Dementia Training Australia, this learning experience proved valuable, as Penny was able to provide the session with more meaning and less clinical attachment to the subject of dementia.

There were many 'light bulb' moments, realisations and an increase in understanding of the care and considerations of a client diagnosed with dementia for participants. Particularly for our community members, the training provided affirmation of the things they were already doing to support their loved one and opportunities to discuss new ways of providing their love and care.



## Graduate Nurses

Tallangatta Health Service is a member of the Central Hume Graduate Nurse Consortia. This membership enables Graduate Nurses working at Tallangatta Health Service to have an additional clinical experience in an area of speciality at a larger regional health service. In 2018 Tallangatta Health Service facilitated two Graduate Nurse positions. Both Leesa and Stern completed their Graduate year in early 2019. Stern is currently employed with Murrumbidgee Local Health District. Leesa has continued her employment with Tallangatta Health Service.

Leanne Gale, Clinical Support Nurse, explained the experiences provided through this program.

"Our current 2019 graduate Rosemarie is undertaking a perioperative placement at North East Health - Wangaratta. The opportunity for the graduates to rotate through a variety of specialities really heightens their awareness of the scope of nursing practice and provides experiences to assist them in deciding their nursing career pathway".

Leesa commented, "During my 12 month graduate year at Tallangatta Health Service, I enjoyed working and experiencing the aged care setting, district nursing and a 12 week acute placement at Benalla Health Service. While in all of these settings I was warmly welcomed and encouraged to ask questions. The 12 month experience was a wonderful way to start a nursing career".



Above: Graduate Nurses Leesa and Stern



Above: Graduate Nurse Rosemarie

## Community Engagement Advisory Group

Our Consumer Engagement Advisory Group (CEAG) was formed in mid-2018 and is a sub-committee of, and reports to, Tallangatta Health Service Board.

Our CEAG committee consists of community representatives, Board Directors and Executive staff.

The purpose of CEAG is to provide advice to Tallangatta Health Service from a consumer perspective to ensure our services are person centred and appropriate for our diverse community. The group have been involved in reviewing our strategic documents and providing feedback on consumer publications.





## Health Promotion

Tallangatta Health Service recognises the importance of promoting a healthy lifestyle, prevention of disease and the provision of outstanding healthcare. We integrate health promotion into daily activity which is planned across the whole organisation, including the activities of our patients, residents, staff, students, volunteers and community members.

We continue to align our health promotion activities with the Upper Hume Primary Care Partnership's Integrated Health Promotion Healthy Eating and Active Living (HEAL) Catchment Plan 2017-2021. The HEAL Catchment Plan focuses on the health priority area of healthier eating and active living from the Victorian Public Health and Wellbeing Plan 2019-2023.

The Cancer Council's Achievement Program is being used to implement these strategies and we have been working with local Early Years Kindergarten and Primary Schools to promote healthy eating.



Above: Dietitian Kerryn O'Brien promoting healthy eating at the local kindergarten and through a display



Healthy eating displays above and right.





## Eskdale Social Activity Group – Activity Review

A formal activity review was conducted with the community participants from the Eskdale social activity group. The review identified a desire by participants to have more outings with a preference for lunches to include a visit twice per month to the Eskdale Hotel with a set price menu to be offered.

As a result, following collaboration with the group, additional outings have been planned for 2020, and the Eskdale Hotel now offer a fixed price menu for group members. Feedback from the local community indicates a renewed interest in attending the group.



## Tallangatta Farming Expo

Tallangatta Health Service staff members and volunteers attended the Tallangatta Farm Expo in April 2019. Two representatives from the Men's Shed set up a display to show what the shed has to offer. Our Social Worker Cathy Wallace was available to talk about Family Violence resources available in our community. Cathy works with other local stakeholders such as the regional and local Police network, the Tallangatta Cricket Club, the Tallangatta Rotary Club and the Tallangatta CWA.

The stand was also attended by our Volunteer Coordinator who was busy encouraging attendees to consider volunteering at Tallangatta Health Service.

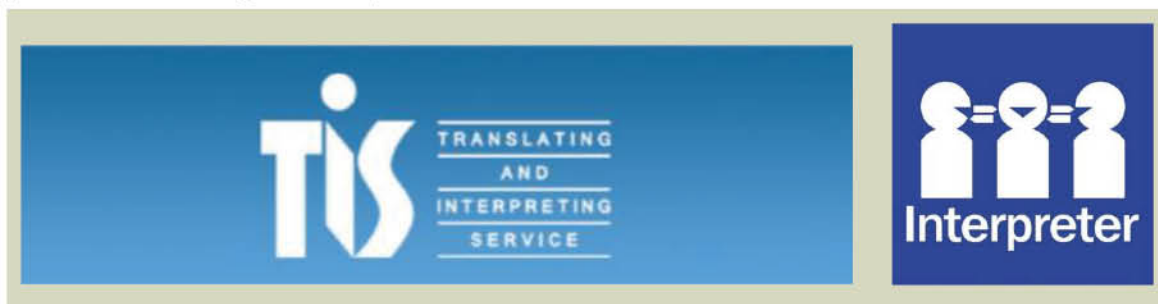
A very informative "sugar in drinks" display was set up by our Dietitian, and several nursing students under Registered Nurse guidance conducted 88 blood pressure measurements. Afterwards, attendees were given a stroke foundation Blood Pressure card indicating their blood pressure levels. Those with high readings were encouraged to visit their General Practitioner to discuss their results.





## Interpreter Services

The Australian government, through the Translating and Interpreting Service (TIS National), provides translating and interpreting services for people who do not speak English, and for agencies such as Tallangatta Health Service, who need to communicate with non-English speaking clients. These services are available to our staff 24 hours a day, every day of the year, for a cost of a local call. Both immediate telephone interpreting and on site interpreting are available. We have posters in all waiting rooms to promote this service.



## Accessibility and Inclusion Plan

The Tallangatta Health Service Accessibility and Inclusion Plan seeks to identify and address barriers to access and equity across all of our organisation's services. It aligns with our Strategic Direction 2018-27 vision, strategic priorities and sits alongside the Aboriginal Health Cultural Competence Plan and our Community Diversity Plan.

Tallangatta Health Service is committed to ensuring that access to health services are equally available to people within the diverse society in which we live. Our plan was developed by staff and community members who could share their experiences in helping us shape our plan. We thank them very much for volunteering their time and their valuable input.

### Priority Areas

#### 1. Governance

**Outcome:** Our culture supports an inclusive environment for all.

#### 2. Promoting community recognition, inclusion and acceptance

**Outcome:** Demonstrated awareness and understanding by staff, volunteers and the community of the needs of people with disabilities.

#### 3. Communication

**Outcome:** All communication regarding Tallangatta Health Service services will be made available in a range of accessible formats and promoted via an inclusive communication strategy.

#### 4. Complaints, rights and responsibility, and confidentiality

**Outcome:** All people will have appropriate access to complaint handling, rights and responsibilities, and confidentiality procedures within services and to independent complaint authorities.

#### 5. Accessibility of buildings and services

**Outcome:** All people have improved physical access to buildings and facilities where health services and programs are provided.

#### 6. Workforce

**Outcome:** By growing a diverse and inclusive workforce we will build organisational capacity for people with a disability.





## Compliments and Complaints

Consumer feedback is highly valued and sought after from the teams within Tallangatta Health Service. Listening to our community and the users of our many services helps us plan, design and deliver services to best meet their needs. Numerous strategies and methods are utilised to engage our community and to assist them to provide us with feedback; whether it be a compliment, complaint or suggestion for improvement.

### Examples of community engagement and ways to provide feedback may include:

Annual Residential Aged Care Survey

Victorian Health Experience Survey for Acute

Victorian Community Health Experience Surveys

Informal Board Forums

People Matter Surveys

Patient Discharge follow up Telephone Contact

Resident Family & Friends Meetings

Home and Community Care Users Survey

Medical Centre Client Survey

Feedback Forms

**COMPLIMENT, COMMENT, COMPLAINT OR CONCERN?**

We welcome your feedback  
Please let us know



**Tallangatta Health Service**  
PO Box 77  
28 Barree Street  
Tallangatta  
VIC 3700

Main Reception  
Phone: 02 6071 5200  
Fax: 02 6071 5293  
Email: [THS@ths.vic.gov.au](mailto:THS@ths.vic.gov.au)  
[www.tallangattahs.vic.gov.au](http://www.tallangattahs.vic.gov.au)

Please tick ☐ Comment ☐ Complaint ☐ Complaint Date:

**What would you like to tell us?**  
Please note, if you are making a complaint, please describe **WHAT** happened, **WHO** was involved, **WHEN** the event happened and **WHERE** it happened.

**COMPLIMENTS** - are just as important as complaints. They let us know when we have done well, so that we can ensure good practice is embedded and becomes part of our day to day service.

**What Happens To the Record Of Your Complaint/Compliment?**  
A complaints register is maintained at THS. This includes a record of the complaint/ compliment, discussions with the complainant, results of investigations and the outcomes. This record is kept and treated with strict confidentiality. A summary of complaints/compliments is provided to the Board of Management.

Would you like feedback about your complaint? We encourage you to provide contact details if making a complaint as this will assist us to inform you of the complaint outcome.

Your name:  
Address:  
Telephone number:  
If you would like to know more about your rights or responsibilities please let us know.

**Tallangatta Health Service**  
Tallangatta Health Service endeavours to Provide High Quality & Efficient Health Services.



Striving for excellence does not mean we will never have feedback that does not give us opportunity for growth. That is what continuous improvement is; that ongoing opportunity to keep getting better at what we do. Complaints are reviewed by the Executive and reported monthly to the Board. Responses are actioned within our target timeframe of 30 days. There have been no complaints closures that have exceeded our target.

## Victorian Health Experience Survey

Patients who are admitted to our Acute ward are invited to participate in a voluntary state-wide Victorian Health Experience Survey (VHES) where the results are compared with other similar facilities. Whilst we have had insufficient numbers of responses for the VHES data to be used by the health service, due to low admitted patient numbers, Tallangatta Health Service continues to encourage our patients to provide feedback via a range of other methods.



Victorian Healthcare  
Experience Survey

## Effective Discharge Survey

When a patient is discharged from the acute ward they are contacted via telephone by a Registered Nurse 3-5 days post discharge. This call is to check on the patient's wellbeing, whether they have any concerns, and whether they were satisfied with their care in hospital. We also ensure discharge arrangements that were made have been put in place. In addition, it provides an opportunity to address any additional requirements that had not been identified prior to discharge.

Some comments made by the patients included:

- Happy with the service, liked the tucker
- Staff checked on me regularly
- Staff talked to me about medications
- Hospital Staff are wonderful
- I received prompt attention from the staff if I pressed the call bell

One patient noted that the care, food, and cleanliness at Tallangatta Health Service has been first class and that Tallangatta Health Service compares or is better than other facilities in the area.

The care received was excellent with all nursing, kitchen and cleaning staff being respectful and very caring. Any issues were dealt with promptly and if a staff member did not know the answer, they sought help.

Students will benefit from their time here. Not only was the care excellent, but the friendships / relationships formed were nice too.

Two questions on the Effective Discharge Survey have highlighted a number of responses that suggest there is a level of uncertainty by the patients as to whether they recall the information in the Patient Information Booklet provided on admission. Actions related to this include:

- A review of the format and literacy of the Patient Information Booklet
- The timing and process of providing the booklet to the patient to be reviewed



## Volunteers

### Janet's story- Introducing one of our newest volunteers



Janet commenced her volunteer work with Tallangatta Health Service in February this year. On average Janet volunteers 6 hours per fortnight with residents in both Lakeview and Bolga Court.

Janet commented, "I am currently studying my Certificate IV in Leisure and Health with Wagga TAFE, and as I live at Wymah I thought it would be great to do my work placement here. Unfortunately, I was not able to do this so I thought I would join the Health Service as a volunteer. I am so glad I did. It is a lovely rural environment that I can relate to and everyone has been so friendly and supportive", she said. "I was initially unsure about working with residents who are diagnosed with dementia but I have developed my communication knowledge and skills so much, I really love it".

Janet added, "The opportunity to apply the knowledge I have learnt at TAFE and to apply it as a volunteer has been wonderful. I love working with the residents so much I have completed the Dementia course run by University of Tasmania. This course made me so much more aware of how to respond to residents and to develop more meaningful interactions. It also complements the course I am currently doing as well".

"Working as a volunteer has made me more aware of the value volunteers bring to organisations and to those they work with. I also volunteer with the local Wymah Rural Fire Service as well as working as a school bus driver and performing farm work. I have even had a stint driving the Wymah Ferry", she added. "I would encourage anyone who is interested in volunteering, particularly in aged care, as you get so much out of it yourself and giving to others is very satisfying"

Janet's mum visited from Perth for three months. During this time she also volunteered at the Health Service with Janet. "Mum had never volunteered in aged care so she was a little uncertain. Once she got to know the residents and staff however she absolutely loved it", Janet said.

Janet concluded, "The biggest enemy for residents is boredom. This is where volunteers can make a big difference in the daily life of residents. The opportunity to sit and to really get to know each person is so special. We all have different interests and abilities. As a volunteer I have the time to mingle and chat especially with those who might not like to be involved in activities. Volunteers are precious gems as far as I am concerned and I hope to keep doing this for a long time".

### "Volunteers are precious gems"

**Tallangatta Health Service has  
42 registered volunteers who  
volunteered 2,040 hours in  
2018-19**

Right: Janet (right) pictured volunteering with her granddaughter (left) and resident Claire (centre).





## People Matter Survey

All employees are given an opportunity to provide feedback by completing the annual People Matter Survey. This is an independent survey run by the Victorian Public Sector Commission and gives employees an anonymous opportunity to let the Executive, Board and each other know how we are going across a range of areas, including patient safety and supporting diversity. In 2019 our completion rate was 44% (71 staff). Our results (as per the table below) provided an opportunity for Tallangatta Health Service to identify focus areas, develop action plans and improve how they work.



Key performance indicator	Target	2018-19 Result
<b>Organisational culture</b>		
Positive responses to safety and culture questions	80%	96%
Positive responses to the question, "I am encouraged by my colleagues to report any patient safety concerns I may have"	80%	100%
Positive responses to the question, "Patient care errors are handled appropriately in my work area"	80%	100%
Positive responses to the question, "My suggestions about patient safety would be acted upon if I expressed them to my manager"	80%	94%
Positive responses to the question, "The culture in my work area makes it easy to learn from the errors of others"	80%	94%
Positive responses to the question, "Management is driving us to be a safety-centred organisation"	80%	97%
Positive responses to the question, "This health service does a good job of training new and existing staff"	80%	94%
Positive responses to the question, "Trainees in my discipline are adequately supervised"	80%	94%
Positive responses to the question, "I would recommend a friend or a relative to be treated as a patient here"	80%	97%



**In response to the People Matter Survey results, further work will be done in the following areas:**

1. Jobs and Roles
  - a) Work demands: Understanding nature of work and work demands; Time pressures and amount of work
  - b) Learning and development: Review mandatory training requirements
  - c) Psychological health: Delve deeper into understanding how to support staff in stress management; Promote support for staff in a way that is tangible for staff to see that senior managers/managers care
2. Living our values
  - a. Continue to communicate living our values and expected behaviours
  - b. Provide robust feedback loops when values not being 'lived' in a safe to speak up environment
  - c. Continue to communicate that bullying and harassment will not be tolerated and understand the drivers for staff bullying and harassment and not feeling safe to speak up
3. Human Resource
  - a. Manager training on conflict and conflict resolution/introduce contact officers
  - b. Promote a 'just culture' and what constitutes this is clearly understood by staff
  - c. Review recruitment methods and messaging on process and feedback to unsuccessful staff
  - d. Review grievance investigation processes
  - e. Understand what staff consider to be a valuable recognition and rewards system and strengthen the policy.
  - f. Review change management processes to strengthen approach to change



## Achievement Program for Staff

Tallangatta Health Service is registered with this program which is a State Government 'Healthy Together Victoria' initiative. Our aim is to support staff to have the best health and wellbeing possible. Our areas of involvement include as below:



Workplaces can support their staff to be physically active by creating an infrastructure and culture that celebrates physical movement and reduces sedentary behaviour.

***Our StepCember initiative supports this health priority.***



A workplace with a healthy eating culture might offer healthy food options in their canteen or vending machines, provide food prep areas and encourage staff to bring healthy lunches.

***Our fruit bowls in staff rooms support this health priority.***

## Global Green Healthy Hospitals

Environmental sustainability is a focus area in our world particularly centering on reducing our carbon footprint. Tallangatta Health Service has an Environmental Sustainability Strategy 2018-2020 which links with the DHHS (Department of Health & Human Services) Environmental Sustainability Strategy 2018-19 to 2022-23. It is expected by DHHS that we reduce our carbon footprint.

As part of the Global Green Healthy Hospitals (GGHH) membership we have joined an international network dedicated to reducing our environmental footprint and promoting public and environmental health. Of the ten GGHH goals, Tallangatta Health Service is working towards two we have chosen.



### Goal One – Leadership

Prioritise environmental health as a strategic priority

### Goal Four – Energy

Implement energy efficiency and clean renewable energy generation

Our Green Turtle Program reminds us to look after the environment and use resources wisely. We have implemented a number of environmental sustainability initiatives such as recycling batteries and toner cartridges, and being active in mixed recycling.



## Accreditation

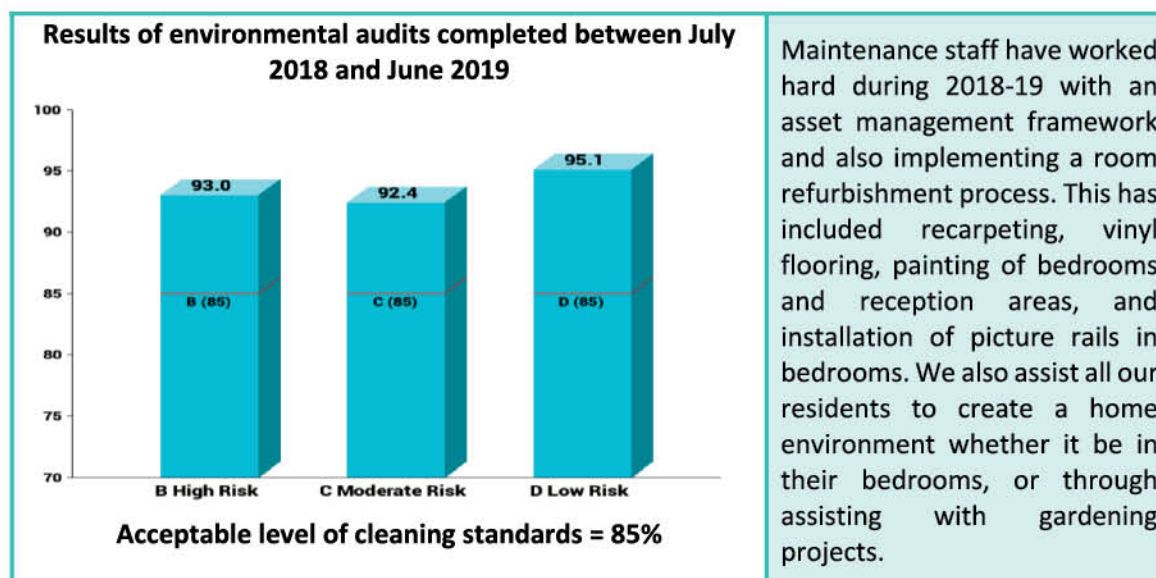
Accreditation is independent recognition that an organisation meets the requirements of governing industry standards. Health and community organisations are recognised for their commitment to best practice, quality, high performing systems and processes, and continuous improvement with the award of accreditation. (<https://www.qip.com.au/what-is-accreditation/>)

We are proud of our achievements in this area and continually strive to improve and innovate the care and services we provide to and together with our community.

Accreditation	Target	2018 - 2019 Result	Next Accreditation
Compliance with NSQHS Standards Accreditation (Acute Care)	Full compliance	Full compliance	2020
Compliance with the Commonwealth's Aged Care Accreditation Standards (Residential Care)	Full compliance	Full compliance	2021
Compliance with Home Care Standards (Community and Home Care)	Full compliance	Full compliance	2021
Compliance with Royal Australian College General Practitioners Accreditation Standards (Medical Centre)	Full compliance	Full compliance	2022
Food Safety Audit	Full Compliance	Full Compliance	2020

Environmental Services and Maintenance staff work together to clean and maintain all areas of Tallangatta Health Service. Cleaning audits are conducted internally on a monthly basis and reports provided to both quality meetings and to floor staff for rectification.

Rooms are classified for Risk directly related to how the room is used, and the required level for acceptable cleaning standards is 85% as shown on graph below. Tallangatta Health exceeded the acceptable levels across all areas for the year 2018-2019.



## Preventing & Controlling Healthcare Associated Infections

### Hand Hygiene

The simplest and most effective way to prevent passing infections on to other people in hospital is to wash your hands. This applies to everyone in the hospital setting; visitors are encouraged to wash their hands on entering and leaving the facility. To enable this Tallangatta Health Service has strategically placed and increased hand sanitisers at entry points throughout the organisation.

Tallangatta Health Service monitors the hand hygiene of staff. An Infection Prevention and Control Coordinator (IPCC) conducts hand hygiene audits to ensure compliance is above the benchmark of 80 %. To date we consistently exceed this. The result is benchmarked against other organisations and the results are reported to staff, consumers and the Board. New hand sanitiser and soap dispensers have been installed to improve Hand Hygiene within the organisation.

### HAND HYGIENE RESULTS

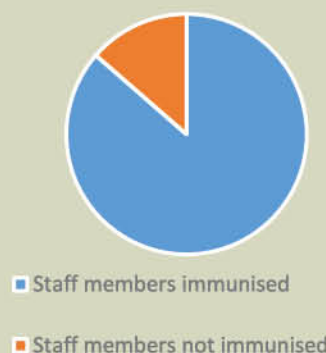
2019 — P1 96%	P2 98%	
2018 — P1 92%,	P2 90%	P3 88%
2017 — P1 86%,	P2 90%,	P3 93%

### Healthcare Worker Influenza Immunisation

**Percentage of Staff Immunised for Influenza in 2018-19**  
86.4%

**Department of Health & Human Services target rate 2018-19**  
80%

### Influenza Immunisation 2018-19



### Antimicrobial Stewardship

Tallangatta Health Service monitors antibiotic use to ensure that the prescription and usage is in line with the Australian Therapeutic Guidelines for Antibiotics. This is important to ensure that antibiotics continue to be effective in the treatment of infections. Inappropriate use of antibiotics may lead to the resistance of antibiotics and cause problems with their use for treatment of infection. At Tallangatta Health Service we review antibiotic use in the following ways to limit the possibility of inappropriate use of antibiotics:

- Education to staff and patients
- Reporting to the Clinical Review Committee
- Participation in point prevalence surveys of Antimicrobial prescribing in Acute and Aged Care
- Clinical staff have access to the Therapeutic Guidelines for Antibiotics
- Monitoring of patients and residents prescribed antibiotics

During 2018-19 there were two reported healthcare associated multi-resistant organism infections, which were Methicillin Resistant Staphylococcus Aureus (MRSA), in wounds of Aged Care residents. These were managed according to the guidelines. Other specific healthcare associated infections that are regularly reported to VICNISS are Clostridium Difficile and Vancomycin Resistant Enterococcus. There were no reported Occupational Exposures during 2018-19 for Tallangatta Health Service.



## Residential Aged Care

Providing a safe and high quality care living environment for our Residents is paramount to everything we do. One of the ways we monitor the safety of the care we provide to our Residents is to use a Department of Health and Human Services program called the Public Sector Residential Aged Care Quality Indicator Program. We report on a suite of indicators which can be compared to other similar aged care facilities. The results of this information is displayed and reported for the Residents and their significant others. The results are also disseminated to staff groups throughout the organisation. When identified, Tallangatta Health Service develops action plans and monitors improvement initiatives implemented.

Indicator	Lakeview Rate Per 1000 bed days	Bolga Court Rate Per 1000 bed days	State-Wide Rate Per 1000 bed days
<b>Pressure Injuries</b>			
Stage 1	0.00	0.17	<b>0.39</b>
Stage 2	0.00	0.08	<b>0.47</b>
Stage 3	0.00	0.00	<b>0.05</b>
Stage 4	0.00	0.00	<b>0.02</b>
Unstageable Pressure Injuries	0.00	0.00	<b>0.06</b>
Suspected Deep Tissue Injury	0.00	0.00	<b>0.02</b>
Falls	15.88	5.74	<b>8.01</b>
Falls and Fractures	0.00	0.25	<b>0.13</b>
Physical Restraint A (Intent to Restrain)	0.00	0.00	<b>0.36</b>
Physical Restraint B (Physical restraint devices)	0.00	0.00	<b>0.64</b>
Use of 9 or more Medications	5.01	5.16	<b>4.53</b>
Unplanned Weight Loss	0.21	0.67	<b>0.91</b>
Significant Weight Loss (> 3 kgs)	0.00	0.08	<b>0.92</b>

### Medication Safety

In September 2018 we commenced monitoring the use of Antipsychotic and Proton Pump Inhibitor medications as well as the number of medication administration episodes per day. Our quality improvement initiatives have included:

- Review of the number of medication administration times to minimise where possible
- Training and education for staff
- Review of the Medication Management Plan (MMP) document
- Community Pharmacist education to staff
- Monitoring of Resident Medication Management Reviews
- Annual Medication Safety Self-Assessment to provide benchmarked data
- A Grand Round on psychotropics and mood disorders with Dr Nicholas Sharrock (Albury Wodonga Health Geriatrician) and Dr Anne McMahon
- Development of written information that can be provided to families of residents prescribed antipsychotropic medication



### Preventing Falls and Harm from Falls

All residents have a Falls Risk Assessment completed upon admission, and then again three monthly, after a fall or when there is a change in resident status. These are rated according to their risk factors. The rate may be low, medium or high depending on risk factors identified. Strategies are then implemented according to the rating to assist the resident to maintain independence using mobility aids where indicated, and to reduce the risk of falls.

Strategies which may be implemented for patients / residents include:

- Use of mobility sensor equipment
- Application of non-slip socks
- Safety checks of mobility equipment
- Assessment for use of hip protectors
- Beds that can be lowered to floor level
- Patient / family consultation, education & consumer information
- Multidisciplinary assessment and reviews by physiotherapist and / or occupational therapist

### WORLD HEALTH ORGANISATION DEFINITION OF A FALL:

An event which results in a person coming to rest inadvertently on the ground, or floor, or a lower level



## Improving Our Food Services

Staff and residents are encouraged to provide any feedback to the Hotel Services team that they or the resident's families may have in regard to food services at Tallangatta Health Service. Changes that have occurred over the past 12 months, after receiving feedback include:

- Daily menus for lunch and dinner are displayed on the tables of both Lakeview and Bolga Court for the Residents convenience
- Larger copies of the daily menu are displayed at the entrance to both dining areas
- Feedback forms for all Residents are placed on the dining tables at Bolga Court and Lakeview

The forms give residents the opportunity to provide feedback on any topic but particularly to comment on personal food choices and preferences in a timely manner. Discussions with the Resident is then undertaken and further feedback is provided to the resident on other choices and options. This has proved to be very successful for getting individual feedback from residents, ensuring the information provided is being delivered to the appropriate department to be actioned and being able to have one-on-one conversations with them about their preferences. Catering coordinator Emma Nankervis and Dietitian Kerryn O'Brien have developed a "Bringing in Food from Home Brochure" for relatives, friends and family of residents / patients.





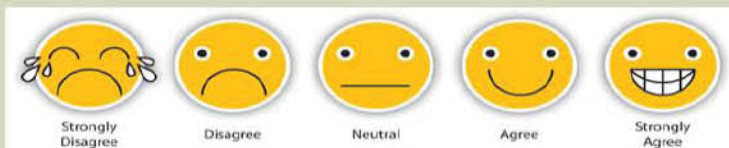
## Resident Survey

Utilising the Australian Aged Care Quality Agency audit team survey conducted during reaccreditation in 2018, a survey of 6 Lakeview Residents and 11 Bolga Court Residents was completed in March 2019. The aim of the questions was to capture the residents' experience of quality of care and services in Residential Aged Care.

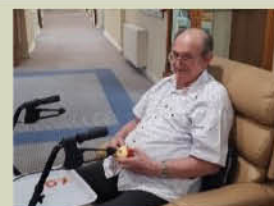
### The questions asked included:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Do staff treat you with Respect?</li> <li>• Do you feel safe here?</li> <li>• Do staff explain things to you?</li> <li>• Do you like the food here?</li> <li>• This place is well run?</li> <li>• The staff know what they are doing?</li> </ul> | <ul style="list-style-type: none"> <li>• Do staff follow up when you raise things with them?</li> <li>• I am encouraged to do as much as possible for myself?</li> <li>• If I'm feeling a bit sad or worried, there are staff here who I can talk to?</li> <li>• Do staff meet your healthcare needs?</li> </ul> |
|---|--|

The survey results were pleasing with the majority of residents reporting they agreed or strongly agreed with the question. Room for quality initiatives was particularly around communication and maintaining independence and generated some actions below.



The symbols above were used in the resident survey



**Actions:** Further communication training occurred with the staff which included:

- Providing clear explanations when assisting residents.
- The importance of following up with residents when responding to a request.
- Being aware of resident dietary likes and dislikes. Offer alternatives if available.
- Asking the resident, 'Are you okay?', 'How do you feel?' Giving residents an opportunity to talk about how they feel if they look sad / worried. Consider referral to Social Worker.
- Being aware of self-behaviour when in view of Residents, as they are observing and listening to staff behaviour and this can impact on how they view the facility.
- Encouraging and supporting Residents to maintain a level of independence.





## Strengthening Hospitals Response to Family Violence

As part of a Tallangatta Health Service project, an initiative to form a Family Violence Prevention Committee of key stakeholders within the Tallangatta and surrounds geographic area commenced. The area has benefited in a range of community led activities such as '16 Days of Activism' which is a global campaign dedicated to raising awareness about violence against women and the impact of gender-based violence.

The campaign started on 25 November 2018, the International Day for the Elimination of Violence Against Women, and concluded on 10 December 2018, International Human Rights Day. These dates were chosen in order to symbolically link violence against women with human rights issues. In particular, this campaign emphasized the fact that violence, in any form, is a violation of human rights.

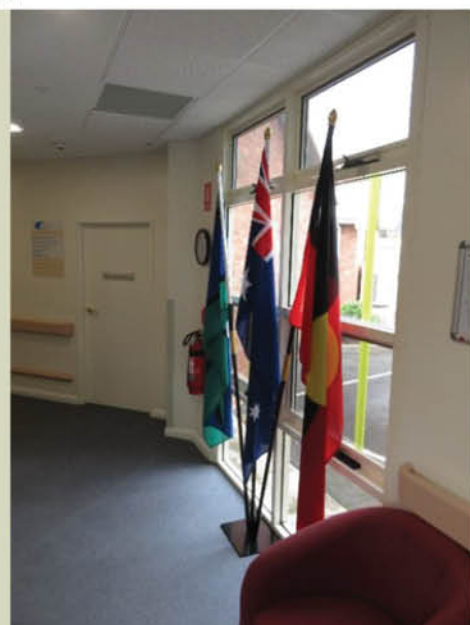
Throughout the campaign, Tallangatta Health Service joined with many others globally to raise awareness of, and call for an end to gender-based violence in all forms and in all societies. Within our local community, our local businesses displayed stickers on goods sold to build awareness.



## Aboriginal Community Engagement

Our relationship with the Aboriginal Community was strengthened this year with a draft Memorandum of Understanding developed and planning put in place for a Celebration Day with Mungabareena Aboriginal Corporation. Ongoing liaison and relationship building has seen the development of a Position Description to appoint a Cultural Inclusion Officer from an Aboriginal background. Through the protocol of working together, and with the help of the Department of Health Aboriginal Engagement Worker, cultural support and service development has been a focus for our teams.

We look forward to working with the new worker once appointed, as well as ongoing health partnerships with the Aboriginal Community.





## Wear it Purple Day

The Wear it Purple Day embraces and celebrates sex, sexuality and gender diversity. At Tallangatta Health Service we believe that respect and acceptance are vital in developing a harmonious, equitable, accepting and supportive society.

On Friday the 31<sup>st</sup> August 2018 all staff were invited to “Wear Purple” to celebrate and recognise the diverse lives of our young people.

## Harmony Day

“Everyone Belongs” is the Harmony Day motto, which is an International Event promoted by the United Nations, celebrating inclusiveness. As part of prompting our awareness of inclusiveness, staff members enjoyed a coffee van event and treats, which many of the staff provided. All departments were able to come and enjoy a coffee or hot chocolate and reflect on the camaraderie between them, regardless of their position or culture.



## Gender Equity and Bystander Training for Staff

Tallangatta Health Service staff attended this training in May this year. The training explored the concepts of gender and gender stereotypes, privilege, unconscious bias, and actions that can be taken to promote inclusivity and equality.

## RUOK Day

Staff at Tallangatta Health Service wore yellow and celebrated RUOK (are you okay) Day. Staff members from all departments eagerly participated. In the spirit of wellbeing, they enjoyed coffee and hot chocolate from a coffee cart, and “yellow” cake as an afternoon tea treat. The RUOK Day message was very prominent throughout the day.

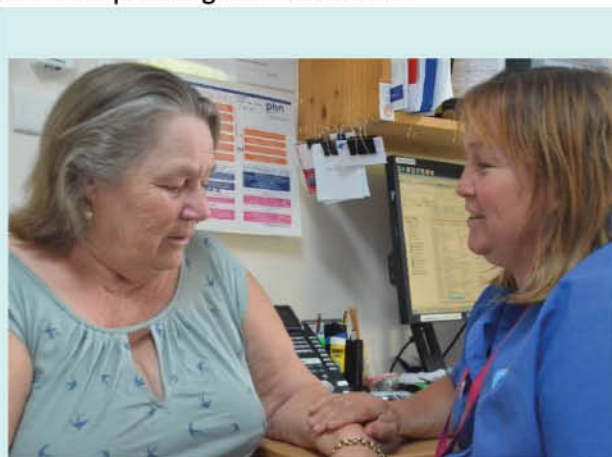


## Advanced Care Planning

An Advanced Care Plan can assist families and health professionals, knowing that they are making medical decisions according to your wishes when you can no longer communicate these through becoming seriously ill or having an accident. We assume that we will be able to make decisions when the time comes, but this is not always the case. Having a documented plan in place takes the pressure off everyone and provides a clear direction for all staff members who provide care and management. There are components of advance care planning which includes:

- An Advance Care Plan
- Enduring Power of Attorney (Medical Treatment)
- Refusal of Treatment Certificate

On admission to Tallangatta Health Service we encourage that current Advance Care Plan and medical decision maker documentation is provided. An Advance Care Planning Information package developed by Tallangatta Health Service supports those individuals and their families in making informed decisions and choices if they have not yet completed this documentation.



### Actions implemented

Advanced Care Planning Procedure reviewed with regard to the Take Control Booklet.

The development of the Voluntary Assisted Dying policy related to the new Voluntary Assisted Dying Legislation.

## Adverse Events

Adverse events are defined as an incident involving a person receiving health care which resulted in harm or had potential to cause harm. The Incident Severity Rating (ISR) determines the severity of the incident. We have a robust clinical governance system and deteriorating and escalation of care policy. This supports our care staff in managing people's health care. There were no severe adverse events which would be classified as a sentinel event/ISR 1 in this year. ISR 2 incidents relate specifically to moderate adverse events. These include as a majority, transfers out of Tallangatta Health Service to our regional hospital for medical review, as we don't have 24 hour medical support on site. Most of our transfers out are for review post a fall. The incidence of a fracture post fall has decreased from the previous year and reflects system improvements. Each adverse event has a clinical review and learnings then implemented as part of continuous improvement. Our reviews of falls events have resulted in changing our falls prevention equipment to include sensors that can be worn by patients/residents. This alerts staff to movement of a person much earlier with the aim of preventing a fall, as staff can intervene to support a person.

	MONTH												
ISR 2018 - 19	J	F	M	A	M	J	J	A	S	O	N	D	TOTAL
Severe = 1	0	0	0	0	0	0	0	0	0	0	0	0	0
Moderate = 2	5	1	2	4	3	3	5	1	3	2	2	6	29



## 4AT Delirium Pilot Project

The Delirium Improvement Project is a state-wide initiative being led by Safer Care Victoria that aims to improve the screening, prevention and management of delirium in public hospitals across Victoria. There was a total of 5 participants in the study at Tallangatta Health Service: 3 females and 2 males. Ages of participants ranged from 70 to over 85 years. Of the 5 English speaking participants, 1 identified as Aboriginal and / or Torres Strait Islander.

Participants were assessed for delirium using the 4 A's test for delirium and cognitive impairment (the 4AT). Participants were asked a series of questions to determine an assessment score. Their responses were verified by an alternate source which were, in order of preference, a family member or caregiver, a health professional, or the participant's medical record.

### Results:

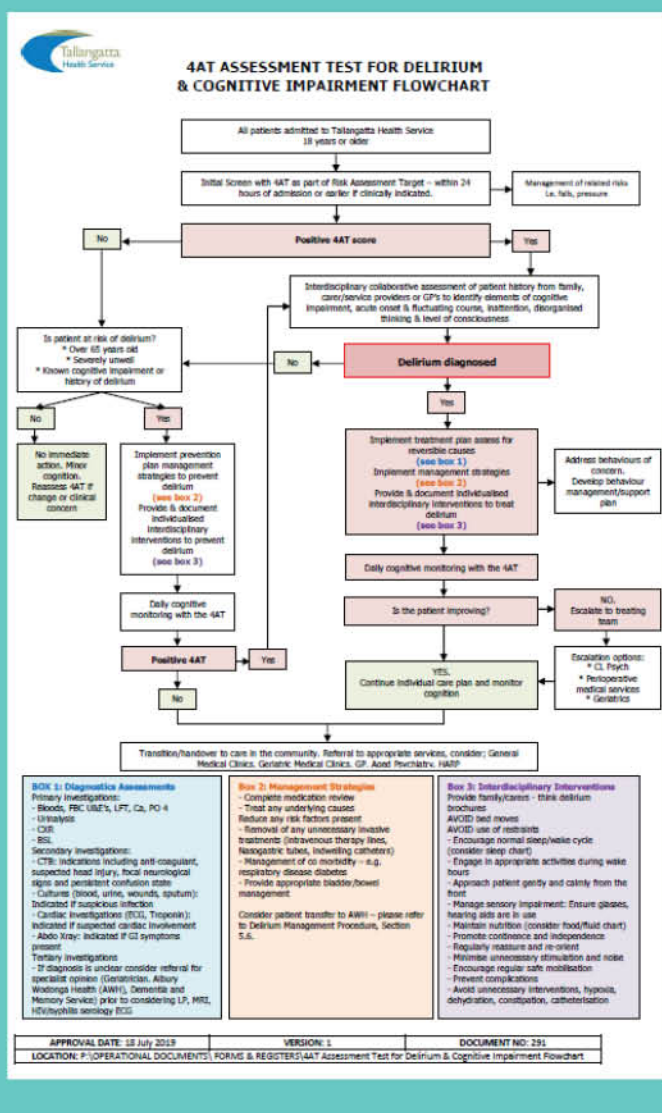
As indicated by the 4AT results, 2 participants were identified as having possible delirium, and 3 unlikely to have delirium and / or cognitive impairment. This result was higher than the result for small rural and Hume Region health services.

### Changes made after completing this project:

Review of admission procedure and introduced a 4AT assessment on admission.  
Tool box training sessions for staff on the revised procedure and forms.

## Emergency Bag Audit Results

Each year an audit is undertaken on the content and date currency of the medical equipment in the Lakeview, Bolga Court, and Community Activity Centre Emergency bags to ensure that these are kept up to date. These bags were 100% compliant.



## Escalation of Care

Tallangatta Health Service staff are provided with resources to facilitate timely recognition and management of their patient or resident when their condition is progressively or suddenly deteriorating. This enables escalation of care or treatment.

Types of situations that might trigger an escalation of care include a rise or fall in temperature, pulse rate, respiration rate, blood pressure or oxygen saturation. An unwell patient or resident may also be identified by a change in behaviours, looking unwell, or a feeling a nurse has about the patient or resident that something is not quite right.

Our staff are supported by the following Operational Documents:

- Policy and Procedures
- Supportive assessment documentation tools, such as ISBAR (Introduction, Situation, Background, Assessment and Request Form)
- Clinical Escalation Flowcharts
- Observation Response Chart with track and trigger systems
- Emergency Management Plan and Emergency Codes flow chart

Other ways staff are supported:

- Effective recognition and response systems and auditing processes
- Arrangements with external after hour services
- Education and training; including simulation scenarios and medical emergency systems
- Information and signage for patients and their families such as the "Speak Up " posters
- Effective Discharge telephone survey
- Implementation of a new defibrillator in the Urgent Treatment room and associated training for staff



In February, the Benambra Lodge hosted a 'Scottish Ceilidh' which raised funds to purchase a semi-automatic defibrillator for the Tallangatta Health Service Urgent Care Room. A presentation was made of \$15,823.75 for the defibrillator purchase, which was very gratefully received.

**Above: Chief Executive Officer Denise Parry and Board Chair Robert Lees being presented with cheque from Ross Smith (centre)**





## Palliative Care

Tallangatta Health Service provides palliative care in the Acute setting, residential aged care facilities and in the community through our District Nursing Service. Palliative clients are able to move seamlessly between these departments in response to their care needs.

The Palliative approach at THS is focused on:

- improving the quality of life for those with life limiting illnesses
- spiritual and psychosocial support
- providing relief from pain and other distressing symptoms
- offering support systems to help people live actively as possible until death
- offering bereavement support

A multidisciplinary team approach, which includes the client, family, medical officer, nursing staff, allied health, specialist palliative care services and volunteers all support the delivery of care for the palliative patient.

Actions put in place by Tallangatta Health Service which are essential elements for safe and high quality end of life care:

- Education for staff by Palliative Care Physician Dr Chi Li
- Albury Wodonga and East Hume Regional Consultancy Palliative Care Service provided staff education on 'Critical Conversations' with Palliative Care clients
- Palliative Care Specialist consultations onsite
- Medical records audit conducted by Regional Clinical Nurse Consultant / Coordinator East Hume Aged and Disability Project Palliative Care



## Accessing our Report

Further copies of this Quality Account may be found at Tallangatta Health Service at front reception or in public waiting areas. It may also be accessed on our website at:

[www.tallangattahealthservice.com.au](http://www.tallangattahealthservice.com.au)

You may also request a hard copy by emailing:

[THS@ths.vic.gov.au](mailto:THS@ths.vic.gov.au)

To provide feedback about this report, please complete the survey form located at the back of this report, or email your comments to [THS@ths.vic.gov.au](mailto:THS@ths.vic.gov.au)

You may also contact our Chief Executive Officer with your feedback by emailing [Denise.Parry@ths.vic.gov.au](mailto:Denise.Parry@ths.vic.gov.au) or by phoning 02 6071 5200

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*Thank you to our patients, residents, volunteers, employees, families and friends for their contributions to the content of this report and allowing us to tell a small part of their story.*





Integrity Caring Adaptable Respect Excellence

