Responsible Bodies Declaration

In accordance with the Financial Management Act 1994, I am pleased to present the Report of Operations for Robinvale District Health Services for the year ending 30th June 2013.

Mr Peter Campisi
Chairman
Robinvale
6th August 2013

About This Report

The Annual Report has been prepared in accordance with Victorian Government guidelines and the directions of the Minister for Finance. It will be presented to the public at Robinvale District Health Services Annual General Meeting on 25th October 2013.

This Annual Report is available on our website:
www.rdhs.com.au

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Our Vision

Through leadership and innovation Robinvale District Health Services will strive to improve the health, well being and strength of our communities.

Our Statement Of Purpose

Robinvale District Health Services is an acknowledged leader and innovator in the provision of rural health services. We aim to build sustainable healthy communities by improving the health, wellbeing and quality of life of all of our community members. We will achieve this by being accessible, building strong relationships, understanding and meeting people’s needs and using resources wisely.

Our Commitment

Quality, Safety and Environment
Providing the best possible care and ensuring a safe and healthy environment. We work to continuously improve our services, identify, eliminate or minimise risks and minimise our environmental footprint.

Innovation/Leadership
Innovation and leadership is valued and encouraged. We are committed to a supportive environment that encourages new ideas and creativity and will actively seek opportunities to develop and improve services available to the community.

Professional Integrity
At all times we will act ethically and with integrity. We will observe responsible business practices, making best use of resources available to the organisation and the community.

Workforce
Staff will be treated fairly, consistently and with honesty. We will invest in the development of a skilled workforce that is motivated by collaboration, striving for excellence and achieving outcomes for clients and the community.

Cultural Diversity
Individuals are entitled to care that is attentive, respectful, and responsive to their needs. We understand the value of cultural diversity and will strive to engage with all members of the community and other stakeholders.

Collaboration
Collectively we can achieve better outcomes. Working collaboratively with other agencies we seek to reduce service fragmentation and generating resource efficiencies.

Community
Individual health, wellbeing and quality of life is closely connected to community. We are committed to the social determinants of health model and will work to assist individuals to achieve their potential and to build community capacity.
Health & Wellbeing Centre
The ‘Health & Wellbeing Centre’ (old hospital refurbishment) project was completed and opened in July 2012 providing a single point of entry to the complete range of outpatient services offered by RDHS. This project was funded from RDHS reserves.

Accreditation Status

Units Constructed
Two ‘motel’ style units constructed to house Clinical Placement Students. This project was possible due to funding made available by Health Workforce Australia and the Department of Health.

Renewable Energy Option
Through consultation the organisation has explored a renewable energy option for the main campus which would reduce RDHS’s energy cost through the use of locally generated renewable energy. Funding opportunities are currently being sourced to finance this project.

Televisions Installed
14 Flat screen televisions installed in the Robinvale Nursing Home. Funds were generously donated by the local Opportunity Shop.

Advancing Country Towns (ACT)
The Fair Start initiative has provided a significant platform for improvement in Early Years indicators thus improving the long term health outcomes of residents of the Robinvale community.

22 industry mentors have been trained along with eight L2P driver mentors who will work with students at Robinvale P-12 College to lift career awareness and facilitate young people in the community to obtain their drivers licenses much easier.

Renewable Energy Option
Through consultation the organisation has explored a renewable energy option for the main campus which would reduce RDHS’s energy cost through the use of locally generated renewable energy. Funding opportunities are currently being sourced to finance this project.

RDHS Midwifery Model
In October 2012 the RDHS Midwifery Model was showcased at the Australian Midwifery Models conference in Adelaide highlighting the success of our achievements and informing organisations of how we are moving forward despite not having a birthing service. Our model is also being scrutinised for future directions in midwifery care across the state.

Appointment of CEO
Appointment and commencement of new CEO Mara Richards.

Staff Training
2 staff members accepted to undertake RIPERN (Rural and Isolated Practice Endorsed Registered Nurse) training. One from Manangatang Campus and 1 from Robinvale Campus.
## Year In Brief

### Financials

<table>
<thead>
<tr>
<th>Staff</th>
<th>Equivalent Full Time</th>
<th>2012/13</th>
<th>2011/12</th>
<th>Variance</th>
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<td>132.73</td>
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### Performance Indicators (Acute)

**Robinvale**
- Admissions: 848 vs 759 (11.73%)
- Bed Days: 3,291 vs 3,496 (5.86%)
- Occupancy Rate: 64% vs 68% (5.86%)
- Average Length of Stay: 3.88 vs 4.61 (15.74%)
- WEIS: 410.89 vs 414.29 (0.82%)
- Urgent Care Centre: 2,413 vs 2,537 (4.89%)
- Dialysis: 536 vs 376 (42.55%)

**Manangatang**
- Admissions: 15 vs 20 (25.00%)
- Bed Days: 198 vs 224 (11.61%)
- Occupancy Rate: 9% vs 10% (11.61%)
- Average Length of Stay: 13.20 vs 11.20 (17.86%)
- WEIS: 20.25 vs 32.59 (37.86%)
- Urgent Care Centre: 285 vs 379 (24.80%)

### Performance Indicators (Aged Care)

**Robinvale Nursing Home**
- Bed Days: 4,942 vs 5,124 (3.55%)
- Occupancy Rate: 97% vs 99% (2.02%)
- Respite Bed Days: 2 vs 0

**Hostel**
- Bed Days: 9,067 vs 10,980 (17.42%)
- Occupancy Rate: 83% vs 86% (3.49%)
- Discharges: 11 vs 11 (0.00%)

**Manangatang Campus**
- Bed Days: 3,286 vs 3,660 (10.22%)
- Occupancy Rate: 90% vs 76% (14.42%)
- Respite Bed Days: 112 vs 0
RDHS is an acknowledged leader and innovator in the provision of rural health services. We aim to build sustainable healthy communities by improving the health, wellbeing and quality of life of all of our community members. We will achieve this by being accessible, building strong relationships, understanding and meeting people’s needs and using resources wisely.
Welcome to our 2012/2013 Annual Report. It is a privilege to report that Robinvale District Health Services has again had a very successful year operating within the agreed budget, maintaining its diverse range of services and meeting the set targets as agreed under the Multi Purpose Service Agreement. The strong established reputation of RDHS continues to grow in the delivery of rural health services with our focus and commitment to improve the health and wellbeing of the culturally diverse community we serve across the northwest of Victoria and beyond.

Service and Partnership

The Service Plan that is the foundation of the Tripartite MPS Agreement expired on 30 June 2012. RDHS received a variation until 30 June 2013 however as RDHS is currently undertaking a significant planning project the Victorian Department of Health and the Commonwealth Department of Health & Ageing have agreed to a second variation until 30 June 2014. The Board of Management have contracted Aspex Consulting to prepare a new Service Plan that considers the strategic direction of our health service in line with the future health needs of the communities we serve.

The new Service Plan will be available by the end of the calendar year 2013 and will be based on the health needs for the next five years. The Service Plan will align with our current Strategic Plan (that is, 2011 - 2016 Plan) and any adjustments required from the service review will be made accordingly. The Board is confident that the consultations held to date together with the issues identified will guide the health service in the right direction to meet the health needs of the community within the fragile economic environment we work and live in.

The Advancing Country Towns auspiced by RDHS has seen a number of strategic initiatives implemented over the past twelve months. The Robinvale Employment Program has begun providing integrated employment and training outcomes particularly for long term unemployed people with particular emphasis on Indigenous and Polynesian youth resulting in seven full time employment outcomes this year. The Fair Start initiative has provided a significant platform for improvement in Early Years indicators thus improving the long term health outcomes of residents of the Robinvale community.

Twenty two industry mentors have been trained along with eight L2P driver mentors who will work with students at Robinvale P-12 College to lift career awareness and facilitate young people in the community to obtain their drivers licenses much easier. Other key outcomes include the implementation of a key partnership with La Trobe University and SuniTAFE to deliver a pilot tertiary enabling program in Robinvale for the first time as well as a partnership with the Department of Education and Early Years Development to develop a "Learning and Development Plan for Robinvale" in late 2013.

It is also a pleasure to report that both existing and new partnerships continue to develop, for example;

- The Memorandum of Understanding for Dialysis services has now been continued with Melbourne Health until 2016.
- Audiology services form Sunraysia Hearing Clinic will continue in an ongoing visiting service basis.
- Pap Smear program will continue to be provided with this service continuing to be offered locally and to more remote communities outside of Robinvale on a regular visiting basis.
- BreastScreen Victoria, RDHS will continue to provide a “base” for the mobile van that visits rural and remote communities on a regular basis.
- Royal Flying Doctor Service Victoria, Mobile Dental Care Program has commenced this year with a mobile dental screening and referral service available to the community. The program aims to improve access to dental services, enhance oral health knowledge (via education and health promotion) and contribute to better health outcomes (linking oral and general health).
- Murray Valley Aboriginal Cooperative (MVAC). RDHS has worked together with MVAC to develop a Memorandum of Understanding to ensure that the two services work together on health projects and other matters to improve the health of our indigenous community.
- Early years programs including, Communities for Children and Home Intervention Program for Parents and Youngsters (HIPPY) continue to thrive and are having real benefits to the future generations of this community.
- A significant amount of time and effort have been invested in partnering with the Lower Murray Medicare Local (LMML). The National Health Reform agenda requires that the regionally based Medicare Locals will take over as the primary fund holders for all community based health programs. RDHS has just commenced a new contract with the LMML to provide primary health care services to the region which includes Robinvale, Manangatang, Ouyen and further into NSW (Bairnsdale, Wentworth and Dareton). RDHS has also been actively participating in the new E-health program, registering the health service and relevant staff with the PCEHR (Personally Controlled Electronic Health Record) program, an initiative of the Commonwealth government. The relationship with the LMML is an important one and RDHS looks forward to the development of this significant partnership.
- Robinvale Euston Festival Healthy Living program (REFHL) is an important partnership of many organisations and individuals across the district. The program has been developed by the Royal Children’s Hospital and adapted...
chairman and chief executive officer’s report

to the local needs of the youth in our community. The program is arts based and has its basis in the mental well-being of young children, in providing them opportunities to express themselves through guided activities in arts and dance. An invaluable program that RDHS has auspiced from its inception. The philanthropic sector or organisations have significantly supported this program lead by the RE Ross Trust.

Support Systems & Services

The anticipated completion of the Health & Wellness centre has now been realised. The building is now very accessible and purpose built to house the primary health team and others. Many visiting health practitioners utilise the building and both the public and private areas for consulting are modern and spacious providing a level of comfort that is second to none. The strategic vision for this area remains one of a medical precinct accommodating a range of service in a “one stop shop” model.

The Nicholls Street house project for additional student accommodation and the Men’s Shed project have also been completed and signed off for occupancy. These are an additional two projects that are important for different reasons, one for attracting health professionals to our region and health service and the other for the mental health well-being of our older men in the community.

RDHS continues to provide aged care services to the Riverside Hostel and the transfer of ownership is anticipated within the next couple of months. The Board of Management have formally advised the Committee for the Ageing of their acceptance to the building and land and will then continue to improve the environment as it pursues formal incorporation into the MPS.

The Manangatang campus has had a major repairs and maintenance work program commence this year with the repainting of the internal building. Staff were consulted with the colour choices available, with the theme of creating a home like and relaxed environment for our residents and patients. The program will be done in several stages as to minimise the disruption to care services. Some refurbishment and replacement of soft furnishings will also occur to compliment the “makeover”.

The commitment to continuous quality improvement has not wavered at RDHS. Our audit program is maintained and visits over the year by our external auditors from ISO have been positive in nature. This year has seen the formal introduction of the National Safety and Quality Health Service Standards (NSQHS). This is a quality program where there are 10 mandatory health service standards that all Australian health services are required to meet. RDHS undertook a trial run of some of these standards late last year and we took heart that we were able to meet compliance. However over time the application of these standards will become more stringent and non-compliance is no longer an acceptable option. The standards will be a challenge to RDHS as they will be for any health service across Australia.

Riverside Hostel is managed under a separate quality program and as such is audited by a different government department. An unannounced visit occurred recently and the auditors were satisfied that the organisation had met its expectations. This was good news and reiterated to all that work there that their commitment was seen through their work and dedication. To all staff though of the health service no one individual makes or breaks a good audit outcome, it is the sum of all and their combined team effort that makes the difference to our residents, patients and clients from both direct and indirect care staff. The Board of Management recognises this and congratulates all staff for their commitment and good work.

Our People

RDHS is fortunate to be able to provide its diverse health programs through its outstanding workforce. RDHS through the Board of Management strive to create a safe, positive and harmonious work environment. There is a strong culture of teamwork that is encouraged by management and a consultative approach to health services issues seeking staff input wherever possible.

This year RDHS has recruited Mara Richards as the new CEO. Mara has a strong health service management background commencing her career thirty seven years ago as a Registered Nurse. Mara is keen to take RDHS through its next phase of service development yet maintain RDHS’ ongoing success story as a leader in rural health.

There were a number of staff resignations from RDHS this year and the Board of Management would like to acknowledge and thank all of them for their dedication, efforts and contribution to the health service;

- Fran Alkman, Manager of Riverside Hostel
- Lois Oswin, Visiting Nurse Services
- Jenny Mann, Senior Registered Nurse, Robinvale campus
- Ruth Fox, Director of Primary Care
- Jo Curran, Coordinator of the REFHL program
- Dr Toiyin Kayode Orioye (Dr Michael), GP of Manangatang

There are also reasons to celebrate staff news and RDHS welcomed;

- Gaye Witney, Manager of Riverside Hostel
- Lisa Taggert, acting Manager Primary Care

RDHS would also like to thank its special group of Volunteers for whom without this health service would be missing out on all of the extra cheer and assistance they selflessly provide. The residents, patients and clients are better off with you all in our health service. A heartfelt “thank you” from the Board of Management and staff of all three campuses.

RDHS also thanks the community and the many organisations and individuals that donate in the spirit of giving their money and time to improve the health services through equipment purchases and other items. The health service appreciates the efforts of you all in making our facilities the best that it can be.
Governance

The Board of Management provides clear direction for RDHS and monitors the organisation’s performance to ensure that the health service continues into the future. The recognition of the commitment to RDHS by the Board Directors is commendable as they volunteer their time and energy willingly and without hesitation. As a Board led by Peter Campisi, Chair, they provide good advice and decisive responses to the challenges at hand (and there have been many!).

This year has seen a number of Directors finishing their terms of appointment on the Board. Hugh Walker a representative of the Manangatang community did not seek reappointment to the Board and we thank him for his invaluable contribution to the management of RDHS. Interviews have been held and the new appointees will commence in the new financial year (that is 2013-2014) for varying lengths of tenure.

The Board has participated in several education sessions and actively seeks further opportunities with other Boards within the region of the upper Loddon Mallee catchment.

Acknowledgements

The ongoing success of RDHS can be directly attributable to our committed enthusiastic and hardworking staff. Our Board of Management, senior managers, staff, visiting medical officers and volunteers all contribute to the one common goal that we all share and that is, improving the health and wellbeing of our community.

Life at RDHS is made the best it can be through the combined efforts and dedication of all that have direct and indirect care responsibilities. Without one staff member in any department RDHS would not be the same, the strength is in our philosophy of team and of being on the same page for the same reason.

RDHS would also like to thank Dr Luigi Lucca for his generous assistance with providing medical services to the town of Manangatang. Dr Lucca has continued to provide a weekly visiting service to both the inpatients, residents and community since January 2013 after Dr Michael left. Your generosity in service is greatly appreciated, thank you from all at RDHS.

The continuing support of the Department of Health and Ageing at the Commonwealth level and Department of Health at state and regional levels is greatly appreciated and their input and assistance is acknowledged. RDHS would also like to welcome our new funding partner this year, the Lower Murray Medicare Local whom we will be working closely with in continuing to deliver primary care services to the catchment area.

The support of our local politicians at state and federal level is also appreciated as we strive as a health service to make a difference in a rural and isolated area. Your combined understanding of our community’s health and wellness needs is essential for us to remain relevant in delivering the best we can with what we have available.

Also RDHS would like to acknowledge the special relationship that we have with the Swan Hill Rural City Council. Our mutual reliance has developed into an intricate but essential partnership as we strive to meet the needs of our community together, sharing resources and searching for opportunities to work together.

Thank you to everyone involved in service delivery from RDHS.

Future Directions

During the forthcoming year, the Boards focus will be on;

1. Actioning the recommendations from the newly developed Service Plan, aligning it to the revised Strategic Plan through an action based business plan.
2. Transfer of Riverside Hostel to the MPS.
3. Pursue the ongoing development of the Health & Wellbeing Centre and consulting rooms.
4. Achieve compliance with the new National Standards of Safety and Quality.
5. Pursue ways in which we can reduce our carbon footprint and look at renewable energy solutions.
6. Review opportunities to physically increase our Dialysis area to accommodate greater numbers.
7. Encourage the development of models of care that make a difference to our inpatients, residents and clients wherever they connect to our health service.
8. Pursue new service opportunities in line with our community’s identified and changing health needs.

Every year brings with it new challenges and opportunities for the Board and staff alike. RDHS has a very solid foundation to move forward upon and to maximise any opportunity that presents itself and address any challenges that it may face. This is strongly embedded into its very positive “can do” culture and supported by its committed staff and supporters. RDHS looks forward to the following year and what it may bring with it challenges and opportunities.

Peter Campisi
Chairman

Mara Richards
Chief Executive Officer
strategic plan
2011–2016

The Robinvale District Health Services (RDHS) Strategic Plan 2011 – 2016 outlines our visions and goals for the next 5 years. It acknowledges and responds to the many influences and demands on our organisation and sets strategies in place to meet those demands.
Outcome 1 Delivering Person Centred Services

It is our belief that we should take a holistic view of the issues that impact on an individual’s wellbeing. Patients and clients must be able to actively participate in decisions concerning their care and clinicians must co-ordinate their efforts to achieve maximum benefit.

Planned Action

1. Improve case co-ordination and care planning
2. Develop and promote service integration and continuity of care
3. Make a difference in the area of Aboriginal Health
4. Continue to strengthen our preventative health initiatives

Performance Measure

- Auspicing of and participation in the Robinvale Euston Festival for Health Living project
- Partnership with Flinders University to develop and deliver a sustainable model of chronic disease self-management training in our area
- ECHO (cardiac ultrasound) now available on a monthly basis
- Planning underway to commence a chronic diabetes clinic
- Sexual Health Program delivered to Robinvale P12 college
- Peace of Mind Pap smear project conducted with RDHS Allied Health Assistants and health workers at Murray Valley Aboriginal Co operative being trained to become peer educators and advocates
- Audiology services from Sunraysia Hearing Clinic will continue in an ongoing visiting service basis.
- Pap Smear program will continue to be provided with this service continuing to be offered locally and to more remote communities outside of Robinvale on a regular visiting basis.
- BreastScreen Victoria, RDHS will continue to provide a “base” for the mobile van that visits rural and remote communities on a regular basis.
- Royal Flying Doctor Service Victoria, Mobile Dental Care Program has commenced this year with a mobile dental screening and referral service available to the community. The program aims to improve access to dental services, enhance oral health knowledge (via education and health promotion) and contribute to better health outcomes (linking oral and general health).

Future Directions

- Streamline intake process within the organisation
- Consolidate partnership arrangements with the Murray Valley Aboriginal Co operative
- Improve health service outcomes for Indigenous people with or at risk of chronic disease
- Support staff training and development initiatives which promote preventative health strategies
Outcome 2  Strengthening Our Community

RDHS is committed to the social determinants of health model and is prepared to take a leadership role in the community working on community capacity development initiatives. It is our belief that a strong and resilient community will have a positive impact on individual wellbeing.

Planned Action

1. Be proactive in community capacity development
2. Invest in the early years
3. Establish a sustainable publicly owned medical practice
4. Meet the changing aged care needs of the community

Performance Measure

- Refurbishment works of a wing of the ‘old hospital’ complete. This provides a single point of entry to the complete range of outpatient services offered by RDHS
- Advancing Country Towns Project continues with the Strategic Project Officer engaged for a further 18 months
- Creation and distribution of the Robinvale/ Euston and surrounding area Early Years Directory. This resource provides an overview of all services visiting and based in the area to children and families. It is a bright and user friendly directory.
- Tuning into Kids parenting program has been implemented successfully with a number of families.

Future Directions

- Continue to develop and support children’s services programs
- Progress implementation of the ‘Active Service Model’
- Implement ‘Ageing in Place’ at the Riverside Hostel campus
- Progress relationships with other government and non-government agencies
- Pursue the ongoing development of the Health & Wellbeing Centre and consulting rooms
Outcome 3 Using Resources Responsibly

RDHS has achieved acknowledgement for excellence and consistently performs to a high standard. We will work to maintain and where possible, strive to improve these standards of performance. We have a responsibility to achieve the maximum benefit possible for our communities with the resources that we have available. We must operate efficiently, make good decisions and apply our resources to areas of greatest need.

Planned Action

1. Maintain effective financial controls
2. Align capital development and improvement with service priorities
3. Ensure services are financially sustainable and cost effective

Performance Measure

- Budgets developed that progress RDHS strategic goals while maintaining a balanced budget position
- Concept plans underway for the expansion of the Renal Dialysis room. Funding for the expansion to be sought through funding opportunities
- Health and Wellbeing Centre refurbishment works complete
- Renewable Energy solution for the main campus currently has been sought and an application will be lodged to seek funding through current funding opportunities
- Inventory Management processes to be improved through the introduction of a stock scanning system
- Discussion with funding bodies has commenced with a view to incorporating the Riverside Hotel Campus into the RDHS Multipurpose funding model
- Transfer of the ownership of the Riverside Hostel building and land to RDHS is almost complete
- Medical Imaging Department numbers are down on previous years, in part due to reduction in the number of General Practitioners in the Robinvale area.

Future Directions

- Develop the business case to incorporate Riverside Hostel into the RDHS Multi Purpose Service and finalise the transfer of ownership of the Riverside Hostel to RDHS.
- Embed the new cost centre based budget with each department head
- Progress plans to finish the upgrade of the Riverside Hostel to Class 9C status
- Secure funding to progress the further refurbishment of the old hospital building
- Finalise the review of purchasing and inventory management processes
- Secure funding to expand the Renal Dialysis facilities
- Secure funding to establish the renewable energy solution to the main campus
Outcome 4 Investing in an Outstanding Workforce

If we are to maintain the high standard of our workforce we need to invest in the development of individuals and teams and establish ourselves as an employer of choice. We are committed to staff evaluation and feedback and we support a comprehensive professional development program.

Planned Action

1. Ensure we have a highly flexible and highly skilled workforce
2. Commitment to “growing our own” workforce
3. Ensure a positive and health work environment

Performance Measure

- All Primary Care staff participated in student supervision training
- 4 staff at Manangatang Campus successfully completed WREN training
- 1 Administration Trainee commenced work at RDHS this year.
- Simulated learning activities commenced with Monash University
- Staff nominated and subsequently accepted to undertake RIPERN training
- Midwife presented the RDHS model of care to a midwifery conference
- 32 clinical placement students from the Institute of Health & Nursing, Australia
- 11 Initial Registration for Overseas Nurses (IRON) students for the year
- 4 students from the placement and the overseas program have gained employment at RDHS
- 7 Work Experience students
- Board of Management continue to support local students wishing to undertake tertiary studies in the Health/Science field with the annual board scholarships

Future Directions

- Develop partnerships with training organisations
- Increase use of Allied Health Assistants to meet demand for allied health services
- Provide ongoing support for undergraduate scholarships for school leavers
- Acknowledge and celebrate staff achievements
Outcome 5  Building Organisational Capacity

Governance, management and administrative systems and processes operate within an integrated quality management system that ensures maintenance of standards and provides for ongoing continuous improvement.

Planned Action

1. Ensure we are safe and environmentally responsible
2. Ensure services are evaluated and are of a high quality
3. Ensure we manage towards our accountabilities

Performance Measure

- Monthly articles are placed in the organisation’s newsletter to inform staff about environmental reduction activities that can be implemented both at work and home.
- Replacement of bleach as a cleaner to a non-hazardous chemical in dialysis equipment
- Battery recycling service
- Health and Well-being Centre - Purchase of 100% carbon neutral furniture, increase use of natural light and double glaze windows to decrease energy usage.
- Out of date clinical stock is sent to PNG hospitals for use (as applicable)
- RDHS set a goal of reducing greenhouse gas emissions generated from electricity usage by our operations by 10% by June 2014. Unfortunately, this goal at this stage appears to be unachievable. Through consultation the organisation has explored a renewable energy solution. Quotations have been sought and an application for funding prepared for an appropriate funding opportunity.
- Steam Cleaners are used in each campus which has resulted in a significant reduction of harsh chemicals and water
- RDHS continues to improve clinical risk management systems and processes
- RDHS continues to achieve outcomes identified in the RDHS MPS agreement and service plan

Future Directions

- To align reporting requirements with the Strategic Plan and Department of Health - Statement of Priorities
- Implement the National Safety and Quality Health Service Standards
- Achieve outcomes identified in the RDHS MPS agreement and service plan
- Provide staff education on workplace injury and return to work
- Ensure accountabilities are clearly defined at all levels of the organisation
Robinvale District Health Services (RDHS) is a Multi Purpose Service (MPS) that provides a diverse range of services to communities across a catchment area of approximately 60,000 square kilometres. In addition to service delivery in its immediate area, RDHS provides outreach services to the communities of Ouyen and Boundary Bend in Victoria and Dareton, Wentworth and Balranald in New South Wales. We have a proud history of growth through innovation, investment in our staff and working in partnership with a broad range of stakeholders.
RDHS operates 20 acute beds, 55 residential aged care places (high and low care) and provides urgent care services to both the Robinvale and Manangatang communities. The main campus at Robinvale supports a comprehensive range of services that includes Dialysis, Radiology, Midwifery, Visiting Nursing and Community Health Nursing Services. Also based at Robinvale is an Allied Health team (approx 20 staff) funded directly by the Commonwealth Department of Health & Ageing under the Rural Primary Health Services funding stream.

RDHS employs 150 staff and has an operating budget of approximately 13 million dollars. We are fortunate to have a high performing management team that takes pride in achieving exceptional business outcomes. RDHS maintains a clear focus on service development and delivery priorities and leverages off strong financial performance to make best use of the resources available to the community.

RDHS has achieved “Whole of Business” certification to the internationally recognised standards of AS/NZS/ISO 9001:2008, AS4801:2001 and the environmental standard AS/NZS/ISO 14001:2004. RDHS was the first health service in Australia to achieve this standard.

RDHS was honoured at the 2010 Victorian Health Care Awards to be presented with the “2010 Rural Health Service of the Year” by the Premier of Victoria, Mr John Brumby. RDHS achieved the same award in 2007 and was the first Victorian rural health service to have received this award twice.

Our Services

Hospital (acute)
- 20 acute medical beds
- Stabilisation and resuscitation
- Urgent Care Centre
- Maternity Program - Ante and Post Natal Care
- Maternal Child Health Nursing
- Palliative care
- Post Acute Care
- X-ray and Ultrasound
- Renal Dialysis

Aged Care
- Riverside Hostel - 30 Low Care Aged Residential Care beds
- Main MPS site - 14 High Care Aged Residential Care Beds
- Manangatang Campus – 10 High Care Aged Residential Care Beds
- Respite Care
- Adult Day Activity and Support Service

Primary Care Services
- Aboriginal Hospital Liaison Officer
- Early Years program
- Aged and Disability Support
- Asthma Education
- Continence Management
- Counselling
- Diabetes Education
- Drug and Gambling Counselling
- Family Counselling
- Family Planning
- Home and Community Care (HACC) Assessment Service
- Health Promotion / Education
- Immunisation Program
- Men's Programs
- Nutrition and Dietetics
- Occupational Therapy
- Pacific Islander Cultural Officer
- Pap Smear Screening
- Physiotherapy
- Podiatry
- Social Work
- Speech Pathology
- Women’s Health Programs
- Youth Services

Home Nursing Service
- Visiting Nurse Service
- Palliative Care Nursing / Volunteers
- Post Acute Care

Support Services
- Administration
- Customer Services
- Clinical Educator services to agencies in Manangatang and Ouyen
- Employer Training Programs
- Graduate Nurse Program
- IRON Program
- Supervised Practice Program
- Hospitality and Facilities Management Services
- Information Technology
- Meals on Wheels
- Occupational Health and Safety
- Public Relations
- Supply
- RDHS Linen Service
- Volunteer Services

Services operating from or in association with RDHS:
- Aged Care Assessment Team
- Aged psychiatric nursing service
- Audiology service
- Cancer support
- Men in Sheds
- Playgroup
- Powerpals (exercise program)
- Psychiatric community nursing
- Rural Ambulance Service Victoria
- Self Help arthritis group
- Seniors in Schools Program
- Sexual Assault Team
- Tia Chi
- T.O.W.N. Club (Weight loss group)

In July 2009 the Manangatang & District Hospital and RDHS merged to ensure the sustainability and development of health care services for the Manangatang community. During 2010 RDHS was also successful in having the Manangatang location incorporated into an MPS funding agreement.
Recent research in early childhood years is demonstrating the importance of the early years on a child’s development, health and wellbeing.

Four key themes have emerged:
• the early years are crucial in setting the stage for later life,
• young children develop through their relationships with others,
• children’s development is shaped by the balance between risk and protective factors, and
• supporting families effectively requires a comprehensive, coordinated family-centred service system.
Challenges

- Provision of pregnancy care and postnatal support in rural setting.
- O & G Registrar not currently visiting (we have had a specialist for the last 4 years) which has resulted in a reduced Gynaecology service. We hope to have a new Specialist O & G visiting next year.
- Ability to engage high needs and disadvantaged families to provide an accessible service to assist in overcoming isolation, financial problems, cultural differences and an array of other barriers faced by these families.
- To raise awareness and reduce community stigma associated with mental health concerns during pregnancy and following birth to 12 months.
- To promote PEHP to women and their families from other countries with their diversity of cultural beliefs where mental health issues may not be acknowledged.
- To engage vulnerable families who are experiencing a range of psychosocial factors.
- Referring families to specialist Paediatric services located out of the area which burdens parents with the cost of travel, accommodation and specialist fees, and these services are also not accessible if parents are unemployed, have VISA issues and no Medicare card.

Outcomes

- Between 40-50 pregnant clients at any given time throughout the year.
- Visiting Obstetrician & Gynaecologist – 40 visits for the year.
- As a result of change in Dr’s: RDHS no longer has a visiting specialist leading to a reduced Gynaecology service and ability to claim Medicare 16400. Medicare 16400 – is claimable for up to ten services per patient per pregnancy. For RDHS to make these claims, our midwife requires a supervision level not continuously available through the medical visiting service from Mildura Base Hospital over the past year.
- Statistically the numbers are down in midwifery from the previous year.
- Creation and distribution of the Robinvale/ Euston and surrounding area Early Years Directory. This resource provides an overview of all services visiting and based in the area to children and families. It is a bright and user friendly directory.
- Tuning into Kids parenting program has been implemented successfully with a number of families.
- Working with P-12 college to provide a teacher for their year 11 and 12 students in the cert 2 in community services. This is a children’s services stream of this course and allows us to prepare possible future early years workers.

Future Directions

- Recruitment of a MCHN support is a priority as this has been difficult to date. Currently support and assistance is provided through Swan Hill Rural City Council and is much appreciated.
- We will endeavour to work towards claiming Medicare 16400 on a regular basis with revenue raised to be put back into service delivery.
- Participation in the Department of Health Maternity Connect Program to support our rural and isolated midwife maintain skills and knowledge.
- To raise community awareness of the important parenting role in attending the 10 Key Age & Stage Consultations recommended for all children from birth to 3 ½ years.
- Yearly schedule for the parenting programs Triple P and Tuning into Kid to be delivered to the community.
- Extend our newly developed paper directory by having an online directory for all Early Years Services available in the area that is updated on a regular basis.
Midwifery

Now in its sixth year, the maternity services program continues to deliver convenient, quality care and advice during pregnancy as well as postnatal to the women of Robinvale and surrounding districts.

Women attend antenatal appointments mainly with the midwife as well as a Visiting Medical Officer – Obstetrician/Gynaecologist (when available) for their pregnancy care. Antenatal classes are offered on site for first time parents/couples and others who may want to have a refresher class.

Every mother is visited at home following discharge from the birth hospital to check on both the mother and baby. Visits continue until the midwife is satisfied with feeding and parenting before handing over care to the Maternal Child Health Nurse.

Overview of the Past Year

In October 2012 the RDHS Midwifery Model was showcased at the Australian Midwifery Models conference in Adelaide highlighting the success of our achievements and informing organisations of how we are moving forward despite not having a birthing service. Our model is also being scrutinised for future directions in midwifery care across the state.

Client Demographic

- 51% of clients are from cultures other than Australian
- Many of these clients are not fluent in English language with the phone interpreter accessed on a regular basis. Information is then provided in their own language when available regarding, pregnancy, birthing and postnatal issues
- 13% indigenous clients
- 7% increase in Asian clients and 6% decrease in Islander clients
- Pap screening has demonstrated an increase in service delivery over the past year. Grant activity from Pap screen Victoria has allowed us to conduct several outreach and after hours clinics to help reach the unscreened and under screened women in our community – see the Pap screen graph depicting screenings involving the midwife

Domiciliary

Large geographical area covered – including Robinvale, Euston, Manangatang, Boundary Bend, Wemen and Hattah. (see map above)

Post natal home visit – each mother receives at least one home visit from the midwife the next working day after discharge from hospital. Some women and babies require more than one visit.

Perinatal Emotional Health Program

- Home consults - 87 with 54 Secondary consults.
- RDHS consults - 85 with 246 telephone consults.
- 52 client referrals processed by RDHS PEHP clinician.
- Confidential PEHP service provided to all areas of Robinvale and District as required by referral from Midwives, MCHN’s, GP and Obstetrician’s.
- PEHP role promoted to staff at the Werribee Mother /Baby Psychiatric Hospital during a networking opportunity.

Cont’d...
### Client Demographic 2012 - 2013

#### Thai
- 37%
- 3%
- 1%

#### Italian
- 4%

#### Aboriginal
- 11%

#### Tongan
- 11%

#### Vietnamese
- 3%

#### Indonesian
- 3%

#### Australian
- 4%

#### Irish
- 1%

#### American
- 1%

#### Indian
- 3%

#### Korean
- 2%

#### Filipino
- 2%

#### Chinese
- 2%

#### Ireland
- 2%

#### American
- 3%

#### Fijian
- 5%

#### Cambodian
- 7%

#### Chinese
- 4%

#### Filipino
- 3%

#### Korean
- 1%

#### Irish
- 1%

#### Fijian
- 1%

#### Cambodian
- 1%

#### Chinese
- 1%

#### Filipino
- 1%

#### Korean
- 1%

#### Irish
- 1%

#### Fijian
- 1%

#### Cambodian
- 1%

#### Chinese
- 1%
Early Years

Maternal & Child Health Service

The service provides a comprehensive and focused approach for the promotion, prevention, early detection, and intervention of the physical, emotional or social factors affecting young children and their families.

2012/2013 has been a productive year for Maternal and Child Health in Robinvale and Manangatang, with reports indicating that many families are accessing the service and sharing the growth and development of the new little person in their lives.

MCHS received 60 Birth Notifications from Mildura Base and Swan Hill Hospitals plus New Enrolments of 15 from outside local area in Victoria, Interstate and overseas.

- The service participated in Dental Health Services Victoria & Department of Education and Early Childhood Development (DEECD) pilot project titled “Distribution of tooth packs through the Victorian Maternal and Child Health Service at the 18 month and 2 year key Age and Stage consultation.

- The MCHN State wide Conference held in Melbourne was video linked to RDHS with MCHN’s travelling from Swan Hill, Sea Lake, Mildura and NSW to attend. The link up was so successful at our venue that future bookings for the same conference have been made.

- RDHS Maternity Services (Midwife, MCHN and PEHP) facilitated a Multi Cultural Christmas function for local families, their children and grandparents sharing culturally diverse foods and the universal joy of their children.

- Visiting paediatric services were not resumed in the past year due to unavailability from Mildura Base Hospital.

Using the social determinants model of health care RDHS has engaged with culturally disadvantaged groups through early year’s programs to support the development our community’s children. The “Early Years” continuum of care that has been established by RDHS builds relationships and trust and provides for early identification and intervention in a non-threatening and least intrusive manner.

Playgroups

- Community playgroup
  Weekly playgroup for families to get together and allow their children to interact with others and develop skills as facilitated by the staff members involved.

- Polyplay
  Playgroup for families of all cultures to come together and learn about services within the community as well as getting to know other families with children of a similar age.

- Jump and Jive
  This program has continued to be a huge success with families of all nationalities mixing together with their children in an environment that promotes the children’s physical development as well as social/emotional aspects for both the children and the parents / grandparents and carers that attend.

Best Start

Best Start is a Victorian government early years initiative. It supports families, caregivers and communities to provide the best possible environment, experiences and care for young children in the important years from birth through to school. Best Start aims to improve the health, development, learning and wellbeing of all Victorian children (0-8 years). It supports communities, parents and service providers to improve universal early years services so they are responsive to local needs.

Communities for Children

The Communities for Children initiative has been operating in Swan Hill / Robinvale since 2006, funded by the Department of Families, Housing, Children’s Services and Indigenous Affairs (FaHCSIA). The initiative aims to improve outcomes and wellbeing of children across the broad domains of health, early learning and development, and support for families and parents.

Mobile Visiting Play Program (MVPP)

The Mobile Visiting Play Program (MVPP) was developed to meet the needs of Robinvale’s most vulnerable families, families with children who were not accessing traditional playgroup programs or funded pre-school programs. The MVPP is an individualised program to support families who are geographically or socially isolated, culturally and linguistically diverse (CALD), Indigenous, have a child with a disability, are known to child protection, are living with a mental illness, are young parents and/or lack access to transport.

The service has travelled as far as Boundary Bend to support families. The MVPP works with children and their parents/guardians to enhance their community connections while at the same time teaching the parents about their role as the child’s first and most important educator.

Community Speech

The community speech pathologist works within the community to promote the importance of and how to support children’s speech and oral language development. The position also aims to engage families and encourage families to access the centre base speech pathology services. The community speech pathologist has engaged with families during playgroups, family fun days and has assisted early years staff in providing oral language enriched environments.

Community speech pathologist and other primary care staff attended play groups, family fun days and events to promote the services and the importance of oral language and good health to the community.

Robinvale Early Years Network (REYN)

REYN is a collaboration of Services, Organisations and Community Members working together to support and assist children and
families within the Robinvale, Euston and surrounding area.

REYN continues to support programs delivered within the community. The Robinvale Youth Program was a great success and over 500 individuals attending the program throughout the Christmas / New Year holiday period. It has also assisted the Royal Flying Doctors Service in piloting the Mobile Dental Care Program in the area as well assisting Sunraysia Hearing Clinic to provide screening to preschool and kinder children.

The REYN continues to place the Early Years page in The Robinvale Sentinel on a monthly basis. This page has a multi-tiered affect, it is a demonstration of the collaboration between early year’s services and organisations, it keeps the community informed of support services available, as well as continuing to promote that parents are integral in providing the foundation for children’s education and further learning.

The REYN continues to provide information on services, training opportunities and all types of Professional development through the email mailing list comprising over 50 members/service providers/funding bodies and interested parties within the community.

**HIPPY**

The Home Interaction Program for Parents and Youngster (HIPPY) families from the 2011-2012 cohort finished and graduated from the program. 21 families graduated from the program. The new cohort of families started the program in 2013 and at the time of reporting 28 families were enrolled in the program. HIPPY is a two year home-based parenting and early childhood enrichment program aiming to empower parents and/or carers to be the child’s first educator. At present funding has only been secured for this cohort. A consultancy agency has visited to assess the sustainability of the HIPPY program in Robinvale.

**OOSH (Out of School Hours) Program**

The Out of School Hours program (OOSH), incorporating After School Care and Vacation Care has continued to grow over the last 12 months. The After School Care program runs each school day from 3-6pm offering care for children while their parents are at work, an appointment or even for entertainment for the child after school. The cost is determined by the families income as listed with Centrelink. Detailed information can be provided to each family on an individual basis. Staff collect children from Robinvale P-12 College, St Mary’s School and also from Euston Public School.

The Vacation Care Program runs during school term breaks and is available to families from 8am-6pm daily. A variety of physical activities, craft, cooking, excursions and learning opportunities are offered to the children at each program.

**Parenting Programs**

For the first time staff have run a Parenting Program called ‘Tuning into Kids’ this program encourages families to discuss emotions. The first 6 week program showed very positive feedback and a second session has been planned for later in 2013.
RDHS aims to improve the health and wellbeing of all patients through promoting wellness and caring for illness efficiently, effectively, compassionately and without discrimination.

Acute Care is available at the Robinvale and Manangatang campus.

Bed-based acute care is delivered in Robinvale (14 beds) and Manangatang (6 beds).

Challenges

- Work with other organisations to develop co-operative strategic partnerships – shared training.
- Manage the increased demand for Dialysis.
- Maintain industry expectations and compliance requirements.
- Improving person centred care.
- Improve effectiveness of afterhours care.
- Review policies in line with the National Standards.

Outcomes

- Introduction of DOH Emergency Fact Sheets.
- Shared training developed.
- Dialysis training two RNs – increase capacity through extra dialysis hours.
- Training for person centred care.
- HACC assessor incorporated in VNS role.

Future Directions

- Improve effectiveness of Urgent Care Centre.
- Up skilling of staff in assessment and management.
- Maintain review of policies in line with National Standards.
- RIPERN (Rural and Isolated Practice Endorsed Registered Nurse) training commencement.
Acute Care

Acute care is available at the Robinvale Campus and the Manangatang campus. Robinvale Acute Care continues to provide quality services to the community. Nursing staff have maintained safe effective care through ongoing policy and procedure review and participation in ongoing education and professional development.

This year Robinvale with 14 acute beds saw a total of 848 acute separations and Manangatang with 6 allocated acute beds a total of 15 acute separations. Nursing home type patients awaiting high care admission continue to be placed in the acute sectors where able.

All care provision is guided by policy and procedures which are reviewed regularly across the service. Admission processes are uniform across the organisation and incorporate routine screening based on demographics and presenting concern to identify and address needs on an individual basis.

Our older demographic is screened for risks including falls and pressure areas. All presentations aged over 40 are screened for diabetes, weight, and have an Electrocardiogram (ECG) as well as vital signs monitoring to establish base lines which may impact on patients’ immediate or ongoing health care needs. Appropriate referrals are instigated where screening identify concerns.

All inter hospital admissions are screened for hospital acquired infections and appropriate strategies are put in place to minimize potential cross infection.

Urgent Care Centre

The Urgent Care Centre (UCC) provides emergency and after hours care with nurses from the ward and visiting medical officer on an on call basis. The public are referred to the medical clinics locally if triaged as non urgent during office hours.

Care is based on clinical guidelines and all staff participate in ongoing education and professional development. Staff determine care through assessment and appropriate and timely referral and management. Introduction of Department Of Health Emergency fact Sheets for UCC presentations ensures clients have information on which to base ongoing need.

All presentations are triaged and waiting times at our UCC are limited only by the availability of staff. This year Robinvale had 2,413 (average of 6.6 per day) UCC presentations and Manangatang had 282 (average of 0.7 per day). This activity impacts staffing and workloads as there are no designated staff allocated to UCC.

Manangatang UCC has had reduced presentations due to ambulance services and community awareness of limited medical service availability. The absence of a permanent on site medical clinic at Manangatang continues to be a challenge for staff. Management continues to encourage ongoing skill review.

Staff are supported to provide care as determined by their training in assessment and appropriate and efficient referral and management. To address the limited medical services and enhance medical partnership RDHS has participated in the introduction of Rural Isolated Nurse Practice (RIPRN) training in Victoria and has submitted expression of interest for two RNs to undertake training. This training will allow the RN to undertake more comprehensive assessment and management with limited prescribing abilities within the formal guidelines of their practice.

Visiting Medical Officers

RDHS Robinvale Campus currently has three Visiting Medical Officers (VMO) Dr Lucca, Dr Omotoso and Dr Beejadhur. Dr Lucca and Dr Omotoso provide on call services on a roster to Robinvale. The public are referred to the medical clinics locally if triaged as non urgent during office hours.

As an adjunct to VMO’s as stated RDHS is planning to have RIPERN trained staff who will be able to assist the VMO’s through reducing call and going some way to addressing doctor fatigue which is a recognized issue in rural communities.

Manangatang

The departure of Dr Orioye in December 2012 left a gap in local medical services. Visiting medical services from Dr Luigi Lucca commenced in the New Year initially providing services to residents and inpatients however this service has grown to provision of a clinic for the general community. This has been welcomed by the staff and the community and our appreciation is extended to Dr Lucca.

Clinical Risk Management

VMO’s attend RDHS Clinical Risk Management meetings with senior staff. These meetings offer a forum for discussion of issues, policy development, changes related to medical care within the service and trend data activity of RDHS incidents. Meetings also allow the opportunity to discuss specific medical issues that may have been raised at a state level or legislative changes. The local Pharmacist is also included in this forum, and we thank him for his contribution of pharmaceutical expertise. Medication management is a vital component of delivering safe care and is an agenda item on the Clinical Risk Management committee meetings. Care staff have specific medication training to ensure they maintain competency and RDHS has systems and processes in place to monitor and capture medication activity.

Haemodialysis

Renal dialysis remains an integral component of the RDHS acute services, 536 episodes of dialysis were attended. Currently there are four clients receiving dialysis three times per week. One client has had kidney transplant and is going well. Extra hours for dialysis have been introduced to meet increasing demand. RDHS has provided dialysis to 5 clients visiting Robinvale in this reporting period. Three new Dialysis chairs were received through a
Visiting Nurse Services

VNs provide support and maintenance together with specialised care in the home reducing the need for these clients to access inpatient care and maintaining independence to remain in their own home as long as possible. This is achieved through regular visiting, assessment, treatment and appropriate referral. Care provided includes diabetes monitoring, wound care and medication monitoring.

In Manangatang the VNS is delivered by staff rostered from within the hospital, 672 visits were attended for 22 - 26 registered clients.

In the Robinvale VNS area approximately 2,000 visits were made to clients within the community, including clients from Euston, NSW.

VNS staff have undertaken training to enable the provision of appropriate services to the community this includes (WREN) Wound Resource Education Nurse training where they are able to offer support for wound care of in-patients as well as VNS clients, DVA specific training and Loddon Mallee Regional Palliative Care Consultancy Service Link Nurse training. All staff participates in ongoing ELearning as part of professional development.

The Home and Community Care (HACC) Officer role has also been included in the role of the VNS RN. This role ensures registration of clients as HACC clients and encompasses initial assessment and appropriate referral. This role continues to develop and has increased the workload significantly.

Infection Control

Infection control practices continue to be monitored through auditing of hand hygiene, aseptic non touch technique, cleaning audits and documenting of hospital acquired infections.

Cleaning audits are a reportable requirement to Department of Health three times per year and the health service has a comprehensive internal audit schedule as recommended in the Cleaning Standards for Victorian Public Hospitals. We have a new trained external cleaning auditor which enhances our ability to audit in a more efficient manner.

Hand hygiene audit results for 2012-2013 have achieved a very good result with an average over the three audits conducted and between both campuses our score is 86.9%. These results support staff compliance with hand hygiene when attending client care. The observation of visitors using hand rub also shows that the general public are increasingly aware of the risk of the spread of infection and their role in preventing infection.

RDHS and its Outpatient care services have been awarded four years Medicare Accreditation approval.

RDHS continues to work towards implementing the National Safety and Quality Health Service Standards which will ensure we have strategies in place to minimise the risk for clients acquiring preventable infections and ensure we are using evidence based strategies to manage any infections or outbreaks if they occur. Research shows that at least half of healthcare associated infections are thought to be preventable. RDHS is proud of our ongoing efforts to prevent further infective complications to the patient.

In meeting the National Standards, RDHS also considers the appropriate use of antibiotics. Antimicrobial Stewardship has been added to the agenda of the Clinical Risk Management committee. Evidence based research demonstrates the issues with inappropriate antibiotic use and the need for care into the future.

Palliative Care

RDHS continues to offer palliative care services to both inpatient and VNS clients in collaboration with visiting specialist Palliative Care Nurses and allied health. RDHS has a long term relationship with Palliative care services in Swan Hill and Mildura.

The Loddon Mallee Palliative Care Consultancy Group (LMPCCG) has several new initiatives to improve patient care which RDHS has participated in. LMPCCG has initiated training for Link Nurses, four staff attended this training, the ability to access palliative care specialists by telephone and via skype has also added to resources available for practitioners at RDHS to provide improved patient care.

The palliative care unit at Robinvale continues to be used by families and feedback is always very positive. The unit provides a home like environment and privacy for families in their final time together.

Medical Imaging

Medical imaging continues to offer a range of services that can be accessed locally in a timely and efficient manner. The availability of services for antenatal women has been well utilised as an adjunct to our Midwifery program. RDHS continues to be supported by Bendigo Radiology for timely professional reporting of our services.

The Medical Imaging department has been impacted with overall numbers for the past year due to a decrease in General Practitioner activity locally.

The technologist maintains skills and knowledge having attended professional development activities such as; Webinar on Ankle Ultrasound – Twist and turns, Musculoskeletal Interactive Forum and Ultrasound Seminar on Vascular sonography. All legislative and Health Department requirements are met and Medicare accreditation is current.

RDHS was very fortunate to backfill annual leave with the support of a Department of Health initiative that assists rural isolated services with appropriate personnel and financial assistance.
Aged Care Services

At RDHS Residential Aged Care is provided by dedicated and highly trained staff.

Our abiding goal is to provide a living environment which residents can enjoy in comfort and with dignity.

Challenges

- Prospective resident waiting list – increased home care support so older people are more frail when entering aged care.
- ACFI – documentation and funding tool – ensuring the documentation supports our claims for funding.
- Accreditation standards – the reputation of the facility with exemplary standards of care.
- Increase in residents admitted with dementia.
- Caring for more men – demographic currently with more men requiring care.
- Broaden and deepen leisure and lifestyle program – developing a meaningful program with a broad range of experiences with limited resources.
- Progress continues with improvements to Riverside Hostel to aid ageing in place status.

Significant Outcomes

- Collaboration with Swan Hill Regional Art Gallery – Riverside Art Gallery - $500 donation from the local Rotary club to provide picture rails.
- Men’s project – Chook house – the building of the structure will be a collaboration with Men’s Shed participants.
- Beautification program – garden and new outdoor furniture as a result of a generous donation for the local op-shop.
- Riverside Hostel still not incorporated into the RDHS Multi Purpose Service agreement.

Future Directions

- Enhanced IT use.
- Holistic leisure & lifestyle program – utilising multiple intelligences as the philosophical basis of the program.
- ACFI – documentation and funding tool – on-going refinement of processes encompassing changes.
- Accreditation standards – utilising quality systems to attain positive outcomes.
- Finalisation of Robinvale Committee for the Ageing gifting of the Riverside Hostel building and carpark to Robinvale District Health Services.
- To finalise the incorporation of Riverside Hostel into the RDHS Multi Purpose Service agreement.
Riverside - Hostel Campus

The Hostel continues to provide an environment to enhance the lifestyles of our elders. The caring staff ensure the residents feel at home whilst maintaining a safe setting to enjoy their twilight years.

Long time Nurse Unit Manager Fran Aikman retired and we said good bye with sadness and much to be thankful for. We were very fortunate to welcome Gaye Witney to the team. Gaye has maintained a resident focus and has many fresh ideas to enhance resident experiences. Some of these include the following:

- Visual-Spatial - thinking in terms of physical space, very aware of their environment, drawing, jigsaw puzzles, reading maps, day dreaming, verbal and physical imagery, photographs, videos television, multimedia, texts with pictures/charts/graphs.

- Musical – developing sensitivity to rhythm and sound with music, lyrics, poetry, rhythmically, tapping out time, musical instruments, music, radio, stereo, CD-ROM, multimedia.

- Interpersonal - understanding, interacting with others, developing friendships and empathy for others through group activities, seminars and dialogues.

- Intrapersonal - understanding one’s own interests, goals with residents in touch with their inner feelings, wisdom, intuition and motivation, as well as a strong will, confidence and opinions using books, creative materials, diaries, privacy and time reflecting.

- Logical - Mathematical - reasoning, calculating, thinking conceptually, abstractly and able to see and explore patterns and relationships with experiments, solve puzzles, logic games, investigations, mysteries.

The Hostel family enjoyed many social activities over the past year including celebrations for birthdays, Easter and Christmas. The annual Ball continues to be a highlight every year.

Residents are consulted in all aspects of care delivery and communicate their preferences for social activities. The Hostel staff would like to take this opportunity to thank the many community members that contribute to enriching the lives of our residents. Social interactions with the wider community ensure the residents maintain links locally and feel a part of society.

Aged care - We work in their home they don’t live in our workplace

Manangatang and Robinvale Campus Nursing Homes

RDHS provides high level aged care services at both Manangatang and Robinvale. Service is delivered by highly skilled and caring staff at both sites in a family home like setting.

RDHS ensures that staff provide a high level of care and undertake ongoing education to maintain skills and knowledge and focus on a person centred care approach. Individual care plans are developed to meet all resident needs to ensure all aspects of care are paramount.

Manangatang High Care - 10 beds. Full occupancy of high care beds over the last 12 months has been achieved due to availability of visiting medical service support. The high quality of care which has been supported by consumers, family and the community has been maintained. The size of the campus enables the continuation of family home like culture.

Manangatang campus hosts functions such as Harmony day, Palliative Care and Biggest Morning tea which are open to the public and very well supported. These activities offer a broader social experience for some residents who rarely leave the premises and are enjoyed by all. Activities staff work one on one and in groups to provide social interaction and maintain individuality which is much appreciated by the residents.

Robinvale High Care – 14 beds. High care continues to run to capacity with continuous provision of Nursing Home Type services to clients in the acute sector where able. The Activities Coordinator provides a stimulating range of activities which encompass most celebratory events such as Easter, Christmas, Birthdays and Grand Finals. Community support is demonstrated in the regular sing a longs and church group visits which always bring in new faces. These activities are enjoyed by residents who may otherwise have limited social interaction.

Allied Health Support

The disciplines in the allied health team include; podiatry, OT, physio, dietetics, speech therapy, allied health assistants and social work. The aged care sector is ably supported by the team with regular visits, assessments, educational activities and treatments. The involvement of the team promotes the wellbeing of our residents with treatment where necessary and preventative measures to maintain optimal health outcomes. This support enables our residents to maintain the most favourable opportunity to enjoy their twilight years.

Volunteers

Volunteers are very special people who don’t always consider their efforts as anything extraordinary however their efforts can have an outstanding effect on our residents. The residents of the Hostel also invite different individual and groups into their home to add some variety to their day.

The volunteers and visitors offer that little bit extra to the daily lives of the elders and can provide that special moment that makes a difference. While there is too many to name individually – please know you are very much appreciated by residents and staff.
primary care services

The Primary Care Team provides a range of services for clients of all ages in Robinvale, Manangatang, Balranald, Dareton, Wentworth and Ouyen. Some of these services include playgroups and other programs for pre-schoolers, school based services, centre-based therapy and support to aged care facilities.

- Festival for Health Living
- Heart Time
- Strength & Balance Classes
- SPOT program
- Cardio-Pulmonary Rehabilitation Program
- OOSH
- Women’s Gym
- HEAL
- Aquacize Aquatic Group
- Heart Time
- Cook & Yarn
- Carers Support Group
- Pacific Islander Diabetes Group

The focus of the Primary Care team continues to be on the provision of health promotion and therapy services across the catchment area. This year the team provided 18,747 individual occasions of service.

Individual Clients Seen 1/7/12 - 30/6/13
Challenges

Social work
• Staff level improvements, waiting lists, advanced professional development, improved mental health outreach services.

Physiotherapy
• The steady demand for treatment of outpatients has posed a challenge to allocate treatment space on days when all four physios are in Robinvale.

Occupational Therapy
• Two month period of one less Occupational Therapist effecting the waiting list and service delivery output between July and September 2012.

• Minimal stock in equipment pool, causing difficulties when clients are in immediate need of loaning items.

Speech Pathology
• Speech Pathology have encountered some difficulty in clients not attending for scheduled appointments or being difficult to contact after being on the waiting list.

Podiatry
• Shortage of Allied Health staff which halted the development of the Nail Care services program.

Significant Outcomes

Social Work
• A community preparedness evening was held in Robinvale and Manangatang with 100 people attending. The Community preparedness night was nominated for the Australia day awards.
• The RDHS ‘Veils from the Vale’ won the best dressed team for the mental health golf day held in Red Cliffs in October 2012.
• A presentation was given to the Mildura audience of: Between the Devil and the Deep Blue Sea, a documentary about asylum seekers who made the impossible decision to become ‘boat people’.
• Both social workers have successfully completed semester one of post graduate mental health practice study.

Community Health Nursing
• Boundary Bend Outreach program - Collaborating with Parks Victoria and SHPCC regarding establishing a walking track in Boundary Bend.
• Preventative Health Initiative - In partnership with Robinvale/Euston students a ‘hot dog’ book was created illustrating Diabetes Management for the Tongan community.
• Peace of mind Pap smear promotion project: Provided staff training for Allied Health Assistants at RDHS and health workers at MVAC to become peer educators and advocates.
• Pap smear clinic conducted at MVAC, Manangatang, Annuello, and Wemen.
• BreastScreen participation rate 366 huge increase on previous numbers.

Physiotherapy
• Continue to provide falls prevention strategies to our community.
• Cardiopulmonary rehabilitation: Weekly maintenance class, cardiac rehabilitation courses are undertaken as required.
• Physiotherapy component of Antenatal Education provided.

Speech Pathology
• Implementation of the Tuning into kids parenting program.

HEAL- (Healthy Eating Activity and Lifestyle)
The Healthy Eating Activity and Lifestyle (HEAL) program was initiated this year involving both the Dietetics and Physiotherapy departments. This eight week program consisting of one hour gentle exercise and one hour lifestyle education is designed to encourage the development of lifelong healthy lifestyle habits. RDHS currently have two HEAL providers. Feedback from participants has endorsed the importance of education provided alongside the exercise component of the course.

Future Directions

• Management of the allocation of Rural Primary Health Services funding, which funds the majority of the Primary Care team including all outreach to Wentworth, Daretton, Balranald, Manangatang and Ouyen will be transferred to the Lower Murray Medicare Local from July 2013. We will be working with the Lower Murray Medicare Local to ensure this transition is as smooth as possible, but at this stage there are few details about exactly what this will mean for our program.
• The next twelve months will be a period of consolidation and partnership development.
• Physiotherapists to implement pre op management in conjunction with conservative management of OA knee to cater for the large number of clients who for various reasons are not candidates for surgical replacement.
• Physiotherapists to investigate the possibility of running a pre and post natal exercise groups.
• Structured OT programs to be implemented within the school setting including sensory integration, fine motor development and handwriting development.
• Formal implementation of a program for Allied Health Assistant’s and their role within the OT department, including equipment management, monitoring and maintenance; screening referrals, liaising with external agencies and assisting with service co-ordination for a client.
primary care services

**Summation of July 2012 – June 2013**

**Cultural Liaison Officers**

The aim of the Cultural officers is to improve the health of the Aboriginal Community and the Pacific Islander communities, through health promotion, education and assistance to access services. Working with RDHS staff to ensure the services they offer are appropriate and accessible.

It has been a very busy year; both cultural liaison officers were involved with the Breast Screening, Pap Smears and Women’s Day.

The Aboriginal Hospital Liaison Officer (AHLO) is involved in:
- **Heart Time**
- **Cook and Yarn** – AHLO helps out with contacting clients and providing transport. They also work alongside the RDHS Dietitian throughout the program.
- **Flinders Training** – AHLO organized volunteers and provided transport.
- **Cultural Awareness** – Presented the Cultural Awareness training to the Primary Health Care Staff.

The Pacific Islander Cultural Liaison Officer (PICLO) is involved in:
- **Tongan Diabetics Film and Story Book** where they worked with REFHL and students to make the hotdog book.
- **PICLO trained by Kris Hogg to educate the community about cervical cancer** (start educating Pacific Islander individual women at home).
- **Tongan Diabetes Exercise**.
- **Meet with Pacific Islander’s Elders to discuss current issues for their community with regard health service access**.
- **Preventative Health Initiative Focus Groups** – A night for the Fijian Focus Group (8 members) and the Tongan Focus Group (8 members).
- **Diabetes Information Night** – Planning finalised to present the Diabetes Information Night.

Both AHLO and PICLO distribute information about services at RDHS to both communities, and to encourage them to use the services.

Both AHLO and PICLO book appointments and pick clients up if they have no access to transport. For both Cultural Liaison Officers the biggest challenge is getting their communities to the services at RDHS.

**Health Promotion**

The Health Promotion Officer appointed January 2013 previously the position was not filled. The Health Promotion Officer had a busy 6 months supporting the Victorian Prevention and Health Promotion Achievement Program at the 2 kindergartens and 2 Schools. Such promotion activities included classroom presentations with related activities on healthy eating, newsletter inserts, working with canteens to encourage healthy lunches and snacks, cooking classes, assisting in active transport days, facilitated Bike Education to students and many discussions with school principals, teachers, kindergarten staff, surrounding RDHS Dietitian throughout the program.

**Community Health Nursing (CHN)**

Has continued to provide a vast range of services to the community through groups, individual clients such as Well Women, Women’s Health Days and Early Years Network. Dietetics have provided health promotion report 2012-2013 as well as a busy individual client base in Robinvale and outreach sites. Dietetics have provided education to the community, healthcare professionals and groups such as Antenatal classes, Women’s Health Days and school groups.

**Dietetics**

As well as a busy individual client base in Robinvale and outreach sites, Dietetics have provided education to the community, healthcare professionals and groups such as Antenatal classes, Women’s Health Days and school groups.

Visual Health Promotion displays continue to promote discussion. Sugar and Fat content are a focus of displays located both within
schools and in the Primary care waiting room in Robinvale.

Cook and Yarn: this is a joint initiative with Murray Valley Aboriginal Cooperative. Dietetics have been active within this program and continue to see many flow on benefits such as participant confidence to replicate skills learned.

**Occupational Therapy**

Continued service provision to individual clients has been only part of the service provided by the OT department this past year.

Community service delivery including Gopher musters, adaptive equipment presentations, falls prevention education, manual handling and transfer equipment training, involvement in local kindergartens and schools has kept all staff engaged in a broad range of service delivery.

Other service provision included SPOT groups at MVAC kindergarten and OT involvement in REFHL, facilitating well-being programs through means of art, reflection and dance.

Other areas to note are expanding business networks with external agencies including Country Care, Aidacare, HACC, Rumbalara and local Occupational Therapists network.

**Physiotherapy**

The weekly exercise class for aboriginal women is consistently well attended with some women making significant life style changes in the area of exercise and physical activity.

Falls Prevention Programs to maintain strength and balance with the aim to maintain independence for as long as possible. Strength and Balance classes are run twice weekly and continue to be very popular.

As part of a multi-disciplinary team approach, physiotherapists will contribute to a diabetes information and screening night June 2013. This will be followed with a 12 week programme aimed towards the Pacific Islander community to take action against their silent enemy.

Knee class - This class is run when there are 2 or more clients in the post-operative phase of rehabilitation following knee replacement. The Healthy Eating and Active Lifestyle Programme (HEAL) has been well supported by members of the community that meet the criteria.

**Podiatry**

This year we are able to lay claim to the only Podiatrist in Rural Australia to be involved in the Sports Medicine Australia Mentorship Pilot Program.

Podiatry has also been involved in fitting clients with Athletes’ Foot new footwear through the Lower Murray Medicare local closing the gap scheme. We have continued our involvement in groups such as Wentworth Primetime Group and the Stepping on Project Dareton.

Community involvement such as participation in the Wemen Women’s Health, presentation to the Wentworth Primetime Group and attending the Coomealla High School Careers Day have contributed to a year of variety.

**Social Work**

During the previous 12 months social work has been reduced to 2 full time positions. Caseloads have increased with incoming referrals at an average of 25 per month.

Support groups have decreased to two due to the availability of workers.

The carers support group meets monthly for support and education and morning tea, the numbers for this group are up to 8. The life after suicide support group commenced in 2012 and meets monthly, currently there are 15 members this meeting is held in Mildura.

The social work department participated in the 2013 shave for a cure fundraiser and contributed to a total $2,500 toward the Leukaemia foundation

**Speech Pathology**

Speech Pathology has had another busy year with groups, individual clients and involvement in community activities. RDHS continued with an existing contract to provide speech services to the Robinvale P-12 College, the referral and intake process of which was streamlined to provide a more efficient service to the school. RDHS are now linking with DEECD who currently provide an assessment service, thus enabling speech pathologists to provide more intervention services.

The Speech Pathologists have been involved in a number of activities including Farmers Market, NAIDOC week, Almond Blossom Festival and Women’s Health Day at Wemen. Training was provided to early year’s staff to assist in making appropriate referrals to Speech Pathology.

The successful SPOT (speech Pathology and Occupational Therapy) group has continued in the Murray Valley Aboriginal Kindergarten in term three 2012 and term one 2013.
Effective management systems, processes and support services are essential to the ongoing viability of our organisation and the quality of the services we offer to the community.

Corporate and Quality Services comprises departments staffed by people with a wide range of skills and expertise in business analysis, food, environmental and linen, human resources, information communications and technology, supply and maintenance services. These departments support direct patient care and ensure Robinvale District Health Services functions effectively and efficiently. These departments participate in management decision-making for the entire organisation, in particular the interpretation of government policy, the implementation of changes required for compliance with statutory obligations and the management of resources necessary for the delivery of clinical services.
Facilities, Maintenance and Supply

Facilities Management requires the ongoing maintenance of physical facilities to ensure they are reliable, safe and comply with relevant standards. The significant investment in infrastructure which includes redevelopment and refurbishment and the maintenance of essential plant at all campuses. The Facilities / Maintenance department also has responsibility for the procurement of capital equipment, in accordance with regularly changing product standards and government procurement policies.

Significant events in Facilities, Maintenance for 2012/13 were:

- Commissioning of Men’s Shed extension.
- Refurbishment of the ‘TAFE’ wing of the old hospital completed. This building has been named the Health and Wellbeing Centre and is the doorway to all Primary Care Services, Midwifery, Radiology, Supply, Hospitality Services, Linen Services and Immunisation.
- Refurbishment of the corridor past podiatry, physio, and occupational therapy completed.
- Two ‘motel’ style units constructed to house Clinical Placement Students. This project was possible due to funding made available by Health Workforce Australia and the Department of Health.
- Through consultation the organisation has explored a renewable energy option for the main campus which would reduce RDHS’s energy cost through the use of locally generated renewable energy. Funding opportunities are currently being sourced to finance this project.
- 14 Flat screen televisions installed in the Robinvale Nursing Home. Funds were generously donated by the local Op Shop.
- 5 electric beds purchased for the Riverside Hostel campus.

Challenges

- Meeting requirements of accreditation to the National Safety and Quality Health Service Standards.
- Ensure consultation processes with consumers reflect the needs of diverse community groups.
- To implement ‘on-line’ system for comments & complaints management system.
- Reduction of rewash in consultation with chemical supplier.
- Developing skills and consistency with the use of steam cleaning as a better and safer alternative for cleaning.

Significant Outcomes

- Statcom engaged to provide Essential Safety Measures monitoring and reporting.
- Streamlined processes for Meals on Wheels volunteers.
- Mending of blankets, kylies and aprons are done on site with our talented team.
- Staff have started making strapless modesty gowns for physiotherapy patients.
- Rewash has reduced; opportunity for further reduction with variations to wash cycle.
- High cleaning standards in all areas of risk.
- Systematic program of cleaning schedules maintained.
- Gap analysis completed for the National Safety and Quality Health Service Standards.
- Continued certification/accreditation of all standards 2012-13.

Future Directions

- Implement an electronic inventory system and review purchasing and inventory processes.
- Investigate the extension of combi-ovens across all RDHS campuses.
- Reduce chemical usage.
- Integrate National Safety and Quality Health Service Standards into the current Integrated Management System.
• Statcom Systems have been contracted to provide inspection, monitoring and reporting services to assist RDHS with Essential Safety Measures Compliance certification.

Health Information Services

Medical Records hold all medical and administrative information for patients treated at Robinvale District Health Services. The medical record itself is the key document which demonstrates continuity across health care events and assists health professionals make informed decisions around current and future treatment regimes.

The medical record storage area has restricted access to ensure that privacy and confidentiality of records is maintained as per the legislative requirements of the Health Records and Health Service Act.

Data Collection and Data Management

Accurate data collection and reporting to funding bodies is vital to the continued viability of our health service. Through data management reform, RDHS has improved the quantity and quality of collected data, and the ability to meet reporting timelines.

Information Communication Technology

The Information Communication Technology (ICT) department provides telephony, computer hardware, software and education to all areas across RDHS as well as maintaining the central network system.

Information Technology support for Robinvale District Health Services information technology systems and infrastructure is outsourced to local provider ProAdvance. Current telephony support is provided by Tekace Communications Mildura In 2012 there was a minor upgrade of the Alcatel telephone system to increase the number of extensions.

RDHS is also a member of the Loddon Mallee Rural Health Alliance (LMRHA). Some ICT development and software implementation support is provided by LMRHA.

Hospitality Services

The Manangatang, Riverside and Robinvale kitchens have again received excellent results in the external Food Safety Audits. Kitchen staff and Cooks are guided by RDHS Policies, Procedures and Production Schedule to ensure quality safe meals are supplied to clients. RDHS continually seeks to source from local suppliers, the freshest fruit and vegetable and high quality meats. Soups are made following the traditional homemade style recipes with the good old time favourites.

Dietitians provide advice to improve the nutritional balance and suitable variety for the Residential Aged Care, Acute and Special needs clients.

RDHS kitchens provide approximately 60,000 meals per annum, constantly improving production and processes.

RDHS is investigating the extension of combi-ovens across the organisation and reviewing how RDHS can assist all kitchens with their production.

After 25 years Meals on Wheels (MOW) volunteer coordinator, Heather Lawrence is retiring. However, Heather is still happy delivering MOW. RDHS would like to thank Heather and the Meals on Wheels volunteers for doing a fantastic job.

Robinvale is privileged to have individuals, local community businesses and schools volunteering their time to deliver meals to the MOW clients in our community. It is also encouraging to see the younger children of the community participating in MOW through the schools. RDHS are still looking to recruit more MOW volunteers for all campuses.

During the year RDHS catering services have catered for events such as The Biggest Morning Tea, Nursing Home Christmas Luncheon, Harmony Day.

Hotel Services

Laundry

The Laundry team receives soiled, infectious and stained linen from our clients for processing and then delivers clean linen and residents personal clothing.

The team provide internal services to the Robinvale and Manangatang Hospitals, Aged Care and the Riverside Hostel Campus. In addition the service provides linen to Mallee Track Health and Community Service and Mallee Track Hostel, Mallee Track Medical Centre, Balranald Hospital.
Community Services, Bidgee Haven Nursing Home, Robinvale District Medical Centre and the Murray Valley Aboriginal Cooperative. Both the Manangatang campus and Riverside Hostel undertake some personal laundering.

148,875 kilograms of linen was laundered in 5,955 washes for the period July 2012 – June 2013.

Each industrial washer holds 25 kilograms of linen and has ten wash programs for the operator to select the cycle to clean the linen. The cleaning uses ozone sanitation, detergents and mostly cold water. The linen after washing is dried with gas industrial dryers and then is folded and prepared for transport to our clients.

The soiled linen is washed within 24 hours of arrival and then on its way to our customers. This cycle continues five days a week 52 weeks a year.

Cleaning

The cleanliness of the surroundings and equipment is paramount to RDHS as we aim to prevent infection and maintain a clean and comfortable environment for clients, residents, general staff administrators and most of all to assist with patient recovery. Steam Cleaners have been introduced successfully in the Hospital, Nursing Home, Primary Health and kitchen. In the past few months the steam cleaner has also been introduced to the Hostel and Manangatang Hospital. Use of steam to sanitise and clean reduces the need for chemicals and the associated risks. The use of the equipment reduces manual handling and associated risks to employees.

The Victorian Department of Health cleaning standards were developed to provide a basis for health facilities.

A Clean Environment is achieved by:

- each staff member taking responsibility for achieving high cleaning standards.
- cleaning equipment well maintained functional and clean.
- training and education at a high level.

Using this guide our in house hotel services are benchmarked against the Department of Health standard. Robinvale District Health Services is required to undergo three external cleaning audits annually reporting in April, August and November.

Audits are completed by a Qualified External Cleaning Standards Auditor and reports are forwarded to the Department of Health. The internal Audits are completed by a in house Qualified External Cleaning Standards Auditor and the reports are compiled and sent to the Quality Manager. Results and cleaning issues are passed on to the Hotel services supervisor to classify the issues and arrange for resolution within 0 to 48hrs.

Minimum Standards for cleaning audit assessments are:

- High Risk (Monthly) Pass score 85
- Moderate (Every three months) Pass score 85
- Low Risk (Annually) Pass score 85

The cleaning audit results between July 2012 and June 2013 for all risk areas and all campuses are summarized in the table below.

The comprehensive systematic program of cleaning schedules is regularly monitored to confirm the adequacy of cleaning. The results are documented as evidence of quality improvements and importantly a confirmation of safety. The cleaning results are benchmarked with other like Health Services in the north western region of Victoria and Robinvale has a very good record.

<table>
<thead>
<tr>
<th>External Audit Scores</th>
<th>High Risk Areas</th>
<th>Moderate Risk Areas</th>
<th>Low Risk Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robinvale</td>
<td>93.3</td>
<td>97.3</td>
<td>N/A</td>
</tr>
<tr>
<td>Manangatang</td>
<td>91</td>
<td>94</td>
<td>N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Inhouse Audit Average</th>
<th>High Risk Areas</th>
<th>Moderate Risk Areas</th>
<th>Low Risk Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robinvale Average</td>
<td>96.4</td>
<td>96.5</td>
<td>99.7</td>
</tr>
<tr>
<td>Robinvale Hostel</td>
<td>Average over 12 months</td>
<td>97.3</td>
<td>99.0</td>
</tr>
<tr>
<td>Manangatang</td>
<td>Average over 12 months</td>
<td>94.4</td>
<td>94.9</td>
</tr>
</tbody>
</table>

Quality Systems

The RDHS Quality System is an integrated management system that is designed to meet the requirements of certification of a number of systems/standards required for the health service. The RDHS integrated management system is compliant with ISO 9001:2008 Quality Management Systems (plus Hospital Core Standards), ISO 14001:2004 Environmental Management Systems, AS 4801:2001 Occupational Health and Safety Management Systems, Aged Care Standards (Riverside Hostel only), Common Community Care Standards, Food Safety Act and National Quality Framework (Out of School Hours only).

RDHS staff continue to ensure that compliance is achieved in all accreditation requirements and continued certification demonstrates RDHS’s ability to identify, analyse and manage quality, health and safety under a management system which is audited and certified by an independent, third party certification body.

A non-conformance was reported this year and this related to internal audits not being conducted according to the schedule. As a result of this the internal audit procedure was reviewed and each audit was risk rated and a new schedule developed. High risk areas are now audited annually and low risk areas 2nd yearly, this has resulted in a 30% reduction in internal audits for 2013 and all audits scheduled have been completed in this timeframe.

Areas for improvements are also identified during the audit process and we ensure that systems are reviewed. This year it was identified that there is no formal process for reviewing the currency of annual registration and medical indemnity. As a result RDHS joined the Loddon Mallee Sub Regional Credentialing Committee; this committee recommends initial and on-going appointments of Medical Practitioners to the Board of Management. The Credentialing Committee adheres to the Department of Health’s credentialing verification process.
Positive comments from our external certification bodies includes:

- ‘The Health Service has communicated to all employees and its stakeholders the importance of meeting customer requirements, as well as statutory and regulatory requirements’.

- ‘Systems are in place to ensure the availability of resources required in delivering health and residential services safely for all stakeholders. This includes the budgeting of resource allocations for departments, security and safety training, infection control training and measures of control, maintenance support staff and equipment, service contractors and occupational health safety’.

- ‘This audit compares favourably with previous audits in that the system has been well maintained and considerable progress is evident in implementing the requirements of the NSQHSS’.

In January 2013, the new National Safety and Quality Health Service Standards were introduced. These are new standards that were endorsed by Health Ministers in 2011. The new system creates a national safety and quality accreditation scheme for health service organisations, which means that all health services Australia wide will be audited against the same standards, this has not always been the case.

RDHS will be audited against all of the National Safety and Quality Health Service standards this year, however compliance is only required against standards 1-3 for 2013, compliance of all ten standards will be required in 2015.

Riverside Hostel is certified against the Aged Care Standards until 2015, however support visits occur annually. The support visits ensure ongoing monitoring of compliance occurs and the facility must show continuous improvement of the services that they provide.

During a support visit in May 2013, the auditors made note of equipment purchased to assist a resident to complete jigsaw puzzles. The completed jigsaw puzzles have been used to decorate the facility with old world style scenes. Weekly Happy Hour was also introduced which has encouraged more social interaction between residents. Residents said they were extremely satisfied with the introduction of this activity.

Documentation of continuous improvement activities was identified as a gap in the system. Whilst RDHS were able to verbally relate to the team of a number of improvement activities currently occurring there were no recent improvement opportunities documented informing the system. Discussion and additional training with staff will be attended regarding the benefits of ensuring the home actively pursues continuous improvement and demonstrates this at the site level.

Management will review the way improvement opportunities are captured at Riverside Hostel and work towards ensuring staff and management at the Hostel have ownership of stakeholder input into the continuous improvement system and resulting actions, outcomes, monitoring, evaluation and feedback.

Customer Feedback

The organisation continually seeks client feedback through surveys (internal and external) direct contact and written feedback. All feedback is viewed as ‘opportunities for improvement’. Our aim is to ensure our consumers are involved in decisions relating to the safe and effective delivery of services.

RDHS acute clients are invited to participate in the Victorian Patient Satisfaction Monitor survey which is undertaken by the Department of Health. The survey is sent randomly to a number of patients that have been admitted to acute areas at Robinvale and Manangatang campuses.

Feedback is gathered in the areas of Overall Care, General Patient Information, Complaints Management, Physical Environment, Discharge and Follow-up and Consumer Participation.

The Executive Summary provided with a previous survey stated: Patients were very satisfied with most aspects of their stay at RDHS.

Consistent with previous waves, the majority of patients reported that they were helped quite a bit or a great deal by their stay hospital and all felt that the length of time spent in hospital was about right. Especially high performance scores were obtained for ‘helpfulness of admissions staff, courtesy of nurses, cleanliness of toilets and showers, opportunity to ask questions and cleanliness of room most frequented.

The data collected from each hospital is used to allow RDHS to benchmark with other hospitals. RDHS has performed the same or better than other hospitals in each of the criteria (where data was available).
Respondents identified that ‘more time allocated for activities’ was needed, this was reviewed and additional time and selection of activities have been introduced into all campuses. When asked to identify one staff member who provided exceptional service, one reply was reflective of most: ‘You couldn’t identify one, they are all good’.

Primary Care Surveys were given to clients accessing services through the Health and Wellbeing Centre during the month of February 2013. This process resulted in a poor response rate and an alternative will be investigated for the next survey. A pleasing result; however was that 100% of clients would recommend service to friends and family. Only 50% of clients stated they were given information on rights and responsibilities and complaints management, this lead to review of intake process and clients will be given this information during their first visit to the service. Clients thought that ‘All staff are excellent’.

Visiting Nurse Surveys were given to clients during February 2013. Response rate for the surveys was 34%. Surveys were sent to all Manangatang and Robinvale Clients, the results are a combination of both campuses. Overall a pleasing result, as shown 100% of respondents would recommend the service to friends and family. The comments included that the staff were: ‘Friendly and they know what they are doing’ and ‘all members are exceptional’.

Clients and families are also able provide feedback through our ‘Comments and Complaints’ process. Clients are encouraged to direct any feedback to the Department Head at the time of the incident so follow-up can commence immediately.

All staff have been provided with ‘Open Disclosure’ training.

RDHS received 14 formal complaints this year, which was an increase from the 12 received last year. Throughout the year education has been provided to staff how to respond and capture this data. All complaints have been reviewed and responded to in the nominated timeframe. All written complaints are managed by the Department Head and/or CEO and the Board of Management are provided with feedback reports. Four of the complaints related to a particular department and these resulted in additional training on customer service for the department staff members. Others resulted in change to laundry processes due to complaint regarding colour of washed clothing and review of menu due to complaint regarding menu choice.

RDHS also receives a number of formal and informal compliments and these are passed onto the relevant staff member and/or department and sent to the Board of Management.
our workplace

A combination of innovative recruitment strategies and workforce development initiatives have ensured that our vacancies are kept to a minimum and our workforce performs to a high standard.

**Challenges**

- Feasibility Study to identify staffing cost impacts of Ageing in Place, Riverside Hostel.
- Research Private / Public staffing models in Primary Health Care.

**Significant Outcomes**

- Online learning improvements to identify e3Learning and Aged Care Channel additional opportunities for Training and Professional Development across RDHS.
- Increase efficiency within Hotel and Hospitality Services to reduce costs and resources.
- Develop procedures that ensure subsidy funding is claimed within employment process.
- Develop conference Centre Hire procedure.
- Trade Gardener commenced a Certificate III traineeship in Horticulture.
- Certificate III Administration Trainee commenced in Hospital Administration.
- Develop Chris21 systems to better report costs for Professional Development.
- Due to financial constraints, RDHS has not been able to continue the Enrolled Nurse (EN) traineeship program. To date RDHS has 2 EN's successfully complete the traineeship and 1 currently in training.

**Future Directions**

- Analysis of Staffing cost impacts and implementation options for Ageing in Place.
- Develop training program for Board of Management.
- Research Private / Public staffing models in Primary Health Care.
Our Workforce Profile

As of 30th June 2013 Robinvale District Health Service have a total of 182 employees on record 85 Full Time, 64 Part Time and 33 Casuals. During the 2012 – 2013 financial year RDHS had 33 new employees and 38 employee resignations (including 3 retirements and 7 Casual departures).

The 2013 format complies with the State Services Authority WACA; ANZSCO Advice: Health Sector ANZSCO PCR Translation Table (June 2013).

Employment and Conduct Principles

RDHS is committed to applying merit and equity principles when appointing staff. The selection processes ensure that applicants are assessed and evaluated fairly and equitably on the basis of the key selection criteria and other accountabilities without discrimination.

Retention

Employee turnover for the year is 28 and three retirees; this is a significant decrease from 2012. The challenges this year include the changes to Primary Care funding. Retention is an area that Robinvale District Health Services has worked with staff to develop continuity of employment. This year saw a decrease in employee numbers with a loss of revenue at the start of 2013 that was subsequently reinstated and then a review of positions. Ongoing effort is required to maintain this level of employment.

Industrial Relations

All agreements that Robinvale District Health Services is a respondent have been replaced with new Certified Agreements in 2012 / 2013.

Professional Development

IRON Program

In the last 12 months RDHS has had 11 overseas students successfully complete the Initial Registration for Overseas Nurses program to allow them to practice in Australia.

Clinical Placement

RDHS has accepted nine Nursing clinical placements, four Aged Care placements, one Community placement, and 13 Allied Health Clinical placements over various
The trainees completing their Certificate in Business are also a part of The Victorian Government’s the Youth Employment Scheme (YES) (formerly known as Victoria works for Young People Program. It helps public sector employers and communities meet future skill and employment needs by subsidising traineeships in Victorian Government departments and agencies for young people aged 15-24.

### Professional Development

Employees have undertaken a number of varied education opportunities this year to broaden their skills and improve their knowledge. In comparison to 2011/2012 the hours have slightly decreased for Primary Care, Management & Nursing/Clinical. The total percentage of Professional Development compared to 2012 based on total labour hours paid has seen a decrease. The availability of online programs has increased making it easier for employees to access at work and at home.

<table>
<thead>
<tr>
<th>Professional Development (PD)</th>
<th>2011/2012 Hours</th>
<th>2012/2013 Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Care</td>
<td>1620.7</td>
<td>1434.6</td>
</tr>
<tr>
<td>Management</td>
<td>554.6</td>
<td>406.4</td>
</tr>
<tr>
<td>Administration &amp; Facilities</td>
<td>111.3</td>
<td>114.95</td>
</tr>
<tr>
<td>Nursing &amp; Clinical</td>
<td>1275</td>
<td>1234.3</td>
</tr>
<tr>
<td>Hospitality &amp; Domestic Services</td>
<td>93</td>
<td>170</td>
</tr>
<tr>
<td>Manangatang</td>
<td>351.5</td>
<td>386</td>
</tr>
<tr>
<td>Hostel</td>
<td>200</td>
<td>277.5</td>
</tr>
<tr>
<td>RDHS total PD hours</td>
<td>4206.10</td>
<td>4023.75</td>
</tr>
<tr>
<td>RDHS total % (PD/Worked hours)</td>
<td>1.95%</td>
<td>1.88%</td>
</tr>
</tbody>
</table>

The total amounts of hours for each department are outlined in the table above.

### Aged Care Channel

This year RDHS was able to make these programs a lot more flexible in the delivery method enabling us to reach a wider audience. The Aged Care Channel is now available for all staff to watch programs online. The DVD’s are still available for staff to borrow. The programs can be viewed individually or as part of a group session.

The modules for Person Centred Care are particularly relevant across RDHS and the special needs of our residents.

### Mandatory Training

On commencement of employment employees are required to complete mandatory training within their first week.

### Traineeships and YES Program

We currently have 3 employees currently undergoing a traineeship. Two are completing Certificate III in Business, and one is completing a Certificate III in Parks and Gardens.

### Board of Management Training

Robinvalle District Health services is currently researching training for the Board of Management members on Financial Probity and Corporate / Board Governance as identified from the training needs analysis survey that was completed in 2013.

### Work Experience

RDHS took on 7 work experience students in a number of areas and levels of experience. Work experience was provided to year ten and eleven students in the areas of allied health, maintenance and aged care. Students spent 1 day per week for 5 to 10 weeks in their chosen area of interest and experiencing the workplace while being supervised and being provided with guidance by qualified staff.

### E3 Learning

Currently E3 Learning is set up by Department and training is allocated to employees individually. RDHS will now update the structure by positions and this will allow training to be allocated automatically as per the employee’s position on commencement.

### Occupational Health and Safety

Robinvalle District Health Services this year benchmarked with other rural and regional health services to identify how the organisation performs in the Occupational Health and Safety.
Health and Safety area. During the 2012/2013 year the Quality Manager has attended the Loddon Area safety group meetings.

Employees have been advised that all near misses should be reported, therefore increasing the number of incidents reported in 2012/2013 year.

Online training systems throughout the 2012/2013 year continued to provide employees with education on several different OH&S subjects. During the year there were no serious injuries reported, details of incidents are included in the Injury Charts.

### Senior Management Team

#### Mrs Mara Richards
**MBA, AFCHSM**
**Chief Executive Officer**
Appointed to this position in August 2012, Mara is responsible for working with the Board to ensure effective governance of the health service and the achievement of strategic service and performance targets.

#### Mr Ormond Pearson
**BHSc(Mgt) AFCHSM CHE FIPA FAM FACD FCEOI**
**Interim Chief Executive Officer**
4th June 2012 - 5th August 2012. Mr Pearson has worked in rural health services in Victoria and South Australia for over 30 years. He is an Administrative Surveyor with ACHS and has served on various health boards and councils.

#### Mrs Leanne Adcock
**RN, BA App Man, Cert IV TAA, Certified Instructor (ANCOI), MRCNA**
**Director of Nursing – Robinvale Campus**
Appointed to the position in April 2008, Leanne a Registered Nurse Division 1 is responsible for the clinical component at RDHS including; Acute and Aged Care, Visiting Nurse Service, Maternity and Maternal Health, Clinical Education and Radiology.

#### Mrs Ruth Fox
**BA App Sc, BA App Man,**
**Director, Primary Care**
Appointed to the position in 2007. Ruth is responsible for the management of Primary Care Services. She has a broad knowledge of the service gained during her prior position as Speech Pathologist at RDHS. (Resigned 18th June 2013)

#### Ms Carol Buchecker
**RN,**
**Director of Nursing – Manangatang Campus**
Appointed to the position in 2011, Carol is a Registered Nurse Division 1 and has overall responsibility and management for Nursing and associated services at RDHS, Manangatang campus. These services being Acute, Aged, Visiting Nurse, and, Health and Allied employees whilst on site.

#### Mrs Vicki Shawcross
**BA App Man, Adv Dip Bus Man, Certificate IV Workplace Training & Assessment, AFCHSM**
**Manager Facilities & Administration**
Appointed to the position in 2005. Vicki has overall responsibility for all aspects of Facilities and Administration which includes Information Technology, Maintenance, Supply, Buildings and Assets, Fleet Management, Corporate reporting and publications, Medical records and client data, Administration / Customer Services, Robinvale / Euston Tourist Information Centre.

#### Mr Hilton Johnson
**Manager Human Resources**

---

**Injury Chart 2011/2012**

- Muscular Skeletal: 5
- Laceration / Scratch: 2
- Abuse: 2
- Burn: 1
- Near Miss: 32
- Inappropriate Behaviour: 8

**Injury Chart 2012/2013**

- Muscular Skeletal: 3
- Laceration / Scratch: 7
- Abuse: 6
- Burn: 2
- Near Miss: 3
- Inappropriate Behaviour: 1
our workplace

Ms Deanne Davis

Diploma of Occupational Health & Safety
Manager Quality
Appointed to the position in 2008, Deanne is responsible for managing RDHS Quality Systems.

Mrs Helen He

Manager Finance
Appointed in to the position in 2010, Helen is responsible for all RDHS financial accounts.

Our Departmental Managers

Acting Manager Primary Care
Mrs Lisa Taggert RN

Manager Supply & Maintenance
Mr Peter Rickard

Hospitality Services Coordinator
Mrs Teresa Mezzatesta

Hotel Services Coordinator
Mrs Susan Mattschoes

Clinical Educator / Infection Control Nurse Coordinator
Mrs Janet Pratt, RN, Certificate IV Workplace Training & Assessment

Maternity Services Manager
Miss Vicki Broad, RN,RM

Nurse Unit Manager - Riverside Hostel
Ms Gaye Witney, RN

Nursing Services Officer
Mrs Binu Joy, RN

Medical Technologist
Mrs Andrea Mays

Our Visiting Medical Officers & Consultants

General Practitioners
Dr. L. Lucca, MBBS TURIN 1981

Dr. Jose Omotoso  MBBS
University of Lagos 1981 (Nigeria)

Dr Raj Beejadhur  MB BCh BAO National University of Ireland (Ireland) 1971

Dr. Orioye  M.B.B.S.
Organisational Structure

Board of Management

Chief Executive Officer

Visiting Medical Officer

Director of Nursing
Robinvale

- Nursing Services Officer (Main Campus)
- Acute Services
- Emergency Services
- Nursing Home

Nurse Unit Manager (Hostel Campus)
- Midwifery
- Maternal & Child Health
- Radiology
- Clinical Education
- Visiting Nursing

Director Primary Care Services

- Community Nursing
- Podiatry
- Physiotherapy
- Social Work
- Occupational Therapy
- Speech Therapy
- Youth Services
- Early Years Programs
- Cultural Liaison
- Audiology
- Health Promotion
- HACC Assessment
- Primary Care Outreach Program

Manager Quality

- Quality Systems
- Quality Accreditation
- Risk Management
- Aged care
- Accreditation
- Clinical Governance
- OH&S

Manager Human Resources

- Payroll
- Professional Development
- Laundry Services
- Cleaning
- Hospitality

Manager Finance

- Financial Services

Manager Facilities and Assets

- Quality Systems
- Quality Accreditation
- Risk Management
- Aged care
- Accreditation
- Clinical Governance
- OH&S

Manager Aged Care

- Environmental Management Representative
Robinvale District Health Services has demonstrated strong environmental credentials and is committed to the principle of environmental sustainability.

RDHS is aware of the link between the environment and the health and well-being of our community. We have always been committed to minimising the greenhouse gases ‘black balloons’ we produce.
Environmental

RDHS has been accredited to ISO 14001:2004 Environmental Management Systems for 3 years, which shows our commitment to the environment by pollution prevention practices, waste minimization, energy usage and elimination of environmentally unfriendly products. The RDHS Strategic Plan also includes our commitment to providing the best possible care whilst ensuring a safe and healthy environment.

The system is audited annually by a third party certification body. In November 2012 the report stated:

"The systems design around monitoring and measurement are working well and highlight opportunities for continual improvement e.g. increased rewash requiring adjustment to chemical mix in the laundry. Simple procedures such as checking for leaking taps during site inspections engage employees and promote awareness of significant environmental aspects".

RDHS has identified significant environmental impacts and these are controlled as far as practicable.

Reductions have been made in food waste, energy consumption and water usage and improvements have been made in vehicle efficiency.

Initiatives that improve the environmental performance of our service include:

- Monthly articles are placed in the organisations newsletter to inform staff about environmental reduction activities that can be implemented both at work and home.
- Energy efficient globes used throughout the health service.
- Hospital heating is through a reticulated water system.
- Ozone water treatment process used in the laundry eliminating the need to use hot water and provides better monitoring and control of chemicals.
- Lawn area downsized to reduce watering commitments.
- Gardens mulched and programmable controlled dripper system installed to reduce water requirements.
- Water storage tanks ensure continuous water supply.
- Waste cardboard and paper is separated and recycled.
- Purchase of Steam Cleaners which has resulted in a reduction of harsh chemicals and water by 90%.
- Additional tree and shrub planting
- Replacement of bleach as a cleaner to a non-hazardous chemical in dialysis equipment.
- Battery recycling service.
- Health and Well-being Centre - Purchase of 100% carbon neutral furniture, increase use of natural light and double glaze windows to decrease energy usage.
- Out of date clinical stock is sent to PNG hospitals for use (as applicable).
- We had set ourselves a goal of reducing greenhouse gas emissions generated from electricity usage by our operations by 10% by June 2014. Unfortunately, this goal at this stage appears to be unachievable.
- Through consultation the organisation has explored a renewable energy option for the main campus, which would reduce RDHS’s energy cost through the use of locally generated renewable energy. RDHS is in the process of developing a funding submission to support this project.

The graph to the left shows:

**Building Energy Use Intensity (GJ/m²)**
This is the amount of energy (electricity and gas) used to maintain our campus buildings. Energy use age overall remains steady with higher usage noted in the colder months of the year. Energy costs continue to raise.

**Building Water Use Intensity (kL/m²)**
Water usage remains steady with only slight decrease noted.

**Vehicle Efficiency (km/ltr)**
The results show a slight increase in vehicle efficiency, however the data lacks validity, as estimates were made in both kms travelled and fuel used due to some data not being available or correct. This has been raised internally and will be corrected prior to the next reporting period.
our social and community performance

RDHS has a strong belief in being socially responsible and the development role that large organisations in a community such as Robinvale have to play.
RDHS provides effective leadership and resources through community based initiatives and projects such as:

- Administration for the Robinvale / Euston Tourist Information Centre
- Advancing Country Towns Strategy
- Robinvale Early Years Network
- Swan Hill Rural City Council Maternal and Child Health Service
- Robinvale Euston Festival for Healthy Living
- Men In Sheds
- Seniors in Schools
- Taking Weight off Naturally (T.O.W.N) Group
- Tai Chi Group
- Arthritis Group
- Annual scholarships to primary and secondary schools
- Availability of communications van
- Playgroup
- Annual Almond Blossom Festival
- Naidoc Week

Robinvale District Health Services also provides support to our local community and the region through the following initiatives:

**Local Employment for Local People**

RDHS has implemented a policy of supporting young people to pursue a professional career and secure employment locally. This provides not only important career opportunities but also adds significantly to the sustainability of a small rural community.

RDHS annually awards monetary scholarships to two Robinvale P12 Year 11 students, two Robinvale P12 Year 6 students, two St. Mary’s School students, two Euston primary School student, two Manangatang P12 Year 11 students and two Manangatang P12 Year 6 students.

Scholarships under the RDHS Scholarship fund at the discretion of the RDHS Board of management are made available to those people seeking to undertake tertiary education and training.

**Indigenous Employment**

In 2009 RDHS established an initiative to employ young indigenous Australians. Since this time RDHS has recruited a number of trainees, two of whom remain in RDHS employ. We will continue to pursue the development of relationships with the local indigenous community and further integration of services with the local Indigenous health service.

During the year the shed extension was completed providing the “Men” with a spacious area to set out their machinery and tools.

Most projects are completed using a team approach as all the men pool their strengths in order to finish a job to a high level of quality. Men who have minimal woodworking experience are guided by more experienced members with the whole process fostering communication, inclusiveness and the personal satisfaction of being involved in a successful project.

Men are trained in the use of each individual machine and their competencies are recorded and filed. Standard Operating Procedures are in place for each item of machinery. The Men's Shed is highly valued by the members and plays an instrumental part in decreasing isolation and its associated health risks.

Relationships and trust built between the members of the shed and the RDHS team will hopefully help to remove barriers for senior men if at some point they are required to engage the health system for their own needs.

Looking forward the men will continue to provide service as requested to individuals and community groups.

**Robinvale / Euston Tourist Information Centre**

In collaboration with Swan Hill Rural City Council, Robinvale District Health Services have been managing the Robinvale / Euston Tourist Information Centre since 2004. The information centre is a thriving part of the local business community.

The information centre acts as the local Vline and Greyhound Bus ticketing agency, agent to collect Mildura and District Hospital Fund, the provider of regional tourist information services and sells a large assortment of local produce; almonds, olive oils, hand crafted items.

**Men's Shed**

Robinvale District Health Services (RDHS) auspice the men's shed program as part of an integrated men's health strategy.

Robinvale District Health Services Men's Shed provides a supportive welcoming place for men in our community to support one another, and share in the unique mateship that is paramount to maintaining good relationships throughout the senior years. The group meet each Thursday between 2.00pm and 5.00pm with anything up to 16 members present at any one time. As always there is an endless variety of works being undertaken for both private and community requests.
our social and community performance

Advancing Country Towns Project

The Advancing Country Towns auspiced by RDHS has seen a number of strategic initiatives implemented over the last 12 months.

- The Robinvale Employment Program has begun providing integrated employment and training outcomes particularly for long term unemployed people with particular emphasis on Indigenous and Polynesian youth resulting in seven full time employment outcomes this year.
- The Fair Start initiative has provided a significant platform for improvement in Early Years indicators thus improving the long term health outcomes of residents of the Robinvale community.
- Twenty two industry mentors have been trained along with eight L2P driver mentors who will work with students at Robinvale P-12 College to lift career awareness and facilitate young people in the community to obtain their drivers licenses much easier.

Robinvale Festival for Healthy Living

RDHS is also the auspice agency for the Robinvale Festival for Healthy Living that is entering its third year of operation. The Festival brings together RDHS, Murray Valley Aboriginal Co-operative, Schools and the Festival team from the Royal Children’s Hospital in a partnership to build the capacity of schools and the community to promote mental health and wellbeing. In 2013/14 RDHS will provide a bookkeeping type service to REFHL with the management of the program being undertaken by Murray Valley Aboriginal Cooperative.

The FHL is a model of mental health promotion, which aims to build the capacity of schools and communities to improve the mental health and emotional wellbeing of their children and young people, through the performing and visual arts. Within the FHL model, artists work with students, teachers, health professionals, parents and community members to explore every day issues which affect our mental health, in a spirit of problem-solving, creativity, optimism and fun.

Volunteers

Robinvale District Health Services has approximately 80 volunteers who provide their time to assist us deliver care and support to our clients. The Volunteers are an essential part of the organisation as they deliver ‘Meals on Wheels’, entertain residents with music, dance and reading, as well as many other services. This year the volunteer records were reviewed and brought up to date. There remains some work to be completed on the volunteer register.

Robinvale District Health Services values the services of volunteers as part of our staffing structure and engages them in a range of areas such as:

- Riverside Hostel – volunteers assist with gardening and leisure activities
- Men in Sheds
- Seniors in Schools – where retired people attend school classes to assist with such tasks as reading and craft activities. This program is co-ordinated by the Community Nurses
- Meals on Wheels – the delivery of meals to the sick and elderly
- Palliative Care
- Church Services are held at both the Riverside Hostel and the Nursing Home
- Entertainment – music is provided on a regular basis to both the Riverside Hostel and the Nursing Home residents by local band “The Mallee Scrubbers”
- Outings
- Recreation/Leisure Activities
- Transport
- Visiting Friends Committee - This group visit members of our community that may have family living away and have limited visitors. This group is co-ordinated through our Visiting Nurse Service.

With an ageing volunteer base, RDHS faces the ongoing challenge of ensuring our community continue to enjoy the benefits of their efforts.

RDHS Information Brochures

An information brochure is available explaining in simple terms, the services available at RDHS. This brochure has been translated into nine languages and has been distributed within the community including medical clinics and all local schools. It is also utilised in migrant kits put together by an external project worker.

Community Partnerships

RDHS works closely with the following government and non government agencies on community development and community support initiatives:

- R.E. Ross Trust
- Advancing Country Towns
- Brotherhood of St Lawrence
- Department of Education, Employment and Workplace Relations (DEEWR)
- Department of Education and Early Childhood Development
- Swan Hill Rural City Council
- Murray Valley Aboriginal Cooperative (Robinvale)
- Department of Justice
- Local Schools & Department of Education
- Regional Health Service Providers
- Department of Health
- Department of Human Services
- Commonwealth Department of Health and Ageing
- Health Workforce Australia
- Department of Planning and Community Development
- Northern Mallee Primary Care Partnership
- Southern Mallee Primary Care Partnership
- Lower Murray Medicare Local
- Rural Workforce Agency Victoria
- Communities for Children
- Department of Human Services Best Start
On the 30th June 2009 Robinvale District Health Services (RDHS) and Manangatang and District Hospital were amalgamated and declared to be a ‘Multipurpose Health Service’ (the same as a ‘multipurpose service’) named Robinvale District Health Services under s115U of the Act (Special Gazette S214 p1). This Order took effect on 1 July 2009.

RDHS operates under a tripartite agreement between the Department of Health and the Australian Government Department of Health and Ageing. The Health Service is governed by an eight member Board of Management (BOM), appointed by the Governor in Council upon recommendation of the Minister for Health.
Board Of Governance Members 2012–2013

Mr P Campisi
Chairman

Mr Q Norton
Vice Chairman

Mrs M Rowe
Mrs S Irving
Ms J Dickie
Mrs M Grant
Mr D Ryan
Mr H Walker

Audit Committee

Mr B Ginn
Chair (Independent Member)

Mr Q Norton

Mr P Campisi

Mr G Bussell
Independent Member

The Governor in Council appoints Board Members on the advice of the Minister for Health.

Board Members of Robinvale District Health Services do not receive payment and are responsible for the effective and efficient clinical and corporate governance of the Service and ensure reporting of financial and clinical data is accurate, transparent and in compliance with Government requirements.

RDHS Board of Governance 2012–2013

<table>
<thead>
<tr>
<th>Name</th>
<th>Office</th>
<th>Original Appointment</th>
<th>Attendance Record</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peter Campisi</td>
<td>Chairman</td>
<td>01.03.1999</td>
<td>100%</td>
</tr>
<tr>
<td>Janice Dickie</td>
<td></td>
<td>01.11.2008</td>
<td>70%</td>
</tr>
<tr>
<td>Merrilyn Grant</td>
<td></td>
<td>01.11.2009</td>
<td>90%</td>
</tr>
<tr>
<td>Shirley Irving</td>
<td></td>
<td>01.03.1999</td>
<td>100%</td>
</tr>
<tr>
<td>Quentin Norton</td>
<td>Vice Chairman</td>
<td>01.07.2011</td>
<td>100%</td>
</tr>
<tr>
<td>Marion Rowe</td>
<td></td>
<td>01.03.1999</td>
<td>95%</td>
</tr>
<tr>
<td>Desmond Ryan</td>
<td></td>
<td>01.11.2009</td>
<td>65%</td>
</tr>
<tr>
<td>Hugh Walker</td>
<td></td>
<td>01.11.2009</td>
<td>70%</td>
</tr>
</tbody>
</table>
COMPLIANCE

Attestation for Compliance with Australian/New Zealand Risk Management Standard

I, Peter Campisi certify that Robinvale District Health Services has Risk Management processes in place consistent with AS/NZS ISO 31000:2009 (or equivalent designated standard) and an internal control system is in place that enables the executive to understand, manage and satisfactorily control risk exposures. The audit committee verifies this assurance and the risk profile of Robinvale District Health Services has been critically reviewed within the last 12 months.

Mr Peter Campisi
Board Chairman

Robinvale
6th August 2013

Attestation On Data Integrity

I, Mara Richards certify that Robinvale District Health Services has put in place appropriate internal controls and processes to ensure that reported data reasonably reflects actual performance. Robinvale District Health Services has critically reviewed these controls and processes during the year.

Ms Mara Richards
Chief Executive Officer

Robinvale
6th August 2013

Attestation on Insurance

I, Mara Richards certify that Robinvale District Health Services has complied with Ministerial Direction 4.5.5.1 - Insurance

Ms Mara Richards
Chief Executive Officer

Robinvale
6th August 2013
the board of governance

Freedom of Information

Access to documents and records held by RDHS may be requested under the Freedom of Information Act 1982. Consumers wishing to access documents should apply in writing to the FOI Officer at RDHS.

This year 13 FOI requests were received. No requests were denied. All requests were processed within the required timeframes.

Competitive Neutrality

Competitive Neutrality ensures the significant business activities of publicly owned entities compete fairly in the market. As this policy and its subsequent reforms only apply to significant businesses of a for-profit nature, no disclosure by the service is required.

Statement on Compliance with the Building and Maintenance Provisions of the Building Act 1993

In accordance with the Building Regulations 2006, made under the Building Act 1993, all buildings within the Service are classified according to their functions.

Each campus has a planned preventative maintenance program to ensure ongoing building safety and compliance with regulations.

An Essential Safety Measures Report is prepared annually for each campus and confirms the safety of buildings including fire safety, entry and egress.

Summary of major Changes or factors which have affected the achievement of the operational objectives for the year

During the 2012-2013 financial year there were no major changes or factors which materially affected the achievement of the operational objectives.

Events subsequent to balance date which may have a significant effect on the operations of the entity in subsequent years

There were no events subsequent to balance date that may have a significant effect on the operations of the entity in subsequent years.

Victorian Industry Participation Policy Act

There were no contracts commenced or completed under the Victorian Industry Participation Policy Act 2003 during this year.

Fees and Charges

All fees and charges charged by Robinvale District Health Services are regulated by the Australian Department of Health and Ageing and the Hospital & Charities (Fees) Regulations 1986, as amended and as other determined by the Department of Human Services, Victoria.

Policies and procedures are in place for the effective collection of fees owing to the service.

Publications

Publications such as the Annual Report, Quality of Care Reports, Strategic Plan 2011-2016 and a multiplicity of Patient Information Brochures are available from Robinvale District Health Services.

Information on Robinvale District Health Services is also available on the internet - www.rdhs.com.au

Health Records Act 2001 and Information Privacy Act 2000

The Acts preserve the privacy and confidentiality of information held by our agency.

All patients, residents and clients receive a brochure explaining how their health information will be used and who will have access to such information.

All staff are required to undertake privacy and confidentiality training on a regular basis and there are documented policy and protocols relating to privacy and confidentiality within our organisation.

The Chief Executive Officer is the designated Privacy Officer and deals with enquiries and complaints relating to the Health Records and Information Privacy Acts.

In 2012/13 there were no written complaints with respect to breaches of privacy or confidentiality.

Additional Information (FRD 22C Appendix)

In compliance with the requirements of the Standing Directions of the Minister for Finance, details in respect of the items listed below have been retained by the Robinvale District Health Services and are available to the relevant ministers, Members of Parliament and the public on request (subject to the freedom of information requirements, if applicable):

- a statement that declarations of pecuniary interests have been duly completed by all relevant officers of the Department;
- details of shares held by senior officers as nominee or held beneficially in a statutory authority or subsidiary;
- details of publications produced by the Department about the activities of the Health Service and where they can be obtained;
- details of changes in prices, fees, charges, rates and levies charged by the Health Service;
- details of any major external reviews carried out in respect of the operation of the Health Service;
- details of any other research and development activities undertaken by the Health Service that are not otherwise covered either in the report of operations or in a document which contains the financial statement and report of operations;
- details of overseas visits undertaken including a summary of the objectives and outcomes of each visit;
(h) details of major promotional, public relations and marketing activities undertaken by the Health Service to develop community awareness of the services provided by the Health Service;

(i) details of assessments and measures undertaken to improve the occupational health and safety of employees, not otherwise detailed in the report of operations;

(j) a general statement on industrial relations within the Health Service and details of time lost through industrial accidents and disputes, which are not otherwise detailed in the report of operations; and

(k) a list of major committees sponsored by the Health Service, the purposes of each committee and the extent to which the purposes have been achieved.

(l) Details of all consultancies and contractors including consultants/contractors engaged, services provided and expenditure committed for each engagement.
2012-13 has been a challenging and rewarding year for the RDHS finance team. After setting up integrated finance procedures the dedicated finance team has implemented the Power Budget system, delivered the first RDHS budget by cost centre and finalised the first comprehensive RDHS capital budget for 2013-14.

In addition to operational funding from the Department of Health Victoria and the Commonwealth Department of Health and Ageing, RDHS has secured supplementary grants from the State and Commonwealth government and other agencies to support the Robinvale community through various programs such as Festival for Health Living, Early Years, Home Interaction Program for Parents and Youngsters, Speech Pathology, Rural Primary Health Services, Preventive Health Initiative and the Advancing Country Towns initiative.
Residential Aged Care Finance Report

RDHS has experienced lower occupancy across our three homes which reflects the current choice of older members of our community to receive care at home for as long as possible. This has had an impact on the financial outcomes of residential care along with the number of bonds that have had maximum retentions taken and a decrease in the number of fully supported residents.

As our community continues to age we expect that there will be an increase in the demand for residential care. The finance team will continue to provide timely and reliable information that is easily understood, appropriate and sensitive to the language, culture, gender, race and economic circumstances of the individuals we service. RDHS will also continue to provide support to assist members of the community navigate the aged care system and to understand any changes presented by future industry reform. This open communication ensures that the community and residents are provided with up to date information regarding the financial considerations associated with their care.

Community Initiative Activities

RDHS operates the Robinvale / Euston Tourist Information Centre and Out of School Hours (OOSH) program to support the community. The sustainability of non-health community units is reviewed annually to ensure continuous sustainable services to the community.

Internal Audit

The internal audit process was undertaken by Murray Consulting Group. The audits highlighted opportunities for continuous improvement and identified areas of exemplary performance. Areas audited include:
- 2011-2012 Annual Report
- 2012-13 Financial Budget
- 2012-13 FBT return and Fringe Benefit policy proposal
- Credit Card transactions
- Payroll system
- Billing and Receipting
- Fraud and corruption control
- Purchasing procedures

The internal auditor verified the effectiveness of RDHS’s internal control and risk management system.

Outlook

In 2013-14 the finance team will focus on assisting managers in budget control, fostering cost awareness, implementing an electronic Aged Care system and electronic inventory / purchasing system.

An electronic Aged Care system will improve compliance; an electronic purchasing system will facilitate cost control; both electronic systems will improve efficiency and provide labour savings costs.

Helen He
Finance Manager
In 2012-13 Robinvale District Health Services contributed to the achievement of these priorities by developing a system that is responsive to people’s needs. As a Multipurpose Service RDHS is block funded with pooled funding from both the State and Commonwealth government. As an MPS they are required to ensure prioritisation of services. Funding for services is informed by evidence based data on current and projected population health needs and comprehensive community engagement and consultation processes.

### Strategic Priorities – Part A

**Strategic Priorities** identify the Victorian Government’s priorities and policy directions in the *Victorian Health Priorities Framework 2012-2022* and its *Rural and Regional Health Plan*.

In 2012-13 Robinvale District Health Services contributed to the achievement of these priorities by developing a system that is responsive to people’s needs. As a Multipurpose Service RDHS is block funded with pooled funding from both the State and Commonwealth government. As an MPS they are required to ensure prioritisation of services. Funding for services is informed by evidence based data on current and projected population health needs and comprehensive community engagement and consultation processes.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Action</th>
<th>Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing a system that is responsive to people’s needs.</td>
<td>Develop partnerships through Advancing Country Towns (ACT) to develop and implement program initiatives.</td>
<td>Implement two initiatives • Fair Start • Robinvale Mentoring Project</td>
</tr>
<tr>
<td>Improving every Victorian’s health status and experiences.</td>
<td>Engage with Lower Murray Medicare Local to maintain and improve service delivery and service co-ordination. Continue participation with Southern Mallee and Northern Mallee PCP.</td>
<td>• RDHS representation on advisory committees / working parties • Continuation of RDHS Primary Care initiatives • Signed MOU with SMCP • Ongoing participation in NMPCP in Executive and Working Parties • RDHS does have a representative on LMML advisory committee and working parties • Initiatives continue • MOU signed with SMCP • Continue to participate in NMPCP executive and working parties</td>
</tr>
<tr>
<td>Expanding service, workforce and system capacity.</td>
<td>Continue work with HWA Clinical Placement Networks.</td>
<td>• Implementation of Vic Place • Clinical Education being supported by Monash University • VICPlace implemented • Clinical placements continue</td>
</tr>
<tr>
<td>Increasing the system’s financial sustainability and productivity.</td>
<td>Develop a business case to incorporate Riverside Hostel into MPS and finalise the transfer of ownership of Riverside Hostel to RDHS.</td>
<td>• Business case completed and decision made. • Ownership of Riverside Hostel transferred to RDHS. • Work in progress</td>
</tr>
<tr>
<td>Implementing continuous improvements and innovation.</td>
<td>Maintain accreditation to IMS. Prepare for assessment against National Safety &amp; Quality Health Service Standards.</td>
<td>• Certification maintained with IMS • Gap analysis NSQHSS Standards completed. • Certification maintained • Gap analysis complete</td>
</tr>
<tr>
<td>Increasing accountability &amp; transparency.</td>
<td>Work with Dept. of Health to improve clinical governance at RDHS.</td>
<td>• Dept. of Health Clinical Governance Framework for Small Rural Health Services adopted • Dept. of Health Clinical Governance Framework for Small Rural Health Services adopted</td>
</tr>
<tr>
<td>Improving utilisation of e-health and communications technology.</td>
<td>Commission new Health, Wellbeing Centre medical clinic and review the need for telehealth services.</td>
<td>• Health, Wellbeing Centre opened and operational. • Options for Telehealth determined. • Health, Wellbeing Centre opened July 2012. • Telehealth options accessed where able and future possibilities being explored.</td>
</tr>
</tbody>
</table>
Performance Priorities – Part B

<table>
<thead>
<tr>
<th>Quality and Safety</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health service accreditation</td>
<td>Full Compliance</td>
<td>Full compliance achieved</td>
</tr>
<tr>
<td>Residential aged care accreditation</td>
<td>Full compliance</td>
<td>Full compliance achieved</td>
</tr>
<tr>
<td>Cleaning Standards</td>
<td>Full Compliance</td>
<td>Full compliance achieved</td>
</tr>
<tr>
<td>Submission of data to VICISS*</td>
<td>Full Compliance</td>
<td>Full compliance achieved</td>
</tr>
<tr>
<td>Hospital acquired infection surveillance</td>
<td>No outliers</td>
<td>Not achieved</td>
</tr>
<tr>
<td>Hand Hygiene (rate)</td>
<td>70</td>
<td>Full compliance achieved</td>
</tr>
<tr>
<td>Victorian Patient Satisfaction Monitor (OCI)</td>
<td>73#</td>
<td># of surveys responded to did not allow reporting</td>
</tr>
<tr>
<td>Consumer Participation Indicator</td>
<td>75#</td>
<td># of surveys responded to did not allow reporting</td>
</tr>
</tbody>
</table>

* Victorian Healthcare Associated Infection Surveillance. # If numbers allow reporting. This table represents reporting against Quality and Safety KPI’s.

Performance Part B Financial Performance can be found in the attached Financial Statements. Other performance data is located throughout the Report of Operations.
The Annual Report of Robinvale District Health Services is prepared in accordance with all relevant Victorian legislation. This index has been prepared to facilitate identification of Robinvale District Health Services compliance with statutory disclosure requirements.

<table>
<thead>
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**FS** - Refers to Financial Statements
A glossary of terms

**Australian Standards** - National Standards developed by the Standards Association of Australia / NZ.

**Best Practice** - Measuring results against the best performance of other groups.

**BOM** - Board of Management Robinvale District Health Services.

**Carers** - People who care for patients / clients who are not part of Robinvale District Health Services.

**Client** - A person receiving care and / or treatment from Robinvale District Health Services.

**Continuity of Care** - The cycle of care incorporating access, entry, assessment, planning, implementation, evaluation, discharge and community care.

**Corporate Governance** - Effective, fair, transparent and accountable management of the relationship with the community with integrity to produce an efficient service.

**DH** – Department of Health, Victoria

**DHS** - Department of Human Services

**DVA** - Department of Veteran's Affairs

**EEO** - Equal Employment Opportunity

**EFT** - Equivalent Full Time staffing position

**FBT** - Fringe Benefits Tax

**HACC** - Home & Community Care. Funding for services and programs which are provided in the home or community.

**Inpatient** - A person who is admitted to Robinvale District Health Services for care and treatment.


**LMML** - Lower Murray Medicare Local

**Medical Record** - Compilation of patient medical treatment and history.

**Multidisciplinary** - Care or service provided with input from more than one discipline or profession.

**Occupied Bed Days** - Total number of patients Robinvale District Health Services has in a given period.

**Outcome** - The result of a service provided.

**Patient/Client/Consumer** A person for whom this service accepts the responsibility of care.

**PCP** - Primary Care Partnership

**Quality Activities** - Activities which measure performance and identify areas for improvement in our service.

**RDHS** - Robinvale District Health Services

**Separation/Discharge** - The process whereby care is completed and the patient leaves the organisation.

**Standard** - Level of performance to be achieved.

**Statutory or legislative requirement** - Any requirement laid down by an Act of Parliament.

**The Board** - The Board of Governance

**The Service** - Robinvale District Health Services

**Values** - The principles and beliefs which guide Robinvale District Health Services.

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**Comments and Complaints**

RDHS invite any comment you may have about the care or service provided by RDHS as this provides an opportunity for service improvement.

Comments or complaints may be directed to the Chief Executive Officer on 03 5051 8111.

If the matter is not resolved to your satisfaction, the Health Services Commissioner who assists with complaint resolution can be contacted on 03 9655 5200.

**For Information about Patients’ Right and Responsibilities**

Contact the Quality Coordinator on 03 5051 8175.

**To Make a Tax Deductible Donation**

To Robinvale District Health Services, or if you are considering a contribution to health care services through a bequest please contact the Chief Executive Officer on 03 5051 8111.

**To become a Volunteer**

Contact: Human Resource Manager on 03 5051 8167.

**To let staff know you are pleased with the service you have received**

Write to the Quality Coordinator, PO Box 376, Robinvale 3549 or call the main switchboard on 03 5051 8111.

**Students**

Seeking information about student work experience, should ring the Admin Clerk – Human Resources on 03 5051 8184.
Attach Financial Statements 2012-2013.

Please email info@rdhs.com.au in the event that there are no Financial Statements attached to this report.