



Ballarat **Health**Services

A celebration of the hard work  
and dedication of Ballarat Health  
Services' Staff and Partners -  
together we deliver world class  
healthcare to our community.

# year in review

2017/2018



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Ballarat **Health**Services

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We acknowledge the Traditional Custodians of the Wadawurrung country and all Aboriginal people throughout our region. We recognise their continuing connection to land, waters and culture and pay our respects to their Elders past, present and emerging.

The image on the front cover is of Hugh van Cuylenburg, Founding Director of the Resilience Project. BHS hosted Hugh in May, with over 500 staff and their families learning positive mental health strategies to become happier.

Within these pages we have provided a snapshot of the amazing effort that has occurred across BHS from July 2017 - June 2018. We hope you read this Year in Review alongside our Annual Report and Quality Account to get a complete overview of the year that was. These publications are available on our website at [www.bhs.org.au/media-events](http://www.bhs.org.au/media-events).

**Together, we are all working towards a bigger and better BHS by 2022.**

# towards BHS 2022

## **This Year in Review celebrates our achievements as we move towards BHS 2022 and beyond.**

Ballarat Health Services is a dynamic and evolving organisation. We pride ourselves on the exemplary care we deliver to our community across the full range of health services – from birth to end of life.

We spent a lot of time early on in the year establishing a foundation and direction for the future. This allows us to focus on areas of greatest need, on finding solutions to our biggest challenges and on looking ahead to what the Ballarat and Grampians region of the future will require of its health service.

We know our region is growing and demand on our services is increasing. BHS2022 is our roadmap to building capability and capacity to service the needs of our community.

In September 2017 we launched our Strategic Plan, BHS2022. The plan:

- Identifies service directions, priorities and actions for the next five years.
- Outlines a new set of organisational Values, and a new Vision.
- Provides a foundation for the development of a more detailed Service Plan.
- Was developed through extensive consultation with patients, staff, and stakeholders.

We outline in the coming pages some of the vast amount of work that has been undertaken in the period July 2017 – June 2018 under the pillars and values of BHS2022. Together, we are all striving to make BHS a stronger and more effective organisation.

**Dale Fraser, CEO**

# CLINICAL SERVICES *plan*

**The Clinical Services Plan involved an in-depth study of our population and their health needs, projecting what the key areas of demand will be over the next 20 years.**

By understanding our changing population, both in terms of size but also health concerns, we are able to shape our services and facilities to ensure we are able to meet the health needs of our community closer to their homes.

This Clinical Services Plan points us towards more effective service development. It allows us to re-design our services across the region, including more effective service integration, collaboration, and formal partnerships to better deliver patient-focused care.

We acknowledge and thank the hundreds of people who were involved in the development of our Clinical Services Plan. Their experience, expertise and advice has been invaluable in helping us to truly understand what the future needs of our region will be.

We appreciate that 2037 feels like a long way off, so we have ensured that our implementation of this plan will be flexible and able to adapt in real time as our population needs change over time.

**The Clinical Services Plan is available on our website at [www.bhs.org.au/media-events](http://www.bhs.org.au/media-events)**



## MASTERPLANNING

The information and predictions of the Clinical Services Plan have informed the development of a Masterplan that outlines the best possible future use of the Queen Elizabeth Centre and the Base Hospital sites.

In May 2017 we were delighted to receive an announcement from the State Government of \$461.6 million to redevelop Ballarat Base Hospital, which will be stage 1 of the implementation of the Masterplan.

Masterplanning is a long term process looking forward 30 years. It is bigger than the state government budget announcement which will go a long way to funding phase 1 of the Drummond Street redevelopment.

The Masterplan also explores the possibilities of our other key site, the Queen Elizabeth Centre on Ascot Street. This site has the potential to become a contemporary Aged Care facility that will meet the future needs of our ageing population.

Thank you to the staff and community members who attended our consultation sessions to discuss the future of BHS. We look forward to working with all of our community partners to enhance our neighbourhood and our city, and to continue to develop our health service for the region.





# base hospital REDEVELOPMENT

**Set to be completed by 2024, the new Base hospital will include:**

- A new emergency department
- A modernised acute mental health facility
- An expanded intensive care unit
- A women and children's hub
- An expanded critical care 'hot floor'
- At least an extra 100 inpatient beds
- Capacity to treat at least 18,000 more emergency patients and an extra 14,500 inpatients each year.

**With the support of the Victorian Health and Human Services Building Authority, planning is underway for this major redevelopment of the Base hospital site.**

# BHS Together



The BHS Together program is a series of support initiatives aimed at hardwiring excellence across our organisation. We have adopted the Studer Group's approach to leadership and our staff are supported by this framework and Studer coaches to lead their teams in delivering best practice.

## At BHS, we have agreed to:

- Build a culture around service
- Align behaviours with values and goals
- Focus on employee satisfaction
- Communicate at all levels
- Commit to excellence
- Measure the important things
- Create and develop great leaders
- Build individual accountability
- Recognise and reward success.



**Together**  
Ballarat Health Services

# NEW reward and recognition FRAMEWORK

**Rewarding and recognising excellence throughout our organisation is a fundamental part of building and sustaining a positive workplace culture and achieving our strategic priorities. The BHS Together Values Awards provide rewards and recognition in both excellence in work and excellence in behaviour linked to the BHS values.**

The awards recognise those individuals and/or teams who have made an outstanding contribution to BHS, particularly by 'Living the Values' of our health service. They acknowledge our employees' behaviours across all levels of the organisation, regardless of position. By recognising our colleagues, we are making a statement about the kind of culture we value.

Our awards are open to all employees and volunteers, and staff are encouraged to nominate individuals and/or teams who continue to exceed the requirements of their roles. These individuals or teams will have lived our organisational values, with their achievements having a meaningful and lasting impact on BHS.

To ensure that there is a focus on all values, each quarter we 'show-case' one of the organisational values and call for nominations to reward behaviour based on that particular value. All quarterly 'Our Values' Award winners will be submitted for consideration for the annual 'Living our Values' Excellence Award.

During 2017/2018 we awarded the first of our 'Teamwork' and 'Respect' Our Values Awards. We congratulate all of the recipients and look forward to celebrating with them at our inaugural BHS Together Awards dinner in November 2018.



# BHS Together Survey

**For the first time since 2015, BHS undertook an organisational-wide survey of culture through Best Practice Australia, one of Australia and New Zealand's leading providers of Engagement, Culture and Benchmarking surveys.**

Dubbed the BHS Together Staff Survey, the aim was to measure how engaged our staff felt with the direction the organisation is headed and where our key areas of improvement might be.

In a two week period we received the same number of responses as in 2015's three week survey window, which shows that our staff are keener than ever to share their experiences. The openness of our staff in providing feedback was extremely appreciated.

Departments were provided anonymised results and coaching to develop targeted action plans to acknowledge key strengths along with areas for improvement.

## Key information about the survey:

- 54% of our staff responded.
- Key learnings are consistent with People Matter (our annual Victorian Public Sector staff engagement survey) results from 2017, areas to action will be combined.
- 59% of our staff think BHS is a truly great place to work.
- The level of engagement is lower than three years ago (44% in 2015 and 40% in 2018). This is to be expected given the huge change the organisation has been through over the past three years.
- Our net promoter score (a measure of employee loyalty and advocacy) has increased – our staff are more likely to recommend BHS to family and friends.
- We stayed in the consolidation category from last time.
- The CEO directly received 1,146 'messages in a bottle' that were a balance of compliments along with honest and constructive feedback.

**We look forward to using this information as a solid basis for improvement across BHS.**



**Together**  
Ballarat Health Services

have your say!

**What is the BHS Together staff survey?**  
As part of BHS Together, on the 2nd March all BHS employees will be sent a survey link from Best Practice Australia, via your payroll email address. Everyone will be encouraged to have their say about how BHS is tracking in the areas of workplace culture and living our values.

**2ND - 16TH MARCH**

**Completely anonymous**

- The survey is completely anonymous.
- All responses go directly to BPA.
- All findings are collated into a report from BPA.
- The report goes directly to People & Culture.

**Be part of a better BHS**  
The only way BHS will continue to develop and become a better place to work is if we are all involved. This survey is tailored to BHS and focuses on our areas of priority.

**Take as long as you need**  
We encourage everyone to take as long as they need to really consider responses. We estimate the survey will take around 15 - 30 minutes to complete. You can also save and come back if needed.

**WWW.BHS.ORG.AU/HAVEYOURLSAY**

WIN AN IPAD!  
Once you have completed the survey you can enter the draw to win an iPad!





# your health

## The Your Health committee was established to align with the strategic pillar: 'Your Health'.

'Your Health' strives to ensure that the members of our community are healthy and living the best life possible. As a regional provider, BHS recognises the importance of preventive care, early intervention and health promotion.

Over the past twelve months the Your Health committee has engaged with external partners including Ballarat Community Health, Ballarat and District Aboriginal Co-operative, Department of Health and Human Services, Central Highland Primary Care Partnerships and Primary Health Networks to:

- Focus on prevention of illness and early intervention
- Develop a wellness strategy and Health Promotion Plan ensuring alignment with the 'Healthy Eating and Active Lifestyle' regional strategy
- Succeed in the VicHealth Awards under the category of Health Promotion for our 'Water – the drink of choice' initiative (December 2017)
- Participate in the Central Highlands Regional Partnership's 'Prevention Lab' focusing on preventing childhood obesity
- Continue work toward the development of a person-centered patient e-portal on the BHS website
- Assist in creating equity with the establishment of the Equity and Diversity Committee, with areas of focus on equality in employment, access to healthcare, safety and promotion of engagement events
- Ratify and progress the Disability Action Plan (2018)
- Introduce free fruit and vegetables to BHS staff and volunteers over our recent winter period to assist in the health and wellbeing of our workforce
- Work with our food providers to introduce healthy food and drinking labelling options in our staff cafeterias
- Demonstrate leadership and mentorship across the Grampians region facilities by providing workforce specialist secondments, peer review, regional Board of Directors visits, Regional CEO forums, credentialing meetings, clinical governance audits, sharing of Information Technology systems and education, training and support.

# VICHEALTH AWARD FOR 'WATER - THE DRINK OF CHOICE' INITIATIVE

**Our 'Water – The Drink of Choice' initiative won the *Promoting Healthy Eating* category at the 2017 VicHealth Awards in December 2017. BHS led the way in encouraging the community to make water the drink of choice and to reduce the consumption of sugary drinks.**

The initiative is part of our commitment to improving the health of staff and the community. It has been driven by above average levels of sugary drink consumption in the Ballarat region, with one in seven residents consuming sugary drinks every single day. This greatly increases the risks of serious health problems like obesity, heart disease, type 2 diabetes and cancer.

As well as raising awareness, the project has brought about practical changes at BHS, such as increasing access to water in the workplace and reviewing organisational policies around the provision of sugary drinks in our food outlets and vending machines.

The project was a collaborative effort between BHS, the City of Ballarat, Ballarat Community Health, Central Highlands Primary Care Partnership, St John of God Ballarat Hospital, Western Victoria Primary Health Network and YMCA Ballarat.



## FREE FRUIT AND VEG FOR STAFF

This winter, Wilsons are generously donating free fruit and vegetables for BHS staff to encourage us to eat well and stay well.

Your team's fruit and veg captain will collect a bowl for your team each week.



Staff are asked to please wash fruit and veg prior to consumption.



**WINTER WELLBEING WITH WILSONS**  
<https://bhs.to/wwww>



# Winter Wellbeing WITH WILSONS

**With the aim of supporting staff to eat well and stay well during winter, Wilsons Fruit & Vegetables collaborated with BHS to generously supply fruit and vegetables for staff throughout June 2018.**

A May trial of 'Captain Cabbage' was followed by the launch of the BHS Winter Wellbeing with Wilsons initiative, which officially commenced on the 5th June 2018. This involved two deliveries per week of fruit and vegetables from Wilsons, to both our Base Hospital and Queen Elizabeth Centre sites, to be distributed to staff across the organisation.

By the conclusion of the project, 145 Fruit & Vegetable Captains from various clinical and non-clinical program areas across BHS had registered their details and were responsible for collecting fruit and vegetable platters for their teams. Collection sites were located at the cafeterias at the Base and the Queen Elizabeth Centre sites. Satellite sites were encouraged to participate in the program and collect their platters from either location.

It is estimated over the May trial week and the four weeks of June, Wilsons delivered approximately 170 boxes of fruit and vegetables to BHS.

Aligned with the deliveries, a series of fruit and vegetable facts and recipes were distributed via All Staff Emails and promoted on the Intranet to staff. In addition, a BHS Healthy Eating Diary template was made available to staff to promote healthy eating.

From the staff feedback survey results it was concluded that the BHS Winter Wellbeing with Wilsons initiative was well received by all participating staff and overall was a huge success. Sincere thanks are extended to Wilsons for their generous sponsorship and their ongoing support to Ballarat Health Services and its 4,400+ employees.

Here's what some of our staff had to say:

*"Thank you so much for this - it's absolutely wonderful to see my employer caring for its employees and encouraging healthy mind and healthy life."*

*"Throughout this period staff enjoyed the fruit and there was a lovely sharing and caring spirit that went along with the free fruit and vegetables."*

*"It was great that the beautiful fruit was sitting in the tea room and was more tempting than the chocolates one usually bought. Thanks Wilsons. Great fruit."*



I'm **FLU NICORN**.  
 Flu season is coming,  
 and I'll be here **BUSTING**  
**MYTHS** about the flu on  
 the BHS Facebook page.



# awareness events

Follow us on social media to see events, activities and announcements throughout the year.





# World class HEALTHCARE

**World Class Health is at the core of BHS' responsibilities and character. As a regional leader, we deliver and continually seek to enhance the range of primary, secondary and tertiary level health services required to care for and improve the health of our community.**

We currently provide a range of world class programs; however, our aim is for all our services to be delivered at a world class level.

Over the past twelve months, the World Class Healthcare committee has focussed on setting up systems and processes to track and support staff and teams to undertake priority projects aligned to the Clinical Service Plan 2017-2037.

Several Clinical Services Plan priority areas have been a focus in the past 12 months. These include Inpatient 'standard daily work', the 'Daily Operating System' (DOS) meetings, specialist clinics redesign, BHS' response to family violence, Residential Model of Care (Communities of Kindness), and the roll out of a region-wide clinical ICT system (BOSSNET).

Further work is underway focussing on reducing re-admission rates to hospital. The World Class Healthcare committee aims to develop a unique model of integrated health and social care for the Ballarat and regional communities. Along with understanding the types of conditions frequent patients are presenting with, the committee is considering other health service models and experiences as we seek to implement a sustainable improvement strategy.

# MATERNITY OUTPATIENTS MOVES INTO ITS NEW HOME

Maternity Outpatient services moved into its new home at 1011 Mair Street in July 2017. The new facility offers plenty of space and is located in close proximity to the Base Hospital with easy access to the multi-storey carpark.

The same team of professional staff continues to offer a wide range of clinics, services and programs to support families throughout their pregnancy journey, from their first 'booking in' appointment through to post-birth services such as the lactation day-stay service. Many specialist services are on offer, catering for both high and low risk pregnancies.



# SECOND CATH LAB OPENS FOR BUSINESS

**Our second Cath Lab was officially opened in December 2017 by The Hon. Jill Hennessy MP, Victorian Minister for Health. Work commenced on the \$10 million project in January 2017.**

The additional lab has increased our capacity to perform heart procedures such as stenting, angiography and inserting pacemakers from 20-30 per week to around 50 per week. The lab enables patients to have procedures performed close to home, rather than needing to travel to Melbourne, resulting in better patient outcomes.

The development of a second lab is in response to the increasing cardiac demand in the Ballarat region, which has the highest incidence of cardiovascular disease in the state and the second highest nationally.



# LAUNCH OF THE NEW COTTON ON *children's Ward*

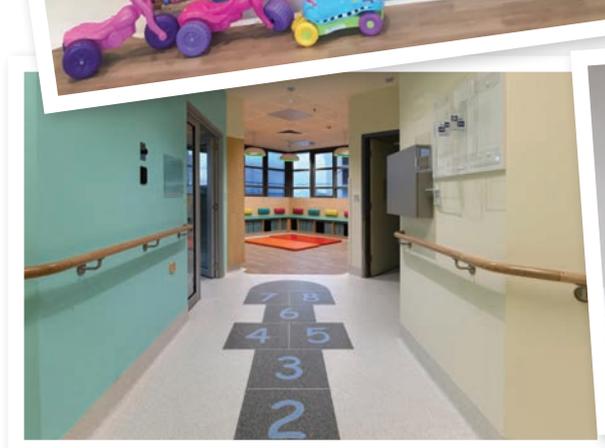
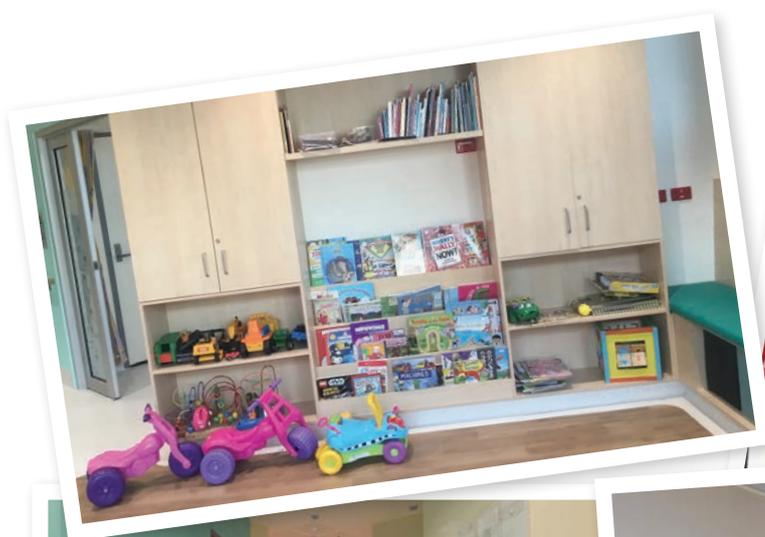
**The new, state of the art Cotton On Group Children's Ward was launched with much fanfare in June 2018.**

The redevelopment was made possible with the generous support of the Cotton On Group, Adroit Insurance and Risk, our many other sponsors and donors, and the thousands of staff and community members who participated in Run Ballarat over the past five years.

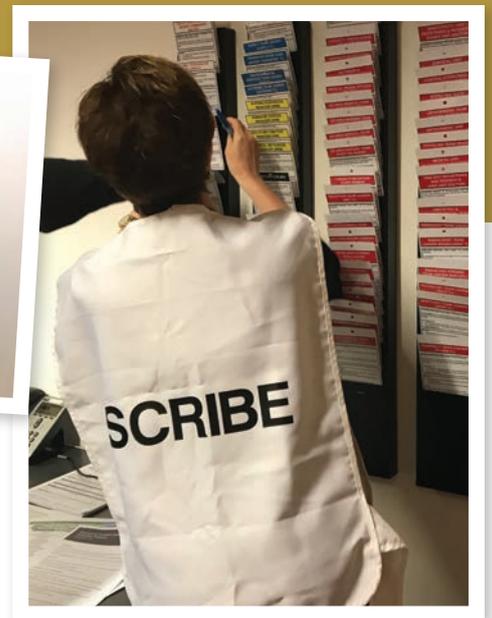
The ward will treat up to 1,000 more children each year, reducing time spent in the Emergency Department and keeping kids closer to home by minimising the need to transfer to ICU or other hospitals. It utilises a range of cutting edge technology, including patient monitoring by every bed, access to

specialists via teleconferencing, electronic journey boards and individual patient screens. A state-of-the-art bath has been installed for complex cases along with a pneumatic tube to transfer critical medication and blood tests immediately.

Staff were heavily involved in designing the ward with the objective of making it as child-centric as possible. Many family friendly features have been incorporated, such as a family room, parent beds, additional showers and toilets, personal lockable storage, a children's play area with toys, books and an X-Box, a dedicated space for young people, wi-fi access, and individual charging stations and iPads for each patient. The medical equipment is wall mounted in each room thus increasing the floor space, and the nurse's station counter is low so children can easily talk to staff.



# CODE BROWN EMERGENCY MANAGEMENT TRAINING



**In April 2018 over 100 staff from BHS, Ambulance Victoria, Victoria Police, St John of God Hospital, State Emergency Services and other organisations participated in the sixth simulated Code Brown emergency management training exercise held at the Base Hospital.**

Participants learned to manage a simulated but realistic scenario of a shooting at the Australian Catholic University (ACU), resulting in the admission of 120 patients presenting with a range of injuries, along with several fatalities. Emergency Service responders dealt with the offender, whilst BHS

staff managed the flow and care of patients through the Emergency Department, x-ray, operating theatres, recovery and wards.

The objective of the exercise was for the various emergency and health services to be well-prepared for such an incident, and to be able to work together collaboratively to efficiently and effectively respond for the best possible outcomes.

**These joint Code Brown exercises are held approximately every two years and we look forward to collaborating on the next one.**

# our staff



**Through the Our Staff committee, we have been actively working together with the aim to improve BHS in becoming a preferred place of employment, offering a positive workplace culture, an engaged workforce and a strong collaborative teamwork environment.**

The committee is made up of a range of staff members, who actively inform the priorities set and the work undertaken to achieve the aims of the strategic pillar. We recognise our staff are our best asset.

## Our priority and achievements have been:

- The establishment of the Rewards and Recognition Program with a specific focus on our values.
- Developing the BHS Together Management Training Program. The training program is in response to what our staff told us in the BHS Together cultural surveys. Staff identified a gap in developing our managers through any management training program. The program will provide our leaders with skills to support Our People to strengthen Our BHS.

The committee has also established the Aboriginal and Torres Strait Islander Working Group. Through partnerships and collaboration, the focus has been on a recruitment strategy and recognising that our environment is a key factor in welcoming our staff and community at BHS.

# SERVICE AWARDS

We are fortunate to have staff who dedicate their working lives to BHS. Throughout March we held numerous morning and afternoon teas along with more formal awards ceremonies to mark the achievement of significant milestones in the lives of many of our staff. We make a point of acknowledging once our staff hit the 10 year mark and then every five years from there.

All ceremonies were extremely well received by everyone who attended. There were some beautiful, insightful and downright hilarious stories shared throughout the ceremonies which made the presentations even more fantastic to listen to for everyone involved.

**Total combined years of service:**

**10 YEARS =  
2,520 YEARS**

**15 YEARS =  
2,700 YEARS**

**20 YEARS =  
1,860 YEARS**

**25 YEARS =  
1,625 YEARS**

**30 YEARS =  
1,500 YEARS**

**35 YEARS =  
1,365 YEARS**

**40 YEARS =  
800 YEARS**

**45 YEARS =  
135 YEARS**

**Number of staff who received an award: 702**



**A TOTAL COMBINED YEARS OF SERVICE from all staff receiving an award was a whopping:**





# resilience project

**We are aware that pressures at work and home are ever increasing, with the level of digital communication and demand for our services growing month on month.**

We have a duty to our staff to support their health and wellbeing. In August 2017, we completed a Health and Wellbeing Needs Assessment, with 833 staff providing responses to how they would like to be supported by BHS. One of the main areas of interest was mindfulness and mental wellbeing strategies.

In response to this overwhelming demand for support in positive mental health strategies, we hosted the

Resilience Project on the 1st May 2018. The events were free to attend for staff, family and friends and showcased positive mental health strategies that emphasise the value of resilience and happiness, based on three pillars: gratitude, empathy and mindfulness. Presenter Hugh van Cuylenburg was well received by over 500 participants at the ERC and the Wendouree Centre for Performing Arts. Hugh utilises evidence based strategies to increase levels of resilience and in doing so, promotes positivity in the workplace and in everyday life.

**The Resilience Project will return in November 2018 to support our staff in bringing these practices into their daily lives.**

# EQUITY AND DIVERSITY

# celebrations



Follow us on social media to see events, activities and announcements throughout the year.





# INTER-PROFESSIONAL GRADUATE PROGRAM FOR *nurse paramedics*

**The new Inter-Professional Graduate Program was introduced in February 2018 for students completing a nursing and paramedicine double degree at Australian Catholic University (ACU).**

Prior to the program launch, students were forced to choose between a career as a nurse or a paramedic, however those undertaking the program will reap the benefits of working as a nurse at BHS and as a paramedic with Ambulance Victoria.

The program was trialled with two students in 2017 and has been extended to six students in 2018. If the trials are successful, the program will be rolled out across the Grampians region and potentially further afield to other interested health services in Victoria.

Graduates undertake a 72 week transition program with rotations at both BHS and Ambulance Victoria, which greatly increases their understanding of the health industry and of the complementary roles of paramedic and nurse. This breadth of experience will result in healthcare professionals with broader skills who are better able to serve patients and help meet the growing demands of regional communities.

The initiative is a collaboration between BHS, Ambulance Victoria, the Australian Nursing and Midwifery Federation, Ambulance Employees Association and the Department of Health and Human Services.



# our community

**In 2017 the Our Community committee worked to identify actions to enact a number of strategic priorities set out in the BHS2022 Strategic Plan, including those that recognise that no healthcare organisation is able to deliver care in isolation from the community in which it functions.**

Work was undertaken by committee members to engage staff within BHS and beyond to:

- Improve mechanisms, processes and relationships to deliver stronger clinical governance across the Grampians region.

- Support and grow research capacity to solve health service and care challenges for our community.
- Ensure that members of our community are better engaged in decisions affecting their healthcare.

The thinking behind the 'Our Community' strategic pillar is that we all do our best when working together in respectful partnership with others, working inclusively, positively and creatively to provide a healthy environment for work, care and community connection and wellbeing. BHS strives to support and serve our community to the benefit of everyone.

# NATIONAL VOLUNTEER WEEK LAUNCH

**BHS was proud to host the launch of Ballarat's National Volunteer Week in May 2018, in celebration of the many volunteers in the region who give so generously of their time to contribute to the community and improve the lives of others.**

Over 250 volunteers contribute their time and expertise to BHS, enriching the community and instilling a culture of giving. According to the Australian Bureau of Statistics 2016 figures,

23.2% of Ballarat residents are volunteers, which is an increase on previous figures and is well above the national average of 19%.

It was fitting to hold the celebration in the recently opened Gardiner-Pittard foyer, as it was named after Helen Gardiner and Alice Pittard, who in 1928 became the first women elected to the Ballarat Base Hospital Board. Both women contributed enormously to the hospital and the community, with a strong focus on patient welfare.



# 2017 *research Symposium*



**BHS' Annual Research Symposium, held in October 2017, gave the opportunity for more than 40 local researchers to present their work in progress or completed project.**

Speaking to a very engaged audience, researchers covered diverse topics, and some were able to describe how their work had changed how we care for people.

The keynote address was given by Professor Steven Allender (pictured), founding director of the Global Obesity Centre at Deakin University.

Steven spoke of the Centre's program of community-based interventions in Western Victoria which provide a promising approach for the prevention of obesity, particularly among children, which in some locations achieved sustained reductions in the rate of obesity in children.

**The 2018 Research Symposium will be held in November.**



# WARMING UP THE *gardiner-pittard* FOYER

During our Annual General Meeting activities in November 2017, we were proud to unveil an exhibition of the Sustainable Environment Arts Movement's (SEAM) WARM knitted artwork. The piece hangs at the main entrance to the Base Hospital on Drummond Street. 1,000 individual pieces were created by 250 community knitters and compiled in a 3D wool collage. The design is based on a collage of paintings by local artist Lars Stenberg that depict the environmental impact of coal mining and the potential for renewal and regeneration.

**More information is available at:**  
[www.seam.org.au/warm](http://www.seam.org.au/warm)



# SUPPORT FROM OUR COMMUNITY

**BHS relies heavily on the generosity of our community and major donors to provide equipment and services that enhance the health services we deliver.**

The opening of the Cotton On Group Children's Ward in June this year was the culmination of five years of Run Ballarat which were generously embraced by our local community and businesses. The project was significantly supported by many including Adroit Insurance, the Oliver Family Foundation, Give Me 5 For Kids, the Percy Baxter Charitable Trust and our Ballarat Health Services Foundation.

Community organised events with a sporting flavour are a popular and fun way to raise funds for vital projects. In February a cricket match organised by the Friends of India Network, Ballarat Indians versus the Rest, raised \$9000 for the Family Violence project. Other events with a sporting theme were held by Coronet Cricket Club, Delacombe VRI Cricket Club, Ballarat and District Bowls, the BHS Golf Day and the East Point Football Club Wellness Day. Woolworth's role continues to be a great supporter in events like these giving a great boost to BRICC Wellness Centre programs.

In honour of community leader Garry Browning, his family and friends gathered for a gala event which raised \$75,000 for an extension of the Wellness Centre and its services to cancer patients. We also pay tribute to those who have left a legacy in their will for equipment and programs at BHS, including bequests from the estates of Alma Moyle, David Hobbs, Raymond Slingo, Ted Urbanski, John McCoy, Marian Sparrow and the Bet Wilson Trust.

Mention, too, should be made of the Hilton White Estate, the Joe White Bequest, the Collier Charitable Trust, the Male Bag Riders, Wobbly Boot Festival, XonA Hotel, Dry July, the Ballarat and District Early Holden Club and the many generous individuals who responded to our appeals and to patients and families who made spontaneous gifts acknowledging the excellent care they received from our staff.





Ballarat **Health** Services

# OUR *Values*

## **Our four organisational Values were created following extensive consultation with staff, consumers and stakeholders.**

Over 500 staff, volunteers and consumers participated in an online survey about our Values, Vision and Strategic Direction. A staff led Values Committee was established with members appointed from across the organisation, to refine feedback and to lead discussion groups.

Our staff told us that they believe our Values are relevant and very important for the future success of our organisation. They reflect where we are and the priority areas we need to focus on.

The Values underpin everything we do because they provide an anchor and a reference point for the organisation. They provide guidance and motivation for people's actions and are designed to develop a positive and supportive organisational culture.

The Values have been incorporated into a new staff recognition and rewards program and will be used to create positive work environments that reward teamwork and excellence in care.

**The Values are “what we stand for” and describe the expected behaviours of all staff.**

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## TEAMWORK

**We commit to common goals based on open and honest communication while showing concern for all.**

**We are dedicated to working together for common interests and responsibilities.**

## RESPECT

**We acknowledge everyone's unique strengths and value diversity.**

**We operate in spirit of co-operation and honour human dignity.**

## ACCOUNTABILITY

**We personally commit to delivering our best, taking responsibility for all of our decisions and actions.**

## COMPASSION

**We treat people with kindness and empathy.**

**We care about our patients, our people and our community.**

# Teamwork- CHRISTMAS DECORATIONS



Every festive season our teams work together to create seasonal environments and bring cheer to BHS. Efforts are increasing year on year! Radiology were the winners in 2017 with their skeleton-inspired decorations. What will we see in 2018?



## RESPECT - MOU SIGNING WITH THE ROYAL AUSTRALIAN COLLEGE OF SURGEONS (RACS)

### **RACS has a shared interest in collaborating with BHS to address the issues of discrimination, bullying, and sexual harassment.**

In August 2017 we signed a Memorandum of Understanding (MoU) to formalise our collaboration formed under the RACS 2015 Action Plan: Building Respect, Improving Patient Safety. The MoU commits both organisations to collaborate on the development of programs and processes to deal with these issues across the workplace, in surgery and in the health sector, generally.

The MoU is underpinned by our shared values of respect and compassion.

This agreement outlines a shared commitment to effective collaboration and information sharing between the parties to facilitate quality specialist medical training in a safe environment. Such an environment contributes to high standards of care, and timely access for consumers.

RACS and BHS also commit to work together to ensure that surgical supervisors have the necessary skills and attributes to provide training, assessment, feedback and support. Through their leadership we will provide working environments free of discrimination, bullying and sexual harassment.

Our Chief Executive Officer Dale Fraser said that the agreement would strengthen initiatives to improve patient safety and enrich overall workplace culture. RACS President John Batten agreed that both groups would work cooperatively together on these issues, and exchange information and take appropriate action wherever possible.

The Royal Australasian College of Surgeons' program, 'Operating with Respect' aligns with the broader BHS Together program, and will be used to support surgeons and trainees on increasing awareness of clinicians in their role to take a stand against unacceptable behaviour, to create avenues for better reporting and to introduce a graduated scale of interventions where discrimination, bullying or sexual harassment occurs.



# accountability - REPORTING BACK TO OUR DONORS



Ballarat **Health** Services

**Serenaded by the staff choir and teaming with the Christmas theme, donors gathered in BRICC in November 2017 to hear about how their donations were making an impact.**

This inaugural BRICC donor thank you function provided an opportunity for staff in radiation oncology, chemotherapy and the Wellness Centre to explain the holistic cancer treatments they provide and the additional comforts and services that fundraising income allows.

Past and present patients generously donated their time and their stories to share how their experience was made that bit more pleasant as a result of equipment such as scalp coolers and blanket warmers and complimentary therapies such as massage, art therapy and financial workshops delivered by the Wellness Centre.

This level of transparency and accountability is crucial to our ongoing fundraising efforts. Reporting back to donors about how we have used their valuable contributions is essential to our fundraising success.

# compassion-

## COMPASSIONATE HEALTHCARE FORUM



### **In February, we hosted a 'Compassion in Healthcare Forum' at Lederman Hall, Queen Elizabeth Centre.**

The forum was a collaboration between a number of compassion leaders and co-hosted by BHS and Federation University. It provided a unique opportunity to hear about the many Compassion-focused initiatives happening in the world, as the Charter for Compassion leads the quest to increase Compassion in our global community.

During the Forum, we heard from a range of speakers including the Charter from Compassion's Global Director Marilyn Turkovich, Federation University's Lynne Reader, Compassion lab facilitator Mary Freer, our own Matthew Hadfield and Jenny Donovan, author of 'Designing the Compassionate City'.

Neuroscience is now helping us understand that if we consciously still our minds and calm our emotions, we can build the neural connections that allow us to better understand how we make decisions, and improve our engagement with others. In healthcare, compassion is fundamental to high-quality, high-performing systems and drives improvement in performance – better patient outcomes, better population health and better value for money.

The Forum left participants with a challenge to promote compassionate behaviors and actions with colleagues who may not have been able to attend, and to celebrate the many acts of demonstrable compassion that occur day-in day-out at BHS. Those acts of compassion need to be celebrated and promoted to ensure that our community members receive the very best experience and care that is consistent with our organisational values.

**HOSPITAL**  
STURT STREET ENTRANCE



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