



Presentation to the Clinical Senate of Western Australia

“The patient will see you now”

***“Getting yourself into the patient’s shoes
to understand the patient experience”***

Alan Lilly

Chief Executive – Eastern Health

Friday 11 December 2015



2013 Premier's Health
Service of the Year

2014 Premier's Health
Service of the Year



Acknowledgment of Country





About today's presentation

- ❖ Quick Facts on Eastern Health
- ❖ Our focus on creating “a *GREAT Patient Experience*”
- ❖ What our patients are saying
- ❖ Contribute to the debate and deliberations





EASTERN HEALTH CATCHMENTS



- Localities
- Eastern Health Campuses
- Primary Catchment
- Secondary Catchment



What's important to us ?

- The culture of the organisation – *to see the values in action*
- Strong work ethic in a “can do” culture
- Clear and regular communication
- Accountability for responsiveness and follow-up
- To be the provider of the highest standard of care
- To be *GREAT* at what we do
- Patient centred care – “put yourself in the patient’s shoes”
- Improving the patient experience
- Maintaining public confidence in our services



Patient Experience

Now please take 4 minutes to reflect ...

- a short DVD to set the scene –

(First item on pre-reading/pre-viewing !)

STRATEGIC DIRECTIONS	1 A PROVIDER OF GREAT HEALTHCARE	2 A GREAT PATIENT EXPERIENCE	3 A GREAT PLACE TO LEARN AND WORK	4 A GREAT PARTNER WITH OUR COMMUNITIES	5 A GREAT ACHIEVER IN SUSTAINABILITY
STRATEGIC GOALS	<p>1.1 Meeting or exceeding all required standards of service and care.</p> <p>1.2 Delivering models of care and treatment that are based on evidence.</p> <p>1.3 Monitoring, reporting and continuously improving the quality and safety of clinical care.</p> <p>1.4 Tailoring services around the needs of a diverse population.</p>	<p>2.1 Taking a person-centred approach which actively involves patients in decision-making.</p> <p>2.2 Aligning our services and resources to meet the changing needs of our communities.</p> <p>2.3 Ensuring services are easy to access and navigate.</p> <p>2.4 Ensuring access to health services for the most disadvantaged within our community.</p>	<p>3.1 Ensuring flexible, highly skilled and capable workforce and volunteer networks.</p> <p>3.2 Communicating with our staff and offering feedback, reward and recognition.</p> <p>3.3 Identifying leaders and providing learning opportunities for our staff.</p> <p>3.4 Partnering with education and training organisations to drive research and education.</p>	<p>4.1 Delivering models of care with our community partners that provide a seamless patient journey and deliver the right service in the right place.</p> <p>4.2 Partnering with other hospitals and community partners to provide a comprehensive and integrated range of services.</p> <p>4.3 Embracing technologies that enhance our partnerships.</p> <p>4.4 Being socially responsible and active in our community.</p>	<p>5.1 Ensuring optimal utilisation of resources across the organisation.</p> <p>5.2 Building flexible, sustainable environments and technologies.</p> <p>5.3 Measuring the things that matter.</p> <p>5.4 Living within our means and minimising waste.</p>

Our mission is to provide positive health experiences for people and communities in the east.





2 A GREAT PATIENT EXPERIENCE

- 2.1 Taking a person-centred approach which actively involves patients in decision-making.
- 2.2 Aligning our services and resources to meet the changing needs of our communities.
- 2.3 Ensuring services are easy to access and navigate.
- 2.4 Ensuring access to health services for the most disadvantaged within our community.



Defining Patient Experience

Patient experience is ...

a reflection on a set of interactions, observations and the environment, through the lens of the patient and is typically characterised by the story they tell.





We can learn from others ...





Don Berwick says

A promise to learn – a commitment to act, 2013

*Place the quality of patient care, especially patient safety, above all other aims. **Engage, empower, and hear patients and carers at all times.***

Foster whole-heartedly the growth and development of all staff, including their ability and support to improve the processes in which they work.

Embrace transparency unequivocally and everywhere, in the service of accountability, trust, and the growth of knowledge.



“In the patient’s shoes”

- *Set the standard and expectation*
- *Measure and monitor performance*
- *Report performance*
- *Engage for action*



Eastern Health’s **Patient Experience of Care Program**



Patient Experience of Care Program

To better
understand
and
respond to
the experience
of patients
and carers
who use our
services





Principles

**In order to set the Performance Principles,
we needed to understand what a
GREAT Patient Experience would look like
and identify how we will know when we
are providing it.**



10 Patient Experience of Care Principles

1. The patient's needs, wants, preferences and values are known and taken into account
2. The patient is a partner in decision-making about their care
3. The patient has access to safe, effective and high quality healthcare delivered by skilled staff
4. There is clear information that helps patients understand and manage their health as independently as possible
5. Communication is open, honest and respectful, ensures confidentiality and is responsive to individual needs
6. The physical environment promotes healing, is comfortable, clean, safe and allows privacy
7. Staff listen, provide emotional support and treat patients, their families and carers with dignity and compassion
8. Family and friends are involved in care in accordance with the wishes of the patient
9. Care is well coordinated to ensure that the patient experiences continuity and smooth transitions
10. Meals are enjoyable and nutritious

And it all starts with, “hello, I am”

Ashlea O'Hea
Communications



In the Patient's Shoes

Using a feedback framework to inform service improvement and create a GREAT patient experience.



Consumer Perspective

Mystery Shopper

Volunteers act as 'Mystery Shoppers'- make **observations** and ask patients / carers about their experience.

Consumer Forums

These are also known as **workshops** or **focus groups** and provide an opportunity to hear the consumer perspective regarding a specific topic or issue.

Rapid Improvement Events

Consumers work with Eastern Health staff **collaboratively** and **objectively** to **evaluate** a process, determine a future state and identify **solutions** to achieve the future state in a way that will meet patients' needs and expectations.

Shadowing

Observing patients and families during various stages of their care journey to help us to gain an understanding of what the experience is like from the patient and family's point of view.

Patient Experience Trackers (PETs)

Collection of data using a handheld device asking 5 questions and PETs provide **near real time** insight into patient experiences.



Patient Survey

Eastern Health Patient Experience Survey

Patients are **surveyed** once a month in most services across the organisation using 'audit angels' to measure **compliance** with our **Patient and Family Centred Care Standard**.

Patient Experience Feedback

Complaints and Compliments

A **range of ways** to provide specific feedback include:

- **Direct feedback** to staff at the local level
- A feedback button on the Eastern Health **website**
- Via **email**: feedback@easternhealth.com.au
- Via **phone**: 1800 EASTERN
- **Feedback brochures** available in all patient areas

Patient Stories

Patient stories are captured and shared in a variety of ways:

Leadership Walkrounds

Walkrounds involving **discussion** with current patients are conducted by **senior leaders** and **managers** across the organisation.

'Patient Opinion'

An **online public platform** that enables people to safely and easily share their experience. The organisation is able to demonstrate how patient experience is used to **improve services**.

Discharge Phone Calls

Routine phone survey of discharged patients inviting feedback regarding their experience.

Victorian Healthcare Experience Survey (VHES)

The Department of Health and Human Services conduct **5 surveys**: Adult Inpatient, Emergency Department (ED), Maternity, Paediatric Inpatient and Paediatric ED. Reports are provided quarterly.

The Family and Friends Test Score is a widely used strategy in the UK and is based on feedback to one question – “On a scale of 0 – 10, how likely is it that you would recommend this service to a family member or friend?” We ask this question as part of our Patient Experience Feedback processes and Patient Surveys.

All feedback about the patient experience is themed against the Eastern Health Patient Experience of Care Principles.



What our patients are saying...

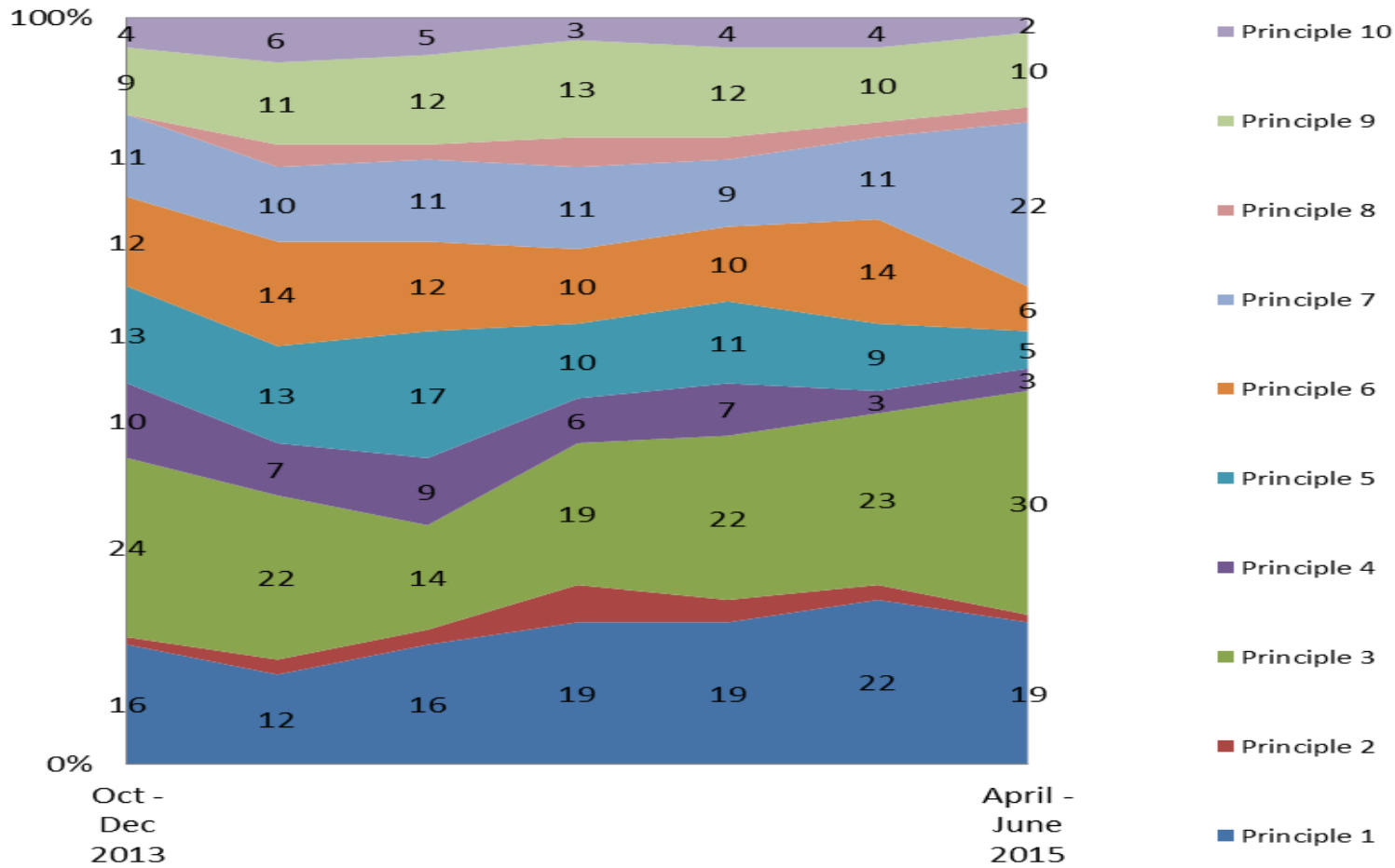
In the Patient's Shoes ...



- > 22 000 pieces of coded qualitative data
- > 15 000 quantitative surveys

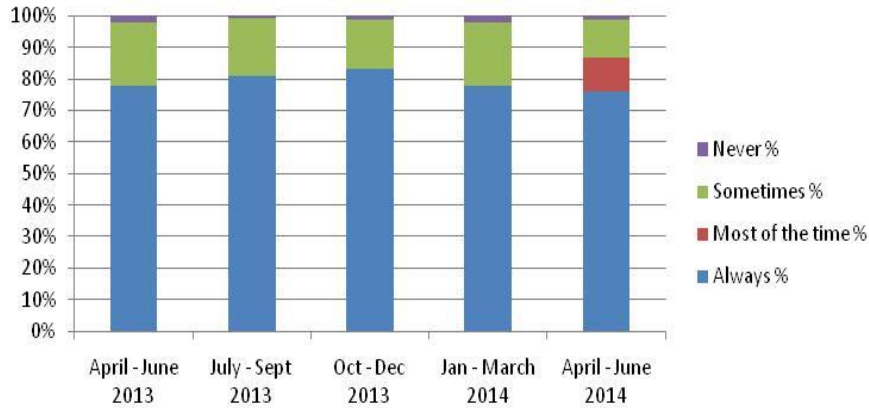


Feedback regarding areas for Improvement

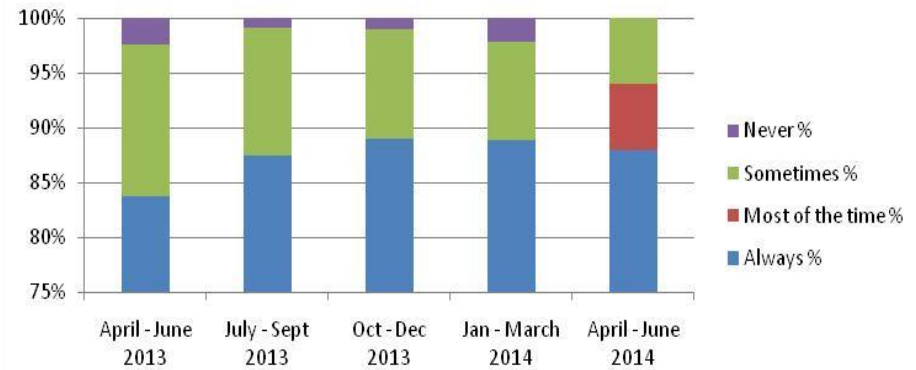




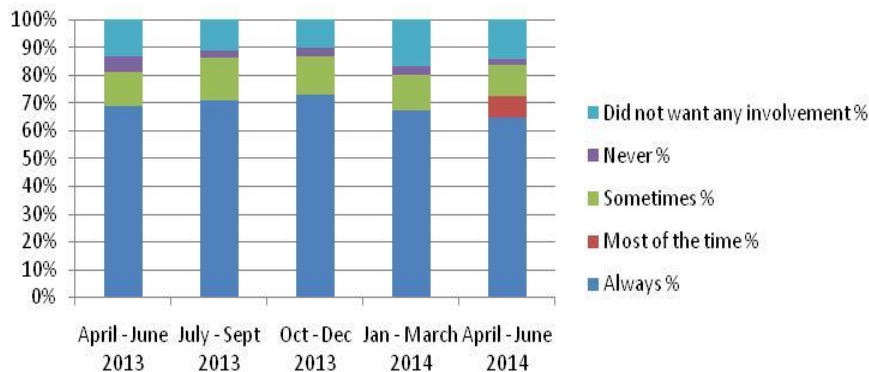
Principle 1: Do you feel staff consider your individual needs?



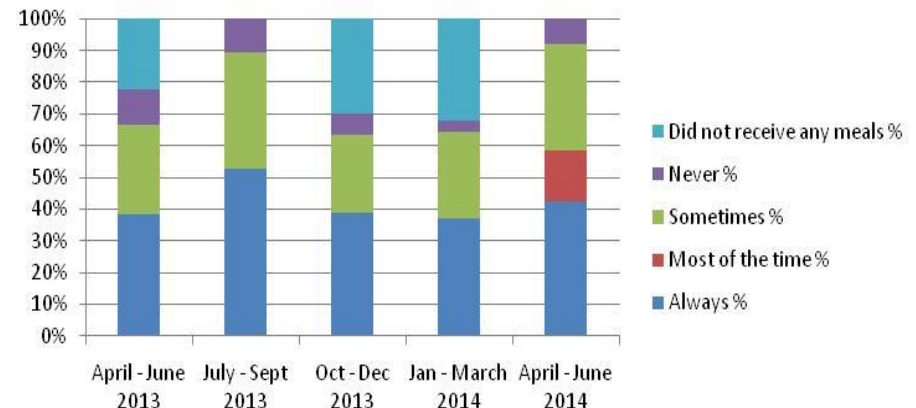
Principle 5: Are staff honest and respectful in their communication with you?



Principle 8: Do staff involve your family and friends in your care when you want them to be involved?



Principle 10: Are your meals enjoyable?















Organisation: Eastern Health
Audit: Patient Experience Survey
Date: 01 March 2014 - 31 March 2014
Service/Program/Site: Box Hill



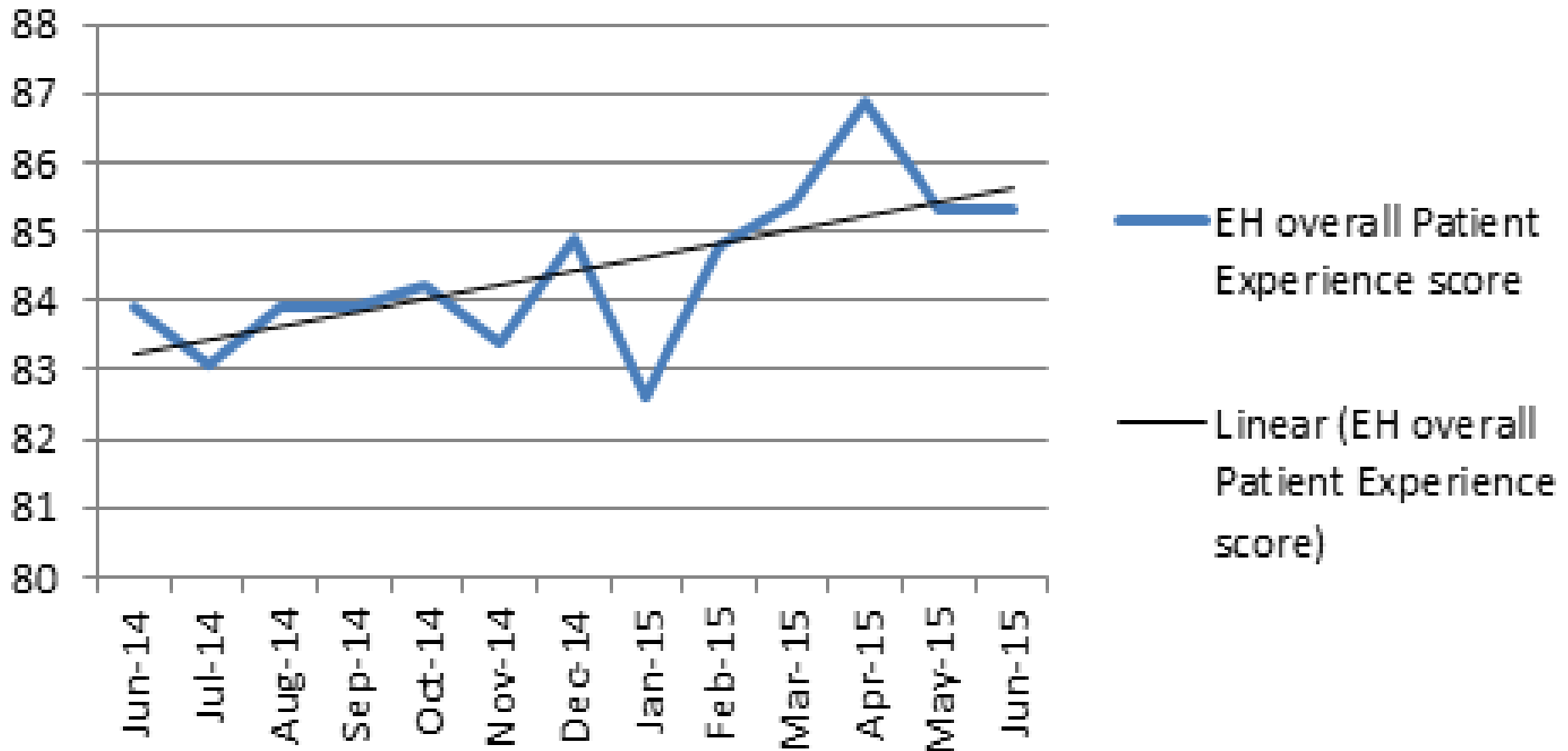
Audit Results by Unit/Ward: 1 East; Service/Program/Site: Box Hill

Number of Surveys:	15	M on M:	5
Overall Score:	98.3	M on M:	8.9%

<p>Do you feel staff consider your individual needs?</p> <table border="1"> <tr><td>Question Score:</td><td>100.0</td></tr> <tr><td>M on M:</td><td>5.0%</td></tr> </table> <p>Always, 15, 100% Sometimes, 0, 0% Never, 0, 0%</p> 	Question Score:	100.0	M on M:	5.0%	<p>Are you involved in decisions about your care and treatment as much as you want to be?</p> <table border="1"> <tr><td>Question Score:</td><td>96.7</td></tr> <tr><td>M on M:</td><td>1.7%</td></tr> </table> <p>Always, 14, 93% Sometimes, 1, 7% Never, 0, 0% Did not want to be involved, 0, 0%</p> 	Question Score:	96.7	M on M:	1.7%	<p>Do you feel that staff have the right skills to provide high quality care?</p> <table border="1"> <tr><td>Question Score:</td><td>100.0</td></tr> <tr><td>M on M:</td><td>5.0%</td></tr> </table> <p>Always, 15, 100% Sometimes, 0, 0% Never, 0, 0%</p> 	Question Score:	100.0	M on M:	5.0%	<p>Are you given clear information that helps you understand and manage your current health condition?</p> <table border="1"> <tr><td>Question Score:</td><td>100.0</td></tr> <tr><td>M on M:</td><td>5.0%</td></tr> </table> <p>Always, 15, 100% Sometimes, 0, 0% Never, 0, 0%</p> 	Question Score:	100.0	M on M:	5.0%	<p>Are staff honest and respectful in their communication with you?</p> <table border="1"> <tr><td>Question Score:</td><td>100.0</td></tr> <tr><td>M on M:</td><td>0.0%</td></tr> </table> <p>Always, 15, 100% Sometimes, 0, 0% Never, 0, 0%</p> 	Question Score:	100.0	M on M:	0.0%
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M on M:	0.0%																							
<p>Does the hospital's environment meet your expectations?</p> <table border="1"> <tr><td>Question Score:</td><td>96.7</td></tr> <tr><td>M on M:</td><td>11.7%</td></tr> </table> <p>Always, 14, 93% Sometimes, 1, 7% Never, 0, 0% Not applicable, 0, 0%</p> 	Question Score:	96.7	M on M:	11.7%	<p>Are staff compassionate?</p> <table border="1"> <tr><td>Question Score:</td><td>100.0</td></tr> <tr><td>M on M:</td><td>10.0%</td></tr> </table> <p>Always, 15, 100% Sometimes, 0, 0% Never, 0, 0%</p> 	Question Score:	100.0	M on M:	10.0%	<p>Do you feel all staff involved in your care are working well together?</p> <table border="1"> <tr><td>Question Score:</td><td>100.0</td></tr> <tr><td>M on M:</td><td>15.0%</td></tr> </table> <p>Always, 15, 100% Sometimes, 0, 0% Never, 0, 0%</p> 	Question Score:	100.0	M on M:	15.0%	<p>Do staff involve your family and friends in your care when you want them to be involved?</p> <table border="1"> <tr><td>Question Score:</td><td>100.0</td></tr> <tr><td>M on M:</td><td>5.6%</td></tr> </table> <p>Always, 14, 93% Sometimes, 0, 0% Never, 0, 0% Did not want any involvement, 1, 7%</p> 	Question Score:	100.0	M on M:	5.6%	<p>Are your meals enjoyable?</p> <table border="1"> <tr><td>Question Score:</td><td>88.5</td></tr> <tr><td>M on M:</td><td>28.5%</td></tr> </table> <p>Always, 10, 67% Sometimes, 3, 20% Never, 0, 0% Did not receive any meals, 2, 13%</p> 	Question Score:	88.5	M on M:	28.5%
Question Score:	96.7																							
M on M:	11.7%																							
Question Score:	100.0																							
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M on M:	5.6%																							
Question Score:	88.5																							
M on M:	28.5%																							



EH overall Patient Experience score





Outbound Patient Surveys Undertaken by Contact Centre

Month	Number
June 2015	87
July 2015	62



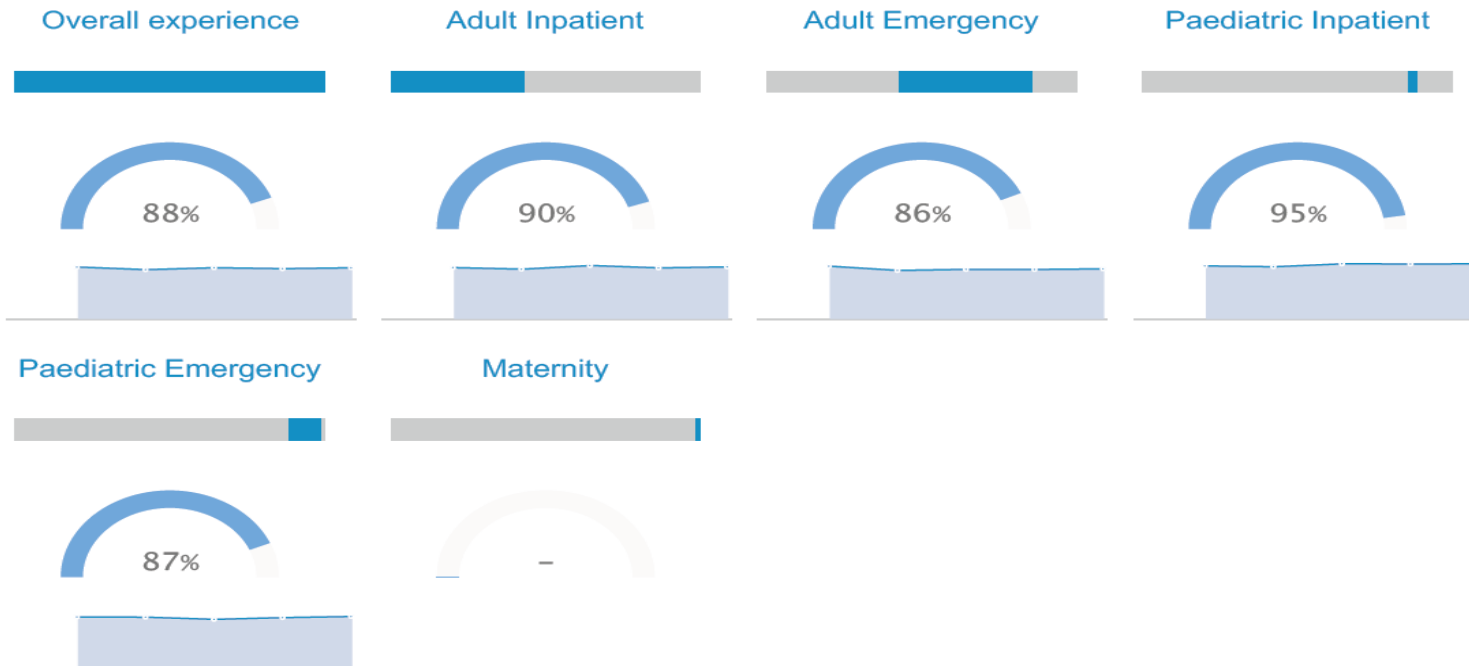


Victorian Healthcare Experience Survey

Health Service Experience - April - June 2015

In April - June 2015, 88.15% of patients from Eastern Health rated their overall hospital experience as either 'very good' or 'good'.

This is no significant change in the proportion rating their experience as either 'very good' or 'good' compared to April - June 2014, when this proportion was 89.4%.



"The nurses, doctors and paediatricians have been nothing short of amazing!"

About: [Maroondah Hospital](#)

Posted by [Nelooo](#) (as a parent/guardian), 3 days ago

I want to say how incredible Maroondah Hospital has been with my new born bub! We came in recently with really high temps and not a happy baby. They treated our baby so quickly diagnosing viral meningitis. They have bent over backwards for us and have constantly made sure I'm comfortable and happy while we stay. We are a 'private hospital' type and I was anxious about taking our baby to Maroondah but I am so impressed! ! The nurses, doctors and paediatricians have been nothing short of amazing! Thanks Maroondah!

More about [care](#), [doctor](#), [emergency](#), [emergency department](#), [hospital](#), [infant](#), [meningitis](#), [nurse](#), [nursing staff](#), [paediatric](#), [public hospital](#), [staff](#) and [VIC](#)

Do you have a similar story to tell?

[Tell your story & make a difference »](#)

[Tweet](#) 2

[G+1](#) 0 [Email](#) [Embed](#)

Responses

Response from Alan Lilly, Chief Executive, Eastern Health 2 days ago



Dear *Neloo*

Wow, thank you for your very positive story on Patient Opinion - that's a great story indeed and I can see that this would have been a concerning time for you, your baby and your family.

I will pass on your feedback to our front line staff and their managers - it is terrific to receive feedback like yours and it's sure to give our staff an extra

STORY HAS A RESPONSE



This story has had [a response](#)

Published by Patient Opinion on 14/09/2015

Patient Opinion has rated this opinion **not critical** (criticality score 0)

This story has been viewed by public users on this site **102** times

You can [add your response](#) to this story below.

Story summary

What's good?

- [hospital stay](#)
- [treatment](#)

What could be improved?

Initial feelings: [impressed](#)

Activity

7 [staff members have read this story](#)

[Who has Patient Opinion told about this story?](#)

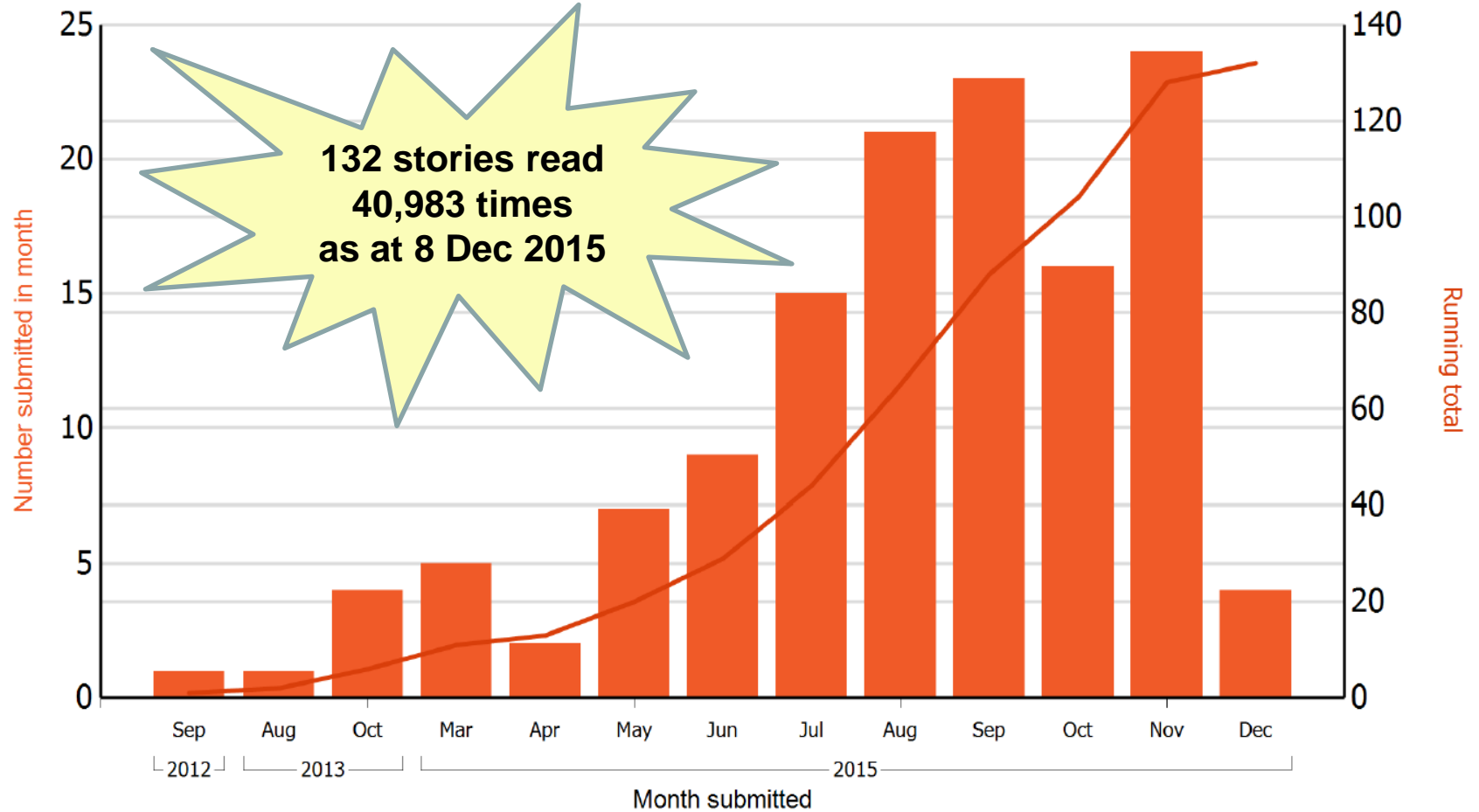
Show your support

Have **you** experienced something like [Nelooo](#) did, here or elsewhere?

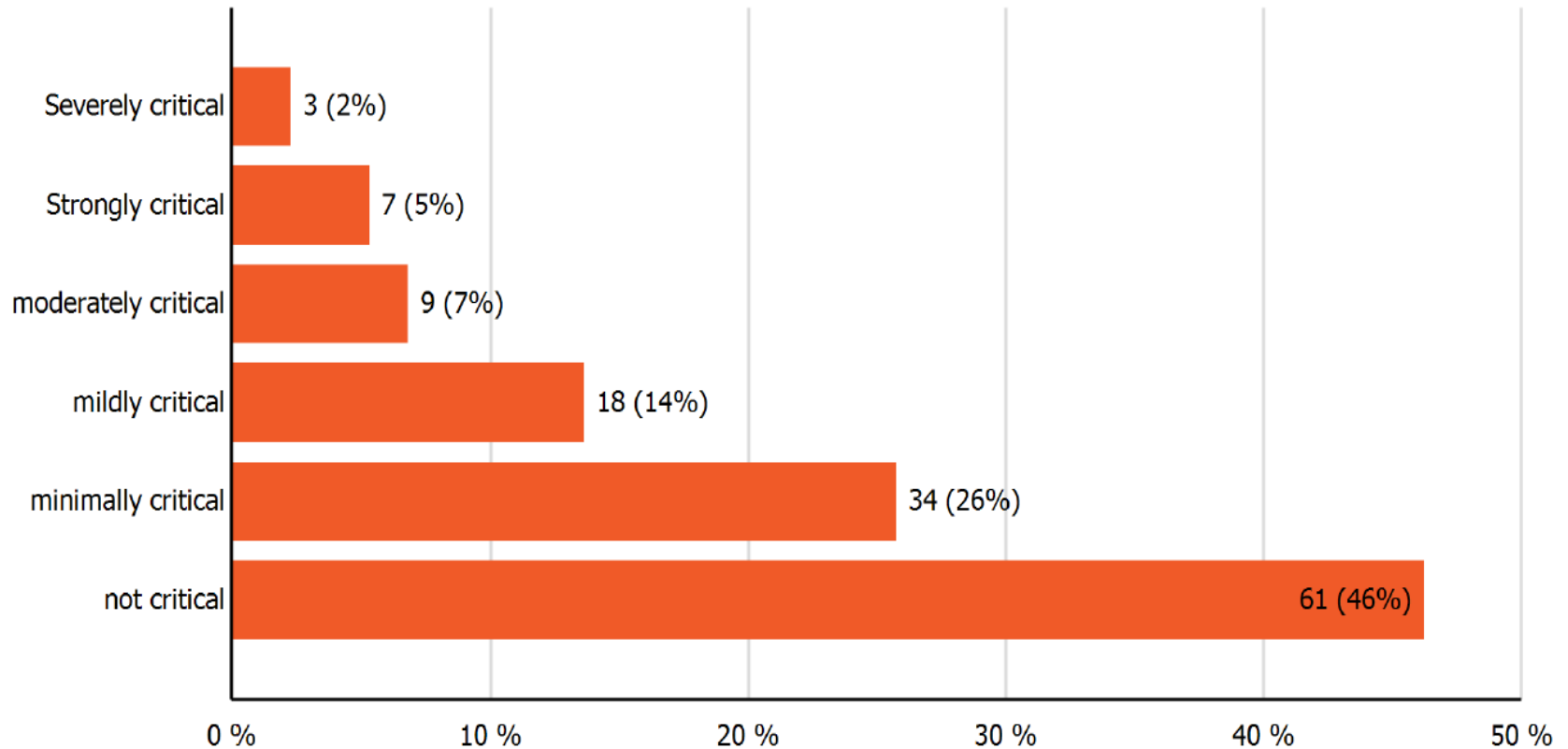
If so, show your support below.

[I've experienced this](#)

When these stories were told



How moderators have rated the criticality of these stories



NB: criticality scores are assigned by moderators (not the public) to stories to support our alerting service. They are assigned *per story* not *per service*, so may reflect criticism of services other than your own. We provide them here purely for information, with these caveats in mind.



Some simple changes arising from www.patientopinion.org.au

- Improved temporary signage during building works
- Provision of more Ultrasound Scans
- Turning or reducing impact of a “negative” experiences
- Complimentary car parking
- Review of Patient Entertainment System
- Timely responses often lead to no further action required
- More discussion about general courtesy
- Patients being heard and responded to more quickly



RESOURCES FOR HEALTH PROFESSIONALS

READ MORE

Patients & Visitors

Information including visiting hours, carparking and contact phone numbers.

Health Professionals

Information on partnering with GPs, communication, improving access and continuity of care

Our Services

Details of the services and care we provide across Eastern Health.

Locations

- Angliss Hospital +
- Box Hill Hospital +
- Maroondah Hospital +
- Healesville & District Hospital >
- Peter James Centre >
- Spectrum >
- Turning Point >

Latest News

Opportunity on offer to enter health workforce

Tuesday, August 04, 2015

People interested in a career in health are invited to learn more about Eastern Health's latest opportunity to apply for nursing assistant roles at Box Hill, Angliss and ...

Read More... >

Christmas comes early for kids at Box Hill Hospital

Thursday, July 30, 2015

The Festive Season has come early for Box Hill Hospital's Paediatric



**PATIENT
EXPERIENCE
RATING**

Support us

Donate

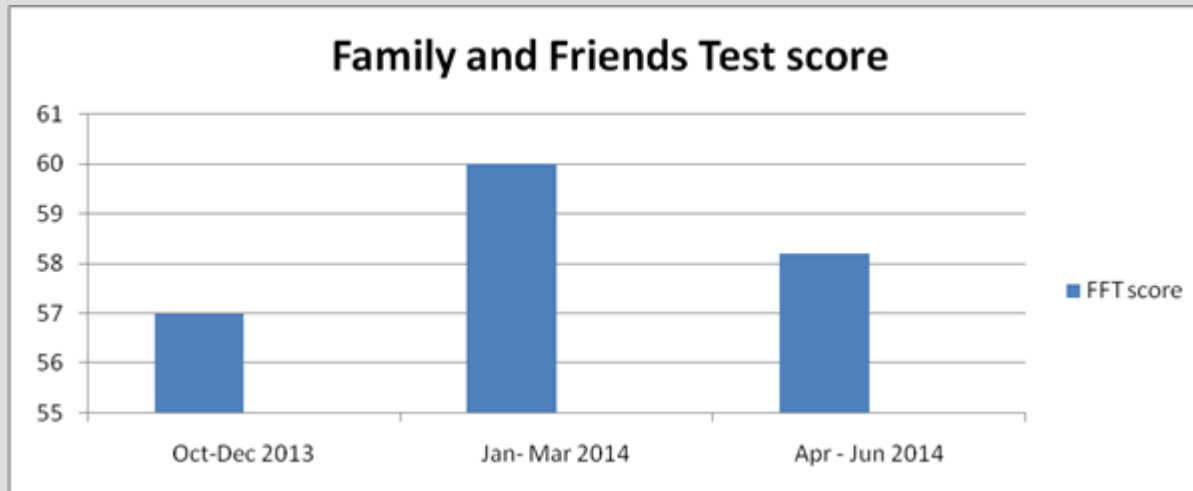
Donations to Eastern Health help shape the future of healthcare.

Read more >

Volunteer



Family & Friends Test (Net Promoter Score [NPS] methodology)



Moving to FFT
via SMS – trial
in 2016

n= 276
Average
rating
8.4

Number of respondents	8	3	1	3	1	6	5	8	53	95	93
Rating 0 – 10	0	1	2	3	4	5	6	7	8	9	10
	Detractors							Passives		Promoters	
	9.9%							22.1%		68.1%	



Who oversees the process?

Patient Experience of Care Expert Advisory Committee: *(includes staff and consumers)*

- Recommends the performance standards
- Monitors performance
- Identifies and recommends improvement priorities which are fed-back for implementation across Eastern Health

Communicating our priorities for action ...



So what are our priorities based on patient feedback ?

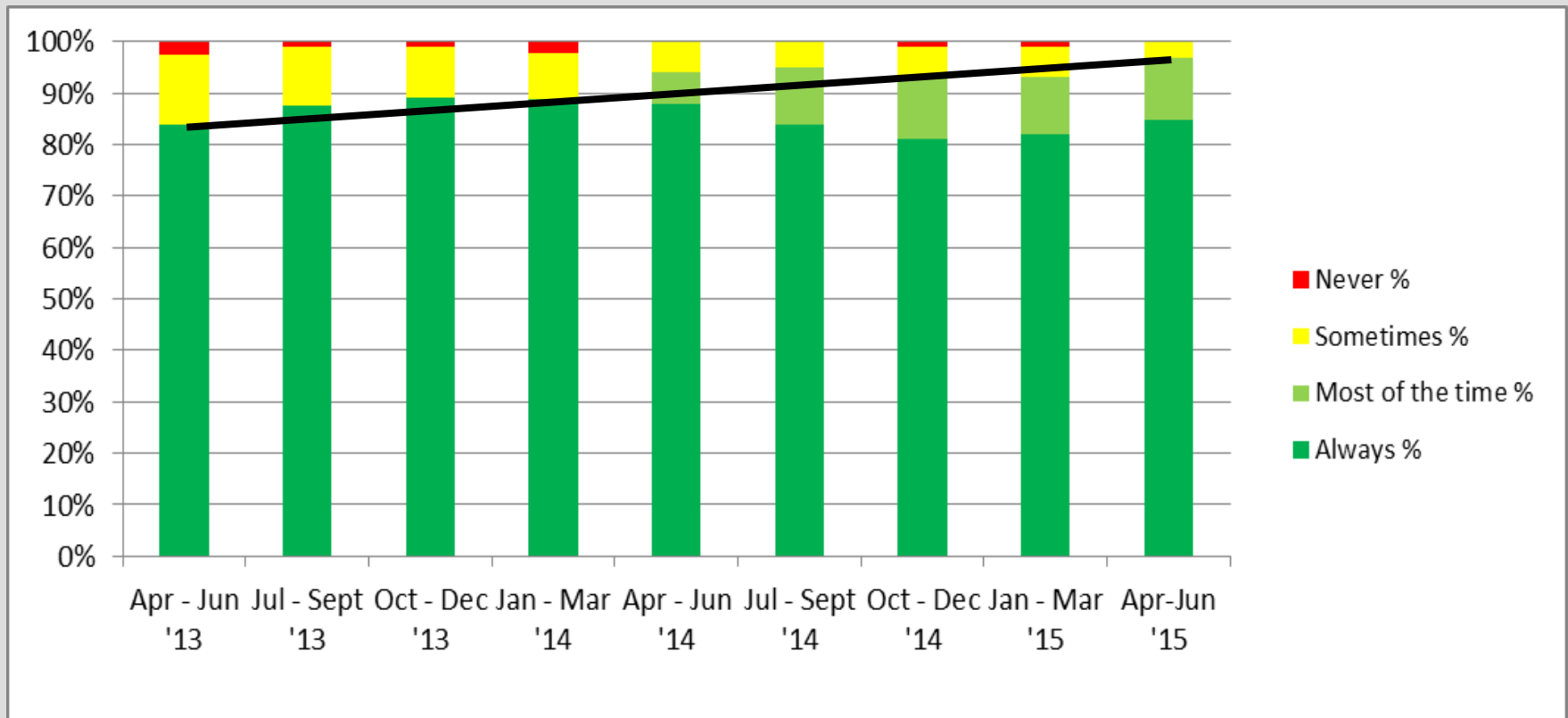
Our focus in on:

- Improving communication and customer service (p5)
- Improving interpreting services (p5)
- Improving meals (p10)
- Reducing noise – in particular in wards at night (p6)

p - Principle

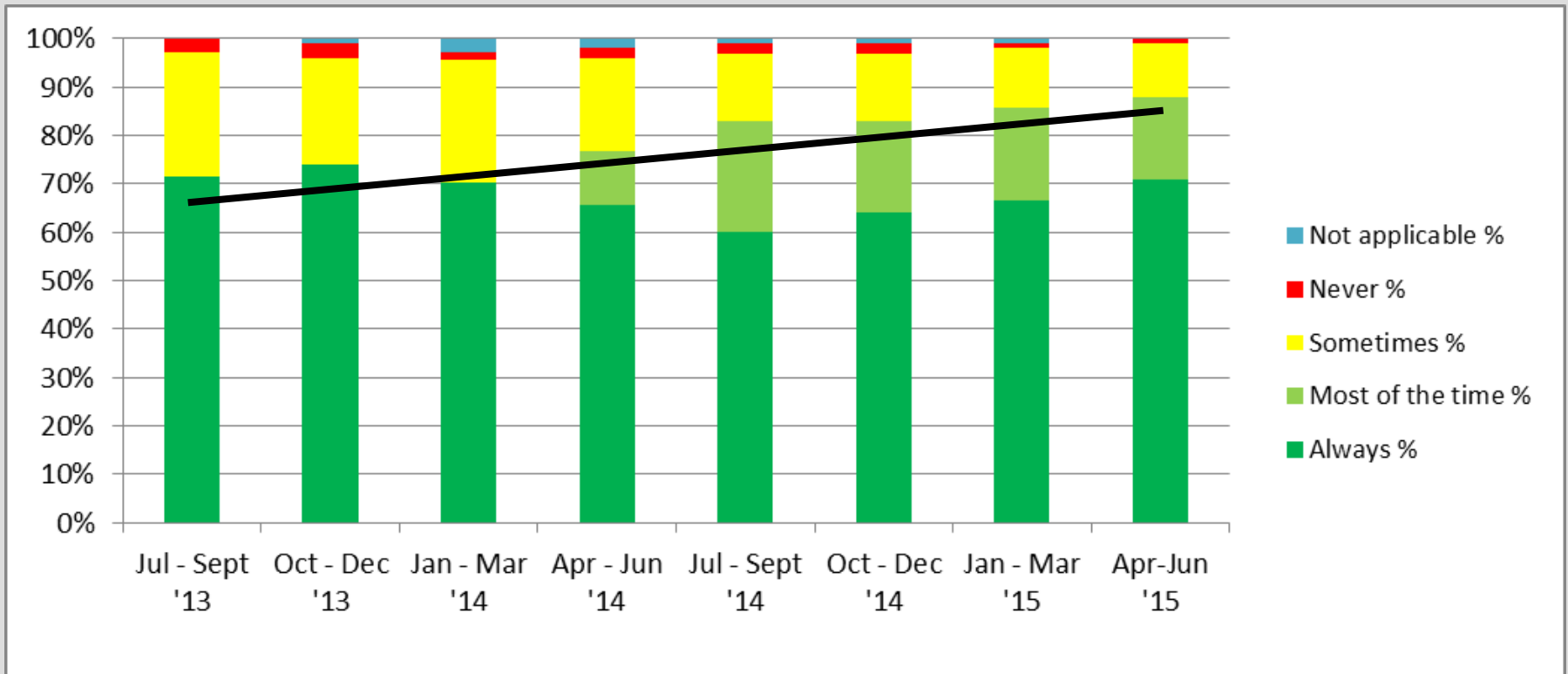


Communication (Principle 5)



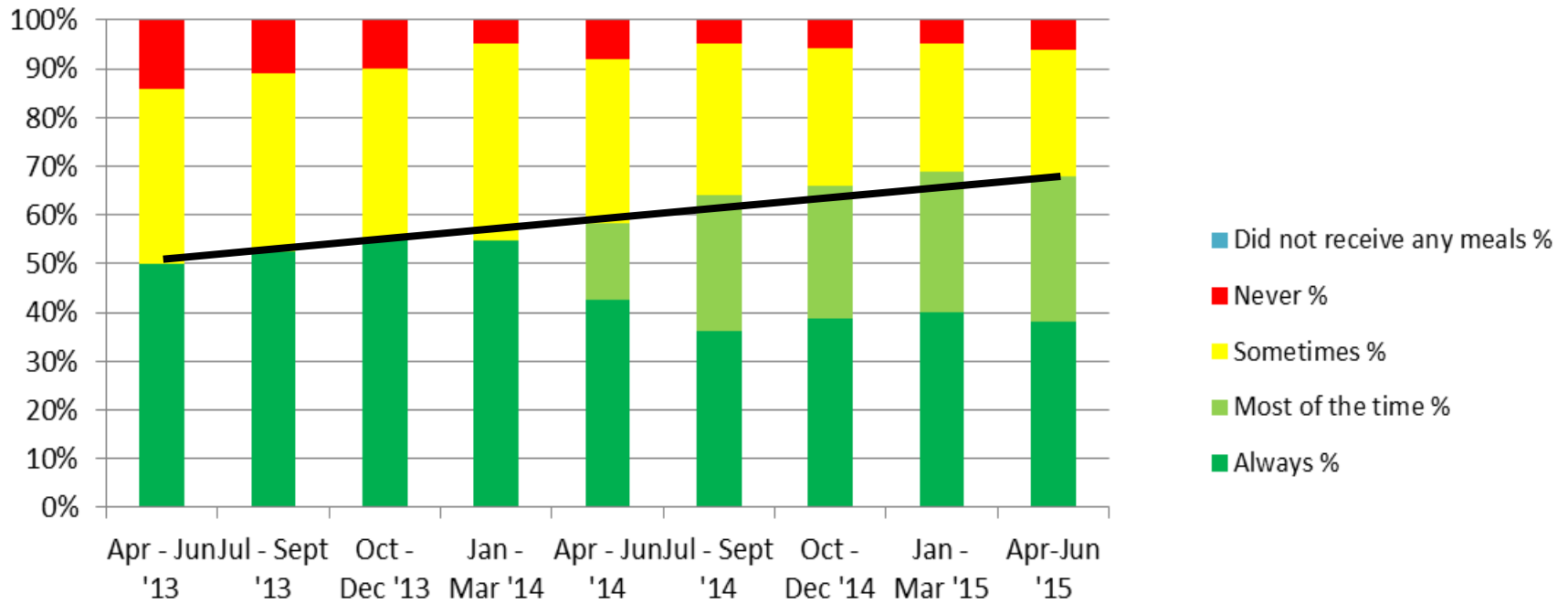


Physical Environment & Noise (Principle 6)





Meals are Enjoyable and Nutritious (Principle 10)





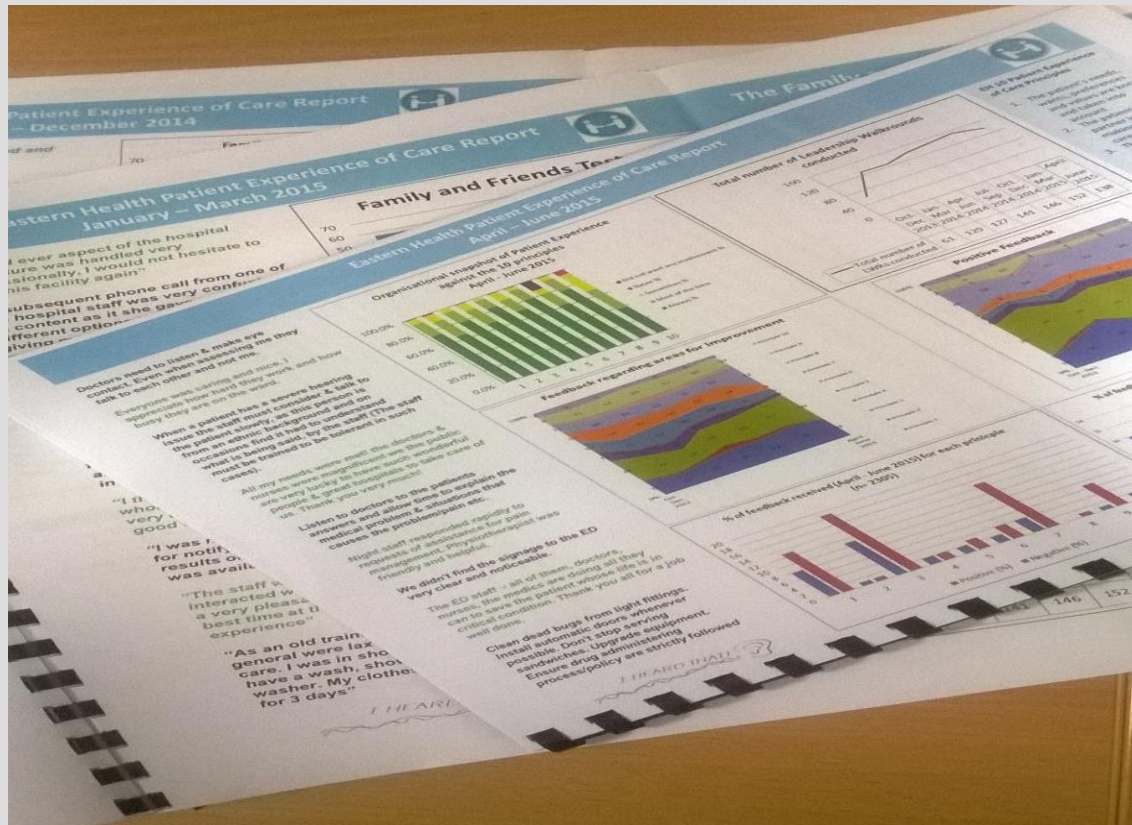
Performance Monitoring

‘In the Patient’s Shoes’

Systematically embed the patient feedback cycle into the organisation’s continuous improvement approach



Patient Experience of Care Report



Eastern Health Scorecard – June 2015



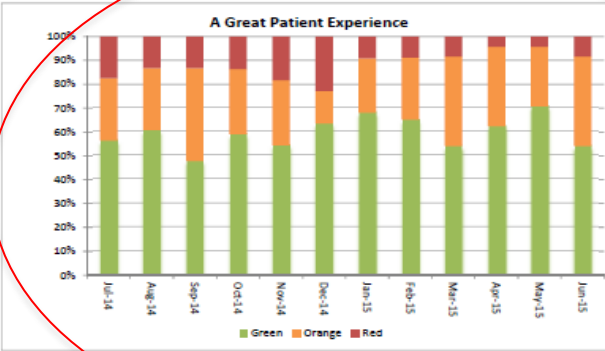
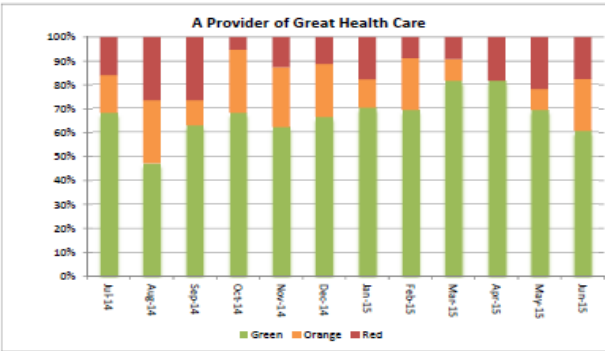
Eastern Health

Jun-15

<input checked="" type="checkbox"/>	89% Scorecard total score for June 2015
<input type="checkbox"/>	72% Statement of Priorities composite score for June 2015

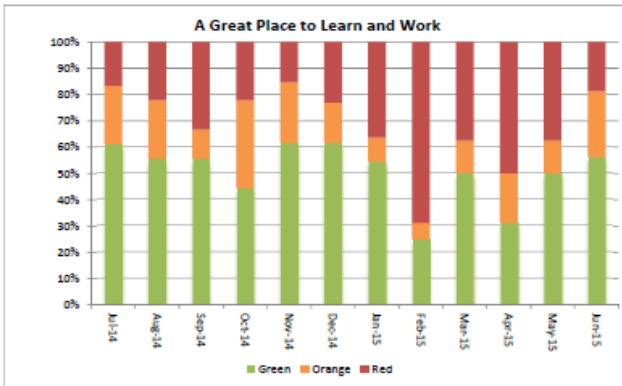
<input checked="" type="checkbox"/>	86% Scorecard total score for May 2015
<input checked="" type="checkbox"/>	78% Statement of Priorities composite score for May 2015

	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14
Composite Score	62%	56%	56%	61%	60%	64%
SOP Composite Score (Part B)	63%	71%	54%	70%	67%	70%
	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
Composite Score	68%	64%	62%	62%	68%	62%
SOP Composite Score (Part B)	71%	81%	77%	81%	78%	72%



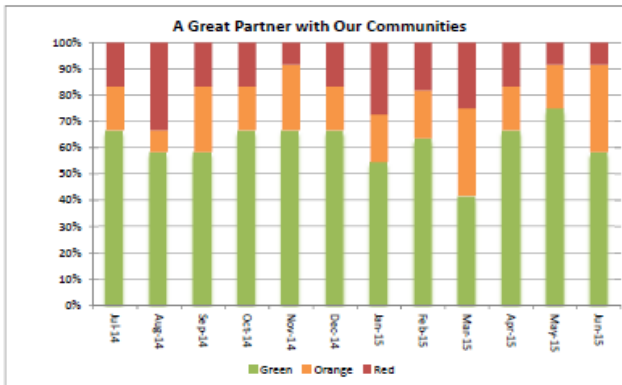
	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Result	Target	Var
HC1	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	34	20	14
HC2	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0	1	-1
HC3	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	3	2	1
HC4	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0.081	0.145	0
HC5	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	1.03	0.65	0.38
HC6	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0.53	0.75	(0.22)
HC10	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0.56	2	(1.44)
HC12	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	18.33	14.00	4.33
HC15	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	11.31	9.95	1.36
HC16	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	1	0	1
HC17	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	80.10	80.00	0.10
HC18	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	96.42	85.00	11.42
HC19	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	96	80	16
HC20	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0.00	100.00	(100.00)
HC21	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	52.78	80.00	(27.22)
HC23	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	21.45	23.10	(1.65)
HC26	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	52.50	75.00	(22.50)
HC27	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	1.00	1.00	-
HC28	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0.00	0.00	-
HC29	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	1.00	1.00	-
HC30	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	96.00	80.00	16.00
HC31	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	100.00	100.00	-
HC32	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	100.00	100.00	-
PE1	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	3.4	3.0	0.4
PE2	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	6.2	10.0	(3.8)
PE3	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	13	10	3
PE4	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0	0	0
PE5	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	77	80	(3)
PE6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	64	81	(17)
PE7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100	100	0
PE9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	2,907	3,024	-117
PE10	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	6.3	8.0	(1.7)
PE11	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	76.4	88.0	(11.6)
PE12	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	87.3	97.0	(9.7)
PE13	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	15,367	15,320	47
PE14	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	100.0	100.0	-
PE15	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	4.22	3.91	0.31
PE16	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	0.58	1.09	(0.51)
PE17	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	8.61	9.43	(0.82)
PE18	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	1	15	(14)
PE19	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	3.5	9.5	(6.00)
PE20	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	67	61	6
PE21	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	13.5	11.5	2.0
PE22	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	68.85	80.00	(11.15)
PE25	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	105.56	90.00	15.56
PE27	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	100.00	100.00	-
PE28	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	20.34	19.44	0.90

Eastern Health Scorecard – June 2015



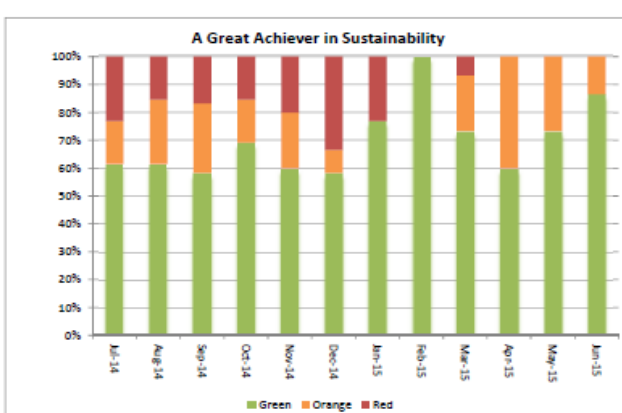
- ↳ LW1 Unplanned absence rate
- ↳ LW3 Annual leave rate
- ↳ LW5 Workcover hours lost rate
- ↳ LW6 Staff Retention rate
- ↳ LW9 Rate of Scheduled Mock Evacuation Drills Completed
- ↳ LW12 ISR 1 & 2 staff incidents
- ↳ LW13 Recorded performance appraisals rate
- ↳ LW17 % of Online Orientation program completion
- ↳ LW20 Percentage of Performance Standards which are current
- ↳ LW21 Staff satisfaction rating
- ↳ LW22 % of staff completing OHS and EO training
- ↳ LW23 Hazard Inspection Rate
- ↳ LW24 LTI Workcover Claims Frequency Rate
- ↳ LW25 LTI Manual Handling Workcover Claims Frequency Rate
- ↳ LW26 LTI Slips, Trips & Falls Workcover Claims Frequency Rate
- ↳ LW27 LTI Aggression Workcover Claims Frequency Rate

⊗	⊗	⊗	⊗	⊗	⊗	4.28	3.90	0.38
⊗	⊗	⊗	⊗	⊗	⊗	6.38	6.28	0.10
⊗	⊗	⊗	⊗	⊗	⊗	0.32	0.35	(0.03)
⊗	⊗	⊗	⊗	⊗	⊗	98.22	99.00	(0.78)
⊗	⊗	⊗	⊗	⊗	⊗	107.69	100.00	7.69
⊗	⊗	⊗	⊗	⊗	⊗	7	8	(1)
⊗	⊗	⊗	⊗	⊗	⊗	77.00	60.00	17.00
⊗	⊗	⊗	⊗	⊗	⊗	85.00	100.00	(15.00)
⊗	⊗	⊗	⊗	⊗	⊗	79.04	100.00	(20.96)
⊗	⊗	⊗	⊗	⊗	⊗	94.00	80.00	14.00
⊗	⊗	⊗	⊗	⊗	⊗	75.00	48.00	27.00
⊗	⊗	⊗	⊗	⊗	⊗	50.00	50.00	-
⊗	⊗	⊗	⊗	⊗	⊗	13.50	11.00	2.50
⊗	⊗	⊗	⊗	⊗	⊗	6.00	5.50	0.50
⊗	⊗	⊗	⊗	⊗	⊗	1.80	2.20	(0.40)
⊗	⊗	⊗	⊗	⊗	⊗	2.70	1.10	1.60



- ↳ PC1 Postnatal home care #
- ↳ PC2 % of records coded with discharge summary
- ↳ PC3 Discharge rate from outpatients
- ↳ PC5 % of A&C clients with a documented care plan within 10 days of admission
- ↳ PC8 ATSI patient separations
- ↳ PC7 Media favourability score
- ↳ PC8 Eastern Health Foundation meets donation target YTD, (000's)
- ↳ PC9 Mental Health post discharge follow-up rate #
- ↳ PC11 % of Chronic Care in the Community
- ↳ PC12 E@H Activity
- ↳ PC15 ASERT Weekend Discharges
- ↳ PC16 Ambulatory and Community Services Diversion
- ↳ PC17 % of discharge summaries completed within 24 hours of discharge

⊗	⊗	⊗	⊗	⊗	⊗	100.00	100	0
⊗	⊗	⊗	⊗	⊗	⊗	96.88	97.50	(0.62)
⊗	⊗	⊗	⊗	⊗	⊗	14.20	15.00	(0.80)
⊗	⊗	⊗	⊗	⊗	⊗	95.17	80.00	15.17
⊗	⊗	⊗	⊗	⊗	⊗	49	45	4
⊗	⊗	⊗	⊗	⊗	⊗	76.19	90.00	(13.81)
⊗	⊗	⊗	⊗	⊗	⊗	2,991.36	3,041.74	(50.38)
⊗	⊗	⊗	⊗	⊗	⊗	90	75	15
⊗	⊗	⊗	⊗	⊗	⊗	46.95	45.00	2.0
⊗	⊗	⊗	⊗	⊗	⊗	51.8	50	1.8
⊗	⊗	⊗	⊗	⊗	⊗	57.00	35.00	22.0
⊗	⊗	⊗	⊗	⊗	⊗	44.04	45.00	(1.0)
⊗	⊗	⊗	⊗	⊗	⊗	57.05	65.00	(8.0)



- ↳ AS1 YTD underlying Operating Result to budget #
- ↳ AS2 Average trade debtor days *#
- ↳ AS3 Average trade creditor days *#
- ↳ AS4 YTD WIES percentage achieved vs target *#
- ↳ AS5 Sub-Acute Weighted Bed Day Activity
- ↳ AS6 Total YTD HIP Target Contacts
- ↳ AS7 Compensable patient rate
- ↳ AS8 % of breakdowns resolved within 30 days
- ↳ AS9 Water Consumption - KiloLitres per open bed
- ↳ AS10 Electricity Consumption - KWH Per Open Bed
- ↳ AS11 YTD % of Economic Sustainability Program achieved
- ↳ AS12 Paid EFT
- ↳ AS13 Percentage of purchase orders processed within 24 Hours
- ↳ AS14 Basic Asset Management Plan#
- ↳ AS15 Private Health Insurance Utilisation Rate

⊗	⊗	⊗	⊗	⊗	⊗	0.07	0.00	0.07
⊗	⊗	⊗	⊗	⊗	⊗	51.66	60.00	(8.34)
⊗	⊗	⊗	⊗	⊗	⊗	58.44	60.00	(1.56)
⊗	⊗	⊗	⊗	⊗	⊗	100.01	97.00	3.01
⊗	⊗	⊗	⊗	⊗	⊗	9,351	7,852	1,499
⊗	⊗	⊗	⊗	⊗	⊗	11,125	10,598	527
⊗	⊗	⊗	⊗	⊗	⊗	19.33	18.98	0.35
⊗	⊗	⊗	⊗	⊗	⊗	94.7	97.0	-2.3
⊗	⊗	⊗	⊗	⊗	⊗	9.47	17.98	-8.51
⊗	⊗	⊗	⊗	⊗	⊗	1,906.71	3,421.71	(1,515.00)
⊗	⊗	⊗	⊗	⊗	⊗	93.8	85.0	8.8
⊗	⊗	⊗	⊗	⊗	⊗	5,677.51	5,728.31	(50.80)
⊗	⊗	⊗	⊗	⊗	⊗	99.7	98.0	1.7
⊗	⊗	⊗	⊗	⊗	⊗	1.0	1.0	-
⊗	⊗	⊗	⊗	⊗	⊗	83.7	85.0	(1.3)

NA - Not applicable
 DNA - Data not currently available
 ↳ Lead indicators are those that measure how effectively you are performing a core process.
 At 12 August 2015

* Performance Monitoring Framework (PMF) KPI
 # Statement of Priorities KPI - Part B only
 @ Statement of Priorities Activity & Funding Target - Part C





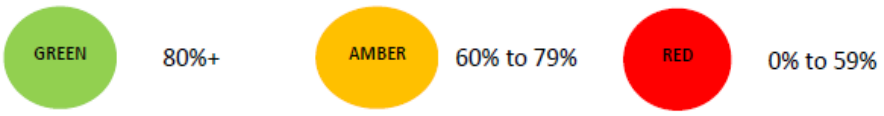
Eastern Health Governance Traffic Light Report Last Five Quarters



Our focus on the organisation

Domain	Q4	(2014/15) Q1	Q2	Q3	Q4	
DHHS Performance Assessment Score	89	82	83	83	89	
DHHS SoP Quality, Safety & Access KPIs	91	87	88	89	91	% In Range/On Target
DHHS SoP Strategic Objectives	100	95	95	96	96	% On Track
Eastern Health Total Scorecard	80	79	79	81	88	% In Range/On Target/Improving
Eastern Health Strategic Directions (SD)						
SD1 – A Provider of Great Healthcare	74	74	89	87	83	% In Range/On Target/Improving
SD2 – A Great Patient Experience	87	87	68	91	92	% In Range/On Target/Improving
SD3 – A Great Place to Learn and Work	78	67	75	63	81	% In Range/On Target/Improving
SD4 – A Great Partner with our Communities	69	83	83	75	85	% In Range/On Target/Improving
SD5 – A Great Achiever in Sustainability	92	83	62	80	100	% In Range/On Target/Improving
Eastern Health Operations & Improvement Plan	100	95	95	96	98	% On Track

DHHS – Department of Health and Human Services
SoP – Statement of Priorities

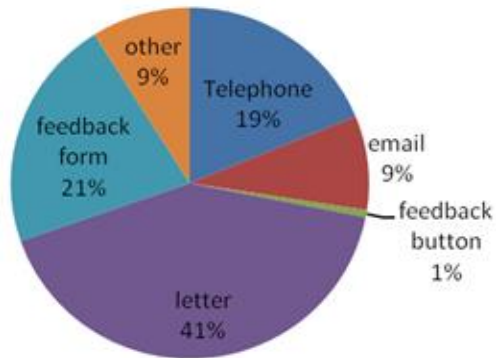


Reporting Performance annually is our *Quality of Care Report*

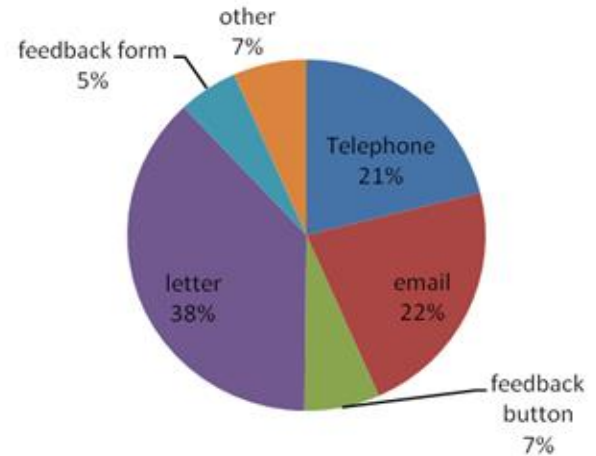




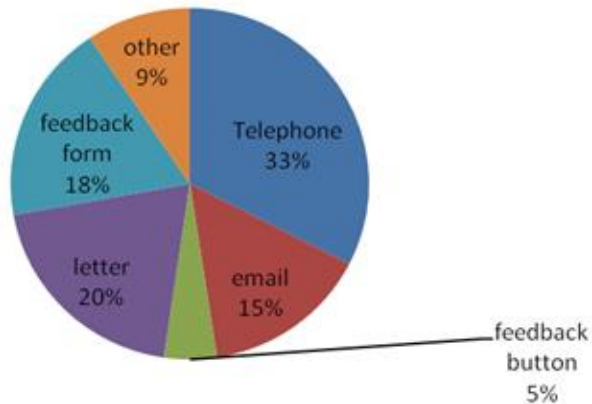
Complaints lodgement method 2011



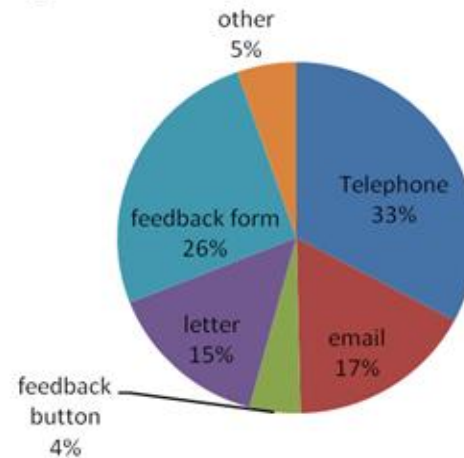
Complaints lodgement method 2012



Complaints lodgement method 2013



Complaints lodgement method 2014



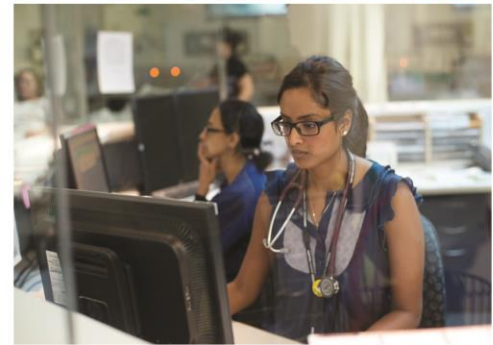


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Thank You

