Patient Safety & Quality Report 2016
Patient Safety & Quality Report 2016

Contents

Scope 3
Key Performance Indicators 3
Achievements in Fiscal Year 2016 3
Accreditation 4
Infection Rate: Staph Aureus Bacteraemia (SAB) 4
Clostridium Difficile (C. Difficile) 5
Hand Hygiene 5
Patient Falls 5
Unplanned Readmissions 6
Unplanned Return to Theatre 6
Medication Safety 6
Pressure Injuries 6
Adverse Transfusion Events 7
Apgar Scores < 7 7
Rehabilitation - Functional Independence Measure 7
Patient Satisfaction 8
Other Major Initiatives 8
Alliance with ICHOM 8
The Ramsay Rule – Family Escalation of Care 8
Clinical Governance Framework 9
Consumer Involvement & Engagement 10
Case Study 1 10
Case Study 2 10
Case Study 3 11
Patient Safety & Quality Report 2016

Scope
- Clinical governance framework;
- Clinical Indicators;
- Accreditation;
- Patient Satisfaction;
- Performance and targets;
- Training and awareness;
- Audit, survey and assurance;
- Consumer Involvement; and
- Reporting and communications.

Key Performance Indicators
Our KPI's include:
- Maintaining continuous accreditation against the National Standards;
- Performance against the national industry benchmarks; and
- Compliance with patient safety and quality legislation and standards.

Achievements in Fiscal Year 2016
- 100% of facilities are accredited against the National Safety and Quality Health Service Standards. In the past year 123 ‘Met with Merit’ results have been awarded by Accreditation Agencies to Ramsay Health Care Hospitals. According to the Australian Commission on Safety and Quality in Healthcare’s definition a ‘Met with Merit’ result is ‘in addition to achieving the actions required, measures of good quality and a higher level of achievement are evident. This would mean a culture of safety, evaluation and improvement is evident throughout the organisation in relation to the action or standard under review’.
- Ramsay Health Care hospitals rated in the top 10 nationally for HCF patient experience across 100 hospitals.
  - Southern Highlands Private Hospital, Frances Perry House and Nowra Private Hospital received the top 3 scores nationally from patients in terms of how likely they would be to recommend the hospital to a friend or colleague.
  - Tamara and Berkeley Vale Private Hospitals also appeared in the top 10 list in this category.
  - Lake Macquarie and Southern Highlands Private Hospital, as well as Frances Perry House, also ranked in the top 10 hospitals nationally based on how likely patients would recommend the medical teams.
- Peel Health Campus has received the highest possible rating from the assessment by the Australian Council of Healthcare Standards (ACHS) on its performance against the ten National Standards for Safety and Quality in Health Care.
- Hollywood Private Hospital was ranked number one in a national survey measuring patient satisfaction in the categories of private hospitals with over 300 beds and private hospitals with greater than 150 beds.
### Indicators

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Ramsay Performance (Latest Data Available)</th>
<th>Industry Average/Target</th>
<th>Period</th>
<th>Better Than Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accreditation</td>
<td>All Ramsay hospitals are accredited</td>
<td>Nil</td>
<td>Jul-Jun 2016</td>
<td>n/a</td>
</tr>
<tr>
<td>Infection rate – SAB</td>
<td>0.287</td>
<td>2.00</td>
<td>Jan – Jun 2016</td>
<td>Yes</td>
</tr>
<tr>
<td>Clostridium Difficile</td>
<td>1.59</td>
<td>2.00 – 3.00</td>
<td>Jan – Jun 2016</td>
<td>Yes</td>
</tr>
<tr>
<td>Hand Hygiene</td>
<td>87.1%</td>
<td>70%</td>
<td>Apr – Jun 2016</td>
<td>Yes</td>
</tr>
<tr>
<td>All Patient Falls</td>
<td>0.274%</td>
<td>0.328%</td>
<td>Jan – Jun 2016</td>
<td>Yes</td>
</tr>
<tr>
<td>Serious Patient Falls</td>
<td>0.007%</td>
<td>0.008%</td>
<td>Jan – Jun 2016</td>
<td>Yes</td>
</tr>
<tr>
<td>Unplanned Returns to Theatre</td>
<td>0.235%</td>
<td>0.244%</td>
<td>Jan – Jun 2016</td>
<td>Yes</td>
</tr>
<tr>
<td>Unplanned Readmissions within 28 days</td>
<td>0.505%</td>
<td>1.222%</td>
<td>Jan – Jun 2016</td>
<td>Yes</td>
</tr>
<tr>
<td>Medication Safety Errors</td>
<td>0.002%</td>
<td>0.015%</td>
<td>Jan – Jun 2016</td>
<td>Yes</td>
</tr>
<tr>
<td>Patients developing a pressure injury</td>
<td>0.026%</td>
<td>0.068%</td>
<td>Jan – Jun 2016</td>
<td>Yes</td>
</tr>
<tr>
<td>Adverse transfusion events</td>
<td>0.032%</td>
<td>0.113%</td>
<td>Jan – Jun 2016</td>
<td>Yes</td>
</tr>
<tr>
<td>Apgar scores &lt;7</td>
<td>1.107%</td>
<td>1.316%</td>
<td>Jan – Jun 2016</td>
<td>Yes</td>
</tr>
<tr>
<td>Rehabilitation functional gain</td>
<td>97.239%</td>
<td>93.778%</td>
<td>Jan – Jun 2016</td>
<td>Yes</td>
</tr>
<tr>
<td>Patient satisfaction</td>
<td>86.3</td>
<td>83.9</td>
<td>2014</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### Accreditation

All Australian facilities are accredited using the National Safety and Quality Health Service Standards which were introduced in 2013.

Accreditation is an important driver for safety and quality improvement. Through accreditation Ramsay Health Care has been able to assess our level of performance in relation to established national and international standards and to implement ways to continuously improve our service delivery.

### Infection Rate: Staph Aureus Bacteraemia (SAB)

**RHC Rate:** 0.287/10,000 patient days

**National Benchmark:** 2.0/10,000 patient days

We aim to minimise the risk of infection to patients, staff and visitors that come to our facilities across Australia. Our infection rates have been consistently below the industry benchmark and the organisation has a number of programs in place to detect and prevent infections that are common within health care facilities. Ramsay hospitals continue to achieve outstanding results in scheduled infection control compliance audits conducted by an external provider.

One of the most effective means to prevent infection spreading amongst patients is for all health professionals to wash their hands.
**Clostridium Difficile (C. Difficile)**

**RHC Rate:** 1.59/10,000 patient days

**Government Target:** 2.0 - 3.0 / 10,000 patient days

Clostridium difficile is an infection of the bowel that causes diarrhoea and does not cause problems in healthy people. Ramsay Health takes every precaution to prevent these infections from occurring in patients during hospitalization through a well-established infection prevention program.

However, if an individual is unwell, taking antibiotics, taking some cancer medications or medications to suppress gastric acid, they may be more likely to contract Clostridium difficile. These infections can be acquired in the community (community acquired) or during your admission (hospital acquired).

**Hand Hygiene**

**RHC Rate:** 87.1%

**National Benchmark:** 70.0%

Hand hygiene is conducted in accordance with the ‘five moments’ that is; before touching a patient; before a procedure; after a procedure; after touching a patient and after touching a patient’s environment.

Ramsay hospitals participate in the national hand hygiene strategy through Hand Hygiene Australia.

Hand hygiene audits are conducted three times per year.

A steady improvement in these compliance audits can be seen over last 2 audits. Over 43 Gold Standard Auditors within Ramsay have received specific training to report audit data to Hand Hygiene Australia.

Visitors to Ramsay facilities are encouraged through appropriate signage to use antiseptic hand rub located throughout Ramsay Health Care facilities.

**Patient Falls**

**All Patient Falls**

RHC Rate: 0.274%

Average Industry Rate: 0.328%

**Serious Patient Falls**

RHC Rate: 0.007%

Average Industry Rate: 0.008%

The risk of falling increases according to age with data suggesting that one third of people over the age of 65 years have one or more falls a year.

Whilst falls can occur at all ages, the frequency and severity of fall-related injuries increases significantly with age. These injuries can include minor skin abrasions, joint dislocation, fractures and head injuries. These injuries may result in hospitalisation or an increased length of stay in hospital.

The risk of falling can greatly increase when admitted to hospital due to a range of factors including illness and unsteadiness, adapting to a new environment, the introduction of new medications and walking in unsafe footwear or slippers.

In 2015 Ramsay increased the focus on falls prevention in hospitals by appointing a National Falls Prevention Advisory Group. This group has standardized the approach to falls prevention across all Ramsay hospitals by targeting a structured risk assessment, policy and guidelines, equipment for falls prevention and clinical staff education.

Our hospitals use a number of strategies to prevent falls and these include: targeted hourly rounding of patients identified as high risk of falling; ensuring that call bells and personal items are within patient reach; call bells are answered promptly and patients are assisted to the toilet at regular intervals. In addition, Ramsay has purchased low beds, falls mats, and patient alarms to minimise the risk of patients falling whilst in our hospitals.
Unplanned Readmissions

RHC Rate: 0.505%

Average Industry Rate: 1.222%

Ramsay has a low percentage of patients who have an unplanned readmission to hospital following discharge. Monitoring of this information is very important as it provides an indication of the effectiveness of our discharge planning processes.

Unplanned Return to Theatre

RHC Rate: 0.235%

Average Industry Rate: 0.244%

Ramsay Health Care doctors undertake surgery in many speciality areas which range from minor procedures to more complex surgery requiring specialised care. We monitor our patient outcomes by comparing any unplanned returns to theatre to other Australian hospitals nationally. The aim is to reduce returns to theatre where possible; however there are many factors which influence these returns and sometimes these returns may save a life.

Unplanned returns to the operating theatre are frequently due to complications, for example to treat bleeding or other problems occurring early after the operation. Some complications following complex surgery are to be expected due to patients’ pre-existing diseases or conditions and the nature of the disease or condition being treated. Our hospitals monitor all returns to theatre and implement any quality measures which may be required so that our patients have the best possible outcomes following surgery.

Medication Safety

RHC Rate: 0.002%

Average Industry Rate: 0.015%

Medicines are commonly used to treat a variety of conditions in the healthcare setting and therefore it is important to measure the risk of errors. Ramsay Health Care has a very low rate of medication errors due to its implementation of a range of medication safety strategies.

The above data relates to patients who require medical intervention as a result of a medication safety incident. The Australian Commission on Safety and Quality in Health Care has introduced a number of safety initiatives for medication administration and reconciliation and Ramsay Health Care has adopted many of these strategies. This includes the National Inpatient Medication Chart which standardises the documentation on how medicines are prescribed and ordered. Adoption by Ramsay Health Care of the User-Applied Labelling of Injectable Medicines recommendations has assisted in preventing medication errors related to the wrong route, dose or medication being administered.

In addition Ramsay Health Care has medication administration policies and processes in place which have been developed using best practice principles.

Ramsay Health Care takes all medication errors very seriously. We encourage staff to report all errors no matter how minor they may seem. All medication incidents are investigated and actioned and any serious medication incidents are investigated thoroughly and monitored by the Company’s Clinical Governance Unit.

Pressure Injuries

RHC Rate: 0.026%

Average Industry Rate: 0.068%

Pressure injuries are wounds which form as a result of prolonged pressure to an area of skin. Pressure injuries are recognised worldwide as a common cause of harm to patients and could cause significant pain and discomfort which may result in a slower recovery for the patient.
Ramsay Health Care facilities are well equipped with the latest equipment to assist staff to prevent these injuries from occurring. Patients are risk-assessed on admission using an evidenced based tool. Staff follow a care plan which is targeted to minimise a patient's risk of developing a pressure injury for those patients assessed as high risk. This includes inspecting the patient’s skin frequently, managing moisture, keeping the skin dry, optimising nutrition and hydration and moving the patient frequently or using special pressure relieving mattresses when needed.

With these initiatives the incidence of pressure injuries at Ramsay facilities is well below the Industry Benchmark for all hospitals for both reporting periods.

**Adverse Transfusion Events**

**RHC Rate:** 0.032%

**Average Industry Rate:** 0.113%

As part of your hospital admission, you may require a blood transfusion, which is a procedure where you receive blood through an intravenous cannula in your vein. Blood transfusions may be necessary for a number of reasons for example: if you have a surgical procedure, you are anaemic and if your body is not producing sufficient blood cells. Blood transfusions can be a lifesaving measure, but is not without some risk and therefore is only prescribed after a doctor has deemed it necessary. Sometimes an adverse reaction to blood transfusion can occur and is treated immediately. Ramsay has a low rate of adverse transfusion reactions in comparison to the average industry rate. Blood transfusion administration and management are governed by the Australian Commission on Safety and Quality in Health Care Standard for Blood and Blood products.

**Apgar Scores < 7**

**RHC Rate:** 1.107%

**Average Industry Rate:** 1.316%

For all babies delivered at our Ramsay maternity facilities an Apgar score is completed for each infant at one minute and again at five minutes after birth. The Apgar score is a simple assessment of how a baby is doing at birth, which helps determine whether the newborn is ready to meet the world without the need for additional medical assistance. It is determined by five characteristics of the baby – heart rate, breathing effort, muscle tone, reflex irritability and skin colour. Each characteristic is rated from zero to two and the sum of these five characteristic is the total Apgar score of the baby. The rating scale is from 1 – 10 with 7 and above being considered normal and the baby is in good health. If the Apgar score is < 7 then it is indicating that the baby requires further attention and support from the health professionals present. Ramsay Maternity Hospitals have less babies requiring additional support in comparison to other maternity hospitals, this means we have health babies at birth.

**Rehabilitation - Functional Independence Measure**

**RHC Rate:** 97.239%

**Average Industry Rate:** 93.778%

Rehabilitation programs aim to provide enable the highest level of independence (physically, psychologically and socially) to people with loss of function or ability due to injury or disease. At the time of admission into the rehabilitation program the patient has a Functional Independence Measure (FIM) rating conducted by a qualified member of the rehabilitation team. The FIM is redone during and at the end of the program to determine the patient’s functional improvement and therefore the level of independence gained in activities of daily living. Progress in the areas of social interaction and psychological wellbeing is also measured. This data serves as a broad measure that our Rehab Units are achieving functional gain on behalf of our patients. The FIM (functional independence measure) is the industry standardised functional assessment tool that is used by all Ramsay Rehab facilities to measure this information. A higher score indicates that the patient has achieved a higher level of improvement in all the areas being measured. Ramsay rehabilitation facilities have achieved higher than industry average scores for functional improvement.
Patient Satisfaction

**RHC Score:** 86.3

**Average Industry Rate:** 83.9

Ramsay Health Care receives feedback from our consumers in a number of ways. Formally, an independent company carries out an organisation-wide patient satisfaction survey every two years which provides us with a snapshot satisfaction report.

In 2014 this independent organisation surveyed over 35,000 Ramsay Health Care patients. The results of this extensive survey showed that there were statistically significant improvements in the areas of:

- Admission
- Room
- Meals
- Nursing Care
- Test and Therapy
- Visitors and Family
- Discharge
- Personal Issues and
- Overall Assessment

Specialty areas with the highest customer satisfaction rating were:

- Coronary Care
- Orthopaedics
- Haematology/Oncology

Keeping our patients informed on how to voice a complaint and inclusion in decision-making were identified as areas for improvement. Since that time, the organisation has ensured that every hospital website contains a link to the Australian Charter of Healthcare Rights and suggested ways for voicing a complaint.

Other Major Initiatives

**Alliance with ICHOM**

Ramsay Health Care has announced a strategic alliance with the International Consortium for Health Outcomes Measurement (ICHOM), becoming the first multinational hospital group to partner with the US-based organisation which is focused on discovering what matters most to patients.

ICHOM is a non-profit organization founded by Professor Michael E. Porter of Harvard Business School, the Swedish Karolinska Institute, and Boston Consulting Group, to enable health care systems worldwide to measure and report patient outcomes in a standardized way. Ramsay Health Care Managing Director Chris Rex said the Company’s Strategic Alliance with ICHOM represents the organizations’ long-term commitment to driving value in health care around the world.

Patients’ outcomes will be measured according to the recommendations of the ICHOM Standard Sets. The results of their care will be monitored for a year or more, during and after treatment, through surveys and interviews, on quality of life and self-sufficiency, for example. Since its founding in 2012, ICHOM has developed 12 Standard Sets. In the next year, ICHOM will facilitate the development of Standard Sets for up to eight more conditions, including colorectal cancer, dementia, care for older persons, inflammatory bowel disease (IBD), heart failure and pregnancy. As an ICHOM partner, Ramsay Health Care joins other leading medical institutions, including the Boston Children’s Hospital, Great Ormond Street Hospital in London, and Erasmus MC in the Netherlands.

**The Ramsay Rule – Family Escalation of Care**

Engaging our patients, their families and carers to actively partner in the care team will be further enhanced by introducing The Ramsay Rule. This is a system which will provides assistance to our patients by addressing concerns which may arise in relation to deterioration in their condition.
The patient, family member or carer can trigger this system which will result in a standard response by an individual health professional or team capable of assessing the patient and either responding with an initial intervention or escalating care to another appropriate health professional. This system supports our clinical staff and services who already respond to patient and family concerns. By providing a formal process using The Ramsay Rule, patients and families are now empowered to act and help to cast the patient safety net further. Planning has already begun for the introduction of The Ramsay Rule in 2017.

**Clinical Governance Framework**

Ramsay Health Care has developed a comprehensive Clinical Governance Framework based on an integrated approach to clinical risk management and continuous quality improvement. This Framework measures four major areas of organisational performance including:

1. **Clinical Risk Management (making sure our services are safe and minimising risk of error)**
   - The Ramsay culture promotes and encourages staff to report incidents, risks and near misses;
   - Incident Management policy outlines the process for assessing and investigating incidents;
   - Ramsay clinical policies are developed in accordance with evidence based best practice;
   - Clinical, risk and safety policies are reviewed on a regular basis and updated as required; and
   - Ramsay has a strategy and policy for ‘whistle blowers’.

2. **Clinical Effectiveness (making sure that the clinical services we provide are effective)**
   - Quality and Safety Indicators are used to measure and monitor performance;
   - Quality plans are initiated when significant issues are flagged;
   - Quality and Safety Indicators are benchmarked nationally;
   - Serious clinical incidents are reported and investigated;
   - Clinicians are represented on the Governance Committee and expert clinical advisory panels;
   - High risk areas are audited on a regular basis;
   - Quality performance and safety issues are reported to the Ramsay Board; and
   - All facilities meet the standards for accreditation.

3. **Effective Workforce (making sure our staff are competent and up-to-date)**
   - Facility Rules are available to all existing and new medical and allied health personnel;
   - Ramsay Health Care has a strict process for checking credentials, registration and scope of practice for all clinical disciplines;
   - Ramsay Health Care has targeted education and competency requirements in all clinical areas with a particular focus on high risk areas; and
   - Staff are orientated and updated on quality and risk systems.

4. **Consumer Participation (involving our patients and carers in their care)**
   - Consumers participate in our risk management and quality improvement activities;
   - Consumer complaints and feedback processes are managed in a timely way;
   - Consumer feedback from Ramsay Patient Satisfaction;
   - Surveys informs strategic and business planning;
   - Consumers participate and partner in improving patient experiences and health outcomes;
   - Health and safety performance is publicly available on hospital website; and
   - Open disclosure between clinicians and consumers is actively promoted when things don’t go to plan.

Performance across these areas by all Ramsay hospitals is closely monitored by Ramsay’s Clinical Governance Unit and reported through to the Company’s Risk Management Committee and the Board of Ramsay Health Care.
Consumer Involvement & Engagement

Ramsay Health Care (RHC) recognizes that engaging consumers and carers in the design, delivery and evaluation of health care has significant benefits to clinical quality and health outcomes, the experience of care and level of satisfaction, as well as the business and operations of delivering care.

Research supports the view that engagement of consumers in their healthcare and treatment has contributed to improved health outcomes for individuals.

The National Safety and Quality Health Service Standards support ‘the implementation of systems to support partnering with patients, carers and other consumers to improve the safety and quality of care.’

To this end Ramsay Health Care established the National Patient Information Consumer Group in 2014 as the primary mechanism for involving consumers at a national level in the evaluation of information produced for patients.

This is in addition to the various other opportunities for consumer involvement and engagement at the local level.

In its first full year of operation, the group has reviewed twenty-nine national and local patient information documents and webpages including the new maternity online admission process and the design for the new maternity website. Many of these now include the Consumer Endorsed logo.

Case Study 1
The Deteriorating Patient

With an increasing proportion of patients admitted to hospital with complex problems, it is recognised that these patients are more likely to be or become seriously ill during their hospital stay. Ramsay Health Care focuses on having strong systems and processes in place to identify early warning signs so that serious events can be avoided or managed proactively.

To this end staff education programmes are in place across Ramsay Health Care to assist in identifying the deteriorating patient and to trigger the appropriate response. Colourcoded charts enable easy identification when a patient’s vital signs are not within normal limits. Rapid Response Teams are activated to respond promptly to a patient who shows signs of deterioration. Equipment and resources to monitor patients are available so that the needs of the seriously ill patient can be addressed in a timely manner.

Ramsay Health Care hospitals have policies in place to assist and guide staff in the management of the deteriorating patient. Staff are encouraged to report any incidents relating to the deteriorating patient. By trending common contributing factors we are able to analyse and manage this group of patients more effectively.

The planned introduction of The Ramsay Rule in 2017 will further promote good patient outcomes through a standardised approach of patient, family and carer escalation of care.

Case Study 2
Risk Reporting Safety Improvements

One of the top priorities for Ramsay Health is to reduce the risk of harm to our patients by understanding what sometimes goes wrong and then to determine how best to prevent it from reoccurring. This is made possible through our incident monitoring program which allows us to track incidents, analyse them and make any necessary changes to how we do things.

With our up to date and redesigned incident reporting system our staff are able to report and proactively manage patient incidents, clinical issues, hazards, risks and near misses. The information that is collected also allows Ramsay’s National Clinical Governance unit (NCGU) and Ramsay hospitals to identify where there are common events such as falls, medication errors and pressure injuries so that trends can be identified and be managed appropriately and in a timely manner.

The monitoring program includes a system by which serious events can be escalated so that they can be managed quickly and effectively to prevent a reoccurrence. Ramsay Health Care has a strong reporting culture and all staff are encouraged to report incidents or near misses no matter how big or small.
Case Study 3

Surgical Safety Checklist

In 2011 the Ramsay Health Care Surgical Safety Checklist was introduced. This is based on the best practice initiative of the World Health Organization Surgical Safety Checklist which is designed to minimise risks to patients who are undergoing surgical and other procedures. The Checklist ensures the operating team of surgeons, anaesthetists and nurses conduct key safety checks prior to certain stages of surgery. Together with other safety measures the Checklist helps us to ensure that we are doing the right operation, on the right patient in the most appropriate way.

Since the introduction of this safety measure, procedural safety has increased. We audit our performance in this area and use findings to inform our quality, risk and education programs at hospital level.

Clinical Performance Against Industry Benchmarks

Ramsay Health Care continually assesses Patient Safety & Quality performance against national Industry indicators and benchmarks. While we have an excellent record in delivering quality patient care and managing risks, the Company continues to focus on improvements that will keep it at the forefront of health care delivery. To this end, Ramsay Health Care prides itself on listening and responding to the needs of our patients. We continually evaluate and improve on all aspects of our performance through customer satisfaction surveys and formal feedback processes.

Patient Satisfaction

Ramsay Health Care receives feedback from our consumers in a number of ways. Formally, an independent company carries out an organisation-wide patient satisfaction survey every two years which provides us with a snapshot satisfaction report.

Ramsay will undertake the next Patient Experience survey in mid-March 2017 and use the results of this survey to shape the services we provide by what matters most to our patients. Ramsay has chosen a dedicated external provider to conduct this customer engagement survey and has appointed an internal Working Party to develop the survey questions which will also be informed by input from our consumers.

Ramsay Health Care Australia Risk Register

Ramsay Health Care Australia has implemented an organisation wide electronic risk register to enable the continual monitoring, evaluation and mitigation of Ramsay enterprise risks. The RHC Risk Register will provide a standardised and coordinated approach to managing these risks and will enable Ramsay Health Care Australia to have greater transparency and governance of its risks at both a Corporate and Hospital level. This project has further established Ramsay’s accountability for and commitment to effective risk management.