



Beaufort Skipton Health Service

Beaufort Skipton Health Service, is a small rural health service providing urgent care, aged care and inpatient acute services across two campuses in the townships of Beaufort in the Pyrenees Shire and Skipton in the Corangamite Shire serving approximately 5000 people.

Prior to commencing our Huron Studer Group partnership in 2017, the organisation had been placed on performance watch and had identified a need to focus on cultural, quality and financial performance. In 2019 following several changes in leadership Meryn Pease was appointed as Chief Executive Officer and has since established a strong team to lead Beaufort Skipton Health Service and a highly engaged culture focused on delivering services and outcomes for their community.

What We Did

In 2019 the team decided to reinvigorate their INSPIRE framework with a refreshed vision statement, and new strategic plan. Communication occurred to support staff understanding, engagement and alignment with the shared goals. The team also focused efforts on identifying and clarifying the five values of the organisation (Teamwork, Compassion, Accountability, Respect, Excellence) and how these are embedded into the organisational culture.

The staff workshopped and agreed on the behaviours that demonstrated the five values, and the managers committed to supporting their staff to provide feedback aligned with the above and below the line behaviours. In the 2021 staff engagement survey, 88% of staff agreed that the Senior leaders model the organisation's values. We attribute this result to the passion and commitment of both managers and teams to ensure we live our values every day.

Leader Rounding with staff was implemented and remains a priority. Through leaders investing time with these face-to-face conversations, we have seen improvements in staff confidence for sharing ideas and identifying improvement strategies as they are wanting to make a difference.

RESULTS



95%
(Overall Care)



55%
(Pressure Injuries)



29%
(Employee Engagement)



164%
(Total Surplus)



372%
(Home Care Packages Revenue)



207%
(Transition Care Program Community)



What We Did continuing

Staff are enjoying our initiatives that have resulted from the reward and recognition program. Examples include hand written thankyou cards and Christmas cards, adoption of international health care worker day with care packs provided for all staff; and a staff social calendar.

Our five year strategic plan is operationalised annually identifying key staff accountable for the achievement of the goals. The establishment of action plans and the monitoring of progress at monthly meetings has resulted in achievement of some goals ahead of schedule.

A financial management improvement plan was developed and incorporated into the annual operational plan. With a consistent focus on debt recovery, improved processes and accurate reporting we have improved our cash position annually and now have the ability to purchase required equipment that supports our staff to do their work.

Our patient/resident safety action plan has been a key focus over the last year. From implementing a proactive rounding model for high-risk residents there has been a significant decrease in pressure injuries occurring. Results and progress are shared daily with staff.

The team are proud of the results achieved to date and we are committed to establishing a sustainable and growing service to meet the needs of our community. We continue with our INSPIRE tactics and introducing more when the time is identified. This will ensure that we continue to provide care of a high standard and we achieve our vision "To be a vibrant provider of care" where service is driven through our values.

Met all accreditation requirements.



Meryn Pease, Chief Executive Officer receiving Australia Organizational Excellence Award from Maryann McBean, Huron Studer Group Coach

I am proud of what the team have been able to achieve with the support of our coach Maryann. It is fantastic to see the improvements across all aspects of the health service's performance. This has been achieved from the team dedication to each other to achieve these results to ensure we are providing excellent care for our community and each other. We have still a way to go, but we have the right recipe to take the next step.

Meryn Pease, Chief Executive Officer