

## RESULTS

### St Andrew's War Memorial Hospital

St Andrew's War Memorial Hospital is a 240 bed facility in Spring Hill, Brisbane which has been providing healthcare to patients since 1958. The hospital is equipped with 14 theatres & 3 CCT labs, and is part of a UnitingCare Health (UCH) – a five hospital system in Queensland, Australia.

UnitingCare Health is a service group of UnitingCare Queensland, the health and community service provider of the Uniting Church which supports more than 14,000 people throughout the state every day of the year.

With over 15 000 staff in more than 400 geographic locations across Queensland, UnitingCare Queensland is one of Australia's largest non-profit health and community service providers, with an annual operating budget in excess of one billion dollars.

St Andrew's War Memorial Hospital was the pilot site for the UCH 'Living Values' (Studer Group Evidence-Based Leadership<sup>SM</sup>) program.

### What We Did

We commenced our partnership with Studer Group in 2010 and named our program the "Living Values" program.

The initiative was to improve the overall level of patient, staff and doctor satisfaction, improvement to clinical outcomes and enhancement of the organisation's overall capacity to meet the needs of its customer and stakeholder groups.



**Falls down**  
**35%**



**14%**  
**increase in**  
**Staff Safety**  
**Bundle**



**Handwashing**  
**compliance**  
**rate up 6% to**  
**80.3%**



**Increased**  
**patient**  
**satisfaction**  
**72%tile**



**Staff**  
**turnover**  
**down from**  
**13.63% to**  
**7.29%**

## What We Did continued

In the first phase of the program we developed the leadership/management team, implemented an objective leader evaluation system and built each leader's core competencies and skills. This achieved alignment of goals.

The second phase focused on implementing a range of tools, techniques and processes across the organisation. This phase achieved alignment of behaviours based on the organisation's key values.

The final phase focused on standardisation and accelerators for process improvement, innovation and technology. This phase aligned the processes across the organisation.

The first major initiatives we launched were the Leadership Development and Leadership Evaluation programs. The focus of the Leadership Development Institutes (LDIs) developed and up-skilled the managers. The Leader Evaluation System is a program that allows your organisation to objectively measure performance against agreed goals and includes 90-day work plans, monthly leader evaluations and feedback, and plans for remedial action if performance is below the agreed level.

UnitingCare Health is the first healthcare group in Australia to achieve full ISO9001 certification in under twelve months – the success of which they attribute to the 'Living Values' program and the Studer Group partnership.

*"St Andrew's War Memorial Hospital has been Hourly Rounding® for 12 months. The pilot unit (a 30 bed general medical unit, averaging greater than 50% of patients being identified as high falls risk) has seen significant reductions in call bells (over 2000 in the first 12 weeks of implementation) and a significant reduction in falls > 35%. These reductions have been maintained over the last 12 months. Similar outcomes are being observed with the other units which have commenced Hourly Rounding®."*

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Rosemarie White  
Director of Nursing



Dr Ian England, Chief Executive Officer,  
St Andrew's War Memorial Hospital  
receiving the award from Lysanda  
Hollands, Studer Group Coach