

A

ANNUAL REPORT



*The Queen Elizabeth Centre,
B a l l a r a t*

Nineteen Ninety Four

MISSION STATEMENT

*The Queen Elizabeth
Centre, Ballarat is
committed to contributing
to a society in which
elderly and disabled
persons are able to enjoy
the lifestyle of their choice
with dignity and
maximum independence.*

Cover Photograph: Mrs Lorraine Jones, resident of First Floor Unit,
and Miss Katrina Kennedy SEN, winner of the Achievement Award, 1994.

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H I G H L I G H T S

*Continuing to meet
the needs of the community*



Marg Mالدern, staff representative on the Eureka Village Appeal Committee, Peter Irving SEN, from Argyle Unit, and young supporters of the QECB on a fundraising bed push.

O BJECTIVES

The Queen Elizabeth Centre, Ballarat is a multi-functional health care and business enterprise. It is one of regional Victoria's largest employers with over 1,000 staff who have the health and welfare of over 200 hostel and 400 nursing home residents and 600 day centre clients as their main consideration. It also provides acute, rehabilitation and domiciliary programs to over 5,000 clients during the year, offering over 16,300 days of in-patient and 14,250 occasions of service. Four subsidiary businesses provide expertise and training, which extend the parameters of the Centre.

Goal Highlights of the Year

- * to achieve a budget surplus in the operating accounts
- * launch of the Eureka Village Appeal
- * refurbishment of Geoffrey Cutter South Unit
- * continued restructuring of the organisation to be in a better position to meet customer needs, improve productivity and staff development
- * profitability of subsidiary businesses

History

In 1857 the Ballarat Benevolent and Visiting Society was formed to help those sick and elderly people suffering hardships because many did not make their fortunes on the goldfields. In 1860 the Ballarat Benevolent Asylum was established and community services were extended to provide a refuge for orphans and "lying-in cases". Over the years name changes occurred to reflect the differing priorities of the day. However, in 1992 lively discussion took place as to the appropriate use of the word "geriatric". Whilst it had been in the title of the Centre since the fifties, it no longer truly reflected the diversity of services offered. Also, many residents, while elderly, certainly did not feel geriatric! In not wishing to lose its links with the past, the Centre's new name has given it a corporate image to take it into the 21st century.

1. The fulfilment of the Centre's mission will be achieved by developing and maintaining relationships at all levels, based on honesty, trust and integrity.

Performance Measures:

- i) Consultation and participative management will be evident throughout the organisation.
- ii) Co-operative relationships with other agencies and the wider community will be evident.
- iii) The mission values of the Centre will be actively promoted and espoused by all members of staff.

2. By continuing research and study, the Centre will respond sensitively to the community and its needs.

Performance Measures:

- i) Research promotion and facilitation in every service program provided by the Centre will be evident through registered projects.
- ii) The knowledge gained from research conducted at the Centre will be disseminated through both internal and external forums.

3. By encouraging innovation and creativity, The Queen Elizabeth Centre, Ballarat will demonstrate leadership in all the services which it provides,

Performance Measures:

- i) Maintenance of accepted industry and professional standards relating to the Centre's services, as measured through benchmarking and other quality assurance activities.

4. The Centre will undertake service programs which meet the individual and collective needs of elderly and disabled persons, ensuring access and equity.

Performance Measures:

- i) Evidence of appropriate market research, including community consultation.
- ii) Strategic plans with outcome performance measures in place for all services and programs.
- iii) Evidence of client participation in decision-making and service evaluation.

5. As a major industry in Ballarat, the Centre will apply best practice principles to the management of all aspects of its activity, particularly the development of appropriate business enterprises which complement the Centre's mission.

Performance Measures:

- i) Effective business performance as measured against designated criteria.
- ii) Awareness of current trends and developments in the community and governments to ensure effective positioning when opportunities arise, as measured by applications to develop new programs.

6. The Centre is committed to international best practice principles, especially the development of benchmarking processes for all aspects of the Centre's programs.

Performance Measures:

- i) Evidence that the majority of staff understand best practice principles.
- ii) Relevant performance measures, especially benchmarks, documented for all programs and services.
- iii) Participation in appropriate accreditation programs.

B OARD OF MANAGEMENT

Board Members

Mr C D Chester	Mr P S Hobson
Mr J P Cook	Mr W B Messer
Mr W R Crawford	Mr B J Nolan
Mr P J Davies	Mr G W Oliver
Mr G R Eyres	Mrs M N Valentine
Mr E J Gay	Mrs J P Watson

Office Bearers

President	Mr E J Gay
Senior Vice President	Mr G W Oliver
Junior Vice President	Mr W R Crawford
Treasurer	Mr J P Cook
Solicitors	Cuthberts
Bankers Commonwealth Banking Corporation	
Chief Executive	Mr M J Scarlett

Executive and Advisory Committees

The Board of Management continues to uphold the tradition of active involvement in the life of The Queen Elizabeth Centre, Ballarat.

In particular the members of the Board work with the management and staff to ensure that the care of residents and clients remains the most important function of the Centre. Members of the Board of Management and senior managers are not required to lodge declarations of pecuniary interests.

Junior Vice President

- Mr Bill Crawford.
- Pharmacist, retired.
 - Appointed to the Board 1977
 - Executive/Finance Committee.
 - Ethics Committee (Chairman).
 - Joint Consultative Committee.
 - Pharmaceutical Advisory Committee (Chairman).
 - Ballarat and District Aged Persons Homes Association.



Mr Phillip Hobson.

- Company Director - Paint Retail, retired.
- Appointed to the Board 1964, retired 1994.
- Hostels Advisory Committee.
- Rehabilitation Services Advisory Committee.
- Ballarat and District Aged Persons Homes Association (Vice President).



Mr Bill Messer.

- Company Director - Clothing Retail.
- Appointed to the Board 1965.
- Corporate Services Advisory Committee.
- Medical Services Advisory Committee (Chairman).
- Medical Staff Appointments Committee (Chairman).
- Rehabilitation Services Advisory Committee (Chairman).
- Ballarat and District Aged Persons Homes Association.



President

Mr Jim Gay.

- Company Director - Building and Timber Supplies.
- Appointed to the Board 1975
- Executive/Finance Committee (Chairman).
- Joint Consultative Committee (Chairman).
- Special Purposes Medical Fund Committee (Chairman).
- Ballarat and District Aged Persons Homes Association (President).



Mr Bernie Nolan.

- Company Director.
- Appointed to the Board 1968.
- Executive/Finance Committee.
- Project Control Group (Chairman).
- Queen Elizabeth Village Advisory Committee (Chairman).
- Ballarat and District Aged Persons Homes Association.



Senior Vice President

Mr Geoff Oliver.

- Company Director - Footware.
- Appointed to the Board 1975.
- Executive/Finance Committee.
- Central Highlands Linen Service Advisory Committee.
- Joint Consultative Committee.
- Pharmaceutical Advisory Committee.
- Project Control Group.
- Ballarat and District Aged Persons Homes Association.

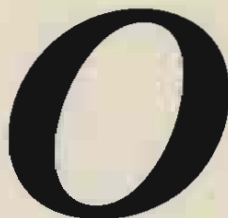


Mr Clark Chester.

- Company Director - Printing.
- Appointed to the Board 1971.
- Medical Services Advisory Committee.
- Medical Staff Appointments Committee.
- Nursing Services and Nursing Homes Advisory Committee (Chairman).
- Queen Elizabeth Village Advisory Committee.
- Executive/Finance Committee (Alternate Member).



All members attend the Relatives Association on a rotational basis.



ORGANISATIONAL STRUCTURE

Mr Graeme Eyres.

- Company Director - Hardware.
- Appointed to the Board 1975.
- Corporate Services Advisory Committee (Chairman).
- Queen Elizabeth Aged Care Solutions Advisory Committee.
- Queen Elizabeth Personal Alarm Call System Advisory Committee.
- Ballarat and District Aged Persons Homes Association.



Mr Peter Davies.

- Managing Director - Food retail.
- Appointed to the Board 1983.
- Nursing Services and Nursing Homes Advisory Committee.
- Queen Elizabeth Personal Alarm Call System Advisory Committee (Chairman).
- Victorian Hospitals' Association Limited Division 3 Council.
- Executive/Finance Committee (Alternate Member).



Mr John Cook.

- Accountant.
- Appointed to the Board 1988.
- Executive/Finance Committee (Treasurer).
- Assessment and Community Services Advisory Committee (Chairman).
- Central Highlands Linen Service Advisory Committee (Chairman).
- Joint Consultative Committee (Treasurer).
- Ballarat and District Aged Persons Homes Association (Treasurer).



Mrs Nina Valentine.

- Author, broadcaster.
- Appointed to the Board 1988.
- Executive/Finance Committee.
- Assessment and Community Services Advisory Committee.
- Hostels Advisory Committee (Chairman).
- Public Relations and Fundraising Committee.
- Ballarat and District Aged Persons Homes Association.



Mrs Jo Watson.

- Training Consultant.
- Appointed to the Board 1993, retired May 1994.
- Executive/Finance Committee (alternate member).
- Ethics Committee, Public Relations and Fundraising Committee (Chairman).
- Queen Elizabeth Aged Care Solutions Advisory Committee (Chairman).



BOARD OF MANAGEMENT CHIEF EXECUTIVE

HEALTH CARE SERVICES

NURSING HOME SERVICES

Units: Argyll/Edward Wilson Unit - Janet Biddlecombe Two and Three Unit - First Floor Unit - Second Floor Unit - Geoffrey Cutter Unit - Jack Lonsdale Lodge - PS Hobson Nursing Home

HOSTEL SERVICES

James Thomas Court - Jessie Gillett Court - Pleasant Homes - Midlamb House - Hailey House - W B Messer Hostel - Independent Living Units - Eyres House - Pleasant Homes

REHABILITATION SERVICES

ACUTE ASSESSMENT SERVICES

Janet Biddlecombe One Aged Care Assessment Team

MEDICAL SERVICES

Medical Staff - Pharmacy - Dentistry - Clinical Services

DAY CENTRE SERVICES

Midlands - Ethel Lowe - Eyres House - Elizabeth Brown

GERIATRIC PSYCHIATRY SERVICES (FUTURE)

Assessment - Long Term Residential Care

GROUP SERVICES

*DIRECTOR OF NURSING SERVICES

Nursing Home Services - Clinical Nursing Standards - Nurse Education - Recreation - Clinical Support Services

* DIRECTOR OF MEDICAL SERVICES

Medical Services - Visiting Medical Staff - Resident Medical Staff - Medical Clinics - Pharmacy, Medical Social Work, Dentistry

* MANAGER, ASSESSMENT SERVICES

Assessment Ward - Day Centres

* DIRECTOR OF COMMUNITY SERVICES

Attendant Care Program - Day Centres

* MANAGER, REHABILITATION SERVICES

Rehabilitation Services (including all Paramedical Services) - QFORS - QE Orthotic Services - PADP - Program for Over 50's - Medical Records

CORPORATE SERVICES

Finance and Payroll - Engineering - General Services - Environment - Supply - Gardening - Sewing / Linen Room - Food Services - Security - Library

MANAGER, CENTRAL HIGHLANDS LINEN SERVICES

MANAGER, QE PERSONAL ALARM CALL SYSTEM

MANAGER, HOSTELS AND ASSOCIATED HEALTH SERVICES

Clunes District Hospital Hostels Work Cover

PUBLIC RELATIONS OFFICER

Fundraising Volunteers

OH & S ADVISOR

MANAGER, EDUCATION SERVICES QEACS

Education Centre Staff Development

KIDS COMMUNITY CENTRE

*Executive Staff 1 July 1994

S ENIOR STAFF

SENIOR STAFF LIST AS AT 30 JUNE 1994

EXECUTIVE SERVICES

Chief Executive
Mr M J Scarlett BHA, ACHSE, CHE,
AFAIM, AFTT

Personal Assistant
Mrs J Rothwell

Project Officer (Administration)
Ms S Rowan App Sc (OT),
Grad Dip Bus Admin

Public Relations/Fundraising/
Volunteers
Ms F Watson AMFIA

Quality Assurance Co-ordinator
Mrs J Lucato BA, Grad Dip Lib,
ALAA

MEDICAL SERVICES

Director of Medical Services
Dr J Hurley MB BS, LRCP, MRCS,
D Obst, RCOG, MRCP(UK), FAFRM,
MRACMA

Medical Staff
Dr M Giles MB BS, MRCP (UK)
Dr C Gunaratnam MB, MRCP(UK), FRCP
(Edin)

Visiting Medical Staff
Dr J King MD, FRACP
Dr D Brumley MB BS, FRACGP
Mr J Corbett FRACS, FRCS
Dr A Nicholson MB BS, DPM,
FRANZCP, MRCPsych
Dr D Ollerenshaw MB BS, DPM,
MRCPsych
Mr J Renney MB BS, FRCS, FRACS
Dr J Bradley MD, MB, B Chir, FRACGP
Dr K Carter MBBS, Dip Obs & Gyn
Dr P Kierce MBBS, FRACS
Dr S Tobin MBBS, FRACS
Dr D Cook MBBS, FRACS (Urol)
Dr R Baxter MBBS FRACGP DOBstRCOG

Fourth Year Fellow of the Victorian Academy
for General Practice
Dr V Lavery MBBS

Chief Social Worker
Ms R Fletcher BA, BSW, Grad Dip Admin
(Health)

Visiting Optometrist
Mr D Wilson D App Sc (Optom), FVCO
Visiting Psychologists
Ms P Price BA (Hons), Dip Ed, MAPsS
Ms J Schlunke MSc, Dip Ed, MAPsS

Chief Pharmacist
Mr G Gilbert MPS, PhC, MACPP

Dentist Dr J Wilkinson BDS, LDS

ASSESSMENT SERVICES

Manager Dr A van der Knijff MBBS, DGM, MRACMA

Co-ordinator Aged Care Assessment Team
Mrs J Lugg RN, RM, Charge Nurse -
Mrs M Lees RN, PBGNC

REHABILITATION SERVICES

Manager Miss D Bauer Dip PT,
Grad Dip Ed (Admin), AAIM

Nurse Manager
Mrs D Rogers RN, RPM, CRRN, B H Sc (Ns)

Chief Physiotherapist
Ms W Hubbard B App Sc (PT), M App Sc
(Biomechanics)

Chief Occupational Therapist
Mrs P Bird Dip OT

Chief Podiatrist
Ms L Rhook Dip App Sc (Pod),
Grad Dip Health Admin

Chief Prosthetist and Orthotist
Mr R English Dip App Sc (P&O)

Chief Medical Records Administrator
Mrs J Carter B App Sc (MRA)

QE Occupational Rehabilitation Service
Mr K Stewart B App Sc (PT), Grad Dip Erg

Senior Speech Pathologist
Ms A Thompson B App Sc (SP)

Senior Psychologist
Mr R Moss BA (Psych), RPN, Grad Dip
Behav. Health, MAPsS

Neurology Stream Leader
Mrs B Feary B App Sc (OT)

General Stream Leader
Ms D Chapman B App Sc (PT)

Dietitian
Mrs M Morrison B Sc (Nutr), Grad Dip Diet

NURSING HOME AND NURSING SERVICES DIVISION

Director Mrs M J Stickland RN, RM, B.Admin, MCNA, ACHSE, AAIM, MHA

Deputy Director
Mrs L Smith RN, Dip HNUM,
B App Sc(NA), FCNA

NURSING HOME UNIT MANAGERS

Argyle and Edward Wilson Unit
Ms D Ransom RN, PBGNC

First Floor
Mr S Demeye RN, PBGNC

Second Floor
Mrs M Dell RN, PBGNC

Geoffrey Cutter
Mrs B Scuffins RN, BA

Janet Biddlecombe Two and Three
Mrs P Erwin RN, PBGNC,

Jack Lonsdale Lodge
Mrs S Paine RN RM AAIM PBGNC

P S Hobson Nursing Home
Miss P Leadbetter RSCN, RN,
Dip AppSc (Admin), Grad Dip Nsg Geron

Recreation Manager
Mrs T Agnew

Clinical Nursing
Co-ordinator
Mrs L Hyde RN, PN, B App Sc (Nsg),
Gr Dip Admin(Health), FCNA (resigned
25.02.94)

Continence Nurse Advisor
Ms B Hiley RN, D App Sc
(Comm.Nsg)
Mrs M Hargrove RN,
Dip of Nsg (Can), BN

Infection Control
Mrs K Heemann RN, BN, SIC, Oncol NC

Nurse Education
Staff Development Co-ordinator Mr C Dellore
RN, RPN, B AppSc(AdvN)N.Ed NA
RGNC Co-ordinator Ms P Simpson RN, RM,
Dip N Ed
SEN Co-ordinator Mrs S Sivamalai RN, RM,
HV, Grad Dip Health Sc(Ed)

HOSTELS

Manager, Hostels and Associated Health
Services

Mr A Trigg Ass Dip Bus S

CO-ORDINATORS

Hailey House
Mrs W Sculley

Jaunes Thomas Court
Mr B Bilston

Jessie Gillet Court
Ms H Cashin

Midlands and Pleasant Homes
Mrs E Lazarus

W B Messer Hosrel
Mrs J Slade

COMMUNITY SERVICES

Director of Community Services
Mrs P Taylor RN, RM

Day Centres
Elizabeth Brown
Co-ordinator
Ms K Coyne SEN

Ethel Lowe
Co-ordinator
Mrs N Filby SEN

Eyres House
Manager
Mrs D Kemp RN, PBGNC

Midlands
Co-ordinator
Mrs L Baker

CORPORATE SERVICES

Finance Manager
Mr S Bigarelli Dip BS (ACCT), CPA

Pay Officer
Mr C Stewart

Food Services Manager
Mr R Cody MIHC

Manager, Engineering and Building Services
Mr R Isaac Dip Mech Eng

General Services Manager
Mr M Rothwell

Garden Superintendent
Mr M Fraser

Security Officer
Mr R Harris

Librarian
Mrs J Lucato BA, Grad Dip Lib,
ALAA

Clothing Co-ordinator
Mrs M Wilson

HUMAN RESOURCES
Administrative Assistant
Miss A Miles

Occupational Health & Safety Officer
Ms J Dodson AMAIS Grad Dip Occ
Haz Man(Acting)

CENTRAL HIGHLANDS LINEN SERVICE
Manager
Mr G Turnbull

QE AGED CARE SOLUTIONS
Program Co-ordinator
Mrs Y Murphy B Nsg RN RPN PBGNC Dip A
Sc Comm Health Nsg

QE PERSONAL ALARM CALL SYSTEM
Manager
Mr J Russell

KIDS COMMUNITY CENTRE
Supervisor
Mrs M Murray

*Simply believing the QECB
is the best is of little value
unless it can demonstrate
that fact.*



Mr Jim Gay, President of the Board of Management, receiving the Certificate of Accreditation from the Premier of Victoria, the Hon J G Kennett MLA.

The conclusion of my term of office as President gives me an opportunity to reflect on the achievements of The Queen Elizabeth Centre, Ballarat during the past year.

We were delighted to welcome Dr Valerie Asche, MSc PhD FASM, as the guest speaker at the 136th Annual General Meeting. Dr Asche has a long association and friendship with both the outgoing President, Mrs Nina Valentine, and Ballarat. Dr Asche, who is currently working at the Menzies School of Tropical Medicine in Darwin, chose to contrast an old gold mining town in the south with a new cosmopolitan town in the north and to compare the care of elderly people in the two.

The Board of Management has been encouraged at the willingness of staff to adapt to fundamental changes in management styles. Without this capacity many of the reforms would not have been accomplished. Michael Scarlett, Chief Executive, has continued to develop an organisational structure that has delegated accountability, improved productivity and reduced middle management positions. Line managers and their staff now have a greater opportunity to participate in the ongoing formulation of policy and change and to be accountable for service provision. This valued contribution has increased productivity, responsibility and involvement of staff.

At the commencement of my year as President, Accreditation had just been awarded. It would have been easy for staff to relax and sit back on their laurels for another three years. But I am happy to say that at the Centre staff are always striving for perfection, looking for ways to improve the delivery of service. This can be seen in the increase in Quality Assurance projects that have taken place during the year, at the number of staff undertaking further study, at the diversity of research projects carried out and, most importantly, in the genuine care staff have for residents, patients and clients. A full report on Quality Assurance and research projects appears elsewhere in the Annual Report.

There have been a number of noteworthy events with which it has been my pleasure to be associated. In December the Honourable J G Kennett MLA, Premier of Victoria, officially opened the QE Personal Alarm Call System

Monitoring Centre. In acknowledging the innovative work carried out by the staff at PACS he recognised the need for the Centre to continue its links with the community and to work closely with other agencies in the provision of quality services.

The Premier also presented the Centre with its Accreditation Certificate. He praised staff for their commitment to excellence and dedication in achieving this goal. Further, the Premier commended the Centre for its innovation in establishing Queen Elizabeth Aged Care Solutions, a business subsidiary of the Centre which provides health education programs, mainly for the Japanese market. Mr Kennett said that he hoped the Centre received the recognition it so rightly deserved in its own community, since the Centre was known for its excellence both in Australia and overseas.

This theme was also taken up by Hon Brian Howe, Deputy Prime Minister and Minister responsible for Human Services. At a seminar in Melbourne in February, focussing on Aged Care Business Opportunities in Asia, the Minister said that The Queen Elizabeth Centre, Ballarat featured prominently in the development of one of the best aged care systems in the world. This recognition by governments confirms the strategies the Board of Management and the Chief Executive are maintaining, ensuring that they will keep the Centre in the forefront of international developments in the field of aged care.

To conduct a public appeal in a recession is a brave move. However, when the outcome is to improve the quality of life for elderly and disabled people in the community it was a task that the Board accepted with alacrity, especially when two prominent citizens took up the challenge to support the Centre. Sir Donald Trescowthick AC KBE agreed to be the Patron with Mr Peter Heinz OAM as the Chairman of the Eureka Village Appeal. Eureka Village will be a 45 bed hostel in Ballarat East. As has been the tradition of the Centre, the Appeal has been co-ordinated by the very capable staff. Special thanks must go to Ms Fiona Watson, Mrs Joy Rothwell and Miss Marg Maddern for the many additional hours they have spent to ensure that this appeal is a success.

Without the very important support of the staff many successful fundraising activities would not have taken place.

We were delighted when Mr David Haymes accepted the position of Patron to the FundSeekers, a group of staff and members of the community who are raising the profile of the Centre as well as funds. They are organising events that "dare to be different". Their first venture was to support Kylie Strong for her quest in the inaugural Begonia Festival Ambassador Award. The group has also been very active during the Eureka Village Appeal. We look forward to future events with enthusiasm.

The Board of Management accords the citation of Life Governor of The Queen Elizabeth Centre, Ballarat to those members of the community who through their direct involvement, or as a member of a supportive organisation, have given outstanding service to the Centre. The Board is delighted to announce that the following people received the honour of Life Governor during the year:

Mr Michael Toner	Mrs Beryl Burgess
Mr Bob Matthews	Miss Norita Clark
Mrs May Butler	Mr Graham Timon
Mrs Glennis Baldock	Mr Robert Blameley
Mr Leslie Baldock	Mr Lindsay Evans
Mr Jock McCulloch	Mrs Doris Stork
Mr Doug Cowles	Mrs Janet Cowles
Mr I H Patching	

Pastoral care of both residents and staff is important for their well being. The Centre is fortunate to have 15 accredited chaplains administering to their congregations. The chaplains conduct services at the Centre as well as offering counselling and solace. The ecumenical memorial service, now in its third year, has been acknowledged as being of great benefit to relatives, friends and staff of residents who died during the previous month. We were pleased to welcome the Rt Rev David Silk, Anglican Bishop of Ballarat to the Centre. He has already conducted two services for residents and we are confident that he will enjoy a long and fulfilling relationship not only with the people in Ballarat but also with the residents and staff in particular.

Whilst there have been notable achievements, the year has not been without its disappointments. It was with a heavy heart that we accepted the resignation, due to ill health, of one of our esteemed members of the Board, Mr Phillip Hobson. Mr Hobson joined the Board in 1964 and his commitment to the Centre has always been unquestionable. He held the office of President three times, in 1967, 1977 and again in 1988.

Mr Hobson has always taken a keen interest in new initiatives. Through his enthusiasm he has encouraged staff to develop their full potential, to be resourceful in the delivery of services that will benefit both residents and clients. Mr Hobson has maintained a close relationship with both Rehabilitation Services and Community Services. He has particularly enjoyed working with the Manager, Rehabilitation Services, Miss Doreen Bauer. Together they have advised and encouraged staff to pursue a course of action that has ensured that this service continues to be acknowledged as one of the best in Australia.

The evolution of the QE Personal Alarm Call System has been closely observed by Mr Hobson. From its inception 14 years ago, to the high-tech system operating today, Mr Hobson has consulted with Mrs Pam Taylor, Director, Community Services during its development. The advances that have been made in the intervening years have meant that many people can remain living in their own homes where they feel safe and secure. It is sometimes difficult to imagine where the technology will take us in the next 14 years.

Mrs Jo Watson has only been a Board Member for a very short time. However, during the period of just less than one year she has made a significant impact on those with whom she has worked. She impressed both Board and management with the skills that she brought to the position. While the Board is sorry to be losing her from its membership, the Centre is delighted to welcome her to the new position of Manager, Education Services.

The Board has again been faced with mammoth budget cuts. The Board believes there has to be a limit to how much you can pare from recurrent funds, given that this was

the third successive year the Centre has experienced funding reductions. Management did not shirk from the challenge of reducing departmental spending. In some areas this entailed staff cuts, and the Centre has lost valuable people who gave many years of service. However, it was also an opportunity to review and to improve work practices. The outcome has been extremely beneficial. Not only has the Centre come in under budget, which in itself has been a great achievement, but also there has been a marked increase in accountability, responsibility and staff morale.

I am confident that in handing over to Mr Geoff Oliver he will enjoy, as I have, the invaluable support of the Board of Management. I have thoroughly enjoyed my year as President. The diversity of the Centre never ceases to amaze me. I have increased my knowledge of the Centre and the world in general.

I can sincerely comment that those members of staff with whom I have had the pleasure to work are upholding the commitment to making a contribution to a society in which elderly and disabled people are able to enjoy the lifestyle of their choice. I am certain that all staff uphold these aims.

I commend this 137th Annual Report to you all.



JIM GAY
President



The care of elderly and disabled people is one of the most dynamic industries in the health profession. In the almost four years that I have had the good fortune to be associated with The Queen Elizabeth Centre, Ballarat I have seen this organisation challenged by market forces, changes in government policies and funding. The Centre has not only survived these challenges but also has developed from the experience.

Whilst it might appear to be a cliché, the only constant is change. It is the management of that change which is critical to the successful functioning of this organisation. With this in mind, we have continued to develop the organisation. The number of staff has again been reduced, initiated by budget cuts and the need to alter our work practices. Some senior positions have not been replaced, and there has been an increase in the number of part time staff. However, far from being despondent, the Centre has successfully chartered a new course, achieving the many objectives. At a meeting of Hospital Administrators the Minister of Health, Marie Tehan, said that it was nothing short of miraculous that institutions (such as the QECB) had faced another year of cuts, and had become even more effective. In conveying her congratulations to the Centre staff I want to acknowledge the contribution of those who have worked so hard to accommodate these very significant changes.

The State Government has clearly stated its intentions that it is not in the business of providing long term accommodation for aged care. State geriatric centres are to be primarily focused on acute, assessment, rehabilitation and co-ordination of home care and other services. The Queen Elizabeth Centre is not a standard metropolitan aged care service and in some respects finds itself at odds with the government over the direction it intends to take. The Centre of course supports all acute services and will continue to develop them and also expects to expand to provide a range of new services in the future.

We have been fortunate that we have continued to cultivate staff through a range of development and training programs. This,

along with the improvement of facilities, including the redevelopment of Geoffrey Cutter and Janet Biddlecombe Nursing Home Units, has contributed to an improvement in resident care.

Future roles for the Centre are constantly under review and are detailed elsewhere in this report. They will include expanded dementia care services, behavioural assessment, hospital in the home, geriatric psychiatry and community care programs. Regional issues, outside the influence of the Centre, will also have an impact. Particularly, the role of small hospitals and the viability of acute care under case mix funding formula.

With the additional beds completed at P S Hobson Nursing Home and the reduction in the demand for nursing home beds in general, there has been an even larger increase in the need for hostel beds. To accommodate this growing need the Centre is undertaking an expansion program. This includes increasing the bed numbers at James Thomas Court and, temporarily, Hailey House. As mentioned in the President's Report the Centre has undertaken a major public appeal to raise \$1million to construct, initially, a 45 bed hostel in Ballarat East.

I was privileged to be invited to the opening of a new nursing home at our Sister Centre, SunVillage in Gifu Prefecture, Japan. We have developed an enduring relationship with Ms Michiko Ishihara, Director of SunVillage. This has proved to be of great benefit to both Centres. We have been delighted to welcome nurses and care workers who have participated in our aged care education programs. In return, our staff have visited SunVillage on a number of occasions to reaffirm our commitment to the relationship. This personal link with Japan has been an essential factor in the success of our aged care business programs.

Professor Ryogi Kobayashi has also been an invaluable ally to the Centre. His knowledge and understanding of both the Australian health care system and the Japanese markets has enabled him to promote our programs to appropriate customers.

*Charting a new course with
a vision owned by all staff*



Ms Michiko Ishihara, Director of SunVillage, the QECB's sister centre, at the opening of her new nursing home

It would be difficult to repay the debt we owe to both Ms Ishihara and Professor Kobayashi. Our sincere thanks must suffice.

The priority for everyone who works at The Queen Elizabeth Centre, Ballarat, especially during times of change, is to ensure that residents are not disadvantaged. We believe that we now offer a better, more efficient service, clearly focussed on resident and client needs.

As one of the leading aged care facilities in Australia we are well placed to grasp the challenges before us. We will not become complacent. We have gained considerable momentum, which must not be lost. The staff at the Centre are its greatest asset. They are a dedicated group of people to whom the development of the QECB is paramount. We will continue to communicate with our peers, our colleagues and our clients. By setting our own goals, responding to market forces,

building on our strengths and acknowledging our weaknesses, we will continue to have an excellent organisation.

I have enjoyed the support of Mrs Maria Stickland, Director of Nursing Services who, in my absence, is the Acting Chief Executive. Mr Jim Gay, President of the Board of Management, has guided and advised me. I honour his trust and friendship. I look forward to an equally rewarding year with Mr Geoff Oliver.

On behalf of the Board, staff and residents I would like to take the opportunity to thank the many people who continue to support the Centre: the volunteers, chaplains, community visitors, politicians, students, local shires and councils, service clubs and, in particular, the local media. Without their combined commitment to the Centre's ideals and philosophy the task of caring for our community would be more onerous.

The following reports give a clear indication of the breadth of the Centre's services, and to the sincerity and dedication of staff who work diligently for the residents.



MICHAEL SCARLETT
Chief Executive



Mr Michael Scarlett,
Chief Executive

Complaints

Whilst a number of unofficial complaints were resolved at unit level, the Centre received only one official complaint this year. This was also resolved at unit level to the mutual satisfaction of the complainant and staff.

Freedom of Information

There was one formal request, which was concluded satisfactorily.

Equal Employment Opportunity Committee

This committee has not reconvened this year, owing to the fact that there has been no contentious issues in need of resolution.

C

LIENT SERVICES



The QECB is all about people, about providing quality services which meet the needs of clients and families

Miss Jean Dalglish, resident of Midlands Hostel, making the most of her leisure activities.

Assessment Services

The Queen Elizabeth Centre, Ballarat was a pioneer in the development of regional assessment services, particularly those undertaken by a highly experienced team in the person's home. The Centre has continued to develop this service, now a formal Aged Care Assessment Team (ACAT). Many thousands of kilometres of travel are undertaken each year to ensure expertise is available throughout the Grampians Region. Excellent relationships have been developed with medical practitioners, the staff of all hospitals, nursing homes and hostels, as well as the myriad of home and community care agencies. During the year 3351 assessments were undertaken.

The ACAT was awarded a service development grant to undertake the planning of a Memory Clinic. This will become operational, with grant funds, in 1994-95. The clinic will provide a comprehensive range of diagnostic services for persons experiencing memory problems. Through this organised approach it is

hoped to provide a more effective and efficient service for the growing number of persons presenting with acute and chronic confusion.

The Janet Biddlecombe Assessment Ward provides a range of acute care and assessment programs for clients with acute and chronic illnesses. During the year 447 persons were discharged for an average length of stay of 18 days, 44% being discharged to their home, 4% to rehabilitation and 53% to long term care. A small proportion was transferred to other hospitals.

A number of Quality Assurance projects were conducted during the year. The most valuable being a review of the satisfaction with the assessment processes used by the ACAT and a study of the unplanned re-admissions following discharge from the Assessment Ward.

During the year the ACAT and the Janet Biddlecombe Assessment Ward were restructured to form the integrated division of Assessment Services, with Dr Adri van der Knijff appointed as Manager. This was, in part, prompted by the changes in the funding system but, perhaps more importantly, it reflects the Centre's commitment to program management. Staff of both the ACAT and the Ward participated in a variety of education programs designed to foster the concept of team management. They have worked to develop new service orientated philosophies, goals and objectives.

Community Services

There has been an increase in the number of clients attending day centres, reflecting the rapidly growing demand for respite care. The Centre has four day centres. Two receive Home and Community Care (HACC) funds and the other two, both long established, are still funded through the Aged Care budget. Each day centre, however, is quite different in the mix of clients and the types of programs offered to the clients.

The Eyres House Day Centre has been developed specifically for clients with moderate to severe dementia. An overnight respite care

service is conducted on weekends for clients of the day centre. Because there is a substantial waiting list for places in this program, it is hoped that a second special day centre will be developed soon.

The Elizabeth Brown Day Centre also provides programs on weekends, for persons whose families wish some free time as well as persons who live alone and need companionship.

The day centres have collaborated on two successful projects. Midlands Day Centre was the location for a fete during Senior Citizens Week and in May, International Year of the Family was celebrated at Midlands Day Centre and Eyres House. Ethel Lowe and Elizabeth Brown Day Centres joined forces in developing the program, providing staff and information at the venues. Over 350 members of the community attended these two days of celebration.

The four day centres also experienced some organisational restructuring during the year with the Director of Community Services becoming their management mentor. The resulting closer co-operation has had many benefits. The most significant has been a staff exchange program which all have agreed has proven a most useful way to undertake part of the staff development program.

Staff in all the day centres have undertaken a number of Quality Assurance projects, principally focussing on client and family satisfaction with the services. These projects have led to many improvements, especially in the instigation of more group outings, especially in the evenings.

The Queen Elizabeth Centre, Ballarat receives limited Health and Community Services funding for the In Home Accommodation Support program. The Centre currently has five clients involved in the program, with ages ranging from 16 - 64. Each client has up to six personal carers, covering a 24 hour span. Depending on the client's needs, up to 30 hours a week of care is provided. A further 22 hours is available for emergency care. With only limited



Mrs Nell Savage, a resident of Jessie Gillett Court, obviously enjoying her life.

funding it is anticipated that only one client will join this much needed program during the coming year. The program offers the client the possibility of maintaining independence, with generic services provided, as required.

Dementia Care, a Strategic Plan for the care of persons with Dementia

Persons with dementia, and their families, need special services provided by staff with special talents and skills. Thus, The Queen Elizabeth Centre, Ballarat is convinced that specific programs need to be developed to ensure appropriate care of the highest standard. To this end a strategic plan has been developed, a plan which describes a continuum of services including:

- * A Memory Clinic for assessment and diagnosis.
- * Early intervention strategies.
- * Day Centre Care. * Respite Care.
- * Hospital in the Home. * Hostel Care.
- * Nursing Home Care.
- * A Nursing Home Research Unit.

Currently, there are some gaps in the continuum, the strategic plan presenting proposals for overcoming the deficiencies. The Centre, though, is well positioned for soon having a state-of-the-art, comprehensive program, conducted by creative and dynamic staff.

Hostel Services

The demand for hostel beds in Ballarat has remained at a high level throughout the year. To accommodate the additional beds required, a building and fundraising program has been established. Twelve new beds are planned for James Thomas Court, in Sebastopol, but the major fundraising program is to raise \$1million to construct a 45 bed hostel, to be known as Eureka Village, in Ballarat East. Through the initiatives of Hailey House Co-ordinator, Wendy Sculley, temporary accommodation relief has been found for twelve residents in the former nursing home unit, Janet Biddlecombe Ground. It has been renovated by the Centre's Engineering Department. The twelve residents will be members of the Hailey House community, until accommodation is available at Eureka Village.

All Hostels have been visited by Commonwealth Standards Monitoring teams during the past two years. Co-ordinators and staff are to be congratulated on the positive reports received which reflect the continuing focus on providing a home like and caring environment for residents, while still encouraging independence.

All hostel staff are encouraged to undertake the QECB Hostel Carer Training Program or the TARCAC Hostel Staff Training Program. The programs are designed to give staff the opportunity to build their skills, knowledge and confidence. Additional training programs focussing on continence management and dementia have also been conducted for staff. The outcome is that residents will receive the best possible care.

Jessie Gillett Court staff, under the leadership of Helen Cashin, have completed Dementia Demonstration Programs throughout Victoria. 25 seminars have been conducted for nursing home, hostel and home carers. A number of more specific consultancies, ranging from advice on activity programs to building design, was also undertaken by Jessie Gillett Court staff. Funding for the demonstration programs has been extended for another 12 months. In addition, funding has also been approved for a joint project with the Alzheimer's Association. Both the Commonwealth Department and participants in the program have been fulsome in their praise for Helen Cashin and her staff.

Medical Services

The Medical Services Division is involved in the care and support of patients and residents throughout the Centre, at acute, hostel and nursing home levels.

Since the advent of Commonwealth outcome standards for both nursing homes and hostels, residents have been able to exercise the right to choose their own general medical practitioner. In 1993-94 x local doctors were accredited to provide medical care in the various facilities. There are many, very positive benefits to be gained from this approach. However, the Centre

is concerned that opportunities for research and development are being lost because of the limited involvement of specialist physicians in geriatric medicine in the nursing homes and hostels. Strategies to address this are being discussed, definitive plans to be formulated in 1994-95.

The consultant medical staff, as well as managing inpatients at the Centre, are involved in the assessment of patients at Ballarat Base Hospital and St John of God's Hospital, as well as a number of other hospitals throughout the region. Medical staff provide the key element of the regional assessment service. It is focused mainly on hospital based contacts at regional hospitals, particularly Wimmera Base, Ararat, Stawell but extending to Dimboola, Nhill and Kaniva in the west and Warracknabeal, Beulah and Birchip to the north. Round trips of 800 kilometres are quite common place. The ACAT enjoys excellent relationships with medical practitioners and health care agencies throughout the Grampians Region.



Mr George Campbell, celebrated his 95th birthday by riding to the centre's roof in a giant crane.

Trust, built up over many years, is a most valued element of this very successful enterprise.

Dr John Hurley and Dr Michael Giles are both involved in a range of lecture programs. The lectures focus on dementia, assessment, and appropriate drug use. Recipients of this expert knowledge vary: students in the Geriatric Nursing programs, both registered nurse and enrolled nurse; participants in the Hostel Carers Program; visiting health professionals, especially members of groups from Japan; and a wide range of health professionals attending seminars and short courses. The medical staff are also involved in the education of medical students from the University of Melbourne as well as continuing supervision and education of the junior medical staff, on rotation from the Ballarat Base Hospital.

At the request of the Hon Marie Tehan MP, Minister for Health, Dr John Hurley joined the Rural Health Advisory Group, established to provide advice on the development of models of service delivery in rural areas. The taskforce also advises the Minister, as well as the Minister for Aged Care, the Hon Rob Knowles MP, on specific issues relevant to rural communities. The Centre has been delighted to see Dr Hurley's vast experience acknowledged in this way.

Dr Hurley and Mr Graham Gilbert, Director of Pharmacy, have revised *"Drugs and Elderly People - guidelines for prescribing and information on adverse drug reactions"* - the third edition being released in August 1994. This handbook is now recognised throughout Australia as a valuable pocket-guide to drug prescription for elderly people. It is widely sold throughout Australia and New Zealand and it is hoped that it will be translated into Japanese in the near future.

Medical Services has received funding for a Hospital in the Home project. This concept is being designed to allow people with quite severe dementia, to be cared for in their own home, with both medical and nursing input, as an alternative to hospital admission. The Centre looks forward to seeing the plans come to fruition in 1994-95.

Medical, nursing and administrative staff

have also been working on the development of strategic plans for psychiatric services.

It is anticipated that the Centre will be invited by the Regional Director to tender for the provision of psycho-geriatric services in the Grampians Region.

The Pharmacy Department has been involved in considerable work restructuring as a result of staff reductions in other services. With the streamlining of the Supply Department and reductions in staffing in Central Sterile Supply Department, the Pharmacy is now responsible for the ordering and distribution of all sterile disposable goods, all dressings and catheters. A storeroom has been refurbished and all stock of these items are ordered via computer, using the Pharmacy stores module. The pharmacists have been very active in the Centre's Quality Assurance program. They have conducted a number of projects which have resulted in the identification of education priorities for visiting medical practitioners and nursing staff.

Under the strong leadership of the Chief Social Worker, Ms Robyn Fletcher, the staff of this department have responded to an ever increasing demand for assistance. During the organisational restructuring this department elected to transfer from Community Services to the Medical Division, "selling" sessions principally to Assessment and Rehabilitation Services, rather than fragmenting a small group of staff. This structure will be evaluated in 1994-95.

Nursing Home Services

The past year has been both demanding and rewarding for the staff working within the Nursing Home Services. Staff have risen to the challenge of providing a high quality service and a meaningful lifestyle for residents within the limitations of the Commonwealth CAM/SAM funding model.

The pleasant homelike surroundings of recently built nursing home units at Sebastopol and Wendouree enhance the comfort of their residents. The older units located on the Ascot Street site also are able to provide an environment where residents enjoy a lifestyle which maximises both their dignity and independence. The nursing homes services were

commended particularly by the ACHS surveyor, which is a further acknowledgment of the high standard of care delivered. It has also been rewarding to see the opening of the last house of the Queen Elizabeth Village nursing home.

Major refurbishment on Geoffrey Cutter Unit, planned by the Unit's staff and carried out by the Engineering Department, have been appreciated by those who live and work there.

Despite a dramatic reduction in the waiting lists for persons requiring nursing home care, the Centre has managed to maintain a bed occupancy rate of more than 90%. This is important when funding is based on bed days.

A wide range of recreation activities has been offered to the residents throughout the Centre. The Hook Centre staff has expanded its recreational services, now providing a stimulating activities program for nursing home residents living in the satellite centres. Activities include indoor bowls, gardening, craft, music, singing, crosswords, outings and special lunches. Visiting schools, choirs and other groups provide an opportunity for social interactions between residents and the community. The Centre has continued to develop its holiday program with groups of residents enjoying a variety of day excursions and longer tours.

The recognition of the need for certain specialist services within the nursing home units has led to the establishment of a dementia specific unit. The introduction of an assessment tool, which will allow for more objective evaluation of the impact of particular care models on individual residents, has also commenced.

All nursing home units have been very active in the Nursing Services' Quality Assurance program. A large number of projects has been undertaken, focussing on the Outcome Standards. One most important project was an audit of pain, especially looking at the assessment and documentation of pain experienced by residents. The audit demonstrated a number of deficiencies which have been overcome with the development of a new pain assessment process.

Rehabilitation

This year has seen the consolidation of the Rehabilitation Service as a separate program division with The Queen Elizabeth Centre, Ballarat. Activities, commenced the previous year, to facilitate the full integration of nursing, allied health and support staff have continued with excellent effect. Improvements in staff relationships and work practices have led to an increase in productivity and effectiveness. Since January 1994, a client satisfaction study has been conducted, the same registered nurse interviewing all recently discharged clients and their families. This work has identified a number of areas which needed addressing. For instance, it was discovered that choice in relation to meals was not being effected, despite the computerised system designed for that purpose. A small staff group has worked with the dietitian and the Food Services Manager to ensure the system is more responsive to individual client's wishes.

A wide variety of other activities, collated under the umbrella of Quality Improvement, has been undertaken. All staff have participated in one or more projects. The majority of completed projects have resulted in improved client care or more effective work practices. One major project was a full audit of oxygen use through the Provision of Aids to Disabled Persons Program (PADP). Since this region had a significantly higher expenditure for oxygen than experienced by any other PADP agency, DH&CS officials assumed that inappropriate prescribing was occurring. The audit, however, clearly demonstrated that there was 100% compliance with the PADP standards. As a result, the PADP co-ordinator, Mrs Jeni Burton, was highly commended for both the program's administration as well as the excellent relationships which have been developed with the prescribing physicians, so essential for ensuring conformity with the standards.

The anticipated number of in-patient clients, 355, was achieved with a lower than predicted average length of stay: 23.2 days compared with the projected 25.2. Day rehabilitation and day therapy occasions of service were projected at 9,000 visits but these were exceeded by 43%: 12,853 compared with 9,000. Of particular significance has been the increase in numbers of younger clients, especially persons requiring rehabilitation following traumatic head injuries.

With the Department of Health and Community Services proposing to develop a new funding formula for rehabilitation services, the Centre's staff have spent a considerable amount of time reacting to reports and rumours. The DH&CS has finally accepted the Centre's claim to have expertise and experience which could contribute to the development of the funding formula. This was considered particularly important as the Centre has quite a different mix of in-patient and day centre clients, based on a lower than average length of in-patient stay. There was potential for being disadvantaged under the new funding formula, as it seemed to be developing.

In January, six enrolled nurses commenced the first course designed to enhance the knowledge and skills of SENs working in rehabilitation. The Certificate in Rehabilitation Nursing (Enrolled Nurses) Course, is accredited by the Victorian Nursing Council. It is a blend of study blocks, weekly lectures, self-learning projects and supervised clinical experience, organised in two semesters and extending over most of the year. The students have demonstrated clearly the benefits of this structured education, especially through increasing client care skills and enhanced confidence in the multi-disciplinary team. Plans are underway to modify the organisation of the program to facilitate participation by external students.

The provision of equipment assessed as being necessary to enable a frail or disabled person maintain a safe and effective lifestyle at home, has continued to be a problem. There is no specific funding for equipment to effect a discharge and the bed day funding is inadequate in most instances. This year the Centre was advised that clients who were formerly in receipt of equipment benefits through the Department of Veterans' Affairs, were to be managed as other clients, DVA clearly assuming that equipment would be provided free. There have also been reductions in the annual allocations to the Provision of Aids to Disabled Persons Program, in accord with the DH&CSs policy of equity across the state. The QECB will continue to pursue these problems until a satisfactory resolution is achieved.

The Activate program, formerly Fitness and Fun for the 50s+, was officially launched at the third birthday celebrations in July.

Over 200 people take part in a range of fitness and recreational activities throughout the Greater Ballarat Area on a weekly basis. It is apparent that the message of good health and fitness in later years is one that people willingly embrace. The participants are confident that the programs are delivered by caring and supportive instructors. This group now has its own identity, having designed its own corporate wardrobe. The social aspect of the program is highly valued.

Two additional projects have also taken place this year. The introduction of the Waist/Weight Loss is a very successful program conducted by Kerry Walsh, Physical and Health Educator and Megan Morrison, Dietitian. In conjunction with the School of Human Movement and Sports Science at the University of Ballarat a major research project has been undertaken. Students are studying the physiological, social and psychological changes in older adults due to exercise. The results will be published in 1995.

The future for both the program and participants is very bright.



University of Ballarat student, Belinda Olsen, and Activate Co-ordinator Kerry Walsh, monitor the fitness of Tess O'Doherty for the over fifty program.

SUPPORT SERVICES

*Commitment to service
extends into the community*



Mrs Beryl Burgess, one of over 175 volunteers at the Centre, with Mr Bill Crawford, member of the Board, braving the wintry conditions to sell raffle tickets for the Funcha Village Appeal.

Corporate Fitness

Exhausted from a hard day's work - what better way to unwind than by a workout in the gym, a cycle round the lake, or a jog in the park. Over 80 staff take advantage of the various forms of activities organised by Anthony McIntosh, Corporate Fitness Supervisor. Members of the cycling club again took up the challenge to participate in the Murray to Moyne cycle relay - an annual fundraising event. Interdepartmental sports have raised the corporate fitness profile and been good fun too. Fitness assessments have been fairly harrowing for some. However, keeping fit is not all hard work, and the social element is emphasised.

Engineering and Building Services

The year revealed a trend towards the department being more involved in small new and refurbishment building projects. During the year a total of over \$400,000 was spent on such projects. The most significant was the renovation of the south end of Geoffrey Cutter Unit. The department's staff were pleased to have the opportunity to demonstrate their building skills in a more readily appreciated fashion than maintenance tasks can provide. However, with the continued expansion of the Centre's building stock there is an automatic increase in the maintenance work-load. This year over 19,500 individual tasks were undertaken. Most tasks were completed by the department's staff, with the balance by contracted labour. Works Supervisor, Frank Sawyer, successfully completed the Advanced Certificate in Detailed Drafting. This course has assisted Frank with the program of computerised recording of the Centre's buildings and services.

Food Services

The Food Services Department has been proactive in attracting additional clients. The expanded client base now includes service clubs, police departments and private individuals. These services are conducted both on and off site.

To ensure that the department is equipped to cope with the increase in trade, a number of sound investments has been undertaken.

These include the purchase of a cook chill plant and a waste management plant. Gas boilers and electric dishwashers have been converted to steam, which will increase efficiency and reduce the electrical tariff rating. The streamlining of Food Services production has also included continuous quality improvement projects and on-going staff development.

A number of staff have undertaken Quality Assurance projects which have had an impact on the service, especially in the reduction of waste and improved efficiency.

The department, in conjunction with The School of Mines and Industries Ballarat, has piloted a certificate course. It is anticipated that the Centre will become a service provider when the course is accredited. A range of courses is currently being completed by staff. These include apprentice training, food and services assistants, management and service training. The commitment by staff to undertake additional study will ensure that the Food Services Department is more than ready to serve its customers into the next century.

General Services

The resignation of the Supply Manager was an opportunity to amalgamate two busy departments. General Services now has responsibility for the administration of Environmental Services, Supply, Gardening, Sewing/Linen and Transport.

There have been notable staff reductions, but all areas of General Services have accepted the increased workload. However, the additional workload has had a bearing on the day to day operations of the department. A devolution of responsibilities has enabled staff to prioritise the ever-growing demands made upon them.

With a significant number of off-site facilities, the small band of gardening staff is to be complimented on its achievements. The gardens throughout the Centre, which are so enjoyed by residents, are a credit to this dedicated group.

The Sewing Room has achieved somewhat of an international reputation! Japanese health

professionals studying at the Centre have been impressed at the creativity of garments for elderly and disabled people. These garments are designed at the Centre by Marie Wilson, Clothing Co-ordinator, and manufactured locally. Orders have been received for these designs, and have been especially tailored to suit the Japanese market.

Human Resources

Following the resignation of the Human Resources Manager, a decision was taken that, in the short term, the position would not be replaced. The responsibility for appointing staff has been delegated to unit and department managers. Ann Miles successfully co-ordinates the department's administrative activities and assists in staff recruitment. Ann was one of three recipients of the inaugural Pride of Workmanship Award, presented by the Rotary Club of Wendouree Breakfast. The award was presented to acknowledge a professional approach to work, as well as dedication and commitment to quality. By example, the recipients continually encourage and foster high ethical standards and vocational excellence in others.

RETIREMENTS AND RESIGNATIONS

There have been a number of staff retirements and resignations throughout the year. Whether these staff members have accepted voluntary or targeted redundancies, in no way detracts from the worth of their contributions to the Centre and its residents.

** 25 years plus service:* Brian Costigan, electrician; Barry Kirby, cleaner.
** 20 years plus:* Rosemary de Vos, registered nurse; Lorraine Smith, Deputy Director of Nursing.
** 15 years plus:* Brenda Pearce, enrolled nurse; John Pearce, food services.
** 10 years plus:* Graeme Chibnall, courier; Kenneth Goninn, cleaner; Dianne Heimeier, Registered Nurse; Lyla Hyde, Clinical Nursing co-ordinator; Elizabeth Kiellerup, enrolled nurse; Bill Sands, store person.

It was with much sadness that the Centre noted the death of Kathy Finn. She had been a loyal friend and colleague at the Centre for 16 years.

Kids Community Centre

The Kids Community Centre (KCC) has been operating for over ten years. It provides before and after school care for primary school children as well as covering curriculum days, sick days and vacation care. The Teens vacation program is now in its second year, and has proved very successful. A range of activities offers teenagers the opportunity to socialise, to learn new skills and to build self-esteem and confidence. KCC is open five days a week during term time, from 6.30 a.m. - 6.00 p.m. and caters for up to 45 students a day.

Library

The number of clients using the library has continued to increase steadily during the past twelve months by an average of 10% in all areas of the service. Whilst there are no statistics of telephone queries, there were 5,940 occasions on client use, 2,430 books borrowed and 5,388 photocopies distributed. The major growth area, however, has been in the use of the Medline database on CD Rom, which has increased by 250%. The library's main focus is for clinical information, directly related to resident, patient and client care at The Queen Elizabeth Centre, Ballarat. However, with a growing number of staff undertaking further and continuing education, there has been a need to expand the service to accommodate these studies. Library staff have worked closely with staff and community groups, as well as tertiary and secondary institutions to meet the growing demands on the library.

A major initiative during the year has been to distribute, on a fee paying basis, three current awareness bulletins to agencies and health professionals in the region. The bulletins, covering medical, nursing and allied health literature have all been well received, with over 15 outlets on the mailing list.

The library's main objective in the next twelve months will be to improve levels of service to the growing number of staff working in the satellite facilities. These clients have as great a call for information as do staff working at the main centre in Ascot Street. They are

disadvantaged by their lack of physical proximity, requiring the development of specific services targeted to their needs.

Occupational Health and Safety

There has been an on-going improvement on the number of work related injuries resulting in lost time, with a decrease of 14%, compared with the previous financial year. More significantly, there has been a 64% reduction in the severity rate. This indicates the number of hours lost in relation to hours worked, ie less time lost per WorkCover claim. There has been a substantial reduction in the WorkCover premium of 32% in the current financial year. The on-going prevention programs have contributed to this reduction along with a commitment by all staff to achieve this goal.

Work place health and safety week was acknowledged at the Centre by the presentation of the inaugural OHS Initiative Award. Departments and units were invited to submit solutions to occupational health and safety problems that they had identified and addressed. A number of outstanding entries were received with the award going to Geoffrey Cutter Unit. The Unit implemented a staff fitness program involving warm up exercise routines prior to commencing duties. This resulted in a reduction of work related incidents in this department.

The implementation of a hazard reporting system has identified many potential risks. This proactive approach to managing OH&S aims to minimise, or eliminate, accidental injury to staff or equipment.

Promotion and Fundraising

Promotion and fundraising have remained the major focus of the Public Relations department. However, successful campaigns are not possible without the continued support of all local media outlets. Radio stations 3BA, 3BBB and 3CV, the Courier and Ballarat News have all been magnificent in their coverage of events. VicTV and TEN Victoria's support of the Eureka Village Appeal, providing production and on air time has ensured the Centre's

message reaches as wide an audience as possible.

With a major appeal in progress, additional assistance has been provided by Mrs Joy Rothwell and Miss Katrina Morrison. The Centre's staff have initiated many successful fundraising events. Both money and morale have been raised by the staff's obvious commitment to the Appeal. A range of events has included a gourmet dinner, tavern night, Japanese dinner, fete, trivia night, gaming night, gourmet buffet lunch. It would appear that supporters of the Centre enjoy their food! Staff have given many hours of their time to organise, cajole and motivate to ensure the success of these events. Proceeds from the Ballarat Courier's Fashion Extravaganza were directed towards the Appeal. To a sell out night, Mr Sam Newman, football commentator and raconteur, entertained over 500 guests.

Donations have been received from other areas of the community, including substantial private donations, local business houses, trusts, estates and bequests. The Centre was again a beneficiary of the Rotary Club of Wendouree Breakfasts Annual Charity Goals Day. All donations are acknowledged in each edition of the QE Quarterly. A large number of staff also donate to the Centre's capital works programs, through payroll deductions and direct donations.

Volunteers

There has been a marked increase in the number of young people who have joined the volunteer force. Students whose initial contact with the Centre has been through school work assessments or the scouting movement have chosen to continue their involvement, of their own volition. It has been a most rewarding experience for both students and the residents with whom they come into contact. Special mention must be made of the commitment of students from Ballarat and Clarendon, St Patrick's and Loreto Colleges. Mr Les and Mrs Glamis Baldock were presented with the award of Life Governor for their on-going work as volunteers. Volunteers will remain very special supporters to the Centre. Their time and dedication make them very valued members of the overall care team.



*QECB Training
and Education...*

...for a future full of change

Mr Phillip Murray SEN,
winner of the Ivy May Dicker Award, 1994.

In recognising the diversity and complex nature of education, the Board of Management has taken the decision to amalgamate all aspects of education within the Centre. Mrs Jo Watson, a former Board member, has been appointed Manager Education Services and commenced in July 1994. A co-ordinated approach will achieve a higher profile, and a greater understanding, both within the Centre and the broader community. Nurse education, overseas education and staff development will initially form the basis of this new department. It is anticipated that a range of courses will be developed to cover all areas of hospital and, particularly, aged care services.

Staff Development

The Centre has continued its relationship with InSkill in the provision of management and staff development programs. Areas of concern that needed addressing were identified and appropriate programs developed. These included marketing skills for the Rehabilitation Marketing Committee, Train the Trainer for hostel staff, 7 Habits of Highly Effective People for senior management, and a series of strategic planning sessions for QE Personal Alarm System, Queen Elizabeth Aged Care Solutions, hostels and nursing home services. Professional education for nursing staff was organised by Mr Claude Dellore, Staff Development Co-ordinator. Staff have also attended conferences to broaden their skills base.

With the appointment of Mrs Jo Watson as Manager Education Services, it is anticipated that a co-ordinated plan will be developed, which will concentrate on the talents and skills of staff at the Centre. Staff development programs will be run in-house, with outside consultants being used, if necessary and appropriate. In a culture of technological and management change, it is so important to continually up-date people's skills and to provide support through this transition.

Personal Education

Many staff are undertaking studies that will help them in their work. Given the additional workload that many are now experiencing, they are to be commended for their constancy in continuing to develop their skills. The following

staff are to be congratulated for successfully completing their course of study:

Mrs L Daly, Graduate Diploma of Community Health Nursing, University of Ballarat

Mrs M Dell, Introduction to Financial Management for Nurses, New South Wales College of Nursing

Mrs S Dickerson, Introduction to Financial Management for Nurses, New South Wales College of Nursing

Mr D Every, "S" Grade License, Electricity Victoria, The School of Mines and Industries Ballarat

Mr P Hoffman, "S" Grade License, Electricity Victoria, The School of Mines and Industries Ballarat

Mrs T Kissick, Courses for Complimentary Therapies Therapeutic Touch for Nurses Basic Aromatherapy Validation Therapy, Australian Nurses Federation

Mrs J Mackay RN, Dip Prof. Counselling, MAIPC, LaTrobe University

Mrs M McMahon, Bachelor of Nursing, University of Ballarat

Mrs D McPherson, Regional Gerontic Nursing Course The Queen Elizabeth Centre, Ballarat

Mr I Rowan, "S" Grade License, Electricity Victoria, The School of Mines and Industries Ballarat

Mr F Sawyer, Advanced Certificate in Detailed Drafting Holmesglen College of TAFE

Mrs M J Stickland, Master of Health Administration University of New South Wales

Mr N Tolliday, Regional Gerontic Nursing Course The Queen Elizabeth Centre, Ballarat

Nurse Education

During March 1994, 24 students commenced the final hospital based State

Enrolled Nurse program. Eight students from Ararat Hospital undertook the first six weeks of their State Enrolled Nursing course along side our own students. The Post Basic Regional Gerontic Nursing Course for Registered Nurses also commenced in March. A five year accreditation of the program was granted by the Victorian Nursing Council. Accreditation was received from the Victorian Nursing Council for the Post Basic Course for Enrolled Nurses. Ten participants commenced the first course in March 1994. Inservice programs have been conducted throughout the year for both registered and enrolled nurses. First Aid courses for nursing and non-nursing staff have been offered during 1993/94. Six students commenced the Certificate in Rehabilitation (Enrolled Nurse). This is a Victorian College of Nursing accredited course, which will see the students graduate in November.

THERAPY NURSE GRADUATES

Margaret Phillips, Maureen Adams, Brian Pittman, Ann Beckers, Kerry Leishman, Justine Caldwell

STATE ENROLLED NURSE GRADUATES

Group 913: Merinda Nita Bate, Lara Simone Benda, Pamela Judith Guinane, Naomi Lea Hawking, Katrina Therese Kennedy, Anita Maree Maher, Kristen Lee Matthews, Phillip John Murray, Gregory John Randles, Kelly Anne Rigg, Dianne Marce Ruyg, Tanya Lorraine Schorback, Renae Catherine Taylor, Margaret Elizabeth Vanderkley.

Award Winners:

Academic Award: Merinda Bate
Clinical Award: Phillip Murray
Achievement Award: Katrina Kennedy
Ivy May Dicker Award: Phillip Murray

REGIONAL GERONTIC NURSING COURSE GRADUATES

Phillip Allen, Sue Mark, Geraldine Cornwell, Cathy Newell, Robin Crawford, Kerry Quinton, Carolyn Fitzgerald, Lisa Stewart, Jan Horgan, Neil Tolliday, Val Lange, Tony Tuohey, Carmel Liston, Cheryl Watson, Lynda McConnell, Max Watson, Kathy McPhee, Alison White, Denyce McPherson, Dianne Whiteley.

RESEARCH AND PAPERS

Research Projects, including principal researcher

Work satisfaction related to management practices for hospital physiotherapists: D Bauer, Dip PT, Grad Dip Ed(Admin), AAIM

Functional electrical stimulation efficiency study: B Bilney, B App Sc (PT)

Death Certification Analysis: D Brumley, MB BS, FRACGP

Evaluation of the adjustment of ergonomic office chairs: M Day, Grad Dip OHM

Analysis of prostheses following Van Nes procedure: R English, D App Sc (P/O)

Review of 3 different knee prostheses: R English, D App Sc (P/O)

Cerebro vascular accident progress through rehabilitation: W Hubbard, B App Sc (PT), M App Sc (Biomechanics)

Podiatry needs analysis: on going: W Hubbard, B App Sc (PT), M App Sc (Biomechanics)

Respite care - the carer's perception: D Kemp, RN, PBGNC

Measurement of knee joint motion using goniometer: B Loader, research project for B Mech Eng

Biopsychosocial consequences of caring for an elderly person with dementia: S Lorensini, PhD

Assessment and treatment of cognitively impaired clients: M MacPhail, Dip OT

Head injury client needs study: R Moss, BA (Psych), RPN, Grad Dip Behav.Health, MAPsS

Nurses, night duty and health: M Oke, RN, BA, Dip Ed

Characteristics of "normal" elderly gait: P Roche, B App Sc (PT)

Measuring the effects of staff education in team management: M Scarlett, BHA, ACHSE, CHE, AFAIM, AFIT

Review of institutionalised/non institutionalised women: R Tallent,

Investigation of selected psychological and physiological parameters - pre and post involvement in an over fifties exercise program: K Walsh, B Ed (PE), J Blitvich B Ed (PE), MPE, Dip Ed

Papers/Publications

Bauer D 1994 Creating effective international relationships. Inaugural Meeting. South American Region of the World Confederation for Physical Therapy, Bogota, Colombia

Heeman K 1994 VICNA Journal, July edition. Report from the 7th National Conference of Australian Infection Control Nurses Association, Hobart.

Hendy R 1993 Rehabilitation nursing strategies and the subluxated shoulder. Second Annual Conference of the Australian Rehabilitation Nurses' Association, Melbourne

Scarlett M 1993 Aged Care and Assessment Services. "The Talk" Seminar - Ikeda-Chu, Gifu, Japan

Watson F (ed) 1993 Annual Report: The Queen Elizabeth Centre, Ballarat

S

UBSIDIARY BUSINESSES

*Successful business
enterprises are giving the
Centre an international focus*



Mr Motonobu Saito, owner of Meiwa-en nursing home, Misumi Cho, Japan. At 77, he was the oldest participant in a QE Aged Care Solutions education program during the year.

Central Highlands Linen Service

1993/94 saw further expansion of the Linen Service client base with an additional 20 tonnes per week of linen contracts secured.

The service has a significant proportion of its weekly production used in metropolitan hospitals. These now include Western Hospital Sunshine and Footscray, and the Peter McCallum Cancer Institute. Two new major clients are Preston and Northcote Community Hospital and North West Hospital.

To accommodate this increase in volume a further 24 people have been employed at CHLS. This has necessitated a greater number of working hours over two shifts.

CHLS hosted a number of overseas groups who were observing world best practices in laundry management and operation.

Due to the competitive nature of the laundry industry within Victoria over the last six months (and for the foreseeable future) CHLS has had to market itself aggressively. To date, it has proved very successful, as all major clients have been retained.

QE Personal Alarm Call System

The major factor influencing the success and expansion of the QE Personal Alarm Call System (PACS) has been the commitment by all staff to focus on continuous improvement. To achieve this, strategies were established to reflect the importance of managerial excellence, investment in technology, strategic alliance with a major overseas supplier, cost control and growth from expanding markets.

With a strong emphasis on team work, much has been accomplished throughout the year. On-going staff development and training, with particular consideration to customer satisfaction and staff responsibility, has seen an upgrading of the quality of service. The decrease in WorkCover costs can be attributed to the marked improvement in staff morale. Working conditions have greatly improved with the administration and technical teams now under one roof. In fact, the relocation, and

official opening in December of the monitoring centre, by the Premier the Hon J G Kennett MP, was the highlight of the year.

A number of initiatives have been taken during the year to expand and improve the monitoring service. These include the introduction of new monitoring software, 008 enquiry line, an increase in the number of after-hours operation, a client newsletter and improved client monitoring statistics. The success of these initiatives has been reflected in the increase in the client base.

An exciting development has been the establishment of a strategic alliance with Modern VitalCall, the second largest electronic security group based in the United Kingdom. With VitalCall's available resources and advanced technology, a partnership is being developed that will benefit both VitalCall, PACS and the local economy. Competitors, with large research and development budgets, will want a slice of this very lucrative market. The challenge for PACS will be not only to maintain its position as the leader, but also to keep ahead of other contenders.

The management and staff at PACS are always looking towards the future. In a rapidly changing technological environment customer needs remain at the forefront of all operations. With a clear customer focus the mission to provide a service with a personal and caring approach in the knowledge that help is always at hand will always be achieved.

Queen Elizabeth Aged Care Solutions

In its second year of operation, QE Aged Care Solutions surpassed all expectations. However, the effects of the Japanese economy were felt as far as Ballarat. Anticipated profits would have been exceeded, but for the fact that two programs with significant numbers of participants were cancelled, due to the recession in Japan.

The success of the programs can be measured by the number of participants from the one hospital, or health care organisation, taking part in different courses. The importance of customer service can never be underestimated.

Each program is evaluated and, where necessary, changes are made to reflect client perceptions. The development of future courses will always take into account this valued feedback. Through a range of networks within Japan, QE Aged Care Solutions and its programs are becoming more widely known. The Centre's staff now have a greater understanding of the Japanese culture. Several staff have visited Japan during the year to promote the Centre through seminars, visits and lectures.

The success of the Behavioural Assessment Graphical System (BAGS) has led to the development of a similar system for charting incontinence. The QECB Urinary Continence Management System will become an essential aid in the assessment and management of urinary incontinence. It has been developed by Barbara Hiley and Marilyn Hargrove, the Centre's Continence Nurses, in conjunction with Dr John Hurley, Dr Michael Giles and Dr David Cook.

Queen Elizabeth Occupational Rehabilitation Service

A highly competitive occupational rehabilitation industry has been created due to the rapid expansion in the number of accredited service providers. This, along with a dramatic reduction in the number of active WorkCover claims registered across Victoria during the 1993-94 financial year, has certainly challenged QE Occupational Rehabilitation Service (QEORS). In fact, QEORS has achieved further growth in market share in the past twelve months. Significant new innovations introduced include the publication of a quarterly newsletter, formation of a training forum to support education and development needs of workplace based Return to Work Co-ordinators.

QEORS has recently entered into a service contract with The Queen Elizabeth Centre, Ballarat. This represents an exciting and innovative approach to in-house injury management. The contract will allow QEORS to play a significant role in preventative and pre-claim injury management activities in the Centre. This model of service provision promises to deliver a significant reduction in the human and financial cost experienced by the Centre, as a result of workplace injury and illness.

*Continued development
of international relations*



Caring is shared by all. Mrs Maria Stickland, Director of Nursing, with Mr Bill Bullock, First Floor Unit resident

Staff from the Centre continued developing international relations by attending conferences, seminars, presenting papers and promoting the services of The Queen Elizabeth Centre, Ballarat.

Much of the expense and time for these trips has been taken up by individual staff members who see the benefits for both the Centre and themselves.

Mr Michael Scarlett, Chief Executive
December 1993 Japan. The purpose of the trip: to attend the opening of the new nursing home at SunVillage, the QECB's Sister Centre; Presentation at "The Talk" seminar, Ikeda-cho, held in conjunction with the above opening; marketing of QEACS in Osaka and Tokyo. Benefits Gained: to secure additional participants in future education programs; to confirm our friendship with our sister Centre.

Mrs Maria Stickland, Director of Nursing
June 1994 America, Holland, Scotland Japan
The purpose of the trip: America: to attend Nursing Informatics 94: the fifth international conference on nursing use of computers and information services; site visits to Institute of Health - Nursing Research Department, Centre for Case Management, Houston Medical Centre. Holland: site visits to residential centres with dementia facilities. Scotland: to visit Stirling University which is developing the Revised Elderly Persons Disability Scale - an assessment tool being considered for use at QECB. Japan: marketing and networking of the Centre's services; visit to sister Centre, SunVillage Nursing Home; presentation to medical journalists of Australian Health Care System, in co-operation with AusTrade. Benefits Gained: A greater awareness and understanding of information technology which will assist in the management and delivery of services to residents; marketing and promotion of overseas education programs.

Ms Doreen Bauer, Manager, Rehabilitation Services 1994 (expenses met by World Confederation for Physical Therapy and self)
Colombia: The purpose of the trip: to attend the first meeting of the South American Region of the World Confederation for Physical Therapy. Visits to several hospitals highlighted desperate need for the development of simple, inexpensive prostheses, especially for war

trauma amputee's, both military and civilian. Benefits Gained: Reinforcement of the need for a research and development project to design suitable lower limb prostheses; source of funding needs to be found. Denmark: The purpose of the trip: to attend the annual Executive Committee meeting of the World Confederation for Physical Therapy in Denmark. Benefits Gained: In Copenhagen visited the Danish Rehabilitation Centre for the Victims of Torture. This was an extraordinary experience which provided many new insights into basic rehabilitation concepts, especially adapting processes to manage very complex physical and psychological problems. Reinforcement of the importance of ensuring rehabilitation has a unique environmental focus for each client.

Ms Paula Simpson, Co-ordinator, Regional Geriatric Nursing Course (expenses met by self)
December/January 1993/1994. Scotland: The purpose of the trip: to undertake a study tour of dementia services in Scotland, visiting nine facilities including: Dementia Services Centre, University of Stirling; Dumbarton Joint Hospital Unit; Provision of Services Care of the Elderly, Royal Victoria Hospital Edinburgh; Care of the Elderly Team, Dingleton Melrose; West Lothian Care of the Elderly Dementia Unit; Community Care of the Elderly Team Aberdeen. These visits were co-ordinated under the aegis of the Royal College of Nursing, Scottish Board. To present an overview of the work of The Queen Elizabeth Centre, Ballarat (at the request of the Dumbarton Joint Hospital Unit) Benefits Gained: a wide range of contacts and networking made with cross sections of professionals in the units and the field; an insight gained into the nursing models of care used in the units; identification of differences in dementia care, and dementia care funding.

Mr John Russell, Manager, QE Personal Alarm Call System. June 1994. United Kingdom and Hong Kong. The purpose of the trip: to establish close working links with Modern Vital Call and to observe a range of monitoring stations for elderly people; to view the latest monitoring technology; to meet with suppliers. Benefits Gained: to establish a strategic alliance with Modern Vital Call, who are leaders in monitoring technology; to secure products and parts at a cost which is both advantageous to clients and the Centre.

"Although The Queen Elizabeth Centre, Ballarat, has suffered significant financial cutbacks over the past two years, the quality management program has continued to improve throughout all areas of the Centre's activities, which obviously has been rewarded in the high standard of resident care observed by all surveyors." (ACHS Survey Report, p.43).

Congratulations to everyone concerned; all staff can feel justifiably proud of their achievements.

Many worthwhile projects have been undertaken this year, with non-clinical as well as clinical areas continuing to be active participants in quality activities. Over 135 new studies were registered, with a nearly equal number of reassessments of on-going activities taking place. Some of the more valuable studies, in terms of either improved quality of care or increased cost-effectiveness and efficiency, include:

- * Resident satisfaction survey (W B Messer Hostel)
- * Survey of staff parking (Security)
- * Audit of doctor's names on medication charts (Pharmacy)
- * Clinical Indicator - unplanned re-admissions (Medical)
- * Satisfaction with the Aged Care Assessment Team's Services (Assessment Services)
- * Evaluation/review of education program for SENs (Education Centre)
- * Review of the cost-effectiveness of the Ascot Street steam boilers (Engineering)
- * Survey of client satisfaction with transport, activities and meals (Ethel Lowe Day Centre)
- * Review of drug incidents - all wards (Nursing)
- * Review of documented isolates statistics (Infection Control)
- * Review of nursing history and assessment forms (Nursing)
- * Review of work experience program with school career co-ordinators and students (Occupational Therapy)
- * Audit of cotrimoxazole usage (Pharmacy)
- * Review of Standard 2.1 (OSANH) - residents' visitors; visitors' survey - in all wards (Nursing)
- * Audit of participation in QA across the Centre (Quality Assurance Co-ordinator)
- * Audit of staff knowledge of Clinical Services (Clinical Services)
- * Review to time taken for histories to reach Medical Records Department from GS1/JB1 after discharge (Medical Records)
- * Pain management needs survey (Rehabilitation Services)
- * Audit of Standard 1.2 (OSANH) - residents' nursing care plans (Edward Wilson Unit)
- * Residents' meal choice survey (Food Services)

- * Review of family conferences, JB1 (Social Work)
- * Prediction of mobility levels of CVA patients at discharge, using the FIM (Physiotherapy)
- * Review of Standard 1.9 (OSANH) - sensory losses: sight (Geoffrey Cutter Unit)

For the past eighteen months, the Centre has been contributing its more interesting, successful or unusual Quality Assurance projects to the National Quality Assurance Database, run jointly by the Australian Council on Healthcare Standards and the Australian Association for Quality in Health Care. With over 40 individual studies now registered, the Centre has had a number of requests from health care facilities in Victoria, Queensland and New South Wales for information on various projects. The Centre has also been contacted by several aged care facilities for advice on Quality Assurance Programs in preparation for accreditation. Exposure at this level certainly promotes The Queen Elizabeth Centre, Ballarat as a Centre of Excellence in the care of elderly and disabled people.

Government legislation, both at State and Commonwealth level, has been amended in recent years to provide protection for quality assurance records and participants. This will encourage open and honest communication, free from fear of litigation, in assessing the quality of care for individual residents or patients, and will improve the standards of clinical care. To be granted statutory immunity under Section 139 of the Health Services Act 1988 (as amended), the Quality Assurance body of the requesting health care provided must be formally established under its Bylaws. The Centre is now revising its Bylaws, incorporating the required detail on its Quality Assurance co-ordination. This document, along with the more detailed Quality Assurance plan which has also been recently updated, has been forwarded to the Regional Director for subsequent advice to the Minister of Health. The Centre is awaiting confirmation that the plan has been accepted, and that it has gained Statutory Immunity under State legislation. The Centre will then proceed with an application for Statutory Immunity under Commonwealth legislation.

The Centre's Quality Assurance Program, is operative throughout all areas of The Queen Elizabeth Centre, Ballarat. Through a range of mechanisms it is the process of providing a credible guarantee that the quality of any of the Centre's services is being continually monitored and improved.

The efforts contributed by many areas of the Centre to the facility-wide Quality Assurance Program were rewarded with the news in early November of the Centre's successful three-year re-Accreditation. The magnitude of these efforts was recognised in the Australian Council of Healthcare Standards Surveyors' general assessment:

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RUSTS, BEQUESTS & ESTATES

Whilst all donations are acknowledged in the QE Quarterly, the Board of Management would again like to recognise those Estates, Trusts and Bequests who generously supporter the Centre. The Centre has received several magnificent donations. The Board of Management would also particularly like to acknowledge the donation of Miss Norma Clark, resident of The Queen Elizabeth Centre, Ballarat. Miss Clark generously donated \$100,000.00 which has brought the total of monies raised this financial year to \$407,119.

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Ladies Auxiliary

It is with a mixture of sadness and relief that I pen these few lines at the conclusion of my term as President. I have learnt much of the workings of The Queen Elizabeth Centre, Ballarat, which one does not think about and just takes for granted. I am thankful for that. It has been a pleasure and a privilege to apply my small effort to help in the care of the residents. I shall continue in these efforts. First of all I must thank our wonderful Secretary, Mrs Berneice Ferguson, for the help she has been to me. Without such assistance I could not have continued. Notwithstanding, we have had a successful year. Our luncheons and fetes have been most successful. Here I must pay tribute to the Kitchen staff who provide us with lovely soup and fruit salad in season.

We were delighted to present a lifting machine to Dr Adri van der Knijff for the use by nurses on the Assessment Ward. The machine will help to move patients more comfortably and with less effort for our nurses. I thank Mrs Joan Brusaschi, our Treasurer, for her help and Mrs May Butler, and especially our great team of ladies who work so hard all the year, organising raffles, hoi cards, which are enjoyed so much when we visit the various venues to mix with the residents. My sincere thanks to the Board of Management for their interest and support of our activities, and to members of the staff who, in so many ways, assist us in our work. I wish the incoming President, Mrs Marilyn Hastings, a most happy and fruitful year. Once again, I thank all my friends who have been of such assistance to me.
Edna Hatfield, President

Relatives Association

The Relatives' Association will be entering its eleventh year of operation in October 1994. Though ten years have passed, not one member has aged! The chairmanship has been shared by Mrs Edna Smith, Mrs Edna Anstis, Mrs Joyce Bainbridge and Mrs Norma Clark. Each has contributed her own style, adding a special interest to the day. It was with pleasure that the Association was able to donate to the Eureka Appeal. Information on the Centre's activities have been conveyed to members by Mrs Maria Stickland, Miss Doreen Bauer, Mr Richard Cody, Mrs Marie Wilson, Mrs Lorraine Smith and Ms Megan Morrison. Booklets were distributed for members, including "Law

Reform Commission and Aged Care" and "Living in a Nursing Home".

Of interest was the visit by Mr Alan Jones, Manager of Aged and Disability Services with the Department of Social Security. The majority of the Board of Management was able to attend meetings. The members now attend on a rotational basis. The Association appreciates the importance that the Board places on our organisation. Concerns have been quickly followed through by senior staff. Any necessary changes have been implemented as soon as possible. This caring attitude and attention to our concerns re-inforces our confidence in the Centre.

The meetings continue to be happy occasions. This is due to members high regard of, and thoughtfulness towards each other. Again I would like to acknowledge the assistance I receive from Mrs Edna Smith, Deputy President and secretary, Mrs Hilda White. The Centre's friendly staff continue to take good care of the residents, their relatives and friends. To you all, I offer my sincere thanks. Joyce Rollason, President

Ex-employee's Association

Due to lack of support from ex-employees at the Centre, it was regretfully decided to cease the operations of the Ex-employees Association. At the annual dinner in October the few loyal members felt that as "age" was catching up, the committee members would not be able to continue. A decision to close the books and donate the balance to the Eureka Village Appeal was unanimously taken. A cheque for \$5,385 was presented to Mr Peter Heinz OAM, at the official launch of the Appeal. The Association was founded in 1973, and was laid to rest in 1993. Mrs May Butler, President

FundSeekers

The FundSeekers was launched onto the Ballarat community in November 1993. Under the patronage of Mr David Haymes, FundSeekers aims to promote the Centre to the wider community by raising its profile through activities and events that dare to be different. To the notes of a traditional jazz band over 60 people attended the launch in Lederman Hall. Mr David Haymes spoke of the importance of the Centre to the Ballarat community, its history and its future. He said that the

significance of a new group supporting the Centre cannot be overestimated. Dr John Hurley, Director Medical Services, returned the guests to reality with an amusing presentation on the ageing process, a reminder that everyone will be old one day! From that initial gathering a steering party was formed to pursue projects to support.

The first to attract the FundSeekers' attention was Miss Kylie Strong's quest in the inaugural Begonia Festival Ambassador awards. Kylie was committed to raising the profile of the QECB, as well as the Begonia Festival, to a broad range of the community. In her efforts she raised \$2,283 which has been directed to the Eureka Village Appeal. "To Days Gone By", produced by Mr Andrew McCalman, was the second undertaking to secure the backing of the FundSeekers. This tavern theatre restaurant played to capacity audiences over two nights at Lederman Hall. Cast members from the successful production of Les Miserables entertained guests with a variety of musical comedy songs. Ballarat is indeed fortunate to have such talent in its midst. Fiona Watson, Public Relations



Miss Kylie Strong, entrant in the inaugural Begonia Ambassador Award, and Mr David Haymes, Patron of FundSeekers.



ACKNOWLEDGEMENTS

The President and The Board of Management wish to acknowledge the marvellous community that continues its support of The Queen Elizabeth Centre, Ballarat.

Without this commitment, through hours of voluntary work and financial donations, the responsibility of managing the Centre would be much more demanding.

A very special thank you to Mrs Lorraine Jones, resident of First Floor Unit and Katrina Kennedy SEN for their participation in the production of the front cover photograph. Our thanks to all residents, clients and staff who so willingly participated.

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Demaine Partnership Pty Ltd Architects

Demaine Partnership is proud to have been associated with the Queen Elizabeth Centre for the last sixteen years. Our company is at the forefront of aged care design and, with the Centre's, have pioneered new social models of care for the aged.

Our services include Master Planning, Feasibility Studies, Project Design and Documentation, Project Management and Contract Administration.

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