

RESEARCH AND INNOVATION REPORT



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Three years of Commonwealth funding to trial a nurse practitioner program.

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“This report highlights a number of projects in which Royal Freemasons collaborated in partnership with researchers from a variety of institutions and the Commonwealth Government”

We are pleased to present the inaugural Report on Research and Innovation at Royal Freemasons.

As a recognised leader in aged care and senior living options, Royal Freemasons makes a significant investment in research and innovation. Over almost two decades the various facilities of Royal Freemasons have been key pilot sites for major research initiatives in aged care.

The strong support from the Trustees and the Board has enabled the organisation's proud commitment to research activity.

In turn, research findings help to inform our primary responsibility of ensuring high quality care and accommodation options are provided to our clients and residents, and their families, to enable them to live secure, dignified and rewarding lives.

This report outlines the role that research plays in improving client outcomes through innovative and evidence-informed care.

Highlighting the diverse range of research activities undertaken in recent times, the report recognises our partners, with whom we enjoy collaborative relationships, and the ongoing commitment of our staff to service excellence.

Recent key initiatives include:

- Innovation in pain management, osteoporosis and telehealth
- Nurse practitioner – Aged Care models of practice program
- Wellness service
- Psychosocial wellbeing
- Advanced care planning
- Client-centred care plus
- Benchmarking our performance

An inaugural Research and Innovation Forum coincides with the launch of this Report and provides a platform to promote open discussion and to showcase effective translation of research and innovation into policy and practice.

The Forum will feature our Senior Geriatrician, Associate Professor Sam Scherer who, as Principal Researcher on a number of collaborative projects with research institutes and universities, provides academic leadership and attracts national and international recognition for our research activities.

We are proud of the role that Royal Freemasons plays in innovation and research to advance knowledge in the care of older people, and we invite you to share in that pride.



Ian Buckingham
Chairman of the Board



Felix Pintado
Chief Executive



NURSE PRACTITIONER – AGED CARE MODELS OF PRACTICE PROGRAM

“Royal Freemasons was successful in obtaining three years of Commonwealth funding to trial a nurse practitioner model.”

Nurse practitioners offer an enhanced level of care to fill gaps for a variety of health care needs in a context where traditional practice modalities have proved insufficient to current demand. As part of a nationwide study in the delivery of care by Nurse Practitioners, Royal Freemasons was successful in obtaining three years of Commonwealth funding to trial a nurse practitioner model. Telemedicine is incorporated into this model and Royal Freemasons has successfully partnered with the Skin and Cancer Foundation Inc to provide teleconsultation and on-site e-learning at Coppin Centre and, in future, at other sites. Royal Freemasons is planning to use innovative technology for Optometry and Ophthalmology services and funding has been secured from Equity Trustees to acquire both fixed and mobile fundus (retinal) cameras. This will provide the potential for early intervention in deteriorating vision and preventing loss of visual function.

This project was supported by The Phyllis Connor Memorial Trust, as administered by Equity Trustees Limited.



COVER Susan Kalff, Optometrist with Ann Tarrant

“...reports of the results of these Australia-wide studies, which were piloted at Royal Freemasons, were among the first in the world to show that aged care residents were deficient in vitamin D...”

Falls and fractures are a very common consequence of the inter-related processes of ageing, frailty and disease; and an important cause of accumulating loss of independence and increasing disability among older people. As with many matters, this is certainly one area in which prevention is very much better than cure since the injurious results of falls and fractures become more serious and more difficult to get over as we age.

Following a French study published in 1992 suggesting that vitamin D supplements protected nursing home residents against fractures, a group of Australian researchers, led by Professor John Wark and Professor Leon Flicker and including Royal Freemasons Senior Geriatrician Associate Professor Sam Scherer, embarked on a series of studies to test a theory that vitamin D deficiency in frail older people could cause poor muscle and nerve function leading to falls, in addition to weakening bones. Subsequent

reports of the results of these Australia-wide studies, which were piloted at Royal Freemasons, were among the first in the world to show that aged care residents were deficient in vitamin D; that this deficiency was a cause of falls and fractures; and that simple and safe replacement of vitamin D and calcium could decrease falls and fractures in this population. These data continue to contribute to the international scientific literature.

Since that time Royal Freemasons has contributed to the development of best practice and national guidelines for the prevention of falls and fractures in older people and is currently conducting research led by Associate Professor Sam Scherer and Dr Seema Parikh from Alfred Health into the use of portable bone density scans as a means of better detecting and treating osteoporosis among people in residential aged care homes.



TOP At the launch of the ageing skin online education package trialled at Royal Freemasons – from left to right Director of the Skin and Cancer Foundation's Occupational Dermatology Education and Research Centre Associate Professor Rosemary Nixon, Executive Director Chris Arnold, Royal Freemasons' Service Innovation and Standards Executive Elaine Krassas, Chief Nurse Marie Vaughan and the Minister for Health David Davis.

ABOVE Coppin Centre resident, Isobell Tunzi with Royal Freemasons Chief Nurse, Marie Vaughan at a retinal camera consultation.

RIGHT Associate Professor Sam Scherer consults with Dr Lee Liang Tee, Singaporean Visiting Fellow in geriatric medicine.



INTERGENERATIONAL MUSIC GROUP

In July 2012 our successful Intergenerational Music Group at Centennial Lodge received a 'Better Practice Award' from the Aged Care Accreditation and Standards Agency in the Lifestyle category.

The music therapist had noted the joy and lucidity elicited from residents when they interacted with babies and children visiting the facility. This gave rise to the weekly Centennial Lodge Intergenerational Music Group which involves residents, pre-school aged children and their caregivers from the community, children, grandchildren and great grandchildren of residents and staff. The intergenerational music group enhances the care provided to residents and particularly those with dementia as it helps them to remember and reminisce about the past in the context of music therapy, especially where their capacity to

do this is diminished due to short term memory loss. The success of the program can be demonstrated by the direct responses from residents. Examples include the eyes of a resident lighting up when a two and a half year old boy says "thank you" as he collects instruments to put away and her "beautiful manners!" comment. The program has been sustained over a twelve month period at Centennial Lodge. It has been evaluated via the resident, family and staff feedback and enhanced as a result. It will now be rolled out to all Royal Freemasons residential facilities.



TOP A resident and participant at the Centennial Lodge Intergenerational Music Group.

ABOVE Aged Care Standards and Accreditation Agency Better Practice Award 2012 - Centennial Lodge.

RIGHT Marie Garcia, Manager Centennial Lodge.



PSYCHOSOCIAL WELLBEING

Transition into residential aged care requires significant adaptation from the new resident and the challenge for providers is to facilitate this process and reduce attendant risk.

Research suggests as many as three-quarters of the cases of depression in aged care homes may go unrecognised, as its symptoms are easily confused with other conditions. Royal Freemasons has developed a relationship with the School of Psychology at Deakin University that has driven some recent innovative projects. In 2011 the Coppin Centre was involved in a study that investigated the association between the use of a routine depression screening instrument and active treatment of depression. Subsequent to this Royal Freemasons is in the process of supporting a study into the needs and concerns of older persons

and their family members during the transition process into aged care and trialling a curriculum for residential aged care workers and residents with the aim of enhancing intergenerational respect and communication. Royal Freemasons is also contributing to the development of best practice guidelines to optimise individual rights to safe expression of sexuality.



ADDRESSING THE NEEDS OF THE RESIDENT WITH DEMENTIA

The prevalence and incidence of dementia has grown with the changing demography of an ageing Australia. Since 2000 Royal Freemasons has worked on a series of projects with the Australian Centre for Evidence Based Aged Care (ACEBAC) in developing an evidence base and improving care for residents with dementia. In 2011, partnering with the Department of Health and Ageing and ACEBAC, Royal Freemasons developed and tested a toolkit for the Implementation & Evaluation of Person-Centred Evidence-Based Responses to Need Driven Behaviours associated with

Dementia. Darvall and Centennial Lodges and ACEBAC undertook a comparative study of multi-sensory therapies in managing dementia behaviours. Gregory Lodge participated in a study to enhance communication between aged care staff and family caregivers about dementia as a terminal condition and the implementation of a palliative approach to care.



STUDIES ON CHRONIC PAIN

There remains a crucial need for more work in understanding how pain affects older people who cannot report their suffering as a result of dementia.

Chronic pain represents a major burden for many older people. Over the last 10 years Royal Freemasons has played an important collaborative role in researching and improving care in this area. Royal Freemasons was sequentially involved in developing, field testing, and launching the Australian Pain Society Residential Aged Care Pain Management Guidelines. Funding for the field-testing studies at Royal Freemasons was provided by the Commonwealth Department of Health and Ageing (DoHA) and on completion of this work about 3500 copies of the guidelines were purchased by DoHA for distribution to all Australian aged care homes in 2005.

Further research led by Professor Stephen Gibson from the National Ageing Research Institute was conducted at Royal Freemasons between 2008 and 2010 to establish processes for the implementation of sustainable evidence-based pain management in Residential Aged Care Facilities. There remains a crucial need for more work in understanding how pain affects older people who cannot report their suffering as a result of dementia. Currently Royal Freemasons is again the pilot site for the first scientifically controlled trial to examine whether giving pain medication to people who have dementia, and also have distressing behaviours, could improve both their pain and the degree and frequency of their demonstration of behaviours of concern.



In July 2011, Royal Freemasons began benchmarking financial and non financial key performance indicators (KPI). The intention of this initiative was to ensure that Royal Freemasons remains at best practice in the delivery of safe, quality care to its clients and residents by comparing its performance against others in the sector as well as across its own sites and facilities.

To this end, Royal Freemasons developed a set of internal KPIs for Hotel Services that cover food, cleaning, environmental services and compliance with safety legislation. These are now being benchmarked against an external data base (Bentleys) using the 2011-12 financial data.

For clinical and non clinical indicators relating to our Residential Aged Care Facilities and Community Care services, Royal Freemasons submits data to QPS benchmarking on a quarterly basis and receives back reports at site level and organisational level that compare the results against some 400 other participating organisations. In the first year, eighteen indicators were

benchmarked for our residential aged care services and 21 for Community Care. This number has now been enhanced for residential care to 27 indicators for 2012-13.

By July 2012 Royal Freemasons had trended data that was benchmarked both internally (site against site) and externally against other participating organisations.

The Hotel Services KPIs are presented to both the Finance Investment and Audit Committee and the Quality Committee of the Board of Directors. The QPS benchmarking data is presented to the Quality Committee each quarter.

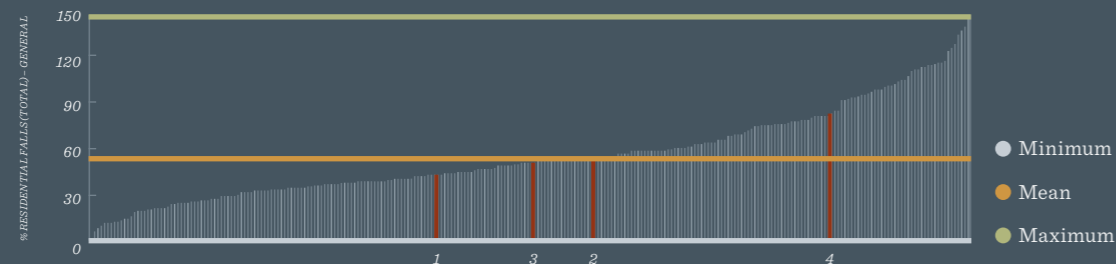
Actions already taken as a result of the benchmarking initiative include

the introduction of standardised menus across Royal Freemasons residential sites (see below) and a number of specific initiatives to improve staff education and focus on a particular topic. An example of this was the Pressure Injury Prevention Week held in October 2012 with the theme "Pressure Injury Prevention...it's not a task, it's making a difference".

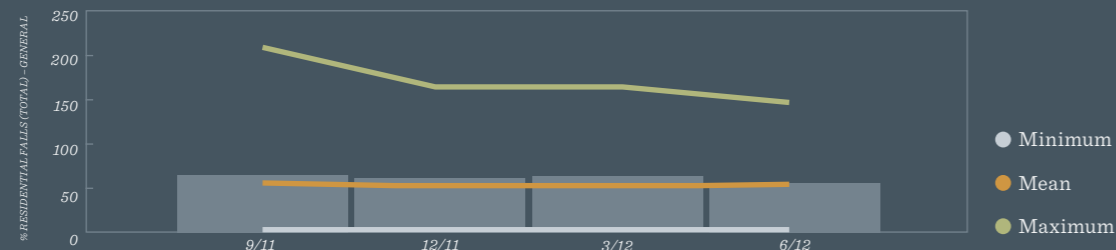
The benchmarked data for 2011-12 will now be used as the baseline for 2012-13 and the organisation will use these indicators of its performance to drive continuous improvement.



ROYAL FREEMASONS FOUR RESIDENTIAL AGED CARE SITES AS COMPARED TO 305 AGED CARE PROVIDERS FROM ACROSS AUSTRALIA AND NEW ZEALAND FOR THE PERIOD APRIL-JUNE 2012

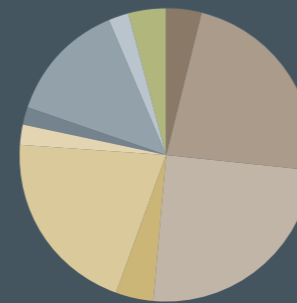


ROYAL FREEMASONS HAD AN AVERAGE NUMBER OF RESIDENT FALLS PER OCCUPIED BED DAY COMPARED TO ITS INDUSTRY PEERS



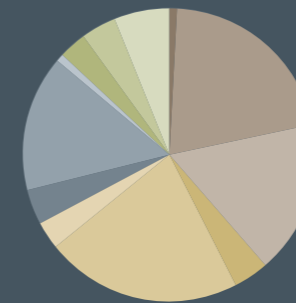
“Really a home away from home. A lot of visitors have been impressed with the inclusion of restaurants.”

RESIDENTIAL CARE COMPLAINTS JULY 2010 – JUNE 2011



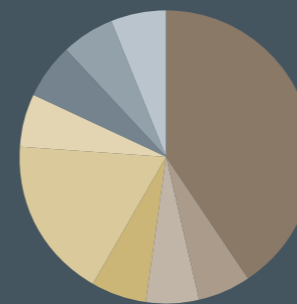
- Loss of personal items
- Care
- Food Services
- Another resident
- Living Environment
- Laundry

RESIDENTIAL CARE COMPLAINTS JULY 2011 – JUNE 2012



- Communication
- Administration
- Cleaning
- Call Bell Response
- Staff members
- Lifestyle

COMMUNITY CARE COMPLAINTS JULY 2011 – JUNE 2012



- Changes made to staff visiting
- Loss of personal items
- Communications
- Transport late for an appointment
- Carer late to visit
- Agency care provided
- Access to program
- Dissatisfied with carer visiting
- Length of visit cut short

In 2011-12, Royal Freemasons surveyed its clients, residents and their carers to determine if it provides them with the best possible experience. For the first time we benchmarked our performance against other aged care providers with the assistance of QPS. What this told us was that there were a number of opportunities for improvement that will now be addressed. In Community Care for example, Royal Freemasons performed very well against most criteria with the maximum of 100% being achieved in a number of areas surveyed including Privacy and Dignity, Complaints and Disputes Procedure and Access to Personal Information. Our clients continue to value their independence and opportunities to socialise and expressed this view through verbatim comments.

Such feedback has provided Royal Freemasons with a wealth of information and opportunities for improvement. A number of new initiatives have been introduced including the establishment of a Spanish Speakers Club at one of our residential sites, internet kiosks, new food warmers to ensure food is always at the correct temperature and simple ideas like the colour coding of toothbrushes to ensure that they get changed on a regular basis. The further development of telehealth is part of an overall strategy at Royal Freemasons to improve the client and resident experience and this is discussed elsewhere in this report.

COMMUNITY CARE COMPLAINTS

All clients are encouraged to provide feedback on their experience of the services they receive. The chart (left), illustrates areas for improvement and ongoing attention. Currently Central Rostering are working with Case Managers to minimise changes to staff visiting. Loss of personal items are documented and investigated and resolved. Regular staff meetings and supervision opportunities occur to provide feedback to staff, about performance and complaints that arise within the service. Complaints are discussed with the person raising the issue to reach an agreed course of action. This provides an opportunity to ensure that concerns have been appropriately addressed.

VERBATIM FEEDBACK COMMUNITY CARE

“So far the service is excellent. Always helpful and always at the end of the phone line.”

“The staff are always friendly and willing to help.”

“My case manager is always available, always informative and has a beautiful smile.”

“My services help me to remain as independent as possible in my own home.”

VERBATIM FEEDBACK RESIDENTIAL CARE

“I like living here and the best thing is that everyone is friendly.”

“Really a home away from home. A lot of visitors have been impressed with the inclusion of the restaurants.”

“I enjoy going on a bus trip.”

“The home is very comfortable with pleasant areas to visit and the gardens and grounds are delightful.”

“A home away from home.”

“Our family is very happy with the way I have settled.”

The prompt reporting and management of incidents at Royal Freemasons is vital to ensure strategies are put in place to prevent recurrence.

INNOVATION IN HOTEL SERVICES

Royal Freemasons offers a cook fresh menu at all its residential aged care facilities. A review of Hotel Services in the past 12 months identified opportunities for the enhancement and standardisation of services across the group.

One of the key areas in the process towards ensuring standardisation, achieving efficiencies and maintaining consistencies was to implement a Standard Menu including Standard Recipes in order to provide our residents with the best possible menu.

A Hotel Services Forum was established and meets quarterly. This group consists of staff from Hotel Services including the Executive Chef, General Services Supervisors and Managers, Executive Operations from Eastern, Southern and North-western, Dietician, Executive-Service Innovation and Standards and Manager-Hotel Services from across Royal Freemasons with a view to achieve efficiencies and consistencies through standardisation.

One of the key initial tasks of the Hotel Services Forum was to implement a Standard Menu, across the group approved by our dietician for its nutritional content.

The Executive Chefs from each site, Dieticians and Manager Hotel Services met to work through the complexities of implementing a Standard Menu across the group accompanied by standard recipes for every menu item.

A pre Standard Menu implementation resident and client experience survey across all sites was specifically undertaken to determine the resident's likes and dislikes which would facilitate the menu planning process.

A four-week rotation standard winter menu was implemented in July 2012. The Standard Menu included Standard Recipes in order to provide consistency.

A post implementation standard winter menu resident and client experience survey was conducted after the implementation of the menu through which we received very positive feedback.

A menu review meeting was held to discuss the resident's feedback and an action plan was put in place to implement changes to the menu based on the resident's choice.

Following on from the success of implementing a Standard Winter Menu across all facilities, a Standard Summer Menu will be implemented in November 2012.

Royal Freemasons has had an incident reporting and management system in place for a number of years and has now moved to implement an electronic version (Riskman) across all of its sites. This will ensure the prompt escalation of incidents direct to the 'inbox' of management and ensure everyone who needs to know about the incident receives an email as soon as the incident is entered onto the system. To date, more than 200 care delivery, support services and executive staff have been trained in the use of the system and it has been implemented at Coppin Centre, Southern Community Care and Support Services. It will be rolled out to all sites by the end of 2012-2013. The site coordinator

at Southern Community Care commented post implementation that Riskman has certainly improved the quality of the incidence reported as the drop down boxes provide a useful prompt.

The system already has the capacity to manage complaints in the same way and this functionality will also be implemented by the end of 2012-2013. This will complement the 'Have Your Say' form that is offered in hard copy at all sites.



ABOVE From left to right, Head Chefs Carl D'Angelo and Lisa Bramley, Dietician Shelley Hardagan, Head Chef Andrew Chapman, Manager-Hotel Services Cedric D'Souza.



LEFT Head Chef Andrew Chapman preparing meals from the Standard Menu at Coppin Centre.

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Northwestern
Eastern

Residential Care
Coppin Centre, Melbourne
• Colbran Lodge
• Coppin Lodge
• Moubay House
• Wellness Service (Day Therapy)
Centennial Lodge, Wantirna South
Darvall Lodge, Noble Park
Gregory Lodge, Flemington