



Vision Hospital Group

2024 Quality of Care Report

Table of Contents

.....	2
To Our Consumers,	2
Welcome to the Quality-of-Care Report	2
Transforming lives, that’s our vision	3
Vision Eye Institute Quality Statement.....	4
Governance.....	4
Vision Eye Institute and the Clinical Care Committee.....	4
Certification.....	7
Infection prevention	8
Our infection prevention program includes:	8
Hand hygiene	8
Incidents.....	9
Patient falls	9
Medication safety.....	10
Identification & Procedure Matching.....	11
Clinical Handover	11
Skin Integrity.....	12
Clinical Outcomes - Unscheduled Vitrectomy.....	12
Clinical Assistance	13
Risk Management	13
Risk reporting and safety improvements.....	13
Patient feedback, complaints, and incident reporting	13
Contact Information.....	14
Incident Reporting and Complaints	14



To Our Consumers,

Welcome to the Quality-of-Care Report

Here at Vision Hospital Group, we use the Quality-of-Care report as a way of communicating our commitment to providing safe and quality health care and describing systems that have been implemented to achieve this goal.

While Vision Hospital Group has an excellent record in delivering quality patient care and managing risk, we continue to focus on improvements that will ensure we remain a leader in Ophthalmology and Day Hospital services. Our success is achieved through the value we place on listening and responding to the needs of our consumers. We continually evaluate and improve all aspects of our performance through formal and informal feedback processes.

Vision Hospital Group has a strong commitment to safety and quality, which is reflected in our organisation wide approach to:

- Creating safe environments and systems of work for our staff;
- Ensuring patient needs and expectations are met through encouraging feedback and conducting surveys;
- Continually reviewing, and improving our performance on patient safety and quality systems;
- Assisting our healthcare professionals to monitor the safety and quality of care they provide;
- Ensuring accountability for the safety and quality of care at all levels of the organisation right from the Vision Eye Institute Board, through to clinicians and support staff working at our facilities.

Thank you for taking the time to read this report. We look forward to receiving your feedback so we can make your healthcare experience the best it can be.

Kind regards,

A handwritten signature in black ink, appearing to read "Kylie Bennett".

Kylie Bennett

National Director of Nursing – Vision Hospital Group

Transforming lives, that's our vision

Vision Hospital Group's philosophy is to enhance our patients' quality of life through our commitment to person centred care and by applying the latest diagnostic technology and surgical techniques.

Initially established as an ophthalmic group practice in Victoria in 2001, Vision Eye Institute has expanded and now operates as the largest private provider of ophthalmic care in Australia. The business now includes consulting suites, laser services and Day Hospitals along the eastern seaboard, and South Australia.

Our doctor team includes a mix of partners, associates and visiting medical officers – many of whom have introduced new surgical techniques and technologies into Australia and are highly regarded by their peers, both locally and internationally. Their dedication extends to active involvement with clinical research, teaching and examining medical students, optometry students, optometrists, and ophthalmology trainees, and presenting at local and international conferences.

In addition to private practice, a number of Vision Eye Institute doctors hold academic positions, including professorships and associate professorships. Many of our doctors also practice and/or teach at large hospitals, while others are actively involved in local and international charity programs that make use of their specialist skills and expertise.



Vision Eye Institute's consulting, day surgery and laser services bring together world-class surgeons, purpose-built facilities and state-of-the-art technology to ensure the best possible outcome for patients.



OUR VALUES



Medical sovereignty

We will ensure company policies and procedures facilitate medical sovereignty.



Operational excellence

We will grow our business through operational excellence, while delivering sustainable levels of shareholder value.



Accountability

We will be accountable to our patients, our colleagues and Vision Eye Institute for the provision of quality patient care, our personal efforts and the culture we create.



Integrity

We will be open and honest in our clinical and business practices to protect the integrity of Vision Eye Institute and each employee.



Excellence

We will set the highest standards in everything we do.



Teamwork

We believe success depends on teamwork at all levels of our organisation.

Vision Eye Institute Quality Statement

In accordance with our values, Vision Eye Institute endeavours to provide excellent care based on integrity, accountability, and team work to deliver high quality patient centered care. This is supported through consumer engagement and feedback to ensure optimal patient outcomes and customer service for those who access our care.

This is achieved by implementing robust quality management systems that meet the requirements of the Australian Commission on Quality and Safety in Health Care National Safety and Quality Health Service (NSQHS) Standards.

Accreditation to these standards involves:

- Compliance with professional standards, relevant Australian legislations, regulations, and law
- A focus and commitment to continuous quality improvement
- Partnering with consumers by treating them with dignity and respect, sharing information, and encouraging participation and collaboration
- Establishment of robust governance and reporting structures
- Clinical evidence-based practice that aims to maximise outcomes, safety, and comfort for consumers
- Staff education and development in high quality patient-centred care.

Vision Eye Institute is committed to a patient-centred care approach which aims to improve the healthcare experience and outcomes of consumers. This is achieved through strong leadership, good corporate governance, and effective risk management in a controlled and appropriate manner.

Governance

Vision Eye Institute and the Clinical Care Committee

Clinical Governance is the system used to ensure Vision Eye Institute is accountable for providing good, safe, quality healthcare by managing risks and continuously improving its practices.

The Clinical Care Committee (CCC) was established in 2011 to provide overarching clinical governance across Vision Eye Institute facilities. The primary purpose of the committee is to review clinical outcomes and identify strategies to improve clinical results for patients. It also reviews new procedures and patterns of surgical practice.

The objectives and goals of the CCC are to monitor and evaluate clinical risks and develop strategies to minimise or prevent recurrence in order to optimise patient outcomes as well as to review feedback related to clinical matters and ensure that appropriate actions are implemented.

Vision Eye Institute's Board and the Clinical Care Committee endeavour at all times to fulfil their governance responsibilities by demonstrating strong strategic leadership in safety and quality, supporting staff and accredited medical practitioners to provide safe, high-quality care, monitoring clinical outcomes, and responding to patient requirements.

Quality of Care Report 2024
Author: NDON

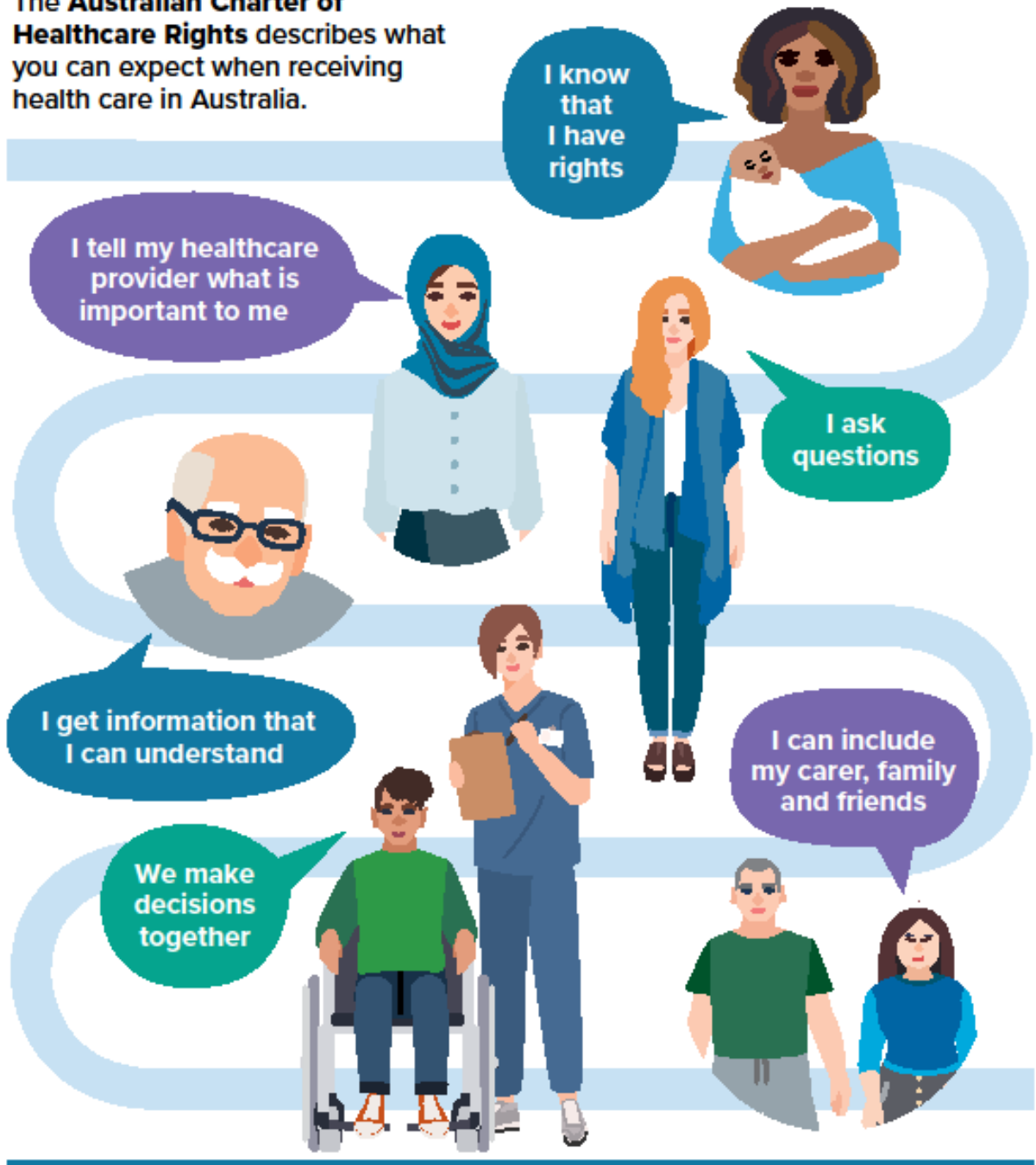


We have developed a comprehensive Clinical Governance Framework based on an integrated approach to clinical risk management and continuous quality improvement.

1. **Clinical Risk Management** (making sure our services are safe and minimise the risk of error)
 - Vision Eye Institute promotes and encourages staff to report all incidents, hazards and risks;
 - The Incident Management Policy outlines the process for assessing and investigating all incidents;
 - All clinical policies are developed in accordance with evidence-based best practice;
 - The Clinical Care Committee oversees the clinical practices within Vision Eye Institute's clinics and day hospitals.
2. **Clinical Effectiveness** (making sure that the clinical services we provide are effective)
 - Quality and Safety Indicators are used to measure and monitor performance;
 - Quality Improvement Projects are initiated when significant issues are flagged;
 - All clinical incidents are reported and investigated;
 - Clinicians are represented on the Clinical Care Committee;
 - High risk areas are audited on a regular basis;
 - All of our day Hospitals are certified to the National Safety and Quality Health Service Standards (NSQHS) 1- 8 excluding Standard 7 Blood & Blood Products.
3. **Effective Workforce** (making sure our staff are competent and up to date)
 - Orientation and support are available to all existing and new clinical, administrative and allied health personnel;
 - Vision Hospital Group has a process for checking credentials, registration and scope of clinical practice for all practitioners;
 - Vision Hospital Group has targeted education and competency requirements in all clinical areas with a particular focus on high-risk areas.
4. **Patient Participation** (involving our consumers/family/carers in their care)
 - Vision Hospital Group has adopted the Australian Charter of Healthcare Rights which is provided to consumers to ensure they are aware of their rights and responsibilities;
 - Patient complaints and feedback processes are managed in a timely way in accordance with the VEI Complaints Management Policy. (The policy is available for consumers to view, please ask the front desk for assistance.)
 - Patient feedback informs strategic and business planning;
 - Open disclosure between clinicians and consumers is actively promoted when things don't go to plan. Refer to the VEI Open Disclosure Policy and the VEI Serious Adverse Event Review Policy. (Both are available for consumers to view, please ask the front desk for assistance.)

My healthcare rights: How can I use the Charter?

The **Australian Charter of Healthcare Rights** describes what you can expect when receiving health care in Australia.



AUSTRALIAN COMMISSION
ON SAFETY AND QUALITY IN HEALTH CARE

For more information,
ask a member of staff or visit
safetyandquality.gov.au/your-rights

Certification



All sites within Vision Hospital Group are accredited to the National Safety and Quality Health Standards. Certification is an important driver for safety and continuous quality improvement. Through certification, we have been assessed on the level of performance in relation to established National and International standards, and to ensuring continuous quality improvement.



1. Clinical Governance - describes the clinical governance framework that is implemented to ensure that patients and consumers receive safe and high-quality health care. Ensuring there are systems in place to maintain and improve the reliability, safety and quality of care provided.



2. Partnering with Consumers - recognises the importance of involving patients in their own care and providing clear communication to patients. It describes the systems and strategies to create a consumer-centred health system by including consumers in the development and design of quality health care.



3. Preventing and Controlling Healthcare Associated Infections - describes the systems and strategies to prevent infection of consumers within the healthcare system and to manage infections effectively when they occur to minimise the consequences.



4. Medication Safety - describes the systems and strategies to ensure clinicians safely prescribe, dispense, and administer appropriate medicines to informed consumers.



5. Comprehensive Care - describes systems for minimising harm, preventing falls, managing nutrition and hydration, preventing delirium, and managing harmful behaviours.



6. Communicating for Safety - describes the systems and strategies for effective communication and documentation supporting continuous, coordinated, and safe patient care.



7. Blood and Blood Products – VHG is exempt from this standard as we do not use blood products onsite.



8. Recognising and Responding to Acute Deterioration - describes the systems and processes to be implemented to support and promote detection and recognition of acute deterioration, and to respond effectively to patients if their clinical condition deteriorates.

If you would like more information, please visit the Australian Commission for Safety and Quality in Health Care's website at: <https://www.safetyandquality.gov.au/standards/nsqhs-standards>

Infection prevention

At Vision Hospital Group, we aim to minimise the risk of infection to consumers, carers, staff, and visitors. The organisation has a number of programs in place to reduce healthcare associated infections including the appointment of an external infection control consultant (Infection Prevention Australia), who provides tailored policies and procedures, staff education and competency assessments, as well as conducting an audit on sterilising services to ensure the Day Hospital meets the requirements of AS/NZS 5369: Reprocessing of reusable medical devices and other devices in health and non-health related facilities.

Our infection prevention program includes:

- Managing Antimicrobial Stewardship – antibiotic use is regularly reported to committees for review, and monitoring prescribing of antibiotics at a local level,
- Participation in the National Antimicrobial Prescribing Survey – a National scheme that reviews and benchmarks Antibiotic usage in hospitals across Australia,
- Monitoring of any infection,
- Tracking surgical instruments using a tracking system and daily checks in our central sterile services department (CSSD),
- Ensuring all staff are competent in using aseptic technique,
- Education on infection control, and regularly auditing of our services and environment,
- Water testing, CSSD and maintenance program.

One of the most effective means to prevent infection spreading amongst consumers is through Hand Hygiene. VHG participates in the National Hand Hygiene Initiative audit program.

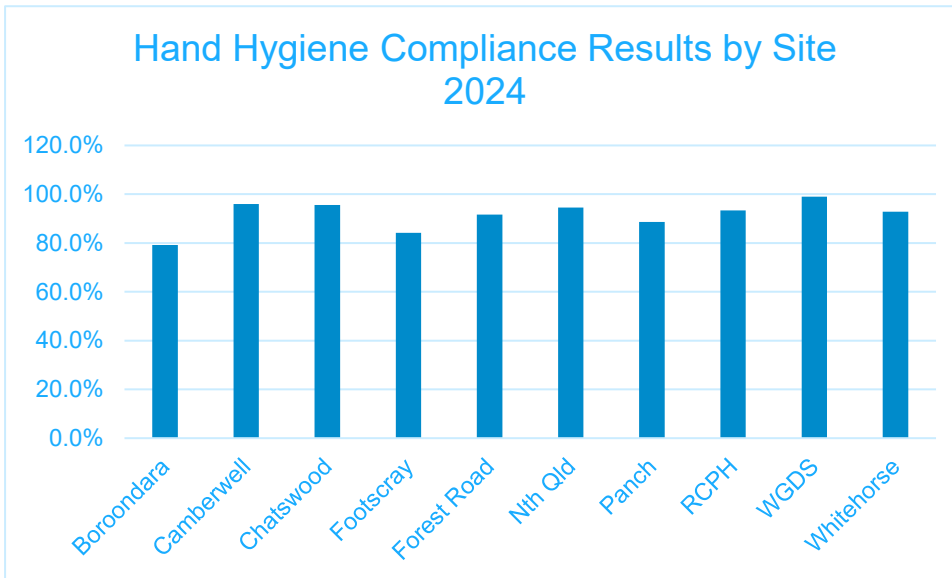
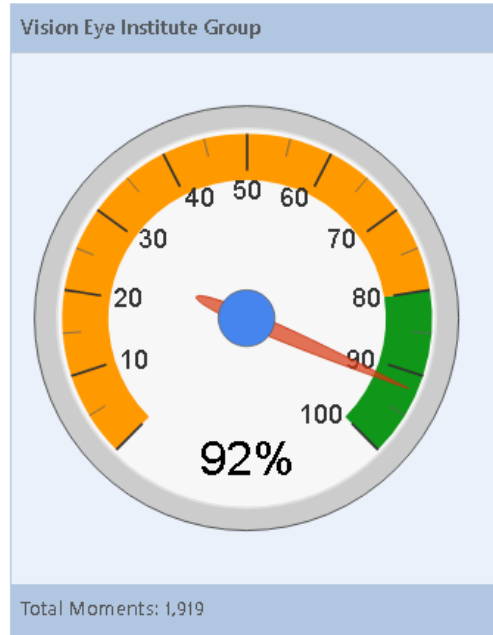
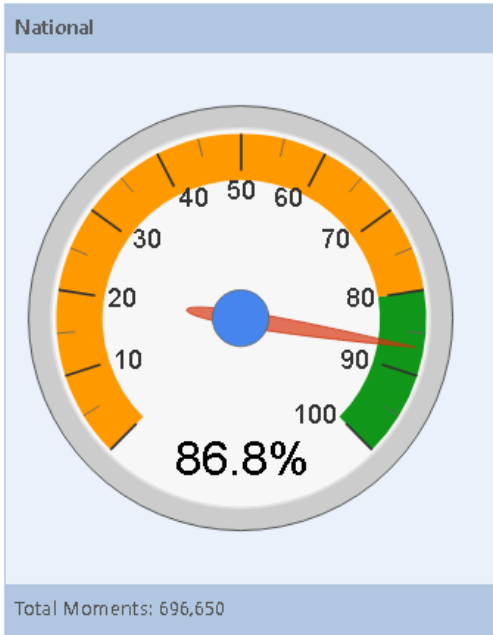
Hand hygiene

Hand hygiene is the single most important factor in reducing hospital acquired infections.

Hand hygiene is conducted in accordance with the 'five moments' that are: before touching a patient, before a procedure, after a procedure, after touching a patient and after touching a patient's environment. This is monitored through internal auditing by VEI staff members who have trained as Gold Star Hand Hygiene auditors.

The results on the next page represent our results for Audit 3 / 2024. We have put into place many strategies to improve our results this year. We have:

- Provided online training to all staff,
- Reviewed audit results at staff and clinical governance meetings,
- Increased access to Hand Hygiene and the use of Hand Sanitiser Gel,
- Promoted information and posters promoting Hand Hygiene,
- Included hand hygiene in the annual mandatory training for medical practitioners.



Incidents

Vision Hospital Group reviews the rate of patient adverse events occurring at each of its sites. An adverse event is an incident in which unintended harm resulted to a person receiving health care. E.g., skin tears, pressure injury, return to theatre, haemorrhage, aspiration, and other complications.

The rate of patient adverse events for the sites within Vision Hospital Group, for the 2024 calendar year, is as follows.

Patient falls

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

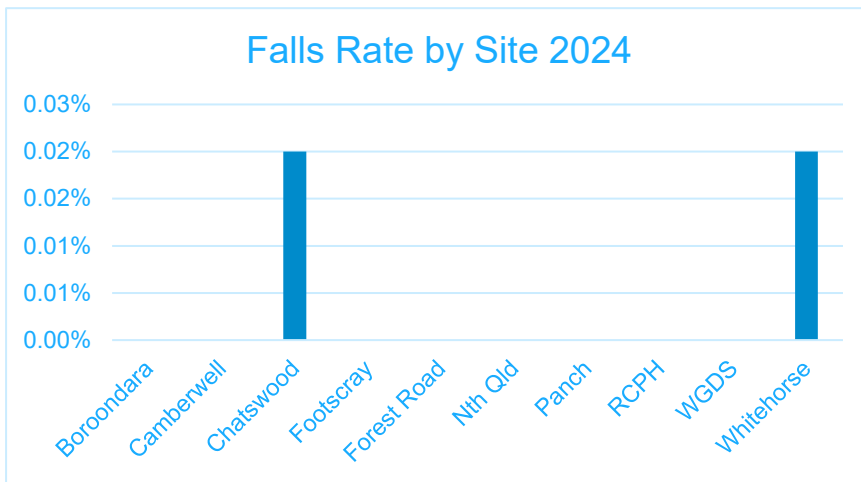
Fall related injuries can include minor skin abrasions, joint dislocation, fractures and head injuries, and these injuries may result in hospitalisation.

At Vision Hospital Group, all patients are considered at risk of falling due to the nature of their treatment.

At VHG we are constantly assessing this risk to our consumers and implementing strategies to minimise falls risks while in our facilities. All patients are screened on admission, and their risk is documented to enable individualised care based on the findings.



Result – the following graph shows the rate of falls across the VHG sites for 2024. The rate is extremely low for each of our day Hospitals. In 2024, the overall rate was 0.006%. In 2023, the rate was 0.008% which was the same as 2022.

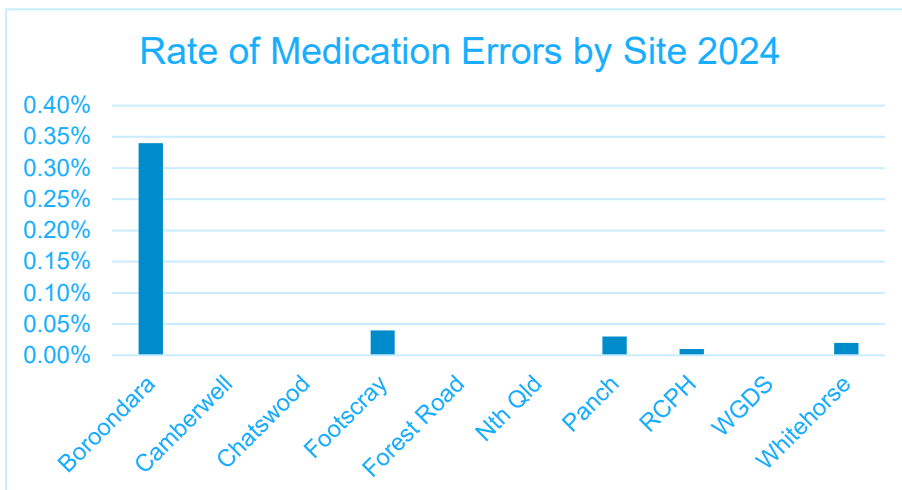


Medication safety

Medicines are commonly used to treat a variety of conditions in the healthcare setting, and therefore it is important to measure the risk of errors. Many of our sites have zero medication errors due to the implementation of medication policies and processes which have been developed using best practice principals. Regular monitoring through internal audits is conducted to ensure adherence to the policies in place, reducing the risk of error to our consumers.



Results – The following graph shows the number of medication errors by site in 2024. The rate of medication errors for 2024 was 0.018%. In 2023 it was 0.02%, in 2022 it was 0.04% and the rate in 2021 was also 0.04%.



Identification & Procedure Matching

The World Health Organisation (WHO) Surgical Safety Checklist is designed to minimise risks to consumers who are undergoing surgical and other procedures. Vision Hospital Group has developed and implemented the Surgical Safety Checklist.



The checklist ensures the team of surgeons, anaesthetists and nurses conducting the operation undertake key safety checks prior to certain stages of the patient journey. Together with other safety measures, the checklist helps us to ensure that we are doing the right operation, on the right patient, in the most appropriate way.

Vision Hospital Group encourages consumers to attend their procedure with a carer or family member if support is required with translating. This will assist in minimising risks associated with a language barrier when checking patient identification details.



Results – The following graph shows the number of clinical information management issues at individual sites. In 2024, the rate across all VHG sites was 0.05%. In 2023 the rate was 0.43%, and in 2022 the rate was 0.02%. In 2021, the rate was 0.003%.

Clinical Handover

During the discharge process, we require the patient's family and/or carer be present so that information can be provided about post-operative care and emergency contact details to use if any questions, concerns, or problems arise when you return home after your procedure. We will also want to discuss your goals of care with you and estimate the best timeframe to determine their success. Our post-operative instruction information sheets will provide you with an explanation of what to look out for that may be of concern.



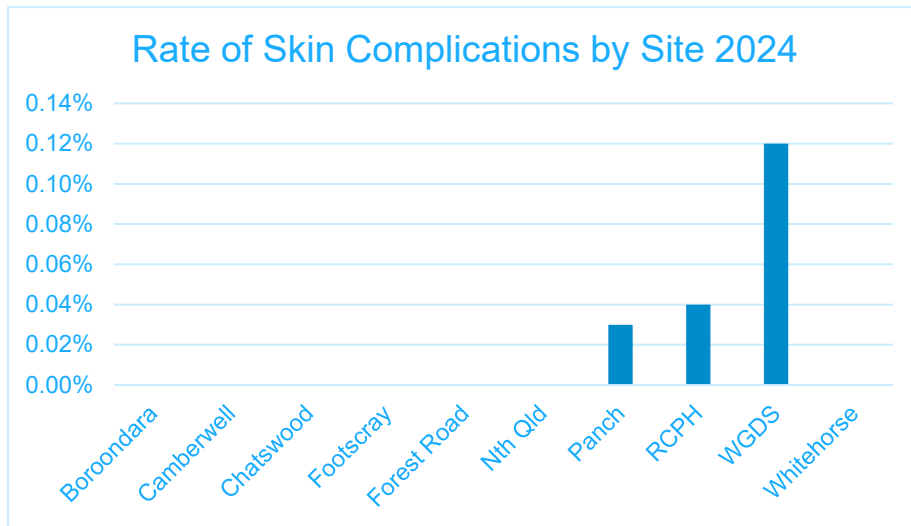
Skin Integrity

Please advise the admission nurse if you have any existing injuries/skin abrasions that need to be protected and managed during your stay with us.

During your procedure, to avoid any pressure injuries, we may use pillows or pads to ensure you are kept comfortable.



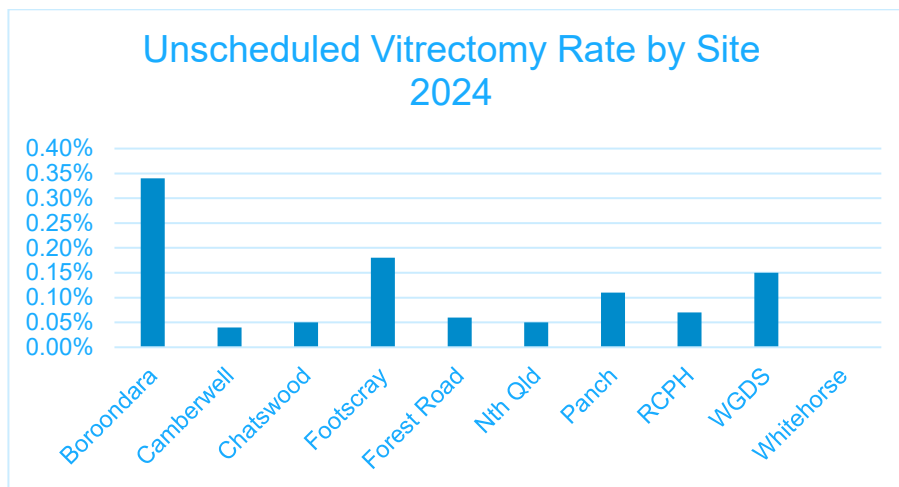
Results – The following graph shows the number of skin complications by site in 2024. The rate of skin integrity issues for 2024 was 0.027%, in 2023 was 0.037%, in 2022 it was 0.02% and the rate in 2021 was 0.03%.



Clinical Outcomes - Unscheduled Vitrectomy

A key indicator for Vision Hospital Group when it comes to good clinical outcomes for ophthalmic patients is the unscheduled vitrectomy rate. An unscheduled vitrectomy is performed when vitreous inadvertently prolapses into the anterior segment of the eye during cataract surgery, and the vitrectomy was not scheduled at the time of admission.

Results – The following graph shows the number of unscheduled vitrectomies by site in 2024. The rate of unscheduled vitrectomies for 2024 was 0.08%. In 2023 it was 0.03%. In 2022, the rate was 0.1% as was the rate in 2021.



Clinical Assistance

Recognising that a patient's condition is deteriorating and then responding to their needs in an appropriate and timely way is an essential component of safe, high-quality care.

Our Day Hospitals have emergency call buttons located throughout, which are readily accessible to allow our consumers and staff to easily call for assistance, if required. Our medical equipment is regularly reviewed and maintained to ensure it is accessible and in good working order in the case of an emergency. All our staff are trained in Basic Life Support.



In the event of a patient deteriorating during their stay, family and/or carers are notified, and our facility escalation process is followed. **Anyone may escalate care at any time, by raising concerns with staff or by pressing an emergency call button.**

Risk Management

Risk reporting and safety improvements

Vision Hospital Group is dedicated to delivering care in the safest possible way. One of the top priorities for us is to reduce the risk of harm to patients by understanding what may potentially or actually go wrong, and then determining how best to prevent it from occurring again. This is made possible through our risk management software program, RiskMan, which has been implemented within all Vision Eye Institute facilities and allows reporting, tracking, and trending across the group.

Our Risk Management system includes:

- A Risk Register to analyse potential risks and implement controls to minimise or eliminate their occurrence and/or consequences;
- Incident reporting and monitoring, which allows us to identify and investigate incidents, determine the cause and implement changes to reduce the likelihood of recurrence.
- Analysis is also conducted of any trends to identify areas of concern and put in place strategies to minimise risks;
- Quality Improvement Requests which are used to record identified non-conformances and implement strategies for improvement;
- Feedback mechanisms to ensure compliments, complaints and feedback are captured and analysed to assist in improving services.



Patient feedback, complaints, and incident reporting

Vision Hospital Group receives feedback from our consumers in a number of ways:

- Satisfaction surveys are given to Day Hospital patients to evaluate their surgical experience;

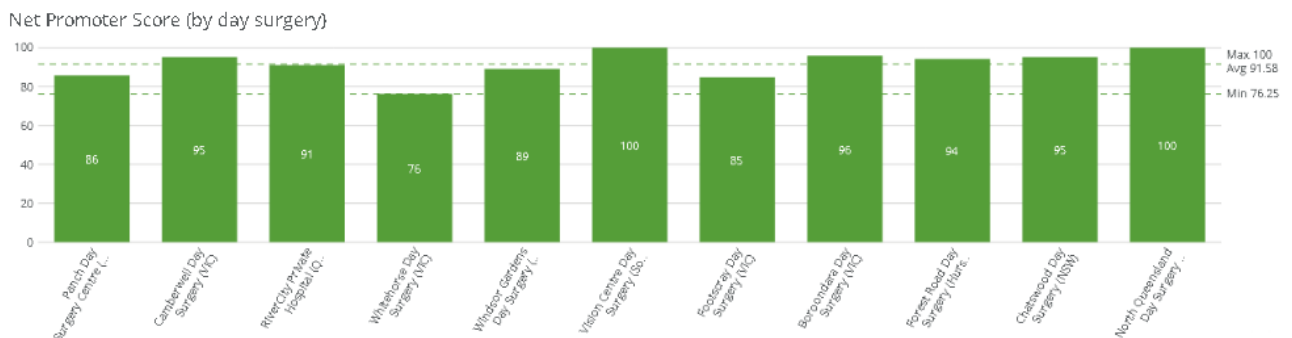
- General feedback is sought by providing feedback forms in the waiting areas for consumers to complete at any time;
- Consumers are encouraged to provide feedback whether it is a complaint or compliment to staff. Compliments and complaints are formally lodged and forwarded for management review.

Feedback is a great measure of our clinical care and service provided. The information obtained is used to continually improve to ensure our consumers have great experiences with us. Vision Hospital Group views complaints as an opportunity to improve the ways we do things.

Here is a sample of what our patients say about the services received across Vision Hospital Group:

- The hospital experience was great.
- I was confident that decisions being made were focused on giving me the best outcome that could be achieved.
- Treated very well.
- The entire staff were friendly, helpful and very professional. I have the highest regard for the treatment I was given.
- Cannot fault the communication of information nor the care at all times.
- Very professional and caring practice. I felt confident all would be well. Thank you all.
- Very happy with my interaction with the Institute and the outcome of my procedure. Thank you.
- Will be having same procedure on the other eye and have absolutely no qualms at all.
- Overall, a good experience. No pain or discomfort at all and all staff were lovely.
- Very happy with the whole experience.
- From reception to exit - everything went extremely well. Lovely staff.

The following graph shows the average monthly net promoter score by facility in 2024.



In addition, all of the day hospitals have a Consumer Advisory Group. This is an advisory group made up of past and current patients who have a desire to support the hospital in reviewing its clinical care outcomes, feedback and compliance to determine improvements that could be made to further enhance the consumer experience. If you are interested in becoming an advisor, and would like more information, please contact the day hospital at which you were treated and ask to speak to the Director of Nursing, who will be more than happy to provide you with more details.

Contact Information

Incident Reporting and Complaints

If you need to report an incident or make a complaint, please ask to be directed to the Director of Nursing at the Day Hospital where you are receiving or received treatment.

If you are unhappy with the response to your complaint, you may escalate / forward your complaint to:-

CEO

c/- Corporate Head Office

Level 13, 412 St Kilda Rd, Melbourne VIC 3004

Tel [03 8844 4000](tel:0388444000) Fax 03 8844 4099 Email us at enquiries@vhg.com.au

or refer your matter to:

Health Services Commissioner
Complaints and Information - VIC
Telephone: 1300 582 113
Fax No.: (03) 9032 3111
E-Mail: hsc@health.vic.gov.au

Health Care Complaints Commission – NSW
Level 12, 323 Castlereagh Street
SYDNEY 2000
Telephone: 1800 043 159
Email: hccc@hccc.nsw.gov.au

Office of the Health Ombudsman – QLD
PO Box 13281
George Street
BRISBANE 4001
Telephone: 133 646

Health and Community Services Complaints
Commissioner – South Australia
Email: info@hcscc.sa.gov.au
Telephone: 1800 232 007

If you would like to provide feedback on this Quality-of-Care report or any related matters with Vision Hospital Group or a particular day Hospital within the group, please feel free to inform the front receptionists or visit our [website](#).