Performance

Report

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| Name of service: | Arcare Sydenham |
| Service address: | 31-51 Trickey Avenue SYDENHAM VIC 3037 |
| Commission ID: | 3578 |
| Approved provider: | Arcare Pty Ltd |
| Activity type: | Site Audit |
| Activity date: | 3 May 2023 to 5 May 2023 |
| Performance report date: | 28 May 2023 |

This performance report **is published** on the Aged Care Quality and Safety Commission’s (the **Commission**) website under the Aged Care Quality and Safety Commission Rules 2018.

**This performance report**

This performance report for Arcare Sydenham (**the service**) has been prepared by A. Douglas, delegate of the Aged Care Quality and Safety Commissioner (Commissioner)[[1]](#footnote-1).

This performance report details the Commissioner’s assessment of the provider’s performance, in relation to the service, against the Aged Care Quality Standards (Quality Standards). The Quality Standards and requirements are assessed as either compliant or non-compliant at the Standard and requirement level where applicable.

The report also specifies any areas in which improvements must be made to ensure the Quality Standards are complied with.

# Material relied on

The following information has been considered in preparing the performance report:

* the assessment team’s report for the Site Audit, dated 3 May 2023 to 5 May 2023; the Site Audit report was informed by a site assessment, observations at the service, review of documents and interviews with staff, consumers/representatives and others.
* other information and intelligence held by the Commission in relation to the service.

# Assessment summary

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| Standard 1 Consumer dignity and choice | Compliant |
| **Standard 2** Ongoing assessment and planning with consumers | **Compliant** |
| **Standard 3** Personal care and clinical care | **Compliant** |
| **Standard 4** Services and supports for daily living | **Compliant** |
| **Standard 5** Organisation’s service environment | **Compliant** |
| **Standard 6** Feedback and complaints | **Compliant** |
| **Standard 7** Human resources | **Compliant** |
| **Standard 8** Organisational governance | **Compliant** |

A detailed assessment is provided later in this report for each assessed Standard.

# Areas for improvement

There are no specific areas identified in which improvements must be made to ensure compliance with the Quality Standards. The provider is required to actively pursue continuous improvement in order to remain compliant with the Quality Standards.

# Standard 1

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| Consumer dignity and choice | |  |
| Requirement 1(3)(a) | Each consumer is treated with dignity and respect, with their identity, culture and diversity valued. | Compliant |
| Requirement 1(3)(b) | Care and services are culturally safe | Compliant |
| Requirement 1(3)(c) | Each consumer is supported to exercise choice and independence, including to:   1. make decisions about their own care and the way care and services are delivered; and 2. make decisions about when family, friends, carers or others should be involved in their care; and 3. communicate their decisions; and 4. make connections with others and maintain relationships of choice, including intimate relationships. | Compliant |
| Requirement 1(3)(d) | Each consumer is supported to take risks to enable them to live the best life they can. | Compliant |
| Requirement 1(3)(e) | Information provided to each consumer is current, accurate and timely, and communicated in a way that is clear, easy to understand and enables them to exercise choice. | Compliant |
| Requirement 1(3)(f) | Each consumer’s privacy is respected and personal information is kept confidential. | Compliant |

Findings

Consumers and representatives described how they were treated with dignity and respect and confirmed their identity, culture, and diversity was valued by the service. Staff were observed treating consumers with dignity and respect and demonstrated an awareness of consumers’ individual choices and preferences. Care documents captured information relating to consumers’ personal preferences and individual identities.

Consumers and representatives said the service delivered care and services which were tailored to their needs and culture. Staff identified consumers with diverse cultural backgrounds and explained how care was delivered in line with care documents. Care documents reflected consumers' cultural needs and preferences.

Consumers and representatives felt they were involved in and supported to make decisions about care. Staff could describe how they supported consumers to make decisions about their care and maintain personal relationships. Care documents included consumers’ individual choices regarding when care is delivered, who participates in their care, and how the service supported them to maintain relationships.

Consumers and representatives said consumers were supported by the service to take risks. Staff demonstrated they were aware of the risks taken by consumers and confirmed they supported the consumer’s wishes. The Assessment Team reviewed risk assessments which included evidence of discussion with consumers and representatives regarding specific risks.

Consumers and representatives expressed satisfaction with the information provided by the service to assist with decision making. Staff could describe the ways in which information was provided to consumers in an easy and accessible way. The Assessment Team observed the service communicated through printed information, verbal reminders, consumer meetings, and email correspondence.

Consumers and representatives confirmed staff respected consumers’ privacy. Staff described the practical ways in which they maintained consumers’ privacy and protected confidential information when providing care. The Assessment Team observed staff conducting their roles in a way that protected consumers’ privacy.

# Standard 2

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| Ongoing assessment and planning with consumers | |  |
| Requirement 2(3)(a) | Assessment and planning, including consideration of risks to the consumer’s health and well-being, informs the delivery of safe and effective care and services. | Compliant |
| Requirement 2(3)(b) | Assessment and planning identifies and addresses the consumer’s current needs, goals and preferences, including advance care planning and end of life planning if the consumer wishes. | Compliant |
| Requirement 2(3)(c) | The organisation demonstrates that assessment and planning:   1. is based on ongoing partnership with the consumer and others that the consumer wishes to involve in assessment, planning and review of the consumer’s care and services; and 2. includes other organisations, and individuals and providers of other care and services, that are involved in the care of the consumer. | Compliant |
| Requirement 2(3)(d) | The outcomes of assessment and planning are effectively communicated to the consumer and documented in a care and services plan that is readily available to the consumer, and where care and services are provided. | Compliant |
| Requirement 2(3)(e) | Care and services are reviewed regularly for effectiveness, and when circumstances change or when incidents impact on the needs, goals or preferences of the consumer. | Compliant |

Findings

Consumers and representatives confirmed they were actively involved in developing their care plans based upon their preferences, goals, and needs. Staff confirmed the delivery of care and services was informed by assessment and planning processes. Care documents were tailored to each consumer’s needs and identified individual risks.

Consumers and representatives confirmed the assessment and care planning process addressed the current needs, goals, and preferences of consumers, including their advance care directives (ACD) and end if life (EOL) care wishes. Staff described the needs and preferences of the consumers which aligned with current care practices, consumer feedback and care documents.

Consumers and representatives confirmed they provided input into the assessment and care planning process both formally and informally. Relevant staff could explain their roles in relation to care planning and assessments. Care documents showed evidence of involvement from a range of services, including medical officers (MO) and allied health professionals.

Consumers and representatives said the service regularly contacted them when there was a change to the delivery of care and services. Staff confirmed they had access to consumers’ care planning information to provide safe care and services. The Assessment Team observed the service used an electronic care management system (ECMS) to record all care planning and progress notes.

Consumers and representatives confirmed care and services were reviewed regularly for effectiveness, and they were contacted by phone, email or in person when changes or incidents occurred. Staff could describe how and when care plans were reviewed for effectiveness. Care documents confirmed the service conducted regular reviews of consumers’ care and services and maintained regular communication with consumers and representatives.

# Standard 3

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| Personal care and clinical care | |  |
| Requirement 3(3)(a) | Each consumer gets safe and effective personal care, clinical care, or both personal care and clinical care, that:   1. is best practice; and 2. is tailored to their needs; and 3. optimises their health and well-being. | Compliant |
| Requirement 3(3)(b) | Effective management of high impact or high prevalence risks associated with the care of each consumer. | Compliant |
| Requirement 3(3)(c) | The needs, goals and preferences of consumers nearing the end of life are recognised and addressed, their comfort maximised and their dignity preserved. | Compliant |
| Requirement 3(3)(d) | Deterioration or change of a consumer’s mental health, cognitive or physical function, capacity or condition is recognised and responded to in a timely manner. | Compliant |
| Requirement 3(3)(e) | Information about the consumer’s condition, needs and preferences is documented and communicated within the organisation, and with others where responsibility for care is shared. | Compliant |
| Requirement 3(3)(f) | Timely and appropriate referrals to individuals, other organisations and providers of other care and services. | Compliant |
| Requirement 3(3)(g) | Minimisation of infection related risks through implementing:   1. standard and transmission based precautions to prevent and control infection; and 2. practices to promote appropriate antibiotic prescribing and use to support optimal care and reduce the risk of increasing resistance to antibiotics. | Compliant |

Findings

Consumers and representatives confirmed they received personal and clinical care that was safe and tailored to their needs. Staff could describe consumers’ individual needs and preferences, and how they were delivered in line with their care plans. Care documents reflected individual care that was safe, effective, and tailored to the specific needs of consumers.

Consumers and representatives expressed satisfaction with how the service managed high impact or high prevalence risks associated with care and services. Staff recognised high prevalence and high impact risks and were able to specify individual consumer risks, including mitigation strategies which were in place. Care documents included strategies for managing key risks to consumers.

Consumers and representatives confirmed their EOL wishes were discussed with them. Staff described the practical ways in which consumers’ comfort was maximised and dignity preserved during palliative care. Care documents reflected the needs, goals and preferences of consumers nearing EOL.

Consumers and representatives said the service communicated changes in the consumer’s condition. Staff described the ways in which they responded to a change in a consumer’s condition and reported changes to relevant staff. Care documents included information about deterioration and changes in consumers’ conditions.

Consumers and representatives said they were satisfied with the service’s communication of consumers’ care needs and preferences. Staff said they received information about a consumer’s condition and care needs by reading the care plan, attending handover, and accessing the ECMS. Care documents included input from MO and allied health professionals.

Consumers confirmed referrals to external providers occurred when required. Staff were able to describe referral processes in consultation with consumers and representatives. Care documents included timely referrals to various health professionals when required.

Consumers and representatives said they were satisfied with the way the service managed the COVID19 outbreaks. Staff demonstrated an awareness of infection control practices and minimising the use of antibiotics. The Assessment Team observed staff following appropriate infection control processes throughout the Site Audit.

# Standard 4

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| Services and supports for daily living | |  |
| Requirement 4(3)(a) | Each consumer gets safe and effective services and supports for daily living that meet the consumer’s needs, goals and preferences and optimise their independence, health, well-being and quality of life. | Compliant |
| Requirement 4(3)(b) | Services and supports for daily living promote each consumer’s emotional, spiritual and psychological well-being. | Compliant |
| Requirement 4(3)(c) | Services and supports for daily living assist each consumer to:   1. participate in their community within and outside the organisation’s service environment; and 2. have social and personal relationships; and 3. do the things of interest to them. | Compliant |
| Requirement 4(3)(d) | Information about the consumer’s condition, needs and preferences is communicated within the organisation, and with others where responsibility for care is shared. | Compliant |
| Requirement 4(3)(e) | Timely and appropriate referrals to individuals, other organisations and providers of other care and services. | Compliant |
| Requirement 4(3)(f) | Where meals are provided, they are varied and of suitable quality and quantity. | Compliant |
| Requirement 4(3)(g) | Where equipment is provided, it is safe, suitable, clean and well maintained. | Compliant |

Findings

Consumers described how they are provided with appropriate services and supports for daily living that met their needs, goals and preferences. Staff demonstrated knowledge of consumers’ needs and preferred activities. The Assessment Team observed consumers participating in various activities, including daily group activities.

Consumers said their emotional, spiritual, and psychological needs were supported at the service. Care staff and lifestyle staff provided examples of supporting consumers in their emotional and psychological well-being. Care documents identified emotional, spiritual, and psychological well-being needs.

Consumers said they were supported to maintain personal relationships and confirmed they participated in activities within and outside of the service. Staff described the supports in place for each consumer to enable them to follow their interests, participate in community activities and maintain personal relationships. Care documents included information which aligned with feedback provided by consumers, representatives, and staff.

Consumers and representatives felt information about consumers’ preferences, needs and condition was effectively communicated between staff responsible for delivering care. Staff described how they effectively communicated consumer care information. The Assessment Team observed care documents contained adequate information to support safe and effective care and services.

Consumers provided examples of how they were supported by other organisations, support services and providers of other care and services. Staff demonstrated an understanding of how they work with other individuals, organisations, and providers of other care and services. Care documents identified engagement with other organisations and services.

Consumers and representatives expressed satisfaction with the quality, quantity, and variety of meals. Consumers at the service with dietary needs were accommodated and all staff were knowledgeable regarding their needs. The service had feedback mechanisms which allowed consumers to provide feedback on the performance of the kitchen.

Consumers and representatives said the equipment was safe, suitable, clean, and well maintained. The Assessment Team observed equipment used to support consumers’ engagement with activities of daily living was safe, suitable, clean, and well maintained.

# Standard 5

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| Organisation’s service environment | |  |
| Requirement 5(3)(a) | The service environment is welcoming and easy to understand, and optimises each consumer’s sense of belonging, independence, interaction and function. | Compliant |
| Requirement 5(3)(b) | The service environment:   1. is safe, clean, well maintained and comfortable; and 2. enables consumers to move freely, both indoors and outdoors. | Compliant |
| Requirement 5(3)(c) | Furniture, fittings and equipment are safe, clean, well maintained and suitable for the consumer. | Compliant |

Findings

Consumers and representatives said the service environment was welcoming and easy to navigate. Staff described aspects of the service that helped to optimise each consumer’s sense of belonging and ease of navigation. The Assessment Team observed consumers’ rooms were personalised to support their independence sense of belonging.

Consumers and representatives expressed satisfaction with the cleanliness of the service. Staff provided the Assessment Team with an overview of the service’s cleaning systems and processes. The Assessment Team observed the service to be safe, clean, well maintained, and consumers were observed moving freely both indoors and outdoors.

Consumers and representatives said the furniture and equipment at the service was in working order and maintenance requests were responded to promptly. Staff members described the process for logging a maintenance request. The Assessment Team sighted up to date records of the reactive and preventative maintenance.

# Standard 6

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| Feedback and complaints | |  |
| Requirement 6(3)(a) | Consumers, their family, friends, carers and others are encouraged and supported to provide feedback and make complaints. | Compliant |
| Requirement 6(3)(b) | Consumers are made aware of and have access to advocates, language services and other methods for raising and resolving complaints. | Compliant |
| Requirement 6(3)(c) | Appropriate action is taken in response to complaints and an open disclosure process is used when things go wrong. | Compliant |
| Requirement 6(3)(d) | Feedback and complaints are reviewed and used to improve the quality of care and services. | Compliant |

Findings

Consumers and representatives said they were supported to provide feedback and make complaints. Staff demonstrated an awareness of feedback and complaints processes. The service had various avenues for making a complaint and providing feedback, including speaking directly to the management team, submitting a feedback form, consumer meetings, surveys, or emailing the care manager.

Consumers said they were aware of avenues for raising complaints internally and externally. Staff demonstrated a shared understanding of the advocacy services available for consumers and were able to describe how they assisted consumers with communication barriers. The Assessment Team observed information displayed throughout the service relating to advocacy and external complaints services.

Consumers and representatives said management promptly addressed and resolved their concerns and complaints. Staff demonstrated an understanding of open disclosure and complaint management processes. The Assessment Team reviewed complaints documentation which demonstrated the service applied an open disclosure process following an adverse event.

Consumers and representatives said their feedback was used to improve the quality of care and services. Consumer meeting minutes and the plan for continuous improvement (PCI) demonstrated complaints, feedback and suggestions were generally documented and changes at the service are communicated with consumers.

# Standard 7

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| Human resources | |  |
| Requirement 7(3)(a) | The workforce is planned to enable, and the number and mix of members of the workforce deployed enables, the delivery and management of safe and quality care and services. | Compliant |
| Requirement 7(3)(b) | Workforce interactions with consumers are kind, caring and respectful of each consumer’s identity, culture and diversity. | Compliant |
| Requirement 7(3)(c) | The workforce is competent and the members of the workforce have the qualifications and knowledge to effectively perform their roles. | Compliant |
| Requirement 7(3)(d) | The workforce is recruited, trained, equipped and supported to deliver the outcomes required by these standards. | Compliant |
| Requirement 7(3)(e) | Regular assessment, monitoring and review of the performance of each member of the workforce is undertaken. | Compliant |

Findings

Consumers and representatives said the service employed a sufficient number of staff. Staff said they felt supported in their roles and confirmed there were enough staff to provide safe care and services. Management said the workforce was planned on a 2-weekly rotation enabling a suitable number and mix of staff. Call bell reports for March 2023 confirmed 92% of call bells were answered within 8 minutes.

Consumers said staff were kind, caring and respectful when providing care and services. Staff demonstrated they were familiar with each consumer's individual needs and identity. The Assessment Team observed kind and respectful interactions between staff and consumers.

Consumers and representatives felt staff were sufficiently skilled to perform their roles effectively. Staff described how management supported them with informal and formal coaching and ongoing training to ensure they have the experience and skills to perform their duties. All staff had the relevant qualifications to perform the duties outlined in their position descriptions.

Consumers and representatives said they were confident with staff abilities and practices. Staff were able to describe the training, support, professional development, and supervision they received during orientation and on an ongoing basis. The Assessment Team reviewed mandatory training records which identified most mandatory modules had a 90% completion rate.

The service had a staff performance framework which identified appraisals were conducted regularly to monitor performance. Management provided an overview of the performance appraisal process. The Assessment Team reviewed documentation which identified staff appraisals were up to date.

# Standard 8

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| Organisational governance | |  |
| Requirement 8(3)(a) | Consumers are engaged in the development, delivery and evaluation of care and services and are supported in that engagement. | Compliant |
| Requirement 8(3)(b) | The organisation’s governing body promotes a culture of safe, inclusive and quality care and services and is accountable for their delivery. | Compliant |
| Requirement 8(3)(c) | Effective organisation wide governance systems relating to the following:   1. information management; 2. continuous improvement; 3. financial governance; 4. workforce governance, including the assignment of clear responsibilities and accountabilities; 5. regulatory compliance; 6. feedback and complaints. | Compliant |
| Requirement 8(3)(d) | Effective risk management systems and practices, including but not limited to the following:   1. managing high impact or high prevalence risks associated with the care of consumers; 2. identifying and responding to abuse and neglect of consumers; 3. supporting consumers to live the best life they can 4. managing and preventing incidents, including the use of an incident management system. | Compliant |
| Requirement 8(3)(e) | Where clinical care is provided—a clinical governance framework, including but not limited to the following:   1. antimicrobial stewardship; 2. minimising the use of restraint; 3. open disclosure. | Compliant |

Findings

Consumers and representatives said they felt the service is well run and they are regularly consulted about their care and services. Management advised that all feedback or suggestions made by consumers and representatives were included in the service’s PCI. Documentation review showed consumers were meaningfully engaged in the evaluation of services through consumer meetings, feedback mechanisms, and surveys.

Management outlined systems and reporting processes in place through which the governing body monitored the service’s compliance with the Quality Standards. Management said the quality team conducts an analysis of monthly audits and clinical indicators, and these reports are reviewed and analysed for the Board meeting papers.

Management and staff described processes and mechanisms in place for effective organisation wide governance systems related to information management, continuous improvement, financial governance, workforce governance, regulatory compliance and feedback and complaints. The service had an effective communication management system, continuous improvement framework and PCI, established financial governance arrangements, and processes for workforce governance, feedback, and complaints

Staff confirmed they analysed incidents to identify issues and trends, and these were reported to various committees. The service had a wide range of frameworks, policies, and procedures to support the management of risks and incidents. In addition to reporting incidents falling under the Serious Incident Response Scheme (SIRS), the service maintained an incident register.

Staff demonstrated an awareness of antimicrobial stewardship, minimising the use of restrictive practices, and open disclosure. The service demonstrated there was a clinical governance framework in place, including antimicrobial stewardship, minimising the use of restraint, and open disclosure.

1. The preparation of the performance report is in accordance with section 40A of the Aged Care Quality and Safety Commission Rules 2018. [↑](#footnote-ref-1)