St George's Hostel and St George's Nursing Home

St. George's consists of a co-located hostel and nursing home, and operates as one organisation with common systems across all care and services. St George's has well-structured, mature and supported mechanisms for planning and quality improvement and has researched other approaches used in the sector to help develop these systems.

These developments have occurred at an organisational level and work well at a service level. At the centre of this is the ***balanced scorecard*** approach (a four fold approach ensuring a focus on all areas of service provision – client, financial, process and learning, and growth). The use of the balanced scorecard to evaluate and track initiatives, potential suppliers and achievement of objectives is notable in that it ensures results for residents are considered at all times and for all projects.

The continuous improvement system includes: quality managers; various committees, process flowcharts, strategic and operational plans; improvement logs, surveys of residents, relatives and staff; hazard management; infection control, clinical and safety indicators and compliance audits. The requirements of quality improvement are incorporated into job descriptions and orientation of staff. Annual audits are conducted against the *Standards and Guidelines for Residential Aged Care Services*, and are supported by trained auditors and an audit kit and manual.

The home has a comprehensive and well-articulated set of measures that span key areas of the home. They include: clinical measures, occupational health and safety statistics, resident related data, improvement data, human resources statistics and financial indicators. Targets are set for many measures. St George's management receives monthly feedback enabling them to compare their performance against all services in the Anglican Aged Care Services Group.

St George's is a multicultural service and goes to great lengths to ensure that residents' cultural needs are met. The multicultural program includes support documentation, staff specific recruitment, and culturally specific approaches to catering, environment and activities. The home was involved in the statewide Partners in Culturally Appropriate Care program, and has been involved in the development of a reference workbook for the aged care sector.

The local multi-cultural community is closely involved in the life of the home and this involvement enables the residents from diverse backgrounds to maintain their culture and customs. The resident handbook has been translated into four languages and two are on tape. Another five translations are being prepared for tape.

St George's takes the assessment of the needs and requirements of residents and relatives seriously. Various mechanisms provide for this assessment and feedback which include: improvement logs, recreation and leisure meetings, resident's needs profile, resident representation at a range of committees, quality quizzes, family support meetings, lifestyle consultations, focus groups and forums such as the food forum.

St George's food program
The research-based program of delivering multicultural catering has included education and training for staff, and the development of resource manuals. The nursing home and hostel between them have four kitchens, each catering to culturally unique groups of residents. St George's have evaluated this program and have found that services have improved and are appreciated. For example:

- Community, staff, relative and resident surveys show improved satisfaction over time. Residents satisfaction in 2003 was 92 per cent
- 75 per cent of residents enjoy the same breakfast they would have before moving to the home
- Over twenty different special and cultural events are celebrated with accompanying cuisine
- Residents are involved in preparing dishes and sharing their skills.

Recreational program
The activities program is broad, varied and well attended. Over forty volunteers play an important part in facilitating and maintaining the activities program that enables residents to maintain friendships, spiritual practices and community links. The program includes group activities such as:

- T'ai chi, bingo, Sonas (multi sensory program for people with dementia), craft, men's group, happy hour and an innovative pyjama party event which includes gentle exercise and a warm drink before bed
- multicultural entertainment such as Croatian and Macedonian dancers and culturally specific choirs
- an annual float in the Hobson's bay community parade
- a schools program.

Individual activities are also provided, for example:

- a putting green in the grounds for residents who had previously played golf
- individual activities through the Sonas program.

Of special interest is the ***mission impossible program*** that assists individuals to experience a special event that would otherwise be out of reach. Events have included the renewal of wedding vows, trips to relatives' homes for the ill and frail for special occasions, and the hosting of an Olympic games, complete with medal ceremonies.

Pastoral care training for volunteers
The parent organisation and the service have developed a planned approach to pastoral care that includes a comprehensive volunteer training program. This involves screening potential candidates; and an eight-module competency based training package. Eight pastoral care volunteers currently work at St George's nursing home and hostel, and four more are being trained.

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