

News

Chief Executive – Transforming Health Update

There is a lot happening across our health system at the moment and it is great to see Transforming Health changes taking place.

Two of the MCAG expert working groups have completed their initial work to develop new models of care for Acute Coronary Syndrome – Chest Pain and Rehabilitation Services. These are the first models of care to be finalised under Transforming Health and they are a fantastic achievement for the 86 people involved in the groups, including clinicians from within SA Health and consumer representatives. Work will now commence with Local Health Networks to implement these models of care across our health system.

Infrastructure works to support Transforming Health changes and new models of care are taking shape, including the near completed ambulance station at Noarlunga which will have capacity for more than 50 staff, 13 ambulances and five specialised vehicles.

The recently released 2014/15 Australian Institute for Health and Welfare (AIHW) reports highlight the need for reform across the South Australian public health system. The AIHW reports compare the performance and characteristics of state and territory hospital systems.

These reports show that South Australia has an average of 2.9 beds per 1,000 people compared to the national average of 2.6, more than any other state or territory. Despite our large number of beds, we have been ranked sixth in the country for the number of Emergency Department (ED) patients seen on time and sixth again for the percentage of patients seen, treated and discharged from the ED within four hours.

These results must improve and that is exactly why we are undergoing the biggest transformation of the South Australian public health system in history.

Under Transforming Health we are realigning health services to better meet the needs of our community and are creating hubs for specialised services such as stroke and rehabilitation.

We want to reduce our reliance on beds and instead focus on creating better pathways for patients so they spend less time in hospital and more time at home close to family and friends.

Since starting our Transforming Health reforms in 2015, we are already seeing positive results, including improvements in ED performance and average length of stay. We will never compromise on the quality of care we provide, but we must continue to change the way we provide health services to ensure we provide the best health care possible to the South Australian community.

Lynne Cowan will be acting Deputy Chief Executive – Transforming Health from 2 August 2016 while I am Acting Chief Executive for SA Health.

The acting arrangements will remain in place until early 2017 and we will ensure we both regularly communicate with you during this time.

Welcome to the third edition of Transforming Health News for 2016.

This publication will keep you up-to-date on the progress of Transforming Health and provides further information about key milestones.

If you have any Transforming Health stories you would like to share or questions you would like answered, please email health.transforminghealth@sa.gov.au



*Vickie Kaminski, Acting Chief Executive,
SA Health*

“These results must improve and that is exactly why we are undergoing the biggest transformation of the South Australian public health system in history.”



Improved cancer services in the north

More than 260 northern suburbs patients have benefitted from the new Radiation Oncology Planning CT scanner since it was installed at Lyell McEwin Hospital in December 2015.



Lyell McEwin Hospital's Radiation Oncology Planning CT scanner

The new scanner means patients from the north no longer need to travel to the Royal Adelaide Hospital for the same treatment.

Radiation Oncology Planning CT scanning is a modern preparation technique for radiation therapy, allowing accurate treatment planning and precise treatment delivery.

Radiation Oncologist Dr Hien Le says the scanner will speed up the treatment process.

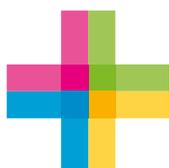
"Having access to this planning technology locally is enabling our clinicians to treat cancer faster by removing delays associated with patient transfers and scheduling," Dr Le says.

"For many patients, we can now perform their cancer scanning on the same day as their initial consultation, which means we will have all of the detail we require to commence treatment preparation straight away."

Along with additional reforms at the hospital as part of Transforming Health, the introduction of the scanner is allowing people to receive their treatment locally.

Previously, one in two people who lived in the north have had to travel outside of their local area to receive healthcare, adding extra stress to patients.

The new scanner is located in Lyell McEwin Hospital's \$9.7 million Northern Adelaide Cancer Centre, which opened in 2014, and houses a dedicated chemotherapy area, six clinic rooms and two linear accelerators.



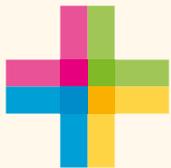
Transfer of services from Hampstead Rehabilitation Centre

Staff forums were held at The Queen Elizabeth Hospital and Hampstead Rehabilitation Centre in July to discuss the proposal to move the services currently provided at Hampstead Rehabilitation Centre to The Queen Elizabeth Hospital.

The forums were an opportunity to share the progress on developing options for the moves and listen to the views of staff before producing recommendations for formal consultation.

More information about the transfer of services and formal consultation will be communicated with staff and unions when it is available.

The Queen Elizabeth Hospital has an important role to play in our health system now and into the future, continuing to provide acute general hospital care and having a specialist role in rehabilitation.



Rehabilitation at The Queen Elizabeth Hospital



A patient receiving physiotherapy at The Queen Elizabeth Hospital

“The Queen Elizabeth Hospital is an important part of the local community. I’m proud to be working with nurses, clinicians and allied health staff to bring about the changes that will deliver even better services and facilities for patients and their family.”

Jackie Wood, Director of Nursing and Patient Care Services, The Queen Elizabeth Hospital



Deputy Clinical Nursing and Midwifery Ambassadors

Three newly appointed Deputy Clinical Nursing and Midwifery Ambassadors are settling into their roles after being selected for the new positions in July.

Gabby Vigar from CALHN, Helen Walker from SALHN and Stuart Smith from NALHN won the roles following an Expression of Interest process in May.

Gabby, Helen and Stuart have been appointed members of the Ministerial Clinical Advisory Group and will provide expert advice, playing a critical role in linking nurses, midwives and their practice to Transforming Health.

They will also work closely with the SA branch of the Australian Nursing and Midwifery Federation (ANMF), through its Transforming Health project officer, on matters affecting nurses and midwives, ensuring appropriate support through the change process.

The Ambassadors were selected by a panel comprising the Executive Directors of Nursing/Midwifery in CALHN, NALHN and SALHN, the Transforming Health Clinical Ambassador and a representative from the ANMF.

Applications were received from 27 nursing and midwifery clinical leaders, all of which were of a very high standard. All applicants will be invited to take part in other Transforming Health clinical projects as appropriate.

Read more about the Deputy Clinical Nursing and Midwifery Ambassadors on the [SA Health intranet](#).

Deputy Clinical Nursing and Midwifery Ambassador, Stuart Smith

Stuart Smith is set for a big 12 months as he aims to make his mark in the transformation of health care in the state.

The Emergency Department Nurse Practitioner, based at Modbury Hospital, is one of only three people selected to take on the new role, Deputy Clinical Nursing Ambassador.

Although the role expectations are still being established, Stuart said he was keen to get started on the priority projects as recommended by Clinical Ambassador for Transforming Health Dorothy Keefe.

Stuart said he hopes to work with general practitioners to ensure patients are being referred to the right hospital, first time.

He said he was looking forward to the challenge and hoped to have a positive influence on the impacts Transforming Health will have on nursing.

“I am keen to achieve at least one significant measurable outcome in the next 12 months, hopefully more,” Stuart said.

Stuart said he will also use the role as an opportunity to promote nursing.

“I’m passionate about health care, nursing and nurse practitioners.”



An inside look at the updated Lyell McEwin Hospital

More than 200 people from the north and north east of Adelaide were treated to a behind-the-scenes look at the Lyell McEwin Hospital during an Open Day held in June.



An information stall at the Open Day

The Open Day included tours of the hospital, information stalls, health demonstrations, and a range of festivities including a sausage sizzle and face painting for children.

The day marked the end of a \$314 million transformation at the hospital, delivering improvements including a new helipad, a Women's and Children's Health Hub, upgraded emergency services and a 96-bed inpatient unit.

Chief Executive Officer Jackie Hanson said the significant investment at the hospital provided a wide range of medical, surgical and sub-specialty services to the local community.

"We've been able to modernise the whole hospital to make it more inviting and a better environment for patients to be treated in and recover," Jackie said.

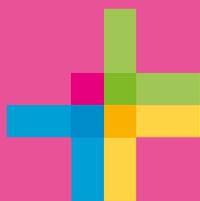
"We now have state-of-the-art equipment and purpose-built facilities to improve the care we provide.

"The community seek our services at times when they are in need, and with NALHN expected to service almost half a million South Australians by 2016/17, we are proud to be able to show the community through the completion of Lyell McEwin's redevelopment".

Community members, staff from other LHNs and local Members of Parliament were taken on a guided tour of various areas of the hospital, including a purpose-built Cancer Centre, a Women's and Children's Health Hub and Outpatients Department, and were given the chance to speak to clinicians about changes at the hospital at the Open Day.

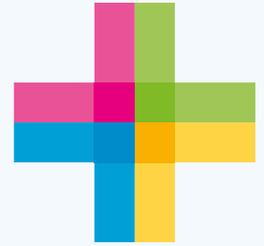
Jackie said it was rewarding to hear so much positive feedback from people who attended and commented on how fantastic the facilities looked and the excellent care being provided to patients and their families.

"The Open Day was a big success and I'd like to thank the local community for coming along and the staff involved in making the day happen."



The 96 bed inpatient unit at the Lyell McEwin Hospital

Infrastructure underway



Flinders Medical Centre

Light and bright open spaces with a Scandinavian feel is the interior design brief behind the new 55-bed rehabilitation facility currently under construction at Flinders Medical Centre (FMC).

The five-storey facility, which will house gyms, a pool, consulting rooms, day therapy, research and office spaces, and patient rooms, has been designed by Cheesman Architects.

Palliative care will be located on the top storey. Space will be included to allow clinical trials in rehabilitation to continue on the wards at FMC.

The rehabilitation facility forms part of the \$170.5 million investment at FMC under Transforming Health.

Repatriation General Hospital Occupational Therapist Emma Dubrich, who is part of a user group working with the architects on the new building, said research suggested light environments, balanced with colour assist with healing. Creating an “enriched environment” is now believed to support greater recovery in patients with neurological injuries and the spaces have been designed to encourage socialisation, provide opportunities for patients to exercise after hours and allow immersive home simulation experiences.

“As part of this project, we are aiming for a feeling of openness and lightness, incorporating the use of colour and natural elements such as wood and stone,” Emma said.

One of the feature design elements, which will also help with wayfinding, includes a strip of tiles outside every room with a particular theme including leaves, stones, flowers and wildgrass.

Emma said the group was also looking at ways of incorporating graphic design elements to pay tribute to the history associated with Repatriation General Hospital.



Construction underway at FMC

“We’re looking at different images and words that we could have on the windows including motivational words and something that shows we have come from the Repat with a Veteran focus,” she said.

Particular attention has also been paid to the orientation of the rooms, with the bed and bathroom in direct eye line. Each patient will have their own room with large windows which can be opened for fresh air.

“There is also space in patient rooms for a family member or carer to stay which will assist with carer training and the transition from hospital to home,” Emma said.

“Overall we are aiming for warm, bright, inviting spaces that are conducive to recovery for our patients and their families.”



Construction at FMC



Work in progress at FMC



Noarlunga Hospital

Noarlunga Hospital

Work at Noarlunga Hospital is progressing with first fix services complete in day surgery and the Emergency Department administration offices.

Upcoming work includes the installation of the new roof walkway, installation of aluminium, courtyard roof works and framing out ceilings.

Manufacturing of offsite joinery and flushing walls has also commenced.

Infrastructure underway continued



Modbury Hospital

Recent wet weather did little to dampen the progress of Modbury Hospital's new Rehabilitation Centre, with workers racking up more than 14,500 hours on-site in June and 15,500 hours in July.

Major work at the centre included external cladding and the installation of services within the gymnasium and consulting and treatment areas.

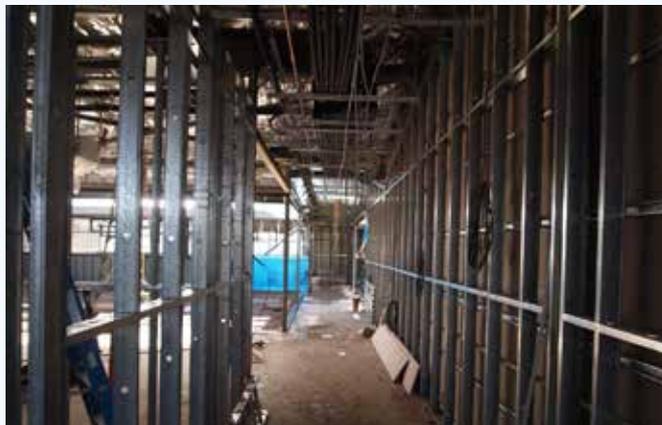
Work in the hydrotherapy pool is continuing to progress with the ceiling installed last month. Tiling is expected to start in August.

Electrical and pool solar panels were installed in July along with the roof mounted plant.

The refurbishment of level 3 east is also moving along, with new vinyl flooring being installed. Joinery was also installed in July.



The new rehabilitation centre at Modbury Hospital



The new ambulance station at Noarlunga

SA Ambulance Station

The new ambulance station at Noarlunga is almost complete.

Final construction work is on track to be finished by the end of September. This includes tiling of wet areas, painting, installation of joinery, commissioning of telecommunications and ICT infrastructure, final electrical and plumbing works, laying of bitumen and paving, and landscaping.

The station will officially open and become operational later this year.



The new ambulance station at Noarlunga

Clinical Ambassador Update

Professor Dorothy Keefe P.S.M. is the Clinical Ambassador for Transforming Health and the Chair of the Ministerial Clinical Advisory Group, which provides clinical leadership on the implementation of Transforming Health projects.



Deputy Clinical Nursing and Midwifery Ambassadors

The most exciting event for me recently has been the announcement of the new Deputy Clinical Nursing and Midwifery Ambassadors. I met with the three selected Ambassadors with the Minister and it was so exciting to talk with them about their enthusiasm for Transforming Health, their passion for health reform and what they're learning already about how Transforming Health is working and how the health system is working.



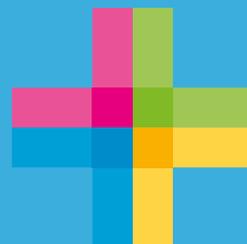
Gabby Vigar, Stuart Smith and Helen Walker are the newly appointed Deputy Clinical Nursing and Midwifery Ambassadors

Improved waiting times in the north

Another exciting update on Transforming Health is the results of the moves in NALHN. The reconfigurations in the north between Modbury and Lyell McEwin have now occurred and results from these moves are looking good. It's reassuring to see the reconfiguration to enable the new models of care is paying off and resulting in better care for our patients. The waiting time targets in the Emergency Department and the waiting time for elective surgery are improving. This demonstrates that reforming our system to provide best care, first time, every time really does have an impact on our patients.

Growing leaders at SA Health

Developing our staff into leaders is fundamental to the success of Transforming Health. At the start of Transforming Health we committed to implementing a leadership development program for SA Health, which would include both clinical and non-clinical staff to enable us to grow our own leaders for the future. I'm delighted to say that we have recently signed the contract for the leadership development program, with the first cohort of a hundred leaders starting the program in September. This will really help to bolster our ability to be self-sustainable in ongoing health reform, which will be necessary going forward.



Opinion: David Swan

David Swan is the outgoing Chief Executive of SA Health. He spoke at a staff update in July about health reform, including Transforming Health.

Transforming Health is stimulating a debate with our stakeholders and, particularly, our staff.

I've noticed there is a positive effect from Transforming Health. Staff are looking at their role to provide patient care more innovatively. Transforming Health has motivated staff to do small actions that make a big difference to consumers. There are a lot of positive actions happening that staff should be very proud of.

A major change we've all seen happen is the development of our infrastructure, which is completely different to what it was five years ago. Aside from the new Royal Adelaide Hospital, we have major upgrades at the Lyell McEwin Hospital, Flinders Medical Centre and The Queen Elizabeth Hospital, and new facilities at Modbury and Noarlunga hospitals. Along with this we will be changing the way we work so our assets are integrated to support enhanced coordination of care.

We are reviewing the way we work and looking into models of care to improve the care we provide to our patients.

Changes we've made through Transforming Health are already starting to take effect, such as improving Emergency Department access to care and patient flow through the hospital.

As a health system we've matured. While we're far from perfect, we're better at engagement and asking staff and clinicians to be involved helping to mould the ideas we've developed.

The hard work we're doing now will be really appreciated by the people running the system in the future. We are paving the way for a better health system, leading to better care for patients.

It hasn't been easy, but the journey we have been on is an important one and we need to continue.

CALHN to NALHN transfer update

Work is progressing to move activity from CALHN to NALHN, enabling patients in the north and north east to receive their care closer to home.

Over 200 applications were received from CALHN staff wishing to transfer to NALHN during an Expression of Interest (EOI) process.

Over the coming weeks, joint CALHN/NALHN profession specific matching panels will be convened to review all applications. Following that process, offers of employment will be made to CALHN staff who have been selected to transfer to NALHN. Unsuccessful applicants will also be notified.

The EOI, which closed on 18 July, was open to all ongoing/permanent nursing, allied health, operational and administrative CALHN staff.

Medical staff and weekly paid staff are also required in order to facilitate the transfer of activity. Negotiations with these staff groups will be held separately.

It is anticipated that the activity transferred will be a staged process, commencing late October.

Transforming Health Expert Working Groups Update

A number of expert working groups have been established to review and redesign specific areas of health care so that they meet the Clinical Standards of Care.

Two of these expert working groups have now completed their work and are ready to implement their recommendations. The Acute Coronary Syndrome – Chest Pain Project (Stage 1) and Rehabilitation Services Project outcomes were endorsed by the Transforming Health Implementation Committee in July and work is now underway to develop detailed implementation planning in conjunction with the Local Health Networks.

Acute Coronary Syndrome – Chest Pain Project (Stage 1)

The Acute Coronary Syndrome – Chest Pain Project was commissioned to develop state-wide standardised clinical models of care for people with Acute Coronary Syndrome. In Stage 1 of the project, a standardised Emergency Department pathway for people with suspected acute coronary syndrome has been developed to meet clinical care standards and ensure patients receive the best care, first time, every time.

The pathway will help to reduce unnecessary variations in treatment and outcomes to ensure patients receive consistent, quality care, while still allowing clinicians to make clinical judgements to meet the needs of individual patients. It will also streamline patient flow through the Emergency Department and reduce hospital admissions, resulting in improved capacity in the Emergency Department.

Rehabilitation Services Project

Three expert working groups have recommended a range of improvements to deliver consistent, quality rehabilitation services across the system.

Key recommendations include increasing ambulatory rehabilitation services in each Local Health Network, increasing tele-rehabilitation services and providing more rehabilitation in the home. Operating principles and standards, as well as consistent admission criteria, have also been developed to provide consistent, equitable and accessible rehabilitation services across the State.

Work on several other projects, including Stroke, After Hours Senior Clinical Cover and Orthogeriatrics – Acute Hip Fracture Management, is continuing and more information on the status of these is available on the SA Health Intranet.

Transition of services from the Repatriation General Hospital

Staff at SALHN have been given an update about the proposed transition of services from the Repatriation General Hospital.

Staff were presented with a draft plan to transition services from the Repat to other locations in 2017. The plan outlines how clinical services may be reconfigured to ensure that clinical services currently provided at the Repat continue at other locations in the southern suburbs.

The draft plan is in line with the completion of \$195 million worth of new developments at Flinders Medical Centre, Noarlunga Hospital and Glenside Health Services Campus, before the Repat site is officially decommissioned by SA Health in early December 2017.

This is the start of the process for broader consultation with staff and unions about how services will move and the plans will evolve as discussions with staff continue including further detail relating to workforce, resources and move strategies.

In May 2016 the State Government announced the Returned and Services League as the successful submission for the Repat, transforming the site into a Veteran's and Community Centre of Excellence known as RSL Repat Park.

Framework for Veterans' Health Care 2016-2020

The new Framework for Veterans' Health Care 2016-2020 has been released.

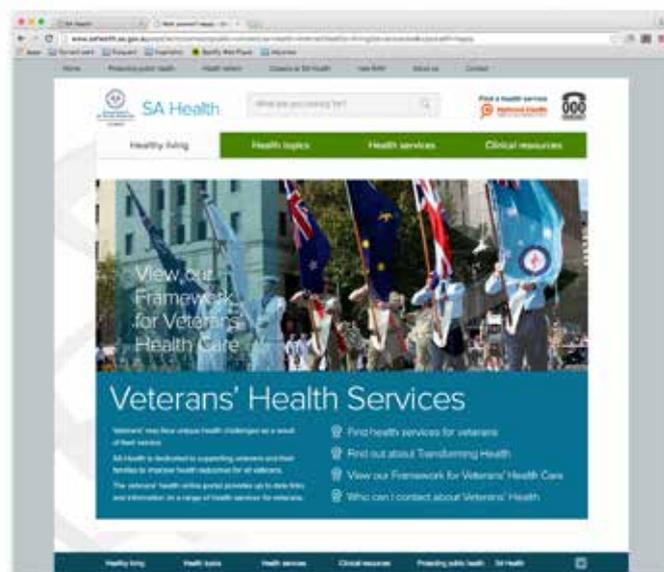
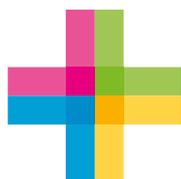
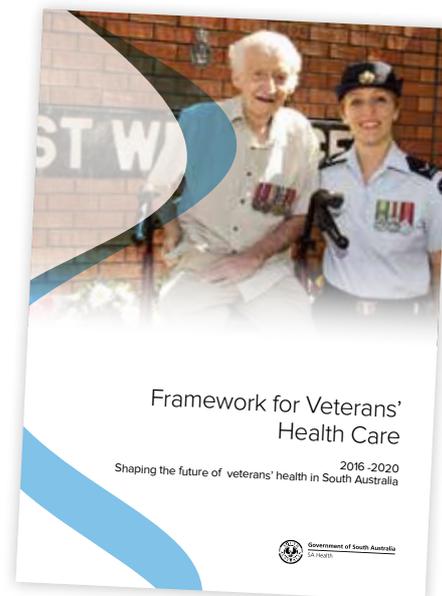
The framework sets the strategic direction for the provision of Veterans' health care in South Australia.

The updated framework was developed in consultation with Veterans, ex-service organisations, health services and other government agencies.

Veterans' Health Advisory Council past presiding member Chris Burns said the framework will ensure improved quality of care by identifying the changing needs of Veterans and encourage collaboration between groups providing care.

The Veterans' Health Advisory Council will oversee the implementation of the framework.

Read the framework on the new Veterans' Health Online Portal, at the [SA Health website](http://www.sahealth.sa.gov.au). The portal provides information on health services for Veterans.



For more information

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