

November 2015

News for Staff

Welcome to the November edition of Transforming Health News for Staff.

This publication will be issued regularly to keep you up-to-date on the progress of Transforming Health and provide 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

New location for Southern Adelaide Palliative Services

Flinders Medical Centre has been recommended as the new site for Southern Adelaide Palliative Services.

A Clinical Working Party, chaired by Professor Paddy Phillips and including representatives from palliative care services, consumers, universities, non-government organisations and clinicians confirmed the model of service delivery and provided recommendations on the re-location of services in the Southern region.

The Clinical Working Party selected Flinders Medical Centre as the most suitable site because it offers collocation with acute services.

The palliative care service will be located on the fifth storey of the proposed new 55-bed rehabilitation building at Flinders Medical Centre. It will offer access to shared spaces and a large rooftop garden. The new facility will have 15 single rooms, all with individual bathrooms, providing greater privacy for patients and their families and a better working environment for clinicians.

As a result of Transforming Health, most clinical services currently provided at the Repatriation General Hospital will be relocated to other sites across metropolitan Adelaide, including acute medical, surgical and rehabilitation services. Collocating palliative care services at these sites will ensure they meet the required clinical standards.

The Clinical Working Party concluded that Southern Adelaide Palliative Services has provided exceptional care to the community for many years but the

Daw House facility is now outdated and a new, state-of-the-art facility is needed to provide patients with the care they need. As a stand alone unit on the site, Daw House Hospice would be unable to meet the clinical standards.

A copy of the expert advisory panel report is available online at www.transforminghealth.sa.gov.au



Concept image: Southern Adelaide Palliative Services will have a large rooftop garden at Flinders Medical Centre.



Concept image: Shared space at the new Southern Adelaide Palliative Service at Flinders Medical Centre.

Transforming Health at the Royal Adelaide Show

SA Health hosted a booth at this year's Royal Adelaide Show, providing the latest news and information about Transforming Health to more than 1,300 visitors.

Members of the community were able to ask questions and find out what Transforming Health means for local services. Children who visited the booth were entertained in the Royal Adelaide Show Junior Hospital.

A daily Health Q&A was held at the booth, where an expert on a different health topic was available each day to answer questions. Experts were on hand to talk about a range of topics including nutrition and healthy eating, influenza, immunisation and the new Royal Adelaide Hospital.



The Junior Hospital at the Royal Adelaide Show.

New operating theatres to be built at Noarlunga Hospital



Two new state-of-the-art operating theatres will be developed at Noarlunga Hospital, building on the expertise at the hospital and enabling people in the southern suburbs to receive day surgery closer to home.

The two new theatres will take the total investment at Noarlunga Hospital under Transforming Health to \$10 million.

Part of the build will include refurbishing surgical admission and recovery areas, which will improve the patient journey and create a more spacious area for day surgery recovery.

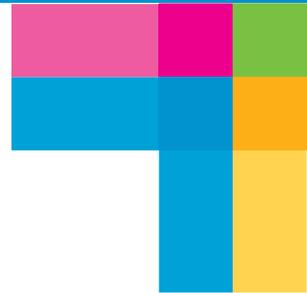
The expansion, which will cover approximately 1,000 square metres, will be assisted by relocating the renal dialysis unit to existing ward areas.

Once the new theatres are established, there will be a total of six operating theatres at the hospital dedicated to same day elective surgery, resulting in fewer postponements, shorter waiting lists and improved patient care.

Construction is expected to begin by early 2016. Staff and unions will be consulted throughout the planning and decision making process.

Ophthalmology location update

The dedicated eye centre will no longer be developed at Modbury Hospital, following discussions with key interest groups and to maximise extended day surgery. Alternative options for the centre are currently being explored.



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 will provide clinical leadership on the implementation of Transforming Health initiatives.

It has been an exciting and busy few months for Transforming Health.

Clinical Working Groups

We have now had over 600 clinicians, industry representatives and consumers participate in the workshops and Clinical Working Groups that have been established to develop new models of care to deliver better care across our health system.

The Orthogeriatrics: Acute Hip Fracture Management Clinical Working Group has almost completed their work and consultation will soon open on the proposed new model of care. This is an area where there has previously been a marked difference in treatment compared to best practice. The work done by this group will enable us to deliver world class best practice hip fracture care and rehabilitation to everyone with a hip fracture in South Australia.

Several other Clinical Working Groups are also nearing completion and more details about the progress of those groups will be provided in future updates.

Our Commitment to Engagement

Throughout the Transforming Health process, we are committed to consultation and engagement with clinicians and consumers. The work that has been

done by the Palliative Care Services Clinical Working Party is a good example of how we have listened to the experts when it comes to how changes are implemented.

The Palliative Care Services Clinical Working Party, which included representatives from palliative care services, universities, non-government organisations, consumers and clinicians, has recommended moving the hospice at the Repatriation General Hospital

to Flinders Medical Centre so that it can be fully integrated with an acute hospital. This will allow our clinicians to deliver twenty-first century palliative medicine to the community.

While this option was not originally thought of, the Clinical Working Party has clearly demonstrated the reasons for their recommendation and we have listened and accepted their recommendation.

Deputy Clinical Ambassadors

Elaine Pretorius has now been appointed the Deputy Clinical Ambassador at Northern Adelaide Local Health Network. A dedicated Deputy Clinical Ambassador has also been appointed at the Repatriation General Hospital with Craig Whitehead taking on this role.

Deputy Clinical Ambassadors provide staff with direct access to a leading clinician who can provide support to ensure that their voices are being heard. I see this as essential to fulfil our commitment to communicate with all staff and ensure that everyone is well informed about Transforming Health.

We are now embarking on the intensive implementation stage of Transforming Health and over the next few months, activities will be accelerating in every Local Health Network.

New car park to be built at Flinders Medical Centre

A new, 1,240 space multi-storey car park will be built at Flinders Medical Centre, providing 690 more spaces than the current facility.

The car park will also have improved vehicle access and a smart queuing system.

Work on the carpark has now commenced and is expected to be completed by mid-2017.

Improving services in the north and north east

More than 3,000 additional patients will be seen at Modbury Hospital each year and orthopaedic coverage will be provided 24 hours a day, seven days a week at Lyell McEwin Hospital, following a move of hospital services in Adelaide's north and north east.

The realignments are designed to deliver on the principal aim of Transforming Health, which is providing patients with the best care, first time, every time.

Under the realignment, Modbury Hospital will become the elective surgery centre for the north and north eastern area, carrying out an additional 1,800 elective procedures each year, including scopes. As a result, residents in Adelaide's north and north-east will have faster access to elective surgery with fewer delays.

Emergency and complex surgery will be focused at Lyell McEwin Hospital, including a comprehensive 24/7 orthopaedic trauma surgery service providing faster access to orthopaedic surgery. Currently, orthopaedic surgery patients presenting on a Friday wait 150 hours for their surgery on average. Under the new model, most patients will receive their surgery within 24 hours.

Both hospitals will continue to operate emergency departments 24 hours a day, seven days a week.

Lyell McEwin Hospital will have senior doctors and nurses on-site 24 hours a day, as well as access to all the diagnostic support needed for their specialities.

The vast majority of patients who currently attend Modbury Hospital Emergency Department will continue to be seen at the hospital. In major emergencies such as a heart attack or stroke, patients will be taken to an emergency department at a hospital where their conditions can receive ongoing care, like the Lyell McEwin Hospital or the Royal Adelaide Hospital.

Currently, any patient who presents to Modbury Hospital Emergency Department will be assessed and treated by emergency clinicians and, if they need ongoing, specialist care not available at Modbury, they will be stabilised before being transferred to another hospital.

Deteriorating patients anywhere in Modbury Hospital will have access to senior doctors and nurses at all times.



Further changes include:

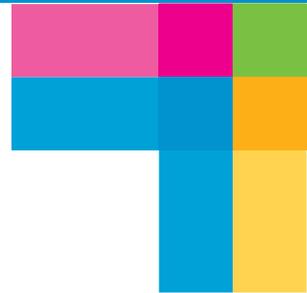
- > a new purpose-built rehabilitation centre at Modbury Hospital that includes a gym, hydrotherapy pool and therapy spaces
- > an expanded one stop breast service at Modbury Hospital, giving women access to a breast surgeon, a radiologist and a breast care nurse in the same location, speeding up diagnosis and treatment
- > the provision of gastroenterology outpatient services and elective endoscopies at Modbury Hospital
- > a new cardiac catheter laboratory will be built at Lyell McEwin Hospital, so more local residents with heart conditions can be diagnosed and treated closer to home
- > a new CT scanner to support faster access to diagnostics
- > relocation of some medical and surgical inpatient services to Lyell McEwin Hospital
- > establishing a short stay unit at Modbury Hospital to assist in managing admissions from the emergency department. Clinicians and focus groups will be consulted to determine the model of care for this unit.

All specialty outpatient services currently available at Modbury Hospital will remain, along with mental health, geriatric medicine and palliative care.

Ward refurbishment at Modbury Hospital following these changes is expected to begin in the first half of 2016 and be completed by the end of the year, resulting in expanded rehabilitation services.

The realignment of services is also expected to begin in 2016 and will include engagement with staff and the community.

For more information, visit the [Transforming Health website](#).



Services for some northern residents to be transferred from CALHN to NALHN

One of the key milestones for Transforming Health is identifying services currently provided by Central Adelaide Local Health Network (CALHN) for residents of Adelaide's northern suburbs and moving them to Northern Adelaide Local Health Network (NALHN).

Transferring these services from CALHN to NALHN will help patients living in the north and north east to receive their care closer to home. It will also enable Lyell McEwin Hospital to develop into the major tertiary hospital for the north as planned.

In scope services, which treat northern residents in CALHN include:

- > Orthopaedics
- > Stroke
- > Cardiology
- > Vascular
- > Renal medicine
- > Urology
- > Medical oncology
- > Upper GIT
- > Endocrinology
- > Haematology
- > Breast surgery
- > ENT

Work is currently underway to determine the scope and volume of relevant activity and includes discussions with senior clinicians.

Comprehensive engagement and consultation with staff and their representative unions will take place before any services are moved. The next steps in this process include:

- > NALHN will develop models of care for each service and the staffing required to deliver them.
- > CALHN will identify what services and activity it will continue to provide after the transfer and develop models of care and the staffing required to deliver them.
- > CALHN will work with staff to identify who will transfer to NALHN with identified services and activity.

Initial work has commenced and there will be further consultation with staff and unions throughout the process.

More information will be made available on the SA Health intranet and staff will be updated at forums in CALHN and NALHN.

Implementation partner and interim Chief Transformation Officer announced

Maree Geraghty has agreed to take up the role of interim Chief Transformation Officer (CTO), providing strategic leadership to the Transforming Health team over the coming months until a long-term appointment is finalised.

Maree takes over from Dr Stephanie Allen, who has held the interim CTO role since May 2015. Along with Dr Rohan Hammett and Dr Mark Waters, Stephanie is now leading the work of the Transforming Health Implementation Partner.

Following an extensive competitive tender process, Deloitte Australia has been selected as the implementation partner for Transforming Health.

As implementation partner, Deloitte has established a 20-strong team to work closely with the Local Health Networks (LHNs) and the Department to help deliver reforms under Transforming Health.

The Deloitte team brings a wealth of clinical, analytical and consulting experience from across Australia, Canada, the United States and the United Kingdom.

The team has begun its work and, over the next 12 months, will help staff to develop the skills and processes needed to sustain a continuing commitment to reform.

The initial focus for Deloitte is assisting the LHNs and the Department with local planning and program management, with the aim of improving quality, efficiency and productivity across South Australia's hospitals and health sites.

A wide range of skilled and experienced SA Health staff from around the networks will work with Deloitte as part of the implementation team.

Construction works to begin at The Queen Elizabeth Hospital in 2016



Concept image: New rehabilitation and hydrotherapy facility at The Queen Elizabeth Hospital.

Construction of key infrastructure at The Queen Elizabeth Hospital as part of Transforming Health is expected to begin in January 2016.

Refurbishment works will include purpose built accommodation for the statewide brain injury, spinal injury and rehabilitation services. Included in the works will be the conversion of shared bedrooms into predominately single occupancy rooms with ensuite bathrooms to improve patient experiences.

As outlined in Delivering Transforming Health, The Queen Elizabeth Hospital will develop a specialised role as a general hospital with particular expertise in rehabilitation, geriatrics and palliative care subacute

services. It will be the statewide provider of spinal injury and brain injury rehabilitation.

The Queen Elizabeth Hospital will continue to provide an emergency department and urgent care 24 hours a day, seven days a week. Major trauma will be directed to the new Royal Adelaide Hospital.

Central Adelaide Local Health Network is continuing its work to engage and consult with stakeholders, including staff and the broader community.

For more information about Transforming Health at The Queen Elizabeth Hospital, visit www.transforminghealth.sa.gov.au/tqeh

Transforming Health Implementation Schedule

Detailed planning is underway for the Transforming Health service moves, models of care and capital works that will be delivered over the next three years.

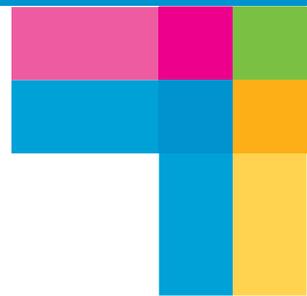
An Implementation Schedule has been developed, which sets out the indicative timelines for all of these planned changes.

LHNs are currently developing their own plans to implement their respective components of

Transforming Health and these plans may influence the timing of the delivery of the milestones outlined in the Implementation Schedule.

The realignment of services across LHNs will involve local engagement with clinicians, staff and unions.

A copy of the schedule, along with further information, is now available on the SA Health intranet and will be regularly updated.



New Older Persons Mental Health Service to be built at Flinders Medical Centre

The Older Persons Mental Health Service located at the Repatriation General Hospital will transition to Flinders Medical Centre by 2017.

The relocation of the 30-bed service has provided Southern Adelaide Local Health Network (SALHN) with an opportunity to align the service as part of a whole system integration focussed on improving the patient journey and enhancing the consumer experience.

A project oversight group is working closely with the architects on the new service design. The group is chaired by the SALHN Director of Mental Health Strategic Operations John Mannion and includes the Clinical Director of the Older Persons Mental Health Service, Service Manager and Clinical Service Consultant..

The design of the new service provided the clinical team and consumers with an opportunity to provide input on ways to best support delivery of care to the southern community.

The new service will replace Ward 18, the current Older Persons Mental Health Unit at the Repatriation General Hospital.

The new service will improve on the existing design while maintaining many of the original design concepts that support high levels of observation and purpose designed bedrooms and bathrooms.

The project has used the Design in Mental Health Concepts and Better Mental Health Bedrooms initiatives, which support therapeutic space development and enhance the need for inpatient environments to be homely and non-stigmatised.

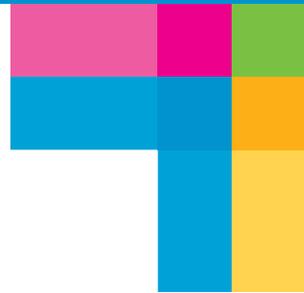
To support the therapy stream of service delivery, more activity space has been incorporated into the new design, which also features enhanced outdoor space and extra kitchen and refreshment areas to support consumer independence.

Consumer and carer feedback and ideas have been incorporated into the design, including colour schemes, bedroom and bathroom designs, garden and outdoor environments, and the layout for communal spaces such as the lounge and dining room.

The new building will support and enhance the concept of mental wellness and will be progressive in reducing the stigma and discrimination that is often associated with an admission to a mental health service.



Concept image: New Older Persons Mental Health Service at Flinders Medical Centre.



Transforming Health Workforce update

Crucial work to ensure staff are consulted, engaged and supported throughout Transforming Health is continuing, including in the areas of workforce relations, staff resilience, leadership and workforce planning.

The Transforming Health Peak Union Forum, which meets fortnightly, has considered the draft Employee and Union Engagement and Consultation Strategy and revisions are being made in consultation with the Unions involved. Concurrently, discussions are continuing about proposed human resource principles and transition procedures.

A Resilience, Safety and Wellbeing Strategy is being developed to build a healthy and resilient workforce that has the capability to actively participate in redesigning how we work to achieve the goals of Transforming Health. The strategy will help leaders

to identify potential health and safety risks during change and provide tools to support effective planning and management to achieve safe outcomes. In addition, resilience and wellbeing training will be offered, incorporating both personal resilience skills and practical strategies for individuals and teams.

Other projects are also underway to support leadership and workforce planning. SA Health is currently seeking proposals for a leadership development program to provide additional expertise and support for clinical and non-clinical staff. Similarly, workforce planners are collaborating with the Local Health Networks and with Policy and Commissioning to develop appropriate workforce models for proposed service moves.

Once finalised, these strategies will be available to staff on the SA Health intranet.

Pilot programs result in reduced emergency department waiting times and surgical length of stay

Staff at Flinders Medical Centre and the Royal Adelaide Hospital have achieved significant results in pilot programs aimed at reducing surgical length of stay and emergency department waiting times.

During the Royal Adelaide Hospital's five-month surgical pilot program, gains were achieved by trialling new anaesthetic protocols, which optimised recovery and fast-tracked patients through to physiotherapy.

As a result, the average length of stay for patients receiving hip and knee replacements reduced from six days to three, unlocking capacity and meaning patients were able to return home sooner.

Similar improvements to emergency department waiting times were achieved at Flinders Medical Centre, following a whole of hospital effort to streamline care through the emergency department and discharge patients from wards. In 2015, 62 per cent of patients presenting at the Flinders Medical Centre Emergency Department were seen and treated within four hours, compared with 56 per cent in 2014 and 48 per cent in 2013.

In addition to achieving clear benefits for patients, these pilot programs demonstrate the value inherent in Transforming Health's goal of providing high quality care and freeing capacity across the health system.

For more information

Visit: transforminghealth.sa.gov.au

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Free call: 1800 557 004



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