

# What Transforming Health means for:

## Medical Staff

### Highlights

South Australia's doctors and other clinical staff are dedicated to giving excellent care to their patients. Across our metropolitan health system, our clinicians have found ways to design our health system so that it delivers the best care, first time, every time. They developed 284 Safety and Quality Standards, which will result in changes to how and where we deliver health care.

The following highlights some important changes for medical staff, arising from Transforming Health. For more detail about individual hospitals please see the individual hospital factsheets.

### Emergency care

Life-threatening emergencies, such as acute coronary syndromes, strokes and significant trauma, need highly specialised teams to ensure patients receive the right care at the right time. These teams need to be available whenever these major emergencies occur – day or night, weekday or weekend.

We want to better support our Emergency Departments by having more senior clinical staff available in the hospital after hours and on weekends, so treatment for an admitted patient can begin sooner. This will also create capacity in the Emergency Department, improving waiting times and patient outcomes.

We must recognise that all hospitals cannot provide the same level of access to specialist treatment and diagnostics – South Australia does not have the population and number of specialists and support staff to be able to manage major emergencies at seven different hospitals, 24-hours a day, seven days a week. Specialists and their teams need to undertake minimum numbers of complex procedures to maintain their high skills, but if they are at sites that do only small numbers of those procedures, the team risks reducing their skills in that area, which can put patients at risk.

Under Transforming Health, care for life-threatening emergencies will be provided at major Emergency Departments located at the Lyell McEwin Hospital, Royal Adelaide Hospital and Flinders Medical Centre, where senior doctors and key specialist services will be available 24-hours a day, seven days a week. The new emergency care arrangements will also allow improved access and flow by enabling more people to be admitted directly to hospital wards, avoiding the Emergency Department altogether.

The Queen Elizabeth Hospital and Modbury Hospital will continue to provide 24/7 emergency care for the local population. The Noarlunga Hospital Community Emergency Department will be established at the current site to provide care for urgent but not life-threatening conditions.

SA Ambulance Service clinical protocols will be developed with significant input from our clinicians to ensure patients are taken to the most appropriate Emergency Department to treat their condition first time, every time.

### Inpatient care

Rostering senior nurses and doctors overnight and on weekends and having appropriate allied health professionals available over the weekend will support rapid admission, early intervention of deteriorating patients, timely treatment and timely discharge.

To provide better care seven days a week, there will be on-site senior medical cover available over extended hours so patients can be managed, particularly overnight. This will need to fit within safe

working hours frameworks to ensure staff and patient safety. This also means that amendments to treatment orders can be implemented by the senior doctor in a timely manner, avoiding delays that would otherwise occur, meaning patients are less likely to stay longer than they need to in hospital.

Having senior staff actively manage patients will reduce the delays in patient treatment and discharge currently experienced, especially on the weekends.

### Surgical and medical services

Under Transforming Health, we are establishing statewide models of care to consolidate high level skills among practitioners and their teams. For example, for cardiothoracic services, the Royal Adelaide Hospital and Flinders Medical Centre will both provide routine cardiac and thoracic surgical services under statewide governance. The Royal Adelaide Hospital will focus on complex thoracic surgical cases while Flinders Medical Centre will focus on complex cardiac surgical cases, optimising the skill sets of clinicians at each hospital.

Similarly, a statewide neurosurgical service will be established, with the Royal Adelaide Hospital and Flinders Medical Centre working together. Liver transplant surgery and care will remain at Flinders Medical Centre and renal transplant surgery at the Royal Adelaide Hospital.

The Queen Elizabeth Hospital will focus on multi-day elective surgery while Noarlunga Hospital will become a speciality service for single-day surgery. Multi-day surgery and major trauma services will remain at the Royal Adelaide Hospital.

The Royal Adelaide Hospital, and then the new Royal Adelaide Hospital, will be the statewide centre for:

- > complex cancers
- > bone marrow transplant
- > complex thoracic surgery
- > cranio-maxillo-facial surgery and
- > certain highly complex or malignant surgical conditions.

In addition, more patients will be directly admitted to inpatient units, bypassing Emergency Departments and reducing unnecessary waiting and queuing.

Outpatient care will remain a fundamental component of care for our patients.

### Sub-acute rehabilitation

Rehabilitation is most successful when it starts as soon as a patient is ready.

The current practice of having stand-alone rehabilitation services means that patients must be transferred from hospital to another site before their rehabilitation can start. Transforming Health requires a reorganisation of services across metropolitan Adelaide to best meet the standards set by our clinicians to improve recovery times for patients, reduce delays to the start of treatment, and ensure patients can return to their homes sooner.

The rehabilitation services provided at Hampstead Rehabilitation Centre will be integrated into major hospitals. The Royal Adelaide Hospital will provide acute rehabilitation services for brain injury (including stroke) and spinal patients, and patients requiring ongoing care will be transferred to The Queen Elizabeth Hospital. Rehabilitation services currently provided at the Repatriation General Hospital will be integrated into a new site at Flinders Medical Centre.

### Women and children

Relocation of the Women's and Children's Hospital to the South Australian Health and Biomedical Precinct on North Terrace with the new Royal Adelaide Hospital (new RAH) will ensure that services for women and children are provided alongside a wide range of adult specialty services including an adult intensive care unit for sick mothers and for adolescents with chronic illnesses transitioning to adult services. Therefore, accelerating the co-location of the hospital to the new RAH will be explored. Statewide governance for neonatal services will also be created.



Lyell McEwin Hospital and Flinders Medical Centre will partner with the Women's and Children's Health Network under statewide governance to provide emergency and elective medical and surgical care for children.

There are no changes proposed to the provision of women's or children's services at Modbury Hospital.

### Mental health

Acute mental health consumers will be admitted directly to a mental health bed, avoiding the Emergency Department altogether. High level mental health services will continue at current sites.

Acute Aged Mental Health services currently provided at the Repatriation General Hospital, including psychogeriatric care and treatment for patients with dementia or behavioural disorders, will be transferred to a new unit at Flinders Medical Centre.

Post-Traumatic Stress Disorder (PTSD) services currently provided at Ward 17 at the Repatriation General Hospital will be transferred to a new Centre for Excellence in the treatment of PTSD at a site to be determined in consultation with the Veterans' community. This will ensure that this important service remains available to our Veteran community.

### Teaching, training and research

Teaching of medical and other clinical students, training of future doctors, and research into the fundamentals of disease, their treatments and how to deliver better care are vital for our future. South Australia has a proud tradition in these areas. We are liaising with our universities, colleges, practitioners and consumers about how to ensure Transforming Health builds these strengths into the future.

### Workforce Impacts

We know that medical staff are devoted to delivering excellent patient care.

Together, we want to design a system that allows our clinicians to meet the challenges ahead, and give best care, first time, every time. The contribution of our medical staff is vital to this.

Where more complex and higher volumes of services are planned, medical staffing levels would be increased to cater for the increase in volume and complexity of services.

Some of the workforce impacts which arise from Transforming Health include rostering senior nurses and doctors overnight and on weekends and having appropriate allied health professionals available over the weekend to support rapid admission, early intervention of deteriorating patients, timely treatment and timely discharge.

We want senior nurses supporting the active management of patients and criteria-led discharge.

As key members of the multidisciplinary team, medical staff play a major role in the delivery of safe, quality care, and have an important contribution to make in the design of new models of care.

## What is the timeline for implementation?

Implementation of the main changes will take effect between 2014/15 and 2018/2019. Beyond this, Transforming Health will be a journey of continuous improvement applied across the healthcare system.

The first priority is to improve patient access and flow, which will create capacity in our system. This is a precursor to many service changes which will only occur once enough capacity has been created.

Targeted, site-specific implementation plans will be developed and will align with existing works and programs, such as the opening of the new Royal Adelaide Hospital, the upgrade of the Flinders Medical Centre and mental health reforms.

## How will staff be involved?

Given the scope and degree of changes required, ongoing engagement with staff, unions, consumers and primary health, academic and industry partners is a priority to ensure the changes meet the identified Clinical Standards and reflect the views of all affected groups.

SA Health is committed to ongoing employee engagement and consultation. A formal Employee and Union Engagement and Consultation Strategy will be developed to support this, in collaboration with unions, which details our commitment, and how this translates in practice.

## Where do I go for more information?

You can access the Deliver Transforming Health – Our Next Steps paper and fact sheets by site on the Transforming Health website at [www.transforminghealth.sa.gov.au](http://www.transforminghealth.sa.gov.au).

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## For more information

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