

Welcome to the first 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

Deputy Chief Executive – Transforming Health Update

This edition we're excited to introduce Vickie Kaminski, who has started as the Deputy Chief Executive – Transforming Health. Vickie comes to SA Health with more than 35 years' experience in the Canadian health care system and was the President and CEO of the Alberta Health Service in Canada, which employs more than 100,000 staff.

Vickie has overseen the development of plans for large-scale transformation processes across the full spectrum of services in the AHS and implemented changes which resulted in significant and effective reform.

Planning work is underway across our health system aimed at increasing capacity in our hospitals, improving our models of care, and reducing length of stay so patients can be treated and return home sooner.

We have seen the start of construction of new facilities at several hospitals and at a new ambulance station in the south, as well as planning progress on new models of care for several priority areas of clinical care.

The Implementation Partner, Deloitte, now has teams in place in our local health networks in NALHN, CALHN and SALHN to provide support to staff implementing Transforming Health in the LHNs.

Each LHN Chief Executive Officer has also developed a work program and identified priority projects for their health network.

A total of 72 priority projects have been identified and work is now underway to determine how these can be most effectively delivered.

I'd like to take this opportunity to thank Maree Geraghty for her significant work on Transforming Health over the past six months as interim Chief Transformation Officer, and I look forward to working with you all as we transform the health system for the betterment of all South Australians.

Vickie Kaminski



Vickie Kaminski, new Deputy Chief Executive – Transforming Health



Veterans' Mental Health Precinct designs unveiled

The new \$15 million Veterans' Mental Health Precinct to be developed at the Glenside Health Service Campus is a step closer with draft concept plans released in February.

SA Health staff, Veterans and the community had the opportunity to provide feedback on the draft concept plans.

A Building Design Workgroup, which includes clinicians from Ward 17 at Repatriation General Hospital, Veterans' representatives and consumers, collaborated with architects to ensure all of the critical components necessary for Veterans' mental health care were incorporated into the plans.

Southern Adelaide Local Health Network Director of Mental Health Strategic Operations and member of the Building Design Workgroup, John Mannion, said patients have been at the forefront of the design.

"We've had a really clear focus on being patient and person-centred in our care, and the model of care will reflect that," Mr Mannion said.

"The new areas that we've not had before (at Ward 17) are individualised bedrooms with ensuites and enhanced observation points, which means the nurses station within the clinical area is central to the service."

The new centrally located, purpose-built facility will incorporate an acute inpatient unit, a specialised service for Post-Traumatic Stress Disorder and



Calli Morgan and John Mannion review plans for the new Veterans' Mental Health Facility

research spaces. It will also have improved outpatient facilities and the precinct will have parking for more than 60 vehicles.

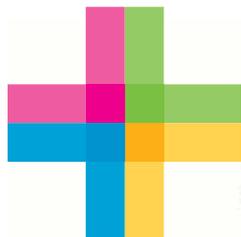
A video and the new precinct design plans are available on the [Transforming Health website](#).

Construction is due to start later in 2016 and be completed in late-2017.

Better facilities for women

More flexibility to provide private areas for patients, including women, will ensure the new Veterans' Mental Health Precinct is more comfortable for veterans with different needs.

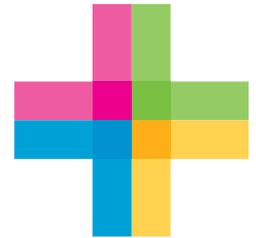
Veteran and former Ward 17 patient, Calli Morgan wrote an article in The Advertiser explaining why she believes the new precinct will be a vast improvement on Ward 17, where women were required to share facilities with men. Calli's opinion piece is available on the [Transforming Health website](#).



Concept image: Veterans' Mental Health Facility

New ambulance station for the south

Work on the new \$5.3 million state-of-the-art ambulance station at Noarlunga started in February. The site's top soil has been stripped and prepared for the ground floor slab to be poured in late March.



The new station, located on Alexander Kelly Drive, will have capacity for more than 50 staff and up to 13 ambulances alongside five specialised vehicles.

It will replace the existing Noarlunga Ambulance Station, based on Flaxmill Road in Morphett Vale, which houses five ambulances in ageing infrastructure.

The station will serve as the regional headquarters for the south and has been designed with room to accommodate more ambulance vehicles if required in the future.

SA Ambulance Service CEO Jason Killens said the new station would complement existing services in the area.

"The new station will be well-positioned to access the arterial roads like the Southern Expressway and help to improve our response to the community," Mr Killens said.

"We've future-proofed this station – it will be able to cater for even more ambulance vehicles and support smaller stations if they're constructed in the surrounding area."

Construction is due for completion by late 2016.



Concept image: new ambulance station



Construction underway at the new ambulance station

Veterans' Health Framework consultation

Veterans' groups across Adelaide were given the chance to have their say on the future of Veterans' health care during February.

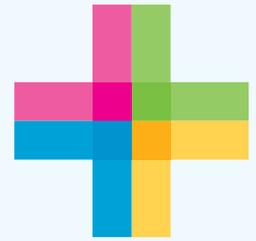
The revised Framework for Veterans' Health Care was open for feedback until 19 February 2016.

Feedback received during the consultation period is now being considered in developing the final framework.

The framework incorporates a Service Guarantee for all Veterans that will apply across every SA Health hospital and health service, regardless of locality. It sets the strategic direction for Veterans' health care in South Australia and aims to improve the quality of care for Veterans, as well as ensure our health care system supports the changing needs of current and future Veterans.

The finalised framework will be released later in the year. Visit the [SA Health website](#) to read the draft framework.

Construction underway



Construction of new facilities at hospitals in the north and south is now underway.

Noarlunga Hospital

Construction has begun at Noarlunga Hospital, starting with the relocation of the Renal Dialysis Unit to Collins Ward to create room for two new operating theatres and day surgery spaces. The new Renal Dialysis Unit is expected to be open in early April.

Work will then start on the expanded second stage recovery area, day surgery and paediatrics area within the Emergency Department. This work is expected to be complete in August.

The building works of the stage one recovery area and two operating theatres will begin after August and is expected to be complete in March 2017.

Southern Adelaide Local Health Network Perioperative Nursing Director Lydia Belet said the theatre developments will create the possibility for a greater range of operations and procedures to be performed at Noarlunga Hospital in the future.

“There will be an increase in gastroenterology procedures already available at Noarlunga Hospital, such as endoscopy and colonoscopy,” Lydia said.

“The day surgery recovery area will also expand from eight to 12 patient care spaces, increasing capacity and improving the patient experience.”

Clinical Services Coordinator at Noarlunga Hospital Linda Thorburn said the new purpose-built Renal Dialysis Unit will be more spacious with an increase of 60 square metres.

“The new unit will include patient waiting areas, greater comfort and more privacy for the patients who receive 5000 dialysis treatments each year at Noarlunga Hospital,” Linda said.

All upgrades at the hospital are expected to be finalised by mid-2017.

Flinders Medical Centre

Building work on the new rehabilitation centre, palliative care unit, older persons' mental health facility and a 1240-space multi-storey carpark at Flinders Medical Centre is progressing quickly.

The bulk excavation and removal of rocks is underway and on track for the foundation of the rehabilitation building and older persons' mental health facility.

Diversions around the new building for existing services have been devised.

Stabilisation work to support the excavated slopes in the land is also continuing.

Earthworks are ongoing for the multi-storey carpark, with the concrete slab for the ground floor expected to be poured in the coming months.

Construction is due for completion by mid to late 2017.



Preparation for new facilities at Flinders Medical Centre is underway

Modbury Hospital

The official launch of Modbury Hospital's redevelopment was marked with a visit from the Minister for Health in February.

The redevelopment includes a new ambulatory rehabilitation facility, including a gymnasium, hydrotherapy pool and therapy garden. The east and west wing of level 3 will also be redeveloped to expand Modbury's capacity to a total of 52 rehabilitation beds.

Preliminary work at the hospital started in December. Early work at the site included the placement of pipes and services in the ground and earthworks in the carpark areas in preparation for the foundation of the new ambulatory rehabilitation building and hydrotherapy pool.

The concrete slab and erection of steelwork will progressively occur in the coming months.

The new hydrotherapy pool's balance and backwash tanks are expected to be installed shortly, paving the way for the construction of the pool to start.

Construction is expected to be completed in 2016.



The Minister for Health reviews concept plans at Modbury Hospital



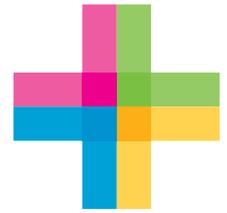
Concept image: new ambulatory rehabilitation facility at Modbury Hospital



Concept image: new ambulatory rehabilitation facility at Modbury Hospital



Staff show strong interest in transferring from CALHN to NALHN



A key milestone of Transforming Health is identifying activity undertaken by Central Adelaide Local Health Network (CALHN) relating to residents in the north, and moving this activity to Northern Adelaide Local Health Network (NALHN).

Currently, NALHN treats only 55 per cent of its local population, with the remaining 45 per cent receiving care in other Local Health Networks.

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 the Lyell McEwin Hospital to develop into the major tertiary hospital for the north.

Earlier this year, ongoing or permanent CALHN staff working in roles in nursing, allied health, scientific fields, operations, technical and administration were able to express their interest in working in NALHN.

A significant number of staff expressed an interest in relocating to the north. A formal process is now being developed in consultation with unions. Staff will be updated about the next steps in the near future.



Eye centre update

In October, the Minister announced that, to maximise extended day surgery at Modbury Hospital and following discussions with key interest groups, a dedicated eye centre would no longer be developed at Modbury Hospital.

SA Health is now undertaking an analysis of the most suitable locations for the eye centre in Adelaide. The analysis will also investigate the benefits of establishing a single eye centre site compared with developing multiple sites.

More information on the potential location for the eye centre will be provided once the analysis is complete.

The future of the Repatriation General Hospital site

SA Health has received a strong level of interest in the Repatriation General Hospital site following an Expression of Interest (EOI) process which closed on 23 December 2015.

SA Health was seeking formal Expressions of Interest from private sector and not for profit organisations interested in using the site for rehabilitation, health, education, aged care or community-related services.

The EOI follows a Registration of Interest process in May and community consultation in July, in which Veterans and the local community provided feedback on how they would like to see the site used. This feedback was included in the Expression of Interest for interested groups to consider.

A thorough appraisal of the submissions is currently underway to determine the future of the site.

It is expected the successful applicant or applicants will be announced by mid-2016.

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.



Detailed planning under way across the local health networks

Last year, we issued a key milestones chart, which set out all of the changes due to take place across our health system to deliver on Transforming Health. Detailed planning work has been underway to deliver these changes, working with clinicians, staff, hospital executive, unions and interested parties to determine the best way to implement the changes at each site. We've also been working with our implementation partner, Deloitte, to run a series of skill transfer training sessions for clinicians, project staff, LHNs and department staff, designed to help our staff to deliver Transforming Health over the next few years.

Clinical Service Capability Framework

Work has been underway to develop a comprehensive picture of clinical services across the state in a 'Clinical Service Capability Framework'. This Framework will support us in our work to deliver Transforming Health by setting out the planned structure of public health services across South Australia. The Framework outlines the minimum service requirements, workforce requirements and support services needed for health services to deliver safe and appropriately supported clinical service delivery, and aims to provide planners and clinicians with a consistent approach to the way clinical services are described. The minimum service requirements are evidence-based and established on quality. The Framework also identifies inter-dependencies that exist between clinical areas.

Consultation and clinical engagement with relevant groups across SA Health and LHNs has occurred.

Ministerial Clinical Advisory Group and Clinical Working Groups

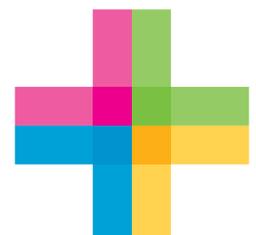
The Ministerial Clinical Advisory Group has been working on several key projects, including prioritising future clinical projects, taking into account South Australian specific results for clinical variation as described by the National Safety and Quality Atlas of Clinical Variation (released in November 2015), as well as providing advice on the move to the new Royal Adelaide Hospital.

Six clinical working groups are currently underway, looking at developing new models of care for specific areas of clinical practice.

The clinical working groups currently undertaking this process include:

- > Orthogeriatrics – Acute Hip Fracture Management
- > Stroke
- > Rehabilitation Services
- > Acute Coronary Syndrome – Chest Pain
- > Statewide Paediatric Surgical Governance Model
- > Allied Health 7 Day Extended Cover

To keep up to date with the latest news and project updates, please visit the [Transforming Health intranet site](#) and watch my [video blogs](#).



Patient Story: Room for improvement in Margaret's miracle recovery



Margaret Slack receiving rehabilitation at the Repat

Beginning rehabilitation sooner while having ongoing access to plastic surgery, neurosurgery and orthopaedic specialists, are some of the benefits Margaret Slack would experience following the completion of the new 55-bed rehabilitation facility at Flinders Medical Centre (FMC) in about 18 months' time.

Instead, 74 year old Margaret had a seven week stay at FMC before being transferred to Repatriation General Hospital (the Repat) for rehabilitation.

On a 40 degree day in December 2015, Margaret says she was dragged 10 metres under a moving vehicle. She was rescued by onlookers and woke up at FMC about 10 days later after being in an induced coma.

Her skin was full of bitumen, several ribs and her pelvis were broken and she required skin grafts as well as surgery on several occasions, including spinal surgery.

"I'm taking it day by day," she says. "Since I got to the Repat and started rehab I can see big improvements every day."

Rehabilitation Consultant Zoe Adey-Wakeling estimates that Margaret would have commenced her rehabilitation one week sooner if the rehabilitation facilities and staff were based at FMC – something that will become a reality under Transforming Health.

Margaret required input and reviews from neurosurgery, plastic surgery and orthopaedic teams at FMC before her rehabilitation program could commence at the Repat. She is currently receiving a weekly review from a plastic surgery team who are based at FMC and travel to the Repat to see her.

"When rehabilitation is located at Flinders it will enable rehabilitation specialists to work closely with other specialists as well as offer advice for complex multi-trauma patients such as Margaret," Zoe said.

"We know that older patients decondition quickly in hospital, which can lead to longer than expected hospital stays, so getting them mobile through active rehabilitation is very important.

"There will also be greater access to multiple specialities which is better for the patient and the staff, so if there are complications like infections, and if an urgent orthopaedic or plastic surgery review is needed, the specialists are all on the same site to see the patient."

Margaret will still need to be transported to FMC for appointments during her stay at the Repat, something that will be a thing of the past once the new rehabilitation facility is complete.

While Margaret still needs assistance to get in and out of bed, she is looking forward to returning home and volunteering for her church group. After seeing the daily benefits of rehabilitation, the widow now wishes it started sooner so she can continue living independently.

"If I was closer to rehab I would probably be more advanced in my recovery and closer to going home," she said.

For more information

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