

Deputy Chief Executive – Transforming Health Update

Over recent weeks, extensive work has taken place to implement the final stage of service moves between Modbury Hospital and Lyell McEwin Hospital in what is a significant milestone for Transforming Health in the north.

After months of consultation and planning, the first phase of the realignment between hospitals commenced in March, while the second phase commenced in April and was finalised early in June.

Early data shows the changes have resulted in significant improvements in hospital efficiency and patient outcomes:

- > Lyell McEwin Emergency Department is continuing to improve on the National Emergency Access Target (NEAT) and on average is the highest performing hospital in South Australia.
- > Modbury Hospital has also continued to improve on the NEAT, with the Emergency Department seeing between 80 and 100 patients per day.
- > A recent National Health Performance Authority report found Lyell McEwin and Modbury hospitals were more efficient than other hospitals of a similar size.
- > Since implementing the 24/7 emergency orthopaedic surgical service at Lyell McEwin Hospital in November 2015, orthopaedic transfers from Lyell McEwin to CALHN have dropped significantly to just 12 in the past six months, down from 49 transfers from 1 November 2014 to 15 May 2015.
- > We have seen significant reductions in waiting times for fractured neck of femur surgery. Previously, patients were waiting up to 150 hours to get their surgery. The average wait is now less than 15 hours.

On Friday 29 April, another important milestone was reached at NALHN with the launch of the expanded one-stop breast cancer service at Modbury Hospital, which is now giving women access to a breast surgeon, radiologist and breast care nurse in the same location. Eight patients were seen in the first clinic run, in line with the expanded model.

I'd like to thank clinicians and staff who have been involved in the planning and implementation of these changes, which are delivering important improvements for the north and north eastern community.

We are closely monitoring the outcomes from these service moves and I'll continue to provide regular updates on Transforming Health at NALHN and across the LHNs as work continues.

Vickie Kaminski

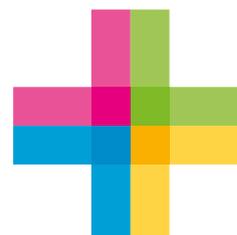
Welcome to the second edition of Transforming Health News for 2016. This publication will keep you up-to-date on the progress of Transforming Health and provides further information about key milestones.

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, Deputy Chief Executive – Transforming Health

Watch a video explaining all the changes at NALHN. Visit www.transforminghealth.sa.gov.au



RSL selected as successful Repat bid

The Returned Services League of South Australia has been selected as the successful bidder for the Repatriation General Hospital, ensuring the site will continue to serve South Australian Veterans for years to come.

The bid by the RSL consortium, which includes RSL SA, RSL Care SA and RSL Life Care, includes \$125 million of investment to redevelop the site into a 'Veterans' and Community Centre of Excellence' known as *RSL Repat Park*.

The *RSL Repat Park* proposal has a focus on residential aged care, including dementia and mental health, retirement living, affordable housing and special housing needs, such as housing for homeless Veterans. The proposal will also include privately provided allied health care, day therapy, hydrotherapy outpatient services, and primary health care.

The Repat Chapel, SPF Hall and Museum and Remembrance Garden will be maintained and enhanced, including the proposed development of a remembrance walk with 31 plaques detailing Australia's military history.

For more information about the *RSL Repat Park* proposal, visit www.transforminghealth.sa.gov.au



RSL Repat Park.



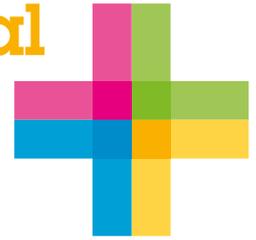
RSL Repat Park.



RSL Repat Park.



New Renal Dialysis Unit opens at Noarlunga Hospital



The new Renal Dialysis Unit opened at Noarlunga Hospital in April, marking the start of the State Government's \$10 million investment at the hospital as part of Transforming Health.

The updated unit is more spacious - 60 square metres larger than the previous unit - providing greater privacy and comfort for patients and their families.

Work has now started on the next stage of building works, which includes the development of the new Day Surgery Unit. This includes a second stage recovery area, which will increase from eight to 12 chairs, and dedicated paediatric spaces in the Emergency Department.

This stage is expected to be completed in September 2016.

The final stage includes building two new operating theatres and first stage recovery area, expected to be complete in April 2017.



Noarlunga Hospital's new Renal Dialysis Unit.



Opinion: Transforming acute stroke care

Jim Jannes is the head of Neurology at CALHN.

The Stroke Plan aims to meet the Transforming Health mandate of best care, first time every time. This will be achieved through reconfiguration of stroke services at Flinders Medical Centre, Lyell McEwin Hospital

and the Royal Adelaide Hospitals. The changes will permit rostering of an on-site stroke team between 8am to 8pm, seven days per week (FMC and LMH) and 24 hours per day at RAH.

Stroke patients eligible for acute reperfusion therapy will be triaged by SA Ambulance Services and transported to a hospital capable of immediate brain imaging and assessment by an onsite expert stroke team (stroke unit medical officer, stroke nurse and consultant support). Specifically, reperfusion eligible patients will be taken to either FMC, LMH or RAH between 8am to 8pm, seven days per week, whilst those presenting outside this time will be diverted to RAH (in line with on-site stroke team staffing arrangements). It should be emphasized that patients who are not eligible for acute reperfusion therapy (majority) will be transported to their corresponding LHN stroke unit, regardless of the time of day. The plan also defines a clear pathway for patients for

Endovascular Clot Retrieval (ECR), with all eligible cases transferred to the RAH.

Current stroke services in South Australia deliver inconsistent stroke care. Shortfalls particularly occur during non-working hours due to variable availability of immediate brain imaging and expert stroke personnel. Acute reperfusion therapy for stroke is time dependent and delivery of best practice requires hands on input from clinical staff with expertise in stroke assessment and management. The recent inclusion of ECR as standard practice further adds to the need for on-site stroke expertise enabling workup and delivery of this potentially life changing therapy.

South Australia is primed for stroke excellence; we have dedicated stroke clinicians, a state-wide protocol and excellent ambulance services. Current state does not provide consistent best care, first time, every time, with insufficient on-site staff and skill mix, patchy uptake of the state-wide protocol and variable access to immediate imaging and onsite stroke teams. The Transforming Health Stroke Project addresses these deficiencies and aims to transform services to deliver exemplar care.

Jim Jannes
Head of Neurology, CALHN

Expanded one-stop breast service launches at Modbury Hospital

An expanded one-stop breast service at Modbury Hospital will give patients access to a breast surgeon, radiologist and breast care nurse in the same location, speeding up diagnosis and treatment.

The specialist breast clinic will enable patients to receive radiology results straight away and undergo biopsy testing on the same day, rather than having to make multiple separate appointments.

Consultant surgeon at Modbury Hospital Dr Beverley Fosh says patients will be supported by a multidisciplinary team, providing seamless care from diagnosis through to treatment.

The introduction of a dedicated breast care nurse at Modbury Hospital is one of the changes that will result in enhanced outcomes for residents.

“A one-stop breast clinic is certainly an exciting proposition for the north and north eastern community, which will benefit from a first class service for breast cancer care,” Dr Fosh said.

“In conjunction with Lyell McEwin Hospital and the Northern Adelaide Cancer Centre, Modbury Hospital will play a central role in the delivery of comprehensive clinical care for patients with breast problems, including benign and malignant tumours in the female and male breast.”



Dr Beverley Fosh consulting a patient at Modbury Hospital.

A breast care nurse will offer patients information, support, counselling and follow-up care, while an experienced surgeon will lead the care journey and provide expert advice. Assessment and diagnostic imaging services such as ultrasounds and biopsies for further investigations will be available at the clinic, in addition to mammography screening.



A patient at the one-stop breast services.

“Patients will be thoroughly investigated and receive their imaging and some pathology results on the same day,” Dr Fosh said.

“This will assist in relieving anxiety during what can be an emotional and stressful time.”

Breast care nurse Belinda Nettle said the specialist nursing role would offer patients and families valuable emotional support.

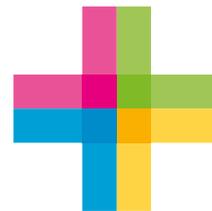
“Investigation for a breast lump is an extremely stressful experience and can require a lot of psychological and emotional support,” Belinda said.

“Breast care nurses understand the emotional and physical journey involved and will help ensure it is as smooth for each patient as possible.

“They provide a constant link between the patient, the treatment team and other areas of care and can connect them with all the services they require, from counselling and physiotherapy to wound care and prostheses suppliers.

“From a personal point of view, it’s great for women in the north and north eastern area to have access to a rapid breast assessment clinic.”

Hampstead to TQEH update



One of the key initiatives of Transforming Health is to integrate rehabilitation services into hospital settings, allowing rehabilitation to start as soon as possible and improve patient outcomes.

Within CALHN this means some services currently provided at Hampstead Rehabilitation Centre will be moved to The Queen Elizabeth Hospital (TQEH). Some of its rehabilitation services are also moving to Modbury Hospital.

TQEH 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.

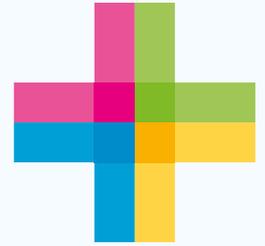
Under this model, specialist care will be provided at the new Royal Adelaide Hospital, supported by the services at TQEH. The exact configuration of services at the new RAH are expected to be confirmed in July.

Since December 2015, CALHN chief executive officer Julia Squire has been engaging weekly with clinicians in affected specialties about these reforms and these discussions are ongoing.

Wider discussions with all staff are planned for the next few months, before formal consultation processes are put into place. Staff will be notified when this is available.



Infrastructure underway



Modbury Hospital's rehabilitation centre

Work on Modbury Hospital's new rehabilitation building is progressing with all slab works complete, including the new hydrotherapy pool. Brick work has started and structural steel over the pool area allowing for roofing to commence.

In the ward, demolition of the old structures is complete and steel work for the patient lifters and construction of partition walls will start shortly.



Progress at Modbury Hospital's rehabilitation building.



Progress at Modbury Hospital's rehabilitation building.

SA Ambulance Station update

Work on the new \$5.3 million SA Ambulance Station at Noarlunga is well underway.

Foundations are down and structural steel framing is complete. Precast walls have been installed and roofing frames have been constructed and sheeted.

The next steps include laying concrete curbing in the surrounding grounds and bituminising driveways and car parking area.

Once completed in late 2016, the station will have capacity for more than 50 staff and up to 13 ambulances alongside five specialised vehicles.

The station will serve as the regional headquarters for the south.



Work underway at Noarlunga's Ambulance station.

Flinders Medical Centre

The final foundations of a new 70-bed rehabilitation and palliative care centre were poured at Flinders Medical Centre in May.

More than 3,000 cubic metres of concrete have already gone into the foundations of the rehabilitation and palliative care facility.

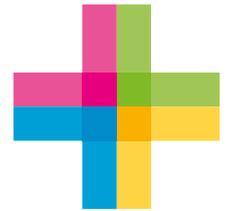
The 1,240 space multi-storey car park is also taking shape on the development site.

The project remains on track for completion by mid to late 2017.



Construction at Flinders Medical Centre's multi-storey carpark.

Update on the Veterans' Mental Health Precinct



Concept plans finalised

Concept plans for the new \$15 million Veterans' Mental Health Precinct at Glenside Health Service Campus were finalised in April, following a four week consultation period earlier this year.

Feedback was received by Veterans' groups, ex-service organisations, residents of neighbouring estates, SA Health staff, interested parties and members of the community.

A mix of positive support for the draft concept plans and valuable suggestions for consideration in the next phase of detailed planning was received.

Feedback was considered by a building design work group, including clinicians from Ward 17 at Repatriation General Hospital, Veterans' representatives and consumers.

The concept plans were submitted for approval through standard development processes, including presentation to the Public Works Committee and the Development Assessment Commission.

Construction of the new facility is expected to start in the second half of 2016 and take about 12 months to complete.

View the concept plans, as well as the consultation summary report at www.transforminghealth.sa.gov.au.

Consultation on naming underway

A consultation process is now underway with Veterans and ex-service organisations to determine suitable names for the Veterans' Mental Health Precinct and areas within the Precinct.

Areas within the Precinct that are proposed to be named include:

- > The Precinct itself
- > Inpatient ward
- > Outpatient area
- > Memorial garden
- > Partnerships Hub building

The list of proposed names has been compiled from suggestions received at a workshop held with Veterans organisations in February 2016. The names were considered against a set of criteria that was developed by the Memorialisation Workgroup, one of five workgroups responsible for the development of the new Precinct.

The consultation is open from 30 May 2016 to 1 July 2016.

More information is available on the intranet.



Map showing areas for naming within the Veterans' Mental Health Precinct

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.



Clinicians in Training Forum

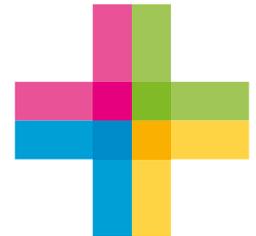
We are in the process of starting a Clinicians in Training Forum, inviting young doctors, nurses and allied health professionals from across the state to meet people heavily involved in Transforming Health to talk about models of care, quality and safety issues and the rationale for the changes. The first meeting will be in late June. Expressions of interest to participate in the Clinicians in Training Forum will be sent through the LHNs shortly.

New clinical pathways

Two new clinical pathways are being developed for frailty and ST elevation, which is a particular type of heart attack. Workshops will be held and open to all staff to attend, followed by invite-only working group meetings to develop the model of care process. Keep a look out for upcoming Clinical Ambassador Checks with further details on these pathways.

Nursing and Midwifery Deputy Clinical Ambassadors

The recent announcement to introduce Nursing and Midwifery Deputy Clinical Ambassadors is an exciting initiative which will enhance our ability to reach people in the LHNs in a more meaningful manner. These ambassadors will be able to help us focus on the needs of nurses and midwives and provide a two-way conversation from our hospitals into our executive meetings.



See inside the \$314 million transformation of Lyell McEwin Hospital

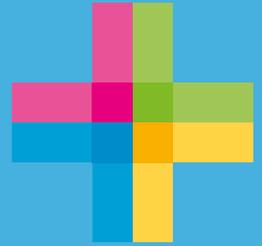
Lyell McEwin Hospital will host an open day to showcase its modern, new facilities including a purpose-built Cancer Centre, a Women's and Children's Health Hub and refurbished Outpatient's Department, giving staff and the community a chance to speak to local clinicians about changes at the hospital.

OPEN DAY
Saturday 18 June
10am - 2pm

The hospital has undergone a major expansion since 2002, and with further improvements planned as part of Transforming Health, the community can see first-hand how the hospital is being transformed to become the major tertiary hospital for the north and north eastern area.

The open day on Saturday 18 June will include guided tours and opportunities to 'meet and greet' staff, as well as participate in educational activities.

Open day activities will take place at the Women's Health Entrance, on Mark Rd, Elizabeth Vale, from 10am to 2pm.



Opinion: Why Transforming Health is needed

Associate Professor Vanessa Owen is Executive Director of Nursing and Midwifery at NALHN.

As a health professional I am proud of the work we do every day – we have the ability to influence more people's lives in a day or week than most people do in a year or a lifetime.

With the great privilege comes responsibility. Responsibility to ensure we always look for the best evidence to inform our practice. That we communicate with consumers and their family/support people honestly with the intent of providing options for their health care.

Many have worked in health care for a number of years and have seen enormous changes in clinical care – having your gall bladder removed used to entail a seven-10 day stay in hospital – now it is barely 24 hours. There are numerous examples highlighting this point and numerous examples of opposition to such change.

Transforming Health in my view is one of these examples. Why is it that South Australia (per head of population) has more GPs and doctors, nurses and acute hospital beds than any other state or territory but cannot claim the best health outcomes in the nation?

Why is it that our health outcomes are often dependent on the day of the week or the time of day you present to a hospital? Why is it health outcomes for the same illness differ depending on where you receive your care?

This is not a criticism of the staff involved – good people doing good work in a system that is outdated. But it is time to change.

On the face of it – it sounds ridiculous – surely it must be better care if I can just get to the closest hospital.

But the notion that all hospitals are the same is a fallacy. Different hospitals have different infrastructure which is not immediately obvious to the general public.

We know that jurisdictions with far greater populations than SA have reconfigured health services, consolidated services to get patients to the right hospital as soon as possible to receive the most appropriate care.

Change is challenging, but we have many excellent health care providers working within SA Health who are ready to improve the way we provide care.

If we work together, participate in the process and have better quality of care at the heart of everything we are trying to achieve, then I have no doubt that we can create a better health care system for everyone.

**Associate Professor Vanessa Owen
Executive Director Nursing & Midwifery,
Clinical Governance & Outpatient Departments,
Northern Adelaide LHN**

Transforming Health Expert Working Groups Update

Throughout the implementation of Transforming Health, a number of time-limited expert working groups will be established, each focussing on a specific area of healthcare.

Over the past ten months, several Expert Working Groups have been established, each with a broad range of participants including doctors, nurses and midwives, allied and scientific health professionals and consumers. Following an initial workshop to introduce the project, each Expert Working Group was established to review and redesign health services so that they meet the Clinical Standards of Care.

Acute Coronary Syndrome (ACS) – Chest Pain Project:

The ACS Expert Working Group has completed the draft clinical Emergency Department pathway for patients with suspected Acute Coronary Syndrome.

The Expert Working Group, as a part of the clinical improvement project, has also developed Key Performance and Outcome Indicators. An Emergency Department ACS Data Dashboard has also been developed for clinicians.

The Expert Working Group is currently working with key stakeholders to gain feedback and finalise the pathway. The pathway will then be submitted for clinical endorsement and then approval to implement.

After Hours Senior Clinical Cover Project:

The After Hours Senior Clinical Cover Expert Working Group has drafted a Model of Care for providing senior medical and nursing cover after hours. To understand how this new way of working will impact hospitals, the Model of Care will be piloted in late 2016 before being finalised.



Allied Health 7 Day Services Project:

The Allied Health 7 Day Services Project is being undertaken in stages. In the first stage, the project team will be looking at providing expert allied health advice into the Orthogeriatrics, Stroke and Rehabilitation Model of Care projects currently underway. Following this, there will be a focus on providing expert allied health advice into new models of care as they are developed.

The Allied Health 7 Day Services Expert Working Group has also identified key priority areas for future consideration including general medicine, general surgery, Emergency Departments, and smaller specialist areas of high allied health impact including vascular, burns, spinal and services to intensive care units.

Orthogeriatrics – Acute Hip Fracture Management Project:

The Orthogeriatrics: Acute Hip Fracture Management draft Model of Care has been developed by an Expert Working Group and distributed to stakeholders for feedback. This feedback is currently being collated and reviewed prior to finalising for formal approval.

Rehabilitation Services Project:

Three Rehabilitation Expert Working Groups and one sub-group were convened to provide advice about service elements across acute, inpatient and ambulatory rehabilitation settings. The advice and recommendations from each Expert Working Group is now complete and has been integrated into final draft report, which is currently being finalised.

Statewide Paediatric Surgical Governance Project:

The purpose of this project is to develop a statewide paediatric governance model that incorporates the surgical standards and meets the emergency and elective surgical needs of children and young people in South Australia.

The Statewide Paediatric Surgical Governance model design has now been completed and submitted for clinical endorsement and then approval to implement.

Stroke Project:

The Stroke Services draft Model of Care has been developed by an Expert Working Group and has now been endorsed.

For more information about Transforming Health projects, visit the SA Health intranet <http://inside.sahealth.sa.gov.au/transforminghealth>

New Project: Frailty in Older People

The Frailty in Older People Project will identify priorities and considerations for improving and providing services to meet the clinical needs and health outcomes of frail older people in South Australia. An Expert Working Group will be formed to progress this project following the initial workshop in May.



For more information

Visit: transforminghealth.sa.gov.au

Email: health.transforminghealth@sa.gov.au



www.ausgoal.gov.au/creative-commons



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Public-I3-A2