

News

Welcome to the fourth 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



Patients spending less time in CALHN hospitals

Patients are receiving the care they need and returning home sooner than ever in the Royal Adelaide Hospital and The Queen Elizabeth Hospital, as part of significant Transforming Health reforms.

Recent data shows patients now spend on average 5.5 days in CALHN hospitals, compared to 6.1 days in June last year.

CALHN Chief Executive Officer Julia Squire said the reduction was the result of a number of strategies being implemented to improve the flow of patients throughout the hospitals.

“Over the past 12 months there has been a concerted effort from our staff to look at innovative ways to ensure patients are getting to where they need to be quickly and safely,” Ms Squire said.

“Nobody wants to spend more time in hospital than they need to. Our aim is always to treat our patients appropriately and return them safely back home to their families as soon as possible.

“A range of improvement measures were identified by staff and progressively rolled out over the past year, including faster diagnostic and treatment options, earlier access to allied health and removing blockages to discharging patients.

“Our clinical teams are using the best available clinical evidence and our support services have simplified the logistics - everything from getting beds ready to accepting admissions faster to arranging transport home and better communication with families.

“We’ve also made greater use of the Hospital at Home Program and other community care services for patients who do not necessarily need acute care in a hospital setting.

“Importantly, we’ve found that throughout this time re-admission rates have remained steady at around seven per cent, which tells us that patients are getting the right care and do not have to come back to hospital.

“This has been a huge effort from our staff and they need to be congratulated for continually looking at ways to improve patient care.”

CALHN will continue to seek opportunities to further reduce the average length of stay, in line with Transforming Health reforms.



New Noarlunga ambulance station opens



The new Noarlunga Ambulance Station

The State's newest ambulance station at Noarlunga is now in operation

As the new regional headquarters for the south, the \$5 million fit-for-purpose station will provide an additional 24/7 emergency crew and house up to 13 ambulances and five light fleet vehicles.

The state-of-the-art station has the capacity for 50 operational and administrative staff and features training facilities for the metropolitan ambulance teams in the south, ergonomic work stations, a kitchen and crew room, 12 individual rest rooms, bike storage and car parking.

The station's central location, opposite Noarlunga Hospital between Beach Road and Alexander Kelly Drive, will lead to improved response times.

SA Ambulance Service Chief Executive Officer Jason Killens said the new station will be a great benefit to the southern community.

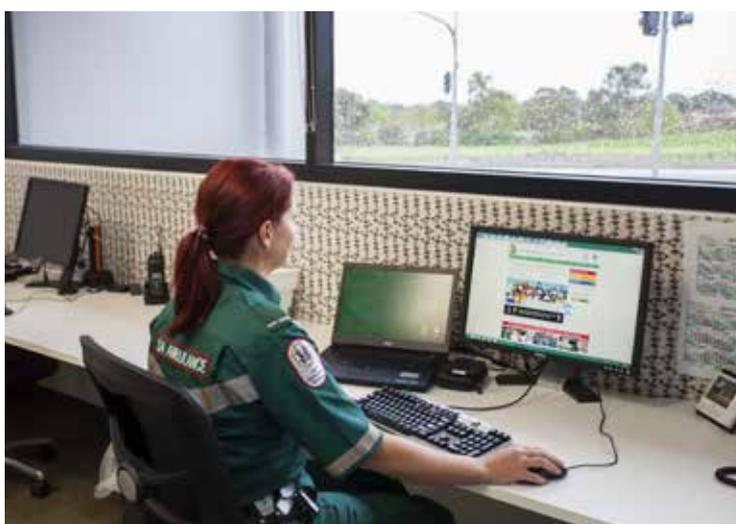
“This new station will allow us to meet the health needs of the growing southern communities now and for many years to come.”

– Jason Killens, SAAS

The community was able to have a first-hand look at the new station at an open day in October, featuring tours of the new building and viewings of the inside of an ambulance.

Under Transforming Health, more than \$16 million has been invested in building new metropolitan ambulance stations.

The State Government has also committed to boosting front line paramedic numbers by 72 FTE and purchasing an additional 12 ambulances.



Administrative and operational areas for up to 50 staff

Update to plans for Repat site

An ACH Group-led consortium has been selected as the preferred proponent for the future use of the Repatriation General Hospital site and will deliver a unique health, education, ageing and Veterans' precinct.

The 'Open Daws' submission proposes to develop an integrated health and housing precinct with a focus on ageing and teaching. 'Open Daws' will invest \$200 million into the redevelopment of the site over five years and will be completed in 2022.

The plan comes after RSL LifeCare New South Wales informed the State Government that due to internal issues within the consortium, it had to withdraw its submission.

The plan will create up to 1,000 new jobs during construction as well as at least 250 ongoing health and ancillary jobs; and will inject \$20 million into the SA economy each year once fully operational. In addition to ACH Group, the 'Open Daws' consortium includes Adelaide Community Healthcare Alliance, Healthscope, Anglicare, Flinders University and RDNS.

The ACH consortium will upgrade the Chapel, Remembrance Garden and SPF Hall and will collaborate with the Veterans' community throughout the planning and development of the site.



Concept image for 'Open Daws'

Health Minister Jack Snelling said the priority was to maintain the Repatriation General Hospital site as a place where the community could access health, education and aged care services.

"As soon as it became clear that New South Wales RSL LifeCare consortium may fail to finalise the contract, we engaged the ACH Group-led consortium which had narrowly missed out in the original process," Mr Snelling said.

"We've made excellent negotiations with the ACH Group-led 'Open Daws' consortium and I am absolutely confident they will deliver an outstanding and unique new precinct for the community.

"Importantly this proposal will enshrine the sites' important history by investing in the Chapel, SPF Hall and Museum and Remembrance Garden.

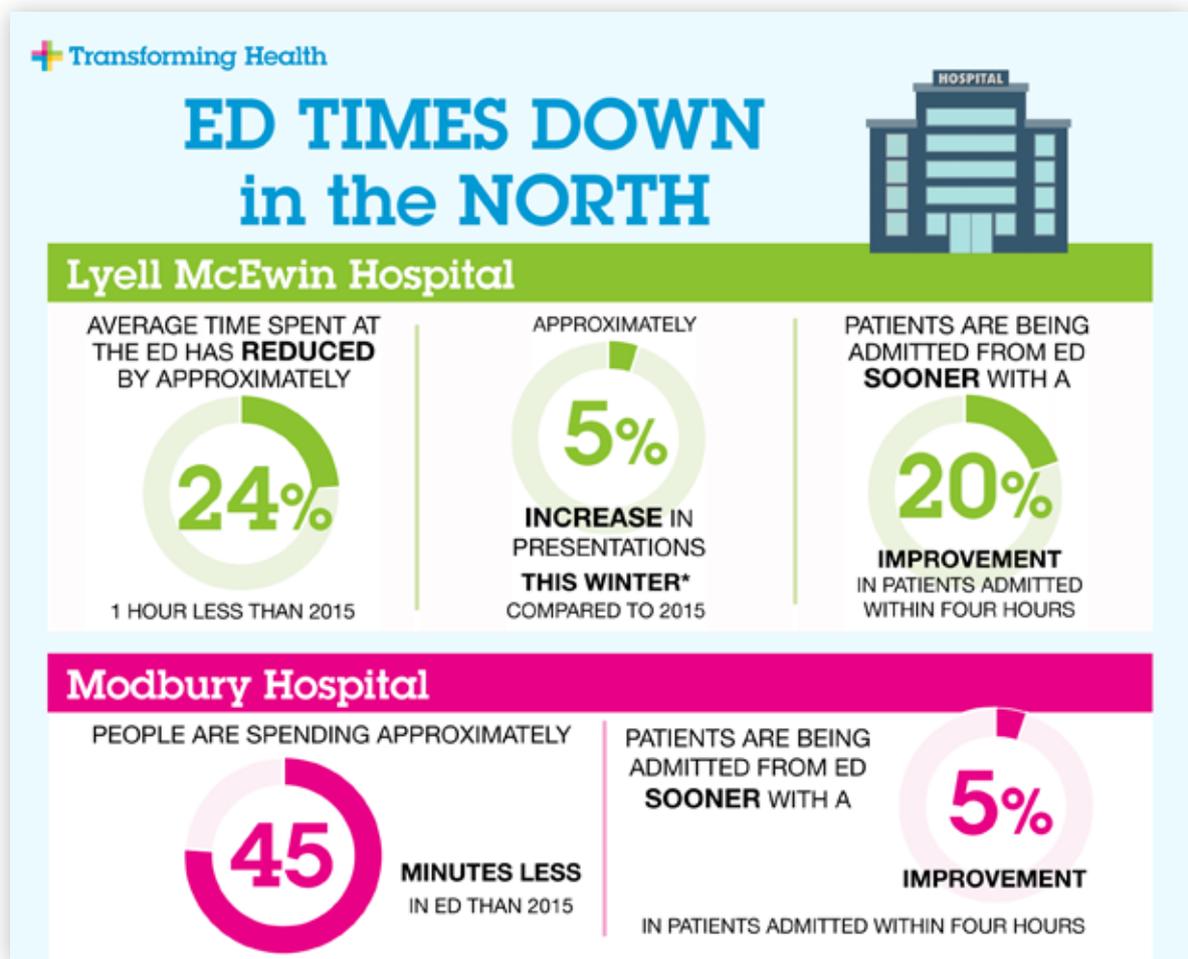
"There has been a strong Veteran involvement in this consortium and I know that Veterans and the wider community will benefit significantly from this exciting new precinct."

ACH Group Chairman Geoff Holdich said community consultation would take place shortly, and include a variety of residential accommodation styles, health, educational, retail and research facilities.

Handover of the site is still expected to occur in late 2017 as previously announced.

Emergency Department waiting times down in the North

People spent over an hour less in the Lyell McEwin Hospital Emergency Department during winter compared to the same time last year, according to recent data.



Despite an increase in presentations of around five per cent this winter compared to 2015, the average time spent at the Lyell McEwin Emergency Department reduced by around 24 per cent.

At Modbury Hospital, people spent around 45 minutes less in the Emergency Department than the same period last year and patients were being admitted from the Emergency Department sooner, with a 20 per cent improvement at Lyell McEwin Hospital in admitted patients seen within four hours and a five per cent improvement at Modbury.

Northern Adelaide Local Health Network Chief Operating Officer Scott McMullen said due to the hard work of all staff including doctors, nurses and allied health professionals the Network was seeing improvements across both hospitals that were positively impacting patients.

Mental Health consumers at both hospitals have benefitted from major reductions in Emergency Department wait times over the past two years with a 39 per cent reduction in consumers waiting longer than four hours and 81 per cent reduction in consumers waiting longer than 24 hours.

On top of ongoing Transforming Health reforms, between March and June 2016 there was a significant realignment of services between Lyell McEwin Hospital and Modbury Hospital.

The recent data shows significant improvements being made at the Lyell McEwin and Modbury hospitals in efficiency, supported by them recently being named the most efficient public hospitals in South Australia by the National Health Performance Authority.

Progressing care closer to home – CALHN to NALHN service transfers commence

One of the key milestones for Transforming Health is identifying activity currently undertaken by CALHN relating to northern residents, and moving this activity to 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 the Lyell McEwin Hospital to develop into the major tertiary hospital for the north as planned.

The transfer of some CALHN staff working in a number of specialties to support the transfer of activity to NALHN will begin this month. From Saturday 29 October (as roster cycles complete) some CALHN staff will transfer to NALHN to support the care of the majority of residents from north and north east Adelaide in orthopaedics, renal and vascular specialities.

It is anticipated that staff working in other specialities and support functions will transfer in a phased approach, with all moves planned to be complete by the end of February 2017, including the transfer of ENT, urology, breast endocrine, upper GI, cardiology, stroke, medical oncology, haematology and endocrinology.

All of these specialties will continue to provide care for Central Adelaide residents within CALHN.

Patients on CALHN outpatient and surgical wait lists in the specialties affected are being notified of the new arrangements for their care along with their GPs starting with category 3 (non-urgent) patients. Patients will continue to be seen within the clinically recommended times.

As activity relating to north and north eastern residents transfers to NALHN, the service profile at CALHN will be adjusted to match new activity levels.

Leading Health Transformation Program

The new Leading Health Transformation Program has now commenced with the first workshop held in September.

The workshop was attended by 107 staff in three cohorts, including Chief Executives and Chief Operating Officers from across SA Health.

Participants are drawn from across SA Health in a multi-disciplinary mix of medical, nursing/midwifery, allied health and corporate staff who work together in the workshops and in Action Learning Groups to build both their individual and collective capability as leaders.

The first workshop focussed on leadership discovery and development planning and ran over two days.

A second workshop will be held late October and will focus on leading through adaptive challenges.

Eight workshops will be held over 12 months.

As part of Transforming Health, SA Health has committed to establishing a leadership development program to support our current and future leaders.

Building the capacity of our staff to lead, manage and build a positive workplace culture is essential to the success of Transforming Health.

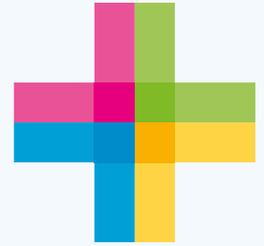
SA Ambulance Service's Transforming Health Project Coordinator Tina Tutic said the program was a great opportunity for individuals to make a difference in the healthcare available across the State.

"In the short time I have already spent with colleagues from across SA Health it is obvious that we all share a common objective; providing the best and safest health care," Tina said.

"We have now been given a platform to come together, establish relationships and work together in achieving this.

"I truly believe the program will establish and build on existing skills of our staff to lead, manage and contribute to a positive workplace culture, ensuring the success of Transforming Health."

Infrastructure underway



Flinders Medical Centre carpark and infrastructure update

An extra 540 car parking spaces across two storeys will be built at the Flinders Medical Centre. The additional parking spaces will increase the multi-storey carpark currently under construction from five levels to seven, with a total of 1,780 spaces – 1,220 more than currently exist.

The upgraded carpark will free up parking spaces closer to the hospital for patients and visitors and ensure there is adequate parking for staff.

The addition of the extra car parks will take the total investment at Flinders Medical Centre to \$185.5 million under Transforming Health and ensure the hospital is best placed to address future car parking demands.

Work on the carpark has progressed to the fourth concrete floor, with ongoing work to complete the building core and start external fabrication.



The new rehabilitation building at Flinders Medical Centre



Construction of the new multi-storey carpark

Other construction work as part of the Transforming Health reforms at the hospital is progressing.

The rehabilitation centre's core, floors and the cement structures of the Older Persons' Mental Health Unit have been constructed.

The Southern Adelaide Palliative Services floor is being scaffolded and formwork constructed in preparation for another cement pour.



Construction of the Older Persons' Mental Health Unit



The multi-storey carpark at Flinders Medical Centre

Construction and fabrication of the Older Persons' Mental Health Unit structure is almost complete, with the building frame clearly identifiable from Flinders Drive. Cladding and roofing will be underway soon.

For more information visit www.transforminghealth.sa.gov.au.



Modbury Hospital

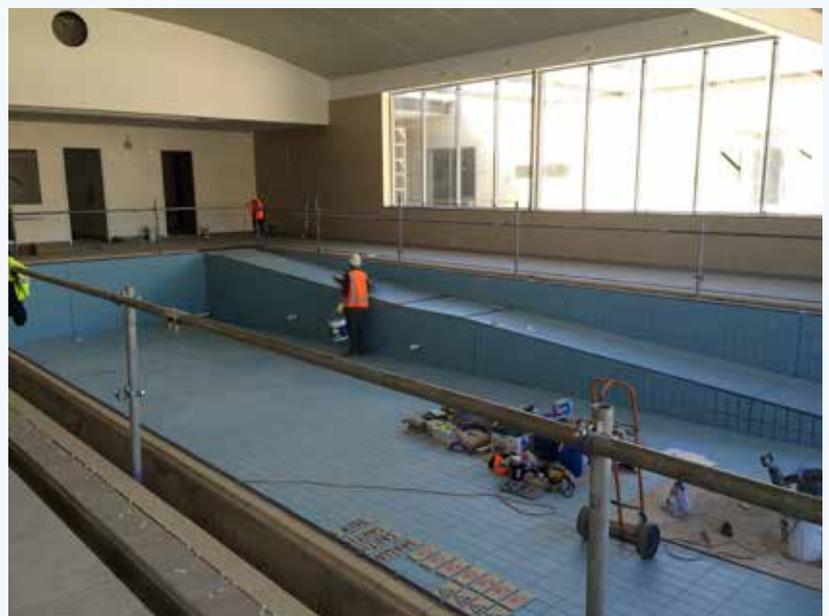
Construction on the new Rehabilitation Centre at Modbury Hospital is taking shape.

The centre's roof and roof plant have been installed, along with electrical and pool solar panels. Pool tiling was completed in early September and the pool has now been filled.

Work on the southern link way, which connects the rehabilitation building to the main hospital, is now well underway.

In September patients were moved from 3West into the refurbished 3East, to allow the full refurbishment of 3West to begin.

The new rehabilitation centre includes a gym and hydrotherapy pool, making it easier for people in the north and north eastern suburbs to access rehabilitation closer to home.



Modbury Hospital's new hydrotherapy pool is taking shape



Infrastructure underway continued

Noarlunga Hospital



Inside the new Day Surgery Unit

The new Day Surgery Unit at Noarlunga Hospital is now complete and currently supporting the Recovery Unit which has been temporarily relocated in the new Day Surgery area to facilitate stage 3 building works.

The refurbished unit includes four recovery beds, a second stage recovery area with 12 chairs and a staff observation area.

The refurbishment of the Emergency Department administration offices is also complete.

Stage 3 of the building works program began in September, which includes developing two new operating theatres and a dedicated paediatric area in the Emergency Department. Stage 3 building works will be completed in March 2017.

The upgrades are part of a \$10 million investment under Transforming Health to upgrade facilities and increase elective surgery capacity at the hospital.



The new Day Surgery Unit and staff observation area

Culturally and linguistically diverse communities and Transforming Health

In September, community leaders and representatives from several culturally and linguistically diverse communities gathered together to talk about Transforming Health and what it means for their communities.

Acting Deputy Chief Executive Transforming Health Lynne Cowan met with representatives from Multicultural Communities Council of SA and the Health Consumers Alliance of SA to explain Transforming Health and the impact on healthcare for culturally and linguistically diverse (CALD) communities.

Lynne provided an overview of Transforming Health and the importance of connecting with consumer representatives throughout the change process.

Chief Executive Officer of Health Consumers Alliance SA Michael Cousins also attended to explain the important role of consumers and community representatives.



CALD community members gather to learn about Transforming Health



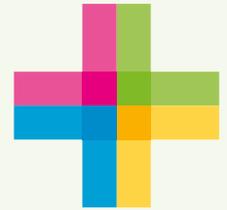
Medical Interns at NALHN

Medical interns in the north will for the first time complete internships on a rotating roster across Lyell McEwin and Modbury Hospitals.

By working across both sites interns will become familiar with both hospitals, improving on the old system of only interning in one hospital. The new method, which follows the NALHN service moves, allows interns to work and rotate across both sites in NALHN to ensure they meet the core surgical, medical and emergency medical care requirements for general registration. This also allows interns to have the opportunity to see patients across both sites, contributing to improved care outcomes for South Australians.

To find out more information about your medical internship requirements or medical rotations in other LHNs, visit www.samet.org.au.

Transforming Health Expert Working Groups Update



Over the past eighteen months, several expert working groups have been established to review and redesign health services to meet the Clinical Standards of Care. Each expert working group includes a broad range of participants including doctors, nurses and midwives, allied and scientific health professionals and consumers.

Orthogeriatric: Acute Hip Fracture Management

The Orthogeriatric: Acute Hip Fracture Management expert working group has developed a statewide model of care for the treatment of hip fractures in older people, which has been endorsed by the Ministerial Clinical Advisory Group and the Transforming Health Implementation Committee.

Under the new model of care, specialist Orthogeriatric Fracture Centres will be established in each LHN (excluding the Women's and Children's Health Network) where patients will be treated by specialists who are experts in managing hip fractures. Patients will also receive timely and effective pain management throughout their entire journey and will be supported to begin rehabilitation as soon as possible after surgery for the best outcomes.

The model of care aims to reduce the average length of stay and time spent in the Emergency Department for patients, as well as increase the percentage of patients who receive their surgery within 48 hours of presentation.

Implementation planning for the model of care has commenced with a workshop held in September 2016 to define the implementation milestones, establish the governance of the implementation committees, identify implementation challenges and mitigation strategies and commence LHN planning.

An implementation working group will now be established to undertake detailed implementation planning and lead implementation in the LHNs.

Acute Coronary Syndrome

In stage 1 of the Acute Coronary Syndrome (ACS) Project, a statewide standardised pathway has been developed to ensure patients presenting to Emergency Departments with symptoms of acute coronary syndrome receive consistent, quality care.

The pathway will enable health professionals to determine how patients presenting to an Emergency Department with symptoms of suspected ACS should be treated, when, where and by whom to ensure that patients receive consistent, quality care across the system. Patients identified as low risk will be directed toward outpatient management, or their GP, rather than inpatient management, decreasing the number of patients admitted to hospital.

Implementation planning for this pathway will begin in late 2016 or early 2017.

Stages 2 and 3 of the project aim to develop statewide standardised pathways for patients diagnosed with ST Elevation Myocardial Infarction (STEMI) (stage 1) and for rapid access angiography for high risk ACS patients (stage 2). These stages commenced with a workshop held in July 2016.

Following the workshop, an expert working group was formed to progress the project, meeting for the first time in late September 2016.

Work on several other projects, including Stroke Services, Allied Health 7 Day Services and the Veterans Mental Health Model of Care is continuing and more information on the status of these projects is available on the [SA Health intranet](#).

Rehabilitation Services

Following endorsement of the new rehabilitation models of care, a statewide workshop was held in September 2016 to begin implementation planning. The workshop provided an overview of the changes recommended by three expert working groups including:

- > Ambulatory rehabilitation services, including rehabilitation in the home and day rehabilitation, will be increased across each Local Health Network, supported by tele-rehabilitation
- > A statewide referral process with consistent admission criteria will be implemented
- > Operating principles and rehabilitation standards will be standardised
- > An agreed set of key performance indicators (KPIs) will be developed for monitoring and reporting
- > A Recovery Unit will be established.

Local implementation committees will now be established in the LHNs, supported by an Oversight Committee chaired by Deputy Chief Executive – System Performance, Len Richards. The Oversight Committee will guide implementation of the new models of care.

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.



Recent visits

I recently visited Noarlunga Hospital with Acting Deputy Chief Executive Transforming Health Lynne Cowan, where we were able to meet with staff and hear more about the changes at Noarlunga Hospital and more broadly within SALHN.

Over the past few months we also had the privilege of attending many team meetings within CALHN and been able to hear from staff who are working very hard to prepare for the move from the Royal Adelaide Hospital to the new hospital.

Staff resilience

As we move from planning phase to implementation phases for Transforming Health it is more important than ever to make sure our staff are resilient. I manage my own resilience by asking myself four questions: Do we need to reform health care? Do we have a good plan for reforming health care? Does anyone else have a better plan that we should be looking at? What would happen if we didn't reform health care? The answers are we do need reform; we know what we're doing; nobody has come forward with a better and suitable plan; and, if we didn't continue with our plans it would be a disaster for health care in our State. I suggest asking yourself these questions if you are being criticised and this may give you more strength in the cause.

Models of care updates

Work is tracking along well for our expert working groups.

Three expert working groups have recommended a range of changes to the way rehabilitation services are delivered to ensure patients receive the best care, first time, every time.

Planning has commenced for implementation of the new Rehabilitation Services models of care, with an implementation planning workshop held in September.

The Orthogeriatric: Acute Hip Fracture Management expert working group has developed a statewide model of care for the treatment of hip fractures in older people. Implementation planning for the model of care has begun with a recent workshop to outline the implementation milestones, establish governance of the implementation committees, identify implementation challenges and mitigate strategies.

A statewide standardised pathway has been developed for stage 1 of the Acute Coronary Syndrome (ACS) project. This will ensure patients who present to the Emergency Department with symptoms of acute coronary syndrome receive consistent care.

Interim Chief Executive – Transforming Health update

Significant progress is being made across the different streams of Transforming Health projects.

Infrastructure projects are taking off, which is exciting to see. The first project with investment under Transforming Health has been completed. The new \$5 million state-of-the-art Noarlunga Ambulance Station is now operational, becoming the new regional headquarters for the south and improving response times for our southern community.

The refurbishment of the Day Surgery Unit at Noarlunga Hospital is also complete. Now work at the hospital will focus on developing two new operating theatres which will increase elective surgery capacity in the south.

The expansion of the carpark at Flinders Medical Centre from five levels to seven is a fantastic outcome for our staff and patients. This addition will mean there is more parking closer to the hospital for patients and their visitors and also improve parking availability for staff.

Improvements at Modbury Hospital are tracking along well, including expanding rehabilitation inpatient spaces and the new ambulatory rehabilitation build.

Our clinical working groups are also progressing, with implementation working groups for two projects being established to undertake detailed implementation planning and lead implementation in the LHNs.

As we progress this work across our system, we are able to start planning to realign services throughout the system and deliver what we set out to achieve under Transforming Health. This includes the transfer of activity from CALHN to NALHN and the reconfiguration of services within SALHN.

I'd like to thank all staff involved for their work to date. There is a lot of work left to do, but I am confident that we will work together to deliver these important projects across the system.



*Vickie Kaminski,
Interim Chief Executive*

Clinicians in Training forum

The first Clinicians in Training forum was held in August at the Adelaide Pavilion.

The 61 attendees were given an overview on the history of Transforming Health, a progress update, as well as an opportunity to ask questions. Participants also had the chance to provide a view about how clinicians in training could be better engaged in Transforming Health projects.

The event was open to staff including doctors in training, registered nurses and midwives and allied health professionals and feedback provided will be used to inform better engagement of Clinicians in Training within the Transforming Health reforms.

For more information

Visit: transforminghealth.sa.gov.au

Email: health.transforminghealth@sa.gov.au



Interpreter



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