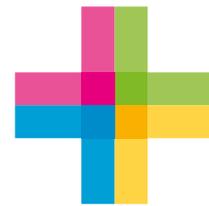


News

Welcome to the second edition of Transforming Health News for 2017.

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



Transforming Health update

Deputy Chief Executive – Lynne Cowan

As Transforming Health initiatives progress, we are seeing many positive outcomes. Our hospitals are providing patients with the best possible care, showing that the changes made under Transforming Health are effective.

Modbury Hospital and Lyell McEwin Hospital have seen some remarkable outcomes because of changes to the delivery of surgical services.

There has been a 46 percent increase in day surgeries performed at Modbury Hospital, which equates to an average of 58 extra day surgeries per month since the Transforming Health changes have come into effect.

There have also been improvements in waiting times for elective surgery. As at November 2016, there were 40 overdue elective surgeries for Modbury Hospital and Lyell McEwin Hospital. At the end of April 2017 there was only one elective surgery overdue.

Concentrating complex and emergency surgery at the Lyell McEwin Hospital also means fewer surgeries at Modbury Hospital are cancelled at the last minute, as the operating theatres do not need to be used for emergency patients. In fact, our data shows 99 percent of elective surgery patients at Modbury Hospital are admitted on the day that their surgery is planned.

Patients are also being admitted from our Emergency Departments sooner, with a 20 percent improvement at Lyell McEwin Hospital in admitted patients seen within four hours and a five percent improvement at Modbury Hospital.

The implementation of new models of care across the health system has also led to great results.

The new Stroke Model of Care allows people with stroke symptoms to be taken by ambulance directly to a stroke unit 24 hours of the day, where they will be seen by experienced staff with access to essential clinical expertise and equipment. In February 2017, people admitted to a dedicated stroke unit went home on average 29 hours earlier than in February 2016. Flinders Medical Centre achieved the greatest improvement with an average reduction of 39 hours in February 2017, compared to February 2016.

story continued on next page

More stroke patients are now receiving routine physiotherapy assessments. The Lyell McEwin Hospital has made dramatic improvements in timely access to physiotherapy assessment, with 90 percent of patients receiving routine assessments in the year up to February 2017.

The new Model of Care for Rehabilitation Services will also allow around 70 more full time staff employed across the health system, including allied health, tele-rehabilitation and nurses.

As part of the model of care, we have introduced additional ambulatory rehabilitation services, meaning more patients will receive their rehabilitation in the most appropriate setting, which may be their own home.

Since we started Transforming Health, we've seen a reduction in the average length of stay in our metropolitan hospitals. Patients are spending seven hours less in our hospitals this year, compared to last year. This is despite more admissions to our hospitals than ever before.

It is fantastic to see these positive results and I look forward to seeing further improvements across the hospital system. These outcomes demonstrate the changes we are making as part of Transforming Health are directly benefiting our patients. I want to thank all the staff who have enabled these changes to take place to date.

Plans released for the reconfiguration of Repatriation General Hospital services

Plans have been released for the transfer of services across SALHN to support the decommissioning of Repatriation General Hospital later this year.

The plans outline how the SALHN Outpatient Services, Surgery and Perioperative Medicine (SAPOM), Corporate Services and Nursing and Midwifery Clinical Corporate Services will be relocated across the network.

Under the proposed Outpatient Services reconfiguration plan, patients will be able to access multiple outpatient appointments on the same day as aligned clinical services will be grouped into logical 'clinical hubs', based on advice from senior clinicians.



Staff at Repatriation General Hospital

As proposed in the SAPOM service plan, a transition to a SALHN-wide model for surgery and perioperative medicine will ensure equity of access for patients through one consolidated waiting list for pre-admission and elective surgery.

The plans show that all clinical services currently provided at Repatriation General Hospital will be accommodated across SALHN, and although there will be some movement of staff across the network, clinical staffing levels will not be reduced as part of these service move plans.

SALHN staff recently had the opportunity to attend forums which discussed the proposed plans for the services.

Update on the transfer of general rehabilitation services from Hampstead Rehabilitation Centre

Planning is underway for the transfer of general rehabilitation services from Hampstead Rehabilitation Centre (HRC) to Modbury Hospital.

General rehabilitation activity will move to Modbury Hospital to service patients living in the North and North East, providing rehabilitation closer to home for these residents.

Formal consultation with staff on the relocation of rehabilitation services from HRC to Modbury Hospital ended in April.



A patient receives rehabilitation at Modbury Hospital

Expected to take place in August, the transfer of services requires the relocation of some existing staff from CALHN to Modbury Hospital. Approximately 56 FTE positions will be available at Modbury Hospital.

Staff interested in working at Modbury Hospital can find more information on the SA Health Intranet.

The service movements align with a key initiative of Transforming Health: to integrate rehabilitation services into hospital settings, allowing rehabilitation to start as soon as possible and improve patient outcomes.

Under Transforming Health, Modbury Hospital will become the major rehabilitation and sub-acute services centre for the North and North East, ensuring the community has access to rehabilitative care as soon as they need it. A new rehabilitation centre has been built, with a gym, hydrotherapy pool and therapy garden. Level 3 of the hospital has also been upgraded, enabling an increase in rehabilitation beds to a total of 52 and providing more support services to assist recovery.



Rehabilitation spaces at Modbury Hospital

Earlier this year, consultation with clinicians and consumers regarding the proposed transfer of general rehabilitation services from HRC to The Queen Elizabeth Hospital (TQEH) occurred.

Feedback from the consultation was considered and working groups consisting of staff and clinicians will be established to discuss and address a number of matters that were identified. As a result, the transfer from HRC to TQEH will not proceed until this work is completed. This work will commence once services have transferred to Modbury Hospital. Regular updates will be provided as work progresses.

To ensure the safe and effective delivery of general rehabilitation services remaining at HRC following the transfer to Modbury Hospital, it is proposed to consolidate the remaining inpatient beds and resources.

Improved health care in the North and North East

One year after health services in the North of Adelaide were realigned, residents in the North and North East are spending five hours less in hospital and getting faster access to elective surgery, latest data shows.

Despite 3450 more presentations to the Lyell McEwin Hospital since the realignments started in March 2017, patients are also spending 19 minutes less time waiting to be treated in the Emergency Department than they did the year before the health reforms.

Modbury Hospital continues to see more than a 100 patients per day at its Emergency Department; there has been a 46 percent increase in day surgeries performed and in recent months there have been 60 percent fewer overdue elective surgeries.

NALHN Chief Executive Officer Jackie Hanson said that a year after the changes, more people living in the North were being treated in the North.

“In March 2016 we implemented a number of important changes to the services our two hospitals in the North provide,” Ms Hanson said.

“Population growth and an increase in demand for services in Adelaide’s North led to the refocus of the Lyell McEwin Hospital as a major hospital in the region, with the Modbury Hospital as the hub for extended day surgery and rehabilitation services.

“To support these changes we have built new infrastructure and moved more specialist health services to the region, so people in Adelaide’s North and North East can benefit from improved care closer to home.

“What we can see from the latest data is that despite increased presentations, people are spending less time waiting to be treated in the Lyell McEwin Emergency Department and less time in our hospitals.

“This means they are getting home to their families sooner and our hospitals are able to see more people from the North than ever before.



The Emergency Department at Lyell McEwin Hospital

“It is very encouraging to see these improvements to patient outcomes and overall efficiency across our health services and I want to thank our staff for all the work they have done over more than a year to improve how we deliver care to our communities.”

Director of Anaesthetics at Lyell McEwin Hospital Doctor Simon Jenkins said access to elective surgery had significantly expanded across NALHN.

“Improving how we run elective surgery means that patients spend less time in hospital, and this allows us to complete more procedures for more people,” Dr Jenkins said.

“This means patients will have shorter waiting times and the Emergency Department and inpatients wards can work more efficiently.”

Ms Hanson said there has been a significant investment in Modbury Hospital to upgrade facilities, making it a hub for rehabilitation, sub-acute services and a centre for elective 23 hour and same-day surgery in the region, whilst maintaining its 24 hour a day, seven days a week Emergency Department.

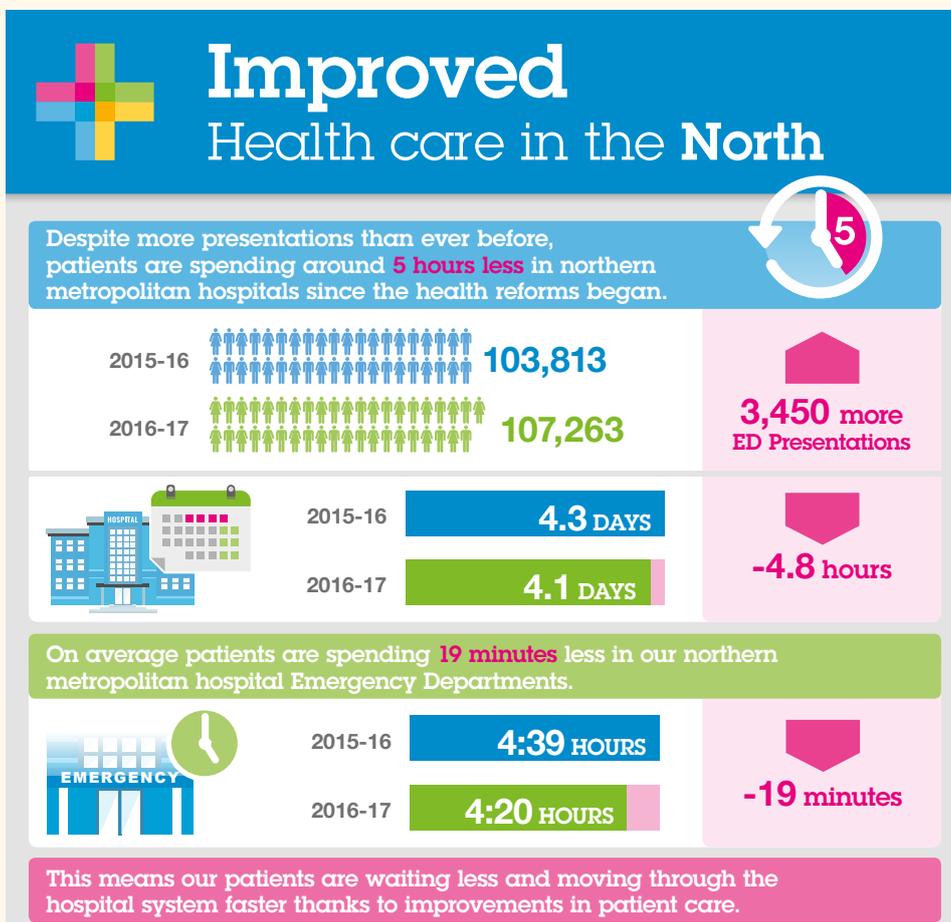
“These investments, and the work of our skilled and dedicated staff, has enabled more services than ever before to be provided locally, and for North and North Eastern residents to continue to access high quality care into the future,” Ms Hanson said.

The first wave of specialist services moved North in October last year including orthopaedics, renal and vascular. More recently stroke services were expanded and medical oncology, cardiology, ENT, urology, breast endocrine; upper GI, haematology and rehabilitation services will be transferred in the coming months.

The installation of a second CT scanner at the Lyell McEwin Hospital is enabling more patients to have scans and eliminating the outpatient waiting list for scans.

The purchase of a second cardiac catheter laboratory is providing more patients with access to interventional cardiology services. For the first time, other radiological interventions such as catheter insertions for medication administration, organ biopsy and non-cardiology vascular imaging can be performed at the Lyell McEwin Hospital thanks to the multi-disciplinary nature of the new cath lab.

The introduction of 24-hour orthopaedic coverage at Lyell McEwin Hospital is also resulting in reduced wait times from Emergency Department presentation to operation, and more people being seen locally for orthopaedic surgery.



“This means patients will have shorter waiting times and the Emergency Department and inpatients wards can work more efficiently.”



Infrastructure updates

Noarlunga Hospital upgrade complete

The \$12 million upgrade at Noarlunga Hospital, which includes a new Day Surgery Unit and Renal Dialysis Unit, has been completed.

More surgical procedures will be able to take place in the new Day Surgery Unit, which features two new operating theatres. Upgrades also include a first stage recovery area, and a second stage recovery area which has increased from eight to 12 chairs.

A new, larger Renal Dialysis Unit allows patients and their families to have greater comfort and privacy.

Dedicated spaces for children and families within the Emergency Department aim to help children feel more comfortable. The new spaces include assessment and treatment areas, a waiting area and dedicated bathroom facilities.

More than 500 members of the community attended the hospital's open day on Saturday 13 May and had the opportunity to see some of the hospital's new facilities.



New second stage recovery area



Dedicated spaces for children in the Emergency Department



New Day Surgery units



Modbury Hospital's Rehabilitation Centre open day success

More than 600 community members came through the doors of the Modbury Hospital Rehabilitation Centre for its open day on Saturday 8 April.

Over four hours, rehabilitation staff conducted 26 tours, providing information about the role of the facility and specific areas including the therapy garden, hydrotherapy pool, gymnasium, therapy kitchen/laundry and gait lab.

Visitors had the opportunity to watch demonstrations of the Bioness arm and leg stimulator, Wii games used in therapy and the gait lab, and to visit ACAT, falls prevention/ community Generic Evaluation Management Units and palliative care stalls.



Modbury Hospital's Rehabilitation Centre pool is now open to patients

Flinders Medical Centre progress

Building work at Flinders Medical Centre is progressing. Recently, a crane was used to bring in large walkway sections, which span over the creek, joining up the new rehabilitation building with the hospital's main building.



The new Rehabilitation building at Flinders Medical Centre



Construction work on the new Older Persons' Mental Health Unit at Flinders Medical Centre

Medical Ambulatory Care Service aims to provide speedy recovery at Noarlunga

A new rapid-access service for non-urgent medical patients – which aims to save unnecessary emergency department presentations and hospital admissions – has opened at GP Plus Super Clinic Noarlunga.

The Medical Ambulatory Care Service (MACS) provides same-day assessment for acutely ill patients and assessment within 48 hours for all stable patients.

The service amalgamates with the Rapid Access Medical Service (RAMS), a similar service which has operated successfully out of the Repatriation General Hospital since November 2014.

SALHN Senior Staff Specialist Doctor Dirk Hofmann says the service's main objective is to see patients who require urgent assessment without it being an emergency.

"MACS provides rapid access for non-emergency patients to medical specialists," Dr Dirk Hofmann said.

"It is a consultant-driven service with the objective of reducing unnecessary emergency department presentations and hospital admissions for members of the community residing in the South.

"Examples of the types of patients who might be suited to the service are those with cellulitis, deep vein thrombosis, syncopal episodes or lower respiratory tract infections. In short, any urgent medical condition that can be treated as an outpatient.

"MACS is not designed for patients with surgical, mental health, obstetric or paediatric problems. It is also not intended for patients with acute medical conditions that require emergency department, coronary or intensive care interventions."

Consultations at MACS will be restricted to three visits – an initial presentation plus two follow up visits. Patients will then be discharged back to their referring GPs with a management plan.

General practitioners wishing to access the service for their patients or make a booking can call MACS on 0466 439 479 or fax 8164 9168.

Written referrals are required for all patients.

Noarlunga Hospital will always provide a 24 hour, seven day a week, community Emergency Department.



The GP Plus Super Clinic at Noarlunga

Clinical Improvement Projects Update



Two new clinical improvement projects have commenced in April:
Trauma and Pre-operative Assessment for Elective Surgery.

Trauma

The Trauma project will identify and develop a Clinical Governance Framework and a Statewide Trauma Model of Care to ensure that every South Australian who suffers major trauma is provided with the best care, first time, every time.

A workshop to commence the project was held on 12 April, with 92 attendees including representatives from all LHNs, consumers, SA Ambulance Service, MedSTAR and policy development staff.

The workshop commenced with a presentation by the project leads, Dan Ellis and Nicole Kelly, which introduced the project and set the scene using a fictitious case study with real possible scenarios. Participants then had the opportunity to provide comments and feedback on five gallery walk stations focussing on how trauma care could better meet the Transforming Health principles and standards, what clinical governance should look like and the key components that need to be considered when developing a trauma model of care.

Pre-operative Assessment for Elective Surgery

An initial project workshop was held on 4 April to begin the process of developing a consistent, standardised approach to pre-operative assessment and management of adult elective surgery across South Australia.

Approximately 100 people attended the workshop, including consumers and staff from each LHN and from a broad range of multidisciplinary professions.

The workshop outlined the relevant Transforming Health principles and standards and discussed the need for a standardised approach to pre-operative assessment before giving participants the opportunity to provide comments and feedback on current models of care and the key components that need to be considered in the development of a new model.

Expert working groups will now be established to progress both projects.

Acute Stroke Management education day

An Acute Stroke Management education day was held in Mount Gambier recently, with the SA Digital Telehealth Network enabling additional staff to participate from Berri, Whyalla and Adelaide.

The event was an opportunity for staff to learn about the new Stroke Model of Care and how metropolitan and country sites work together to provide comprehensive coverage for stroke management. The event also highlighted the continued focus on quality provision of acute stroke management at the three existing country stroke service sites: Mount Gambier, Whyalla and Berri.

The event received extremely positive feedback from attendees, which included more than 40 clinicians from medical, nursing, emergency, allied health and SA Ambulance Service.

For more information about all of the clinical improvement projects underway as part of Transforming Health, visit the SA Health Intranet.

SA searches for new Paramedics

SA Ambulance Service has embarked on an international recruitment campaign to bolster its ranks of qualified paramedics as part of a boost to frontline staff.

The recruitment drive is part of a \$16 million investment in SA Ambulance Service under Transforming Health.

SA Ambulance Service Chief Executive Jason Killens said it is targeting New Zealand, South Africa, United Kingdom and Ireland as well as Australia with recruits hitting the front line this year.

“It’s an exciting time to be on the front line of the South Australian health system, as we prepare to open the most advanced hospital in the world and embark on a reform of our service that will better meet the needs of communities today and into the future,” Mr Killens said.

“The State Government has committed to recruiting extra qualified paramedics as part of our health reforms. We have already recruited a number of new paramedics, but we are now casting the net wider to attract the most highly skilled in the world to care for South Australians.”

SA Ambulance Service serves 1.7 million people and operates across one million square kilometres, spanning rural landscapes and cosmopolitan cities.

Paramedic Chris Smith moved to Victoria to complete his training and then worked as an engineer; he recently returned home to forge a career with the ambulance service.

“I would recommend any interstate or overseas experienced paramedics to apply for positions within SA Ambulance Service, especially those wanting to come and experience our South Australian relaxed beach and wine region lifestyle,” Mr Smith said.

“The job satisfaction that you get as a paramedic at SA Ambulance Service is outstanding. It is highly rewarding to feel like you are really putting something back into the community.”

Current recruitment is aimed at sourcing qualified paramedics and complements the SA Ambulance Service’s investment in its intern program, which has three intakes per year. Although they have completed their education, interns are required to work with ambulance providers to complete a period of practice in order to gain Authority to Practice.

As well as recruiting new paramedics, the investment into SA Ambulance Service has led to new ambulance stations in metropolitan Adelaide, including the new Noarlunga station, which opened last September.

New stations will also be built in the North and West to service regions experiencing population growth. Another twelve ambulances will also hit the road.



First leaders complete Leadership Development Program

The first participants taking part in the Leadership Development Program are taking final steps to completion, marking a significant achievement in the rollout of Transforming Health.

The program, run by KPMG, aims to build leadership capabilities of clinical and non-clinical leaders from across SA Health to enable successful healthcare transformation.

The first cohort of 100 participants, who began the program last September, were required to complete individual assessments, coaching, masterclasses and tutorials before a final evaluation.

A further 150 staff members will complete the program in 2017/18.

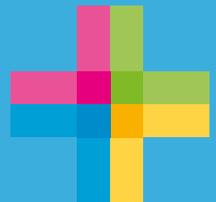
The program was a commitment under Transforming Health to support and grow SA Health's current and future leaders.

NALHN Duty Nurse Coordinator and Hospital Flow Manager Barry Oake is among the program's participants.

Mr Oake said he hoped the program would develop his leadership skills, both operationally and strategically, and challenge his current leadership style.

"The program will equip staff with the right leadership skills to challenge and question current thinking to ensure we have the right leadership skills to transform the health system into the best within Australia," Mr Oake said.

"We must continue to change and adapt, not to fear change but embrace it, and develop a plan to ensure it can be progressed to provide the community of South Australia with the best health care possible."



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.



As we reach mid-year it's exciting to see us moving forward with the development and implementation of our models of care. The changes we are making through Transforming Health will result in improved clinical engagement and an increased focus on care for all South Australians.

We are progressing with the data analytics tool, called the Quality, Information and Performance Hub (the Hub). The Hub is a new approach to reporting, learning and development for SA Health staff and will pull together a range of administrative, finance and clinical data across all services. It has been developed by our staff, for our staff. The benefits of this will be greater access to clinical statistics across all services and underpin future managerial decisions about clinical service improvement across SA Health.

The Hub will provide clinicians with a fast, easily digested and understood clinically focussed dashboard, offering them the latest information on a demand driven basis. It will reduce duplication, deliver equal access to clinical data across LHNs and increase efficiency through increasing data accessibility for research, clinical studies or trials; ease of access for clinical decision making; and simplified reporting processes.

Everything we do continues to focus on improved patient outcomes – and we are enhancing patient-centred care, led by clinicians and based on evidence and properly analysed data.

Over the past two years we have set up our system to be able to respond to the evolving needs of our population, and to cope with increasing demands on our services.

For more information

Visit: transforminghealth.sa.gov.au

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