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**Government
of South Australia**

Flinders and Upper North Local Health Network **2022-23 Annual Report**

Flinders and Upper North Local Health Network
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2022-23 ANNUAL REPORT for the Department of Health and Wellbeing- Flinders and Upper North Local Health Network

To:

Hon Christopher Picton

Minister for Health and Wellbeing South Australia

This annual report will be presented to Parliament to meet the statutory reporting requirements of *Public Sector Act 2009*, *The Healthcare Act 2008*, *The Healthcare (Governance) Amendment Act 2021* and the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

Submitted on behalf of the Flinders and Upper North Local Health Network by:

Craig Packard

Chief Executive Officer – Flinders and Upper North Local Health Network

Date _____ Signature _____

Mark Whitfield

Governing Board Chairperson – Flinders and Upper North Local Health Network

Date _____ Signature _____

From the Chief Executive



The past 12 months has allowed us to reset our LHN operational planning and management *priorities, following an incident focussed* management approach managing the Covid-19 Pandemic. *-The Covid 19 response caused a significant impact upon our operations, most particularly on our workforce.*

Sustainability of workforce across most areas of our services *delivery* has been a significant challenge over this year, not just *maintaining essential staffing levels*, but also the *depth* of skill mix and seniority *required*, to *provide* the highest level of quality and safe *delivery of services*.

Whilst health care workforce shortages are not *particular* to our Local Health Network, there are additional challenges *that confront* geographically remote health service areas.

Faced with we have been exploring and implementing *structures* and formal partnership agreements for staff rotations from metropolitan hospitals *and* recruitment through the metropolitan LHN's to include working in the Flinders and Upper North Local Health Network.

This year we focused on developing a preliminary regional aged care business plan, *which was presented to* Minister Picton MP *in collaboration with all other regional LHNs*. The FUNLHN plan identified themes emerging across all regional LHN's. The year ahead will require FUNLHN to progress *viable service delivery* models and infrastructure planning, change service profiles *and* create partnerships to move towards a contemporary and sustainable business models *for the development of aged care in the region*.

We have been able to confirm state government funding and finalise tender details for the construction of a new purpose built health clinic at Leigh Creek. It is anticipated that the clinic will be completed by January 2024. We have been able to progress a number of capital *and* minor works facilities projects across all of our health sites this year.

These include:

- significant upgrades and improvements to the residential aged care facilities at Quorn and Hawker;
- security upgrades at Roxby Downs and Quorn;
- from the new state government election commitment funding:
 - progression of detailed design for *substantial* redevelopment of the emergency and high dependency units at Whyalla;
 - preliminary planning for upgrades at Port Augusta Hospital.
- Wi-Fi upgrades and improvements to our accommodation facilities *across all sites*.

Pleasingly, government commitment *has been confirmed for* a full regional implementation of the SUNRISE electronic medical record (EMR). Activation in FUNLHN is scheduled for November 2023 and will be a significant project for our LHN over the coming year.

During this year two of our executive team members retired from FUNLHN, Glenise Coulthard ^{AM}, Director Aboriginal Health and Cheryl Russ, Executive Director Community and Allied Health. I thank *each of* them for their many years of service and leadership in health and to our local health network. We have welcomed Eugene Warrior to the position of Director of Aboriginal Health and Ilse-Marie Foord to the position of Executive Director Community and Allied Health and look forward to their leadership in our executive team.

It was an honour to hold and attend our inaugural FUNLHN awards and Recognition night this year. It was a fantastic evening held at the Westland Hotel Whyalla. I recognise the significant work by many of our staff who planned and arranged this special occasion. *I applaud* the contribution of our amazing staff and volunteers over the past year. I look forward to this becoming an annual event and an important aspect of our employee recognition program.

I recognise *and pay respect to* our Health Advisory Councils (HAC) for the important contribution they provide *through their provision of feedback from, and their interaction* with our communities. *I acknowledge and recognise* the *huge amount of* work and commitment by our HAC members, and particularly the HAC Presiding Members, *particularly this year when* the FUNLHN combined HAC hosted the statewide HAC Conference, *which showcased the FUNLHN in an exceptional manner.*

I am very pleased that FUNLHN has maintained a level one rating against *the* key performance areas of our service level agreement with the Department of Health and Wellbeing. With the *substantial* challenges *in* delivering health services in the current climate, this is an amazing reflection of the commitment by our staff to achieving the best possible outcomes for our *consumers and* communities.

Community and consumer involvement *is* essential in FUNLHN. *I am grateful to all that have provided input and feedback via* committee representation *so that we can* continue to *provide* the highest level of safety and quality care in our health services.

The FUNLHN Governing Board *has continued to provide stable* support to *the FUNLHN* and *welcomed and encouraged the development of* opportunities for *learnings and research to strengthen and improve our* service models. *This support is essential for the LHN to meet current and future* challenges, address risks, and importantly *to drive* opportunities and innovation in our service.

Thank you to all our volunteers, service partners, and our amazing staff in the FUNLHN. I am incredibly proud to lead this organisation and greatly appreciate the leadership that we have across our directorates, sites, and departments to meet the challenges and develop our services to achieve the highest level of care for everyone.

(Signature)

Craig Packard

Chief Executive

Flinders and Upper North Local Health Network

From the Governing Board Chair



Now that the COVID pandemic is largely behind us, we can focus on the other issues that challenge us.

Over the past year, the major issue that confronted us was staffing. Recruitment and retention are a major issue across all LHN's, but more acute for us because of our relative isolation. That being said, we soldier on with our committed and hard working staff as we look for ways to lure health professionals to our part of the world.

This year also marked the end of tenure for two of our inaugural Board Members – Karyn Reid and John Lynch – two outstanding Board Members.

Karyn had carriage of our consumer and community engagement portfolio, which she led with great skill and aplomb. Karyn's expertise, experience, passion and guidance will be sorely missed and presents us with a dilemma re who should now lead this important portfolio.

John had carriage of our finance portfolio – also led with great skill and aplomb. John's sage counsel not only on matters of finance, but also on matters of remote health, will be sorely missed. His steady hand guided us through challenging financial times. I take this opportunity to publicly thank Karyn and John for their wisdom, guidance, generosity and friendship and wish them well in their future endeavours.

During the course of the year, we welcomed two new Board Members – Kate Warren and Dr Rohan Ward.

Kate is a proud Wiradjuri woman from western NSW and brings an Aboriginal perspective to our deliberations. Kate has also worked as a nurse, educator and researcher and brings a wealth of knowledge about Aboriginal health. Rohan is a doctor and has worked in metropolitan hospitals. His more recent passion is Information and Communication Technology and he brings a wealth of knowledge about the use of technology in health care settings.

We also welcome two new Board Members to replace Karyn and John. Ros McRae and Craig Fullerton, both appointed by Minister Picton in June. Ros was former CEO of FUNLHN and has many years experience in health service administration. Craig also brings many years of health service administration, having been CEO of Pika Wiya Aboriginal Health Service. Craig has also worked as a radiologist in regional settings. I have no doubt that their expertise and experience will be invaluable to the work of the Board.

Next year will bring its own set of challenges and, as always, we will rise to them as we always do as we strive to provide safe quality health care to our region.

This report chronicles our achievements over the past year and I commend it to you.

(Signature)

Mark Whitfield

Governing Board Chair

Flinders and Upper North Local Health Network

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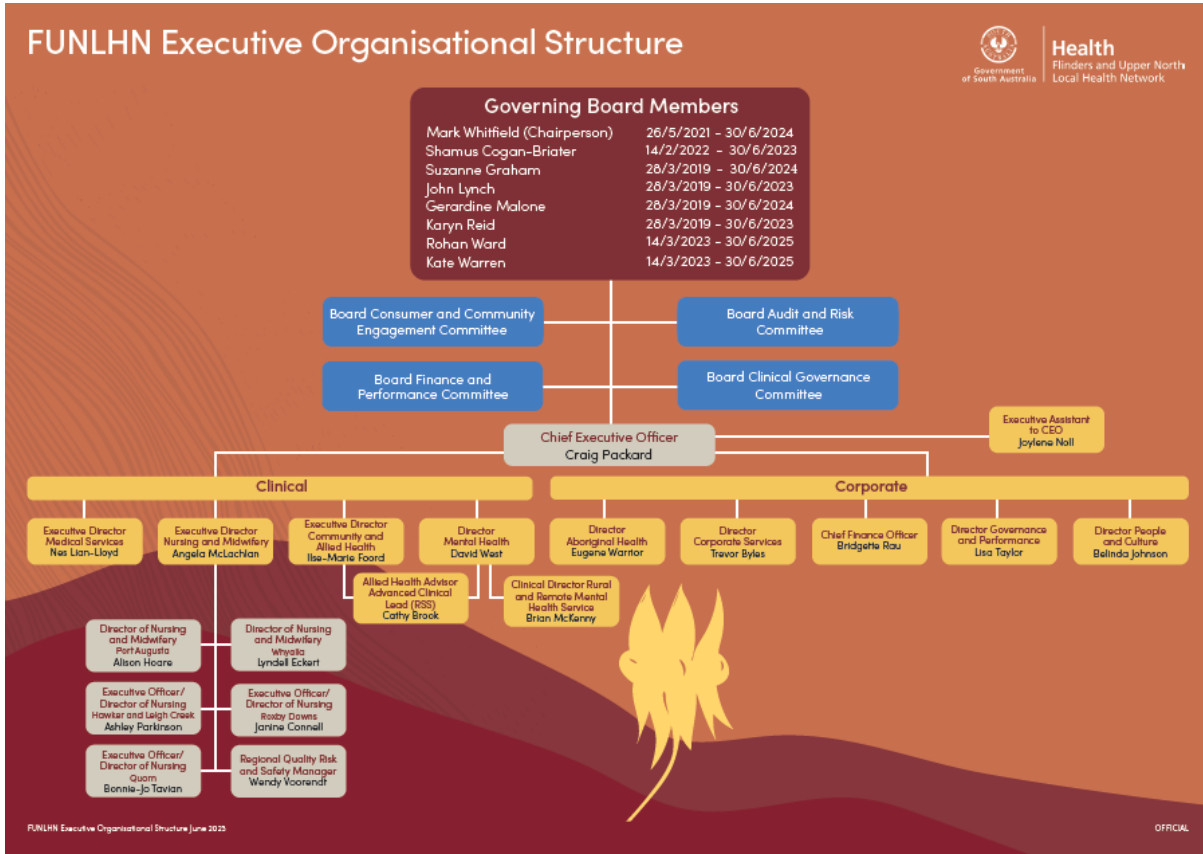
Overview: about the agency

Our strategic focus

<p>Our Purpose</p>	<p>The Flinders and Upper North Local Health Network delivers culturally safe and high-quality health care services in collaboration with our consumers, enhanced through research and innovation to improve health outcomes for our communities.</p>
<p>Our Vision</p>	<p>Excellence in healthcare for everyone, every day, all the time.</p>
<p>Our Values</p>	<p>Integrity Respect Compassion Engage Courage</p>
<p>Our functions, objectives and deliverables</p>	<p>Flinders and Upper North Local Health Network provides a range of public acute, residential aged care, community health and mental health services to country-based South Australians.</p> <p>Flinders and Upper North Local Health Network’s objectives and deliverables are:</p> <p>Sustainability: Finance Service Partnerships Environment</p> <p>We utilise resources to strengthen our organisation</p> <p>Consumer Focus: We enhance the safety and quality of our services by partnering with consumers in their own care.</p> <p>Our services meet the needs of our communities because we provide opportunities for consumers to partner in the design and evaluation of our services.</p> <p>Aboriginal Health and Wellbeing:</p> <p>We build trust, positive and effective partnerships to enable Aboriginal and/or Torres Strait Islander peoples in the Flinders and Upper North Local Health Network to enjoy the same health outcomes and life expectancy as all other Australians.</p> <p>Our People:</p> <p>We acknowledge, grow and invest in our people to achieve best service delivery outcomes.</p>

Innovation:
 We empower our people to embrace new technology, work practices and ideas by fostering curiosity and creativity to meet the evolving needs of our community.

Our organisational structure



Changes to the agency

During 2022-23 there were no changes to the agency’s structure and objectives as a result of internal reviews or machinery of government changes.

Our Minister



Hon Chris Picton MP is the Minister for Health and Wellbeing in South Australia. The Minister oversees health, wellbeing, mental health, ageing well, substance use and suicide prevention.

Our Executive Team



Craig Packard is the **Chief Executive Officer**, responsible for leading the provision, management and administration of health services and achieving the overall performance of the public health system for the Flinders and Upper North Local Health Network.



Angela McLachlan is the **Executive Director Nursing and Midwifery**, responsible for the delivery of Nursing and Midwifery professional services across the Local Health Network. Angela also leads the Quality, Risk and Safety Team and is Chair of the Operational Clinical Governance Committee.



Dr Singithi (Sidney) Chandrasiri is the **Executive Director Medical Services**, responsible for ensuring clinical governance for the delivery of safe, high quality medical care. Oversight and coordination of medical staff and medical service contracts in the Local Health Network, including oversight of recruitment and orientation of new Medical Officers.



Ilse-Marie Foord is the **Executive Director Community and Allied Health**, responsible for the efficient and effective management of the Community Health Services resulting in the provision of a range of community and hospital-based health services responsive to the identified needs of the Flinders and Upper North Local Health Network.



Belinda Johnson is the **Director People and Culture**, responsible for leading and managing the delivery of best practice human resources services within a business partnering framework, implementing proactive workforce strategies and interventions within services across the Local Health Network to drive continuous improvement, performance and accountability of workforce goals and objectives.



Trevor Byles is the **Director Corporate Services**, responsible for managing, developing, coordinating, and monitoring significant very high-level quality and critical, corporate, and business services that support the effective operation of health units across the Local Health Network.



Lisa Taylor AAICD is the **Director Governance and Performance**, responsible for leading the provision of high quality and timely support to the Chief Executive Officer and Executive support to the Governing Board to support a focus on performance and effectiveness.



David West is the **Director of Mental Health Services**, responsible for the delivery of mental health services within the Local Health Network, and complex mental health reform projects in line with state-wide directions and in collaboration with the Rural and Remote Mental Health Service.



Bridgette Rau is the **Chief Finance Officer**, responsible for leading the provision of comprehensive financial services across the region by contributing to the leadership, performance and financial strategic direction of the Flinders and Upper North Local Health Network.



Eugene Warrior is the **Director Aboriginal Health**, responsible for initiating, planning, implementing, coordinating, and delivering Aboriginal Health programs across the region and providing high-level strategic leadership in expanding concepts and programs throughout.

Our Governing Board



Mark Whitfield, Chairperson of the Governing Board

Mark has a long and diverse history in governance roles, having been: Presiding Member Eyre Peninsula Natural Resource Management Board, Chair Eyre Peninsula Landscape Board, and inaugural Director of NRM Regions Australia Ltd, Chair Riding for the Disabled Whyalla Inc and Board member Riding for the Disabled South Australia Inc plus an array of small community organisations in Whyalla. Marks professional career is equally diverse – most recently as Executive Manager of the Spencer Gulf Rural Health School. Other senior roles in regional development across the far north, Eyre Peninsula and Yorke Peninsula. Mark also held senior roles in Local Government in metropolitan Adelaide.



John Lynch OAM, Director of the Governing Board

John served with the Royal Flying Doctor Service (RFDS) for 32 years and was the Chief Executive Officer of RFDS Central Operations for 18 years, retiring in December 2018. John holds a Bachelor of Health Science Management, is a Fellow of the National Institute of Public Accountants, an Associate Fellow of the Australian College of Health Service Executives, and a Member of the Australian Institute of Company Directors. John brings finance and governance experience along with rural and remote primary health care practice experience to the Governing Board.



Suzy Graham BA, LLB, GDLP, Director of the Governing Board

Suzy holds Bachelor Degree in Arts and Law, and has worked as a lawyer since 1999. Suzy owns and operates Spencer Gulf Law, a diverse legal practice based in Port Augusta with clientele across the FUNLHN region. Suzy brings legal expertise, business experience and broad local community knowledge to the Governing Board. Suzy is passionate about the delivery of excellence in health services, and the promotion of wellbeing across the FUNLHN.

Karyn Reid, Director of the Governing Board



Karyn has had a long career in nursing across many clinical fields including experience in high-level clinical governance and executive health management. She resides in Port Augusta and has extensive knowledge of the health sites and population health needs across the Flinders and Upper North Local Health Network. Karyn has extensive experience in community engagement and consumer advocacy and is committed to the principles of consumer-focused health services.

Geri Malone ^{MpH, Bn, MAICD}, Director of the Governing Board



Geri's career in health is underpinned with qualification as a Registered Nurse, Registered Midwife and post graduate qualifications including Masters in Public Health. Geri has had a diverse range of roles in health in both Government and non-government sector, including clinical, leadership and management, education, policy, and advocacy roles, all in remote and rural health context. Her experiences both professional and personal has provided extensive understanding of the diversity of rural and remote communities. Geri's interests are broad, include clinical governance and workforce.

Shamus Cogan ^{Bcom, CPA, MAICD}, Director of the Governing Board



Shamus is a Certified Practising Accountant of over ten years and a member of the Australian Institute of Company Directors with significant experience in the health sector. Shamus has worked as a Chief Finance Officer in both the public and private sector. Currently, Shamus operates his own business as a healthcare consultant and brings significant experience in the areas of financial modelling, activity based funding, activity based management , commissioning and performance.

Kate Warren ^{BaNsG}, Director Governing Board



Kate is a Whyalla local and descendant of the Aboriginal people of the Wiradjuri nation. Kate has broad project management experience and has been involved in promoting and integrating the Medicare financial models in Aboriginal Medical Services to senior clinical staff, peer educators and volunteers in the community. She has also been a key developer for a variety of health education programs for Aboriginal and Torres Strait Islander people with chronic diseases.

Dr Rohan Ward ^{MBBS, GAICD}, Director Governing Board



Rohan is a qualified medical doctor who trained and practiced in SA before launching his own Medical Technology business which was used in hospitals around Australia and the world. Rohan brings a unique blend of medical expertise, entrepreneurial experience, and technological acumen to the Governing Board. With his extensive background in healthcare and technology industries, he offers valuable insights into the intersection of medicine and innovation. Rohan's passion for advancing healthcare services and promoting overall wellbeing aligns perfectly with the objectives of the FUNLHN.

Legislation administered by the agency

Nil

Other related agencies (within the Minister's area/s of responsibility)

Department for Health and Wellbeing

Barossa Hills Fleurieu Local Health Network Inc.

Central Adelaide Local Health Network Inc.

Commission on Excellence and Innovation in Health

Eyre and Far North Local Health Network Inc.

Hawker District Memorial Health Advisory Council

Limestone Coast Local Health Network Inc.

Northern Adelaide Local Health Network Inc.

Office for Ageing Well

Port Augusta, Roxby Downs, Woomera Health Advisory Council

Quorn Health Services Health Advisory Council

Riverland Mallee Coorong Local Health Network Inc.

South Australian Ambulance Service

Southern Adelaide Local Health Network Inc.

Wellbeing SA

Whyalla Hospital and Health Services Health Advisory Council

Women's and Children's Health Network Inc.

Yorke and Northern Local Health Network Inc.

The agency's performance

Performance at a glance

In 2022-23, FUNLHN:

- Provided care to 33,559 presentations to Emergency Departments across our network, an 8.3% (2,582) increase from 2021-22.
- Conducted 1,854 elective surgery procedures, a 10% increase (169) from 2021-22 and a further 498 endoscopy/ colonoscopy procedures.
- Cared for 18,548 inpatients in our hospitals, a 3% increase (541) on 2021-22.
- Birthed 383 babies at Port Augusta, Whyalla and Roxby Downs Hospitals, 29% (109) being Aboriginal and/or Torres Strait Islander.
- Achieved all SA Health 'Safe Care' key performance indicator targets including hospital associated infections, hospital acquired complications and mental health restraint and seclusion rates.
- Increased Palliative Care services, employing a Palliative Care Nurse Consultant providing access to a higher level of clinical care closer to home.
- Commenced Stomal Services across the LHN supporting patients to be discharged from hospital sooner by providing, acute, clinic and home based services.
- Continued to deliver tailored services for our Aboriginal and/or Torres Strait Islander community including the Aboriginal Family Birthing Program, Aboriginal Environmental Health Worker (Trachoma Project), Step Down Unit and the Aboriginal Patient Pathways Officer.
- Achieved provisional accreditation with the Australian College of Rural and Remote Medicine (ACRRM) to train registrars at Whyalla Hospital and Health Services on ACRRM pathways including Rural and Remote Context, Secondary Care and Emergency Care.
- Achieved accreditation against the National Disability Insurance Scheme Practice Standards to 2025.
- Consulted with the community and key stakeholders to develop the Roxby Downs Health Service Plan detailing how we will align and grow services to meet the needs of the changing Roxby Downs and surrounding communities over the next three to five years.
- Developed and progressed an Operational Plan against objectives of the FUNLHN Strategic Plan 2021-2026.
- Developed an Implementation Plan for the FUNLHN Consumer and Community Engagement Strategic Framework 2022-2026.
- The FUNLHN Governing Board held six 6 meetings in 2022-23 with the following attendance recorded.

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Board Member	Meetings Scheduled	Meetings Attended	Attendance
Mark Whitfield (Chair)	6	6	100%
Karyn Reid	6	5	83%
John Lynch	6	5	83%
Suzy Graham	6	6	100%
Shamus Cogan	6	6	100%
Geri Malone	6	5	83%
Rohan Ward*	2	2	100%
Kate Warren*	2	2	100%

**Term appointment commenced in March 2023*

Agency specific objectives and performance

Agency objectives	Indicators	Performance	
Hospital Services	Emergency Department Seen within the clinically recommended time	Target: >=85% Achievement: 83.6%	
	Emergency Department Length of Stay < 6 hours (non-admitted)	Target: >=85% Achievement: 94.5%	
	Elective Surgery Timely Admissions	Category 1	Target: 100% Achievement: 99.1%
		Category 2	Target: >=97% Achievement: 98.7%
		Category 3	Target: >=95% Achievement: 99.9%
	Acute Inpatient Activity	6,795 overnight patients 11,753 same-day patients 383 babies birthed	
Percentage of general beds with a length of stay >21 days	Target: >=8.2% Achievement: 8.5%		

	Cancer Services Activity Medical Oncology Consultations	1,462 consultations provided at Whyalla Hospital
	Haematology Consultations	406 consultations provided at Whyalla Hospital
	Chemotherapy Treatments	1,803 treatments provided across Whyalla and Port Augusta Hospitals
	Renal Dialysis Activity	8,175 services provided across Port Augusta and Whyalla Hospitals.
	Sub-Acute Rehabilitation Activity	66 Inpatient separations 42 Ambulatory separations
	Telerehabilitation Activity	397 Tele-rehabilitation consults were held in inpatient and ambulatory settings across the Digital Telehealth Network or other therapeutic applications.
Improving access to health services in our community	Community, Nursing and Allied Health service activity	41,556 community nursing and allied health occasions of service were provided to 10,045 individual clients.
	National Disability Insurance Scheme (NDIS) Activity	Active NDIS clients at 30 June 2023: 130 children 107 adults Total: 237 clients

	Transitional Care Programme (TCP) Activity (against budget)	Target: >=94.4% Achievement: 100%
	Avoidable Hospital Activity	
	Better Care in the Community (BCIC)	1,339 clients received community based support. 460 hospital admissions and 214 ED presentations avoided 159 occupied bed days saved 112 clients supported for early discharge, reducing their length of stay in hospital
	Rapid Intensive Brokerage Service (RIBS)	201 clients received community based assistance. 73 hospital admissions and 224 ED presentations avoided 545 occupied bed days saved 117 clients supported for early discharge reducing their length of stay in hospital
	Potentially preventable admissions	Target: <=8% Achievement: 7.6%
Aboriginal Health	Aboriginal Health – Left Emergency Department at own risk	Target: <=3% Achievement: 1.7%

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	Aboriginal Health – Left Against Medical Advice – Inpatient	Target: <=4.5% Achievement: 7.17% A 1.83% improvement from 2021-22
	Aboriginal Family Birthing Program (AFBP)	There were 97 Aboriginal births supported by the AFBP across Port Augusta and Whyalla.
	Aboriginal workforce	Target: >=4% Achievement at 30 June 2023: 4.95%
Mental Health	Restraint incidents per 1,000 bed days	Target: <=2.0 Achievement: 1.1
	Seclusion incidents per 1,000 bed days	Target: <=3.0 Achievement: 0.0
	Acute Length of Stay (non-linked)	Target: <=14 days Achievement: 13 days
	Percentage of Mental Health clients seen by a community health service within 7 days of discharge	Target: >=80% Achievement: 95.1%
Aged Care	Residential Aged Care Occupancy (MPS facilities)	Achievement: 89.4%
	Aged Care Assessment Program (ACAP)	EFNLHN and FUNLHN combined under the Eyre Far North Commonwealth Aged Care Planning Region
	Number of assessments	FUNLHN completed 445 of a total of 863 ACAP assessments.
	Referrals issued to action on time	Target: 90% Achievement: 99.6%

	Home Care Package Occupancy	Occupancy at 30 June 2022: 112 Packages
	Commonwealth Home Support Program (CHSP) Activity	1,314 individual CHSP clients enabling older people to remain independent in their own home for longer.
Continuous Improvement of Safety and Quality	Healthcare associated SAB infection rate	Target: ≤ 1.0 Achievement: 0.3
	Healthcare associated MRSA infection rate	Target: ≤ 0.4 Achievement: 0.3
	Hospital Acquired Complications	Target: $\leq 1\%$ Achievement: 0.7%.
	Sentinel Events	Achievement: 0
	Avoidable Hospital Readmissions	Target: $\leq 2\%$ Achievement: 1.5%
	Unplanned Re-attendances to the Emergency Department	Target: $\leq 4.5\%$ Achievement: 8.2% Results impacted by access to GPs
	Measuring Consumer Experience	Targets: $\geq 85\%$ <i>At March 2023 Quarter</i>
	Involved in decisions	Achievement: 90.2%
	Being Heard	Achievement: 94.2%

Corporate performance summary

In 2022-23, FUNLHN:

- Commenced a review of the Executive and Directorate structure.
- Formed a Staff Recognition Workgroup and developed the 'Our People, Our Pride' Recognition program and successfully held the first FUNLHN staff awards night in 2022.
- Implemented a Training and Development Officer to provide Crisis Prevention Institute Safety Intervention Foundation training to FUNLHN staff.
- Installed significant security upgrades at Quorn Health Services and Roxby Downs Hospital including swipe card access and CCTV.
- Commenced planning and design works for the Whyalla Hospital Emergency Department and High Dependency Unit redevelopment.
- Commenced design documentation works for the new purpose-built Leigh Creek Health Clinic in preparation to commence construction in 2023-24.
- Completed approximately \$1 million of infrastructure upgrades to MPS facilities at Quorn and Hawker, including new flooring, kitchen upgrades, fresh paint and widening of resident doorways through the Commonwealth MPS Grants program.
- Installed Wi-Fi at all facilities in the LHN.
- Finalised the service plan for Roxby Downs health Service.
- Redeveloped and rolled out Going the Extra Mile training program, engaging with consumer representative to co-facilitate delivery.
- Hosted a state-wide Health Advisory Council (HAC) conference in Port Augusta. This brought together HAC Presiding Members, Governing Board and Executive to provide opportunities to network and promote how the HAC engage with LHNs.
- Recruited Nurse Practitioners across the two major sites, being Port Augusta and Whyalla.
- Whyalla Community Mental Health Team were gazetted as an authorised Community Mental Health Centre in October 2022.
- Introduced Triage Nurses in Whyalla and Port Augusta Emergency Departments.
- Awarded a Premier's Excellence Award for Excellence in Service Delivery: Emergency Management for the COVID-19 Aboriginal Contact Tracing Team and COVID-19 Aboriginal and Vulnerable Community Response Team.
- Developed monthly staff newsletters

Employment opportunity programs

Program name	Performance
Growing Leaders Program	Delayed by COVID19, one intake process was undertaken during the 22/23 financial year with four (4) employees from varying disciplines undertaking the Program.
Manager Essentials Program	Delivered by the SA Leadership Academy, Flinders and Upper North Local Health Network has supported six (6) employees to undertake this Program.
Aboriginal Leadership Program	Facilitated by Tauondi Aboriginal College, one (1) employee was successful in her nomination and supported by the LHN to undertake this Program.
Enrolled Nurse Cadets	<p>Nine (9) Enrolled Nurse Cadets are employed with the Flinders and Upper North Local Health Network.</p> <ul style="list-style-type: none"> • Roxby Downs Hospital – 2 • Quorn Hospital - 1 • Port Augusta Hospital -5 • Whyalla Hospital – 1
Transition to Professional Practice Program (TPPP)	<p>Fifteen (15) Registered Nurses are currently employed as TPPPs within the Flinders and Upper North Local Health Network.</p> <ul style="list-style-type: none"> • Roxby Downs Hospital– 2 • Whyalla Hospital –9 <p>Port Augusta Hospital (Port Augusta Hospital based TPPPs on rotation to Hawker Memorial Hospital) – 4</p>
Aged Care Traineeships	In liaison with Career Employment Group (CEG) as the host employer, four (4) Aged Care Trainees commenced within the Flinders & Upper North Local Health Network. Two (2) completed their traineeship and were offered ongoing employment within Country Health Connect Whyalla. Two (2) trainees were not successful in continuing their traineeship.

Agency performance management and development systems

Performance management and development system	Performance
<p>Performance review and development is a process for supporting continuous improvement of the work performance of employees to assist them to meet the organisation’s values and objectives.</p>	<p>As at the end of this financial year, Annual Performance Review and Development compliance was 92.92%.</p> <p>73.02% of employees participated in a 6 monthly performance review and development discussion.</p>
<p>The Flinders and Upper North Local Health Network continues to foster a strong commitment to the recruitment and retainment of Aboriginal and Torres Strait Islander employees, striving to continue to build capacity and capability of our workforce to bring about a positive impact on the care provided to Aboriginal patients and families within a culturally safe environment.</p>	<p>It is a mandatory training requirement for all employees to undertake the on-line Aboriginal Cultural Awareness training. As at 30/06/23, 89% of employees had completed this training.</p> <p>Within FUNLHN, it is also mandatory for all employees to attend and participate in face-to-face Aboriginal Cultural Awareness Training delivered on an annual basis by the Aboriginal Health Team. Due to COVID19 restrictions, and then inability to backfill role, delivery of this face to face training has been limited this financial year.</p> <p>Recruitment via the Aboriginal Employment Register is an available option to pursue in recruitment processes.</p> <p>Recruitment to positions identified as Aboriginal and Torres Strait Islander specific is achievable via exemption currently in place.</p> <p>4.95% / 50 employees within FUNLHN identify as Aboriginal and/or Torres Strait Islander.</p>
<p>The Flinders & Upper North Local Health Network gained reaccreditation as a White Ribbon Employer for a further period of three years</p>	<p>In line with White Ribbon Accreditation requirements, the Leadership Team and Regional Managers / Team Leaders Group are required to undertake White Ribbon Training requirements.</p> <p>Effective as at 30 June 2023, 93% of the Leadership Team had completed this training and 88% of the Regional Managers/Team Leaders Group.</p> <p>All staff within the LHN are encouraged to undertake at least one of the three modules of training. As at 30 June 2023, 62% of all employees had participated in this training.</p>

Work health, safety and return to work programs

Program name	Performance
Prevention and management of musculoskeletal injury (MSI)	There were 7 new MSI claims in 2022-23, compared to 6 in 2021-22, an increase of 17%. New MSI claims accounted for 50% of new claims received.
Prevention and management of Psychological injury (PSY)	There was 1 new PSY claim in 2022-23, a decrease from 5 (80% decrease) in 2021-22. New PSY claims accounted for 7% of new claims.
Prevention and management of slips, trips and falls (STF)	There were 6 new STF claims received in 2022-23 compared to 8 in 2021-22, a decrease of 25%. New STF claims accounted for 43% of new claims received.
Management of work-related injury	The total cost of new claims for 2022-23 FY decreased by \$71,516 (66% decrease) when compared to 2021-22.
Challenging Behaviour Framework	The Challenging Behaviour Framework has continued to be promoted throughout the LHN. There is currently a statewide working group looking at updating the Framework, WHS Consultant represents our LHN on this working group.
Peers Offering Peers Support (POPS) Program	The Peer Support Group continues to support LHN staff members throughout the region, there are currently 6 members who are trained in Mental Health First Aid. We continue to promote and discuss initiatives within this group to support staff in utilising this program where applicable as well as EAP programs.
Work Health & Safety (WHS) Consultative Committee	WHSIM Committee continues to meet on a Quarterly basis including the assessment of quarterly data and compliance from SLS, audits, emergency exercises etc.
Health & Safety Representatives (HSR)	Currently there are twelve (12) HSR reps throughout the LHN. Whilst strategies have been undertaken to increase representation, some workgroups are not represented by a HSR.
Work Health & Safety (WHS) Audit Schedule	2022-23 completed end of June. Audit compliance 94%, emergency exercise 80%, Worksite Inspections 95%. Further reports and reminder of outstanding audits are sent out monthly.
Notification of Workplace Injuries	1800 hotline. KPI 80% of calls made within 2 workdays. FUNLHN achieved 78/91 – 86%

Program name	Performance
Work Health & Safety (WHS) Mandatory Training Compliance	Effective as of 30 June 2023, mandatory WHS training compliance was: WHS Defined Officers Training – 92% WHS for Manager Supervisor – 56% Injury Management – 73% Emergency Awareness – 72% (all staff) Manual Task theory – 68% (all staff) Challenging Behaviour – 79% (all staff)
Gayle’s Law	Review from recommendation papers 2022. Workgroup updated procedures and associated forms for Leigh Creek clinic. Continue to monitor compliance into 2023.
Emergency Management Code Booklet	Port Augusta Emergency guides updated April 2023.
Work Health & Safety (WHS) Updates	WHS sharepoint page on FUNLHN page is regularly updated with information and up to date registers for Managers and staff to access.
Practical Training (CPI/Manual Task)	Reintroduction of CPI (formerly known as MAPA) training to staff for De-Escalation of Aggressive behaviours to staff. Approximately 200 staff re-trained since March 2023, with smaller sites with no Security presence completed first. Practical Manual Task training also has re-commenced with external Training provider in June 2023.

Workplace injury claims	Current year 2022-23	Past year 2021-2022	% Change (+ / -)
Total new workplace injury claims	14	24	-41.7%
Fatalities	0	0	0.0%
Seriously injured workers*	0	0	0.0%
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	3.79	13.90	-72.7%

*number of claimants assessed during the reporting period as having a whole person impairment of 30% or more

under the Return to Work Act 2014 (Part 2 Division 5)

Work health and safety regulations	Current year 2022-23	Past year 2021- 2022	% Change (+ / -)
Number of notifiable incidents (<i>Work Health and Safety Act 2012, Part 3</i>)	0	0	0.0%
Number of provisional improvement, improvement and prohibition notices (<i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i>)	0	1	-100.0%

Return to work costs**	Current year 2022-23	Past year 2021- 2022	% Change (+ / -)
Total gross workers compensation expenditure (\$)	\$114,834	\$278,206	-58.7%
Income support payments – gross (\$)	\$28,240	\$108,921	-74.1%

***before third party recovery*

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/flinders-and-upper-north-local-health-network-funlhn>

Executive employment in the agency

Executive classification	Number of executives
SAES1	1

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/flinders-and-upper-north-local-health-network-funlhn>

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

Financial performance

Financial performance at a glance

The following is a brief summary of the overall financial position of the agency. The information is unaudited. Full audited financial statements for 2022-2023 are attached to this report.

Statement of Comprehensive Income	2022-23 Budget \$000s	2022-23 Actual \$000s	Variation \$000s	Past year 2021-22 Actual \$000s
Total Income	164 373	170 462	6 089	152 845
Total Expenses	170 065	170 947	(882)	159 166
Net Result	(5 692)	(485)	5 207	(6 321)
Total Comprehensive Result	(5 692)	(485)	5 207	(6 321)

Statement of Financial Position	2022-23 Budget \$000s	2022-23 Actual \$000s	Variation \$000s	Past year 2021-22 Actual \$000s
Current assets	14 158	0	0	12 669
Non-current assets	118 526	0	0	123 345
Total assets	132 684	0	0	136 014
Current liabilities	25 134	0	0	26 739
Non-current liabilities	39 754	0	0	41 060
Total liabilities	64 888	0	0	67 799
Net assets	67 796	0	0	68 215
Equity	67 796	0	0	68 215

Consultants disclosure

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken, and the actual payments made for the work undertaken during the financial year.

Consultancies with a contract value below \$10,000 each

Consultancies	Purpose	\$ Actual payment
All consultancies below \$10,000 each - combined	Various	\$6,322

Consultancies with a contract value above \$10,000 each

Consultancies	Purpose	\$ Actual payment
ISC Consulting Group Pty Ltd	Review of the FUNLHN Executive structure	\$50,000
ZED Management Consulting	Implementation plan for Consumer Engagement Strategy	\$46,300
Kathy Mott & Associates	Marree and greater catchment health needs assessment	\$42,733
ZED Management Consulting	Client Engagement Strategy implementation plan	\$31,400
Green Design Group	Quorn Hospital kitchen upgrade	\$14,700
	Total	\$191,455

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/flinders-and-upper-north-local-health-network-funlhn>

See also the [Consolidated Financial Report of the Department of Treasury and Finance](#) for total value of consultancy contracts across the South Australian Public Sector.

Contractors disclosure

The following is a summary of external contractors that have been engaged by the agency, the nature of work undertaken, and the actual payments made for work undertaken during the financial year.

Contractors with a contract value below \$10,000

Contractors	Purpose	\$ Actual payment
All contractors below \$10,000 each - combined	Various	\$9,962

Contractors with a contract value above \$10,000 each

Contractors	Purpose	\$ Actual payment
Beamtree Pty Ltd	Coding services	\$49,182
Jim Allen And Associates Pty Ltd	Project management – Whyalla Emergency Department redevelopment	\$24,627
	Total	\$83,771

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/flinders-and-upper-north-local-health-network-funlhn>

The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts.](#)

The website also provides details of [across government contracts.](#)

Other information

Information Statement – Freedom of Information

This statement is published under Section 9(2) of the *Freedom of Information Act 1991 (the FOI Act)*.

The *FOI Act* provides members of the public with a legally enforceable right to access documents held by the government, and to ensure that records held by government concerning the personal affairs of members of the public are not incomplete, incorrect, out of date or misleading. The availability of information is subject to certain restrictions, such as the legal considerations of information privacy.

For detailed information about freedom of information, please refer to the State Records website at <http://www.archives.sa.gov.au/content/foi-in-sa>

Risk management

Risk and audit at a glance

The Flinders and Upper North Local Health Network Board have an established Audit and Risk Board Committee (ARC) with an independent external Chairperson to assist the Board with fulfilling its responsibilities regarding risk management, audit and assurance.

The ARC meets quarterly and receives regular risk reports from the Local Health Network as well as audit reports conducted by the Auditor-General’s office, Department of Health and Wellbeing and Internal Audits by the Rural Support Service (RSS).

The Flinders and Upper North Local Health Network have implemented a local Risk Management Procedure, which is consistent with the System-Wide Risk Management Policy Directive, providing staff with specific guidance on context, identification, analysis, evaluation, treatment, monitoring and communication of risk.

A consistent Audit Charter has been developed by the RSS and implemented in the Local Health Network, enabling the internal audit function to be delivered by the RSS. The Charter provides guidance and authority for audit activities.

Fraud detected in the agency

Category/nature of fraud	Number of instances
NIL Reports	

NB: Fraud reported includes actual and reasonably suspected incidents of fraud.

Strategies implemented to control and prevent fraud

The Flinders and Upper North Local Health Network Governing Board has established a Board Audit and Risk Committee and a Board Financial and Performance Committee to ensure oversight of operational process relating to risk of fraud. These committees meet on a regular basis and review reports regarding financial management, breaches and risk management. The Chair of the Flinders and Upper North Local Health Network Audit and Risk Committee is an independent member and liaises closely with SA Health’s Director Risk and Assurance Services.

The Flinders and Upper North Local Health Network Governing Board notes all Policy Directives relating to SA Health and a process is established to implement polices through operational committees and structures. The SA Health Corruption Control Policy and Public Interest Disclosure Policy Directives are followed relating to risk of fraud. Allegations of fraud, including financial delegation breaches, are reported to the Board by Management. Shared Services SA provide a report to the Flinders and Upper North Local Health Network Chief Finance Officer providing .

details of any expenditure that has occurred outside of procurement and approved delegations. These breaches are reviewed and reported to the Board.

All Board members and senior management are required to declare any actual, potential or perceived conflict of interest. The register of interest is reviewed regularly and a standing item at the Flinders and Upper North Local Health Network Governing Board Meetings.

The Flinders and Upper North Local Health Network Board ensure that all employees complete SA Public Sector Code of Ethics training at orientation sessions. The Management team also provide updates to the Board from a Flinders and Upper North Local Health Network task group established to ensure sound administrative, contractual and attendance management processes are embedded in the Local Health Network.

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/flinders-and-upper-north-local-health-network-funlhn>

Public interest disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Public Interest Disclosure Act 2018*:

1

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/flinders-and-upper-north-local-health-network-funlhn>

Note: Disclosure of public interest information was previously reported under the *Whistleblowers Protection Act 1993* and repealed by the *Public Interest Disclosure Act 2018* on 1/7/2019.

Reporting required under any other act or regulation

Act or Regulation	Requirement
Nil	Not Applicable

Reporting required under the *Carers' Recognition Act 2005*

The Flinders and Upper North Local Health Network involves consumers, communities and carers in the planning, design and evaluation of our health services. We do this through (but not limited to) Flinders and Upper North Local Health Network Board Consumer and Community Engagement Committee, Health Advisory Councils, Community Network Register and with consumer representation on operational committees. Advocacy and advice is sought from specialist groups including our Aboriginal Experts by Experience panel, and representatives for Mental Health, aged care, child and youth care, disability and other groups.

Consumer feedback is actively sought about the services we provide. This data is collected and collated according to SA Health requirements and provided in full to staff and consumers as a tool for both staff and consumer driven service improvement.

The Flinders and Upper North Local Health Network has a staff orientation program which educates staff about the carers charter and other relevant consumer engagement strategies.

In January 2021, The Flinders and Upper North Local Health Network Governing Board approved the Consumer Engagement Strategic Framework. This process encompassed consultation with consumers, carers, lived experience groups, and other representative groups from across our region and has resulted in a Consumer and Community Strategic Engagement Framework which:

- is endorsed by our consumers and staff
- outlines unique and specific engagement techniques for our communities and vulnerable groups within our communities
- enables further development of consumer and carer partnership approaches to health service provision, governance and evaluation
- embodies our commitment to enabling measures such as human resourcing and training dedicated to consumer and carer engagement functions
- Consumers and carers were also involved in the development of the Local Health Network's Strategic Plan 2021-2026.

Public complaints

Number of public complaints reported

Treatment	Rough / painful treatment	5
	Medication	3
	Infection Control	-
	Inadequate treatment	32
	Coordination of treatment	12
	Negligent treatment	-
	Diagnosis	7
	Adverse Outcome	-
	Wrong / inappropriate treatment	1
	Withdrawal / denial of treatment	1
Privacy / Discrimination	Privacy / confidentiality	5
	Privacy / discrimination	-
	Privacy / discrimination – racial discrimination	-
	Privacy / discrimination – inconsiderate service	1
	Consent – failure to involve or consent consumer	-
	Consent – Consent not informed / failure to warn	1
	Consent – Involuntary admission	1
Cost	Overcharging	1
	Billing practices	-
Corporate Services	Catering	-
	Grounds	8
	Hygiene / environmental standards	13

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	Hotel services (accommodation)	1
	Administrative services	6
	Car parking	3
	Lost property	2
Communication	Wrong / misleading information	8
	Inadequate information	26
	Attitude	50
Access	Service availability	13
	Refusal to admit or treat	7
	Referral	1
	Discharge or transfer arrangements	4
	Delay in admission or treatment	30
	Attendance	-
TOTAL Complaint Categories		242

Additional Metrics	Total
Number of positive feedback comments	201
Number of negative feedback comments	256
Total number of feedback comments	501
% complaints resolved within policy timeframes	81%

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/flinders-and-upper-north-local-health-network-funlhn>

FUNLHN have strengthened options for consumers to provide their feedback by providing a QR code to an online consumer feedback form which is promoted via the SA Health FUNLHN web page, FUNLHN Facebook page, Hospital Information Directories, and posters in patient rooms. Since the introduction of the electronic consumer feedback form in September 2021 there have been a total of 189 responses. 83 responses have been received during this reporting period.

FUNLHN participated in the SA Health Consumer Feedback Internal Audit in late 2022, early 2023. Improvements implemented as a result of the findings were:

- A review of the Consumer Feedback Form (both paper-based and electronic) to display demographic questions more prominently.
- Demographic statistics included in the Quality, Risk & Safety Bi-annual Report.
- An information sheet developed for staff to use as a prompt when taking consumer feedback to ensure relevant detail is obtained at the first point of call.
- Safety Learning System Data Integrity audits implemented, and results published in the Quality, Risk & Safety Bi-annual Report.
- Consumer Feedback Coordinator developed Consumer Feedback Management Task Cards to ensure the QRS team can maintain contingency during periods of Consumer Feedback Coordinator leave.

The top 3 complaint/suggestion/SACESS MCE dissatisfied comments subject categories for this reporting period are Communication 93, Treatment 68 and Access 61. FUNLHN continue to provide the Service Matters – Going the Extra Mile training to staff where communication issues are highlighted to staff and the importance of partnering with consumers is reiterated.

Service Improvements

FUNLHN continue to record intended improvements resulting from consumer feedback such as:

- Strengthening the referral process for baby checks in Whyalla.
- Interpreter Services poster review to ensure posters are displayed across all health units.
- Review of the size and content of scrolling screens across all health units.
- Provision of paediatric masks in clinical waiting areas.
- Multiple upgrades/improvements to the palliative care facilities at Port Augusta.
- Multiple reviews and/or improvements to environmental standards and equipment upgrades

Compliance Statement

Flinders and Upper North Local Health Network is compliant with Premier and Cabinet Circular 039 – complaint management in the South Australian public sector	Y
Flinders and Upper North Local Health Network has communicated the content of PC 039 and the agency’s related complaints policies and procedures to employees.	Y

Appendix: Audited financial statements 2022-23