



**Government  
of South Australia**

**SOUTHERN ADELAIDE LOCAL HEALTH  
NETWORK  
2018-19 Annual Report**

Southern Adelaide Local Health Network

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To:

Hon. Stephen Wade MLC

Minister for Health and Wellbeing

This annual report will be presented to Parliament to meet the statutory reporting requirements of *(insert relevant acts and regulations)* 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 Southern Adelaide Local Health Network by:

Adjunct Professor Susan O'Neill

Chief Executive Officer

Date 27-9-19

Signature 

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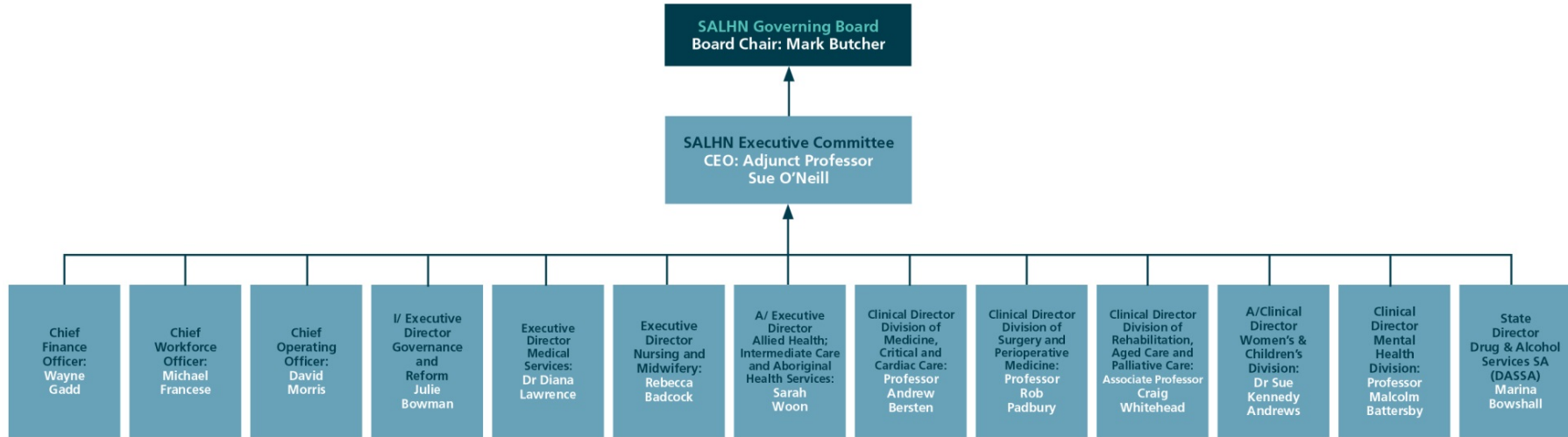
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## Overview: about the agency

### Our strategic focus

<p><b>Our Purpose</b></p>	<p>At SALHN, we care for people who live in the southern suburbs of Adelaide and people from regional areas including the Fleurieu peninsula, the Northern Territory and beyond, providing medical, surgical, rehabilitation, aged care, mental health, and women’s and children’s services.</p>
<p><b>Our Vision</b></p>	<p>To build a thriving community by consistently delivering reliable and respectful health care for, and with, all members of our community.</p>
<p><b>Our Values</b></p>	<p>The patient is the leading voice in decisions about their care.</p> <p>We will provide services that give the best clinical outcomes and value to our patients.</p> <p>Our services are sustainable, reliable and respectfully delivered.</p> <p>We will help patients and their support networks to manage their health needs in their own home or the best alternative environment possible.</p> <p>Our clinical services are informed by evidence and research.</p>
<p><b>Our functions, objectives and deliverables</b></p>	<p>SALHN provides public health services including hospital, outpatient and community services to a population of more than 355,000 people across the southern Adelaide metropolitan region, as well as a range of state-wide services. SALHN is unique in the state public health system as we provide services across the lifespan, from obstetrics, maternity and neonatal services, to end of life care provided through hospital and community-based palliative services.</p> <p>As well as clinical service delivery, we conduct a diverse range of research initiatives, and provide a tertiary-level clinical environment for under and post-graduate training in the medical, nursing and allied health professions.</p> <p>Our strategic objectives include:</p> <p>We will care for you every step of the way.</p> <p>We will extend our focus to address the social determinants of health during the first 1000 days and the last 1000 days of a vulnerable person’s life.</p> <p>We will partner with community and non-government care providers so that all members of our community can access care and live meaningful lives.</p>

## Our organisational structure



## Changes to the agency

During 2018-2019 there were a number of changes introduced to the SA Health system as a result of governance reforms. SALHN's Transition Board commenced as of April 2019, and fulfilled an advisory role until June 30, 2019. SALHN's Health Advisory Council ceased meeting at this time.

## Our Minister



Hon Stephen Wade MLC is the Minister for Health and Wellbeing in South Australia.

The Minister oversees health, wellbeing, mental health, ageing well, substance abuse and suicide prevention.

## Our Executive team



Mark Butcher is the Interim Governing Board Chair for SALHN, acting in an advisory capacity until SALHN's Board becomes fully operational.



Adjunct Professor Susan O'Neill is the Chief Executive Officer (CEO). The CEO is supported by the SALHN Executive, which provides the strategic direction, planning, monitoring of activity within the agreed policy, funding, activity and planning parameters as set by the Department for Health and Wellbeing.



Mr David Morris is the Chief Operating Officer, responsible for clinical services and strategy and effective delivery management for SALHN.



Mr Wayne Gadd is the Chief Finance Officer, responsible for financial strategy, effective cost management and delivery of corporate services for SALHN.



Mr Michael Francese is the Chief Workforce Officer, responsible for culture and talent strategy and effective safety and people management.



Ms Julie Bowman is the Interim Executive Director Governance and Reform, responsible for governance and systems reform strategy for efficient and effective Board and Executive operations. Enterprise risk management is a key portfolio.



Dr Diana Lawrence is the Executive Director Medical Services, responsible for professional medical standards and training across all medical positions and experience levels, across SALHN.



Ms Rebecca Badcock is the Executive Director Nursing and Midwifery, responsible for professional nursing and midwifery standards and training across all nursing and midwifery positions and experience levels, across SALHN.



Ms Sarah Woon is the Acting Executive Director Allied Health, Intermediate Care and Aboriginal Health Services, responsible for professional standards across the 10 allied health professions, and training across all allied health positions and experience levels, across SALHN.



Professor Andrew Bersten is the Clinical Director Division of Medicine, Cardiac, and Critical Care, responsible for the division's vision and performance in accordance with SALHN strategic directions and service agreement obligations, across all five management domains.



Professor Robert Padbury is the Clinical Director Division of Surgery and Perioperative Medicine, responsible for the division's vision and performance in accordance with SALHN strategic directions and service agreement obligations, across all five management domains.



Associate Professor Craig Whitehead is the Clinical Director Division of Rehabilitation, Aged Care, and Palliative Care, responsible for the division's vision and performance in accordance with SALHN strategic directions and service agreement obligations, across all five management domains.



Dr Sue Kennedy-Andrews is the Acting Clinical Director Division of Women's and Children's, responsible for the division's vision and performance in accordance with SALHN strategic directions and service agreement obligations, across all five management domains.



Professor Malcolm Battersby is the Clinical Director Mental Health, responsible for the division's vision and performance in accordance with SALHN strategic directions and service agreement obligations, across all five management domains.



Ms Marina Bowshall is the State Director of Drug and Alcohol Services SA, and leads the whole-of-government approach to prevent the use of illicit drugs and misuse of licit drugs; and treatment services for people with problematic use of alcohol and other drugs.

### **Legislation administered by the agency**

Not applicable

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

Department of Health and Wellbeing

SA Health

Central Adelaide Local Health Network

Country Health SA Local Health Network

Northern Adelaide Local Health Network

Women's and Children's Local Health Network

South Australian Ambulance Service

Office for the Ageing



## The agency's performance

### Performance at a glance

During 2018-19 at SALHN:

- We accommodated 90 per cent of our population's health needs, more than any other health service in the State.
- We provided care for 130,500 presentations to our Emergency Services. Flinders Medical Centre's Emergency Department is the busiest emergency department in the State.
- We conducted 25,000 operating theatre procedures and in-hospital care for 97,000 patients.
- We provided 336,000 outpatient consultations.
- We provided care for mothers and the 3,872 babies born at Flinders Medical Centre.

### Agency contribution to whole of Government objectives

Key objective	Agency's contribution
More jobs	N/A
Lower costs	We have improved the cost efficiency in service delivery by 1.2% in 2018-19. This has been achieved through redesigning service models to better meet patient needs and improving the effective use of resources.
Better Services	<p>We participated in the Minister for Health and Well-being's community consultation process on the future use of the former Repatriation General Hospital site and progression with the establishment of health and related services.</p> <p>We opened the 'Rehab A' facility in December 2018. This service, located at the former Repatriation Health Precinct, supports patients awaiting National Disability Insurance Scheme plans and funding, and those awaiting Transitional Care placements. The service demonstrates a successful partnership model between a LHN (SALHN) and NGO (ACH) in the provision of nursing and allied health services.</p> <p>In accordance with the government's election commitments, we established an acute medical short stay unit at Noarlunga Hospital, which commenced operations in April 2019.</p>

Key objective	Agency's contribution
	<p>Our outpatient reforms to support improvements to the delivery of accessible and appropriate services, is reflected in:</p> <ul style="list-style-type: none"> <li>• Waitlist management improvements resulting in excess of 15,000 patients now being discharged</li> <li>• Improved scheduling of patients for their first appointments supports alignment with level of clinical urgency</li> <li>• The establishment of a number of innovative multidisciplinary clinics improving accessibility to services (e.g. 'Wide awake' surgical procedure clinics; Plastic/hand therapy clinics; nurse-led positive FTIT (Faecal Occult Blood) clinics at Noarlunga Hospital and Flinders Medical Centre.</li> </ul> <p>The Adult Community Mental Health reform project has resulted in the development of a new model of care and service plans following extensive staff and consumer consultation and consideration of interstate exemplar models.</p> <p>Our expanded and redeveloped Neonatal Unit at Flinders Medical Centre was opened in October 2018.</p>

### Agency specific objectives and performance

Agency objectives	Indicators	Performance
<p>We care for people who live in the southern suburbs of Adelaide and people from regional areas including the Fleurieu peninsula, the Northern Territory and beyond.</p> <p>Our core health services include medical, surgical, rehabilitation, aged care, mental health, and women's and children's services</p>	<p>More than 7,500 staff across 20 sites, including:</p> <p>Flinders Medical Centre: A beginning of life to end-of-life hospital.</p> <p>Noarlunga Hospital provides specialised dementia and geriatric services, and is adapting to the growing needs of the wider community including continuing the development of a health precinct for mothers and babies.</p> <p>GP Plus Super Clinic at Noarlunga provides a range of health promotion, disease prevention, early intervention, treatment and specialist medical services.</p>	<p>We accommodated 90 per cent of our population's health needs, more than any other health service in the State.</p> <p>We provided care for 130,500 presentations to our Emergency Services. Flinders Medical Centre's Emergency Department is the busiest emergency department in the State.</p>

Agency objectives	Indicators	Performance
<p>Our state-wide services include liver transplant and cochlear implant services, eye bank, adult eating disorder services, gambling therapy, veteran's mental health, obstetric trauma and Drug and Alcohol Services South Australia.</p>	<p>GP Plus centres at Aldinga and Marion provide a variety of health services including resident agencies and visiting services.</p> <p>Jamie Larcombe Centre provides state-wide Veteran's Mental Health services from within the Glenside Health Precinct.</p> <p>Aboriginal Family Clinics provide health services for Aboriginal and Torres Strait Islander peoples from two locations, Noarlunga and Clovelly Park.</p> <p>Community care and support is provided to patients in their homes.</p> <p>Drug and Alcohol Services South Australia provides a state-wide alcohol and other drug treatment services.</p>	<p>We conducted 25,000 operating theatre procedures, and in-hospital care for 97,000 patients.</p> <p>We provided 336,000 outpatient consultations.</p> <p>We provided care for mothers and the 3,872 babies born at Flinders Medical Centre.</p>

### Corporate performance summary

#### Employment opportunity programs

Program name	Performance
Flexibility at Work program	Implemented as part of the Premier's directive to increase access to flexible workplace arrangements, and continues to be embedded as part of SALHN workforce profile and planning considerations
Aboriginal and Torres Strait Islander Pre-Employment Program and Aboriginal Traineeships and Cadetships	Maximised job readiness for candidates and provided a pathway to employment.

### Agency performance management and development systems

Performance management and development system	Performance
SALHN implements the SA Health Performance Review and Development program which includes six-monthly reviews. Compliance is measured through weekly reporting to the Tier 3 huddle and provision of fortnightly reports to Divisions	Compliance as at 30 June 2019 was 56%. An improvement program is in place to enhance compliance.

### Work health, safety and return to work programs

Program name	Performance
Significant Injury Investigations greater than five days lost time	New claims activity for the 2018-19 financial year was lower than the 2017-18 and 2016-17 financial years with 151 new claims received compared to 153 (2017-18) and 189 (2016-17) (1% decrease in 12 months and 20% in 2 years).
Slips, trips and falls WHS safety campaigns	New claims resulting from slips/trips/falls decreased by 44% in the 2018-19 financial year from the 2017-18 financial year. Manager/staff supports by way of fact sheets have been developed to assist with the identification and management of psychological claims reduced by 47% in the 2018-19 financial year.
Challenging Behaviour	Increase trend in challenging behaviour incidences has been identified in the later part of 2018/19 financial year.
Hazard Management program – Oxygen cylinder transport safety poster campaign	Oxygen cylinder transport campaign implemented to increase staff awareness of the importance to ensure cylinders are appropriately secure whilst being transported.  This campaign arose following review of high risk areas resulting from a risk assessment and examination of SLS data indicating that regular transport of unsecured Oxygen cylinders with patients was occurring, resulting in incidences and injuries. An education program was promulgated including the identification of equipment needing to be fitted with appropriate holders to enable securing of cylinders to beds whilst being transported.

<b>Program name</b>	<b>Performance</b>
Manual Tasks	<p>WorkFit currently have 130 active Manual Task Local Facilitators within SALHN. This enhances the reduction of Manual Task injuries within the workplace.</p> <p>Manual Training Practical is currently at 60% and Manual Task Theory is 85%.</p>

<b>Workplace injury claims</b>	2018-19	2017-18	% Change (+ / -)
Total new workplace injury claims	151	153	-1.3%
Fatalities	0	0	0.0%
Seriously injured workers*	1	1	0.0%
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	14.92	13.68	+9.1%

\*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)

<b>Work health and safety regulations</b>	2018-19	2017-18	% Change (+ / -)
Number of notifiable incidents ( <i>Work Health and Safety Act 2012, Part 3</i> )	4	5	-20.0%
Number of provisional improvement, improvement and prohibition notices ( <i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i> )	1	1	0.0%

<b>Return to work costs**</b>	2018-19	2017-18	% Change (+ / -)
Total gross workers compensation expenditure (\$)	\$6,440,921	\$4,829,770	+33.4%
Income support payments – gross (\$)	\$2,577,969	\$2,536,697	+1.6%

\*\*before third party recovery

## Executive employment in the agency

Executive classification	Number of executives
SAES1	7
SAES2	1
EXEC00	0

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/southern-adelaide-local-health-network-salhn/resource/6b563792-d33a-4796-bb20-bc6c713588e6>

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.

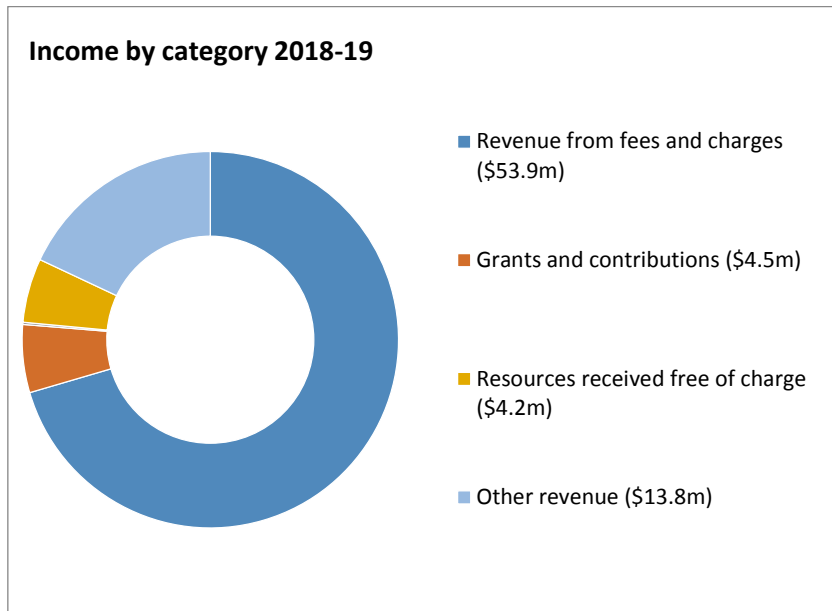
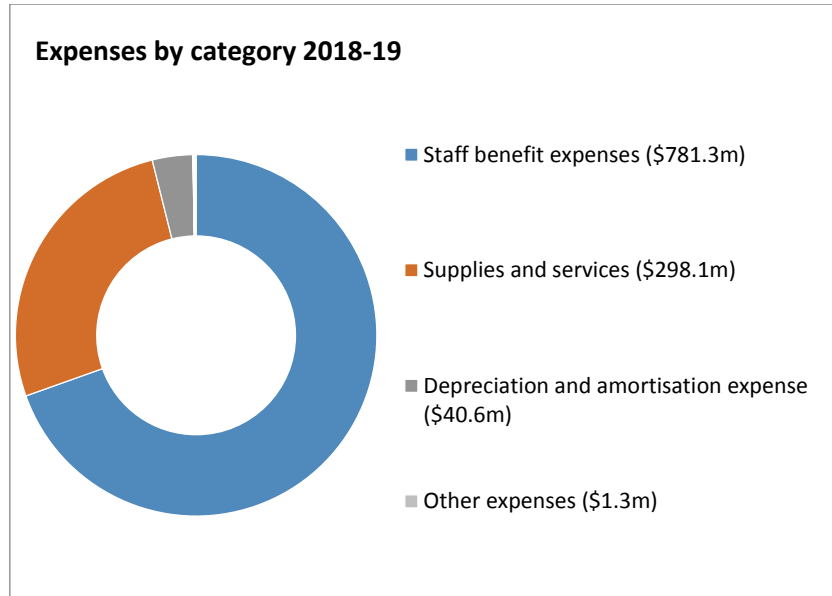
## Financial performance

### 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 2018-19 are attached to this report.

### SALHN three-year financial summary

Three-year financial summary (\$000)	2018-19	2017-18	2016-17
Total expenses	1 122 670	1 069 755	981 548
Total income	76 526	75 409	79 901
Net cost of providing services	1 046 144	994 346	901 647
Revenues from/Payments to SA Government	957 731	996 191	1 014 875
Net result for the period	( 88 413)	1 845	113 228
Total assets	787 877	831 152	721 765
Total liabilities	350 534	305 731	279 902
Net assets	437 343	525 421	441 863



**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
Nil		Nil
Total		\$ Nil

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

<b>Consultancies</b>	<b>Purpose</b>	<b>\$ Actual payment</b>
Nil		Nil
<b>Total</b>		<b>\$ Nil</b>

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/southern-adelaide-local-health-network-salhn/resource/2e3c70e6-48bf-4c72-a0ed-727c80d5be63>

See also <https://www.tenders.sa.gov.au/tenders/index.do> for a list of all external consultancies, including nature of work and value. 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**

<b>Contractors</b>	<b>Purpose</b>	<b>\$ Actual payment</b>
All contractors below \$10,000 each – combined	Various	\$19,480
<b>Subtotal</b>		<b>\$19,480</b>

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

<b>Contractors</b>	<b>Purpose</b>	<b>\$ Actual payment</b>
<b>Contractors above \$10,000 each</b>		
Ernst & Young	Business management services	\$804,015
Price Waterhouse Coopers Consulting (Australia) Pty Ltd	Professional services for implementation of an integrated management system	\$669,072
Wilson Parking	Administration management fee for FMC Car Park	\$374,423
Walter Brooke & Associates	Professional services in relation to Repat Reactivation Master Plan	\$158,492



<b>Contractors</b>	<b>Purpose</b>	<b>\$ Actual payment</b>
Flinders Partners Pty Ltd	Professional services for TGA submission	\$49,980
Business Health Consulting Services	Professional fees paid for financial services	\$48,900
DPTI	Professional services in relation to the Repat reactivation	\$40,641
BDO Advisory (SA) Pty Ltd	Professional services for review of payroll budget systems	\$40,180
Workplace Solutions	Professional fees paid for interview and preparation of interview reports	\$25,513
Governance Plus	Mock survey in preparation for ACHS accreditation	\$22,700
Greenway Architects (SA) Pty Ltd	Professional services in relation to the Jamie Larcombe Centre and DASSA Outpatient Clinic	\$20,250
Cheesman Architects Pty Ltd	Professional services for design and documentation for administration areas	\$17,118
Joy Woodhouse	Professional fees in relation to investigation and assessment on human resources matters	\$16,229
Rider Levett Bucknall	Cost management services in relation to the Repat reactivation	\$15,060
<b>Subtotal</b>		<b>\$ 2,302,573</b>
<b>Total all contractors</b>		<b>\$ 2,322,053</b>

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/southern-adelaide-local-health-network-salhn/resource/b209244a-2ee3-4f8a-85ef-481cea1661b4>

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.](#)

## Risk management

### Fraud detected in the agency

Category/nature of fraud	Number of instances
Misappropriation of funds	One
Misuse of car park card	One
Claim of penalty payments not entitled to	One
Falsification of timesheets	Two
Undertaking outside employment in contracted hours and claiming payment for same	One

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

### Strategies implemented to control and prevent fraud

The Code of Ethics is issued with all new employee with their contracts of employment.

New employees attend SALHN's Corporate Orientation programme which contains a section on employee responsibilities, including the requirement to abide by the Government Code of Ethics.

Code of Ethics is a mandatory training requirement for all employees.

Annual Statements of Interest are required by all Clinical and Executives.

As part of their management responsibilities, Cost Centre Managers are required to review monthly cost centre reports (including monthly expenditures incurred) in SHARP and action any anomalies such as incorrect staff payment.

HR Delegations were reviewed and approved by the Chief Executive Officer on 19 November 2018. The revised HR Delegations were published on the SAHLN intranet and employees were advised of such via a staff communication and information sessions were offered.

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/southern-adelaide-local-health-network-salhn/resource/30ab8d86-20d1-43cf-aa64-ccd6920b0d50>

### Whistle-blowers disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Whistleblowers Protection Act 1993* = 1

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/southern-adelaide-local-health-network-salhn/resource/80ae2805-aae1-4780-b65f-c876b454e4b2>

## Reporting required under any other act or regulation

Act or Regulation	Requirement
<i>Carers' Recognition Act 2005</i>	<p>Reporting required under the <i>Carers' Recognition Act 2005</i></p> <p>The <i>Carers' Recognition Act 2005</i> is deemed applicable for the following:            Department of Human Services,            Department for Education, Department for Health and Wellbeing, Department of State Development, Department of Planning, Transport and Infrastructure, South Australia Police and TAFE SA.</p> <p><i>Section 7: Compliance or non-compliance with section 6 of the Carers Recognition Act 2005 and (b) if a person or body provides relevant services under a contract with the organisation (other than a contract of employment), that person's or body's compliance or non-compliance with section 6.</i></p>

SALHN values the important role that carers play in supporting and caring for our patients; and that often this role is unrecognised. To improve the carer experience and support carers in the patient journey during 2017-2018 we have:

- Partnered with SA Health and Carers SA to run two Partnering with Carers Training Sessions, open to all staff at Flinders Medical Centre and Noarlunga Hospital. A Carer Representative presented her experiences of being a carer within our services.
- Identified a continuous improvement project through the Partnering with Consumers Advisory Group on early identification and recognition of Carers.
- Adapted our Patient and Family Representative model, including a name change, to now actively seek both patients and carers feedback so it can be used to drive quality improvements to improve patient and carer experiences.
- Encouraged SALHN Staff to recognise themselves as carers on the CHRIS human resources System.
- Ensured that the Mental Health new Models of Care Expert Advisory Groups, Forums and Governance Committee each have a Consumer and Carer Representative.
- Run ward level training sessions on Partnering with Consumers and Carers.
- Promoted the SA Health Partnering with Carers Strategic Action Plan and Key Priorities across SALHN.

## Public complaints

### Number of public complaints reported

“A whole of SA Health response will be provided in the 2018-19 Department for Health and Wellbeing Annual Report, which can be accessed on the [SA Health website](#)”.

Complaint categories	Sub-categories	Example	Number of Complaints 2018-19
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	N/A
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	N/A
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	N/A
Communication	Communication quality	Inadequate, delayed or absent communication with customer	N/A
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	N/A
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor system design	N/A
Service delivery	Access to services	Service difficult to find; location poor; facilities/environment poor standard; not accessible to customers with disabilities	N/A
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	N/A
Policy	Policy application	Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given	N/A
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	N/A

<b>Complaint categories</b>	<b>Sub-categories</b>	<b>Example</b>	<b>Number of Complaints 2018-19</b>
Service quality	Information	Incorrect, incomplete, out dated or inadequate information; not fit for purpose	N/A
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	N/A
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	N/A
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/premises; poor cleanliness	N/A
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	N/A
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	N/A
		<b>Total</b>	N/A

<b>Additional Metrics</b>	<b>Total</b>
Number of positive feedback comments	N/A
Number of negative feedback comments	N/A
Total number of feedback comments	N/A
% complaints resolved within policy timeframes	N/A

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/southern-adelaide-local-health-network-salhn/resource/8366510c-e619-42c5-a107-7cf6258730bc>

### **Service improvements that responded to customer complaints or feedback**

- Introduction of hard copy food menus in wards with cognitively impaired patients;
- Consumer on Food Working party and monitoring of Satisfaction results by the Partnering with Consumers Advisory Group;
- Soothing techniques for IV insertion on paediatrics patients Project;
- Readmission project in AMU;
- Pendant Call Bells Project in the Division of Rehabilitation, Aged Care, Palliative Care;
- Mobile phone charging device in NH;
- Refurbishment of Noarlunga Hospital Patient Lounge;
- Escalation of Care Project (CALD and ATSI Feedback – Speak Up Messaging);
- Room vase holders in Hospice Rooms.
- End of Life Care:
  - SALHN developed an after death protocol to assist with streamlining processes and accountability to ensure key jobs are completed to decrease delays in releasing bodies;
  - SALHN developed the Last Days of Life project which supports clinical staff, families & patients and includes resources, documents and plans to decrease variability in care;
  - Ensure more widespread understanding of Palliative Care Liaison team referrals & escalation for patients presenting to ED;
  - Development of a suite of communication resources- both electronically & in workshop form - to assist clinicians in having difficult conversations with people about EOL issues.
- Recent Consumer Advisory Service Continuous Improvement Program Project resulted in the development of:
  - Consumer information brochure ‘help us learn from your experience’ to support consumers to provide feedback;
  - Staff Information Sheets to support staff to manage consumer feedback/complaints at local level.
- Replacement of flag at front entrance of FMC;
- Respiratory team implemented education to staff on routinely providing local anaesthetic for pleural procedures and suturing;
- Development of new form that lists all medications brought to hospital by patients to assist with discharge process and ensuring patients medications are returned to them.

## **Service improvements for period**

We participated in the Minister for Health and Well-being's community consultation process on the future use of the former Repatriation General Hospital site and progression with the establishment of health and related services.

We opened the 'Rehab A' facility in December 2018. This service, located at the former Repatriation Health Precinct, supports patients awaiting National Disability Insurance Scheme plans and funding, and those awaiting Transitional Care placements. The service demonstrates a successful partnership model between a LHN (SALHN) and NGO (ACH) in the provision of nursing and allied health services.

In accordance with the government's election commitments, we established an acute medical short stay unit at Noarlunga Hospital, which commenced operations in April 2019. This service has improved the accessibility to acute medical services for people living in the Noarlunga and outer south region of Adelaide.

Our outpatient service improvements include:

- Improved scheduling of patients for their first appointments supports alignment with level of clinical urgency
- The establishment of a number of innovative multidisciplinary clinics improving accessibility to services (e.g. 'Wide awake' surgical procedure clinics; Plastic/hand therapy clinics; nurse-led positive FTIT (Faecal Occult Blood) clinics at Noarlunga Hospital and Flinders Medical Centre.
- Waitlist management improvements resulting in excess of 15,000 patients now being discharged

Our expanded and redeveloped Neonatal Unit at Flinders Medical Centre was opened in October 2018.

## **Appendix: Audited financial statements 2018-19**