



Southern Adelaide Local Health Network

Health Advisory Council Inc.

Annual Report 2015-16



**Government
of South Australia**

SA Health

Southern Adelaide Local Health Network
Health Advisory Council Inc. 2015-16 Annual Report

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This annual report can be accessed
from the SA Health website www.sahealth.sa.gov.au

Copies of the Annual Report are available from:

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Hon. Jack Snelling M.P.
Minister for Health

Dear Minister

In accordance with the *Public Sector Act 2009*, the *Public Finance and Audit Act 1987* and the *Health Care Act 2008*, I am pleased to submit the Southern Adelaide Local Health Network Health Advisory Council Inc. 2015-16 Annual Report for presentation to Parliament.

This report provides an accurate account of the operations of the Southern Adelaide Local Health Network Health Advisory Council Inc. for the financial year ending 30 June 2016, in accordance with the Department of Premier and Cabinet Circular, *PC013 Annual Reporting Requirements 2015-16*.

The Health Advisory Council also endorses the Southern Adelaide Local Health Network 2015-16 Annual Report.

Yours sincerely

A handwritten signature in black ink, appearing to read 'H Williams', with a long horizontal flourish extending to the right.

Dr Helena Williams
Presiding Member
Southern Adelaide Local Health Network Health Advisory Council Inc.

30 September 2016

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1 Role and Function

The Southern Adelaide Local Health Network (SALHN) Health Advisory Council Inc. (HAC) was established by the South Australian Minister for Health to undertake an advocacy role on behalf of the community and to provide advice to the Minister and the SALHN in relation to health matters, amongst other functions.

In accordance with the requirements of section 17 of the *Health Care Act 2008* (the Act), the HAC is governed by a Constitution determined by the Minister.

Full details of the HAC functions are contained in the Constitution, guided by the Act, and on establishment (and with these key guiding documents in mind) the HAC established a Terms of Reference to guide it in practically undertaking its day to day business.

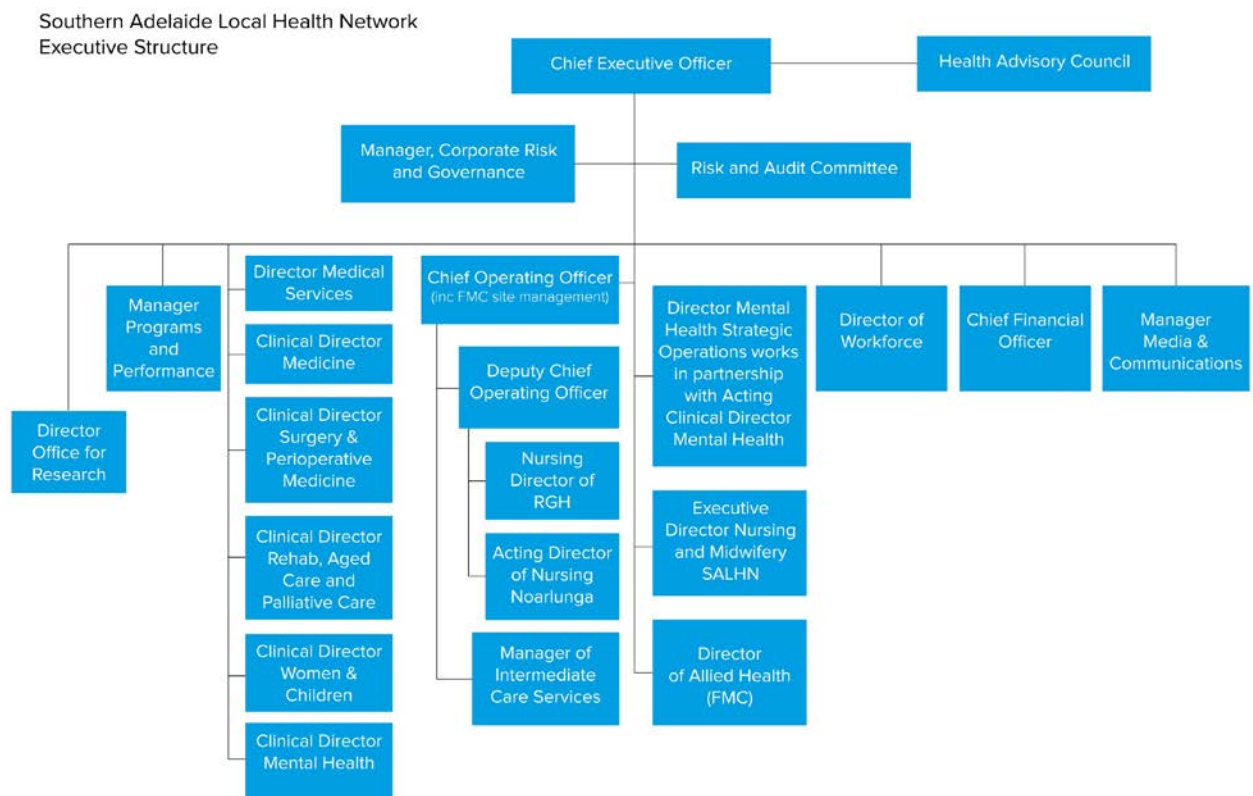
The HAC has been very mindful of the fact that it is an advisory group and that it is limited to providing advice on a range of functions, and does not have a governing or decision making role.

The HAC's Terms of Reference outline the following roles and functions:

- *To advise SALHN on effective clinical and corporate governance frameworks to support the maintenance and improvement of standards of patient care and experience.*
- *To advise on:*
 - (i) *The efficient and economic operation of SALHN;*
 - (ii) *How SALHN manages its budget to ensure performance targets are met; and*
 - (iii) *How SALHN's resources are applied equitably to meet the needs of the community served by SALHN.*
- *To advise on strategic plans to guide the delivery of services for SALHN.*
- *To make recommendations to the Chief Executive of the South Australian Department for Health and Ageing for the appointment of the Chief Executive Officer of SALHN and, where it considers it appropriate to do so, to make recommendations concerning the removal of the Chief Executive Officer.*
- *To support and advise the Chief Executive Officer, SALHN, in connection with the operational performance targets and performance measures to be negotiated pursuant to the service agreement for SALHN under the National Health and Hospitals Network (NHHN) Agreement.*
- *To advise on the service agreement for the LHN under the NHHN Agreement.*
- *To ensure the views of clinicians and consumers of health services, and of other members of the community served by SALHN, are incorporated into SALHN's policies, plans and initiatives for the provision of health services.*
- *To promote SALHN's policies, plans and initiatives to clinicians, staff, consumers of SALHN health services and the community at large.*

- To review and endorse SALHN's annual report.
- To liaise with the HACs of other Local Health Networks in relation to both local and state-wide initiatives for the provision of health services.
- To perform such other functions as are conferred or imposed on SALHN by the Health Care Act 2008, regulations or the Minister.
- In particular to provide leadership and advice on the following focus areas:
 - Safety and Quality
 - Consumer experience and partnerships
 - Performance outcomes
 - Workforce support
 - Integration of Primary and Subacute care with Tertiary care

2 Organisation Structure



3 Report of the Presiding Member

In this fifth year of activity of the SALHN HAC, members have shown themselves to be a committed group of community and clinical members with skills that contribute to the SALHN agenda.

The HAC has worked well once again with the passionate and dedicated SALHN Executive team which leads the clinical, administrative and volunteer teams that deliver services on the ground.

At each of the seven meetings (1 conducted via teleconference) this past year, key performance indicators were reviewed with executive staff who lead the work, along with financial performance and metrics.

Key issues addressed during this reporting period are outlined below:

Safety and Quality

The HAC received a range of Safety and Quality reports during the year including information relating to The Health Round table data, SA Health SALHN Safety and Quality report updates on high profile issues noted in media and presentations on SALHN's Approach to Escalation of Care by Consumers.

Consumer Experience and Partnerships/ Consumer and Community Engagement

The HAC received regular updates on the progress of Consumer and Community Engagement within SALHN.

The Partnering with Consumers Advisory Group (PwCAG) met bi-monthly.

The Consumer and Community Engagement Statistics have either increased or remained stable throughout the year, and included:

- 95 Consumers on the SALHN Opportunities Distribution List (*increase*);
- 4 Consumers engaged in staff education (*increase*);
- 40 Consumer Membership roles on 25 Committees/Working Groups (*decrease – due to some work groups disbanding*);
- 7 Consumer Representatives (*increase*);
- 6 Consumers involved in Veteran Visitor Program (*no change*);
- 4 Mental Health Consumer Advisory Groups (*no change*);
- 4 Consumer Surveyors for SALHN;
 - 530 Consumers have been interviewed by Consumer Surveyors about their experience in the Outpatient Department (OPD). (*Increase*)

Performance Outcomes

The HAC received detailed financial results at each meeting and reviewed all Tier 1 and 2 performance indicators.

Workforce Support

The realignment of finance, revenue and workforce staff back to SALHN, which was commenced during 2015-16, has now been completed.

The management of employee annual leave liabilities, in particular the minimisation of excess annual leave balances continues as a priority for SALHN. To assist with this process there have been communications reminding employees to access their leave entitlements for their own wellbeing, and strategies/tools provided to Managers to manage employees who have excess leave.

To support staff and managers with the challenges associated with the implementation of transforming health, and to reflect the feedback provided by staff in a staff survey, there have been a number of initiatives implemented, including:

- *Employee Health Wellbeing Program.*

This is a program that allows staff to complete a Health Check and provides them with information on how to access a number of wellbeing initiatives – for example, Arts in Health and the Employee Assistance Program. In addition, to support the Repatriation General Hospital (RGH) staff through the Transforming Health changes a RGH Health and wellbeing Committee has been established.

- *Crucial Conversations*

Crucial Conversations is a training program that teaches skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or risky topics - or in other words, it is a training program that helps staff be really honest with their colleagues, but in a way that means they can still work together.

- *Crucial Accountability*

Crucial Accountability is a training program that builds upon the skills learned in Crucial Conversations and assists Team Leaders, Managers and Executives to hold colleagues and team members accountable in a way that fosters team work and engagement.

In respect to Work Health and Safety for 2015-16:

- 1194 incidents have been reported via the Safety Learning System (SLS) by the SALHN workforce, reflecting a 19% decrease when compared to the same time last year.
- There has been a 30% reduction to the previous financial year in new claim activity.
- Lost Time Injuries (LTI) has reduced by 21%, resulting in a reduction in the number of lost days from work by 36%.
- The number of open long term claims (open greater than one year) has decreased by 10%, when compared to 2015 figures.

Intermediate Care Services Development

Intermediate Care Services (ICS) have reached the half way point of the three year implementation plan.

Throughout the past year, HAC members have been noting the implementation progress of the Diabetes and Hospital Avoidance and Supported Discharge (HASD) Care Pathways. This work, was and continues to be, in collaboration with consumers, General Practitioners, community services, SA Ambulance Service, and medical and nursing staff at the RGH, Noarlunga Hospital and Flinders Medical Centre when required.

In 2015-16 the Diabetes Care Pathway received over 1,100 new referrals via the Referral Management System (RMS). In March 2016 the Diabetes Care Pathway commenced acute inpatient in-reach that enables the more efficient and effective deployment of our Diabetes Nurse Educator resources to meet need. The Care Pathway continues to develop and has been actively working with the acute sector to shift activity to community / home based settings.

The HASD Care Pathway has expanded throughout the year and now includes the Aged Care Liaison, Chronic Liver Disease Service, Complex Care Team (CCT), Country Liaison, Hospital@Home, Rapid Response Service and Viral Hepatitis Liaison Service. The consolidated Care Pathway has enhanced the episodic and urgent care service capability for the organisation. A significant piece of work has been the contribution to SALHN's 2016 Winter Bed Strategy to support SALHN:

- Maintain capacity over the winter period;
- Manage and improve patient flow including discharge;
- Focus on maximising independence models of care for patients; and
- Achieve improved alignment and integration/support with emergency care providers, primary care providers, other health care providers, and community care providers.

Other ICS highlights in 2015-16 include:

- The establishment of the Referral Management System which has been a key enabler to support ICS Care Pathways, with over 4,000 referrals received in 2015-16.
- The staged implementation of its Performance Framework to embed consistent and comprehensive monitoring and evaluation of its services. This resulted in ICS reporting a return on investment of approximately \$8.5million (which is almost \$1 million above its 2:1 return on investment target) from:
 - 2,402 Saved OPD appointments
 - 936 Saved Emergency Department Presentations
 - 932 Saved Admissions
 - 1,123 Saved Occupied Bed Days
 - 450 Supported Discharges

HAC members remain committed to advocating for intermediate care as a key solution to hospital demand challenges and to integrated patient centred care.

Transforming Health

The HAC added Transforming Health as a priority standing item during the past year, noting that it believes strongly in the critical importance of consumer engagement and partnership. For 2015-16 consumer engagement on the Transforming Health Implementation Plan has been undertaken.

Governance structures were put in place for 2015-16 with a focus on clinician input.

Outgoing HAC Members

I would like to take this opportunity to thank the outgoing members, Ms Ellen Kerrins and Mr Austin Taylor for their significant contribution to the HAC. Ms Kerrins was the Clinical (Nursing) representative and Mr Taylor the Hospital/Health Service Management representative on the HAC committee and we will miss their insight and commitment.

SALHN Annual Report 2015-16 for Endorsement

Members reviewed and endorsed the 2015-16 SALHN Annual Report.

The HAC looks forward to continuing to work with the committed leadership and teams within SALHN. In the coming year members will review HAC priorities and work with the leadership team on performance indicators or reports that might be brought to the HAC.



Dr Helena Williams

Presiding Member

Southern Adelaide Local Health Network Health Advisory Council Inc.

4 Management of Human Resources

Name	Employment Status	Gender	Appointment
Dr Helena Williams	Private Citizen	Female	01.07.2014 – 30.06.2017
Mr Austin Taylor	Private Citizen	Male	01.07.2014 – 30.06.2016
Professor Andrew Bersten	Government Employee	Male	01.07.2014 – 30.06.2016
Ms Ellen Kerrins	Private Citizen	Female	01.07.2014 – 30.06.2016
Mr Bevin Wilson	Private Citizen	Male	01.07.2014 – 30.06.2017
Ms Rachel Bishop	Private Citizen	Female	01.07.2014 – 30.06.2017
Mrs Rosina Hislop	Private Citizen	Female	01.07.2014 – 30.06.2017

5 Membership of the Health Advisory Council

Members of the HAC are appointed by the Minister for Health in accordance with clause 13 of the Constitution. The membership during 2015-16 was:

Name	Type of Appointment
Dr Helena Williams	Presiding Member
Mr Austin Taylor	Hospital/Health Service Management
Professor Andrew Bersten	Clinical (Medical)
Ms Ellen Kerrins	Clinical (Nursing)
Mr Bevin Wilson	Knowledge of Aboriginal and Torres Strait Islanders
Ms Rachel Bishop	Health Consumer
Mrs Rosina Hislop	Business/Financial Management

6 Attendance by Health Advisory Council Members to Formal Meetings

Name	Number of Formal Meetings attended during 2015-16
Dr Helena Williams	7
Mr Austin Taylor	5
Professor Andrew Bersten	5
Ms Ellen Kerrins	7
Mr Bevin Wilson	4
Ms Rachel Bishop	7
Mrs Rosina Hislop	7

7 Financial Performance

Name	Annual Fee \$	Session Fee \$	Hourly Fee \$	Retainer Fee \$
Dr Helena Williams	10 614	0	0	0
Mr Austin Taylor	7 076	0	0	0
Professor Andrew Bersten	0	0	0	0
Ms Ellen Kerrins	7 076	0	0	0
Mr Bevin Wilson	7 076	0	0	0
Ms Rachel Bishop	7 076	0	0	0
Mrs Rosina Hislop	7 076	0	0	0
TOTAL	45 994	0	0	0

The HAC does not have an allocated budget and has not incurred any expenditure in the 2015-16 financial year.

HAC fees are paid by the SALHN and therefore included in their audited financial statements for the 2015-16 financial year.

8 Fraud

With respect to fraud there were no known instances of fraud concerning the SALHN HAC for the reporting year.

9 Whistleblowers Protection Act 1993

The *Whistleblowers Protection Act 1993* provides an opportunity for public interest information to be disclosed to a responsible officer of SA Health.

SA Health has responsible officers from within the Department for Health and Ageing for the purposes of the *Whistleblowers Protection Act 1993* pursuant to section 7 of the *Public Sector Act 2009*. Accordingly the number of instances of disclosure to a responsible officer can be found in the Department for Health and Ageing 2015-16 Annual Report.

No instances of disclosure to a responsible officer of SA Health were made in respect to the activities of the SALHN HAC during 2015/16.

10 Freedom of Information

Information statement

The following information is published pursuant to Section 9 of the *Freedom of Information Act 1991* (FOI Act).

Freedom of Information

The FOI Act extends as far as possible the rights of the public 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 FOI Act encourages disclosure of information to the public, subject to such restrictions within the FOI Act as are necessary to protect legitimate agency, public and private interests.

The structure and function of SALHN HAC is set out in its Constitution dated 9 May 2011. The HAC was established under Section 15 of the *Health Care Act 2008* to provide advice and other functions to SALHN.

The SALHN HAC Constitution and an overview of SALHN and its functions is available online at:

<http://www.sahealth.sa.gov.au/wps/wcm/connect/Public+Content/SA+Health+Internet/About+us/Our+Local+Health+Networks/Southern+Adelaide+Local+Health+Network>

SALHN provides a range of acute and sub-acute health services for people living in the southern metropolitan area of Adelaide as well as providing a number of State-wide services and services to those in regional areas. It consists of three hospitals, Flinders Medical Centre, Noarlunga Hospital, Repatriation General Hospital, as well as Southern Mental Health and Intermediate Care Services.

The ways in which the functions of SALHN affect members of the public

The major interface of SALHN with the public involves providing high quality patient care, education, research and health promotion services.

Arrangements that enable members of the public to participate in the formulation of our policies and the exercise of our functions

Community representatives are invited to take part in the development, review or planning of policies or services of the SALHN which impact on the rights or responsibilities of the public. This can include participating in focus groups, working parties or committees, or providing feedback and advice. Community input facilitates access to services and assists informed decisions about health.

The various kinds of documents held by the SALHN

Documents held by the SALHN include policies/procedures, patient records, medical imaging records, financial records, staff personnel files, research documents and documents relating to the SALHN HAC. Further, SALHN has numerous free publications about health related topics and in some cases for purchase.

Arrangements that exist to enable members of the public to obtain access to documents

Applications for access to documents held by the SALHN HAC may be made to SALHN under the FOI Act. Applications must be in writing and accompanied by payment of the application fee which is currently \$33.50. Additional costs may be incurred in accordance with the Freedom of Information (Fees and Charges) Regulations 2003 (e.g. reproduction costs and time required to process the application). A reduction in the fee payable may be applicable in certain circumstances.

Applications can be made to the health service listed below to arrange inspection or purchase of documents held by SALHN:

Southern Adelaide Local Health Network

Freedom of Information Service
Level 2, Flinders Medical Centre
Flinders Drive, Bedford Park SA 5042
Ph: (08) 8204 5514
Heath.SALHNFOI@sa.gov.au

10 Public Complaints

A whole of SA Health response is provided in the Department for Health and Ageing 2015-16 Annual Report, which can be accessed on the [SA Health website](#).

11 Other Reporting Items

The SALHN HAC 2015-16 Annual Report has not reported on the following items, as they do not relate to its roles and functions.

- Contractual arrangements
- Use of consultants including the nature of the work undertaken and the total cost to the agency
- Workforce diversity
- Leave management
- Performance development
- Leadership and management development
- Employment opportunity programs
- Work Health and Safety and Injury Management
- Reporting against the *Carers Recognition Act 2005*
- Disability Access and Inclusion Plan Reporting
- Urban Design Charter

12 Acronyms

SALHN	Southern Adelaide Local Health Network
LHN	Local Health Network
NHHN	National Health and Hospitals Network
HAC	Health Advisory Council
ICS	Intermediate Care Services
RGH	Repatriation General Hospital
FMC	Flinders Medical Centre
NH	Noarlunga Hospital
CCT	Complex Care Team
HASD	Hospital Avoidance and Supported Discharge
SLS	Safety Learning System
RMS	Referral Management System
SAAS	SA Ambulance Service
LTI	Lost Time Injuries
PwCAG	Partnering with Consumers Advisory Group

13 Glossary of terms

13.1.1 Department for Health and Ageing

The public sector agency (administrative unit) established under the *Public Sector Act 2009* with responsibility for the policy, administration and operation of South Australia's public health system.

13.1.2 Local Health Network

An incorporated hospital under the *Health Care Act 2008* with responsibility for the planning and delivery of health services. The Local Health Networks for South Australia are: Central Adelaide Local Health Network (CALHN), Northern Adelaide Local Health Network (NALHN), Southern Adelaide Local Health Network (SALHN), Country Health SA Local Health Network (CHSALHN) and Women's and Children's Health Network (WCHN).

13.1.3 SA Health

South Australian public health system, services and agencies, comprising: Department for Health and Ageing, Central Adelaide Local Health Network (CALHN), Northern Adelaide Local Health Network (NALHN), Southern Adelaide Local Health Network (SALHN), Country Health SA Local Health Network (CHSALHN), Women's and Children's Health Network (WCHN) and SA Ambulance Service (SAAS).