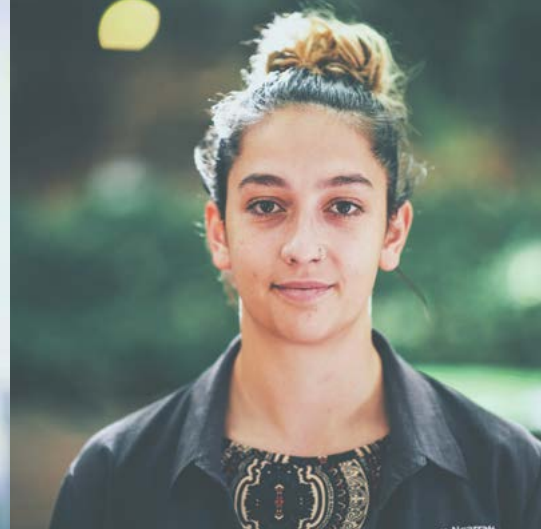




Strategic Direction Map 2019-24

Caring for you every step
of the way.



Government
of South Australia

Health
Southern Adelaide
Local Health Network



A thriving community, providing reliable and respectful health care

Ngadlu tampinhi, Kurna Miyurna yaitya yarta-mathanya Wama Tarntanyaku. Ngadlu tampinhi purkarna pukinangku, yalaka, tarrkarritya. Parnaku yailtya, parnaku tapa purruna, parnaku yarta ngadlu tampinhi. Yalaka Kurna Miyurna itu yailtya, tapa purruna, yarta kuma puru martinhi, puru warri-apinhi, puru tangka martulayinhi.

We acknowledge the Kurna people are the traditional custodians of the Adelaide Plains and pay respects to Elders past, present and future.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

Cover: *Faces of SALHN*







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Neonatal Unit, Flinders Medical Centre

Message from the Chief Executive Officer

I am pleased to release our Strategic Direction Map 2019-24 for the Southern Adelaide Local Health Network (SALHN).

In 2018, all Local Health Networks in South Australia were asked to respond to the SA Health Strategic Plan 2017-2020.

As a first step, we began to look at our clinical services and how they needed to be shaped to meet the demands of our community.

It was clear we needed to start a conversation about our present, our challenges and our future.

This process sparked conversations about the values we hold as a network and as individuals providing health care to patients at every stage of their life.

Within our health system the only constant is change and we need to adopt a long-term perspective and strategy to help our network be better prepared for the future.

We have a proud and distinct history as a health network, with a dynamic workforce.

We are uniquely positioned in this State. We provide services across the lifespan, from complex obstetrics, maternity and neonatal services to end-of-life care provided through hospital and community-based palliative services.

We must have a clear and united vision to become a bold and dynamic organisation and deliver health care differently. Providing reliable and respectful healthcare will be at the core of everything we do.

Our operating principle – *to listen, act, make better, together* – guides our determination to build a system that will consistently deliver reliable and respectful health care for, and with, all members of our community.

We understand that to thrive means more than just being healthy.

It means that each of our consumers, staff, partners and community members prosper, grow and feel safe in their journey through the southern health system.

The SALHN has the highest proportion of elderly residents in the State and it is our responsibility to invest in services that will deliver optimal care and make the most of opportunities to prosper and grow. Southern Adelaide will be a great place to grow old.

Our community can rely on us to act and they can expect us to plan, research, teach, connect and listen. Every patient can be confident that they will be respected and receive quality care.

I am proud that our Strategic Direction Map has been developed with our community, including staff and consumers. Their voices have helped to shape our operating principle '*to listen, act, make better, together*'.

It is my pleasure to share this plan with you.

Adjunct Professor Susan O'Neill
Chief Executive Officer



“To allow us to become a bold and dynamic organisation, we must have a clear and united vision and deliver health care differently.”

Adjunct Professor Susan O'Neill
Chief Executive Officer

Message from our Board Chair

The SALHN Governing Board is pleased to endorse the Strategic Direction Map 2019-24.

We look forward to working with SALHN's community – patients, staff and leaders to build an innovative and exemplar health network.

Mark Butcher
SALHN Board Chair



Key drivers for the South

Our Strategic Direction Map has been shaped by key factors and trends at global, national and local levels as well as SA Health's vision that 'South Australians are healthy, enjoy a great quality of life and experience a safe, contemporary and sustainable health care system'.



About the Southern Adelaide Local Health Network



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.



We deliver specialty services

for Aboriginal and Torres Strait Islander peoples who live in the Northern Territory and Western New South Wales.



Our core health services include

medical, surgical, rehabilitation, aged care, mental health, and women's and children's services.



We are a research and teaching leader

providing a clinical environment for training in the medical, nursing and allied health academic research.



Our predicted population growth

is greater for older people than the rest of metropolitan Adelaide and South Australia as a whole.

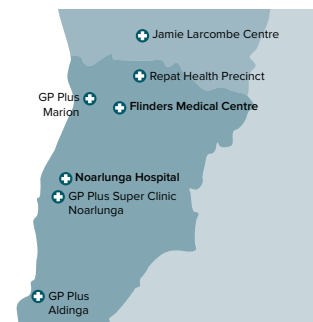


Our state-wide services include

liver transplant and cochlear implant services, eye bank, adult eating disorder service, gambling therapy, veteran's mental health, older person's mental health, obstetric trauma and Drug & Alcohol Service South Australia.

More than 7,500 staff across 20 sites, including:

- Flinders Medical Centre**
 A beginning of life to end-of-life hospital, co-located with Flinders University and Flinders Private Hospital. This unique location creates a biomedical precinct rich with partnerships, research and holistic health care.
- Noarlunga Hospital**
 Noarlunga Hospital provides specialised dementia and geriatric services, and is the flagship older person's care hub in the south. Noarlunga Hospital's services are also adapting to the growing needs of the wider community including continuing the development of a health precinct for mothers and babies.
- GP Plus Super Clinic**
 Located at Noarlunga, the clinic provides a range of health promotion, disease prevention, early intervention, treatment and specialist medical services.
- GP Plus centres**
 Located at Aldinga and Marion, the centres comprise a variety of health services including resident agencies and visiting services.
- Jamie Larcombe Centre**
 The state-wide centre for Veteran's Mental Health located within the Glenside Health Precinct.
- The Repat Health Precinct**
 SALHN services include sub-acute rehabilitation and community mental health services.
- Aboriginal Family Clinics**
 Located at Noarlunga and Clovelly Park, the Aboriginal Family Clinics provide health services for Aboriginal and Torres Strait Islander people.
- Community care** and support in patient's homes.
- Drug & Alcohol Service South Australia** provides a state-wide alcohol and other drug treatment services.



Our mission and purpose

Our mission

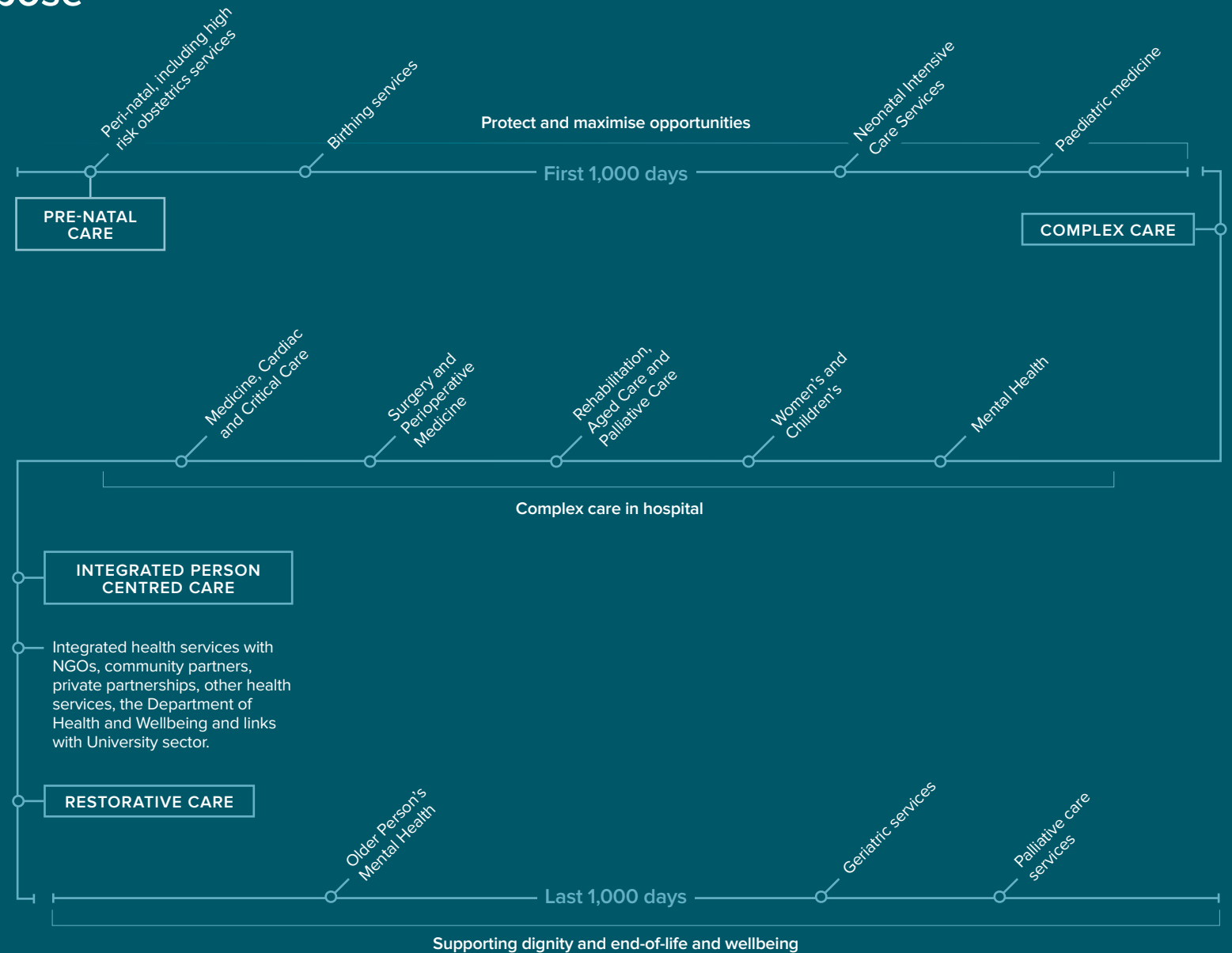
To build a thriving community by consistently delivering reliable and respectful health care for, and with, all members of our community.

Our purpose

We will **care for you** every step of the way.

We will **extend our focus** to address the social determinants of health during the first 1,000 days and the last 1,000 days of a vulnerable person's life.

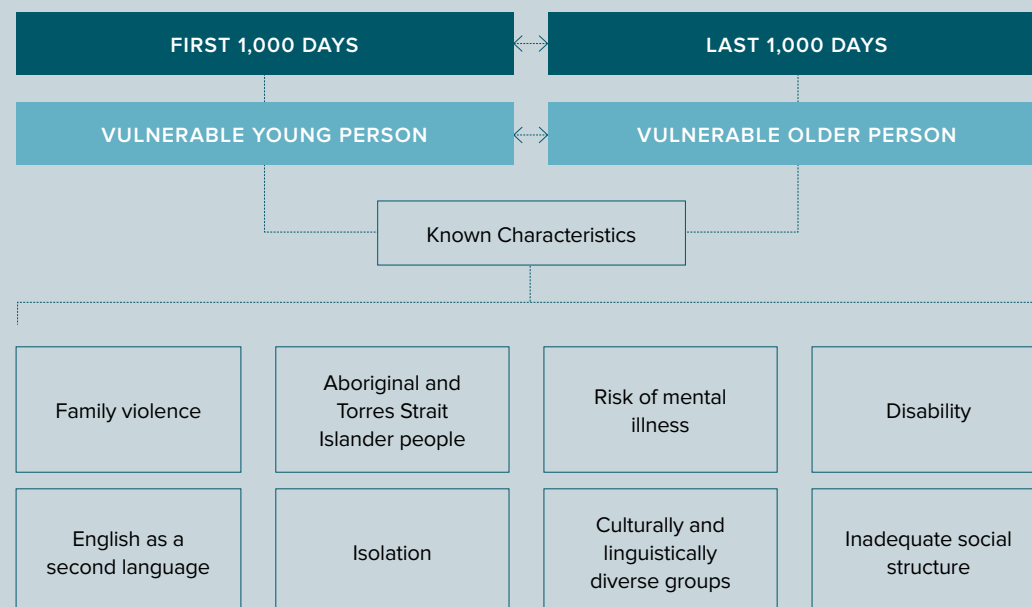
We will **partner** with community and non-government care providers so that all members of our community can access care and live meaningful lives.



Our focus on vulnerability

We believe in supporting all members of our community to thrive.

Our commitment is to improve the health and wellbeing of our vulnerable community members throughout their lives by supporting their empowerment and protection.



Caring for you every step of the way

Our story

A healthy start to life

Setting us up for life

We will facilitate better physical and mental health benefits for our future working population and reduce the onset of age-related disease and disabilities by investing in services at the start of life and supporting healthy childhood development.

Complex care

Excelling at complex care treatment like major surgery

Complex, acute care can only be provided in major hospitals that have specialised clinical teams and medical specialities to support recovery. We will excel at providing complex medical treatment that is supported by evidence-based research and clinical outcomes.

Integrated care

Partnering to deliver more services in the community and closer to home

We will shift our focus to bringing hospital level care to people in their own home, rather than bringing people to hospitals.

We will build and support care services with our community partners to be as close to our patients as possible.

Restorative care

Enhancing patient's wellbeing and independence

We will continue to focus on restorative care to enhance our patient's wellbeing and independence by offering restorative programs, such as rehabilitation, within our hospitals and within our community.

Quality end-of-life care

Supporting a dignified end-of-life

We will enhance services to deliver quality end-of-life care for people in their final 1,000 days of life. In this phase of life, vulnerability often co-exists with increasing frailty. We will improve how we care for older people in their later years by developing older person friendly services; increasing staff awareness and training in elder abuse recognition and prevention; and supporting compassionate, tertiary-level palliative and end-of-life services.





Our strategic pillars

Our Strategic Direction Map is supported by four strategic pillars and driven by evidence, outcomes, patients and our community's needs.

1

Our clinical services

To align our clinical services to our community's needs, based on projected population changes over the next decade.

2

Our consumers

To achieve excellence in person and family-centred care, by planning, delivering and evaluating our health care that is based on mutually beneficial partnerships between our consumers, families, health care providers and administrators.

3

Our relationships

To build partnerships to improve and innovate. To be a destination for world-class treatment, research and training.

4

Our research

To ensure academic and evidence-based research is aligned to our clinical care.

To address the complex care needs of our vulnerable community and population.



Strategic Direction Pillar 1: Our clinical services



90%

We accommodate 90 per cent of our population's health needs, more than any other health service in the State



130,500

presentations to our Emergency Services. Flinders Medical Centre is the busiest emergency department in the State



25,000

operating theatre procedures



In-hospital care for
97,000 patients



336,000

outpatient consultations



3,872

babies born at
Flinders Medical
Centre

We will have a greater focus on clinical services planning and clinical engagement.

Our principles

- The patient is the leading voice in decisions about their care.
- We will provide services that give the best clinical outcomes and value to our patients.
- Our services are sustainable, reliable and respectfully delivered.
- We will help patients and their support networks to manage their health needs in their own home or the best alternative environment possible.
- Our clinical services are informed by evidence and research.

We will

- care for patients in the most appropriate place for their needs, whether this means providing acute care in hospital or restorative care at home or in the community
- co-design systems and support models with the community
- develop an infrastructure master plan and workforce plan to ensure we have the facilities and staff required to deliver care in the right location
- embrace digital transformation and innovation
- utilise new technology
- continue to develop academic research that focuses on complex clinical care
- provide services to vulnerable community members across their lifespan.



Strategic Direction Pillar 2: Our consumers

To listen, act, make better, together.

Our aim is to ensure that the consumer is at the centre of everything we do.

We understand that meaningful person and family-centred care occurs when there is a true partnership between the consumer and health professionals.

Involving, listening and working side-by-side with our patients and the community is critical to developing this partnership and this has informed our new Consumer Engagement Strategy.

'To listen, act, make better, together' is our operating principle, developed by our Partnering with Consumers Advisory Group.

SALHN, in partnership with its Partnering with Consumers Advisory Group, has developed three key goals which will set the direction of consumer engagement across SALHN.

These goals are:

1. Every part of the service listens and responds. Every division in SALHN will respond to the voices of their community. They will actively seek and listen to consumer and carer experiences and use them to drive change.
2. Our services are respectful, useful and reliable. Consumers will experience respectful and reliable health care – they'll be able to find the information and advice they need, when they need it.
3. Consumers and staff work together. SALHN will design its health service with consumers and carers. We will work together throughout all stages and processes of planning, design, delivery, measurement and evaluation of care, on an individual to a state-wide level.

Our Consumer Engagement Strategy will:

- continuously improve care delivery and be guided by the lived experience of our consumers and carers
- provide evidence to inform how we prioritise quality improvement projects
- increase the number of consumers, carers and community members involved in SALHN and broaden their role, so that we can build thriving partnerships
- make sure that vulnerable and cultural and linguistically diverse groups, particularly Aboriginal and Torres Strait Islander groups, have their voice heard at all levels of SALHN. Our engagement processes will be appropriate for those involved, the issue at hand and the decisions being made.





Strategic Direction Pillar 3: Our relationships

We will develop strong and enduring relationships with other providers of health care, tertiary education and research in South Australia and beyond.

We will continue to strengthen our relationships with universities, research institutes, community service providers, our local community, general practitioners and other non-government organisations that share our mission to consistently deliver reliable and respectful health care for, and with, our patients and community.



Universities

We will strengthen the relationship between our clinical services and Flinders University's schools of medicine, nursing and allied health.



Philanthropic benefactors

We will work in partnership with charities and foundations whose purpose and values align with ours.



Collaborating with research institutes

We will continue to establish a strong positive working relationship with the South Australian Health and Medical Research Institute (SAHMRI). We will work with SAHMRI researchers at our sites on projects that are aligned with our research and clinical service priorities.



Our local community

We will engage and partner with local community groups, general practitioners and not for profit organisations. The strengthening of community relationships will establish a network of support that will only benefit our patients.



The Department for Health and Wellbeing and other Health Networks

Our collaborative partnerships with other health services, South Australian Ambulance Service, Primary Health Network and the Department for Health and Wellbeing will enhance patient care and achieve excellent outcomes for all South Australians.



Strategic Direction Pillar 4: Our research

Our priority is to improve and innovate through partnership. We will be the destination for selected world-class treatment, research, and training.

Our health care will be underpinned by health and medical research that strives to achieve excellence, reliability and efficiency.

Our translational research will build on scientific research to create new therapies, medical procedures, or diagnostics and new ways of working.

Flinders Medical Centre is co-located with Flinders University's research institutes. Our close proximity provides opportunities for enhancing collaboration in research.

SALHN will develop, and regularly report on, measures that reflect key community outcomes (such as standardised mortality rates and individual experiences of health care). We will develop appropriate measures to define strong research areas, such as independent funding tiers, publication (including journal status and citation metrics), and contributions to clinical guideline development.

We aspire to have a thriving research base at SALHN, where research is:

- strategically aligned to SA Health and our community
- connected to our major partner Flinders University and community service organisations
- built on an inquiring and productive culture that improves services.





Our enabling strategies

We have developed three core enabling strategies to achieve our vision and mission.

Strategic alignment

Enabling Strategy One

Build and implement strategic leadership and management models.

Continuous improvement culture

Enabling Strategy Two

Build staff capacity and capability to solve problems and create reliable systems.

Integrated management system

Enabling Strategy Three

Connect staff to our mission using an integrated management system.

Strategy alignment

A successful strategy begins with understanding the current environment, a clear vision for the future and a clear idea of what needs to change to bridge the gap.

A strategy sets the direction or becomes the compass for an organisation as it works to improve. SALHN's strategic direction will be the key reference point as we make decisions and a purposeful strategic leadership and management system will help us to share our vision and objectives with everyone in SALHN.

The State Government is reforming SA Health's governance arrangements and this includes establishing 10 Local Health Networks (LHNs), each with their own governing board.

These reforms will take place over time. The most significant changes occurred on 1 July 2019 when the new governing boards became fully operational.

From Ward to Board

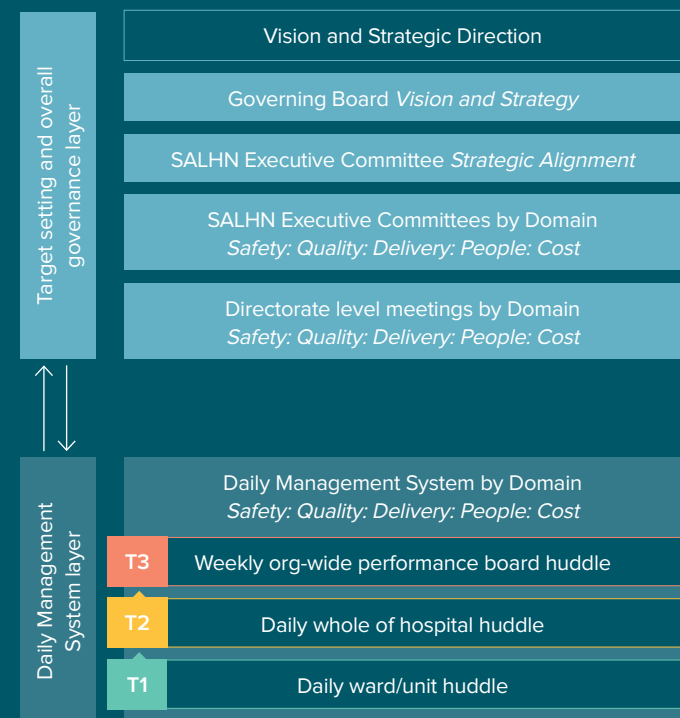
We are implementing an Integrated Management System to connect all levels of the organisation, from the clinical interface to the executive and the new SALHN Governing Board. Information can flow quickly in both directions through the Integrated Management System.

Our Integrated Management System enables:

- a consistent approach across the organisation to management
- clear lines of communication from clinical areas to senior executives
- visibility and accountability for performance at all levels
- more capable and motivated leaders
- a more empowered and engaged workforce
- a culture of real-time problem solving at all levels.

Any problems or concerns identified through the huddle system are considered using a 'Resolve, Own or Escalate' approach:

- Can we *resolve* this problem now, or can we own it and resolve it later, or do we need to *escalate* it to the next tier?



A continuous improvement culture

Health care providers, nationally and across the globe, have implemented integrated continuous improvement systems. These systems improve the quality of care for patients, create safer working environments for staff, improve financial stability and lead to smoother day-to-day operations.

- We are beginning to consistently apply continuous improvement methods to:
- make sure that the problems we choose to solve, and the solutions we develop, are aligned to our vision and mission
 - connect the improvements we make to the outcomes, needs and experiences of our patients
 - connect the improvements we make to our staff, making sure that solutions are designed by the people who work in the system
 - connect our processes to create a seamless experience for our patients
 - build our capability to solve everyday problems and continuously improve the care our staff provide
 - build our people’s capacity to solve complex system-wide problems at the root cause
 - empower our staff to create a culture of continuous improvement – one that is focused on patient outcomes and experience, measurement, and systems thinking.

Problem solving by Level at SALHN

“Good thinking”

- SALHN Executive
- Divisions
- Streams
- Clinical units
- Middle management
- Front-line staff



“Good care”

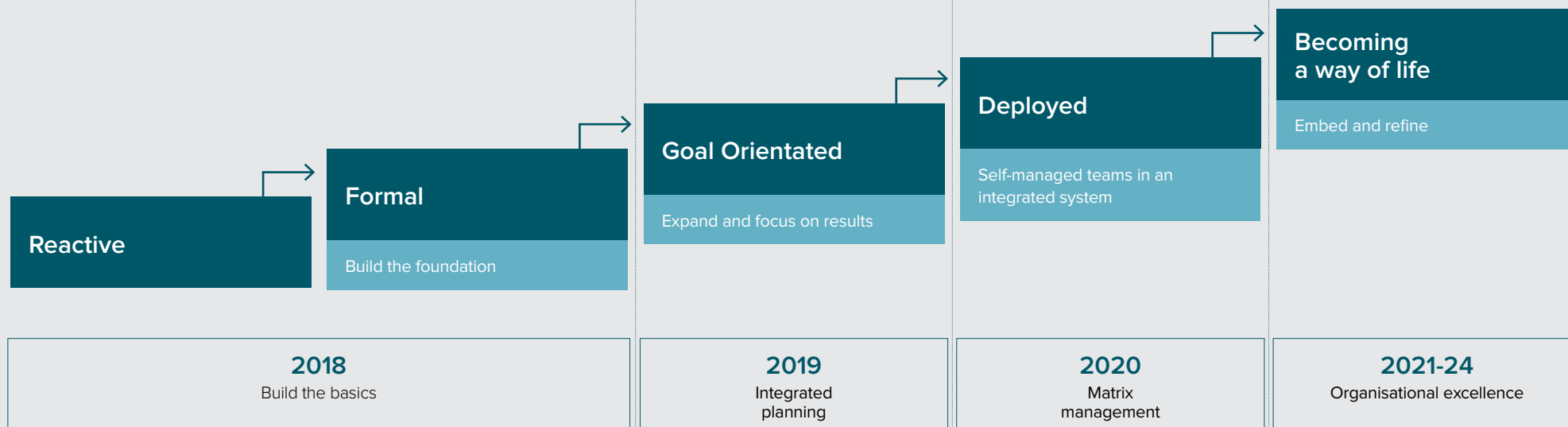
- Strategies •
- Healthcare Plan •
- Financial Performance •
- Goals •
- Ops/Project Plans •
- Budgets •
- Action Plans •
- Work Schedules •
- Targets •
- Patient Care •
- Standards •

Source: Adapted from Toyota Production System

SALHN Continuous Improvement Culture Development Plan 2018-24

Key Characteristics

1. Structure and approach	Formal structure	Goal orientated	Autonomous	Full empowerment
2. Engagement and deployment	Only specialist	Selected people	Majority involvement	Full involvement
3. Level of competence	Limited capability	Basic capability	Intermediate capability	Advance capability
4. Learning and sharing	Learn by doing	Team learning	In-house learning	External sharing



Adhoc

Milestones for business improvement sustainability.

Exemplar

Establish the continuous improvement approach to move from being reactive to becoming a way of life.

Our Integrated Management System and Domains

We need to employ a consistent and systematic way to manage and solve problems each day as our organisation becomes busier and our problems more complex.

SALHN's Integrated Management System connects the organisation from the ward/unit level through to the Executive and the Board.

The Integrated Management System is underpinned by five management domains that help connect staff to the strategic directions of the organisation and manage our work on a daily basis.

The Integrated Management System allows SALHN to:

- identify emerging issues
- solve problems on the front-line with a common goal
- intervene early
- escalate issues in real time
- identify metrics and agreed targets across the five key domains
- use a three-tiered huddle approach to support the daily management system.

Safety

Our priority is creating and sustaining a safe environment for staff that enables their best work.

Quality

We set the standards for reliable services, first time, every time, across the network. This underpins everything we do.

We are committed to:

- building the capability of staff to provide reliable care and services
- conducting translational research to help develop the care standard used around the globe.

Delivery

We aspire to provide the right care in the right location and will collaborate with a patient's community-based care team, including their general practitioner.

People

We will create, sustain and nurture talented teams that deliver reliable and respectful services.

Cost

We will make sure our services deliver value for the taxpayer dollar. Our goal is to create the most value for our patients, our staff, and our community.





If you require any further information please visit:
sahealth.sa.gov.au/SALHN



www.ausgoal.gov.au/creative-commons

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