



Government
of South Australia

Health
Central Adelaide
Local Health Network



World-class care snapshot

Providing highly
reliable and safe care

1 July 2020 – 31 December 2021

Shaping the future of health
with world-class care and
world-class research





Acknowledgement of Country

We acknowledge that this land we work on is the traditional lands for the First Nations Kaurna people, and we support their sovereign connection to this country which we are privileged to call our home.

We pay our respects to their leaders, past, present and emerging and acknowledge that their language, cultural and traditional beliefs held for over 60,000 years are still as important and relevant to the living Kaurna and all Aboriginal people today.

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A message from the Chair, Clinical Governance Committee



Professor Justin Beilby

Chair, Clinical Governance Committee,
Central Adelaide LHN

The Board is proud that Central Adelaide Local Health Network (CALHN) successfully achieved accreditation against the National Safety and Quality Health Service (NSQHS) Standards for another three years.

In addition, we are excited to have launched the Consumer Partnering and Community Engagement Framework in 2021 and are pleased to continue to support the work of the Aboriginal Consumer Reference Group. Both contribute to ensuring we remain truly connected to, and partner with, all of our consumers and our community.

This snapshot describes some of the improvements we have implemented across CALHN in 2020 and 2021, with many based on feedback from consumers. We recognise that consumer feedback is invaluable in how we deliver care.

Our world-class care continues to be informed by our ongoing and growing research base, which aims to deliver benefits for our community. The quality improvement activities outlined in this snapshot are improving the way care is delivered to patients, with small changes capable of having a big impact on both the outcome and experience for a consumer.

Within CALHN we are excited to continue to work towards our strategic ambitions and pursue opportunities to improve how we deliver services to the many South Australians who seek care from us. This work is a key part of our journey to being in the top five health services in Australia and the top 50 in the world.

A message from the Chief Executive Officer



Professor Lesley Dwyer
Chief Executive Officer,
Central Adelaide LHN

In the past 18 months, COVID-19 provided CALHN with both challenges and opportunities to improve how we provide care to our consumers and our community.

However, our commitment to innovation and advancing patient care has remained core to the way we do things. We have shown that we can think and work differently, while still providing care that is connected to our consumers.

This snapshot highlights some of the ways our highly skilled staff have utilised those opportunities, consistent with our values, to provide safe, effective assistance for our community.

Throughout our accreditation survey in September 2021, surveyors spoke with staff and patients and we shared with them many examples of the excellent work taking place within CALHN.

The surveyors provided feedback about the passion, commitment and clear focus on patient safety that they witnessed while out in the network.

They particularly called out the Aboriginal Health Hub, Western Mental Health, Renal, The Queen Elizabeth Hospital ICU, the Wayville Vaccination Hub and our approach to consumer partnering.

The pandemic has presented many challenges, but here at CALHN it was a period characterised by hard work, collaboration and teamwork, ensuring we are well on our way to being a highly reliable organisation providing world-class care.

A message from the Executive Director, Clinical Governance



A/Professor Kathryn Zeitz
Executive Director, Clinical Governance
Central Adelaide LHN

Throughout this period we have demonstrated CALHN is an agile organisation that puts safety and quality at the forefront.

There is no doubt that the past 18 months have been demanding, requiring responsiveness to adapt to new ways of working.

However, our valued staff have displayed ongoing commitment and professionalism to entrench our organisation-wide value of continuous safety and quality improvement.

Among the numerous highlights in the 18 months until December 2021, I wish to particularly recognise several very significant safety and quality achievements.

In 2021, our hard work embedding robust safety and quality systems was recognised when we successfully achieved accreditation against the NSQHS Standards for further three years.

In March 2021, we held our inaugural World-class care showcase and awards, providing staff an opportunity to share with the broader organisation and our consumer representatives their great work towards improving our services and care.

We also introduced new innovations such the CARE. IQ audit platform. This new tool enables us to audit what is happening locally and compare our data against other wards, clinical programs, and services. This data provides us with the information we need to implement improvement strategies and monitor how they are working.

During this time, we also continued to improve our patient care, while displaying agility and innovation as we supported the state's COVID-19 response.





Changes that are making a difference

This World-class care snapshot aims to inform our patients, their families and the community about some of CALHN's safety and quality improvements implemented between July 2020 and December 2021.

We are proud of our achievements and wanted to share our learnings and the changes implemented across the network.

There is no doubt it has been a demanding and challenging time with COVID-19, but CALHN has continued to display agility and innovation, taking the opportunity to improve how we deliver care to patients.

This document outlines many of the systems in place to assist our multi-disciplinary workforce to understand and perform their safety and quality responsibilities and deliver safe, effective care for patients.

1 July 2020 – 31 December 2021



210,254
Emergency
department
presentations



214,485
Patients
admitted



862,403
Outpatient
attendances



33,847
Incidents
reported



365
Quality improvement
activities registered



1,136
Consumer
compliments
received



3,397
Consumer
complaints
received



192
Patients treated
with COVID-19

About us

Central Adelaide Local Health Network is responsible for promoting and improving the health of the central metropolitan Adelaide community, providing specialised care through integrated healthcare and services.

Our consumers and our community are central to everything we do, and we will deliver world-class care and lead world-class research that is responsive to their needs.

CALHN brings together five primary sites:

- Royal Adelaide Hospital (RAH)
- The Queen Elizabeth Hospital (TQEH)
- Glenside Health Services
- Hampstead Rehabilitation Centre (HRC)
- Statewide Rehabilitation at The Repat Health Precinct

In addition to serving those from our primary catchment region, a significant number of people who access our highly specialised services come from outside these geographic boundaries. These include people from rural, remote, interstate and overseas locations.

We also deliver diverse specialised community and clinical health services across the state.

These community health services include:

- SA Dental
- SA Prison Health Service
- DonateLife SA
- Integrated Care

Our other statewide clinical support services include:

- SA Pathology
- SA Medical Imaging
- BreastScreen SA
- SA Pharmacy

Our vision

To shape the future of health with world-class care and world-class research.

To become one of the top 5 performing health services in Australia and one of the top 50 performing health services in the world within 5 years.

Our values

Our values outline who we are, what we stand for and what people can expect from us.

We are committed to the following values:

- People first
- Future focused
- Ideas driven
- Community minded

These values, together with our vision and ambitions, provide direction for everything that happens across the network

Strategic ambitions

Our strategic ambitions provide the means to achieve CALHN's goals to deliver the world-class care and world-class research that will shape the future of health in South Australia.

They express CALHN's commitment to care, community, investment, research, technology and importantly recognise the influence of our world-class workforce on our ability to achieve our vision.



Our care is connected and revolves around the patient in their (and our) community



Our curiosity compels us to always do better – research and innovation drives everything



We are able to invest in what matters



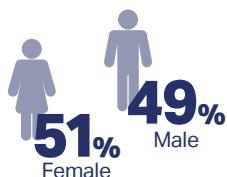
Our technology enables excellence



We are a place that attracts and grows world-class talent

Our community

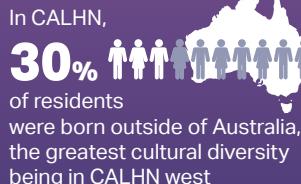
We are the most densely populated and diverse of all the health networks in South Australia



Growth of CALHN's consumer catchment area



Aboriginal and Torres Strait Islander population



TOP 3
languages

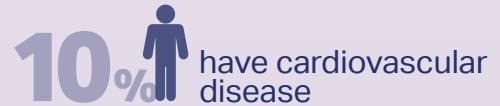
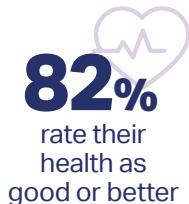
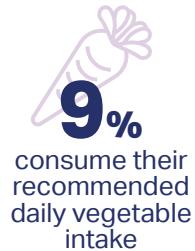
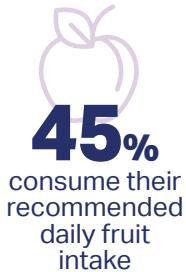
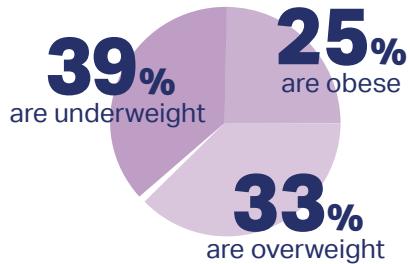
+ **RAH**

Mandarin,
Vietnamese,
Greek

+ **TQEH**

Vietnamese,
Greek,
Italian

Consumer health and lifestyle



Our consumer experience

CALHN is committed to providing a safe and high-quality healthcare service and values feedback from patients, family members and carers, as part of improving our delivery of care.

Measuring consumer experience

Between July and September 2021, 392 patients were interviewed by SA Health two months after discharge from the Royal Adelaide Hospital and The Queen Elizabeth Hospital.

More than 80% of our consumers were happy in the 10 domains identified below when interviewed for the survey, with more than 90% of patients reporting feeling confident in their treatment and care.

Their responses were analysed to measure hospital performance as part of the South Australian Consumer Experience Surveillance System (SACESS) Survey.



of respondents felt their views and concerns were listened to



of respondents felt their individual needs were met



of respondents felt cared for



of respondents felt they were involved in decisions about their care and treatment



of respondents were kept informed as much as they wanted about their care



of respondents felt that staff involved in their care communicated with each other



of respondents received pain relief that met their needs



of respondents felt confident in the safety of their treatment and care



of respondents felt the overall quality of care was good or very good



of respondents would recommend their hospital to a friend or relative

What CALHN consumers are saying about our services

100%
of patients felt confident about the safety of their care and treatment after presenting to the Royal Adelaide Hospital Emergency Department

97%
of more than 50,000 COVID-19 vaccination consumers registered a positive experience

93%
of SA Dental clients rated their dental clinic experience as good or very good

"Words will never convey the family's gratitude for the way TQEH, RAH and SA Ambulance cared for our mother. Please pass on our utmost thanks to everyone involved. We could not have asked for more."

What CALHN consumers are saying about our services

" I'm emailing you to say how very impressed I was by the treatment and care I received after being hospitalised at the The Queen Elizabeth Hospital. I was treated both with kindness and respect by everyone whom I came into contact with. It is obvious, especially on the N1 Ward there is a positive culture, which is reflected by the way staff treated all patients and the respect they showed each other. Thank you and please pass on my sincere wishes to the ward. "

" To the staff of the Emergency Department. Thank you for saving my life and taking care of me. I am forever grateful. "

" From the time I arrived at your hospital, my experience was absolutely amazing. Every single person was just fantastic. "





Our systems

As a very large organisation, it is critical to ensure there are good systems in place to deliver the outcomes our patients expect.

We have strong governance processes in place to ensure we have the correct systems to monitor and improve our performance.

We foster and develop our leaders and future leaders and have processes in place to do this. Training programs are held across CALHN to ensure that staff understand their responsibilities in relation to safety and quality and professional accountability.

We have policies and procedures in place to ensure our staff have a clear understanding of what is expected of them and to ensure there is consistency in how care is delivered to our patients.

We provide orientation to new staff, so they understand the safety and quality systems in place within CALHN and their role when interacting with these systems.

Key achievements

This World-class care snapshot celebrates our achievements and outlines the advances we have made to how we work, to ensure we continue to embed a culture of continuous safety and quality improvement.

The pandemic has created many opportunities to progress the way we deliver our services to ensure the best experience for patients, their families and carers.

One of the most significant achievements during this period was CALHN's successful accreditation survey performance.

All public and private hospital providers are regularly accredited against eight national safety and quality standards. These standards aim to protect the public from harm and to improve the quality of health service provision. In September 2021, CALHN participated in an organisation-wide accreditation survey resulting in the network successfully gaining accreditation for a further three years.

2021 World-class care quality award winners

The inaugural World-class care showcase was held in March 2021 to recognise key quality and improvement initiatives from across the network.

The 2021 awards featured four categories and were presented to:

Keeping people healthy and safe award

Criteria: Promoting good health by raising awareness of health choices, preventing ill-health and improving overall health of our community/staff. This award recognises the move towards a strong safe and healthy culture.

2021 winner - South Australian Prison Health team

South Australian Prison Health team developed five workbooks for prisoners to complete to help with anxiety, depression, drugs, emotions, and exercise. Forty-nine prisoners completed all five workbooks which helped them manage symptoms of depression and anxiety. The workbooks are now available for all prisoners to use.

Patients as partners award

Criteria: Promotion of collaboration between patients and healthcare teams to improve health outcomes. This award recognises collaboration and consumer centred partnerships.

2021 winner - SA Pharmacy and Acute and Urgent Care team

It is important when a patient is admitted to hospital that the staff know what medications a patient is taking and that the medications are accurately listed in a medication history in the medical record. The SA Pharmacy team worked with CALHN doctors and implemented systems improvements to improve the time taken to complete the medication history by 80%.

Integrated healthcare award

Criteria: Provision of person-centred care with a focus on preventing illness and deterioration and delivering flexible, continuous, appropriate care – in the right time and place. This award recognises innovative partnerships promoting an integrated approach to care.

2021 winner - NDIS assessment team

When a patient has a permanent or significant disability and requires discharge from hospital it can take some time to make sure all the necessary supports are in place. A dedicated in-house National Disability Insurance Scheme (NDIS) assessment team was established to help with discharging these patients.

An evaluation showed the new team helped to prevent 58% of patients experiencing a delay in discharge due to internal issues and prevented 59% of patients experiencing a delay in discharge due to external issues.

Patient safety first award

Criteria: Where patient safety is a priority, it exemplifies how 'safety and quality is in our DNA'. This award acknowledges putting the safety and quality of patient care first – each and every day.

2021 winner - The Queen Elizabeth Hospital Cardiology team

The TQEH Cardiology team established a weekly quality meeting incorporating the whole team to review and identify systems and processes that could be improved. Evaluation and feedback from participants showed the regular meeting helped the team identify and respond to any issues quickly.



Providing safe care

CALHN's culture of continuous improvement is essential to providing safe and high-quality care to our consumers.

Staying Steady falls program

A falls risk alert system to support both patients and staff in the prevention and management of patient falls was implemented in a clinical program at the RAH in June 2021.

The Staying Steady program features a traffic light system to identify a patient's mobility status and falls risk with a coloured icon added to the mobility section of the 'My Health Plan for Today' whiteboards in a patient's room.

It has resulted in a downward trend in the number of falls, reducing to 2 or less per month compared to 2-5 per month in the 2 months prior to the intervention.

Consumer feedback - Staying Steady program

"In the beginning I'd lost my confidence to walk and spent most of my time in bed. The program helped to increase my confidence to move."

E-pathway

Patients undergoing an endoscopic procedure were invited to "self-serve" via an e-pathway. The pathway welcomed patients, provided procedure information and enabled them to self-register and undergo a health screen. Patients were identified in either green, orange or red categories.

All patients identified as "green" progressed electronically with a booking date offer, preparation instructions and an e-consent. Patients with "orange" or "red" flags were reviewed by clinical staff.

The change in process resulted in 28% reduction of cancellations on the day of procedure at the RAH and 9% at TQEH. Feedback showed 94% of consumers believed the e-pathway helped prepare them for their clinical visit, treatment or procedure.

Alcohol-containing caps trial

A trial of alcohol-containing caps that provide disinfection and protection for catheters inserted into blood vessels commenced within CALHN in April 2021.

Catheters inserted into blood vessels can increase the risk of bloodstream infections. Early indications are showing a reduction in blood stream infections since the beginning of the trial and the caps are being rolled out to more areas of the hospital.

SA Dental

An improvement project undertaken by SA Dental resulted in a 10% increase in the application of fluoride at the time of an examination appointment for children at high risk for dental cavities.

Improving our care

It is important that CALHN has robust patient safety and quality systems in place to support organisational governance and be receptive to the diverse needs of our consumers.

Clinical audit

CALHN continues to work towards embedding a culture of best practice in clinical audit across our diverse sites and services. Audits are conducted across the network to assess how well our quality systems are working.

Having visibility allows us to make the necessary changes to improve our systems and processes

Understanding how well we are completing different elements of clinical care allows our staff to implement strategies to make improvements.

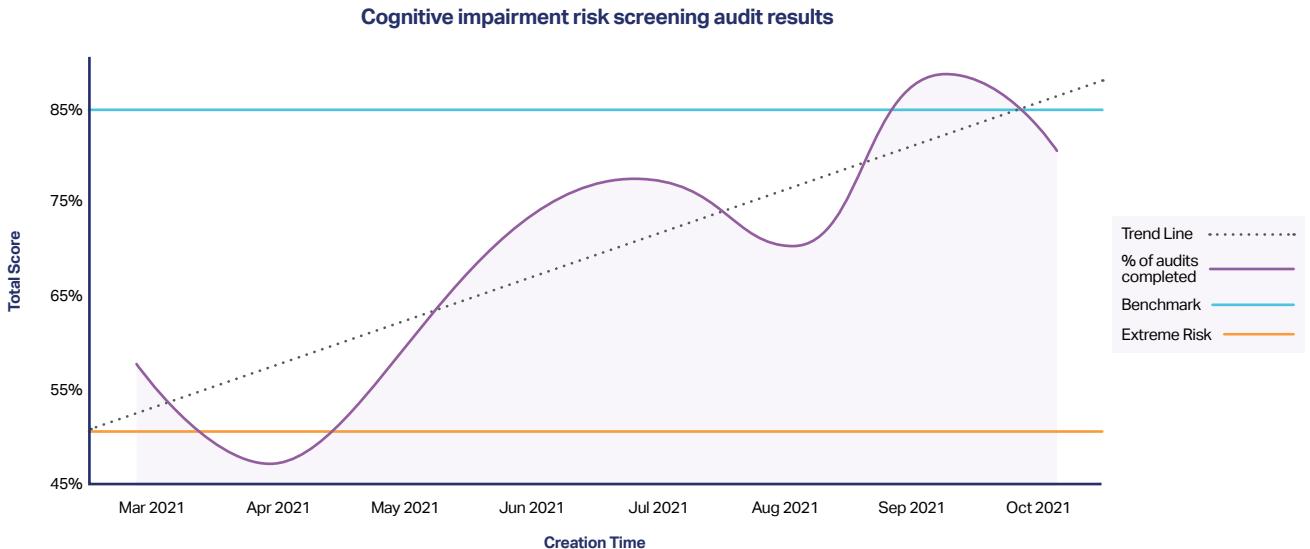
The ability to compare data against other wards and services and the sharing of strategies also supports sustained improvement.

More than 16,000 audits have been conducted since the roll-out of a new electronic clinical audit tool, CARE.IQ, began in early 2021.

To illustrate its effectiveness, an audit of the use of the cognitive impairment risk screening tool shows the impact of making audit data available to clinical programs and services.

In March 2021, cognitive impairment risk screening was completed about 55% of the time on admission to the hospital. However, this increased to over 85% of the time in September 2021, after the results of the audit were provided to staff.

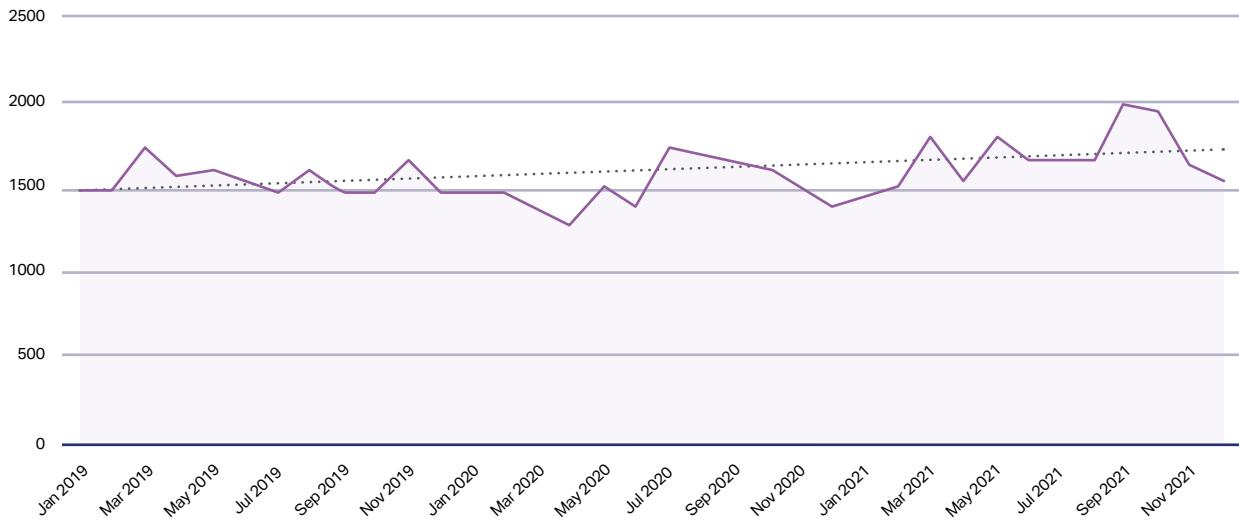
The following graph shows the increase in completion of the risk screening tool.



Incident management systems

Organisation-wide incident management systems support the workforce to recognise and report incidents, and provide timely opportunities to analyse this information. CALHN regularly reviews and acts to improve the effectiveness of our risk management processes to improve the safety and quality of our care and the performance of our systems.

Patient incident reports 2019-2020



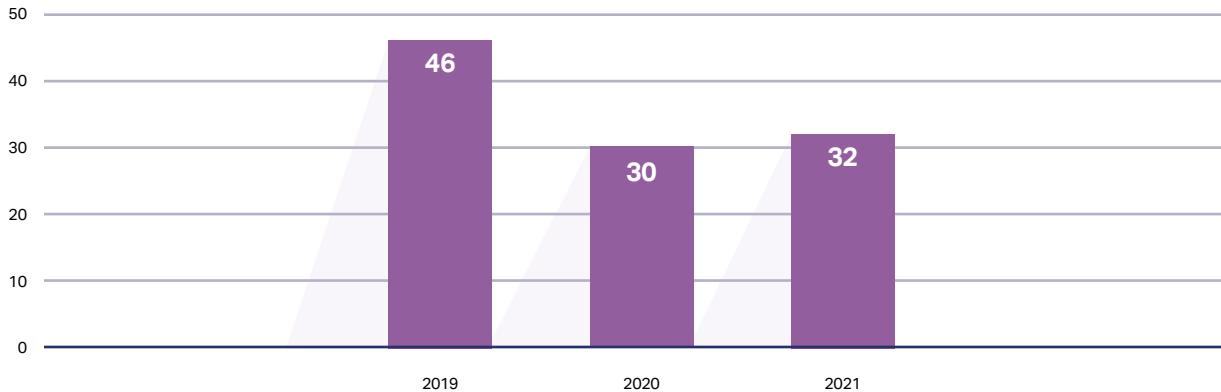
Data excludes Statewide Clinical Support Services

The safety assessment code (SAC) is used to provide a numerical score that rates the impact of an incident on a patient. All incidents are allocated a category or type of incident – the top 5 categories of incidents reported have remained the same for the past 3 years. These include challenging behaviour, medications, patient falls, clinical assessment, and access to care.

SAC 1 incidents have the biggest impact for our patients and can include deaths in the community of patients receiving care for mental health issues or patients who fell or suffered an injury in hospital that resulted in their death.

There was a slight increase in the number of SAC 1 incidents reported in 2021 (compared to 2020), however, there has been a downward trend in the past 3 years.

SAC 1 incidents by calendar year



Data excludes Statewide Clinical Support Services

Enhancing health outcomes for diverse and high-risk groups

Understanding the high-risk groups of patients who attend CALHN allows us to provide safe, high-quality and culturally sensitive care which meets the expectations of the community.

CALHN's diverse and high-risk groups include Aboriginal and Torres Strait Islander patients, refugees, homeless consumers, prisoners, older people and patients with mental health conditions.

Aboriginal and Torres Strait Islander patients

Respectful and meaningful interactions with our Aboriginal and Torres Strait Islander consumers will support our services to deliver better and more culturally-appropriate healthcare.

We are committed to ensuring Aboriginal and Torres Strait Islander peoples feel more comfortable in the hospital environment.

A range of initiatives aimed at promoting a welcoming environment were implemented in 2019-20, including establishing acknowledgement of country displays, patient welcome signage in several local Aboriginal languages and incorporating Aboriginal artwork at our sites.

CALHN established a rapid response clinic to offer vaccinations to Aboriginal and Torres Strait Islander

populations with no fixed address who frequently present to our emergency departments. Our proactive initiative resulted in a 100% vaccination rate of all referred patients.

SA Dental has established a partnership with Kanggawodli health clinic, an Aboriginal-managed primary and clinical service, and Wiltja School to improve the oral health of Aboriginal consumers who do not reside in metropolitan areas.

Homeless consumers

Almost three-quarters of people sleeping rough in Adelaide live with mental illness and it can often be difficult to engage with this group of consumers. A CALHN mental health in-reach service for people experiencing homelessness who accessed services at Baptist Care's WestCare Centre has enabled this at-risk group to obtain support earlier, before experiencing a mental health crisis.

Older consumers

The Geriatric Rapid Intervention Program (GRIP) was implemented to prevent the admission of patients to hospital who could be cared for in their residential aged care facility, with support from a Hospital in the Home team.

In conjunction with the Multidisciplinary Geriatrics Service, the GRIP team has been able to avoid readmission for 80% of inpatients and avoided re-presentation to hospital in 57% of patients within 7 days.

Residential Aged Care Emergency (RACE) provides emergency public dental care for older people living in residential aged care facilities who are unable to leave the facility to attend a dental clinic because of severe physical, functional or cognitive impairment. This service ensures this group of patients receive appropriate dental care required to meet their health and wellbeing needs.

Prisoners

People in custody are a higher risk population than the general community as prison entrants are two to four times less likely to have seen a doctor in the previous 12 months, compared with about 30% of the general community with a chronic health condition.

The SA Prison Health Service (SAPHS) has a strong focus on ensuring its diabetic patients are

well-managed and educated whilst in the prison environment. A SAPHS program ensures its patients have slightly better results when tested for HbA1c (a blood test used to help diagnose and monitor people with diabetes) compared to the general community.

Consumers with a mental health condition

The mental health clinical program provides inpatient and community care services for mental health consumers aged 16 to 65 and across the central metropolitan, eastern and western suburbs.

The Individual Placement and Support (IPS) program supports people with serious mental illness to find and maintain employment, to promote recovery and social inclusion.

The program resulted in 52% of consumers with a serious mental health illness entering paid employment compared to the national average of 25%.

Two out of three patients with a mental illness were supported to remain at home or access community care services rather than present to an emergency department, thanks to the Mental Health Co-responder in Emergencies initiative (MH CORE) - a joint initiative between SA Ambulance Service and the mental health clinical program.

Care in the community

Comprehensive, accurate, integrated and accessible healthcare records available for clinicians at the point of care ensure the safe management and transition of patient care.

“83% of staff involved in the trial of the discharge summary template recommended roll out across CALHN.”

All inpatient discharge summaries are now sent electronically to a patient's My Health Record, if they have one, enabling patients to see the information provided to their general practitioners on discharge.

CALHN has incorporated feedback from GP's to improve the content of discharge summaries. A standardised medical discharge summary template was trialled, and video-based education developed to embed the changes. Sixty post-implementation surveys with GP's found the template had improved the quality of documentation in the summary, including depth of detail, inclusion and rationale of treatment changes and highlighting any outstanding investigations.

A local improvement project in the acute medical unit resulted in more comprehensive information being provided in the discharge summary. A review found an improvement from 46% to 73% for documentation relating to the changes to medicines that occurred whilst in hospital along with the reason for the change.



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