

Snapshot

Annual summary
2021-22

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



Health
Central Adelaide
Local Health Network





Acknowledgement of Country

We acknowledge that this land we work on is the traditional lands for the First Nations Kurna 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 Kurna and all Aboriginal people today.

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A year across the network

Our people



17,651

Total staff



340

Volunteers



6,823

Nursing
staff



2,182

Medical
professionals



2,605

Allied Health
professionals

In our hospitals



129,313

Emergency department
presentations



55,412

Ambulance
arrivals



52,586

People who went
home on the same day



5,099

Mental health
patients discharged



80,463

Inpatients
discharged



1,327,179

Outpatient
appointments

Across the state

2,450 Hospital in the home admissions

13,164 Refugee Health Service

Hospital Avoidance Supported Discharge Service (HASDS) - Sefton Park

2,679 Patients

20 Patients per day

45% Increase year on year

SA Dental

118,372 children and
205,400 adults visited a SA Dental service

SA Pathology

881,906 SA Pathology requests ordered by CALHN

19,046,579 SA Pathology tests conducted

SA Pharmacy

1,168,981 items dispensed by SA Pharmacy

SA Medical Imaging

311,668 X-rays

34,833 MRIs

5,289 PET Scans

BreastScreen SA

92,631 screening mammograms, with

80,725 of these for clients aged between 50-74 years

A message from the Governing Chair and Chief Executive Officer

Central Adelaide Local Health Network showed determination and resilience while responding to COVID-19 throughout 2021-22, also implementing innovations to improve outcomes for both our patients and our staff.



Raymond Spencer

Chair, CALHN
Governing Board

When the SA borders opened last November, the network was prepared and ready to meet these challenges by adapting services to successfully manage the increased demand on staffing and resources, with CALHN also delivering COVID-19 vaccinations to 30 per cent of the South Australian community.

Our pandemic response came at the same time as we experienced an increase in demand on our services more broadly.

Both these challenges have required flexibility and the adjustment to new ways of working and new models of care to support system preparedness and service delivery. This has included expanding services to help avoid hospital presentations such as the establishment of the Network Operations Centre, the Inter-Hospital Transfer Unit and the

co-responder program for mental health, in conjunction with South Australian Ambulance Service (SAAS) and SA Police (SAPOL).

We have continued to make further gains in our National Efficient Price, which means we are providing better value care to the community as we become more efficient and actively seek opportunities to improve the way we work. This progress allows us to further invest in our vision to become a world-class network and to achieve our vision of being among the top 5 performing health services in Australia and top 50 performing health services globally.

A wonderful third-party endorsement of the positive direction of our recovery journey and our clinical improvements was evidenced by CALHN's success in achieving accreditation against the National Safety and Quality



Professor Lesley Dwyer

Chief Executive Officer,
CALHN

Health Service Standards for a further three years in 2021. The surveyors took note of several CALHN's services, including the work of the Aboriginal and Torres Strait Islander Wellbeing Hub, the Mental Health service and acknowledged CALHN's 'Board to ward' consumer engagement approach.

Research is ingrained in our culture at Central Adelaide and this financial year we again made large inroads towards our aspiration of becoming a world-class research organisation. Having researchers based within our hospital network is vital in making new discoveries and translating treatments straight from lab bench to patients' bedside.

Transforming cancer research, care, support and preventative measures is critically important to South Australia and in May, we welcomed

the \$77 million funding from the Australian Government for the Bragg Comprehensive Cancer Centre.

Prioritising staff wellbeing and investing in our leaders remains key to our future success. CALHN has become one of the first health networks in Australia to implement a world-leading professional behaviours and accountability program, in partnership with Vanderbilt University Medical Centre in the USA.

As we look to the future, we are confident the organisation is undertaking the necessary work to address the challenges before us. Our commitment to excellence and professionalism and our demonstrated ability to deliver responsive, accessible and high-quality patient services remain central to our future success.

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 strive to 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 statewide clinical support services include:

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

Our other community health services include:

- SA Prison Health Service
- DonateLife SA
- Integrated Care

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 convey 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

Key highlights



- First contingent of SA nurses travel to Victoria to support COVID-19 aged care response
- CALHN vaccination outreach program begins assisting Adelaide's homeless



- New high-tech cardio monitoring device LINQ II used for first time at the RAH
- Wayville Mass Vaccination Clinic doubles in size
- CALHN accredited for a further three years
- Hampstead's new geriatric unit opens



- Farewell celebration for staff held at St Margaret's Hospital marking its relocation
- State-of-the-art wheelchair stadium opens at Repat Health Precinct

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER



- Breakthrough faecal transplant trialled by CALHN researchers to ease Parkinson's disease symptoms



- 60 years of research at TQEH celebrated



- SA Pathology's new Biospherix Chamber unveiled

2021



- COVID Care Centre dedicated to treating COVID-19 positive patients in primary healthcare setting opens at the RAH
- CALHN's vaccination program achieves another significant milestone, administering more than 500,000 vaccines



- CALHN introduces internationally-recognised Professional Accountability Program
- CALHN Professor Jeroen Hendriks inducted into International Nurse Researcher Hall of Fame



- Insulin-producing islet cells transplanted into patient's skin in a world-first trial at the RAH

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE



- Construction of the new 5-level clinical services building at TQEH begins
- New 48-bed purpose-built spinal cord injury and brain injury rehabilitation hub at the Repat Health Precinct opens



- Release of CALHN's Aboriginal Employment and Retention strategy
- World-class Care Awards showcase key quality and improvement initiatives from across the network



- First Organ Smoking Ceremony held at the RAH to pay respects to the donor and family of a recently transplanted patient

2022

Responding to COVID-19

CALHN's workforce continued to showcase its versatility and dedication as it adapted to the many challenges associated with being at the frontline of the most significant public health challenge of our lifetime.

The network is proud to have been integral to the safeguarding of our state, with CALHN providing quaternary services for patients with COVID-19 and delivering COVID-19 vaccinations to 30 per cent of the South Australian community.

Two key clinics, the COVID Care Centre and the Long COVID Assessment Clinic, were established to provide multi-disciplinary support to referred patients from the community and bolster our ability to help patients avoid unnecessary hospital presentations. We also assisted other states and regional areas through the deployment of nursing and medical staff to support the broader response.

Many of our clinical and medical teams were mobilised to provide specialist support to at-risk groups, including SA Prison Health, mental health, and those focused on aged care – these are among our most vulnerable patients, and we recognise the outstanding efforts of the staff involved.

SA Pathology's comprehensive network of community collection centres, hospital-integrated laboratories and pop-up collection sites again provided the state with specialist expertise and a scalable and responsive testing service.

The Wayville Mass Vaccination Clinic continued to play a critical role in SA's COVID-19 response and was highly regarded by the public for its commitment to providing responsive, innovative, efficient and client-focused vaccination services.



**Scan the QR code to
watch our COVID-19
response video**

CALHN's COVID-19 key moments



5,831

ED presentations

Maximum COVID-19
RAH ED presentations
in one day was 88 on
8 Jan 2022



80

Outbreak response

Clinicians deployed to
assist the COVID-19
regional response



285

ICU patients

Maximum COVID-19
ICU occupancy was
25 on 16 Jan 2022
at the RAH



3,796

COVID Care Centre patients

Maximum daily COVID-19
presentations was 32
on 29 Mar 2022



2,853

Inpatients

Maximum COVID-19
occupancy was 215
on 18 Jan 2022
at the RAH



Vaccinations

592,000

Total at all CALHN sites

518,000

Total at Wayville

A woman with dark hair, smiling, sitting at a table with a colorful Aboriginal artwork in the background. The artwork features concentric circles and stylized figures in yellow and orange. The woman is wearing a black top and has her hands clasped on the table.

Towards reconciliation

We are committed to working alongside our staff, patients and our partners to improve the health outcomes of Aboriginal people and communities.

Our ongoing reconciliation journey will enable the network and its workforce to better meet the health needs of Aboriginal and Torres Strait Islander people and ensure equitable access to culturally safe healthcare.

We continued to progress the CALHN Reconciliation Action Plan 2020-2022, with achievements including embedding a cultural safety statement into our onboarding process, hosting National Reconciliation Week events, and increasing pathways for health students to access CALHN cadetships and traineeships.

In 2021-22 we released the Aboriginal Employment and Retention Strategy to assist CALHN to nurture and attract Aboriginal employees and better support the wellbeing of our patients.

This strategy outlines four priority areas and initiatives to drive our approach to fostering an inclusive environment where our people can thrive and do their best.

The strategy recognises that creating a culturally strong workforce and increasing representation of Aboriginal people across the organisation and in leadership positions is critical to our reconciliation success.

The network is also already on the journey towards embedding strategies to address the specific actions of the National Safety and Quality Health Service Standards which align with supporting the health needs of Aboriginal people.

The RAH's Aboriginal and Torres Strait Island Wellbeing Hub was among several areas recognised for its excellence during CALHN's organisation accreditation survey in September.

Aboriginal community engagement shaping our services

CALHN Aboriginal consumers are engaged, supported and listened to through multiple channels including patient work, membership of committees, and collaboration with our programs and services.

Aboriginal consumer representatives have a direct pathway to voice ideas, concerns and contribute to improving the experience and outcomes for Aboriginal and Torres Strait Islander peoples and communities.



"Having the Aboriginal consumer reference group is really important because there is a wealth of knowledge sitting around the table. It leads to having a better understanding and seeking knowledge around consumers' needs."

Uncle Frank

Kurna Elder, Aboriginal consumer representative and co-chair of the CALHN Reconciliation Action Plan committee.



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

We are central to the South Australian public health system, and we aim to use our size and strengths to provide world-class care for our consumers and positively influence the health and wellbeing of the community.

Better services for our patients

CALHN continues to improve access to services for our consumers, delivering better healthcare outcomes for the South Australian community.

Over the past financial year, CALHN has continued to take a leading role in the state's COVID-19 pandemic response and in particular support more out of hospital COVID-19 services, such as the state's first and largest COVID Care Centre, providing assessment and treatment for patients.

CALHN has also expanded its service to help avoid hospital presentations including adding a Computerised Tomography (CT) scanner to the Hospital Avoidance and Discharge Support Service at Sefton Park that is reducing presentations to ED and assisting with 7-day support for our most vulnerable in the community.

In addition, our mental health co-responder program - in conjunction with SAAS and SAPOL - opened the Acute Assessment Centre at the RAH, providing specialist assessment and treatment to patients who would have otherwise presented to an ED or be admitted for this specialist care.

Move Through Cancer program benefitting patients

A new exercise therapy program for cancer patients is demonstrating significant improvements in the physical function, strength and fitness of patients as well as greatly reducing their cancer-related fatigue.

Participants in the specialised 8 to 12-week program at TQEH receive an individually tailored program, combining aerobic and resistance training in a group setting.

"Some days I feel I am not even ill. I have my pride back and feel I am more in control of myself again and my cancer. Instead of needing help for so many things, I can now do these again myself."

- Move Through Cancer participant

Physiotherapist Ashleigh said it was satisfying to receive positive responses from so many participants.

"Patients have reported finding a lot of physical, psychological and social benefits from the program and it's really satisfying to receive this feedback," she said.





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

Our medical and healthcare research aims to develop new insights, tackle the growing burden of chronic disease, and provide our patients with access to innovative, evidence-based treatments.

World-first intracutaneous ectopic pancreas trial in SA

In 2021-22, the CALHN Renal Unit undertook a world-first human study to develop an alternative site for islet cell transplantation outside of the liver.

This pioneering procedure has been a success with safety and function in the alternative islet cell site being demonstrated and researchers showing an improvement in blood sugar control and a reduction in insulin requirement by the first patient. Researchers investigated alternative sites to the liver, as about 75 per cent of transplanted islet cells are lost due to the limited supply of oxygenated blood there.

A further two patients are planned for the trial, which is only being conducted at the RAH.

Future success has the potential to open doors for the first in human studies of genetically modified islet cells.



"Let's make history," patient Alec Tibbitts said before the ground-breaking trial.

"(I wanted to be) part of a small step in what could be a life-changing procedure for many thousands of patients."



New heart monitor LINQ II changing lives

Patients who experience strokes with an unknown cause can now be diagnosed earlier thanks to a new high-tech cardiac monitoring device used for the first time at the RAH in November 2021.

Ischaemic strokes are caused by a blood clot, and in around a third of patients with this kind of stroke it is not clear where the clot has come from.

Heart monitoring is required to help determine the cause and has proven valuable in diagnosing atrial fibrillation in around 300 stroke patients at the RAH each year.

Glenys was the first patient in Australia to get access to the new device, known as LINQ II.

She had the device inserted just under the skin on her chest, with Bluetooth technology linking to a smartphone to enable data to be relayed in real time during a cardiac event.

CALHN research statistics:

1,680

Active research projects

Throughout 2021-22 CALHN has supported 1,680 active research projects, of which 50% are clinical trials

155+

New clinical trials

Over 155 new clinical trials began in 2021-22 of which 30% relates to Cancer and 20% to Surgery

2,260+

Patient visits

Over 2,260 patients visited the Clinical Trial Centre, which opened in 2017

500+

Active researchers

CALHN had more than 500 active researchers throughout 2021-22 to help achieve our vision to be a world-class research organisation



**Scan the QR Code to
watch a video about
our Clinical trial centre**



We invest in what matters

We want to ensure our sites are fit for the future and investment continues as opportunities arise.

New era for our Brain Injury and Spinal Cord Injury Rehabilitation Services

New facilities were completed at Repat Health Precinct in 2022 as part of the second phase of the Reactivating the Repat project. This included a state-of-the-art stadium with court facilities and a large exercise physiology gym, new 24-bed brain injury unit and therapy areas, refurbished 24-bed spinal cord injury unit with therapy areas and ambulatory services.

CALHN's Brain Injury and Spinal Cord Injury Rehabilitation Services relocated from Hampstead Rehabilitation Centre to Repat Health Precinct in February 2022.

The precinct continues to evolve with ongoing infrastructure works for a dementia village and surgical facility and completion of a new pharmacy.

The Queen Elizabeth Hospital redevelopment continues

Early works were completed in late 2021 to support the hospital's \$314 million stage 3 redevelopment. This included infrastructure works and upgrades to the main drop-off loop and refurbished facilities for spiritual care, medical lounge, Aboriginal health hub, employee assistance program, SAAS transfer area and the Woodville Road entrance.

A detailed design was completed in 2021 with over 250 stakeholders engaged throughout the design process.

Construction on the new clinical services building began in January 2022 and is scheduled for completion in 2024.

Additional services introduced at Sefton Park

CALHN's Hospital Avoidance and Discharge Support Service at Sefton Park has continued to pioneer new models of care, pathways and partnerships to support patients to avoid unnecessary presentations to emergency departments.

During 2021-22, the service enabled 2,679 patients to avoid an emergency presentation (45 per cent increase from 2020-21), with up to 20 patients per day receiving care.

The Sefton Park facility expanded its service through the addition of a Computerised Tomography (CT) scanner to further alleviate pressure on emergency departments and support our most vulnerable in the community.



Our technology enables excellence

Providing world-class care, enabled by excellent technology, is at the heart of CALHN's strategic ambitions, to drive better health outcomes for our community, and release time for our staff.

Personify Care delivers personalised care for our patients

The roll out of Personify Care, a digital platform for communicating with patients, is providing CALHN consumers with convenient access to their care while also reducing the administrative burden on our frontline healthcare workers.

COVID-19 has instigated the move toward virtual healthcare delivery and Personify Care has provided an innovative solution to ensure patients receive comprehensive information that is timed specifically for each individual patient.

The platform enables the delivery of personalised and accurate patient appointments, digital clinical patient information, an individualised electronic consent process, as well as the ability to measure patient experiences for continuous quality improvement resulting in an enhanced patient experience.

Ainsoff real-time patient monitoring

The RAH and TQEH became the first public hospitals in Australia to implement a real-time data monitoring system to provide advanced warnings to medical staff of patient deterioration.

Experienced medical doctors and computer scientists developed the state-of-the-art Ainsoff system to monitor patients in the way a senior clinician would.

It monitors changes in blood pressure, heart rate, respiratory rate, oxygen saturation, temperature and renal function, and delivers a tailored text message to nursing shift coordinators with a summary of the patient's vital signs, their location and their risk of deterioration, allowing clinical staff to intervene sooner.





We attract and foster world-class talent

Our objective is to be globally recognised for the exceptional care our workforce provides and for our strong culture where people want to perform at their best.

People First Strategy supporting our workforce

The People First Strategy was developed to support CALHN in achieving our strategic ambition to become a place that attracts and grows world-class talent and become one of the top five performing health services in Australia and one of the top 50 in the world by 2025.

CALHN's workforce helped shaped the direction of the strategy, along with input from our external partners and national and international research.

New approach to nurse recruitment and orientation

CALHN undertook a large-scale recruitment campaign for nursing staff, as part of our commitment to providing world-class care to our patients. About 325 nurses were recruited using a centralised team to deliver a more efficient recruitment process with an improved candidate experience through the selection and onboarding process.

CALHN also delivered an innovative and comprehensive week-long orientation program for more than 210 new nurses and patient assistance officers, demonstrating the network's preparedness to do things differently.

Participants received an introduction to CALHN's clinical procedures and processes, including blood and clinical transfusion practices, cannulation and venepuncture, infection control and Aboriginal cultural learning to ensure that they were "ward-ready" upon beginning their new positions.

The orientation occurred over five days and was delivered via a virtual classroom for at-home online learning as well as in-person interactive hands-on training.

World-leading Professional Accountability Program launched

CALHN became the first health network in Australia to partner with the world-leading Vanderbilt University to implement a tailored professional behaviours model for our medical workforce.

At the core of this program is the ability to identify and respectfully share feedback with peers or co-workers of unprofessional behaviours that do not align with the values of the organisation, allowing self-reflection and personal alignment with CALHN's culture of safety and excellence.

It also provides a framework to define critical standards of safety and professionalism, and address behaviours that undermine them, while promoting the positive behaviours occurring within the network.

The program launched in May 2022 with the establishment of a new reporting system and triage function, along with 60 trained peer messengers to deliver feedback under a 'cup of coffee' approach.



"It will encourage a cultural change, helping CALHN develop a lower stress, collaborative working environment, that delivers efficient and safe patient care"

– Dr Kay Hon, Vascular Surgery Registrar



We attract and foster world-class talent

Our people are central to delivering world-class care to South Australians.

Australia Day Honours:

Dr Trudy Lin, *SA Dental Special Needs Dentist*,
2022 Young Australian of the Year.

Sarah Moore, *SA Pathology*, Public Service Medal (PSM).

Queen's Birthday Honours:

Dr Michelle Kiley, *RAH Director of Epilepsy Services*,
Member (AM) in the General Division.

Andrew Lawrence, *SA Pathology*, Medal (OAM) in
the General Division.

A/Prof Thomas Dodd, *SA Pathology Clinical
Services Director*, Public Service Medal (PSM).

Maria Tarzia, Medal (OAM) in the General Division.

SA Health Awards:

**CALHN Cardiothoracic Surgery and Plastic
and Reconstructive Surgery Units**,
3D Printed Sternum Replacement,
Minister's Research and Innovation Award.

**Central Northern Adelaide Renal and
Transplantation Service**, *The Dialysis Start
Program*, Improving Safety and Quality Award.

CALHN World-class Care Awards:

Nicole Jones, *Heart and Lung Program Delivery
Manager*, Patients as partners category.

Dr Phan Nguyen, *Lung Volume Reduction with
Endobronchial Valves for Severe Emphysema
project*, Integrated healthcare category.

**Katy Lockwood, Ashleigh Powell and Leigh
Rushworth**, *Move Through Cancer program*
Keeping people healthy and safe category.

Elizabeth Kraft, *Cancer and Allied Health*,
Improving safety and quality category.

Partnering with our consumers

This year at CALHN, more than 100 consumer advocates and representatives have participated in a range of activities with our clinical programs to improve our services.

Our consumer partnering activities create an ongoing two-way conversation with consumers with recent lived experiences and key stakeholders about their healthcare needs and expectations, helping CALHN to plan and evaluate our systems by incorporating the group's unique perspectives.

Linking with the community organisations through our Community Connector forums has prompted a series of projects to better meet the needs of the diverse consumers CALHN serves and improve their healthcare experience.



"My involvement in hospital life has opened my eyes to the amazing work being done by so many staff in so many areas of the health system, in the way of projects and improvements, and I am thankful to be able to assist in a small way in this ongoing work."

– Kay Bruce, ICU Consumer Advocate

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