

Healthy hospitals

WA Country Health Service

The WA Country Health Service is committed to providing a range of quality health care services, and improving efficiency and access to hospital and health services for the community through the ongoing implementation of the regional network model.

Regional Resource Centres and Integrated District Health Services supported by formal linkages with metropolitan hospitals form the foundation of a network ("hub and spoke") to support local and remote health services in towns, small communities and settlements. This includes a significant hospital building and capital redevelopment program and will result in the better alignment and integration of services to create sustainable rural models.

Healthy hospital priorities include:

- developing the necessary infrastructure to meet the current and future health needs of country communities
- building the capacity of Regional Resource Centres
- developing Integrated District Health Services
- networking health services in smaller towns and strengthening their focus on primary health care.

Mental Health

A Project Control Group (PCG) and User Groups have been established in the South West to progress the expansion of the Acute Psychiatric Unit to 33 beds, and the relocation and construction of a purpose-built community mental health clinic to the Bunbury Health Campus. The design and consultation phase for these projects was finalized in 2005-06. Construction will commence in October 2006 with completion scheduled for August 2007. A new mental health clinic in Margaret River was also opened during the year.

During 2005-06 the South West introduced a common psycho-social risk client screening program in all hospitals and community health services. This screening process assists

clinicians in the assessment, documentation and referral of people presenting in distress or with psychosocial problems.

Busselton Hospital

A comprehensive consultation process with the Busselton community was commenced regarding the site for a new Busselton Hospital. The consultation process was conducted from December 2005 through to March 2006. A final report was compiled as part of the overall assessment process for determining the new hospital location.

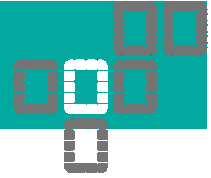
At the existing Busselton Hospital, security arrangements have been improved with the introduction of a secure single point of entry, ensuring a safer work environment for all staff, particularly at night. Staff rostering changes made during the year ensuring two nursing staff are on duty in the emergency department at night has also improved security arrangements.

The review of the care of women in labour in line with King Edward Memorial Hospital policy resulted in a business case submission for the purchase of electronic foetal monitoring equipment. This proposal has been approved and the equipment purchased with appropriate training for all staff provided.

During 2005-06 the construction of a bathroom in the labour ward at the hospital was completed. This will enhance the labour ward facility and improve the quality of care relating to midwifery. A two-bed room has also been converted into a family room at the hospital also improving services for maternity clients.

Margaret River Hospital

The \$3.4 million redevelopment of the Margaret River Hospital has progressed, and is scheduled for completion by November 2006. Security at the hospital site has also been upgraded with additional lights and security cameras. A permanent security guard is present after hours, with this arrangement commencing in October 2005.



Healthy hospitals

Harvey Hospital

With financial assistance from a bequest, the aged care wing of the Harvey Hospital has been refurbished. The Harvey Yarloop district also implemented the HealthDirect maintenance systems and conducted a review of services against EQuIP standards.

Australian Council on Healthcare Standards

In September 2005 the South West was awarded the ACHS accreditation certificate applicable to all public health services and facilities.

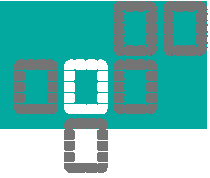
Donnybrook Hospital

Donnybrook Hospital identified the management of discharge medications as a risk through the Australian Incident Management System (AIMS). A printer has been installed in the ward area for use by the Visiting Medical Practitioners enabling surgery notes and appropriate medication information to be provided to patients at discharge.

Wellington District Risk Management

A review of adverse or potentially adverse event reports generated by the district's risk management processes, was conducted in 2005-06. The reviews included Root Cause Analysis and have expedited the implementation of the psycho-social risk assessment for all clients presenting with distress to South West emergency departments. The review has also identified issues with consent and medical documentation applicable at all sites. A new peri-operative check-list has been developed in response to the review's findings.

Achievements and highlights



Healthy workforce

The WACHS is committed to providing and promoting a healthy working environment, inspiring and enabling staff to participate in the "Delivering a *Healthy WA*" and "*Country Health Service Review*" agendas. It is essential that the health system have appropriate workforce planning tools to enable the system to prepare the workforce to meet demand, to minimise workforce shortages, to ensure opportunities are provided for professional development, and ensure that a high standard of knowledge and skills is achieved and recognised.

The WACHS workforce priorities include:

- strengthening access to specialist services within rural areas
- developing sustainable services that respond to workforce shortages and changing community expectations
- enhancing workforce attraction and retention initiatives
- introducing nurse practitioners and other different models of service delivery;
- supporting general practitioners to provide procedural services
- developing the clinical training capacity for the WACHS, including undergraduate, graduate (prevocational) and post graduate professional streams
- enhancing vocational training opportunities within WACHS, including traineeships apprenticeships and cadetships
- expanding the use of telehealth for workforce development.

Staff Forums

During 2005-06 the South West conducted a series of staff forums to consult with, and keep staff informed about, the strategic direction for health services in the South West.

Community Health

The South West implemented a training program, "Family Partnerships", to improve the skills of staff in the area of communication with families. This program is supported as essential training for all Bunbury-based community health staff working in paediatrics.

Mental Health

Additional staff were recruited to provide the equivalent of three full time positions for the adult community mental health program, one full time position for the child and adolescent community mental health program, and 1.5 full time positions for medical staff. These positions are supported by State Mental Health Strategy funding.

Midwifery and Surgery

Midwifery and theatre staff from Margaret River and Busselton Hospitals were seconded to the Bunbury Regional Resource Centre for professional development in midwifery and surgery.

South West Population Health Unit

A rise in the number of chlamydia cases reported to the South West Population Health Unit (SWPHU), led to one of the Unit's public health nurses undertaking a Sexual and Reproductive Health Nursing Certificate. This will assist the unit to provide best practice follow-up (management and contact tracing) of clients, and provide education to other health personnel.

Community Mental Health

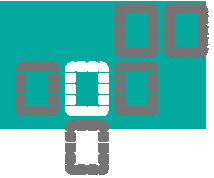
Opportunities to participate in aggression management and Behavioural Emergency Response Training (BERT) have been provided to all community mental health staff.

Warren Blackwood District

The Warren Blackwood district has promoted professional development for staff and their participation in research and development activities. The district has worked to support a health culture amongst staff that promotes "healthy communities".

During 2005-06 the district has continued staff performance management programs, conducted regular staff meetings, supported staff training programs, and ensured that policies, procedures and operational circulars are provided to all staff members. Provision is via personal contact, where appropriate, and via electronic media for general information dissemination. The district has developed benchmark levels for staffing and for the skills needed across operational areas.

Achievements and highlights



Healthy partnerships

During 2005-06 the WACHS has continued to increase its focus on creating stronger links and partnerships with other government agencies, non-government organisations, consumers, community groups, private providers, health professionals and the Australian Government, all of whom have an interest in the well being of our health system. The role and function of District Health Advisory Councils has been strengthened to maximise local participation and decision-making.

Strategies to strengthen our partnerships with the community, consumers, and other providers include:

- encouraging and supporting input into advisory forums for service planning, monitoring and review
- establishing mechanisms for community feedback on services
- developing formal Memorandums of Understanding with other service providers.

Community Health

During 2005-06 the South West has progressed development of school health service agreements with the Bunbury and Warren Blackwood Education Districts in line with the Statewide Memorandum of Understanding (MOU) between the Departments of Health and Education and Training (DET).

A partnership arrangement has also been developed with St John of God Health Care Bunbury, to improve the transition of newborn babies to child health services in the community.

Community health services have also facilitated the establishment of the South West Men's Information Network. The Network is a multi-agency group working to provide appropriate information and resources, strengthen or build networks and partnerships, and empower community capacity for improving and enhancing men's health, relationships and overall wellbeing.

Direct Care

Regular meetings have been initiated with the leadership and staff of the South West Divisions of General Practice. Liaison with the Divisions provides opportunities to develop health programs, particularly in 2005-06 for asthma and indigenous health.

The South West Direct Care Directorate has supported the Mental Health Consumer Advisory Group's participation in all aspects of direct care service delivery. This has been especially evident with regard to the Project Control Group for expansion of the Acute Psychiatric Unit and for the Community Mental Health clinic development. The Directorate has also initiated the involvement of key human service agencies in the development of the Bunbury and Busselton Community Residential Support Units for patients with long-term mental illness.

Health management in the South West is represented on the State School Leavers planning process at both regional and district levels, an initiative coordinated by the Office of Crime Prevention, and is a member of the South West District Emergency Management Committee and a number of Local Emergency Management Committees.

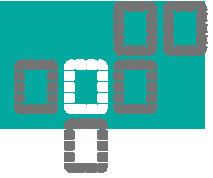
Non- Government Service Contracts

During 2005-06 the Department of Health devolved the management of a number of non-government organisation contracts to the WA Country Health Service. Health services delivered and managed locally under these contracts include pain management, oncology treatment, palliative care, renal dialysis and community care. These contracts are now managed locally. During the transition period South West staff have worked to develop the contract partnerships with these non-government providers.

Leeuwin District

The Leeuwin district manager took part in the School Leavers symposium in March 2006, and is a member of the Silver Chain Advisory Committee, the Hospital Auxiliary and the Local Emergency Management Advisory Council (LEMAC).

Achievements and highlights



Healthy partnerships

Wellington - Cancer Care Project

The Wellington Cancer Care Coordination Project, funded by the WACHS (Collie Hospital), has employed a registered nurse with oncology qualifications and experience to provide a cancer care coordination service for clients in Harvey, Collie and Donnybrook. The specialist nurse provides an advocacy, information and support role linking clients with all available services, and increasing communication between the service providers.

The nurse liaises with the local GPs, allied health, community and home nursing services to ensure that cancer clients are receiving a coordinated response to their current health needs. The project links into the Patient Support Coordinator, recently employed by the Cancer Council WA for the Wellington area. The project was developed as part of a "Healthy Communities" initiative, and is supported by an inter-agency group including WA Cancer Council, Silver Chain and local general practitioners.

Wellington - Aged Care

Staff of the Wellington district developed a collaborative partnership with local aged care providers. This partnership has enabled the development of prompt service delivery and effective communication for aged care clients, often preventing a crisis in care requirements and anticipating clients' needs in a timely manner.

Augusta District

During 2005-06 the Augusta district continued the development of its partnerships with the Department of Community Development, the Shire and the local RSL to provide occasional care, adult day care and transport services for Augusta residents.

Collie Indigenous Affairs Network Group

The Collie district manager is a participant in the Department of Indigenous Affairs Networking Group for Collie. This is a new forum and has improved communication with the local indigenous community.

Harvey Yarloop District

The Harvey Yarloop district maintains a liaison network with local community and professional groups such as the Silver Chain Association, St John Ambulance, LEMAC, mental health professionals and local general practitioners. They have also entered into partnerships with local secondary and tertiary education institutions to provide work experience and training.

South West Population Health Unit

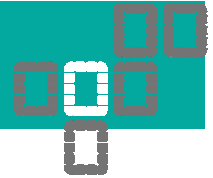
During 2005-06 the South West Population Health Unit (SWPHU) initiated and coordinated a number of activities contributing to the WA Cervical Cancer Prevention Program including working with several key partners to provide health promotion for the "WA Cancer Prevention Smear Month". This campaign also addressed the female general practitioner shortage in Collie. Nurse Pap smear providers worked in partnership with local GP practices to provide extra clinics during the campaign period.

A similar service was offered to women attending the SW Women's Health and Information Service promoting Pap Smear month. Shopping centre displays and education sessions were held in a variety of community, NGO and health sites around the South West. Health promotion strategies include public education through face-to-face contact, the dissemination of posters, pamphlets, and media coverage facilitated through the SWPHU.

South West Aboriginal Medical Service

The emerging and positive partnership developed with the South West Aboriginal Medical Service (SWAMS) continued in 2005-06. South West health staff provided support and assistance to the SWAMS to provide its annual Influenza and Pneumococcal Program in 2006. This included supervision of SWAMS personnel during the clinics and training of a SWAMS nurse to gain an immunisation certification.

Collie has been selected for participation in an early childhood project for indigenous communities, funded through Rio Tinto and the Department of Premier and Cabinet.



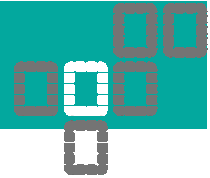
Healthy partnerships

Road Safety

During 2005-06 the South West continued its participation in the "Peel and South West Regional Road Safety Coordination Group". This group comprises representatives from regional bodies such as Police, Departments of Planning and Infrastructure and Main Roads, RoadWise, Royal Automobile Club of WA and the Office of Road Safety. The group examines road safety issues and the circumstances of road trauma, for example those issues relating to alcohol use across Peel and the South West, and develops road safety strategies for consideration.

Regional Therapy Team

The partnership with the Disability Services Commission continued in 2005-06 providing a Regional Therapy Team for the South West focusing on delivering services to meet the speech, physiotherapy and occupational therapy needs of people with severe disability.



Healthy communities

Improving the health of rural communities is a priority for the WACHS. Work focuses on activities that influence the health of individuals as well as the whole population. It includes improving lifestyles, the prevention of ill health, and the implementation of long-term, integrated health promotion programs. These initiatives involve collaboration with government and non-government agencies, general practitioners and community groups. Priority is given to the improvement of community-based chronic disease management and expanding equitable and accessible services in the community.

The WACHS's priority is improving the health of people in country communities by focusing on:

- aboriginal health
- mental health
- alcohol and drug abuse
- maternal and child health
- chronic diseases
- patient transport and coordination
- strengthening transport linkages between all parts of the rural health system
- coordinating and strengthening the aero-medical transport service
- providing better support to the road ambulance service and the volunteer ambulance officers
- improving the coordination of and support for patients in transit
- improving community and residential care services to better meet the needs of elderly rural residents.

Mental Health

Successful public consultation processes have been completed for the development of Community Supported Residential Units for people with mental illnesses in Bunbury (15 beds) and Busselton (10 beds). It is expected that construction of these units will commence in late 2006.

South West Community Forum

The South West sponsored the "South West Community Forum for Health: 2005" from 24-26 October 2005. The forum was based on the concept of building a long-term and

mutually beneficial community partnership between the region's consumers and health services. Around 240 health consumers, health advocates, service providers and health workers from across the South West attended the 3-day event held in Busselton.

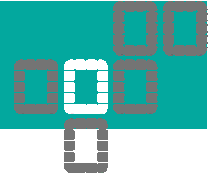
The first day was an innovative Citizen's Jury briefed to identify a set of key values and principles for the ensuing forum to use as the most critical considerations in the provision of the region's health services. Days two and three were the community forum. The program consisted of mainly plenary sessions involving all participants (including a welcome, keynote addresses, a presentation of the citizens jury outcomes and plenary discussions) and facilitated breakout group sessions.

Busselton - HealthyLink

The South West is making a significant contribution to health services for people with chronic conditions through a mix of innovative chronic disease management interventions. South West HealthyLink is a demonstration project being offered to people in the Busselton community to trial new ways of delivering care to adults with type 2 diabetes and /or chronic heart failure and related cardiac conditions. The South West HealthyLink program includes:

- a telephone based coaching/mentoring program providing support and education to enrolled participants
- a six week self management program designed to help people with chronic conditions gain self confidence in their ability to control symptoms
- HeartMoves - an exercise program designed for people with cardiac and other chronic conditions
- individually tailored services provided by South West health staff for people with high care needs.

This project commenced in early 2006 and will be completed in August 2007.



Healthy communities

Wellington District

The Wellington community in partnership with GPs Down South developed a MOU to cover credentialed nurses working in general practice to improve the access of women to Pap smear screening during the Pap Smear Screening Campaign May-June 2006. This agreement has greatly improved access in the community and ensured women have an acceptable local service option.

During 2005-06 the Wellington district initiated the provision of some allied health services from the South West Aboriginal Medical Service in Collie. It is anticipated that this arrangement will improve access to services for indigenous clients by delivering services in a more culturally appropriate setting.

Harvey Yarloop District

Local community health staff participated in community health promotion activities such as diabetes forums, community exercise programs and the annual "Community Walk for a Daffodil" for cancer research and support.

Population Health

During 2005-06 the South West Population Health Unit completed a number of tasks including:

- updating South West population profiles, preparing a health profile for Busselton
- contributing to the development of a Chronic Disease Management Program for heart failure and diabetes
- supporting Stage 1 "*South West Suicide Prevention - Understanding and Building Resilience Program*"
- recommenced the "Stay on Your Feet" initiative throughout the South West supporting health promotion activities for School Leavers Week.

Speech Pathology

The South West speech pathology service successfully implemented the "Wilstaar program", a language acceleration program for babies with the aim of preventing speech and language delays.

South West Regional Pandemic Plan

South West public health nurses were involved in development of the South West regional pandemic plan, in line with the "WA Management Plan for Pandemic Influenza". A key strategy was pandemic influenza education for staff at all sites across the South West. Additionally, public health staff coordinated and assisted with the annual staff influenza vaccination program.

Needle and Syringe Program

Public health nurses have continued to provide support and coordination for the Needle and Syringe Program. This includes liaising with site coordinators and the Sexual Health and Blood Borne Virus Program staff, and recruiting and training staff to provide services at a local level.

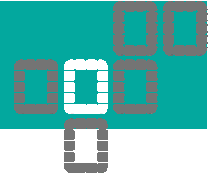
South West Beginnings

Since January 2004, the "Pregnancy, Newborn and Early Childhood Program" has focused on identifying where improvements in services are needed across the continuum of care, from the perspective of new mothers/parents. This has led to the development of a four-stage project. Stage one, implemented in 2005-06, focuses on a new and improved process for linking new mothers/parents and their newborns with their local child health nurse to enable better access to appropriate health care in the very important early weeks at home.

In response to feedback from new mothers / parents, the South West has developed a new postnatal information package, designed to provide all new families with fundamental information for the birth to 8 weeks period. This information package has been designed to meet a minimum standard and begins with the information and education provided by midwives in hospital. It will compliment the new purple Personal Health Record (PHR).

Bunbury Community Health

Bunbury community health staff are working with a local support centre for homeless people to develop a health promotion program.



Healthy communities

Immunisation Programs

The annual Year 7 school immunisation program was coordinated by the South West Immunisation Coordinator, and conducted by community health services at 78 South West primary schools. Students are offered four injections during two visits to each school to receive free vaccination against Varicella, Hepatitis B, Pertussis (Whooping Cough), Diphtheria and Tetanus.

Suicide Prevention

During 2005-06 support was provided to the "Understanding and Building Resilience in the South West" project. This project, initiated by the Injury Control Council of WA, is the first stage of a plan outlined by the Suicide Taskforce in 2004-05. The project aims to implement the recommendations produced from the evidence-and community-based Taskforce report, and provides a road map to building resilience and thereby, reducing risk factors for suicide in the South West.

Falls Prevention

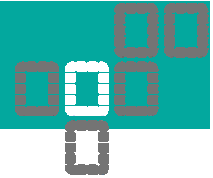
The South West continues to provide falls prevention through "Stay on Your Feet" programs throughout the South West. Program planning in 2005-06 was aligned to the new action plan framework for falls prevention provided by the Department of Health, and incorporated local priorities and issues.

Nutrition

The South West is also involved in regional dietician networks and has co-authored a "Healthy Communities - Putting Nutrition on the Agenda" presentation for the 2005 National Dieticians Association of Australia Conference.

Hillview Residence

The provision of residential care at Hillview in Collie is being transferred to the private sector in accordance with standards compliance for Commonwealth and State Aged Care Services. A project control group was established to ensure the smooth transition of 26 nursing home type patients to the private sector in Collie in 2006-07.



Healthy resources

The health reform program aims to achieve sustainable, equitable and accountable health care service delivery to all communities and is therefore a key priority for the WACHS. The principle focus is on sustainable resourcing and effective management of health budgets. Accountability for health system performance and best practice management of assets in order to deliver the best health benefits will be a priority. This will include a continuing focus on safety and quality in our health care services.

Strategies to ensure services are provided in the most cost effective manner include:

- benchmarking
- reviewing the way medical services are provided
- increasing our revenue
- supporting and increasing the range of privately insurable health services available to rural communities.

Corporate Services

During 2005-06, the South West transitioned some of its corporate services to the new statewide shared service model of service delivery. This included moving a number of functions such as human resource management and supply services and their related personnel to the new Health Corporate Network (HCN).

Subsequent to the integration of the South West Area Health Service with the WACHS in December 2005, a number of other corporate services have been restructured to meet the service needs of the new country Area Health Service. In particular, some services have been realigned from the previous functional model to a site management model of service delivery. Corporate services now being managed under the site model include: catering, linen, orderly and cleaning services. Medical Imaging, pharmacy and sterilising services continue to function as a regional service.

Internal reforms and expenditure reduction strategies have continued subsequent to the formation of a unified WACHS. The South West Corporate Services, and Finance and Infrastructure Directorates were amalgamated in June 2006. Corporate service overhead costs continue to be monitored with a view to maximizing the funding available for clinical and community services.

Medical Imaging Services

The South West has commenced re-structuring Medical Imaging services with a view to developing internal capacity. This will ensure infrastructure is put in place to provide hospitals with timely access to imaging reporting.

Augusta Multi Purpose Service

During 2005-06 the Augusta Multi Purpose Service received additional funding for social support and respite care services.

Hospital Sterilizing Services Unit

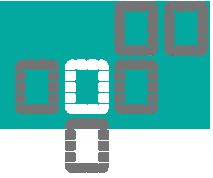
During 2005-06 the South West Hospital Sterilizing Services Unit (HSSU) underwent an in-depth review of procedures and methodologies by a consultancy organisation. A number of recommendations for service improvements have been made by the consultants and implemented by health services in the South West.

Mental Health

During 2005-06 the State Government committed \$2.8 million in recurrent funding to staff the expanded Acute Psychiatric Unit located at Bunbury Regional Resource Centre.

Busselton Hospital

In October 2005 the State Government announced an allocation of \$65 million for the replacement of Busselton Hospital.



Healthy leadership

Creating an environment that identifies, nurtures and promotes strong leadership at all levels within rural health care services and the community, is vital to the effectiveness of the health system into the future. The WACHS focuses on recognising, developing and supporting our leaders in order to create a superior health care service and ensure that all strategic directions move forward.

Our priority is to create strong leadership and a shared vision for excellence through:

- complementing the "WA Health Leadership" programs with additional WACHS initiatives
- strengthening corporate and clinical governance
- the accreditation of our health services.

SWAHS/WACHS

The integration of the South West Area Health Service with the WA Country Health Service in December 2005 has provided an opportunity to develop and implement unified strategic approaches to the provision of health services across all rural areas. Greater leadership opportunities are available to staff within the expanded health service.

Workforce Support and Training

During 2005-06 senior health service managers have been offered participation in personal development programs focusing on developing and improving leadership competencies and team-work skills. The South West also supports the participation of a number of staff members in the Department of Health "*Leading 100*" and "*Vital Leaders*" programs promoting overall Healthy Leadership.

A succession plan has been developed for alternating staff through senior and executive positions. The Direct Care Directorate completed an organisation-wide restructure, with its seven district managers designated responsibility for leading health gain in their localities.

The South West gives the highest priority to safety and quality of patient care, and safety in the workplace. Accordingly, a culture of incident and identified issue reporting is actively cultivated amongst staff through the Australian Incident Management System or the Occupational Safety and Health reporting system. Staff members are assured that every incident is investigated to improve services to clients and staff.

Mental Health

During 2005-06 the South West Mental Health Service established positions for a Clinical Director and Regional Manager for mental health services in the South West. Recruiting for these positions has commenced.

Continuing Education Opportunities

Postgraduate studies at Masters and Graduate Certificate level were provided for senior South West staff during 2005-06. Senior staff can also participate in locally facilitated leadership programs led by Edith Cowan University (ECU). The ECU also assisted the South West health service staff to facilitate opportunities for members of the Executive Management Group to transfer across portfolios. In particular, the Naturaliste District Manager was provided with an opportunity to undertake professional development placement at Curtin University to gain management and leadership experience in another sector.