

## Healthy hospitals

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### 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.

### WACHS - Pilbara

Funding for stage 2 of the replacement of the Port Hedland Regional Resource Centre was increased in December 2005 to \$90 million. The business case for this project including accommodation schedules, master planning and cost analysis, is being finalised.

The construction of Karlarra House, a 56-bed residential aged care facility in South Hedland, is continuing with completion scheduled for September 2006.

There has also been a review of options for a private medical model in Exmouth involving the reconfiguration of medical services.

### WACHS - Goldfields

Service development planning has commenced to support capital investment in health facilities in the Kalgoorlie Regional Resource Centre and include upgrading community and mental health, emergency and medical imaging, specialist medical services and renal dialysis.

The Esperance Hospital emergency department has been re-modelled providing a dedicated entrance, improving accessibility and privacy for patients, and increasing safety and security for staff.

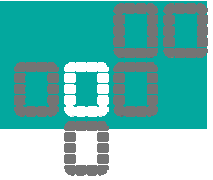
A comprehensive emergency planning project has been completed with the preparation of emergency manuals for all facilities across the Goldfields. The manuals outline procedures for all emergency situations including any business continuity plans to be implemented in the event of major service failure. A plan has been prepared for monthly emergency exercises to ensure that the plans are regularly tested and updated.

### WACHS - Midwest

The new Geraldton Health Campus was completed in 2005-06. The complex process of transition was accomplished with minimal impact to patients and staff, as was the demolition of the old building. The Premier opened the new facility in May 2006.

During 2005-06 an Emergency Response and Disaster Preparedness Committee facilitated the development of a Midwest Emergency Management Strategy, in line with WESTPLAN (the State Emergency Management Response Plan). Local emergency plans have been reviewed and updated and have been made available on the Department of Health Intranet, along with online education and training programs.

# Achievements and highlights



## Healthy hospitals

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During 2005-06 the Geraldton Regional Resource Centre continues to plan for the implementation of the Picture Archiving and Communication System (PACS). This technology provides a framework for viewing and analysing all types of diagnostic images, and furnishes an efficient method for communicating results to referring clinicians.

### WACHS - Kimberley

During 2005-06 the Broome Regional Resource Centre commissioned a purpose built facility to house the new 16-slice Computer Tomography (CT) scanner.

The new \$8.7 million Halls Creek Hospital opened in October 2005, with eight inpatient beds and four boarder beds. The redevelopment included three new staff accommodation houses, which is an important initiative for recruiting and retaining clinical staff in Halls Creek.

Construction has commenced on the \$6.8 million redevelopment of Kununurra Hospital. Redevelopment will provide six new acute beds, additional medical consulting rooms, a remodelled emergency triage area, new workshops and remodelled stores, a new laundry, and a two-chair public dental clinic in a new primary health care building.

The Aged Care Standards and Accreditation Agency has accredited the ten bed high care Kununurra aged care facility for a period of three years. This facility opened in March 2005.

### WACHS - Wheatbelt

The newly upgraded Quairading Hospital accident and emergency department was opened on 29 September 2005. This project was made possible through the generous support of a private benefactor who contributed approximately \$1 million toward the project cost.

Stage one of the new Moora Hospital was completed in February 2006. Stage two is due for completion by October 2006.

The Wheatbelt Aged Care Unit was established in 2006. The primary role of the Unit is to

provide support to service delivery staff in the Wheatbelt to enable the delivery of 'best practice' care for the aged in their homes and in community and residential settings.

Mental health services were expanded to include a new base in Gingin servicing the western and coastal parts of the Wheatbelt. The facility has private therapy rooms and telepsychiatry facilities.

### WACHS - Great Southern

Following consultation with relevant stakeholders the construction of a number of community supported mental health residential units has been approved for Albany. These will provide 24-hour support for residents.

During 2005-06 a section of the Katanning Hospital was redeveloped to accommodate community health staff. In addition, two new defibrillators and a new anaesthetic monitor were acquired.

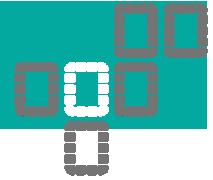
Planning for the new Denmark health and aged care facility continued. The schematic design has been prepared and the new facility is scheduled for completion and occupation in early 2008.

During 2005-06 additional extended care nursing hours were provided in Kojonup to avoid hospitalisation for aged clients and minimise length of stay. The district also organized the transfer of the Well Women's Clinic to a local doctor's surgery capitalizing on more frequent services provided by Royal Flying Doctor Service's female doctor and avoiding duplication.

Plantagenet Cranbrook Multi Purpose Service (MPS) has been operating for one year and this service model has enabled the delivery additional home-based services in the Shires of Cranbrook and Plantagenet.

The employment of a medical pre-admissions nurse at Plantagenet Hospital has resulted in improved assessment and care planning for general medical patients, the fast tracking of admission to hospital, improved patient care and a reduction in average length of stay.

# 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.

### Recruitment

The WACHS has had success with the recruitment of a number of clinical and support staff. These positions enhance leadership and clinical practice throughout the health service:

#### WACHS - Pilbara

The Pilbara has recruited a specialist anaesthetist and a coordinator of Medical Specialist Services as well as appointing a Regional Medical Administrator.

#### WACHS - Goldfields

During 2005-06 the Goldfields has increased the number of salaried medical practitioners appointing a public health physician and a

general physician, an obstetrician / gynaecologist, a surgeon, a senior psychiatry medical officer and a Regional Director of medical services. Other clinical appointments completed included a podiatrist to meet a long-standing need for public podiatry services in Kalgoorlie and the filling of several long-standing vacancies for mental health professionals in the Kalgoorlie-Boulder Community Mental Health Service.

#### WACHS - Midwest

The Midwest appointed a Medical Director strengthening medical leadership. Recruitment strategies adopted by the Midwest have resulted in near optimal practitioner levels.

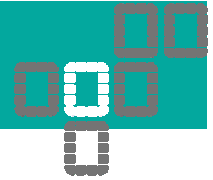
A new paediatrician has been appointed to the Geraldton Health Campus enhancing safety and specialised care for sick and premature babies. Medical Specialists Outreach Assistance Program (MSOAP) funding has supported the expansion of paediatric services to the Murchison district.

#### WACHS - Kimberley

During 2005-06 a number of allied health positions were created including an additional occupational therapist and an additional speech pathologist for Kununurra/Wyndham. Positions for a social worker, dietician and podiatrist were created, with the social worker and dietician recruited.

The number of Aboriginal Health Workers (AHW) in remote areas has been increased under the Population Health Care Access Program (PHCAP) with six appointed AHW positions (four permanent and two temporary), and another six reception/administrative positions (four appointed permanently). A senior Aboriginal Health Worker has also been employed to focus on promoting healthy lifestyles for Aboriginal men and women.

# Achievements and highlights



## Healthy workforce

A new regional senior public health nurse position targeting viral hepatitis has been established and filled.

A number of community midwife positions have been established and experienced midwives recruited in the five major Kimberley centres.

The Kimberley has also been successful in recruiting two additional Indigenous Mental Health Workers and is in the process of establishing a senior clinician position for the Child and Adolescent Mental Health team.

### Leadership (Professional Development)

The WACHS participated in the Department of Health's "*Leading 100*" and "*WA's Emerging Health Leaders*" programs, with twenty employees successfully completing the program.

The "RoStar" staff rostering system has been successfully implemented across a number of sites in the WACHS.

There were also a number of other significant employee training and skills development programs:

### WACHS - Midwest

The initiative "Ocean to Outback Graduate Nursing Program" is promoting the rotation of graduates between sites in the Midwest. This program has resulted in an increased scope of practice for graduate nurses, an exposure to different learning opportunities and guaranteed placements for enrolled and registered nurse graduates within the Midwest.

Midwest sites have implemented a "Health Promoting Health Strategy" targeting in the first instance, the development of a healthy workforce. Initiatives supporting anti smoking strategies, promoting good diet and exercise, and observing respectful partnerships are provided in many sites.

A management enhancement training program supporting skills enhancement and development across the Midwest has also been introduced during 2005-06.

### WACHS - Kimberley

A Human Resource Quality Management Committee sponsored by the Regional Director was established in 2005 to ensure compliance with the Australian Council on Health Care Standards (ACHS) EQUIP. The work of this committee promotes continuous improvement and best practice methods in the workforce.

During 2005-06 the Kimberley Aged and Community Care Service developed a recruitment DVD/video targeting potential remote area HACC coordinators and encouraging participation of people who may have low literacy levels. The service has also instigated an indigenous traineeship program.

### WACHS - Great Southern

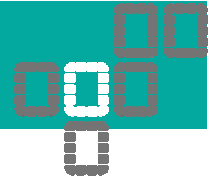
The Great Southern is an active participant in the "Community Development Employment Program" (CDEP). The CDEP is funded for Indigenous community organisations in urban, rural and remote Aboriginal and Torres Strait Islander communities to promote employment and work practices to meet local needs. Activities develop the participant's work and employment skills and provide access to the mainstream labour market.

An award for "Excellence in Preceptorship" was presented to Plantagenet Cranbrook "*Preceptors for Curtin University Nursing Students*" 2005.

The Great Southern has reviewed its current Performance Development program, which assists individuals and teams to focus on the organisation's goals. As a result of the review a new program has been implemented throughout the Great Southern. The new program focuses on:

- building team work and team development
- recognition for jobs well done
- encouraging new ideas
- giving people the chance to participate, to learn, and to have a say.

# Achievements and highlights



## Healthy workforce

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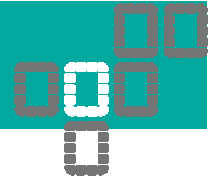
During 2005-06 the Great Southern was allocated funding for a second consultant psychiatrist and a registrar for the Great Southern Mental Health Service (GSMHS). Funding was also allocated to complete the "Clinical Pathways for people with Dementia in Acute care" project.

### **WACHS - Wheatbelt**

During 2005-06 the Wheatbelt Mental Health Service (WMHS) has become an accredited psychiatrist registrar-training site and will provide six-month training rotations for psychiatric registrars.

A Wheatbelt Population Health Leadership Development Program was launched during the year. The program aims to provide career planning and management training for identified future leaders in Population Health.

# 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 Memoranda of Understanding with other service providers.

The WACHS has also formed a partnership with the Office of Aboriginal Health to implement numerous initiatives relating to Aboriginal health improvement, to facilitate collaborations with the Aboriginal Community Controlled Health Services, and to improve service delivery and reduce duplication.

### WACHS - Pilbara

The Pilbara has successfully negotiated a partnership with BHP Billiton for the development of the Newman Community Health Centre and staff accommodation. Negotiations between BHP Billiton and WACHS are nearing completion for a "Health Partnership" potentially providing up to \$3 million over three years.

The Exmouth Hospital "Nursing Hours per Patient Day" (NHPPD) change project commenced in February 2006. Consultation with staff and the community took place in February and March 2006 leading to a review of nursing hours and reporting lines at the hospital.

During 2005-06 communication and partnerships between the Pilbara Community

Drug Service Team and the Departments of Community Development and Justice, and the WA Police have been improved and consolidated.

### WACHS - Goldfields

The Goldfields has entered a partnership with the Esperance and Kalgoorlie Group Training Schemes, and the Nooda Ngulegoo Aboriginal Corporation to secure the employment of Aboriginal trainees within Goldfields health facilities. Six trainees were placed during the year, with a further six places committed for the following year.

Partnerships have also been established with Bega Garnbirringu Aboriginal Medical Service and Curtin University for the placement and training of Aboriginal Health Workers and student nurses.

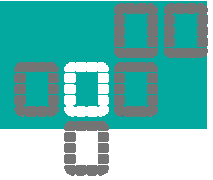
The Kalgoorlie Regional Resource Centre has participated in a partnership for the development of the Eastern Goldfields Regional Reference Site. This partnership involving the Eastern Goldfields Medical Division of General Practice and the Commonwealth Department of Health and Ageing has established a "virtual" private network connecting hospitals, general practices and other service providers. The network enables doctors to access their practice records from remote locations and provides a facility for the electronic preparation and transmission of discharge summaries.

### WACHS - Midwest

In partnership with the Geraldton Regional Aboriginal Medical Service (GRAMS), the Midwest has provided midwives to conduct clinics at GRAMS facilities. This has resulted in a greater number of indigenous mothers accessing antenatal and postnatal care.

A partnership between the Geraldton Regional Resource Centre and the Charles Darwin University (formally Northern Territory University) has provided a teaching fellow and student placement coordinator. This officer is responsible for coordinating teaching blocks for external students to facilitate the Enrolled Nurse to Registered Nurse conversion program.

# Achievements and highlights



## Healthy partnerships

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Partnerships between the Midwest, the Combined University Centre for Rural Health, Technical and Further Education (TAFE), St John of God Hospital Geraldton, Geraldton Regional Aboriginal Medical Service and the Midwest Division of General Practice have facilitated successful projects targeting asthma best practice, mental health, undergraduate, postgraduate and community education opportunities, and research fellowships.

A partnership between the Midwest and the Disability Services Commission has enabled the establishment of several disability liaison positions across the Midwest. These officers support and promote consumer linkages to the Disability Services Commission and its services.

### WACHS - Kimberley

The Kimberley has established a clinical partnership agreement with the Kimberley Satellite Dialysis Unit providing improved renal dialysis patient consultation and management.

A Memorandum of Understanding (MOU) has been developed with Southern Cross Care WA, the Derby Aboriginal Health Service and the Kimberley Regional Palliative Care Service for employment of registered nurses to provide palliative care services in the home.

The Kimberley was also successful in applying for funding in a partnership with the Kimberley Aboriginal Services Council, Kimberley Renal Dialysis Service and the Kimberley Palliative Care Service to address the palliative needs of renal patients.

The Kununurra/Wyndham shared service agreement with the Ord Valley Aboriginal Medical Service, provides a jointly funded audiology service to clients. This agreement also funds a home care nurse in Kununurra, provides admitting rights at Kununurra Hospital for Ord Valley Aboriginal Health Service (OVAHS) doctors, and allows for their participation in the on-call emergency roster at the hospital.

### WACHS - Wheatbelt

The Wheatbelt received funding (\$1.5M) from the Commonwealth Office of Aboriginal and Torres Strait Islander Health (OATSIH) to develop and enhance Aboriginal health services, providing improved primary health care to Aboriginal people throughout the Wheatbelt.

Local health advisory groups were established in several Wheatbelt towns including York, Pingelly, Bruce Rock and Kununoppin. The advisory group's focus is on the community and the health service working positively together to improve health outcomes in the local area.

### WACHS - Great Southern

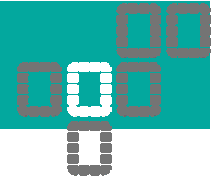
The Great Southern was successful in obtaining a partnership grant with the Great Southern Division of General Practice to provide Mental Health First Aid "Train the trainer" courses to eleven staff across the Great Southern. The Great Southern in partnership with the Alzheimer's Association facilitated "Living with Memory Loss" clinics across the area.

The ongoing partnership with McKesson continues to provide a 24-hour 1800 telephone emergency health service (Rural Link) for rural clients. Rural Link provides a service to local clinicians advising them of patients who may require follow up.

The Great Southern in a partnership with arts, mental health, disability and community organisations and with involvement from local artists and people with disabilities, have established the "Unhiding Project". This project creates opportunities for people with disabilities to work alongside contemporary artists and develop work through a range of community projects. The project promotes a welcoming and accessible environment across the local Mount Barker community, resulting in the inclusion of people with disabilities in the life of the community.

The Great Southern has also developed a partnership between its Population Health Unit and the Aboriginal Health Service for the promotion of immunisation.

# Achievements and highlights



## Healthy communities

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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.

### WACHS - Pilbara

The Pilbara has received *Healthway* funding to implement the "Healthy Communities" program in Newman. The "Healthy Communities" program works with communities to identify a range of community based approaches on priority health issues. Examples include using art, and sporting mentors.

Multi Purpose Services are being progressed at Tom Price, Onslow and Exmouth through an aged care/MPS group. The MPS model of service delivery allows greater flexibility in the delivery of health care services to the community.

During 2005-06 the Pilbara participated in a HIV review across the region. A strategy has been developed from the findings of the review for the long-term management of people with HIV in the Gascoyne area including options for isolating patients when required.

The Pilbara facilitated a six-month general practitioner trial service with Midwest Aero Medical Services for Shark Bay/Denham to improve primary care services and the continuity of care for the community. The trial was evaluated in May 2006.

### WACHS - Goldfields

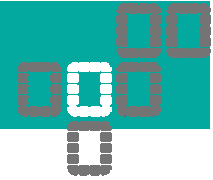
Follow-up to the consultation "yarning sessions" conducted by the Population Health staff with local Aboriginal youth identified that they wished to come together as a group to work towards a more desirable future regarding alcohol and other drug use issues currently impacting on their community. Consequently the Norseman Local Drug Action Group (LDAG) was formed by the youth of the area with mentoring support from population health staff. This group is part of a statewide network of over 70 groups that work towards addressing alcohol and drug issues on a local level.

### WACHS - Midwest

During 2005-06 the Midwest Population Health Unit continued its program of community facilitation for health promotion to identify and act on initiatives that reduce the risk of ill health now and into the future.

The Midwest benchmarked residential and community aged care against the Commonwealth Aged Care and HACC Standards, and implemented a comprehensive quality improvement strategy to improve service provision. As a result, the Midwest has demonstrated significant improvement in the delivery of accountable and contemporary aged care, and has developed comprehensive documentation for both residential and community aged care service delivery.

# Achievements and highlights



## Healthy communities

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A partnership with local mining companies and the Karalundi school has established an on-site clinic at the school. The clinic will improve health providing general first aid, school health and immunization services.

Funding is currently being sought to develop a health program for women and children similar to the Murchison Men's Health program.

### WACHS - Kimberley

During 2005-06 the Kimberley Public Health Unit hepatitis C nurse has facilitated the commencement of the treatment of hepatitis C under the Commonwealth Highly Specialised Drug program. This allows patients to access treatment locally rather than in Perth.

Community midwives have been appointed to focus on pre-conception, antenatal and postnatal periods. The midwives support healthy pregnancies with positive outcomes for both mothers and babies, working in partnership with Aboriginal health workers, and child and school health nurses.

The "Caring Communities Project", a project promoting access to palliative care services in remote communities via a regional palliative care coordinator and an Aboriginal health worker, was completed during 2005-06.

The Broome Population Health Unit established an integrated Well Women's health clinic with extended hours and a scope of service to improve access for indigenous women to a range of services including sexual health, Pap smears, birth control, breast examination, and menopause advice and information.

The Kimberley has also established the "Kimberley Male Health Network". Initiatives include a regional male health conference, a male outreach project to remote communities, a "male health week" display and regular visits by a male Aboriginal health worker to the Broome prison delivering health promotion information and education to male inmates.

### WACHS - Wheatbelt

The "Mentally Healthy WA: Act-Belong-Commit" campaign was officially launched in

Northam on 2 November 2005. The campaign aims to improve mental health by increasing individual resilience and community cohesion. It is the result of a consortium of Healthway, the WACHS, LotteryWest and the Centre for Behavioural Research in Cancer Control at Curtin University.

During 2005-06 a childhood development working party was formed in the Wheatbelt to develop an action plan to enable equitable access to child development services and improve service quality and coordination. Also during the year a Wheatbelt Anti-Obesity Working Party was established to develop an action plan to promote the prevention of obesity.

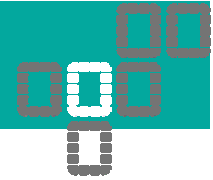
### WACHS - Great Southern

During 2005-06 a number of sites across the Great Southern have implemented the "Health Promoting Health Service" initiative. This is an initiative of the World Health Organisation (WHO) to improve the focus on health promotion and wellness. In addition to the existing participating communities of Albany, Mt Barker and Gnowangerup, the communities of Denmark and Katanning have also received funding for the program in 2005-06.

The Albany Regional Resource Centre is the first WHO "Health Promoting Hospital" in WA. The administration has supported its participation in the initiative with the creation of a "Health Promoting Health Service" committee to facilitate the ongoing development of programs to improve lifestyle and promote good health.

The Great Southern participated in "Mental Health Week" joining other service providers in informing the community about mental health and the available programs. Organisations such as Children of Parents with Mental Illness (COPMI), provide opportunities to work collaboratively with families and other service providers, to improve the outcomes for children of people with a mental illness. Other programs promoted were "Friends for Life" an anxiety prevention program, the "Resourceful Adolescent Program" (RAP), "Gateway" suicide prevention, "Healthy Start", "Smart Start" 0 to 4 year olds and the "Bouncing Back" program.

# Achievements and highlights



## Healthy communities

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Participation in the "Mentally Healthy WA" project was launched for the Great Southern in October 2005. This project commenced in 2004-05 and Albany joins the other pilot sites at Esperance, Geraldton, Kalgoorlie, Karratha and Northam/York/Toodyay. The "Mentally Healthy WA" project aims to improve mental health by increasing individual resilience, reframing people's perceptions of mental health and improving community cohesion by fostering links between individuals and organisations. The project will be conducted over several years and will inform best practice in the area of mental health promotion.

The "WHO" Denmark Safe Community initiative continued in 2005-06. This initiative focuses on improving safety and preventing injuries in the Denmark community.

During the year the Great Southern also conducted extensive chemical screening for farmers and families in the Kojonup area.

Partnership agreements between the Great Southern Division of General Practice (GSDGP) and the Population Health Unit have been established for the Commonwealth funded "Bringing Them Home" and the State funded "Building Solid Families" programs. These programs provide services to Aboriginal people from the "Stolen Generation". Funding through OATSIH has also supported partnerships between the GSDGP and Population Health for communicable disease (sexual health promotion).

"Healthy for Life" chronic disease and antenatal programs aiming to encourage Aboriginal women to engage in antenatal care early in pregnancy were also pursued in 2005-06.

Plantagenet Cranbrook in conjunction with local volunteers and a community physiotherapist, collaborated to implement injury prevention walk groups and a walking program for seniors.

The Great Southern participated in the "Healthy Bodies Program 2006" focusing on

learning how to change behaviour to improve health and wellbeing.

A joint initiative of the WA Police Service, Local Government, Department of Health and the Drug and Alcohol Office and participating licensees, implemented the "Mount Barker Best Practices Accord". The accord is the culmination of the cooperative and consultative process established by industries and agencies in the area to address the issues of antisocial behaviour, harm reduction, public education and promoting Mount Barker as a safe and social place to have a great night out.

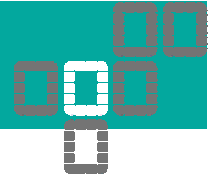
During "Mental Health Week 2005" the Great Southern promoted a number of initiatives including facilitating walks for physical and mental health at schools, and the "Cool Cats Calm Kids" program, which teaches children how to relay their anger and frustration in a way that is less verbal and demonstrative.

In October 2005 the Great Southern conducted a 'Beyond the Blues' depression forum. The forum was successful in raising community awareness about depression. Participants provided feedback, which has assisted planning and advertising of future events and provided ideas for future mental health topics, for example youth and drugs. The forum has also assisted the Rural Community Support Service (RCSS) team in developing partnerships in mental health initiatives with organisations such as the Palmerston Association Drug and Alcohol Rehabilitation Service.

During 2005-06 a Victims of Crime Support Unit was established to provide security and confidentiality for people who have been sexually assaulted. The unit is a multidisciplinary team which includes a mix of clinical and non-clinical skills.

The Albany Regional Resource Centre is a pilot site for the introduction of the Residential Care Line in country WA. This service aims to reduce the number of emergency department attendances and admissions from residential care facilities.

# Achievements and highlights



## Healthy resources

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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.

### WACHS - Pilbara

During 2005-06 the Pilbara introduced a new service model in Wickham reducing operating expenditure by \$1 million per annum.

A number of local capital projects were monitored during the year including a revised scope for the ward development at Carnarvon Hospital which released funds for alternative purposes, realigning ward consolidation at the Port Hedland Resource Centre, and reassessing expenditure on administration facilities in Port Hedland. The Pilbara also implemented a strategic accommodation replacement and refurbishment program.

### WACHS - Goldfields

During 2005-06 the Goldfields introduced a financial management system based on:

- the allocation of unit budgets supported by service delivery plans
- maintaining routine monitoring and reporting against internal budgets
- a negotiated staff establishment level
- a monthly review by the regional Finance and Audit Committee

- monitoring capital expenditure by the Regional Capital Planning Committee.

### WACHS - Midwest

The business case for the re-development of the Morawa health care facility has been approved and resulted in the allocation of \$9m for this project. The design of the new health centre will support improved patient management and will bring to the community a facility that satisfies the relevant Australian industry Standards. The facility is due to be completed in early 2008.

During 2005-06 a housing complex has been purchased in Meekatharra to address housing cost issues as well as providing safe, secure accommodation. The complex will be shared with the Royal Flying Doctor Service.

### WACHS - Kimberley

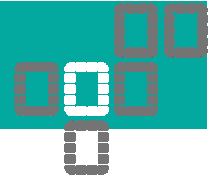
During 2005-06 the Kimberley developed and introduced the Kimberley Standard Drug List for public health services and Aboriginal controlled health services. It was also able to introduce the Section 100 Pharmaceutical Benefits Scheme medications supplied free to patients across the Kimberley. A new retinal camera with digital capabilities was purchased to enhance the diabetic eye review program.

The Kimberley commenced or completed a number of capital projects including the construction of new housing for remote area nurses at Looma, Warmun and Kalumburu. The refurbishment of the Looma community clinic was completed in October 2005. Construction commenced for the replacement of the Derby Hospital acute wards with completion due December 2006. The completion of the new dental health service facility in Derby was achieved in late March 2006.

### WACHS - Great Southern

During 2005-06 the State Government announced the redevelopment of the Albany Regional Resource Centre (\$26.8M) and the approval for community supported mental health residential units. The Great Southern also continued the planning processes for the new Denmark health care facility.

# Achievements and highlights



## 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.

The WACHS participates in “*Leading 100*” and “*Vital Leaders*” programs promoting overall Healthy Leadership.

### WACHS - Pilbara

The appointment of a Medical Director for the Pilbara and the implementation of the Clinical Review Committee has provided opportunities to review sentinel events, data reported in the Australian Incident Management System (AIMS), service provision complaints and clinical governance issues. These resources have strengthened leadership across the Pilbara. The risk management system has been implemented across the Pilbara with service unit risk registers completed.

To improve service management, the South Pilbara district has been realigned under three district centres linking smaller hospitals into a larger management group. Its two separate Population Health Units were amalgamated under a new single management structure.

The Pilbara Executive Team has been re-aligned to compliment the current WACHS structure and functional alignment. The involvement of the North West Mental Health Director (for Pilbara/Kimberley) in the realignment process also facilitated better integration of mental health services with existing services.

### WACHS - Goldfields

The Kalgoorlie Regional Resource Centre has developed a leadership skills training program for middle management staff in Kalgoorlie, and this is currently being extended to staff in the south east of the region. A number of staff have also been selected to participate in leadership development programs sponsored by the Department of Health.

### WACHS - Midwest

All sites in the Midwest are accredited to ACHS EQuIP standards. Surveys of the Midwest district, Geraldton Health Campus and corporate functions resulted in commendation for leadership in service improvement and innovative development.

The Midwest has promoted the development of an electronic planning tool which delivers transparency and accountability of planning strategies across the organisation. The tool compliments the ACHS EQuIP standards and provides simplified reporting and performance review.

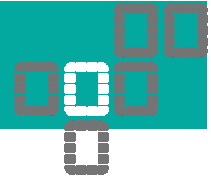
### WACHS - Kimberley

The Kimberley made a number of senior appointments in 2005-06 including a Regional Director in August 2005, a district manager in Derby/ Fitzroy Crossing in April 2006, and the appointment of a Director of the North West Mental Health Service in January 2006.

During 2005-06 the Kimberley also implemented a new district service delivery model amalgamating the existing four services into three - Derby and Fitzroy Crossing; Kununurra, Halls Creek and Wyndham; and Broome, delivering more cohesive health services across the Kimberley.

Also in 2005-06 the Kimberley developed an Operational Business Plan 2006-2007 with all districts and divisions developing their own work plans to align with the Statewide Operational Plan. Our vision statement “we STRIVE for improved health in the Kimberley region” is underpinned by the values of service, teamwork, respect, innovation, valuing people and excellence (“STRIVE”).

# Achievements and highlights



## Healthy leadership

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### WACHS - Great Southern

Managers and staff in the Great Southern have participated in leadership development programs including "*Leading 100*", "*Vital Leadership*", "*Building Leadership*" and the "*Mental Health Leadership*" programs.

The Great Southern has supported the accreditation process for a staff member in the Edinburgh Post Natal Depression "Train the Trainer" program. The service has also piloted a program for the early intervention in the management of early psychosis in rural areas.

The Plantagenet Cranbrook Residential Care Coordinator trained as an *Eden Associate* in September 2005. The Eden Alternative is a "culture-change" model that seeks to modify the care environment for the elderly. It identifies the three plagues; *Loneliness*, *Helplessness* and *Boredom* as the main causes of suffering for the elderly in an aged care environment. The Eden Alternative seeks to eliminate these three plagues by changing the physical and social environment of an aged care facility.

A new position for an advanced practice senior nurse was created during 2005-06 to develop, guide and implement nurse-led initiatives, clinics and advanced clinical practices. One example is the development of nurses trained in the clinical management of patients suffering heart failure.

### WACHS - Wheatbelt

The Wheatbelt Southern district was awarded full ACHS accreditation following the organisation wide review in April 2006.

A Wheatbelt Population Health Leadership Development program was launched during 2005-06. The program aims to provide career planning and management training for identified future leaders in population health.