



Significant Issues and Trends

Overview

The year 2006-07 has been another year of progress of the broad-based program of health reform for the Western Australian health system against the challenge of meeting increased demand for hospital and other health services.

Focus on the delivery of hospital services continued during the year to ensure that the resources and capacity of the health system are applied to meet demands for emergency services and access to elective surgery. Two surgi-centres were established at Kaleeya and Osborne Park Hospitals to increase throughput of surgical cases. The two centres are an integral part of the Metropolitan Health Service's response to the Government's targets for guaranteeing access to elective surgery within acceptable waiting times for Western Australians.

The Ambulatory Surgery Initiative (ASI) was further expanded during the year. The ASI is a joint initiative with the Commonwealth Government that enables low-risk public patients on the elective surgery waitlist to receive treatment as private patients in a public hospital at no cost to themselves.

The expansion of capacity through the surgi-centres and ASI has contributed to a significant improvement to waiting times for elective surgery, despite the increasing demand for elective surgery from a growing and ageing population.

To further free capacity and release resources for the priority areas of emergency demand management and elective surgery, WA Health is pursuing an expansion of the care awaiting placement (CAP) program and arrangements for public patients to access private facilities. The CAP program provides temporary accommodation pending permanent placement in residential aged care facilities for elderly patients who are ready for discharge from a public hospital following an acute episode of care.

Note

The Metropolitan Health Service is a large and complex entity providing a variety of health care services. The achievements reported in the following sections contribute to the continued health benefit experienced by the community and may support more than one of the 'Healthy' outcomes.



Major Achievements 2006-07

Healthy workforce

The Metropolitan Health Service (MHS) recognises the importance of a skilled, stable and sustainable workforce in delivering quality health care services to the people of Western Australia. Providing and promoting a healthy working environment that provides opportunities for professional and personal development while at the same time, supports workforce planning for the future, is a priority for the Area Health Service.

North Metropolitan Area Health Service

During 2006-07 the North Metropolitan Area Health Service (NMAHS) appointed a patient flow nurse director to improve patient access to mental health facilities.

The NMAHS registered training organisation, the Education and Development Centre (EDC), continued to offer a wide range of nationally recognised training programs.

During the year 2,392 staff completed manual handling training and approximately 1,000 staff members completed training in managing and preventing workplace aggression and violence.

Sir Charles Gairdner Hospital (SCGH) was recognised for a number of workforce achievements in 2006-07 including:

- being a finalist in the 2006 Prime Minister's 'Employer of the Year' award for employing people with a disability;
- research fellow Dr Anne Williams and research nurse Susan Slatyer receiving the National Institute of Clinical Studies 'Evidence into Action' prize for their work to improve pain assessment and management; and
- being awarded a \$2 million National Health and Medical Research Council (NHMRC) grant to establish a Centre of Clinical Research Excellence in Respiratory Medicine to investigate new and improved methods for the early detection, monitoring and treatment of lung disease caused by environmental pollutants. The Centre will also boost research capacity by training medical, scientific, allied health and nursing staff.

Academic staff and medical students from the University of Notre Dame Australia commenced at Swan District Hospital (SDH). The Swan-Kalamunda graduate nurse program participants are now awarded a tertiary qualification recognised by the University of Notre Dame as a Graduate Certificate in Clinical Nursing. This is a first for Australia.

South Metropolitan Area Health Service

A general medical physician commenced with the Disease Management Unit covering the Royal Perth Hospital (RPH) / Bentley Hospital (BH) corridor supported by the Chronic Disease Management Teams.

Nurse practitioner roles were created at Fremantle Hospital (FH) in urology / continence, and at RPH in wound management and emergency medicine.

Rockingham-Kwinana District Hospital (RKDH) and the FH have introduced joint surgeon appointments in general and orthopaedic surgery reducing transfers to FH, and enabling transfer of some patients to RKDH. Surgical outpatient clinics have also been established at RKDH.

Fremantle Hospital and SMAHS secondary hospitals have created joint appointments in ear, nose and throat surgery, plastic surgery, general surgery and orthopaedic surgery.

The Armadale-Kelmscott Memorial Hospital (AKMH) emergency department was staffed with an additional mental health registrar and mental health liaison nurses for two shifts per day, enabling quicker patient assessment and treatment/transfer. Commencing February 2007 the mental health inpatient unit has been staffed with doctors overnight facilitating quicker admission of patients from the emergency department.

Healthy workforce (continued)

Royal Perth Hospital created two Aboriginal Health Worker roles in cardiac rehabilitation and renal dialysis to support and improve communication with Aboriginal patients.

The hospital also established a health promotions committee to encourage staff to form healthy lifestyle habits. Programs include monthly lunchtime walks and Quit campaigns.

Fremantle Mental Health Service appointed a senior psychiatric registrar and senior social worker to compliment the existing emergency department psychiatric liaison service.

The RPH emergency department mental health liaison team has introduced more psychiatric liaison nurses to support mental health observation beds.

The Fremantle Mental Health Service has successfully recruited a significant number of overseas and interstate mental health professionals in a number of disciplines.

Child and Adolescent Health Service

A coordinator has been appointed to represent the Child and Adolescent Health Service (CAHS) allied health staff, to promote and encourage collaboration between the CAHS allied health services and the service's other departments.

The Princess Margaret Hospital (PMH) Postgraduate Paediatric Nursing Program has increased to two intakes per year. The program is collaborative with Curtin University of Technology (Curtin) and articulates to higher degrees in nursing. Negotiations are underway with Curtin to create a Master of Nursing course (Child and Adolescent Health).

Nurse Researcher Dr Anne-Sylvie Ramelet was awarded a fellowship for her project 'Long term health outcomes of critical illness in children at PMH's intensive care unit: A linked data project'.

PathWest Laboratory Medicine WA

During 2006-07 a workforce planning committee was formed for PathWest Laboratory Medicine WA to oversee the establishment of a vacation employment program for medical science students. This is a staff attraction initiative to address the predicted shortage of scientists.

A PathWest Laboratory Medicine WA workforce strategic plan (2008-2018) project has also been initiated.

Dental Health Services

Recruitment initiatives have continued to attract additional overseas trained dentists.

An improved criteria progression classification system has been implemented to attract and retain dentists in the public health system. A new structure for dental clinic assistants has been initiated in consultation with the CPSU/CSA Union. The structure is being progressively introduced.

The Dental Health Service (DHS) provided bullying and harassment prevention training to all managers and 25 per cent of other staff in accordance with its coverage quota for 2006-07. This program will continue in 2007-08.



Healthy hospitals, health services and infrastructure

The Metropolitan Health Service (MHS) provides the greater part of hospital services including pathology and dental health to the people of Western Australia and is committed to ensuring that these services are efficient, accessible, innovative and responsive to community needs, and are of the highest quality.

During 2006-07 the MHS "Hospital in the Home" services provided by both the NMAHS and SMAHS were further integrated and expanded to incorporate the "Rehabilitation in the Home" program. In addition, the NMAHS and SMAHS have also promoted the option of privately referred non-inpatient (PRNI) services that run in parallel with traditional public outpatient services. PRNI services are outpatient services provided to patients in a private capacity, by participating specialists, at public hospitals.

North Metropolitan Area Health Service
In 2006-07 the \$5.2 million surgi-initiative commenced at Osborne Park Hospital (OPH), enabling the hospital to undertake additional surgical procedures including general surgery, elective orthopaedic joint replacement, ophthalmology, and ear, nose and throat surgery. OPH received the 'Healthy Resources' award in the Healthy WA Awards for its pioneering Ambulatory Service Initiative.

The SCGH was highly commended for its patient flow improvements where the reduction in the length of stay has been recognised by the Health Roundtable as the best in Australia. The Health Roundtable is a not-for-profit organisation with voluntary membership which focuses on Best Practice comparisons, and identifies ways to improve operational practice, and national and international collaborations.

The draft Site Structure Plan (SSP) for the \$536 million redevelopment of the QEII Medical Centre (QEII) was released for public comment in September 2006. In February 2007, the SSP was submitted and adopted in principle by the WA Planning Commission. The redevelopment Master Plan will now be finalised.

Planning for the OPH and Swan-Kalamunda Health Service (SKHS) redevelopments has commenced.

A 47-hour ward was also commenced at SCGH during 2006-07 to provide for up to 10 elective surgery patients requiring less than 47 hours hospitalisation.

Funding of \$25 million was announced in the 2007-08 State Budget to establish a facility to house the WA Institute for Medical Research and other research bodies on the QEII site. This funding has been matched by the University of Western Australia (UWA) and a commitment from the Commonwealth Government for a further \$33 million totalling \$83 million for this research facility.

The expansion of fracture clinic operations at Swan District Hospital (SDH) has improved local access to orthopaedic services holding two orthopaedic clinics per week.

An After Hours General Practitioner (GP) clinic operated by the Perth and Hills Division of General Practice commenced at the SDH. The service increases local access to primary care and eases pressure on emergency department staff, enabling them to concentrate on patients with more urgent conditions.

The SCGH has commenced development of a Interventional Neuroradiology State Service, which includes the addition of two state-of-the-art biplane units and a transcranial doppler service to the radiology department at the hospital. To maintain first class care for patients of this service, the high dependency unit has been expanded and refurbished, including:

- six new state-of-the-art monitoring systems;
- an additional isolated treatment room, two storage rooms and a sterilising area;
- a hoist tracking system; and
- an increase in the number of monitored beds from five to eleven with another two expected to open in the immediate future.



Healthy hospitals, health services and infrastructure (continued)

A number of initiatives were funded through the Mental Health Strategy 2004-2007 to increase access to adult inpatient beds for people with severe mental illness, including the addition of 12 adult secure beds and four observation beds at Graylands Hospital (GH).

Hawthorn House, a new community-based mental health facility, provides a supportive environment for up to 16 people who no longer require acute hospital care, and who will acquire vital independent living skills to help them prepare for life back in the community.

The new eight-bed Mother and Baby Unit at King Edward Memorial Hospital for Women (KEMH) opened in June 2007 and the \$1.9 million upgrade of the antenatal clinic and maternity ward at SDH was completed in December 2006.

During 2006-07 the coronary care unit and cardiovascular ward at SCGH received a new \$500,000 central patient monitoring system.

A monthly Spinal Care Clinic was established at SCGH to help patients with chronic back pain receive faster treatment through appropriate referral from a senior physiotherapist. During the year the hospital also received funding from the Commonwealth Department of Health and Ageing to undertake a 12-month Falls Prevention Project.

Planning and design for 15 public and 15 private beds in the adult inpatient mental health facility on the Joondalup Health Campus has progressed and a construction contract will be awarded in the near future. Five beds were added to a specialty ward at SCGH for patients requiring less than 23 hours hospitalisation.

Dedicated beds for Aboriginal patients with Aboriginal staff and culturally secure programs have been established in the DAO inpatient detoxification service and the Cyrenian House residential rehabilitation service.

A smoking ban has been implemented across the QEII campus.

Hospital-wide patient flow initiatives to decrease length of stay, decrease access block and ensure patients are safely discharged have been implemented by the NMAHS include:

- introduction of a float team to ensure bed spaces are cleaned and patients moved in a timely manner;
- extension of a Strategic Winter Allied Team cover, to streamline discharge and improve response time to referrals;
- continuation of the emergency department discharge coordinator to assist patient turnaround;
- new documentation identifying admissions, staffing shortages, patients in ED and possible discharges;
- a new staffed patient discharge lounge (including eight transit beds), for patients who still require medications, transport, doctors letters, outpatient appointments or medical certificates;
- access to up to 15 Care Awaiting Placement (CAP) beds at Kalamunda Hospital;
- funding for 100 new CAP sub-acute beds for the NMAHS; and
- an additional six acute assessment unit beds and nine general beds at SCGH.

South Metropolitan Area Health Service
During 2006-07, Patient Flow Units were established at RPH and FH to improve bed management, admission and discharge.

Royal Perth Hospital and FH introduced:

- criteria-led discharges in a number of specialties;
- allied health weekend discharge services (including CAP and a diversion service from emergency departments); and
- a CAP social work service to reduce length-of-stay for CAP patients.

Fremantle Hospital established a four-bed Level 1 neonatal nursery for the management of neonates transferred from KEMH.

Maternity and obstetric services were successfully relocated from Woodside Hospital to Kaleeya Hospital. Kaleeya Hospital won the "2006 Statewest Achievement Award for Excellence in the Workplace".

Healthy hospitals, health services and infrastructure (continued)

To reduce the number of non-acute patients occupying beds in tertiary hospitals, RPH contracted 14 CAP beds and FH contracted 10 CAP beds from private residential aged care facilities. These beds provide temporary accommodation for aged care patients awaiting permanent accommodation.

The Armadale Kelmscott Memorial Hospital (AKMH) Perioperative Department recruited staff to start an afternoon shift four days a week, reducing transfers to tertiary facilities and on-call hours.

Fremantle Hospital commenced a primary angioplasty service when the second cardiac catheter theatre was commissioned in February 2007 providing best practice management of patients presenting with a heart attack.

A Residential Outreach Assessment Medical Service trial commenced in January 2007 across the metropolitan area. This service uses the Residential Care Line to prioritise clinical response.

The Cannington satellite renal dialysis unit opened in March 2007, allowing patients from RPH's Shenton Park Campus and other dialysis units to be dialysed in purpose-built surroundings, closer to home. Similar units will open in Osborne Park and Midland by early 2008.

As part of the SMAHS review of palliative care at AKMH:

- evaluation of patient satisfaction was held in the last quarter of 2006-07;
- staff education was provided, including the 'Programme of Experience in the Palliative Approach' course; and
- strategies to evaluate palliative care standards were formulated and will be implemented in 2007-08.

Capital works are complete for five mental health observation beds in the FH emergency department.

Royal Perth Hospital and FH emergency departments have:

- introduced a discharge coordinator
- improved allied health services, promoting diversion from emergency departments, early identification of patients requiring CAP and complex and at-risk patients; and
- improved falls and at-risk screening for elderly patients, with improved linkages to ambulatory services

Fast tracking for selected emergency presentations was introduced at RKDH emergency department.

The provision of transition care in the SMAHS was enhanced with the commencement of the Southern Transition Care Service, which provides 30 residential places and 20 flexible community packages. Transition care provides therapeutic care in a non-hospital environment for frail older people at the conclusion of their hospital stay, to improve or maintain the older person's level of independence, and assist in arrangements for longer-term care when appropriate.

Jacaranda House, a purpose-built facility on the AHS campus, was completed in March 2007 to accommodate the Whitby Falls Hostel residents. The AHS has also introduced a Saturday morning occupational therapy and pharmacy service to improve the timeliness and safety of discharges for surgical patients.

RPH has commenced building a 40-bed trauma and burns ward, and a secure unit for prisoners was opened at RPH's Goderich Street outpatient clinic in June 2007.

During 2006-07 RPH created an Elective Surgery Waitlist Taskforce to work with secondary hospitals around the metropolitan area to reduce waitlist numbers and times. The taskforce comprising surgeons, nurses anaesthetists, theatre and clerical staff, ensures that surgical lists are reviewed weekly, every opportunity to operate is maximised, and secondary hospitals are used for RPH elective surgery patients.



Healthy hospitals, health services and infrastructure (continued)

In March 2006, RPH with the Council of Australia Governments (COAG) established a multi-disciplinary Care Coordination Team for elderly patients entering the emergency department. The team commences organising for the appropriate discharge for patients as soon as they present to hospital, ensuring support on their arrival home and thereby minimising readmission events.

In 2007, RPH established the Safety and Quality Investment for Reform (SQulRe) clinical practice program. This aims to:

- improve staff excellence and efficiency and reduce adverse and sentinel events;
- provide incentives for safe health care; and
- ensure the presence of clinical governance and safety management systems

The Safety and Quality Investment in Reform (SQulRE) program is a clinical governance initiative adopted by WA Health, and RPH is currently undertaking three SQulRe projects on evidence-based care processes, medication safety and infection control practices. The Bentley Mental Health Service has implemented two SQulRe projects for falls management and medication reconciliation.

Redevelopment of the RKDH has begun, with Stage 1 due for completion in 2009. The redevelopment will include a new high dependency unit, geriatric evaluation and rehabilitation services, chemotherapy, renal dialysis, mental health in-patient beds, consulting suites and a child-care centre.

Eight Chronic Disease Management Teams (CDMTs) are operational across the metropolitan area. The SMAHS has commissioned a ninth CDMT in Mandurah. Implementation of a communication strategy has contributed to an increase in referrals.

Kaleeya Hospital and FH created a routine screening service for new mothers to identify and treat women at risk of developing post-natal depression.

The Armadale Health Service (AHS) improved antenatal services for indigenous women with a new community antenatal clinic run through

Derbal Yerrigan Health Service and an on-campus clinic run through Boodjari Yorgas Antenatal Clinic for Indigenous women.

An operational plan has been developed and a site identified for a new adult intermediate care facility and acute inpatient facility for adults and older people at RKDH. Work is underway on a concept plan.

The Armadale Mental Health Service (AMHS) opened an eight-bed rehabilitation unit, increasing the Service's mental health beds to 41. The AMHS also opened a new community facility in Gosnells.

The Fremantle Mental Health Service has established a brief intervention clinic to provide short-term multi-disciplinary intervention and treatment, timely access and appropriate referral to primary care by community agencies.

The AHS created a team of discharge care coordinators in the emergency department, inpatient medical, surgical and short-stay wards to address possible causes for re-admission.

Child and Adolescent Health Service
Completion of a Delphi study to prioritise nursing research at PMH identified 'strategies to reduce medication incidents' and 'improve pain assessment and management in children' as the most important aspects. This has led to the establishment of a paediatric pain research program and, together with SQulRe, research on medication incident reporting and compliance with medication guidelines.

Botox injections for Cerebral Palsy patients commenced in January 2007, following the construction and commissioning of a procedure room in the theatre suites.

During 2006-07 the "Joanna Sewell Adolescent Oncology Wing" was opened and the paediatric oncology ward was refurbished. This has provided separate adolescent and paediatric areas for patients, and provided adolescents with facilities appropriate to their needs.

Healthy hospitals, health services and infrastructure (continued)

A Respiratory Liaison Nurse was appointed to provide coordinated care and follow-up for patients requiring ventilation support, home oxygen and interventions for sleep disorders. This new position provides a single point of contact for families of these patients, and coordinates a range of therapists and specialists providing care to these children.

In 2006-07, ambulatory care programs were established, including "Hospital in the Home". This initiative enables children to be cared for in their own homes instead of in hospital and children are visited up to three times a day for medical treatments.

In addition, the cardiac catheterisation laboratory facilities were upgraded assisting the diagnosis of congenital cardiac conditions in children and there was a planned increase in mental health support to both general and specialised paediatric areas.

Statewide education and training services were developed in relation to the eating disorders program, increasing clinical services to meet clinical demand and best practice guidelines.

PathWest Laboratory Medicine WA

During 2006-07 PathWest Laboratory Medicine WA staff have actively contributed to the business planning process for new laboratories at QEII and the proposed Fiona Stanley Health Campus (FSHC).

Ten additional registrar positions were created to address the shortage of pathologists across the health system.

During the year Pathwest Laboratory Medicine WA has implemented a number of information technology initiatives to improve services including:

- commencing the roll out of the main laboratory information system, "Ultra", to non-metropolitan branch laboratories with the pilot site at the Northam Hospital laboratory becoming operational;
- developing a computerised electronic order system for laboratory medicine to be piloted in September 2007; and

- distributing a computer application to manage the laboratory medicine quality system which will control the documentation to the required accreditation standards as well as meet internal audit, management and other quality functions.

A request for a proposal for the replacement (and standardisation) of major analytical equipment and acquisition of specimen handling automation has been completed. Once installed, this equipment will result in reagent savings in the order of \$1.9 million per annum.

Dental Health Services

During the year the new Joondalup Dental Clinic opened in September and the construction of the new Kununurra clinic was completed. New dental therapy centres have been opened in the suburbs of Baldivis, Butler and Tapping.

Healthy communities

The Metropolitan Health Service provides a number of health promotion and protection services that focus on both individuals and on communities, and inform the public about prevention of illness and injury, about healthy lifestyles and about the self management of chronic disease. Services include screening programs, health advisory and support services, community based services and immunisation programs, and are both direct as well as contracted services.

North Metropolitan Area Health Service

BreastScreen WA provided extended-hours clinics in areas of high demand and reminder calls for appointments, thereby minimising the number of missed appointments. Breast screening services were also provided to Christmas Island, with a small number of women referred for further investigations. Educational talks and promotional material were provided to all women on the island aged over 40 years. It is expected that two-yearly visits will continue.

A new mental health emergency response service commenced for the NMAHS and SMAHS. The service includes Community-based Emergency Response Teams and a Mental Health Emergency Response Line (MHERL). During 2006-07 MHERL received approximately 3,700 calls and made about 1,400 outbound calls a month to consumers, clinicians and other services.

South Metropolitan Area Health Service

The SMAHS delivered priority health promotion programs targeting risk factors for chronic disease: smoking, nutrition, alcohol and physical activity.

The RPH Residential Care Line service provided education for residential aged care staff. Education has included basic life support and clinical updates of various medical and nursing topics.

Kaleeya Hospital introduced a home-visiting midwifery service that provides excellent support to more than 100 new mothers and their babies each month, following their discharge from hospital.

Specific initiatives included:

- a partnership with the Town of Kwinana to increase local government investment in physical activity and tobacco cessation initiatives;
- consultation with Diabetes WA, the Canning Division of General Practice and Aboriginal community-controlled health services to develop a customised diabetes self-management program and associated resources;
- participation in the Maddington Kenwick Sustainable Communities Partnership providing multiple chronic disease prevention activities; and
- collaboration with the City of Gosnells and Canning Division of General Practice to develop an Active Communities Strategic Plan.

Child and Adolescent Health Service

Ear, nose and throat surgeon Mr Shyan Vijayasearan established a aero-digestive clinic for the multidisciplinary management of children with complex airway and feeding problems.

The Human Papilloma Virus (HPV) immunisation program was implemented. The current uptake is 65 per cent, exceeding the target of 60 per cent.

A liaison nurse for refugee health was appointed to coordinate the hospital-to-community services for children of refugee families, including screening and follow up management. Refugee health is a relatively new service and is an area of growth.

Community mental health liaison nursing positions were established for Princess Margaret Hospital. In partnership with the "Hospital in the Home" program, these positions provide dedicated community mental health nursing to the diabetes service and paediatric rehabilitation services.

PathWest Laboratory Medicine WA

PathWest Laboratory Medicine WA opened three new Eligible Collection Centres at Kelmscott, Southern River and Carnarvon.



Healthy communities (continued)

Dental Health Services

Approximately 241,000 school children are enrolled in the school dental program across the State. These children continue to access free oral health treatment.

Government funding of \$1 million to address waiting lists resulted in approximately 2,300 patients receiving general dental care. The average wait time has been maintained at approximately 12.5 months.



Healthy partnerships

The Metropolitan Health Service recognises the importance of partnerships with other health service providers in ensuring access to quality health care as well as supporting medical and health research and developing and sharing infrastructure investment. The Area Health Service is committed to co-operation with these organisations including the Commonwealth and other State government agencies, local government, non-government organisations, academic institutions and private health care providers, community groups, and with consumers and carers and their representative bodies and stakeholders.

North Metropolitan Area Health Service

A partnership is being developed between KEMH and Kaleeya Hospital to support the model of obstetric care being provided at Kaleeya and to ensure the long-term viability of the service.

The KEMH women's "Hospital in the Home" program commenced in partnership with Silver Chain Nursing Association.

South Metropolitan Area Health Service

Royal Perth Hospital and Curtin University (Curtin) began the Curtin/RPH Partnership Undergraduate Program, enabling nursing students to undertake around 1,000 hours of clinical placements at RPH over the seven semesters of their degree. This will lead to consistency in training and create a more welcoming work environment.

RKDH has linked with KEMH to provide clinicians for on-call services for paediatric/neonatal care.

Fremantle Hospital was recognised at the inaugural Healthy WA Awards with:

- the hospital's allied health management winning a Healthy Leadership award;
- nephrology receiving a commendation for its work in live kidney donor transplants; and
- physiotherapy nominated for the Healthy Workforce category for improving clinical placements for physiotherapy students across the metropolitan area.

The Armadale Mental Health Service in conjunction with 'Parents Empowering

Parents' and 'Children of Parents with Mental Illness (COPMI)' established an inpatient playgroup for parents with children under five years old.

A Peel and Rockingham-Kwinana COPMI steering group was formed with non-government agencies, community health services and other departments. Several training forums were organised and additional staff recruited.

The Peel and Rockingham-Kwinana Mental Health Service worked with the Department of Education and Training, the City of Rockingham and SMAHS community health services to survey five and six-year-old students from 17 schools for the Australian Early Development Index. The results led to an outline of the need for universal early-years services from local government.

The Rockingham-Kwinana Child and Adolescent Mental Health Service implemented a dialectical behaviour therapy program that includes individual therapy with the young person and a group program with parents. Evaluation and associated research is being undertaken in partnership with Murdoch University.

Child and Adolescent Health Service

The Child and Adolescent Health Service has maintained its strong relationship with the School of Nursing and Midwifery (SONM) at Curtin to promote nursing opportunities at CAHS.

A hospital liaison general practitioner was appointed to improve the interface and communication between Princess Margaret Hospital and general practitioners.

The Child and Adolescent Mental Health Service (CAMHS) has collaborated with the Department of Education and Training to create an education liaison teacher role, based in the CAMHS clinic to improve the liaison networks between schools and CAMHS.



Healthy partnerships (continued)

The Rural and Remote Diabetes Program is identifying children and adolescents with Type 2 diabetes in rural and remote communities and implementing treatment programs that can be delivered to the children while they remain within their communities. This program is being funded in conjunction with the Unity of the First People of Australia. A clinical nurse consultant has been appointed to coordinate this program.

A collaboration between Paediatric Nursing Education and the West Coast College of TAFE has been successful in a tender process to provide a Post Registration Paediatric Nursing program for Enrolled Nurses.

A Memorandum of Understanding has been implemented with the Disability Services Commission to improve access for mutual clients, streamline communication and improve referral pathways.

PathWest Laboratory Medicine WA

During 2006-07 partnership agreements have been established with a number of academic and research bodies and include:

- an agreement with Curtin to establish a formal vacation employment program as part of the clinical practice component of the medical science course;
- an agreement with UWA for the re-establishment of a School of Laboratory Medicine; and
- the appointment of a Professor of Laboratory Medicine within the Medical Faculty to be jointly funded by UWA and PathWest Laboratory Medicine WA to ensure an adequate training facility to address a predicted shortage of pathologists in WA.

Dental Health Services

A trial to allow the sharing of patient-level information has been run with a large new dental practice. The sharing of information facilitates more efficient patient treatment and continuity of care benefiting both the patient and the practice. An implementation plan to distribute the system across the State is being developed.

A trial to allow Dental Health Service reception officers to access patient eligibility information directly from Centrelink has been successful. This system will be implemented Statewide as it greatly simplifies patient enrolment and saves patients having to attend a Centrelink office to obtain evidence of their level of benefit.



Healthy resources

It is a key priority for the Metropolitan Health Service is to provide its health care services in a sustainable, equitable, efficient and accountable manner, delivering the best health outcome possible, in a safe working environment. The Area Health Service has adopted sound financial and resource management practices along with approved building and equipment, and health reform projects to meet this objective.

North Metropolitan Area Health Service

During 2006-07 the implementation of the Statewide Obstetric Support Unit has continued including:

- the development of educational material on perinatal depressive and anxiety disorders;
- the establishment of an educational telehealth program to rural WA; and
- the development of the obstetric emergencies 'In Time' program

The Sir Charles Gairdner Hospital pharmacy department began to dispense drugs listed on the Pharmaceutical Benefits Scheme.

South Metropolitan Area Health Service

The Armadale Health Service developed a mental health education package for general practitioners with a corresponding model of service delivery.

RKDH introduced the Picture Archive Communication System (PACS) into medical imaging. This has reduced the reporting time of patient diagnosis and enabled timely referral and review by a clinician in a tertiary hospital, without the need to transfer the patient.

In April 2007, RPH established the 'Ruth Reid Clinical Skills Education Centre' that will educate 1,800 clinical staff from all disciplines onsite.

The Peel and Rockingham Kwinana Health Service completed an Australian Council of Healthcare Standards (ACHS) organisation-wide survey in March 2007, achieving full accreditation status. RPH achieved full accreditation in an organisation-wide survey in August 2006.

The Fremantle Hospital social work department secured Commonwealth government funding to increase staff numbers to improve complex case management for the Aged Care Assessment Team (ACAT).

PathWest Laboratory Medicine WA

Investigation of a fee for service model for PathWest Laboratory Medicine WA services provided to teaching hospitals has commenced with an expected implementation of notional billing next financial year and a project has commenced to extend the Royal College of Pathologists 'national benchmarking in pathology costs' program to all major PathWest Laboratory Medicine WA sites.



Healthy leadership

Establishing an environment that develops and provides strong leadership at all levels across the Metropolitan Health Service is vital to the delivery of quality and accessible health care in the metropolitan area, especially in this period of health system reform. In developing strong leadership, the health service focuses on identifying potential leaders and providing access to leadership development programs.

An important leadership event in 2006-07 was the 'Have Your Say' 2006 employee survey. Results and feedback were presented to MHS staff and improvement activities identified.

North Metropolitan Area Health Service

The SCGH Associate Professor Lynn Oldham was recognised for her research into palliative care, and pain education and management programs, named top research nurse at the 2007 WA Nursing and Midwifery Excellence Awards.

Professor Judith Finn was appointed the Inaugural Chair in Nursing Research at SCGH and the University of WA. This position will advocate evidence-based clinical practice, and promote and lead acute care nursing research at SCGH.

Implementation of the Statewide obstetric support unit continued, including:

- the development and piloting of a program for assessing overseas-trained doctors' obstetrics skills; and
- the development and piloting of a mentoring program for general practitioner obstetricians

South Metropolitan Area Health Service

SMAHS staff members took part in the Department of Health's Leading 100 and Vital Leadership programs in 2007 and a number of staff members presented papers at international and national conferences.

Royal Perth Hospital (RPH) mental health services have been restructured to become the Department of Psychiatry providing a clear governance and management structure with a clinical director, operations manager and senior nurse.

During 2006-07 the Peel and Rockingham-Kwinana Mental Health Service was

restructured with the appointment of a clinical director and operations manager.

Child and Adolescent Health Service

During 2006-07 Princess Margaret Hospital (PMH) commenced support for a Bachelor of Science (Nursing) Honours student in a collaborative program with the School of Nursing and Midwifery at Curtin, supervising the student during nursing practicums. There is a commitment between the two organisations to support two additional places commencing in July 2007. The hospital is also assisting the development of Aboriginal Health Workers by delivering a child health module for Marr Mooditj College.

To increase the enrolled nurse (EN) workforce and expand the scope of EN practice, three, highly-successful competency programs have been implemented at PMH:

- EN Comprehensive Medication Competency Course;
- EN Paediatric Medication Administration Module; and
- EN IV Medication Administration Competency Course.

A visiting professor of child and adolescent psychiatry was also secured.

PathWest Laboratory Medicine WA

Five PathWest Laboratory Medicine WA staff members were accepted into the "Leading 100" program in 2006-07. Staff from across PathWest Laboratory Medicine WA attended workshops to develop mission, vision and values statements which have been ratified by the Executive and promoted across the service.

Forty-five medical and 28 scientific staff members attended conferences and other professional meetings overseas. Seventy-seven medical and 97 scientific staff members attended conferences and other professional meetings interstate. These activities were principally funded from external sources or from research or special purpose accounts.

The inventors of Hepascore, Dr Ric Rossi PathWest Laboratory Medicine WA and Associate Professor Gary Jeffrey, Dr Leon Adams and Mr Max Bulsara from UWA, were the winners of the Research Organisation category of the "Inventor of the Year" award.

Priorities for 2007-08

WA Health's Strategic Directions 2005-10 provide the framework for strategic and operational planning for the health system, of which the Metropolitan Health Service (MHS) forms a significant part. The strategic intent in 2007-08 is to continue to apply the recommendations and principles of the Health Reform Committee to deliver a 'Healthy WA'.

The strategic directions being followed to deliver this intent are:

- Healthy Workforce;
- Healthy Hospitals, Health Services and Infrastructure;
- Healthy Partnerships;
- Healthy Communities;
- Healthy Resources; and
- Healthy Leadership.

Priorities for 2007-08 for each of these strategic directions are detailed below.

Healthy Workforce

WA Health will find itself under increasing pressure to retain, renew and reform the workforce as the median age rises and the workforce depletes due to accelerating retirement rates.

WA Health's response is to anticipate the changes occurring in the workforce and position itself as an employer of choice. The Healthy Workforce Strategic Framework 2006-16 was developed to provide the basis for all future health workforce planning and strategy deployment.

MHS workforce priorities for 2007-08 are:

- *Family friendly initiatives:* the DOH's Work Life Balance, Creating Family Friendly Workplace initiatives, will be implemented and action will be taken to create family friendly workplaces including implementing the DOH's Child Care Strategy
- *Workforce planning:* targets have been established to improve workforce attraction and retention. Targets include achieving a 10 per cent reduction in lost time injuries and ensuring that 80 per cent of employees undergo performance

development reviews. Strategies to increase the representation of Aboriginal and Torres Strait Islander people in the health professionals' workforce will also be undertaken

- *Service delivery roles:* new and expanded roles for health service delivery will be developed. Work roles will need to develop, respond and adapt to the changing models of care resulting from clinical and infrastructure reform and from current and future workforce strategies. Examples include the expansion of the nurse practitioner model and nursing hours per patient day model, and the development of new and emerging clinical roles in the delivery of patient-centred care
- *Workforce satisfaction:* strategies will be implemented to address priority workforce satisfaction issues, including work-life balance, improved leadership and management, development of a problem-solving culture, safer work environments and common values for the MHS constituent bodies.

Healthy Hospitals, Health Services and Infrastructure

The Metropolitan Health Service aims to improve access to, and efficiency in, hospitals and health care services, based on defined population needs. Achieving this aim means progressing WA Health's hospital building and infrastructure redevelopment program over the next 13 years. This will enable better alignment and integration between facilities, clinical services and health networks.

Achieving service and care targets

To ensure that the focus remains on delivering services to the community during this time of rapid transition, Department of Health targets for service performance have been established.

The MHS is to increase numbers of patients treated under the 'Hospital in the Home' and 'Rehabilitation in the Home' programs.



Priorities for 2007-08 (continued)

Ensuring infrastructure developments are delivered on time and within budget

Implementation of the DOH's approved capital works program will be progressed during 2007-08, including the following major metropolitan developments:

- detailed planning for the new Fiona Stanley Hospital will be well advanced;
- construction will commence on the expansion of Joondalup Health Campus; and
- redevelopment of Rockingham-Kwinana District Hospital will continue

Focusing on safety and quality

WA Health and the MHS are progressing the Western Australian Strategic Plan for Safety and Quality in Health Care 2003-2008, and in 2007-08 will commence planning for the next five-year strategy covering the period 2009-2013. The focus on safety and quality will be maintained through implementation of the Safety and Quality Investment in Reform (SQiRe).

The Clinical Practice Improvement program under SQiRe aims to promote evidence-based practice where there is a demonstrated relationship with improved patient outcomes.

Eight priority areas will be the focus for 2007-08:

- falls prevention
- treatment of acute myocardial infarction (heart attack)
- prevention of venous thrombo-embolism
- prevention of pressure ulcers
- accurate medication reconciliation
- prevention of surgical site infection
- prevention of central line associated blood stream infection
- appropriate hand hygiene

Specific initiatives under the Clinical Governance Framework for 2007-08 include supporting the 'Patient First' Program, upgrading the Western Australian incident reporting and management system, developing a state policy framework for Clinical Handover and supporting implementation of the Western Australian 'Credentialing and Defining the Scope of Clinical Practice' policy.

Improving non-inpatient services

A new reporting framework is being established to more accurately measure waiting time for outpatient appointments. Access targets have been set to reduce the time between referral and first appointment, determined by the patient's clinical urgency.

Initiatives will be implemented to reduce waiting times for patients attending outpatient clinics. These include better scheduling, timelier triaging, and audit and review to ensure patients are seen in the most appropriate place in a timely manner.

Healthy partnerships

The Metropolitan Health Service shares the Department of Health's intent is to create stronger partnerships with other government agencies, non-government organisations, consumers, community groups, private providers, health professionals and the Commonwealth Government all of whom have an interest and stake in the future of the WA health system.

Key priorities for 2007-08 include:

- Improving primary care in partnership with General Practice through implementing the Western Australian Directions for Primary Care 2007-2021.
- Implementing integrated models of care developed by the DOH's Health Networks which include MHS personnel. Models of care define directions for service delivery within individual clinical streams, and are informed by expert clinicians and consumer input.
- Integrating Home and Community Care providers and non-government organisations into new models of care. The development of new models of care by the DOH's health networks recognises that the challenges of improving the health system's response to disease are shared with partner organisations, whose contribution, expertise and resources must be included in broad-based service planning.

Priorities for 2007-08 (continued)

- Increasing consumer participation in care planning and delivery. The 'Patient First' program will continue to be implemented, involving participation by WACHS District Health Advisory Councils and Community Advisory Councils.
- The State Health Research Advisory Council promotes the translation of research results into health and industry outcomes. The focus in 2007-08 will be on working with health networks to achieve better outcomes through the integration of research outcomes into health care service delivery.

Healthy communities

WA Health's intention is to focus on improving lifestyles, working on the prevention of ill health and the implementation of a long-term, integrated health promotion program. This will be done in collaboration with government and non-government agencies, general practitioners and community groups. Priority will be given to community-based management of chronic and long-term conditions and improving access to services in the community.

Key priorities for WA Health and MHS in 2007-08 include:

- Focusing on health promotion and disease prevention:* through promotion of good health, wellbeing and healthier lifestyles - particularly good diet, physical activity, smoking cessation, healthy weight and low-risk alcohol consumption. The priorities and approaches outlined in the WA Health Promotion Strategic Framework 2007-11 will be implemented
- Delivering effective screening programs:* goals are to achieve 70 per cent screening rate of the target population for breast cancer every two years; and ensuring 90 per cent of children are fully immunised at 12 and 24 months
- Obesity:* the prevention of obesity and overweight among children and adults is a priority area for the purchasing of health promotion programs and campaigns from non-government agencies

- Targeting illicit drug use:* the 'Drug Aware' public health campaign will focus on amphetamines as a priority and, in combination with community action and school drug education, aim to maintain the downward trend of illicit drug use
- Improving community-based Aboriginal health services:* a partnership approach involving Area Health Services and Aboriginal community controlled Health Services will be taken to deliver preventative programs to reduce the incidence of chronic diseases as well as to improve self management

Healthy resources

A key rationale for reform in WA public health system, including the Metropolitan Health Service is the need to deliver a sustainable, equitable and accountable health care service to all Western Australians.

The WA Health's intention is to provide sustainable resourcing and world-class management of health budgets. Accountability measures for health system resourcing and performance will be transparent and reported to the community in order to reinforce this accountability.

State-wide and MHS priorities for 2007-08 include:

- disciplined budget management will continue to be applied to ensure that the MHS delivers its services and meets cost and demand pressures within approved budget parameters. Improved budget management will be assisted by the progressive implementation of the Resource Allocation Model;
- progress the Information and Communications Technology Strategy; and
- development of a long-term asset management planning system to inform asset reconfiguration in the WA Health by enabling the integration of asset planning processes with strategic and operational planning decisions. This discipline will focus on strategically significant asset stocks under the responsibility of Area Chief Executives.



Priorities for 2007-08 (continued)

Healthy leadership

Healthy leadership is a vital factor that will take the Metropolitan Health Service into the future. The intention is to continue to develop the leadership capacity and capability in the MHS, and to identify and promote strong leadership at every level within health care services.

Key priorities for 2007-08 include:

- focus on the development of future and emerging leaders;
- continue to develop leadership capacity and capability in the MHS; and
- implement a comprehensive leadership development program.

The Institute for Healthy Leadership will be established in 2007-08 to lead the delivery of the Healthy Leadership Strategic Framework. New strategies focused on performance development and succession planning will enhance and build upon those leadership development programs already conducted by the Department of Health and in which the Metropolitan Health Service participates.

The participation of clinicians in health system improvement will be encouraged with the aim that 10% of all clinicians employed in WA Health actively participate in health network activity.