



Significant Issues and Trends

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Overview

The Government's health reform plan and policies for the WA health system progressed during 2007-08, recognising the challenge of increasing demands for hospital and other health services.

Providing hospital and health services within the approved resource allocation and the capacity of the health system, especially in relation to the demand for emergency services and the provision of elective surgery were again prominent in 2007-08. The surgi-centres established at the Kaleeya and Osborne Park Hospitals during 2006-07, consolidated their service provision during the year and were especially important to WA's response to elective surgery under the 2008 Federal Government elective surgery initiative.

Commonwealth/State initiatives

The State and the new Federal Government also progressed a number of other health related initiatives in addition to elective surgery:

- the establishment of General Practitioner (GP) Super Clinics as a key element in building a stronger primary care system. A greater focus on health promotion and illness prevention and better service coordination with two GP Super Clinics announced for Midland and Wanneroo;
- introducing incentives to increase the nursing and midwifery workforce by encouraging nurses and midwives who have not been employed for at least 12 months to return to the workforce;
- participation in a national program to create additional transitional care places for older Australians waiting in hospital for a residential aged care bed; and
- the establishment of a Preventative Health Care Taskforce to develop a plan for the future of preventative health in Australia to increase the health of the population and improve workforce participation and productivity.

Service provision

Service activity provided by the Metropolitan Health Service (MHS) generally increased during 2007-08. For admitted patients, general

weighted adjusted acute activity remained steady compared with activity provided in 2006-07, while admitted mental health patient activity increased. However, other areas of MHS activity especially for non-admitted services have seen significant growth in activity compared with 2006-07. Attendances at metropolitan emergency departments increased by 5.9%, doctor attended outpatients by 8%, other outpatients by 19.9% and dental health services by 0.2%. Care Awaiting Placement patient days, where significantly additional resources were made available, increased by 66.3%. Mental health persons under community care increased by 0.8%.

Capital

There were numerous MHS capital works initiatives in progress during 2007-08 including the Fiona Stanley Hospital project and projects at Armadale-Kelmscott Memorial Hospital, Joondalup Health Campus, King Edward Memorial Hospital, Osborne Park Hospital, Rockingham-Kwinana District Hospital, Princess Margaret Hospital, Mandurah Community Health Centre and the North Perth Dental Clinic. There were also a number of ongoing projects related to information, communication and data processing, equipment acquisition and replacement and a number of minor buildings works.

Projects completed during 2007-08 included the Peel Health Campus emergency department, Sir Charles Gairdner Hospital Neurological Centre and the Pathways Home program.

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 2007-08

Healthy workforce

WA Health is committed to providing and promoting a healthy working environment, providing opportunities for personal and professional development, ensuring a high standard of knowledge and skill, and implementing planning tools to address workforce requirements to meet the needs of a diverse population.

Metropolitan Health Service (MHS) workforce initiatives in 2007-08 continue to focus on planning, attraction and retention, the development of innovative workforce models, cultivating partnerships with other employers and providers, and striving to be an employer of choice.

North Metropolitan Area Health Service

The development of the Governance and Performance Unit of the North Metropolitan Area Mental Health Service continued in 2007-08 with the appointment of officers for policy and procedures, and clinical governance.

The Women and Newborn Health Service has implemented a Safety and Quality screensaver, aimed at providing information for clinicians about safety and quality initiatives introduced at the King Edward Memorial Hospital.

The Women and Newborn Health Service received the 2008 WA Patient Safety Award for innovation in the approach to staff education on safety and quality.

South Metropolitan Area Health Service

Two Nurse Practitioners have been established at Fremantle Hospital's Emergency Department and a Renal Nurse Practitioner has been appointed at Armadale-Kelmscott Memorial Hospital.

The mental health liaison nursing service in the emergency department at Armadale-Kelmscott Memorial Hospital was increased to cover 24 hours and medical psychiatric cover was introduced.

Armadale Kelmscott Memorial Hospital has provided clinical placements for Marr Mooditj enrolled nurses and created an Aboriginal Health Care Worker position for the maternity service.

The Rockingham-Kwinana District Hospital Emergency Department appointed two nurse practitioners in February 2008. Additional medical staff for peak times commenced in

January 2008 and an Aged Care Assessment Team social worker was appointed in the same month.

Child and Adolescent Health Service

With funding support from the Department of Health for the 'Gaps in Service' initiative, Princess Margaret Hospital for Children (PMH) has appointed additional staff to the areas of neurology, obesity and type 2 diabetes, retinopathy of prematurity, respiratory medicine and sleep, cerebral palsy mobility, refugee health clinics, psychological medicine, anaphylaxis, oncology, eating disorders and consultant liaison services. The additional staff have increased service capacity to address unmet needs and improved current clinical service delivery to meet the increasing demand.

Princess Margaret Hospital is participating in a 'whole of health' initiative to introduce a new health worker category "Assistants in Nursing". Further development of this role will be pursued in the coming year.

PMH has successfully recruited a surgeon to treat children with Scoliosis and together with the waitlist initiative funding, this has resulted in a decrease in the waiting list for this speciality.

To improve nurse morale, and staff retention and recruitment, reduce nurse on-call demand and increase the availability of specialised nursing staff, PMH has introduced a permanent night duty shift in the operating theatre.

PMH has created and appointed new clinical nurse positions in the Emergency Department and in Allergy Management and appointed a Palliative Care Clinical Nurse Consultant. The hospital has also supported the reclassification of Level 2 nursing positions in specialist roles to Senior Registered Nurse levels providing expanded scope in the role. Specialities benefiting from the reclassification include spinal rehabilitation, immunology, gastroenterology and oncology.

Healthy workforce (continued)

In 2007-08, Child and Adolescent Community Health undertook a number of workforce initiatives to promote breastfeeding including:

- offering staff training in the Breastfeeding Matters Program;
- establishing a lactation consultant network;
- promoting breastfeeding through community media; and
- promoting WA Health policy on breastfeeding with its staff.

PathWest Laboratory Medicine WA

The PathWest Workforce Planning Committee presented the PathWest Workforce Report to the Executive in June 2008. The report recommendations are currently being incorporated into PathWest's Strategic Plan.

Dental Health Services

During 2007-08 the Dental Health Workforce Plan to address a number of risks which might impact upon the future viability of dental programs was completed. This plan includes a project with the Department of Health Industrial Relations and Workforce Division to develop a remuneration package for clinical staff.

Healthy hospitals, health services and infrastructure

The Metropolitan Health Service 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 high quality, efficient, accessible, innovative and responsive to community needs.

Outpatient services

Administrative redesign and policy revision for the Metropolitan Outpatient Clinic appointment system has reduced average wait times for clinic appointments from 22 weeks to 12 weeks. Rates of non-attendance have been reduced by two per cent in 2007-08, making up to 10,000 appointments available.

High volume specialties at all tertiary facilities are now using WA Health's call centre, 'Outpatient Direct', for cancellation and rescheduling of appointments. Outpatient referral acknowledgement letters are being sent to clients and General Practitioners (GPs) by all adult tertiary sites.

A text messaging system for appointment reminders has been established at Princess Margaret Hospital for Children (PMH), resulting in a three per cent reduction in non-attendance.

An audit of orthopaedic outpatient waitlists was completed at all adult tertiary sites which found approximately 30 per cent of referrals were redundant and were removed from the system.

Telehealth

PMH has continued to expand its burns treatment role, coordinated centrally by the Burns Telehealth Coordinator. In 2007-08 rural/remote paediatric patients with burn wounds and/or scars were reviewed in more than 40 regularly scheduled multi-disciplinary burns 'Telehealth Clinics'. This resulted in more than 300 patient videoconference reviews and more than 300 digital image reviews in collaboration with family members and rural/remote clinicians.

Clinical priority access

Clinical Priority Access Nurses (CPAN) have been introduced at Fremantle, Royal Perth and Sir Charles Gairdner Hospitals. CPANs are responsible for the overall triage and management of patients referred from GPs and who require access to medical specialists in outpatient services. In addition a standard clinical priority access referral template has been developed for referring clinicians and clinical priority access nurse screening of referrals has reduced duplication from 25 per cent to less than five per cent.

Elective surgery

For 2008 the Metropolitan Health Service (MHS) received a funding allocation from stage one of the Commonwealth Government's Elective Surgery Wait List Reduction Plan, specifically for patients who have waited longer than is clinically appropriate. This work in the MHS will principally be carried out at Princess Margaret Hospital and metropolitan non-teaching hospitals.

An audit of neurology/neurosurgery and ear, nose and throat waitlists at all metropolitan sites has commenced. This will minimise duplication and expedite access to services.

Clinical service redesign projects for elective surgery were implemented during 2007-08 for the South Metropolitan Area Health Service (SMAHS) Princess Margaret Hospital for Children (PMH). Clinical redesign and improving care relevant to patient's needs, aims to minimise the time taken for patients to move across the different settings in hospitals and in the community, and for patients to receive care within agreed timeframes and minimise length of stay.

Aged care

The Care Awaiting Placement program provides time limited transition care options for aged care patients who are waiting in a metropolitan public hospital bed for alternative aged care services to become available. The program has expanded from 114 beds in February 2007 to 223 beds in February 2008.

Fiona Stanley Hospital

Planning for the Fiona Stanley Hospital has continued in 2007-08 with the completion of the project design brief and service plans for the major clinical groups detailed in the approved Clinical Service Plan. A master plan has been completed and initial consultation with the construction industry has commenced.

HITH/RITH

'Hospital in the Home' (HITH) and 'Rehabilitation in the Home' (RITH) patient day activity provided in the metropolitan North, South and Child and Adolescent Area Health Services increased by 17% in 2007-08 compared to 2006-07 providing 72,277 patient days.

Referrals to the SMAHS RITH Program continued to grow generally exceeding program monthly targets for the Royal Perth and Fremantle hospital programs.

The Rockingham Peel Group HITH program continued to mature in 2007-08 in partnership with the Fremantle Hospital program. Services increased by an estimated 20 per cent and the program's 1.8 per cent rate of readmissions compared favourably against the Australian Council on Healthcare Standards peer aggregate of 3.8 per cent.

Mental health bed management

The North Metropolitan Area Health Service (NMAHS) and the SMAHS are collaborating to implement a system-wide mental health bed management project to facilitate patient flow similar to that which is currently in operation for general health services. This process commenced with the appointment of a Mental Health Bed Management Nurse Director as the first step to establishing a patient flow system.

Emergency departments

A distribution system for direct and booked ambulances based on the numbers of beds at the tertiary sites was implemented in February 2008. The No Diversion Policy at the three tertiary hospital sites has been implemented.

Kidney transplants

With changes to the *Transplant Act*, paired kidney exchanges can now occur and Australia's first paired kidney exchange took place simultaneously over seven hours at Sir Charles Gairdner and Royal Perth Hospitals in October 2007. The WA paired kidney exchanges were the first in Australia. The State coordinating centre for the program is at the Department of Nephrology, Fremantle Hospital. Paired kidney exchange occurs where a donor, willing to donate to a spouse, friend or relative is found to be incompatible. The exchange program finds another incompatible pair and by exchanging the kidneys between the pairs, a compatible transplant might be possible.

North Metropolitan Area Health Service

The Short Stay Unit at Sir Charles Gairdner Hospital (SCGH) has been expanded following a \$250,000 investment. The Unit is set to treat an additional 1,000 patients annually.

SCGH increased the Hospital in the Home (HITH) activity by 51.4% in 2007-08 compared to 2006-07 providing 13,288 patient days.

Healthy hospitals, health services and infrastructure (continued)

The pre-operative prophylaxis service at SCGH commenced in August 2007. Twenty-one patients have received services for cessation of pre-operative and post-operative anticoagulation management.

The opening of the NeuroInterventional Service has seen the consolidation of Neurosurgical Services at Sir Charles Gairdner Hospital (SCGH) resulting in economies in equipment purchasing and improved staff retention. Full Neurosurgical services are now available on the SCGH site.

The North Metropolitan Area Health Service (NMAHS) has developed Emergency Care Coordination Teams to undertake screening of emergency department patients and identify those that can be referred to allied health and ambulatory care programs. This will reduce avoidable presentations to emergency departments. Preliminary discussions have been held with orthopaedic surgeons to organise an after-hours orthopaedic service to support the emergency department at Swan District Hospital.

Increased use of ambulatory care strategies within the NMAHS includes:

- introduction of Homelink and Patient Exit Pathway services;
- use of Chronic Disease Management Teams;
- introduction of Older Patients Initiatives aimed at coordinating their care while in hospital and reducing avoidable admissions to hospital; and
- increased use of Allied Health Teams.

SCGH received an award for individual achievement in patient safety and quality at the 'Patient Safety Awards' in May 2008. The 2008 awards were announced as part of the 'Safety and Quality in Action Symposium'. SCGH Acute Assessment Unit was recognised for quality improvement initiatives to reduce patient falls.

The Women and Newborn Health Service has implemented a process to refer obstetric normal risk women to secondary hospitals diverting them from King Edward Memorial Hospital.

PMH increased the Hospital in the Home (HITH) activity by 22.8% in 2007-08 compared to 2006-07 providing 3,592 patient days.

NMAHS sites are participating in the identification and implementation of strategies in response to the 'Managing Adverse Events'

project and the 'Safety and Quality Investment in Reform' program, administered by the Office of Safety and Quality in Healthcare.

Within the NMAHS, initiatives to expand hospital-wide patient flow, reduce length of stay and ensure the safe discharge of patients were implemented and included:

- extended coverage by the Emergency Care Coordination Teams;
- increased discharge coordination;
- increased Allied Health services;
- implementation of a float team and criteria-led discharge; and
- multi-disciplinary bed status meetings to ensure the optimum use of all available beds.

South Metropolitan Area Health Service

During 2007-08 the South Metropolitan Area Health Service (SMAHS) implemented a number of initiatives for its emergency departments. These included early identification of Care Awaiting Placement and 'at risk' elderly patients, integrated pathways for care resulting in reduced length of stay and gap analyses to aid preparation of actions to enhance integrated service provision for elderly patients.

Increased use of ambulatory care strategies within the SMAHS includes:

- establishment of Home Care Packages and HITH and RITH programs for patients and especially for older patients;
- introduction of the Emergency Department Care Coordination Team at Rockingham-Kwinana District Hospital to target early assessment of older patients; and
- forging of community links by Armadale-Kelmscott Memorial Hospital.

Planning for the construction of the acute mental health inpatient facility for adults and older people continued as part of the Rockingham-Kwinana District Hospital redevelopment under the WA Health Clinical Services Framework.

The Bentley Mental Health Service John Milne Centre opened in March 2008 providing new rehabilitation beds.

The 'Mental Health Beds in Emergency Department' project at Fremantle Hospital has commenced with an additional five beds in the

Emergency Short Stay Unit to be used for mental health patients.

Medical Imaging Services at Rockingham-Kwinana District, Kaleeya and Fremantle Hospitals were surveyed by the National Association of Testing Authorities during 2007 with each site achieving accreditation.

The SMAHS increased the 'Hospital in the Home' (HITH) activity by 10.6% in 2007-08 compared to 2006-07 providing 55,397 patient days.

The tender for construction of the Murray District Health Centre at Pinjarra was awarded in December 2007. Construction commenced in January 2008 and is scheduled for completion in October 2008.

A complexity-based streaming project has commenced at Fremantle Hospital's Emergency Department to reduce waiting times for low complexity patients (Triage 3-5).

A review and evaluation of Kaleeya Hospital's visiting midwifery service will be completed in 2008. Initial results indicate that the service is well regarded by women who utilise it. The review has assessed the service's efficiency and effectiveness against other best practice models to identify any gaps in the current service.

Royal Perth Hospital (RPH) has completed Stages 1-3 of renovations to the Emergency Department with Stages 4-9 to be completed in 2008-09. RPH constructed outpatient podiatry and diabetes clinics at the former Perth Dental Hospital site.

RPH also opened the State Major Trauma Unit in February 2008, followed by the State Adults Burns Unit in March 2008. These two new units provide WA with world-class facilities to treat trauma and burns-affected patients. The units comprise 40 beds in total with five beds that can be used for either speciality as needed.

The redevelopment of the Armadale-Kelmscott Memorial Hospital emergency department commenced in December 2007, with completion scheduled for late 2008. The renovation will add 12 beds to the emergency department.

Child and Adolescent Health Service

The Johanna Sewell Adolescent Oncology Ward was opened at Princess Margaret Hospital (PMH) in 2007-08. Additional nursing and medical staff have been appointed to the ward that will

provide care for adolescents and young adults with cancer in an age-appropriate environment.

PMH has also commenced a Clinical Services redesign project to map and improve surgical patient outcomes.

The Child and Adolescent Health Service implemented an additional procedure list per week for botox injections as part of the Cerebral Palsy Mobility Service and additional clinics for orthopaedics and obstructive pulmonary disease.

The Child and Adolescent Health Service has launched the Ambulatory Care Co-ordination Program providing prospective, integrated health care planning and 24-hour, seven-day telephone support for families of children with medically complex care needs.

Reform initiatives introduced at PMH for inpatient services have effectively reduced the length of stay with a four per cent reduction in the admitted acute multi-day length of stay.

PathWest Laboratory Medicine WA

In partnership with the Area Health Services, PathWest is assisting in the planning and design of new laboratory facilities at the QEII Medical Centre and the Fiona Stanley Hospital campus.

Dental Health Services

In conjunction with WA Country Health Service the Dental Health Service has facilitated new dental clinics at Bunbury which opened on 14 January 2008, Fitzroy Crossing which has been completed and will open following the recruitment of a dentist, and at Broome. The Kununurra Dental Clinic commenced operation in January 2008 servicing the surrounding communities.

A new dental therapy centre has been constructed and opened at South Halls Head.

Planning to redevelop the North Perth Dental Clinic for special needs patients to replace the facility in the Disability Services Commission is progressing and is anticipated to be operational by November 2008.

The average wait time for patients to receive general dental care has been maintained at 14 months, a significant achievement when considered against the increased costs of provision of dental care and difficulties in recruiting and retaining clinicians.

Healthy communities

The Metropolitan Health Service provides numerous health promotion and prevention services that focus on individuals and on communities, providing information about prevention of illness and injury, about healthy lifestyles, and about the self management of chronic disease. Services include screening and immunisation programs, and the Statewide population health unit at the Child and Adolescent Health Service.

BreastScreen

BreastScreen Western Australia achieved a four year accreditation status to February 2012 and provided its millionth screen in December 2007. A new clinic at Padbury commenced screening in May 2008.

A digital mammographic workstation to integrate assessment centres at Royal Perth and Sir Charles Gairdner Hospitals is now operational, and online access to assessment records is proving beneficial in providing clinical feedback to reading radiologists.

Aged care

The Aged Care Assessment Team (ACAT) quality framework to identify and promote good practice across Western Australia has been completed and provided to the teams.

The ACAT Quality and Training Reference Group was formed to implement the Western Australian training and quality frameworks. The Group met on a quarterly basis to provide a forum for the development and implementation of quality and training initiatives.

Nine training sessions covering the key clinical operational and policy requirements of the aged care assessment program have been completed. This is part of the state-wide implementation of the ACAT Training Framework.

The ACAT Managers Group was developed and met twice in 2007-08 providing a forum for the development, promotion and implementation of operational management initiatives with particular reference to timeliness, quality and consistency of assessments.

The Residential Care Line continues to demonstrate rapid growth since implementation in 2004. Fifty six percent of referrals to the Residential Care Line in 2007 deferred attendance at emergency departments, 20 per cent above target. This service will be expanded to seven days per week.

A number of initiatives have been implemented to enhance residential aged care:

- stronger links have been made with the Royal Perth Hospital Emergency Department's Care Coordinating Team. This multi-disciplinary team identifies high risk residential aged care patients over the age of 65 (or 45 for Aboriginal and Torres Strait Islander patients) who might require follow up when discharged back to a residential aged care facility;
- stronger partnerships and links have been established with Divisions of General Practice and Silver Chain; and
- Residential Care Line data collection has been streamlined to ensure all services are reporting information.

Community mental health

During 2007-08 the Metropolitan Health Service (MHS) implemented an initiative to address postnatal depression with a six month pilot project to deliver perinatal 'hospital at home' services. The aim was to decrease the pressure on the utilisation of beds in the new Mother Baby Unit at King Edward Memorial Hospital. The pilot provided perinatal training to staff, increased staff awareness of the specific needs of perinatal patients admitted to the 'hospital at home' program and fostered a closer working relationship between HITH and the new Mother Baby Unit.

North Metropolitan Area Health Service

The North Metropolitan Area Health Service has instigated a number of projects to promote a healthy community including the:

- Mid-west Metropolitan Family Aboriginal Corporation Engagement Centre (MWMFAC) Capacity building project - to support Corporation members in service planning, informing culturally appropriate and effective services, promoting working relationships between service providers and clients, ensuring community members are aware of service provision policies and processes and facilitating community input.

- MWMFAC Deadly Tucker Cookbook and Cook-ups - in collaboration with NMAHS, this initiative was implemented to promote nutrition, physical activity, budgeting and healthy lifestyles through cooking demonstrations and yarning sessions.
- Women on Wellness (WOW) - is a key partnership for the NMAHS promoting the social model of health to increase engagement with disadvantaged groups, in this case disadvantaged women and those with special needs. This initiative includes a WOW Week in May each year.
- Healthy, vibrant Mirrabooka - this community participation and social inclusion project is an interagency group facilitating community consultation, and identify and implement priority actions. Community consultations include using the book of proceedings by identified action groups and implementing identified community education programs. Local businesses and agencies are supported in promoting healthy environments and participants are encouraged to enter a Memorandum of Understanding to participate in the design and implementation of Healthy cities.
- The NMAHS has promoted the 'You are not alone' series for Post Natal depression prevention in CALD refugee families. This followed qualitative research within six new emerging refugee ethnicity groups: Sudanese Dinka, Sudanese Arabic, Iraqi, Kurdish, Ethiopian Amharic and Tigrinya from Eritrea. The DVD series is in six languages and is available in the YourZone website.
- The NMAHS has promoted the use of Boodjarri resources for Aboriginal maternal health and child attachment which includes a DVD for consumers and another for clinicians and a Handbook for Aboriginal Health Workers.
- The NMAHS actively participates in 'Alana's Project'. This is a Family and Domestic Violence project involving ongoing tree planting as an environmental memorial to represent lives lost to victims of domestic violence. Alana project was launched during 'Women On Wellness' (WOW) Week on Sunday 4 May 2008 at Kings Park by the Executive Directors King Edward Memorial Hospital Dr Amanda Frazer and NMAHS Public Health Ros Elmes. This launch during WOW Week was thought an appropriate occasion to promote healthy family and community environments by promoting positive strategies and increased family and community support for the safety of all its members.

South Metropolitan Area Health Service

The South Metropolitan Public Health Unit has developed a strategic plan for 2008-2011 that aligns with the Health Promotion Strategic Framework. Some of the health promotion projects include:

- two major tobacco cessation programs for inpatients at Fremantle and Royal Perth hospitals in collaboration with the Respiratory Network;
- the Boronia Quit program, which involves a multi-strategy approach at the Boronia Pre-Release Centre for Women;
- the Fremantle Physical Activity Project, the Cockburn Physical Activity Project and the Coodanup Food Coalition Program;
- partnerships between the Public Health Unit and the local governments in Cockburn, Gosnells, Fremantle and Kwinana in the areas of chronic disease prevention and health promotion, and with 'Be Active Belmont' and the 'Bentley Food Coalition'; and
- a partnership between the Public Health Unit and the Hilton Police and Citizens Youth Club to deliver physical activity and nutrition promotion to Indigenous girls.

The final report on the outcomes of the pilot program, 'the Journey of Living with Diabetes', was submitted to Healthway in November 2007. Eight Aboriginal health professionals received intensive training for the pilot program with a further eight completing the training in 2008 to enable them to deliver the program. Sixteen community programs have been completed during 2007-08 with a further five commencing.

The Public Health Unit supported pandemic planning with the Fremantle Health Service, and coordinated and provided education and training to health professionals within the SMAHS in the area of communicable diseases.

A diabetes service has been established at Rockingham-Kwinana District Hospital. This multidisciplinary team provides a range of services including a young adult clinic and an insulin infusion clinic. The service has been accredited by the National Diabetes Association of Diabetes Centre.

South Metropolitan Area Health Service (SMAHS) Mental Health has established two Dialectical Behaviour Therapy groups in Fremantle and Rockingham. The programs operated for 19 weeks with the participation of six adolescent girls and their parents. Each participant received individual and group counselling as part of the program, and improvements in behaviour and communication was evident.

Healthy communities (continued)

South Metropolitan Area Health Service (continued)

Qualitative research into the factors influencing immunisation in children of Indigenous families in the south metropolitan area has been completed. Recommendations have been made on access to immunisation services, and the quality and efficiency of current services.

Construction of Community Options group homes in Kelmscott was completed in April 2008 with the official opening in June 2008.

Child and Adolescent Health Service

Aboriginal community health nurses and Aboriginal health workers have been seconded from Child and Adolescent Community Health to Princess Margaret Hospital to improve the integration of services to Aboriginal children and facilitate an effective referral system for Aboriginal children back to communities and other health services.

A review of the Child Development Service has been undertaken during 2007-08 and the information gathered is informing the development of clinical pathways and intake procedures that will improve equity and access to services across the metropolitan area.

The Child and Adolescent Health Service (CAHS) has recruited four 'healthy school' coordinators to implement an Australian Better Health Initiative funded strategy to improve physical activity and nutrition in targeted schools.

In conjunction with the Department of Health, the CAHS implemented the Commonwealth funded school human papilloma virus immunisation program.

An Aboriginal Health Team has been established in the Perth metropolitan area to strengthen responses to the community health needs of Indigenous children and their families.

The refugee health service has been expanded and a pilot integrated service team has been implemented in two primary schools in partnership with the Office of Multicultural Interests and the Department for Communities.

Dental Health Services

More than 241,000 WA school children continue to access free oral health treatment through the school dental program.

Dental Health Services actively participates with a range of community organisations including educational authorities to provide oral health input into health lifestyle promotions.

Healthy partnerships

The Metropolitan Health Service recognises the importance of partnerships and co-operative arrangements with other health service providers, government and non-government, and with academic institutions and consumer and carer groups to ensure access to quality health care, support medical and health research, and develop and share infrastructure investment.

North Metropolitan Area Health Service

A contract was signed between WA Health and a private clinic for the provision of 10 beds for voluntary public mental health patients. This has allowed patients from the Sir Charles Gairdner Hospital Emergency Department to receive care in a more appropriate clinical setting.

Access to 10 public medical beds at Hollywood Hospital has been secured. These beds will be used on an ad-hoc basis to address peak demand periods in public hospitals.

A cooperative plan involving the Joondalup Health Campus, the Department of Health and the University of Western Australia (UWA) for the expansion of academic activities at the campus has resulted in the creation of three academic positions. The plan helps meet the need for broadened clinical placement opportunities for the increased numbers of medical students at the UWA while responding to the major priorities of the Clinical Services Framework.

A new satellite dialysis unit costing \$2.2 million opened in November 2007 in Stirling. This unit will provide dialysis for up to 120 patients a week who will no longer have to travel to a teaching hospital for dialysis.

A service contract with the South Perth Hospital has provided a 15 bed rehabilitation unit which allows beds at the SCGH to be used for more acute cases.

During 2007-08 the North Metropolitan Area Health Service (NMAHS) Community Advisory Council has continued to meet and encourage consumer representation and involvement in relevant Area Health Service planning and policy.

Sir Charles Gairdner Hospital is trialling the Patient Ambassador Program in association with the Health Consumers' Council. This involved the use of consumer representatives to deliver information from the 'Patient First' publications

to hospital patients and carers within the outpatient setting.

South Metropolitan Area Health Service

The project to upgrade and expand renal dialysis services for the northern areas of the South Metropolitan Area Health Service (SMAHS) is progressing. The expanded service will have capacity to dialyse up to 64 patients with isolation facilities and is expected to be operational early in 2009.

The contract for a new renal dialysis service in Rockingham is progressing. This service will provide isolation facilities with a capacity to dialyse up to 48 patients and is expected to be operational in the first half of 2009.

In 2007-08 the Children and Adolescent Health Service collaborated with the Department of Child Protection to enhance the delivery of the Best Beginnings Program within the metropolitan area. This program aims to improve child health and wellbeing, parent and family functioning, and social support networks. Support is provided from a range of professionals including nurses, teachers, social workers and psychologists.

Armadale-Kelmscott Memorial Hospital has offered opportunities for rural and remote theatre nurses to attend the hospital for up-skilling/refresher programs, and is providing an Operation Theatre Consultancy service to rural and remote hospitals.

Armadale-Kelmscott Memorial Hospital has established partnerships with the University of Western Australia and the University of Notre Dame Australia to train medical students and has provided physical facilities for their academic appointments. The hospital also commenced rotation of emergency registrars between Armadale-Kelmscott Memorial Hospital and Fremantle Hospital.

Healthy partnerships (continued)

Child and Adolescent Health Service

Princess Margaret Hospital (PMH) formed partnerships with Joondalup Health Campus, Geraldton Regional Resource Centre, Swan District Hospital and Armadale-Kelmscott Memorial Hospital to enhance the throughput of patients on the ear, nose and throat waitlist, aiding the reduction of over-boundary cases at PMH.

The Child and Adolescent Health Service Community Health Unit has implemented a number of initiatives with schools in partnership with the South Metropolitan Area Health Service (SMAHS) public health units to promote a healthy lifestyle:

- under the Healthy Schools Project to develop the Maddington Kenwick Fruit and Vegie Project in Gosnells. This project aims to increase fruit and vegetable consumption in school children by making creative connections between school food gardens, canteens, and student kitchens. Students learn the connection between school health, the environment, local food systems, and environmental sustainability with the added benefit of eating the results of their efforts in their lunches whilst learning health promoting life skills;
- assisting local schools to establish and manage school food gardens;
- increasing healthy foods provided from school canteens; and
- delivering cooking and food gardening classes for children and parents.

Schools involved in these projects include Orange Grove, Maddington, East Maddington, and East Kenwick Primary Schools, Yule Brook College and Kenwick Primary School.

During 2007 health promotion partnerships also fostered the development of working partnerships and funding arrangements between a number of government and non-government organisations and local schools and includes the Maddington Kenwick Sustainable Communities Partnership, Perth City Farm, Foodbank WA, the Public Education Endowment Trust and the Maddington Kenwick Community Leaders Network.

PathWest Laboratory Medicine WA

The appointment of a Professor of Laboratory Medicine within the University of Western Australia's Medical Faculty which is jointly funded by the University and PathWest will ensure an adequate training faculty to address the predicted shortage of pathologists in WA.

The vacation employment program for undergraduate medical scientist students from the Curtin University of Technology introduced in 2006-07 is delivering benefits in training and relationship building between potential employees and PathWest.

Dental Health Services

Access to patient level information is now available to all participating private dental practitioners following a successful trial in 2006-07. This benefits the practice, the patient and Dental Health Services (DHS) as it reduces the need for confirmation of patient information and payment details with DHS.

The roll out of access to the Centrelink database by DHS has been undertaken in 2007-08 and is due for completion. This access assists patients in confirming their eligibility for subsidised dental care.

Healthy resources

The provision of health care services in a sustainable, equitable, efficient and accountable manner to deliver the best health outcome possible, in a safe working environment is a priority for all WA Health services. The management of services must also address Government policy and infrastructure reform.

Chronic disease management

Chronic Disease Management Teams aim for a 25 per cent reduction in hospital utilisation by patients that have graduated from the Chronic Disease Management Program in 2007-08. An evaluation of the program is currently underway and the final report with both qualitative and quantitative data will be available.

WoundsWest

A number of WoundsWest projects were completed or are progressing in 2007-08:

- state-wide wound prevalence survey has been completed and distributed to all health services;
- second prevalence survey was completed in April/May 2008;
- Core Wound Management module and the first of four sub-specialty modules are online, with another two planned in 2008;
- recruitment for a WoundsWest Consultant Team is in progress; and
- wound imaging and documentation system is in development. Eight trial sites have been confirmed and installation took place in March 2008. Implementation and a pilot phase took place in April 2008.

Outpatients

The administrative redesign and policy revision of the Metropolitan Outpatient Clinic appointment system has reduced average wait times for clinic appointments. In addition, the use of WA Health's call centre, 'Outpatient Direct' for the cancellation and rescheduling of appointments, referral acknowledgements and text messaging for appointment reminders at some sites is also contributing to improved outcomes and service delivery for outpatients.

HITH/RITH

'Hospital in the Home' (HITH) and 'Rehabilitation in the Home' (RITH) patient day activity has increased significantly across the metropolitan area in 2007-08 providing better care outcomes for these patients.

North Metropolitan Area Health Service

During 2007-08 over \$8 million was approved for medical equipment in the North Metropolitan Area Health Service including Princess Margaret Hospital, BreastScreen WA and Dental Health Services, and items included:

- examination scopes and scope cleaning equipment;
- ventilators;
- ultrasound units and ECG monitors;
- bed replacement and bariatric equipment;
- ward based equipment;
- film digitisers;
- theatre instruments and equipment;
- neurosurgical, plastic surgery and eye microscopes; and
- a traction table and a trauma table.

South Metropolitan Area Health Service

During 2007-08 over \$7 million was approved for medical equipment in the South Metropolitan Area Health Service and items included:

- ultrasound units and general medical monitors;
- cardiac monitoring equipment;
- scope replacement;
- laboratory equipment;
- theatre tables and equipment; and
- a traction table and a trauma table.

PathWest Laboratory Medicine WA

PathWest continues to investigate a fee for service model for laboratory services provided to teaching hospitals. It is expected full fee for service will be introduced in the next financial year.

The Royal College of Pathologists 'national benchmarking in pathology costs' program has been extended to all metropolitan laboratories and one regional centre.

During 2007-08 approximately \$3 million was approved for PathWest for additional and replacement laboratory and analytical equipment.

Healthy leadership

Establishing and maintaining an environment that develops and provides strong leadership at all levels is a paramount objective for WA Health. It is especially vital in the delivery of quality and accessible health care in conjunction with health system reform. Health services focus on identifying potential leaders and providing them with access to leadership development programs.

Health Networks

During 2007-08 the number of health networks grew to 17 with three new networks established - the Genomics Network, the Acute Services Network, and the Women's and Newborn's Network. Clinicians and relevant staff of the Metropolitan Health Service are members of all health networks.

The Networks are now integral to health reform by leading system-wide changes. Each Network clinical lead continues to embrace their role as "change champion" and has led innovative, robust and sustainable engagement that looks at health care from a patient centered approach. Endorsement for their key roles across WA Health has seen the formalizing of the WA Leads Forum as a sub-committee of the State Health Executive Forum.

The Networks are developing or have developed evidence based models of care for their speciality areas. This process features extensive stakeholder consultation to ensure the 'models' meet the needs and aspirations of the broader community. At this stage over 20 models of care have been developed across the variety of speciality areas. The models of care outline a patient-centred approach to the continuum of care for relevant health conditions or for a population based health care framework.

North Metropolitan Area Health Service

The Neonatology Clinical Care Unit at King Edward Memorial Hospital for Women won the inaugural Director General's Choice Award at the 2007 Healthy WA Awards.

Sir Charles Gairdner Hospital has introduced a hospital-wide initiative to provide clinical coaches to supplement the role of the Staff Development Nurse during times of graduate commencement.

North Metropolitan Area Health Service (NMAHS) staff continue to actively participate in

leadership opportunities such as the 'Emerging Leaders' and 'Leading 100' programs and other programs and leadership opportunities developed and implemented by the Institute of Healthy Leadership.

NMAHS senior executive staff participated in a strategic planning activity in March 2008. This resulted in the identification of strategic and operational priorities for the Area Health Service aligned with priorities for WA Health.

South Metropolitan Area Health Service

South Metropolitan Area Health Service (SMAHS) Rehabilitation in the Home (RITH) Area Manager Nicki Newton was awarded a Churchill Fellowship in 2007 to investigate the development of hospital substitution and early discharge allied health services in the United Kingdom, Sweden and Italy.

SMAHS has 28 participants in the 2008 Department of Health Emerging Leaders Program.

Child and Adolescent Health Service

The Child and Adolescent Health Service supports the development of its current and future leaders encouraging staff to participate in the 'Executive' and 'Emerging Leaders' programs for both middle and senior executive management offered by the Institute of Healthy Leadership.

Dental Health Services

Bullying and harassment prevention training has been provided for all managers and 80 per cent of other staff.

A Performance Management training program for managers/supervisors has been developed and commenced May 2008 with 25 per cent completed by 30 June 2008.

Priorities for 2008-09

WA Health's 'Strategic Directions 2005-10' recommendations, and directions provided by the health reform process will continue to drive health care in 2008-09.

Healthy workforce

WA Health continues to work to develop a sustainable workforce that can deliver the required health services for the future where WA Health is an 'employer of choice'.

Key areas of focus and priority for the North Metropolitan Area Health Service (NMAHS), South Metropolitan Area Health Service (SMAHS) and Child and Adolescent Area Health Services (CAHS) remain workforce attraction and retention, promoting work-life balance and family friendly workplace initiatives including child care strategies, developing workforce innovation, increasing the recruitment of Indigenous health professionals, workforce re-engineering (e.g. nurse practitioner roles), and transition planning for future workforce requirements. Strategies to assess workforce satisfaction, and promote leadership and management skills also remain priorities.

Particular priorities for the Metropolitan Health Service (MHS) are:

- The Women and Newborn Health Service (WNHS) will provide the In-Time 'train the trainer' course to a further four peripheral maternity units. This is a short training course to enhance clinicians skills for managing obstetric emergencies;
- The WNHS will participate in an obstetrics review in collaboration with the State Obstetric Services Unit;
- The Dental Health Service will continue the implementation of the Dental Health Workforce Plan;
- The Child and Adolescent Health Service will appoint additional outpatient nursing and medical staff to the Johanna Sewell Adolescent Oncology Ward to service the increased numbers of patients being seen in the ward; and
- The 'Assistant in Nursing' Model of Care will be developed and implemented by the Child and Adolescent Health Service.

Healthy hospitals, health services and infrastructure

The management of demand for health services will remain a critical challenge for the MHS

especially for providing elective surgery capacity that meets category timeframes and managing emergency department activity. In addition, initiatives such as encouraging GP After-Hours clinic activity, increasing day and ambulatory surgery and the use of alternative care options such as the Hospital in the Home (HITH) and Rehabilitation in the Home (RITH) programs will assist.

Particular priorities for the MHS are:

- SMAHS will commence the Intensive Care Unit Expansion Project with the addition of seven intensive care/high dependency beds at Fremantle Hospital;
- SMAHS is to open a vascular theatre at Royal Perth Hospital in late 2008 providing facilities for endoluminal work;
- Princess Margaret Hospital for Children will develop a process for other metropolitan hospital sites to refer patients to its HITH program;
- The Anticoagulation Service will be expanded to incorporate a daily clinic service and partnership model from June 2008 allowing direct referrals and timely review of patients for anticoagulation management and education; and
- In 2008-09 the RITH program will develop referral pathways for Swan District Hospital and the Mercy Restorative Unit, investigate clinical governance models with geriatricians and investigate direct referral processes to avoid presentations to Emergency Departments.

The Emergency Department Taskforce, announced in February 2008, developed a number of reform initiatives to address the high demand in metropolitan emergency departments with the following strategies to be implemented in 2008-09:

- a coordinated approach to the recruitment and retention of nursing staff to alleviate staff shortages and facilitate the availability of currently closed acute tertiary beds;
- a close partnership with St John Ambulance Association to reduce ramping;
- further implementation of the Clinical Services Redesign program to assist with Emergency Department activity flow;

Priorities for 2008-09 (continued)

Healthy hospitals, health services and infrastructure (continued)

- planning for additional home care packages and Care Awaiting Placement beds at Bentley Hospital and ten sub-acute beds at Bethesda Hospital to divert patients from Emergency Departments; and
- community education about appropriate use of Emergency Departments, including an Emergency Department services website which will provide information on ED attendances, admissions and ambulance diversions.

The 15 bed adult Emergency Short Stay unit at Rockingham-Kwinana District Hospital will become operational in late 2008. The Hospital will also recruit a full-time medical director for its Emergency Department.

To further assist the efficient management of referrals the Area Health Services will develop a soft copy electronic referral system based on clinical priority access criteria. Management guidelines for selected complex conditions are also to be developed to streamline the diagnostic work required to support a timely and fully utilised outpatient appointment.

The eating disorders program at Princess Margaret Hospital (PMH) will expand in 2008-09 to provide more places in the intensive day treatment, and for the in-home and outpatient therapy programs. Additional staff will be employed and new premises refurbished to accommodate the day treatment program.

Development of new services for clients with Attention and Hyperactivity Related Disorders will commence.

The Child and Adolescent Health Service will develop a paediatric burns Telehealth education program for rural clinicians.

During 2008-09 the business plan and assessment of the North Metropolitan Area Health Service (NMAHS) ambulatory care for chronic obstructive pulmonary disease service are to be completed.

Strategic planning for a diabetes ambulatory care service is to be completed by December 2008.

Healthy communities

In 2008-09, WA Health will continue to focus on improving lifestyles, preventing ill health and

implementing long-term, integrated health promotion programs often in partnership with other government and non-government agencies, general practitioners and community groups. Particular programs will target chronic illness and long-term conditions, and improve the community-based management of these conditions.

Key priorities for 2008-09 are:

- NMAHS Public Health Unit will initiate community-based health promotion and disease response programs that have proven successful by the SMAHS especially for pandemic flu planning, Indigenous chronic disease management and health promotion, and sexual health disease tracing and follow up;
- South Metropolitan Area Health Service (SMAHS) Public health Unit will support the development of local government health plans aimed at chronic disease prevention and will share information, expertise and resources with local government to promote best practice and public health policy; and
- SMAHS Public Health Unit will also investigate the potential for partnerships to deliver the 'Journey of Living with Diabetes' program and continue training opportunities for Indigenous health professionals to deliver the program in Indigenous communities.

Healthy resources

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

Key priorities for 2008-09 are:

- Women and Newborn Health Service will commence planning for a comprehensive ongoing online database mapping maternity services and personnel across Western Australia;
- WA Health will continue implementation of the Information and Communication Technology Strategy;
- to progress implementation of a population and output-based resource allocation model for WA Health;.
- to finalise transition planning for the expansion of the Rockingham-Kwinana District Hospital and develop a transition plan for the Fiona Stanley Hospital;

- to develop new digital mammography accreditation standards to cater for the national migration to digital imaging with BreastScreen WA programs in states and territories;
- to align current medical records identification numbers with the hospital generated unit medical record number providing the platform for electronic transfer of medical records and digital mammographic images; and
- to construct the acute mental health inpatient facility for adults and older people as part of the Rockingham-Kwinana District Hospital Campus redevelopment under the WA Health Clinical Services Framework.

Healthy leadership

Healthy leadership is vital to delivering effective and efficient health care in the future.

The Institute of Healthy Leadership will continue its leadership initiatives including:

- facilitating leadership development programs for senior staff;
- offering Graduate Development programs for a number of health and administrative disciplines; and
- providing Service Improvement Workshops.

During 2008-09 the Health Networks will work closely with Area Health Services and other WA Health Divisions to implement the models of care which will result in significant system-wide change over the next 5-10 years.