



# Wakefield Health Regional Newsletter

## FROM THE REGIONAL GENERAL MANAGER

Welcome to the second edition of the Wakefield Health Regional Newsletter, and thank you for the positive feedback that we have received about it.

This edition continues an update of the activities of some more of our Portfolios, and introduces a new “getting to know you” section. Whilst I reluctantly agreed to be the first contributor, this “honour” will be shared around, with Barb Carlin from Yorke Peninsula Health Service being the next.

As is normal, there is a huge amount of work occurring throughout the Region, and I thought I might touch on a few of these:

### **Cultural Respect Framework**

Along with a number of Senior Staff, Board Members, and representatives of the Aboriginal Health Alliance and Forum, I recently attended the two-day workshop at Tanunda on the implementation of the Cultural Respect Framework in the Region. It was great to see the number of people in attendance (almost 50) and the obvious passion and commitment that existed towards improving the health status of Aboriginal people.

The workshop was extremely well led by Dana Shen (Central Northern Adelaide Health Service) and Sue Edwards, Aboriginal Health Program Manager for the Region.

The clear message from the Workshop was that Aboriginal Health is “Everybody’s Business”, and that it needs to become an integral part of all facets of our Services; for us to be successful we need to change the way in which we plan and deliver services to Aboriginal people, and a range of approaches were developed.

A detailed report and recommendations from the workshop will shortly be issued, and the Regional Executive Group will consider the recommendations. An overview of the report and the various actions intended will appear in the next newsletter.

Advancing Rural Health & Wellbeing

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## **Country Health Executive**

The first meeting of this group occurred in September. The Group is constituted of the seven Country Regional General Managers, and Senior Staff from the Office of Country Health, and Aboriginal Services Division. The Group is Chaired by Dr Tom Stubbs, and the meetings will often be attended by the Chief Executive Jim Birch.

Major discussion points included:-

- The possibility of establishing a central point for the negotiation of Medical Staff contracts throughout Country SA
- Accreditation – difficulties associated with Hospitals meeting the new mandatory requirements
- Receipt of a new Clinical Risk Manual for Country Hospitals
- Review of Specialist Services in Country South Australia
- Elective Surgery Strategy and the role of Country Health Services

## **Mental Health Services**

There is considerable pressure on the Mental Health system in the metropolitan area.

Country South Australia is a contributor to this pressure, and whilst there is no suggestion that there has been inappropriate referral or admission patterns, a review of all admissions for the month of July has been undertaken with a view to establishing what resources would be required at a local level to avoid admissions to Adelaide facilities. In addition a review of admission data for the last three years has also been undertaken to identify any patterns that are occurring.

The ramifications for Wakefield are important in that we currently have three Mental Health Teams (Walleroo, Barossa & Gawler, and Clare) and we need to ensure that these services are adequately resourced, and locally responsive.

It has been agreed that across Country South Australia consistent policies and protocols would be adopted with Justin Ragenovich (Portfolio Manager) and Nell Sproule (Program Manager) leading this process in Wakefield.

## **Gawler – Obstetrics & Gynaecology**

The difficulties experienced with contract renewal of the Obstetricians & Gynaecologists at Gawler has now been resolved, with the Minister for Health announcing that recruitment has been successful and that the new service would commence as from 1 January 2006.

The new service will be provided by two resident specialists and four registrars, and will offer a range of new service options to the women of Gawler. The Children's Youth & Women's Health Service will provide these Medical Staff, and will work closely with the Gawler Health Service.

This new service has not been without its difficulties, and full credit must be given to the staff at Gawler who have continued to work positively during difficult circumstances.

## **Yorke Regional Development Board**

I recently attended a meeting with representatives of other Government Departments to be briefed on the various industry and economic developments that are planned to occur within our Region.

The extent of this development, was extensive and should it proceed will pose significant challenges for Wakefield Health in the provision of Health Services.

Much of the discussion was confidential as many of the projects remain under consideration, however there is planned to be significant expansion in the Region and we need to remain informed as to the status of the various proposals in order that we have the infrastructure and services available as they occur.

A regular liaison with the Development Board has now been established on a six monthly basis to ensure that we monitor progress.

**Gary Stewart**  
Regional General Manager

# PORTFOLIO UPDATES

## Planning & Service Development

### Strategic Plan

Wakefield Health has commenced a process to develop a strategic plan. We have recently consulted with our primary stakeholders i.e. health services and secondary stakeholders i.e. other service providers. Three workshops were facilitated, one each in Kadina, Clare and Tanunda. A total of 60 stakeholders were involved in the workshops, with 17 apologies received. This total represented a broad range of public health services, private hospitals and other key stakeholders including Divisions of General Practice, Child & Youth Health, Regional Development Boards, local government, SA Police etc.



Given that the Board had already determined that we would adopt the 9 strategic priorities from Country Health, the workshop focused on what those priorities mean in Wakefield Region and therefore, what will we do to focus on each of those priorities. The workshop also asked participants to identify success criteria for each outcome area as well as strategies and allies.

A great deal of information was provided, much butchers paper (!! ) and the initial response is that it reflects the diversity we have in our region and is 'rich' in quality. A write-up of the data collected from the workshops is currently being undertaken and then a first draft strategic plan will be written. This 'draft' will be provided broadly seeking comment.

### Population & Health Profile

As part of the planning process, it was decided to develop a regional population and health profile. This profile provides detailed information regarding: demographics; health and wellbeing indicators; health status; and health service utilisation. The profile can then be utilised to guide future decision making.

A final draft of this profile is currently being developed and a 'snapshot' of the profile was provided to those that attended the recent strategic planning workshops.

### Service Development

A number of key areas have been worked upon within the region. Firstly, as mentioned in the last newsletter, a significant amount of funding was allocated to primary health care initiatives through 'efficiency savings'. A process was facilitated with all portfolios to determine priorities for this funding and details will be released shortly.

The Southern Wakefield Area Partnership Project (SWAPP) Steering Committee has met and considered the final project report. Barossa Area Health Service Board, Eudunda Kapunda Health Service Board and Gawler Health Service have all agreed to move forward in partnership as a result of the report. A series of priorities were discussed and six key areas have been decided upon to progress in a partnership over the coming 12 months.

A process similar to SWAPP is about to commence for the Yorke Peninsula sub-region, with the steering committee meeting for the first time in late September 2005.

**Kylie Williams**  
Regional Manager  
Planning & Service Development

# Contracting & Audit Services

## Measurement & Performance

### You get what you measure:

*"You get what you measure. Measure the wrong thing and you get the wrong behaviours." - John H. Lingle*

For too long in health we have focussed too much on measuring dollar and activity outcomes. With the Generational Health Review and First Steps Forward, the focus is shifting to health outcomes, to customer satisfaction with the services we supply and to staff satisfaction with the managers and the organisations for whom they work.

This article is an attempt to describe this new world into which we are all rapidly moving. It begins with a brief review of the new directions set out in First Steps Forward and then goes on to explain how these directions are being translated through the new 2005-2006 Performance Agreements at regional and Health Service levels.

But first a few more quotations, to help brush away some of the cobwebs.

*"It is an immutable law in business that words are words, explanations are explanations, promises are promises but only performance is reality." - Harold S. Geneen*

*"Measurement is the first step that leads to control and eventually to improvement. If you can't measure something, you can't understand it. If you can't understand it, you can't control it. If you can't control it, you can't improve it." - H. James Harrington*

*"Without a standard there is no logical basis for making a decision or taking action." -Joseph M. Juran*

## What did First Steps Forward say?

*The South Australian Government's reform of the health system will:*

- *provide services closer to home; and increase prevention, early intervention and health promotion.*
- *strengthen primary health care services by creating greater opportunities for health professionals to work in local teams. This will include better opportunities for General Practitioners (GPs), allied health workers and nurses, to work together giving people easier access to health services.*
- *improve health services for the most vulnerable populations in the community, in particular Aboriginal people, children and young people, people with a mental illness, and the frail aged.*
- *develop a health workforce with the right skill balance and the required training, recruitment and retention strategies to support the new system.*
- *sustain the current system while reforms are developed and implemented.*
- *produce new governance structures, new models of funding services and new methods of sharing information which focus on the needs of the population rather than the health institution.*
- *broaden the involvement of health practitioners and the community in health planning and policy decision making.*

[http://www.sahealthreform.sa.gov.au/Portals/57ad7180-c5e7-49f5-b282-c6475cdb7ee7/First Steps Brochure\\_1.pdf](http://www.sahealthreform.sa.gov.au/Portals/57ad7180-c5e7-49f5-b282-c6475cdb7ee7/First Steps Brochure_1.pdf)

## How do these "big picture" goals get translated down to the level of Health Services?

This process is now in train and has already resulted in the publication of the Country Health Strategic Plan. This will be relayed to regions in the form of a Performance Agreement between the Minister for Health and each Country Region based on the Country Health Strategic Plan. <http://www.countryhealthsa.sa.gov.au/documents/Country Health 2005-2010.pdf> It will then be the region's job to translate this into something meaningful at Health Service level.

For instance, specific measures and targets have been set for the region and will be passed through to Health Services for each of the Department of Health Priority Areas for Action in 2005-06: *Aboriginal & Torres Strait Islander Peoples' Health, Mental Health, Child and Younger People's Health, Chronic Disease Burden, Health of Older People, Health Service Access, Quality and Safety.*

The idea is that happy, well-motivated staff will produce good internal services and systems leading to high levels of quality and high patient/client satisfaction and that by having reliable measures at each point in this chain we will be able to pinpoint any problems at an early stage.

In addition to these very targeted activities, the region is developing a performance measurement system benchmarked across the region for the ongoing work of Health Services based on the concept of a "Value Chain" as described below.



**Kevin Crawshaw**  
Regional Manager  
Contracting & Audit Services

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## Mental Health

The State Government has identified Mental Health as a key priority area and as such, exciting and challenging times are ahead with many opportunities to shape mental health reform in Wakefield Health. The portfolio has gained momentum in a very short space of time and collaborative partnerships have been developed across the region with support from the mental health teams, the Wakefield Consumer Advisory Group and the portfolios of Healthy Communities and Aboriginal Health. In the first quarter of 05/06, significant work has been undertaken within the portfolio, which is supported by the CEO, Lower North Health, the Mental Health Program Manager and the Mental Health Principal Clinician.

### **Wakefield Mental Health Strategic Plan 2005-2010**

Aiming to work towards a mental health system within the Wakefield Region that takes a lifespan approach to meeting the needs of the population, the Wakefield Mental Health Strategic plan was developed in consultation with the Mental Health Strategic Reform Committee, the Wakefield Consumer Advisory Group, Community Health Managers and regional mental health staff.

Six strategic directions underpin the plan:

1. Cooperate and collaborate with other agencies on integrated mental health services for individuals and families
2. ensure consumer and community participation in mental health service delivery, planning and policy development
3. provide supportive environments for the safe and effective delivery of mental health care
4. ensure a highly skilled, well-supported, confident and sustainable health workforce
5. use information systems and other resources that support the workforce to deliver safe effective services
6. support the development and implementation of the Australian Government's National Suicide Prevention Strategy

Small sub-groups of the Mental Health Strategic Reform Committee are currently developing action plans to work towards achieving these strategic directions.

### **Mental Health Strategic Reform Committee (MH-SRC)**

With the Chairperson retiring in June 2005 and the new regional structure commencing July 2005, it was timely to review the membership, role and function of the then Mental Health Strategic Reform and Consultative Committee. As such, the Committee was downsized, and the name shortened to the Mental Health Strategic Reform Committee (MH-SRC). This Committee is viewed as the peak body for taking carriage of mental health reform across the region, including the delivery of the Wakefield Mental Health Strategic Plan. The MH-SRC meets bi-monthly and reports to the Regional Executive Group via the Mental Health Portfolio Manager.

### **Wakefield Consumer Advisory Group**

The Wakefield Consumer Advisory Group (WCAG) comprises ten members who are either consumers of the mental health system or a carer of someone with mental health issues. The WCAG provides opportunity for consumers of mental health services to meet, identify and discuss issues that arise in the planning, delivery and evaluation of mental health services within the Region and to enable consumers to provide suggestions as well as actively contribute to solution development.

A planning session was held in September to further develop the WCAG's role and responsibility across Wakefield region in line with the Wakefield Mental Health Strategic Plan.

### **Primary Health Care Initiatives**

Recurrent regional funding from the 2005-06 budget has been made available to target primary health care initiatives within Wakefield region. At a planning session held in August, all portfolios were invited to submit bids for the regional funds based on four focus areas, namely Early Childhood Intervention, Aboriginal Health, Mental Health and Chronic Disease.

Recommendations from the planning session were:

- Allocation of funds to the Mental Health Portfolio for a 1.0 FTE Mental Health Worker, based at Gawler
- Remainder of funds be allocated to the Health Communities Portfolio for Early Childhood Intervention, which is to include 2 x 1.0 FTE's Child & Adolescent Mental Health Workers, based at Lower North.

### **Gawler Service Expansion**

Mental Health Services provided by Gawler Health Service is a priority area for Wakefield Health and as such, is currently under review. As part of this process, current staffing allocations are being reviewed, and strategic partnerships with Barossa Mental Health Services are being strengthened by the creation of a joint mental health team leader position. As part of future expansion of services in Gawler, an additional two clinical mental health positions have been created to provide long-term case management to consumers with severe chronic mental health problems. Both the Team Leader position and the clinical mental health positions were advertised in July and interviews scheduled in September.

### **Lennon Street Centre**

Lower North Health has developed a multidisciplinary model of service provision for Mental Health, Social Work, Women's Health and visiting services such as DASSA, CAMHS and Corrections to be delivered from a new purpose built facility centrally located in Clare. The new mental health facilities support many of the directions outlined in the Wakefield Mental Health Strategic Plan, as outlined below by:

- Providing a location away from the traditional 'hospital' model and is within the Clare CBD ie providing services closer to the community and particularly for people who may be vulnerable and most disenfranchised from the community
- working towards addressing the expectations and imbalances by way of reducing the fragmentation and duplication of services and increasing 'easy' community access

- Giving greater priority to prevention, early intervention and health promotion
- Providing a multidisciplinary approach creating enhanced opportunity for professionals and consumer to work together for better health outcomes
- Streamlining access to services
- Providing a model for improved services and one that is based upon community need rather than 'institutions'.

### **Health Promotion Grant Funding (targeting Mental Health)**

\$113,000 in grant funding was received from the Department of Health to support health services and the community to shift the balance from a predominantly acute care focus, to a primary health care focus. More specifically, the funds were to improve the health and wellbeing of the population through a health promotion approach. The grants were to encourage health promotion projects to address mental health that will in the long term, encourage health gain for the targeted population, or community group.

Submissions for 04/05 and 05/06 funding were assessed in July 2005 and the following projects have been recommended to receive funding:

- Better Outcomes for Families on the Copper Coast
- Positive Partnerships
- Camp Comic Family Fun Days
- Respite to Revive
- Partnerships in Wellbeing

### **Justin Ragenovich**

Mental Health Portfolio Manager

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## Corporate Services

Funding in excess of \$56 million has been received for the health services within the Wakefield region for the 2005/06 financial year. Overall, an increase in funding of 14% over initial allocations for last year. Over half this increase has been received to cover increases in nurses and other awards, recognising the significant pressure that health units were faced with during last financial year.

At health service level the increased funding equates to an increase at

- Gawler Health Service by \$1.3 million
- Barossa Health Service \$803,000
- Eudunda Kapunda Health Service \$630,000
- Lower North Health Service \$1.08 million
- Balaklava Riverton Health Service \$430,000
- Northern Yorke Health Service \$631,000
- Yorke Peninsula Health Service \$663,000

As a sign of positive budget allocations to health services, all are reporting a balanced end of year situation. Some have even commented this is the best budget they have ever had in their time working in health.

As well as increasing funding to health services, over \$550,00 has been identified for Primary Health Care Services expansion in the Region. This will be used to increase Mental Health and Early Intervention services across the region.

Following on from Chief Executive Officer's accepting a portfolio responsibility, budgets for this have also been allocated out to health services to manage across the region. So if you have any queries regarding funding in relation to the portfolios, this is your first port of call. Reporting during the year will also be by portfolio for all health services, indicating the actual funds spent in the different areas.

As part of the Role and Function Review it was recognised that there was a shortfall in our electronic communication capabilities. In the very near future a project will begin to develop a regional intranet and internet. Consultation will occur at all levels of staff and with all health services, around the content and management of this.

Should you have any queries in the meantime, please do not hesitate to contact Rose Dickinson on 8842 6550.

**Rose Dickinson**  
Regional Manager  
Corporate Services

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## Acute Services

The Acute Services Portfolio has been quite busy, but not strictly in the area in which I first thought but in the area of asset management. The Department of Health has been seeking quite a deal of information on assets and this has resulted in me passing this request onto health units. In addition, the annual minor works program has been released and Wakefield Health has been allocated \$885,000 among the various health units. Sixteen projects such as air-conditioning at the Wallaroo Hospital kitchen (\$110,000) through to a drying cabinet at Kapunda (\$9,900) can now be finalised. Good news for everyone!

I have also developed a Job Specification for a Project Officer for this portfolio which has been formally classified by the Wakefield Classification Committee at ASO-5. This position will be advertised shortly and I look forward to appointing someone with the skills to assist in this portfolio.

**Nigel Leckie**  
Acute Services Portfolio Manager

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# Human Resources

## Future Leaders Program

It was exciting to receive so much interest in the inaugural 2006 Wakefield Future Leaders Program, with a total of 30 applications submitted from employees across a wide variety of discipline areas, covering almost all of the Health Service sites within the Region. It is refreshing to see staff across the region keen to develop themselves to take on leadership roles in the Health sector in the future.

To all those who submitted applications, the time taken and the effort expended is much appreciated and your aspirations for future development have been noted. The depth of talent, enthusiasm and leadership potential within the region is most encouraging.

Consequently a difficult choice faced the selection committee, however they have now selected the ten participants for the 2006 program.

The successful participants are:

- Patricia Cranwell, Team Leader – Cleaning, Linen and Laundry Services, SYP
- Lisa Frahm, Clinical Midwife, GHS
- Natalie Hodgson, Senior Finance Officer, Wakefield Health
- Leona Holloway, Aboriginal Liaison Officer, CYP
- Jodie Luke, Registered Nurse, CYP
- Sue Marshall, Patient Information Officer, GHS
- Kate Osborne, Senior Paediatric Physiotherapist, BAHS
- Jenny Roach, Quality Coordinator, NYP
- Amanda Schiller, Community Partnerships Program Manager, LHN
- Trudy Vaughan, A/Clinical Nurse, BAHS

The intention is that the successful participants will be involved throughout the process including helping to develop the direction and content of the program itself. A meeting will be organised in the near future to commence this process. This will be important given the wide range of experience and knowledge the various participants bring with them.

The program itself is likely to include a number of components including one on one coaching, group workshops and future action planning. Some of the areas that may be covered in workshops include managing self, managing others, managing the business and managing change.

We would also like to acknowledge the commitment provided by all CEOs and the participants immediate Managers in supporting them to undertake this program. It is anticipated that the program will commence February/March next year.

If anyone would like any further information on the program please contact the Human Resources Section on 8521 2094.

**Meredith Hodgson**

Human Resources Portfolio Manager

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## GETTING TO KNOW ...



... Gary Stewart  
Regional General Manager, Wakefield Health

### ***What do you do in your position - how do you make a difference?***

As the Regional General Manager my job relates to being the strongest possible advocate for the Wakefield Region, trying to have provided the best health services that we can, and to provide the leadership to the Region, its staff and Health Units. I have an absolute vision that Wakefield Health and its Health Units will be regarded as a leader, innovative, responsive and well respected.

I think that I can make a difference by leading Wakefield Region to "operate as one" in the interests of the Community that we serve. The combined effort of everyone offers significant strength in terms of our advocacy, resource sharing and justification, and service provision. For us to maximise the opportunities available to us, we need to combine our efforts, "and operate as one".

### ***What other positions have you held?***

I have been a bit of a "country nomad" over my career, which started in Banking and included stints at Mount Compass, Tailem Bend and Adelaide, and then changing to Health in the middle 70's. I started at Victor Harbor as Assistant Administrator, went to Minlaton, and McLaren Vale as the CEO, to the Noarlunga Health Village as CEO for a while, Project Director for the Noarlunga Hospital, and then to Port Augusta as the CEO. I resigned in 1994 and bought a Country Pub just out of Port Lincoln, which Gail and I ran until 2000. I then had to get a real job and went to work for the Eyre Region initially as a Planner and then Regional General Manager, until moving to Wakefield late last year.

### ***The most memorable moment in your life ... so far?***

The birth of my children.  
I intend to live long enough to be a burden on them!!

### ***What are your key interests (apart from work of course)?***

My Family, and sport - particularly golf and football, and of course the Adelaide Crows

### ***What do you do to have fun?***

A bit of everything, but I enjoy spending time with our kids, and playing as much golf as possible, and I spend a bit of time at the 19th hole.....

### ***What person would you most like to meet ... and what would you like to say to them??***

Greg Norman. – 'Can you help me with my slice?.....'

### ***What has been the most terrifying moment in your life?***

Without a doubt - job interviews!

### ***What annoys you most about working in health??***

A continual focus upon process rather than outcomes for the patient.

## UPCOMING EVENTS

### Community Fair

**What:** Opening of Kapunda Hospital and Homes Redevelopment  
**Who:** For community members  
**When:** Sunday, 6 November 2005 at Kapunda, 11 am to 2 pm  
**Contact:** Kapunda Hospital – 8566 2451

### Mental Health Week

**What:** Annual event – aim is to improve community awareness and knowledge regarding mental health and illness and reduce the stigma and discrimination associated with mental health problems.

**Who:** For everyone

**When:** Sunday, 9 October 2005 to Saturday, 15 October 2005

**Contact:** Wakefield Health Region – Nell Sproule, – tel: 8841 3503  
State-wide – Mental Health Coalition of SA - <http://www.mhcsa.org.au>

**What:** beyondblue Rotary Health Safari will be in the region during Mental Health Week. The Safari is being undertaken in a purpose built Winnebago motorhome. beyondblue material on depression is available on board together with computers with specially-designed interactive software.

**When:** Nuriootpa & Tanunda – 7 October 2005  
Clare – 8 October 2005

**Contact:** <http://www.rotaryhealthsafari.org.au> or <http://www.beyondblue.org.au>  
Nell Sproule - tel: 8841 3503

## USEFUL WEB LINKS

**South Australian Department of Health** <http://www.health.sa.gov.au>

**Human Services Finder** <http://www.hsfinder.sa.gov.au>

The place to access information about health, housing, family and community services from the private, public and community sectors in South Australia.

**HealthySA** <http://www.healthysa.sa.gov.au>

HealthySA comes to you from the South Australian Department of Health. The site is designed to make it simple for you to search for and find quality health information on the web - wherever you live and whatever your stage of life.

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#### Wakefield Health

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Articles for next edition due: **7 October 2005**