



Government of South Australia  
Port Augusta, Roxby Downs,  
Woomera Health Advisory Council

4<sup>th</sup> August 2014

COPY

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Dear Premier

Thank you for your correspondence of 8 July 2014, with regard to the reform of South Australian government boards and committees. We are grateful for the opportunity to provide local community input and that same connected and informed advice that CHSA have worked tirelessly to consolidate since the last health system review in 2009. Although there have been many changes within the health system we have managed to respect that our communities, consumers and their families maintain their connection to their patches.

The Port Augusta, Roxby Downs and Woomera Health Advisory Council region is one of the most productive regions particularly in the Mining and Regional Development areas which has brought about significant and positive change to many aspects of our lives here in our proud state of South Australia.

We also have the highest representation of Aboriginal people in our combined region and health disadvantage continues to erode the amazing work achieved by our health system not only to work towards closing the appalling life expectancy gap for Aboriginal people but also to continue to improve and build on the health needs of all South Australians. We work closely with and have the full support of The Northern CHSA Aboriginal Health Advisory Committee.

There is no doubt that SA Government efforts to create better health outcomes are impressive by comparison to other states simply because we have established strong and important ties with local community that is broad and transparent and if managed with respect will only enhance the National Safety and Quality Health Standards.

The PARD&W HAC agree that the comprehensive review of SA Government boards and committees you desire is timely but we would like the opportunity to work collaboratively and uniformly with you to ensure our communities and consumers needs are understood and local and informed health policy developed.

We live in a vibrant and promising region and try wherever possible to engage effectively with our local community. Where there is an identified request for further individual input or advice we try to ensure that all voices are heard. We have already established respected and workable solutions to engaging all community and consumers.

Other than minimal costs for travel and administration, for our representative members, our costs are very minimal to the government and we have already costed out the negative financial impacts of engaging with individuals as opposed to community elected representative groups.

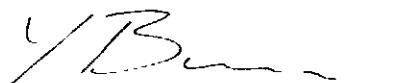
Previous CHSA changes demanded a review of local health plans to engage more effectively and meaningfully with our consumers - we believe the efforts we have made could be implemented with the support of the SA government to avoid any duplication of engagement practices and unforeseen costs related to new engagement strategies

We will flag concerns with our local Member for Giles, Eddie Hughes, and will ask him to support our submission to remain independent and local as with our partnering local HACs.

All relative documentation such as local health plans and 10 years CHSA health plans for our region are attached will be forwarded to the Hon Jack Snelling, Minister for Health and Aged Care, for his information and hopefully for his support in our efforts to continue to build on our proven methods of community and consumer engagement .

We ask that you consider favourably the efforts of our regions combined HACs and allow us to further participate in any local community and consumer engagement strategy so that we might reinforce the strength and history of the Port Augusta, Roxby Downs and Woomera Health Advisory Council and our combined regional combined HAC partners to ensure our local health needs and aspirations are met.

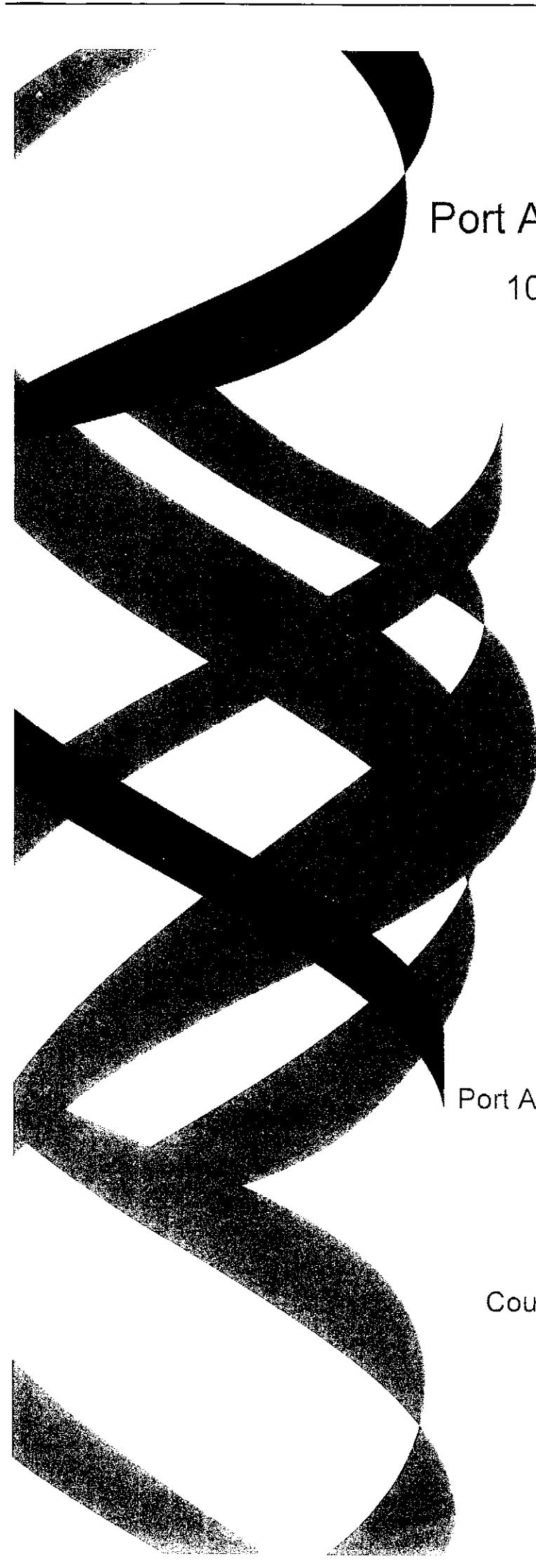
Yours sincerely



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CC:

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Geoff Brock MP, Minister for Regional Development



# Port Augusta and Roxby Downs

## 10 Year Local Health Service Plan

2011 – 2020

Port Augusta, Roxby Downs and Woomera  
Health Advisory Council  
Port Augusta Hospital and  
Regional Health Service  
Roxby Downs Health Service  
Country Health SA Local Health Network



Government  
of South Australia  
SA Health

# 10 Year Local Health Service Plan

## Port Augusta Hospital and Regional Health Service Roxby Downs Health Service

2011 - 2020

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Date: 06 July 2011

## **1. Executive Summary**

The Port Augusta Hospital and Regional Health Service has taken the lead and determining role in the development of the health service plans, with the support of the Country Health SA Local Health Network (CHSALHN) Planning Projects Team. The Port Augusta, Roxby Downs and Woomera Health Advisory Council (HAC) has worked closely with the Port Augusta Hospital and Regional Health Service in the planning and implementation of the community consultation and oversight of the Health Service Plan. The HAC acknowledges the importance of monitoring developments in the National health reform, and associated implications for the directions set out in this Plan.

The Port Augusta Hospital and Regional Health Service is made up of the Port Augusta Hospital, Flinders Ranges and Outback Community Health Service, Roxby Downs Health Service and the Woomera Hospital. This Plan includes the directions for these health services except for the Woomera Hospital which has commenced a separate planning process in association with local, State and Commonwealth stakeholders.

The core catchment area for the Port Augusta and Roxby Downs area includes the Statistical Local Areas (SLAs) of Port Augusta, Roxby Downs and the Unincorporated Far North. For more specialised services the Port Augusta Hospital also supports a broader catchment including the Coober Pedy, Flinders Ranges, and Unincorporated Flinders Ranges SLAs. The Port Augusta Hospital is located 306 kilometres north of Adelaide. Roxby Downs is located 561 kilometres north of Adelaide and 256 kilometres north of Port Augusta. The catchment area experiences a high degree of isolation with a limited range of intrastate transport options.

The resident population for the Port Augusta and Roxby Downs core catchment is 21,192 and for more specialised services the catchment extends to 24,450 (DPLG 2011 Population Projections). People from Aboriginal and Torres Strait Islander backgrounds comprise 13% of the total population and 17% for the Port Augusta community. When compared with the overall population structure for country South Australia, Port Augusta exhibits a slightly higher proportion of the population under 45 years, and a lower proportion over 45 years.

The population structure for the Roxby Downs catchment is significantly different when compared with country South Australia. A significantly higher proportion of males reside in the Roxby Downs catchment, in addition to residents in the 0-14 and 25-44 year age groups. A significantly lower proportion of the Roxby Downs population are aged 45 years and above.

Static to small population growth is expected in the Port Augusta catchment population over the next 10 years. The Olympic Dam mining site is expected to increase the local Roxby Downs population size by a significant proportion in the coming years. The catchment area is part of the Flinders Ranges and Outback which attracts many tourists each year. The catchment area reflects both a high level of socioeconomic disadvantage in Port Augusta and the Far North, and a low level of socioeconomic disadvantage in Roxby Downs.

The Port Augusta Hospital and Regional Health Service undertook the needs analysis by considering the findings from a community and staff/stakeholder survey, face to face workshops with clinicians, implications of statewide plans, Northern Aboriginal Health Advisory Council Planning Tool, and analysis of population demographics and projections, health service utilisation, workforce, infrastructure described in the Health Service Profile and other relevant data. The needs analysis process identified priority areas including:

- The high proportion of acute inpatient care utilisation and emergency presentations by Aboriginal people from across the North and West.
- Strong community desire for existing services to be retained.
- South Australia's Mental Health and Wellbeing policy and impending implementation of the new Mental Health Act (2009) along with increasing presentations for emergency mental health conditions.
- The trend towards increasing emergency presentations at Roxby Downs Health Services.

- Opportunity for expanded collaboration with the Whyalla Country General Hospital to provide services locally and improved pathways to Whyalla.
- The high proportion of Aboriginal people in the catchment and levels of morbidity.
- The high birth and fertility rate, including 100 births to Aboriginal parents in Port Augusta annually and the significantly high birth rate in Roxby Downs.
- An ageing population in Port Augusta.
- High proportion of people with disabilities.
- Increasing rates of risk factors for poor health such as obesity and chronic diseases such as diabetes and heart disease in both the Aboriginal and wider community.
- Need to advocate for additional residential capacity and high level respite services in Port Augusta.
- The high proportion of young people, particularly Aboriginal children, community feedback and the linkages between good oral health and general health.
- Over 50% of the Aboriginal population is aged under 25 years.
- The remoteness of the region and distinct population demographics.
- Potential for the population in the Roxby Downs area to double in size over the next 10 years should BHP Billiton expand its mining and processing operations at Olympic Dam in northern South Australia.

This 10 Year Health Service Plan sets out to sustain and strengthen its existing core services in both Port Augusta and Roxby Downs. The Strategy for Planning Country Health Services in South Australia, endorsed in December 2008, acknowledges that with the mining developments anticipated in the north of South Australia, the Port Augusta Hospital must have the capacity to develop as the population grows both locally and within the broader catchment area. In addition, the Roxby Downs catchment area continues to grow and a significant expansion in mining is proposed at Olympic Dam which is anticipated to impact on the needs of the Roxby Downs Health Service.

The Plan aims to expand into areas including:

- Increase access to mental health services through a stepped model of mental health care.
- Increase capacity to close the gap in Aboriginal health outcomes.
- Improve access to local chemotherapy care.
- Develop the Roxby Downs Health Service to meet community needs associated with current needs and future mining developments.
- Support the Andamooka community to meet its health needs associated with future mining developments.
- Expand access to chronic disease management programs, including self management programs.
- Advocate for increased drug and alcohol services and work in-conjunction with the community and major industry.
- Progress the Aboriginal Family Birthing program rollout in Port Augusta and outreach centres.
- Increase use of communication technology for telehealth as it advances.
- Increase cardiac, stroke and chemotherapy networks to enhance local access to services.
- Strengthen relationship with the Whyalla Country General Hospital to establish streamlined pathways to more complex elective surgery, medical specialist, mental health, palliative care and rehabilitation care.
- Sustain and increase visiting specialist services to provide services closer to home.
- Advocate for additional residential capacity and high level respite services in Port Augusta.
- Continue to explore advances in technology that enable expanded local access to radiology, pathology and pharmacy services.
- Recognise and develop Port Augusta's excellence in integrated early childhood and paediatric health care.
- Improve our ability to recruit, develop and retain a skilled health workforce.
- Contribute outcomes from local Aboriginal health initiatives to support the Centre for Excellence in Aboriginal Health to contribute to sharing best practice across the State.

## **2. Catchment Summary**

### ***Introduction***

The catchment area for the Port Augusta Hospital and Regional Health Service extends throughout the far North including the townships Port Augusta, Woomera, Pimba, Roxby Downs and Andamooka. Townships in the catchment are located within the local council areas of Port Augusta and Roxby Downs and the Unincorporated areas of the Far North. The Port Augusta Hospital is located 306 kilometres north of Adelaide. Roxby Downs is located 561 kilometres north of Adelaide and 256 kilometres north of Port Augusta.

### ***Population***

The resident population for the Port Augusta Hospital and Regional Health Service catchment is 24,450 (DPLG Planning Projections 2011). People from Aboriginal and Torres Strait Islander backgrounds represent approximately 13% of the total catchment population, 17% in the Port Augusta community, which is significantly higher than the average across all of country SA (3.1%). Approximately 4% of the population speak a language other than English at home, compared with 3.9% across country South Australia.

When compared with the overall population structure for country South Australia, Port Augusta exhibits a slightly higher proportion of the population under 45 years, and a lower proportion over 45 years. The population structure for the Roxby Downs catchment is significantly different when compared with country South Australia. A significantly higher proportion of males reside in the Roxby Downs catchment, in addition to residents in the 0-14 and 25-44 year age groups. A significantly lower proportion of the Roxby Downs population are aged 45 years and above. Static to small population growth is expected in the Port Augusta catchment population over the next 10 years. The Olympic Dam mining site is expected to increase the local Roxby Downs population size by a significant proportion in the coming years. Anecdotally there is a diversity of culture and language in the Roxby Downs areas, with 34 different nationalities residing in Roxby Downs.

The fertility rate for the Port Augusta and Roxby Downs catchments are higher than replacement level and higher than the average for South Australia. The indirect standardised death rate for the Port Augusta catchment is significantly higher than the South Australian average while the rate for the Roxby Downs catchment is lower than the South Australian average.

The catchment area is part of the Flinders Ranges and Outback which attracts many tourists each year. The broader Flinders Ranges has a high average number of visitors. Visitors to the Flinders Ranges and Outback were more likely than visitors to most other South Australian regions to be aged 45-64 years or 65 years and over.

**Table 1: Port Augusta Hospital and Regional Health Service catchment population**

	Port Augusta No.	Port Augusta %	Roxby Downs No.	Roxby Downs %	Cluster* No.	Cluster %	Country SA %	South Australia %
<b>Total Population</b>	<b>15,187</b>		<b>6,005</b>		<b>24,450</b>			
Males	7,774	51.2%	3,349	55.8%	12,868	52.6%	50.5%	49.4%
Females	7,413	48.8%	2,657	44.2%	11,582	47.4%	49.5%	50.6%
0-14 years	3,175	20.9%	1,516	25.3%	5,318	21.8%	20.4%	18.5%
15-24 years	1,954	12.9%	811	13.5%	3,152	12.9%	11.4%	13.3%
25-44 years	4,176	27.5%	2,338	38.9%	7,347	30.0%	25.1%	26.7%
45-64 years	3,908	25.7%	1,196	19.9%	6,089	24.9%	27.3%	26.1%
65-84 years	1,774	11.7%	132	2.2%	2,292	9.4%	13.9%	13.4%
85 years and over	200	1.3%	13	0.2%	251	1.0%	1.8%	2.0%
Aboriginal and Torres Strait Islander**	2,304	16.6%	83	1.8%	2,772	12.8%	3.1%	1.7%
CALD (Speaks a language other than English at home)**	506	3.6%	251	5.5%	870	4.0%	3.9%	12.2%

\*Pt Aug, Quorn, Hawker, Leigh Ck, Roxby Downs, Woomera cluster total

Source: Projected population by age and sex – SLAs in South Australia, 30 June 2011, Department of Planning and Local Government

\*\*Source: 2006 ABS Census

### Socioeconomic factors

The majority of the catchment area has been identified as outer regional, with Roxby Downs, Andamooka and Woomera identified as remote. The catchment reflects very diverse levels of socioeconomic disadvantage with high disadvantage in Port Augusta and Andamooka through to low levels of disadvantage in Roxby Downs and Woomera. The prevalence of chronic disease for people aged 16 years and over in the broader North and Far Western region (including diabetes) is higher than country South Australia. The broader North and Far Western region demonstrates slightly higher risk factors than country South Australia for risky alcohol consumption (short and long term), blood pressure, obesity, ex-smokers and smoking.

The largest industry (percentage of all employment) in Port Augusta is health care and social assistance (15%), followed by retail trade (14%), public administration and safety (13%), and education and training (9%). For Roxby Downs the largest industry is mining (47%), followed by construction (8%), administrative and support services (6%) and accommodation and food services (6%). Health service planning for Roxby Downs has been developed in line with the proposed expansion of the Olympic Dam mining site which will attract a significant increase to the local population. The Far North region has been identified for exceptional circumstances due to the prevailing drought.

BHP Billiton is considering a significant expansion of its Olympic Dam mine. If this expansion proceeds it is anticipated that it will have a significant impact on the local population in Roxby Downs during both the construction phase and long term operations.

Compared with some more isolated areas in country South Australia, the Port Augusta catchment has reasonable access to local and intrastate transport options whilst the Roxby Downs catchment is very isolated with limited transport options.

### **3. Needs Analysis Summary**

The Port Augusta Hospital and Regional Health Service, in partnership with the Health Advisory Council, undertook the needs analysis by considering the findings from a community and staff/stakeholder survey, input by participants at the Port Augusta NAIDOC Week activities, analysis of the local Health Service Profile and other relevant data, Northern Aboriginal Health Advisory Council Planning Tool and statewide directions. Sixty individual community and staff/stakeholder survey responses, a range of participants at the NAIDOC Week sessions and staff and key stakeholders participated across two needs analysis sessions.

The focus of the community consultation process was to understand the priority population health needs and most important health services. Key emerging themes consistently identified through the community, staff and stakeholder consultation process included:

- The top two population groups which face the greatest needs in the Port Augusta catchment were identified as Aboriginal people and people aged over 65 years of age whilst for Roxby Downs it was recognised as children and young people.
- The top three major health issues in the local community included drug and alcohol, diabetes and mental wellbeing.
- Services which are most important to respondents included emergency services, general practice, mental health, acute inpatient care, medical specialists and community and allied health services.
- Some respondents noted the importance of shifting the health services approach to a primary health care approach.
- Some respondents noted the need to improve Aboriginal health, particularly early childhood intervention and workforce development.

The needs analysis process identified a vast range of strengths, weaknesses, opportunities and threats across service category areas. The Port Augusta Hospital and Regional Health Service identified priorities for each major service category to clearly focus on the most important areas for the final 10 Year Local Health Service Plan:

#### **Acute Care**

- The high proportion of acute inpatient care utilisation by Aboriginal people from across the North and West, previous experience in culturally specific projects and community demand for culturally accessible care has identified the need to sustain Step-down accommodation, culturally appropriate inpatient care and to consider options to better support the needs of Aboriginal mothers and families that relocate to Port Augusta prior to deliveries.
- Inpatient care and associated clinical support services are considering a core service to be sustained by the community and clinicians.
- Statewide plans and local clinicians have identified the direction for strengthened cardiac, stroke networks.

#### **Emergency**

- South Australia's Mental Health and Wellbeing policy and impending implementation of the new Mental Health Act (2009) along with increasing presentations for emergency mental health conditions highlight the importance of streamlined mental health services 24 hour /7 days week.
- A high utilisation of emergency presentations by the Aboriginal community has led clinicians to recognise an opportunity for trained Aboriginal health workers to support a culturally appropriate service from Port Augusta across the cluster.
- Health service utilisation identifies a high percentage of hospital admissions are through the Emergency Department, leading to the opportunity for resident medical services, nurse practitioner roles in Port Augusta and increased use of communications technology for telehealth as it advances.

- The trend towards increasing emergency presentations at Roxby Downs Health Services and the Olympic Dam expansion proposal highlight the need to plan for an enhanced emergency service capacity in the future.

### **Elective Surgery**

- Waiting list monitoring and projected demand into the future note the value of increased elective surgery opportunities and maintaining the current range and acuity of care.
- A comprehensive utilisation of orthopaedic surgery and level of activity occurring in Adelaide suggests an opportunity for expanded collaboration with the Whyalla Country General Hospital to provide services locally and improved pathways to Whyalla.

### **Medical Specialists**

- The demand for outpatient / specialist appointments, levels of potential repatriation of services and clinician feedback notes the need to sustain and increase visiting specialist services and associated workforce development capital requirements.

### **Palliative Care**

- The Statewide Palliative Care Strategic Plan sets out the importance of an integrated model of care between acute, community and GP care provided 24 hour, 7 days/week.
- The high proportion of Aboriginal people in the catchment and levels of morbidity highlight the need for cultural competency training for end of life care.
- Projected demand for inpatient palliative care and clinician feedback support the maintenance of two dedicated palliative care beds.

### **Mental Health**

- South Australia's Mental Health and Wellbeing policy and impending implementation of the new Mental Health Act (2009) along with community feedback through the survey data, mental health inpatient and outpatient utilisation and anecdotal information from local professionals supports the need for:
  - Coordinated variety of service levels of care (fragment and respite, after hours / crisis care, improved response to early onset of mental illness).
  - Specialist medical support (eg. for GPs).
  - Culturally safe and appropriate mental health service.
- The Australian Early Development Index (AEDI) and national and international literature on early childhood also reiterate the importance of prevention strategies for vulnerable families youth, children and Aboriginal (eg. primary health care).
- The community has highlighted the absence of intergenerational links and extended family links for emotional support in the isolation of the Roxby Downs catchment. Anecdotally this is contributing to depression, alcohol and drugs, domestic violence or gambling. The increasing number of people from linguistic and culturally diverse backgrounds face additional cultural adjustments.

### **Maternal and Birthing**

- The number of increasing births in the region, including approximately 100 births to Aboriginal parents and the number of transfers back from metropolitan services for mothers and babies from the catchment area, indicate the need to maintain stable 24 hour obstetric and paediatric services for the region including expanded community midwifery services and exploration of group practice midwife models.
- The high birth and fertility rate, significant expansion in births should proposed mine developments occur, along with the significant impact on families caused by relocation prior to birth, highlights the need for maternity care models in Roxby Downs to be addressed.
- Increasing demands on the level 2 nursery area for the region and the high proportion of utilisation by Aboriginal children highlight the need for the level 2 nursery to be maintained.
- Demand for Aboriginal Maternal Infant Care (AMIC) support during antenatal, labour, delivery and postnatal and community feedback has recommended the need to continue to build culturally appropriate services.

### **Rehabilitation**

- With an ageing population, high proportion of people with disabilities, the number of Aboriginal people with complex needs and a statewide direction for rehabilitation, there is a need for a focus on the continuum of care with restorative care needs entrenched and built into practise across a range of services and addressing prevention of injury.
- Clinicians identified the need for habilitation (children) working on developing function.

### **Community and Allied Health**

- With high rates of chronic disease and unhealthy risk taking behaviours and a diverse population profile, clinicians have identified the need for a balance of integrated services for all age groups across the primary health care continuum from prevention to acute.
- The high rates of risk taking behaviours and chronic disease in Roxby Downs and the Olympic Dam expansion proposal highlight the need to plan for an enhanced community and allied health service capacity in the future.

### **Aboriginal Health**

- National and statewide directions support local needs identified by the community and clinicians for enhancing Aboriginal health, building on strong base of existing services and programs.
- There is a high proportion of acute inpatient care utilisation and emergency presentations by Aboriginal people which is higher than the proportion of Aboriginal people in the area (13%). Aboriginal people face a high burden of disease and have lower life expectancy. There are increasing rates of risk factors for poor health such as obesity and chronic diseases such as diabetes and heart disease in the both the Aboriginal and wider community.

### **Aged Care / Respite**

- With an ageing population and more complex conditions, clinicians have highlighted the importance of maintaining existing levels of service and increasing specialist services, particularly geriatric services.
- Increasing demand for non-acute activity and community feedback has emphasised the need to advocate for additional residential capacity and high level respite services in Port Augusta.
- The lower life expectancy of Aboriginal people and the high proportion of Aboriginal people has emphasised the importance of building a culturally appropriate health care model for Aboriginal people.
- National, statewide and local directions reiterate the importance of defining responsibilities for respite services by government and non-government organisations.

### **Clinical Support Services**

- National pharmacy reforms are driving needs in clinical pharmacist capacity, safety and quality in dispensing, pharmacy on discharge planning and access to outpatient pharmacy for non-PBS medications. Health services throughout the cluster rely on the outreach pharmacy service from Port Augusta.
- Clinicians identified the opportunity to build on the strong pathology services available locally.
- The community has identified accessibility and affordability of radiology and clinicians have identified workforce shortages in radiology for specialised areas such as CT scanning and ultrasound.

### **Oral Health**

- The high proportion of young people, particularly Aboriginal children, community feedback and the linkages between good oral health and general health has emphasised the need for early intervention and health promotion integrated with health services targeted at children.
- Community feedback has identified the need for greater accessibility of surgery clinics.

### **Early Childhood, Youth**

- The large population of Aboriginal people, with over 50% aged under 25 years; high birth rate; large number of children with disabilities; poor AEDI scores reflecting disadvantage; and statewide plans note the priority for strengthening culturally appropriate paediatric and youth

- health services and the a continuum of care approach based on the Child Development Unit model.
- The existing integrated early childhood and paediatrics services in Port Augusta are recognised by the community and clinicians as a Centre of Excellence for CHSALHN.

### **Renal**

- The Statewide Renal Clinical Network is working towards statewide directions which match the local needs in Port Augusta including a population approach to kidney prevention, multi-disciplinary teams supporting renal clients, strengthened linkages to renal physician / nephrologist and increased capacity to provide care closer to home.

### **Chronic Disease**

- Statewide directions, increasing rates of risk factors for poor health such as obesity and chronic diseases such as diabetes and heart disease in the both the Aboriginal and wider community along with an ageing population emphasise the need for an integrated system between hospital, community and general practice that addresses the behavioural issues of chronic disease.
- Local clinicians recognise the value of exploring private / public models.
- Statewide plans, burden of disease data and local community and clinician feedback has strongly encouraged the development of enhanced chemotherapy care and strengthened preventative strategies.

### **Prevention / Health Promotion**

- Statewide plans, best practice literature and community feedback have encouraged clinicians to increase the focus on health promotion and illness prevention across all sectors.
- Local clinicians have recommended the need for designated long term resources for primary health care and flexibility to deliver statewide programs within the local community.
- High rates of substance misuse have identified the need to enhance drug and alcohol services in Roxby Downs and broadly across the region.

### **Key Requirements for Supporting Services**

- The remoteness of the region and distinct population demographics highlight the opportunity for the development of innovative models of care and resourcing sharing that support access to local services.

### **Roxby Downs – Andamooka**

- BHP Billiton is currently seeking approval from the Australian, South Australian and Northern Territory governments to significantly expand its mining and processing operations at Olympic Dam in northern South Australia<sup>1</sup>.
- Should the expansion of the mine occur, it is estimated that the population of the township would jump from 4,500 to over 10,000 residents. It is expected that the expansion would create a life of over 70 years for the mine, and that Roxby Downs would require the infrastructure, facilities and residential capacity to meet this level of growth<sup>2</sup>.
- The community acknowledge that the expansion in population will include an increase in the number of Aboriginal people and people from linguistic and culturally diverse backgrounds.
- There is also a need to take account of the short term construction workforce associated with the expansion.
- Clinicians anticipate that if this occurs Emergency Department attendances will rise to approximately 9,000 per annum and increased demand in other primary health care services, early intervention and prevention services will also be experienced.
- Current data indicates that Andamooka is growing quickly and this trend will continue, particularly in line with the proposed Olympic Dam expansion. This will directly impact on the emergency and community based services at the Andamooka Health Clinic.

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<sup>1</sup> Accessed 12 May 2010, <http://www.olympicdameis.sa.gov.au/>

<sup>2</sup> Roxby Downs and Environs Development Plan Amendment Report, 2009

#### **4. Local implications of Statewide plans**

The Strategy for Planning Country Health Services in South Australia, endorsed in December 2008, builds on the vision in South Australia's Health Care Plan 2007-2016, South Australia's Strategic Plan, and the SA Health Aboriginal Cultural Respect Framework and sets out how to achieve an integrated country health care system so that a greater range of services are available in the country, meaning fewer country residents will need to travel to Adelaide for health care.

The Strategy identifies the need for significant changes to achieve a sustainable health system that addresses the contemporary challenges facing the health system. The main factors contributing to an increasingly unsustainable health system include the ageing population, increasing prevalence of chronic diseases, disability and injury, poorer health of Aboriginal people and people of lower socioeconomic status, and increasing risks to society from communicable diseases, biological threats, natural disasters and climate change.

The Strategy identifies a *Centre for Excellence in Aboriginal and Torres Strait Islander Health* which will focus on demonstrating, modelling and teaching best practice in Aboriginal health by working closely with local communities and health service providers across the state. The Centre will be based at Port Augusta, which has the largest population of Aboriginal people in country South Australia, and will be a resource advising other communities on Aboriginal health issues. By establishing the Centre for Excellence in Port Augusta, the model can build upon the existing achievements by local agencies including the Port Augusta Hospital, Pika Wiya Health Service, Division of General Practice, Royal Flying Doctor Service, health practitioners and the community.

The Strategy states that along with the development of the Centre, the Port Augusta Hospital will be strengthened to meet the service needs of the entire community. This Strategy recognises the Hospital's special role in servicing the catchment to the remote north and west, its link to the local Royal Flying Doctor Service base, and existing specialist services such as renal dialysis and paediatrics. With the mining developments anticipated in the north of South Australia, the Port Augusta Hospital must have the capacity to develop as the population grows both locally and within the broader catchment area.

A number of Statewide Clinical Service Plans have been developed, or are currently under development, providing specific clinical direction in the planning of services. Interpreting these plans for country South Australia and specific health units is an important element of the planning process for Country Health SA. The enabling factors which are demonstrated across the statewide clinical plans include:

- Multi-disciplinary teams across and external to the public health system.
- Patient focused care.
- Care as close to home as possible.
- Teaching and research integrated in service models.
- Integrated service model across the continuum of care.
- Streamlining access to specialist consultations.
- Increasing use of tele-medicine.
- Improving Aboriginal health services.
- Focus on safety and quality.
- Recruiting and developing a workforce to meet future service models.
- Engaging closely with consumers and community.
- Developing the infrastructure to meet future service models.
- Clinical networking and leadership.

- Connect local patients with pathways to higher level care needs.
- Reduce progression to chronic disease for at risk populations.

Strategies within the Statewide Clinical Service Plans which support the achievement of local needs have been integrated through the 10 Year Health Service Plans.

The Government has committed \$3.2 million over three years to extend the role of the Olympic Dam Taskforce, as part of the State's commitment to the expansion of the Olympic Dam project. The role of the Olympic Dam Taskforce is to ensure that the interrelationship between BHP and the Government, transcending across all areas of Government, is a smooth and efficient process. SA Health actively contributes to the planning and analysis of this Taskforce.

## **5. Planning Principles**

The Strategy for Planning Country Health Services in South Australia set out important principles which have been used to guide the local planning which include:

1. Focusing on the needs of patients, carers and their families utilising a holistic care approach.
2. Ensuring sustainability of country health service provision.
3. Ensuring effective engagement with local communities and service providers.
4. Improving Aboriginal health status.
5. Contributing to equity in health outcomes.
6. Strengthening the IT infrastructure.
7. Providing a focus on safety and quality.
8. Recognising that each health service is part of a total health care system.
9. Maximising the best use of resources.
10. Adapting to changing needs.

The Strategy for Planning Country Health Services in South Australia highlights that country hospitals are more than service providers and continue to be a vital part of their communities, generating broader community, social and economic benefits. The Port Augusta, Roxby Downs and Woomera Health Advisory Council also acknowledges the important principle that the planning and delivery of health services are integrated into the local fabric of the local community with other agencies, organisations and local government engaged as key stakeholders.

## 6. Service Delivery Plan

Planning, Monitoring and Reporting

Service Category	Service Description	Target Group	Directions over next 10 years
Community Health and Allied Health	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>Local primary health care initiatives, chronic disease self management programs, Domiciliary Care services, community nursing, bereavement counselling, childhood early intervention programs and specific GP Plus strategies</li> <li>Access to Aboriginal health and community mental health (adult and child) services</li> <li>Access to visiting inpatient, outpatient, outreach and home visiting allied health services</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>Access to resident inpatient, outpatient, outreach and home visiting allied health services</li> </ul>	<p>Residents of the catchment with focus on:</p> <ul style="list-style-type: none"> <li>• Aboriginal people</li> <li>• Children</li> <li>• Youth</li> <li>• Disabled</li> <li>• Frail Aged</li> </ul>	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>Reorientation of services to achieve a greater focus on primary health care, early intervention and health promotion across the continuum<sup>3</sup></li> <li>Integrate services across acute, community and general practice</li> <li>Continue holistic client / family focused services</li> <li>Improved strategies for recruitment and retention of allied health staff</li> <li>Improved professional development opportunities by working with CHSALHN clinical lead positions</li> <li>Expand allied health assistant roles</li> </ul> <p><b>Roxby Downs</b></p> <ul style="list-style-type: none"> <li>Advocate for a local drug and alcohol service in Roxby Downs</li> <li>Plan for an enhanced community and allied health service capacity in the future in line with the proposed expansion of Olympic Dam mining</li> <li>Explore opportunity for onsite nurse practitioner</li> <li>Explore the provision of low risk chemotherapy which is interconnected with metropolitan oncology services and the chemotherapy hub in Port Augusta</li> <li>Work closely to sustain three-year funding commitment for the Strengthening our Families and Welcome program</li> </ul>
Chronic Disease	<ul style="list-style-type: none"> <li>Local chronic disease self management programs and specific GP Plus strategies</li> </ul>	<p>Residents of the catchment with focus on:</p> <ul style="list-style-type: none"> <li>• Aboriginal people</li> <li>• Children</li> <li>• Youth</li> <li>• Disabled</li> <li>• Frail Aged</li> </ul>	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>Expand access to chronic disease management programs,<sup>4</sup> including self management programs<sup>4</sup></li> <li>Continue to ensure appropriate referrals occur from inpatient area and GPs</li> <li>Increase capacity and diversity of models to address behavioural issues associated with chronic disease</li> <li>Consider private / public models to enable access to Medicare payment for allied health and diabetes nurse educator services</li> </ul>

<sup>3</sup> Strategy for Planning Country Health Services in South Australia

<sup>4</sup> Chronic Disease Action Plan for South Australia 2009-2018

<p><b>Prevention and Health Promotion</b></p> <ul style="list-style-type: none"> <li>• Local primary health care initiatives</li> </ul>	<p>Residents of the catchment with focus on:</p> <ul style="list-style-type: none"> <li>• Aboriginal people</li> <li>• Children</li> <li>• Youth</li> <li>• Disabled</li> <li>• Frail Aged</li> </ul>	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>• Build flexibility to deliver statewide managed programs into local community</li> <li>• Increased focus on health promotion and illness prevention across all sectors</li> <li>• Advocate for designated long term resources for health promotion / illness prevention</li> </ul> <p><b>Roxby Downs</b></p> <ul style="list-style-type: none"> <li>• Advocate for increased drug and alcohol services and work in conjunction with the community and major industry</li> </ul>
<p><b>Aboriginal Health</b></p>	<p>Aboriginal people, with a focus on:</p> <ul style="list-style-type: none"> <li>• Children</li> <li>• Frail / aged</li> </ul>	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>• Strengthen chronic disease management response for Aboriginal people</li> <li>• Maintain access to Child Development Unit supporting a multi-disciplinary coordinated response for Aboriginal children and families in partnership with Pika Wiya Health Service</li> <li>• Progress the Aboriginal Family Birthing Program rollout in Port Augusta and outreach centres</li> <li>• Enhance access to visual prompts and cultural tools to support access to care such as in pharmacy</li> <li>• Implement initiatives to reduce risky behaviours that contribute to poor health such as the Aboriginal Tobacco Control Project</li> </ul> <p><b>Roxby Downs</b></p> <ul style="list-style-type: none"> <li>• Maintain access to an Aboriginal Liaison Officer in partnership with Pika Wiya Health Service</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>• Maintain flexible renal management plans for Aboriginal clients, supported by Aboriginal nurses</li> <li>• Maintain access to cardiac rehabilitation service for Aboriginal people</li> <li>• Support the Early Childhood Centre to deliver initiatives such as the Aboriginal Dads program and Nunga Yakati Playgroup</li> <li>• Maintain and strengthen services which can be delivered in-conjunction with or at the Pika Wiya Health Service</li> <li>• In partnership with Pika Wiya Health Service streamline access to community based domiciliary care services for Aboriginal clients</li> </ul>

Emergency Service	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>• 24 hour, 7 day/week emergency triage and assessment; emergency trauma and resuscitation, emergency mental health service</li> <li>• Appropriately staffed and supported by medical and nursing staff</li> <li>• Treatment for/management of appropriate (non-life threatening) conditions</li> <li>• Inpatient diagnosis, monitoring and treatment of appropriate conditions</li> <li>• Telehealth facility in emergency rooms</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>• 24 hour, 7 day/week emergency surgical procedures, including those of higher complexity, emergency mental health service</li> </ul>	<p>All residents and visitors to the catchment</p> <p><b>Roxby Downs</b></p> <ul style="list-style-type: none"> <li>• Plan for an enhanced emergency service capacity in the future</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>• Explore 24 hour resident onsite medical officers</li> <li>• Streamline 24 hour / 7 days week mental health services</li> <li>• Provide a culturally appropriate service that provides for the cluster including trained Aboriginal health workers</li> </ul>	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>• Maintain sustainable A&amp;E service model</li> <li>• Maintain and upgrade resources and equipment</li> <li>• Increase use of communication technology for telehealth as it advances</li> <li>• Explore opportunity for onsite nurse practitioner</li> </ul>
Acute Inpatient Care	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>• Admissions for management of minor (lower risk) assessments and treatments; intermediate care including recuperative care</li> <li>• Access to general practitioner practice service to provide both acute illness management and general practitioner consulting for less severe illnesses</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>• Admissions for management of same day or overnight surgery, mental health, birthing, chemotherapy, and more complex and higher risk treatment and procedures</li> <li>• High Dependency Unit</li> </ul>	<p>All residents and visitors to the catchment</p> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>• Sustain Step-down accommodation and culturally appropriate inpatient care</li> <li>• Consider options to better support the needs of Aboriginal mothers and families that relocate to Port Augusta prior to deliveries</li> </ul>	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>• Maintain 24 hour health service, including associated clinical support services</li> <li>• Increase cardiac, stroke and chemotherapy networks to enhance local access to services</li> <li>• Improve ability to provide primary health care approaches, reduce unnecessary admissions and care coordination through GP Plus Services, links and collaboration with GP and community based services, and improved discharge planning</li> <li>• Support the collaborative arrangements in place for Aboriginal liaison officers</li> </ul> <p><b>Roxby Downs</b></p> <ul style="list-style-type: none"> <li>• Explore capacity to re-establish elective surgery with a sustainable workforce model</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>• Maintain complexity and improve range of services to meet the</li> </ul>
Elective Surgical	<p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>• Operating theatre staffed and equipped to support a range of appropriate surgeries</li> <li>• Access to telehealth for pre- and post-operation consultations</li> </ul>	<p>Residents of the catchment with focus on:</p> <ul style="list-style-type: none"> <li>• Frail Aged Aboriginal people</li> </ul>	

	<ul style="list-style-type: none"> <li>Disadvantaged groups</li> </ul>	<ul style="list-style-type: none"> <li>needs of the catchment</li> <li>Increase staff specialising and gaining further qualifications</li> <li>Strengthen relationship with the Whyalla Country General Hospital to establish streamlined pathways to more complex elective surgery</li> </ul>
Maternal & Birthing Services	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>Antenatal and postnatal care including access to community midwifery services and parenting programs</li> <li>Admissions for maternal and neonatal care</li> <li>Shared care programs</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>All birthing 24 hour, 7 day/week including theatre and staffing for emergency and elective caesarean sections, except for high risk pregnancies transferred to tertiary centres</li> </ul>	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>Expand access to community midwifery services expansions</li> <li>Maintain and enhance antenatal and postnatal care</li> <li>Support culturally appropriate services</li> <li>Continue to maintain professional development</li> <li>Progress the Aboriginal Family Birthing Program rollout in Port Augusta and outreach centres</li> </ul> <p><b>Roxby Downs</b></p> <ul style="list-style-type: none"> <li>Review and provide appropriate safe models of midwifery care and paediatric services</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>Maintain stable 24 hour obstetric, paediatric and level 2 nursery services for the region<sup>5</sup></li> <li>Explore group practice midwifery model</li> <li>Maintain skill levels – advanced</li> <li>Continue to improve paediatric and neonatal security</li> <li>Consider options to better support the needs of Aboriginal mothers and families that relocate to Port Augusta prior to deliveries</li> </ul>
Medical Specialist Services	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>Visiting medical specialists providing treatment</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>Medical specialist services providing treatment and procedures</li> </ul>	<p><b>All residents in the catchment</b></p> <ul style="list-style-type: none"> <li>Sustain and increase visiting specialist services to provide services closer to home</li> <li>Explore outpatient consulting space and accommodation needs for visiting/resident specialists</li> <li>Strengthen relationship with the Whyalla Country General Hospital to establish streamlined pathways to a greater range of medical specialist services</li> </ul> <p><b>Roxby Downs</b></p> <ul style="list-style-type: none"> <li>Review and provide appropriate model to cater for the cost effective provision of improved medical specialist services in partnership with key stakeholders</li> </ul>

<sup>5</sup> Standards for Maternal and Neonatal Services in South Australia 2009

			<p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>• Encourage and support medical student / registrar placements</li> <li>• Maintain all associated clinical support services and infrastructure</li> </ul>
Mental Health	<b>All Health Units</b>	<p><b>All residents and visitors to the catchment:</b></p> <p><b>Focus on:</b></p> <ul style="list-style-type: none"> <li>• Primary mental health care</li> <li>• Community mental health (child and adult)</li> <li>• Access to specialist clinical support via visiting psychiatry staff and telehealth network utilising video conferencing</li> <li>• Primary Care Psychiatry Consultation</li> <li>• Liaison approach – Shared care management with local GP</li> <li>• 24 hour 7 day/week emergency mental health service and support from Rural and Remote Mental Health Services utilising Emergency Triage and Liaison Service (ETLS) and telepsychiatry</li> </ul>	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>• Establish Local Mental Health Network</li> <li>• Implement the provisions of the new Mental Health Act from 1<sup>st</sup> July 2010</li> <li>• Strengthened primary mental health care services through improved partnerships with general practice and other primary care providers</li> <li>• Continue local voluntary admissions for mental health care</li> <li>• Improved access to specialist mental health services through increased visiting services and utilisation of telehealth network for video conferencing consultations and assessments</li> <li>• Strengthen relationship with the Whyalla Country General Hospital to establish streamlined pathways to intermediate care and Limited Treatment Centres</li> </ul>
		<p><b>Roxby Downs</b></p> <ul style="list-style-type: none"> <li>• Review and provide appropriate model to cater for the cost effective provision of improved local mental health services in partnership with key stakeholders</li> </ul>	<p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>• Coordinate variety of service levels of care (fragment and respite, after hours / crisis care improved response to early onset of mental illness)</li> <li>• Implement targeted prevention strategies for vulnerable families, youth, children and Aboriginal</li> <li>• Provide culturally safe and appropriate mental health service</li> </ul>
Rehabilitation	<b>All Health Units</b>	<p><b>All residents in the catchment:</b></p> <p><b>Focus on:</b></p> <ul style="list-style-type: none"> <li>• Admissions for recuperative and maintenance care</li> </ul>	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>• Entrance restorative care needs into practise across a range of services<sup>6</sup></li> <li>• Address injury prevention through community education</li> <li>• Strengthen relationship with the Whyalla Country General Hospital to establish streamlined pathways to more specialist rehabilitation care</li> </ul>
	<b>Port Augusta</b>	<ul style="list-style-type: none"> <li>• Access to community/home based rehabilitation support</li> <li>• Single and multi-discipline outpatient rehabilitation</li> </ul>	<b>Port Augusta</b>

<sup>6</sup> Statewide Rehabilitation Service Plan 2009-2017

	<ul style="list-style-type: none"> <li>Geriatric rehabilitation service</li> </ul>	<ul style="list-style-type: none"> <li>Maintain continuum of rehabilitation care across acute inpatient, outpatient and community based care</li> <li>Ability to address habilitation (children) working on developing function</li> </ul>
Aged Care / Respite Services	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>Inpatient admissions for elderly</li> <li>Access to hospital based respite</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>Home and community Domiciliary Care services</li> <li>Aged care assessment</li> <li>Access to aged care packages</li> <li>Access to residential based respite</li> </ul>	<p><b>All residents in the catchment.</b></p> <p>Focus on:</p> <ul style="list-style-type: none"> <li>Aboriginal people</li> <li>Frail, elderly, their carers and family</li> <li>People with a disability</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>Maintain existing levels of service and increase specialist services, particularly geriatric services</li> <li>Advocate for additional residential capacity and high level respite services in Port Augusta</li> <li>Build a culturally appropriate health care model for Aboriginal people<sup>7</sup></li> <li>Define responsibilities for respite services by government and non government organisations.</li> <li>Work closely with the Whyalla County General Hospital to access services from the Geriatric Evaluation and Management team.</li> </ul>
Palliative Care	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>Access to palliative care beds including support for more complex medical care</li> <li>In-home support</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>Access to special interest GP palliative care and multi-disciplinary support teams</li> <li>Palliative care multi-disciplinary support teams</li> <li>Palliative care beds supporting more complex medical care</li> <li>Access to specialist in palliative care services</li> </ul>	<p><b>All residents in the catchment</b></p> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>Integrated model of care including coordination and collaboration with acute, GP and community services<sup>8</sup></li> <li>Strengthen workforce development initiatives</li> <li>Improve access to new palliative care packages</li> <li>Strengthen relationship with the Whyalla County General Hospital supporting more specialised palliative care</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>Maintain current 2 dedicated beds</li> <li>Develop a 24 hour 7 day/week telephone and rostered staff</li> <li>Strengthen cultural competency training for end of life care</li> <li>Enhance regional outreach model</li> </ul>
Clinical Support Services	<p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>Point of care testing</li> <li>Access to pharmacy services</li> <li>Access to basic x-ray capacity</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>24 hour/7 day/week pathology laboratory</li> <li>Access to a range of diagnostic services to support medical, surgical and emergency</li> </ul>	<p><b>All residents and visitors to the catchment</b></p> <p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>Expansion of access point of care testing</li> <li>Improve safety and quality of pharmacy dispensing through advanced information technology systems</li> <li>Maintain and enhance outreach pharmacy service from Port Augusta</li> <li>Establish electronic ordering and accessibility, within the hospital for pathology and radiology reports and digital x-rays</li> </ul>

<sup>7</sup> Health Service Framework for Older People 2009-2016

<sup>8</sup> Palliative Care Services Plan 2009-2016

<p>service profile</p> <ul style="list-style-type: none"> <li>Access to emergency O negative blood</li> <li>Improved blood service</li> </ul>	<p><b>Roxby Downs</b></p> <ul style="list-style-type: none"> <li>Explore increased capacity to meet an expanded service profile in the future</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>Maintain existing range of radiology, pathology and pharmacy services</li> <li>Continue to explore advances in technology that enable expanded local access to radiology, pathology and pharmacy services</li> <li>Explore capacity for supplying non-PBS medications and pharmacy on discharge</li> <li>Implement a workforce recruitment and retention strategy for radiologists with specialised skills and clinical pharmacists</li> <li>Enhance capability of ultra sounds and CT Scanning service</li> </ul> <p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>Provide early intervention and health promotion integrated with health services targeted at children</li> <li>Build links with dental services to increase accessibility of surgery clinics</li> </ul>
<p><b>Oral Health</b></p> <ul style="list-style-type: none"> <li>Access to local and visiting oral health services</li> </ul>	<p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>Access to local and visiting oral health services</li> </ul> <p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>Access to visiting Paediatrics and Child Development Unit</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>Resident paediatrics and Child Development Unit</li> <li>Adolescent Youth Health Clinic</li> </ul>
<p><b>Early childhood, Youth</b></p> <ul style="list-style-type: none"> <li>Access to visiting Paediatrics and Child Development Unit</li> <li>Resident paediatrics and Child Development Unit</li> <li>Adolescent Youth Health Clinic</li> </ul>	<p>All children, youth and families with a focus on:</p> <ul style="list-style-type: none"> <li>Aboriginal people</li> <li>People with a disability</li> </ul> <p><b>All Health Units</b></p> <ul style="list-style-type: none"> <li>Investigate a model of service delivery to Aboriginal families / children</li> <li>Establish a continuum of care approach based on the Child Development Unit model</li> <li>Expand allied health assistant roles</li> </ul> <p><b>Roxby Downs</b></p> <ul style="list-style-type: none"> <li>Expand the Youth Health Service in Roxby Downs to provide a sustainable service</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>Maintain and enhance existing services including inpatient, emergency, specialist paediatrics, Child Development Unit, allied health and community based services</li> <li>Recognise and develop Port Augusta's excellence in integrated early childhood and paediatric health care</li> <li>Develop a hub for training and development in general and culturally appropriate specialist paediatric services, paediatric nursing and children's allied health</li> <li>Support the Whyalla Country General Hospital and Port Pirie Hospital to build up regional paediatric capacity integrated closely with the Northern Paediatric Unit</li> </ul>

		<ul style="list-style-type: none"> <li>Maintain the Port Augusta Adolescent Youth Health Clinic, with a focus on mental health, substance abuse, sexual health and maternal care</li> </ul>
Renal	<p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>Renal dialysis chairs</li> <li>Access to a visiting / telehealth nephrologist</li> </ul>	<p><b>All residents in the catchment.</b></p> <p>Focus on:</p> <ul style="list-style-type: none"> <li>• Aboriginal people</li> <li>• Frail</li> </ul> <p><b>Port Augusta</b></p> <ul style="list-style-type: none"> <li>Provide optimal care through the redevelopment providing up to 12 renal chairs</li> <li>Establish multi-disciplinary teams supporting renal clients including Aboriginal liaison officer, dietitian, social work</li> <li>Strengthen linkages to renal physician / nephrologist</li> <li>Develop a succession plan for staff training</li> <li>Explore nurse practitioner roles</li> <li>Support Aboriginal clients accessing renal care from the Far North</li> <li>Support the Whyalla Country General Hospital and Port Pirie Hospital to build up its renal capacity integrated closely with the Port Augusta Renal Unit</li> </ul>

**Service objective:** Increase capacity to close the gap in Aboriginal health outcomes

**Target group:** Aboriginal community

**Critical milestones:** NA

Outcomes	Strategies	Time Frames
Access to expanded culturally respectful, safe and accessible hospital and health services	<ul style="list-style-type: none"> <li>• Expand the Port Augusta Step Down Unit to provide 24 hcur, 7 day / week services</li> <li>• Establish Aboriginal Patient Pathway Officers to implement the Closing the Gap recommendations and improve the patient journey for Aboriginal people in the Far North</li> <li>• Establish a flexible transport response to support intrastate travel needs for Aboriginal clients from remote areas</li> <li>• Improve assessment and holistic care management for Aboriginal clients through the increased access to Aboriginal health workers in programs such as the Better Care Strategy and Aboriginal allied health assistants</li> <li>• Strengthen capacity to support chronic condition self management for Aboriginal clients</li> <li>• Actively encourage and support Aboriginal people to participate in early intervention and health promotion initiatives prior to the onset of chronic disease</li> <li>• Maintain monthly meetings with Pika Wiya Health Service and the Flinders and Far North Division of General Practice to plan for and respond to future needs in Aboriginal health</li> </ul>	2010 – 2019
Strong partnerships with the Pika Wiya Health Service	<ul style="list-style-type: none"> <li>• Explore options to increase the cultural appropriateness of palliative care services, integrated with statewide planning</li> <li>• Strengthen Aboriginal mental health and wellbeing capacity in partnership with the Pika Wiya Health Service, CAMHS and DASSA</li> </ul>	
Contribute to the implementation of the South Australian Aboriginal Health Care Plan		

<b>Service objective:</b> Improve access to local chemotherapy care
<b>Target group:</b> All residents in the catchment area
<b>Critical milestones:</b> Chemotherapy hub established in Port Augusta

Outcomes	Strategies	Time Frames
Chemotherapy hub, interconnected with metropolitan oncology services	<ul style="list-style-type: none"> <li>Develop the chemotherapy hub gradually to ensure proper quality controls are maintained and evaluated for the highest patient safety</li> <li>Establish access to a county chemotherapy clinical team including an oncologist, clinical cancer pharmacist and specially trained nurse practitioners</li> <li>Introduce the electronic oncology prescribing system to enable patients to maintain their treatment program between the cancer specialist in Adelaide and care locally</li> <li>Strengthen partnerships with specialist oncology services in the tertiary hospitals in Adelaide</li> <li>Support accreditation, training and education to up-skill rural general practitioners and other clinicians to safely provide cancer care locally</li> <li>Chemotherapy hub to be developed to support health services in the cluster to increase access to low risk chemotherapy, interconnected with metropolitan oncologists</li> <li>Establish low risk chemotherapy in Roxby Downs interconnected with the Port Augusta chemotherapy hub and metropolitan specialist oncology services</li> </ul>	2012
Reduction in causal factors for cancer conditions	<ul style="list-style-type: none"> <li>Advocate to enhance environmental factors which contribute to preventing chronic disease, such as cancer</li> <li>Implement programs, in partnership with key stakeholders, to reduce risk taking behaviours that contributes to cancer such as smoking cessation</li> </ul>	Ongoing

**Service objective:** Increase access to mental health services through a stepped model of mental health care<sup>9</sup>

**Target group:** People at risk of a mental illness, people with a mental illness, carers

**Critical milestones:** Implementation of new Mental Health Act from 1<sup>st</sup> July 2010. Implementation of new Model of Care for Country Mental Health. Implementation of comprehensive telehealth network across CHSALHN by December 2010. Stepped model of mental health care

Outcomes	Strategies	Time Frames
Range of mental health service which meets local needs	<ul style="list-style-type: none"> <li>• Implement robust local Mental Health Service Network as per Country Mental Health Model of Care</li> <li>• In partnership with Whyalla establish intermediate level of care services locally as part of stepped system of care</li> <li>• Recruit additional mental health clinicians to staff and provide intermediate care service in the community</li> <li>• Establish new service partnerships with NGOs to support intermediate care services</li> <li>• Continue to provide voluntary local admissions, in addition to the existing general inpatient services</li> <li>• Access to a skilled multidisciplinary care management team with psychiatrist, GP, nursing and allied health staff with access to telemedicine consulting room</li> <li>• Provide additional clinical support for Emergency Department mental health presentations</li> <li>• Establish and implement pathways to Limited Treatment Centre beds in the Whyalla Hospital</li> <li>• Use innovative delivery options to provide increased level of local based mental health services in the Roxby Downs area, such as a mental health nurse practitioner role</li> </ul>	2014

**Service objective:** Develop the Roxby Downs Health Service to meet community needs associated with future mining developments

**Target Group:** Roxby Downs residents

**Critical milestones:** Olympic Dam expansion commencement

Outcomes	Strategies	Time Frames
Expand capacity and associated workforce in Roxby Downs to ensure the health needs of the community are able to be met	<ul style="list-style-type: none"> <li>• Expand inpatient capacity aligned with demand modelling for the projected population demographics, contemporary trends in health services and increased community based care</li> <li>• Expand the capacity of the Emergency Department to support projected demand</li> <li>• Explore capacity to support sustainable and safe low risk elective surgery</li> <li>• Expand clinical support services such as radiology, pharmacy and pathology to provide care closer to home</li> <li>• Review and provide appropriate safe models of midwifery care and paediatric services</li> <li>• Advocate for enhanced SA Ambulance capacity</li> <li>• Expand GP Plus Health Services including integrating GP, community and allied health, dental and other statewide service providers</li> <li>• Undertake a capital masterplan to design capital needs to achieve a sustainable health service model</li> <li>• Recruit and retain suitably qualified medical, nursing and allied health professionals together with the establishment of a suitable range of ancillary and support services to achieve a sustainable service model</li> <li>• Explore Multipurpose Service (MPS) models for Roxby Downs, Woomera, Pimba and Andamooka</li> <li>• Ensure the health service is accessible for Aboriginal people and people from linguistic and culturally diverse backgrounds</li> </ul>	2012 – 2019

**Service objective:** Support the Andamooka community to meet its health needs associated with future mining developments

**Target group:** Andamooka residents

**Critical milestones:** Olympic Dam expansion commencement

Outcomes	Strategies	Time Frames
Ensure the health needs of the Andamooka community are met	<ul style="list-style-type: none"> <li>• Strengthen the relationship between Frontier Services and the Roxby Downs Health Service</li> <li>• Explore expanding outreach community and allied health services and local capacity to maintain care between visits</li> <li>• In partnership with Frontier Services, undertake a capital masterplan to design capital needs to achieve a sustainable health service model</li> <li>• Explore MPS models for Roxby Downs, Woomera, Pimba and Andamooka</li> <li>• Explore options to improve the patient journey for people residing in Andamooka to access services in Roxby Downs</li> <li>• Develop targeted population health strategies for key population groups including the elderly, Aboriginal people, non-English speaking background residents, youth and men</li> </ul>	2012 – 2019

Outcomes	Strategies	Time Frames
<b>Service objective:</b> Improve local capacity to support the growing demand for end of life care		
<b>Target group:</b> People with end of life care needs		
<b>Critical milestones:</b> Level 4 palliative care services in place		

Outcomes	Strategies	Time Frames
Level 4 palliative care services established in Port Augusta <sup>10</sup>	<ul style="list-style-type: none"> <li>• Establish a formal partnership with Central Adelaide Palliative Services to meet the palliative care needs of patients, caregivers and families with complex problems. This will be achieved by enhancing: <ul style="list-style-type: none"> <li>◦ Inpatient care within a small cluster of (non-dedicated) palliative care beds and specialist inpatient medical and nurse-led care options</li> <li>◦ Links to primary care providers</li> <li>◦ Relationships with level 2 services (across the cluster)</li> </ul> </li> <li>• Increase access to palliative care packages</li> <li>• Strengthen capacity for facilities to provide palliative care inpatient facilities to have capacity to support cultural and spiritual end of life care needs of Aboriginal people</li> </ul>	2010-2016

<sup>10</sup> SA Health – Palliative Care Services Plan 2009 - 2016

## 7. Key Requirements for Supporting Services

**Objective:** Continue to improve the quality and safety of care in a sustainable manner  
**Critical milestones:** NA

Outcomes	Existing Strategies Sustained	Strategies for the Future
Continual improvement and patient-centred approach underpinning service delivery	<ul style="list-style-type: none"> <li>Flexible, adaptable and committed to clients and care provided</li> <li>Contribute to a country-wide accreditation framework</li> <li>Integrate acute and community health in accreditation</li> <li>Continue to audit triage times</li> <li>Implement the Australian Charter of Health Care Rights</li> <li>Implement strategies to improve the state and national patient safety priority areas</li> <li>Transition to one accreditation provider from April 2010 which will integrate acute, community health, and mental health in accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Improve access for disadvantaged groups including mental health, lower socioeconomic, elderly, health professionals, young children</li> <li>Reorientation of services to achieve a greater focus on primary health care, early intervention and health promotion</li> <li>Enhance clinician involvement in clinical governance leadership and clinical governance framework</li> <li>Work toward the implementation of the National Open Disclosure Standard in all health facilities</li> <li>Increase access for people from culturally and linguistically diverse backgrounds such as support for interpreter services</li> <li>Establish clinical practice protocols for community health</li> </ul>
Integrated access across the health system	<ul style="list-style-type: none"> <li>Access the ICC network for clinical support and guidance</li> <li>24 hr access to consultant/specialist medical staff</li> <li>Access to perinatal practice guidelines which ensure the provision of evidence based care</li> <li>Access to statewide obstetric / neonatal retrieval service</li> </ul>	<ul style="list-style-type: none"> <li>Improve capacity to respond to more complex cases with co-morbidities requiring multiple agency / service provision</li> <li>Further expansion of statewide and Country Health SA clinical networks</li> <li>Expand relationships with the Country General Hospital in Whyalla</li> <li>Improve the use of knowledge, information management and technology to increase quality and safety</li> <li>Work towards introduction of OACIS in health services with the new CPS system introduction</li> </ul>

**Objective:** Increase the accessibility of the health system to reduce the impact on the patient journey  
**Critical milestones:** NA

Outcomes	Existing Strategies Sustained	Strategies for the Future
Access to safe and quality care near home	<ul style="list-style-type: none"> <li>Maintain access to a range of visiting and resident medical specialists providing consultation, treatment and procedures</li> <li>Maintain Step-down accommodation</li> <li>Work closely with the Pika Wiya Health Service</li> <li>Transport and RFDS liaison</li> <li>Raise awareness and expand access to Transitional Care Packages and Country Homelink to provide increased care in the home</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for improvements in accessible community transport options to outlying towns in the catchment, across the Far North and to Adelaide</li> <li>In the development of the Country General Hospital at Whyalla explore the range of activity that can be repatriated back to Whyalla so that only patients requiring highly specialised or complex care will need to access this in Adelaide</li> <li>Increase access to services in the community and home</li> </ul>
Provide a smooth and supported journey when people do need to travel to access services	<ul style="list-style-type: none"> <li>Strengthen access to discharge planning</li> <li>Continue to support metropolitan referrals back to local services</li> <li>Maintain regular medical transport service</li> </ul>	<ul style="list-style-type: none"> <li>Work closely with other health services in the Far North to ensure equity of access to health services</li> <li>Consider options to better support the needs of Aboriginal mothers and families that relocate to Port Augusta prior to deliveries</li> <li>Contribute feedback / solutions to improve the Patient Assistance Transport Scheme for residents</li> <li>Improved coordination of continuity care for local patients being transferred to a metropolitan site, or for those with difficulty accessing the Whyalla Country General Hospital</li> <li>Support SAPOL and SAAS to reduce delays in transport under the Mental Health Act to an approved treatment centre</li> <li>Implement the new Mental Health Act (2009) to more effectively utilise technology and the Limited Treatment Centre at Whyalla</li> <li>Establish Aboriginal patient pathway officers to implement the Closing the Gap recommendations and improve the patient journey for Aboriginal people in the Far North</li> <li>Establish a flexible transport response to support intrastate travel needs for Aboriginal clients from remote areas</li> </ul>

**Objective:** Improve ability of Aboriginal health services and mainstream services to be culturally appropriate

**Critical milestones:** NA

Outcomes	Existing Strategies Sustained	Strategies for the Future
<p><b>Health services provided for Aboriginal people in a culturally sensitive and respectful way</b></p> <ul style="list-style-type: none"> <li>Increase the uptake of Aboriginal health impact statements and integrate SA Health Cultural Respect Framework and Cultural Inclusion Framework into day to day operations</li> <li>Maintain cultural awareness training for staff across the catchment</li> <li>Continue to strengthen services to Aboriginal community</li> <li>Employ Aboriginal people in positions across all areas of the Health Service</li> <li>Continue to build collaboration with Pika Wiya Health Service</li> <li>Provide a culturally appropriate service that provides for the cluster</li> <li>Maintain and support the Aboriginal liaison officer roles</li> <li>Maintain monthly cross cultural meetings between senior staff and key Aboriginal staff</li> <li>Maintain access to Aboriginal Interpreter Services</li> <li>Ensure initiatives which increase cultural accessibility and safety become ongoing core business such as the 'Acknowledgement to Country', participation in 'Sorry Day' and NAIDOC Week, flying the Aboriginal and Torres Strait Islander flag and displaying Aboriginal artwork</li> <li>Engage traditional healers to support care and undertake smoking of rooms as required</li> <li>Strengthen ties with the Northern Aboriginal Health Advisory Committee to maintain awareness of key priorities</li> <li>Support Aboriginal health staff to utilise their existing relationships in the community to make stronger connections with the health service</li> <li>Actively support Aboriginal people to participate in</li> </ul>	<ul style="list-style-type: none"> <li>Encourage ongoing collaboration between Aboriginal health and mainstream services</li> <li>Build a holistic approach in mainstream health services for Aboriginal health clients</li> <li>Strengthen understanding and communication of cultural differences</li> <li>Support for flexible culturally appropriate processes</li> <li>Build a family centred and holistic approach for Aboriginal health clients</li> <li>Build competency of staff for specific cultural procedure and protocols, such as end of life</li> <li>Explore opportunities to support culturally appropriate workers available 24 hours, 7 days / week</li> <li>Increase mentoring for Aboriginal staff and others</li> <li>Support new staff through access to a cultural orientation tool as introductory step in building cultural awareness</li> <li>Develop culturally competent care and cultural competence assessment tools to guide the design, development and delivery of health services</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to capacity building of the Aboriginal community, recognising locally based groups</li> <li>Build greater links with broader local Aboriginal community, particularly Aboriginal Elders</li> <li>Build linkages between outreach staff and local communities which they visit</li> </ul>
<p><b>Sustainable engagement with the Aboriginal community</b></p>		

	<p>the Port Augusta, Roxby Downs and Woomera Health Advisory Council</p> <ul style="list-style-type: none"> <li>• Actively support Aboriginal people to participate in the Domiciliary Care Forum</li> <li>• Actively engage Aboriginal people in programs, building on successful approaches such as the Early Years Parenting Centre in Port Augusta</li> </ul> <p><b>Support the Centre for Excellence in Aboriginal Health</b></p> <ul style="list-style-type: none"> <li>• In partnership with Pika Wiya actively contribute to operational sub-committees</li> </ul>
	<p>Work closely with the Centre Board of Management</p> <ul style="list-style-type: none"> <li>• to develop close ties with the local health services</li> <li>• Audit local Aboriginal health initiatives to contribute evidence base for the Centre for Excellence to contribute to sharing best practice across the State</li> </ul>

**Objective:** Increase the capacity for the community to contribute to the planning, implementation and evaluation of our services  
**Critical milestones:** NA

Outcomes	Existing Strategies Sustained	Strategies for the Future
Strong awareness in community of services	<ul style="list-style-type: none"> <li>Maintain and support diverse community support groups</li> <li>Strengthen mental health literacy across the community</li> <li>Build greater links with broader local Aboriginal community</li> </ul>	<ul style="list-style-type: none"> <li>Build awareness in the community of what services and processes can be expected locally</li> <li>Strengthen mental health literacy across the community</li> <li>Build greater links with broader local Aboriginal community</li> </ul>
Health service needs of the community are understood	<ul style="list-style-type: none"> <li>Support the Port Augusta, Roxby Downs and provide services out of hospital / in home for the Domiciliary Care Consumer Reference Group in Port Augusta</li> <li>Maintain ties with the Roxby Downs Community Board and associated forums, notably the Health Forum</li> <li>Strengthen ties between the Health Advisory Council and the Northern Aboriginal Health Advisory Committee to maintain awareness of key priorities</li> </ul>	<ul style="list-style-type: none"> <li>Improve processes to listen and act on community views locally and across the broader Far North</li> </ul>
Volunteer contribution within the Health Service		<ul style="list-style-type: none"> <li>Maintain and expand volunteer coordination and support</li> </ul>

**Objective:** Enhance relationships with other services locally, regionally and statewide  
**Critical milestones:** NA

Outcomes	Existing Strategies Sustained	Strategies for the Future
Formal ties with statewide and Country Health SA clinical networks	<ul style="list-style-type: none"> <li>Maintain access to statewide clinical services such as iCCnet SA cardiologist for urgent remote consults and Rural and Remote Mental Health Service</li> <li>Continue to improve links and communication between the statewide retrieval teams and local emergency services including SA Ambulance Service and SA Police</li> <li>Maintain and enhance effective relationships between visiting medical specialists and local services</li> </ul>	<ul style="list-style-type: none"> <li>Build partnerships with specialist clinical services in Adelaide to support a shared model of care and provide support for workforce, training, professional development and quality management</li> <li>Advocate for local needs to be integrated into the roll out of statewide services and programs</li> </ul>
Extend formal ties with health service organisations in the region	<ul style="list-style-type: none"> <li>Continue to work closely with the Flinders and Far North Division of General Practice on clinical programs such as integrated diabetes services and to enable effective engagement with GPs</li> <li>Port Augusta Hospital to provide support to other hospitals in the cluster, including values developed in the delivery of outreach services</li> <li>Contribute to strengthened links and networks across the region and programs</li> </ul>	<ul style="list-style-type: none"> <li>Improve coordination and linkages between intra- and inter-agency services, including time and process for engagement and rapport</li> <li>Facilitate collaboration with Aboriginal specific health services to support Aboriginal clients</li> <li>Strengthen ties with the Country General Hospital in Whyalla to support enhanced pathways to expanded services such as Geriatric Evaluation and Management (GEM) teams, rehabilitation, mental health and other medical specialist services</li> <li>Explore strategies for a combined communication strategy to raise awareness of services available between service providers</li> <li>Encourage collaboration on training and education opportunities</li> </ul>
Reciprocal relationships between local partners	<ul style="list-style-type: none"> <li>Build on strong links with existing services locally, such as the specific aged care providers network</li> <li>Continue to strengthen affiliation with Pika Wiya Health Service and Wami Kata Aged Care</li> <li>Continued coordination and collaboration with community services</li> <li>Continue to build multi-disciplinary / inter-disciplinary models</li> <li>Maintain participation in the child health clinical</li> </ul>	<ul style="list-style-type: none"> <li>Improved interface and transition between hospital, GP, external residential aged care providers and community</li> <li>Expand and improve links and collaboration with community based services</li> <li>Develop innovative models of care that support access to local services in partnership with key stakeholders</li> </ul>

	<p>network</p> <ul style="list-style-type: none"><li>• Maintain relationship with BHP Billiton to support delivery of volunteer based community support programs</li></ul>
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## 8. Resources Strategy

**Objective:** Improve ability to recruit, develop and retain a skilled health workforce  
**Critical milestones:** NA

Outcomes	Existing Strategies Sustained	Strategies for the Future
<b>Highly skilled and qualified workforce</b>	<ul style="list-style-type: none"> <li>Support stable, knowledgeable, motivated, experienced and well trained workforce</li> <li>Improved professional development opportunities/upskilling by working with CHSALHN clinical lead positions</li> <li>Strengthen education and training for workforce, particularly for more specialised training such as emergency services</li> <li>Maintain capacity to facilitate practical skills training with clinical staff</li> </ul>	<ul style="list-style-type: none"> <li>Develop workforce development strategies to respond to an ageing workforce, the need for succession planning, maintaining up to date skills and practice, balanced workforce of experienced nurses and new career nurses</li> <li>Improve access to country based continual professional development and upskilling</li> <li>Build culture that advocates ongoing training and learning</li> <li>Explore professional development courses in nursery skills for clinicians that are not midwives</li> <li>Build capacity to support interns and post-graduate 2<sup>nd</sup> year junior medical officers</li> </ul>
<b>Integrated workforce recruitment and retention</b>	<ul style="list-style-type: none"> <li>Strengthen links with the Spencer Gulf Rural Health School, Flinders and Far North Division of General Practice and medical practices to encourage student placements and registrars along with collaborative learning opportunities</li> <li>Continue to encourage diversity of work for exposure to a broad range of conditions and variety of acuity care/treatment</li> <li>Build processes for recruiting nursing workforce related to local training options at the Pika Wiya Unique Centre of Learning and University of SA campus in Whyalla</li> <li>Maintain support for medical workforce providing on-call assistance in the areas of emergency, surgery, paediatrics and obstetrics</li> <li>Strengthen the student midwifery program succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Work collaboratively to fill staff shortages for GPs, medical specialists, nursing, midwifery, allied health, mental health and other more specialised fields</li> <li>Explore models to share staff across regional programs and hospitals, service sectors and teams to enhance continuity of care, gain an appreciation of other roles, offer higher duty opportunities and encourage staff work variety</li> <li>Facilitate collaboration between all levels and disciplines of staff</li> <li>Provide a combination of undergraduate, postgraduate, internship and specialist rotations linked to metropolitan health services</li> <li>Improve management and process to recruit and retain specialists</li> <li>Develop a succession plan that outlines future staff training opportunities</li> <li>Explore options to assist staff to access affordable and accessible accommodation</li> </ul>

	<ul style="list-style-type: none"> <li>• Actively explore models to manage workload</li> <li>• Plan for an enhanced workforce capacity for Roxby Downs in the future in line with the proposed expansion of Olympic Dam mining</li> <li>• Explore ability to improve career pathway for Aboriginal people employed in the health service including access to further education, mentoring options and training</li> <li>• Develop a hub for training and development in general and culturally appropriate paediatric services</li> <li>• Develop Aboriginal employment succession plan</li> </ul>
<b>Increased accessibility for Aboriginal people to be employed in the Health Service</b>	<ul style="list-style-type: none"> <li>• Strengthen processes for recruiting nursing workforce related to local training options at the Pika Wiya Unique Centre of Learning</li> <li>• Build upon the high ratio of Aboriginal employees across the organisation</li> <li>• Continue to encourage opportunities for Aboriginal people to gain employment across all sectors and levels in the organisation</li> <li>• Continue to support Aboriginal allied health assistant traineeships and professional development</li> <li>• Continue to support participation in the Aboriginal Health Council Certificate 3 and 4 for Aboriginal Maternal Infant Care competencies</li> </ul>

**Objective:** Increase the capability of the infrastructure to support the planned service levels are provided and maintained within local communities  
**Critical milestones:** NA

Outcomes	Existing Strategies Sustained	Strategies for the Future
Infrastructure and equipment that meets standards and supports existing and future service delivery	<ul style="list-style-type: none"> <li>Build on the redevelopment of the Renal Dialysis Unit</li> <li>Preventative maintenance programs</li> <li>Minor works planning</li> <li>Capital works planning</li> </ul>	<ul style="list-style-type: none"> <li>Explore options to support enhanced space for visiting medical specialist consultations</li> <li>Continue to enhance the security of ward areas</li> <li>Plan for an enhanced infrastructure capacity for Roxby Downs in the future in line with the proposed expansion of Olympic Dam mining</li> </ul>

**Objective:** Increase the efficiency and effectiveness in the allocation of resources, balanced with the provision of services as close to home as possible  
**Critical milestones:** NA

Outcomes	Existing Strategies Sustained	Strategies for the Future
Sustainable funding to achieve the planned service profile	<ul style="list-style-type: none"> <li>Maximise the use of the GP Plus services programs <ul style="list-style-type: none"> <li>Transitional Care Packages, Rapid Intensive Brokerage Services, Country Home Link, Palliative Care packages</li> </ul> </li> <li>Advocate for external funding sources such as HACC to meet increased ageing population needs</li> </ul>	<ul style="list-style-type: none"> <li>Provide access to flexible recurrent funding arrangements</li> <li>Develop processes and supports to maximise potential to access new funding opportunities to meet the priorities of the region</li> <li>Plan resource needs to meet changing demand for services in the future</li> <li>Increase proportion of resources spent on prevention and health promotion to reduce the impact on hospital admissions in the future</li> <li>Explore resource sharing with key stakeholders that support access to local services</li> <li>Explore MPS models for Roxby Downs, Woomera, Pimba and Andamooka</li> </ul>

Outcomes		Strategies for the Future	
Safer practice	<ul style="list-style-type: none"> <li>Maintain personal patient pager system to improve accessibility for patients in Port Augusta</li> </ul>	<ul style="list-style-type: none"> <li>Build adequate data and IT infrastructure to interface with variety of programs, share care information, electronic clinical records, outpatient scheduling and private services</li> <li>Build data reporting systems to ensure that program monitoring accurately describes achievements</li> <li>Establish telehealth facilities integrated with statewide retrieval services and consultant advice</li> <li>Establish electronic ordering and accessibility, within the hospital for pathology and radiology reports and digital x-rays</li> <li>Increase access to computers that enable GPs to remotely access private networks and medical practice records</li> <li>Increase use of, and adequately resourced, IT and telemedicine units as it advances to increase local access to services, including in home care</li> </ul>	
Patient journeys reduced			
Outcomes		Strategies for the Future	
Successful implementation of the service directions identified in the 10 Year Health Service Plan	<ul style="list-style-type: none"> <li>Maintain Risk Register</li> <li>Continue to achieve Hospital and Health Service accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Develop an implementation, monitoring and review strategy for the 10 Year Health Service Plan early identification of risks</li> <li>Ongoing contribution and participation in the CHSALHN risk management policy framework</li> <li>Ongoing participation and contribution to other CHSALHN nominated risk management activities</li> </ul>	

## **9. Appendix**

### **9.1 Leadership Structure**

The Port Augusta Hospital and Regional Health Service has 3 local health units managed by a Director and supported by an executive group in Port Augusta and a Director of Nursing and a Executive Officer / Director of Nursing for Roxby Downs and Woomera. A combined 10 Year Health Service Plan has been developed through the senior management with the support of a local liaison officer and the CHSALHN Planning Projects Team.

### **9.2 Methodology**

The Port Augusta Hospital and Regional Health Service 10 Year Health Service Plan has been developed in alignment with the planning principles and process set out in the Strategy for Planning Country Health Services in South Australia, released by the Minister for Health, 17<sup>th</sup> December 2008. This process brought together data and evidence from local communities, health professionals, statistics and statewide plans to develop 10 year Plans. The data collected from these sources was used to develop a needs analysis which provided a comprehensive SWOT (identification of strengths, weaknesses, opportunities and threats) for each service category included in this 10 year Plan.

A range of people were engaged to accomplish this strategy. The Project Planning Team was established within CHSALHN which developed local service profiles, assisted Health Advisory Councils with community engagement strategies and undertook a review of statewide plans which all contributed to the 10 Year Plan.

The Port Augusta, Roxby Downs and Woomera Health Advisory Council undertook the community engagement activities through a health survey which was distributed electronically, to targeted stakeholders and during NAIDOC week. A total of 60 responses were received from community, staff and stakeholders.

A draft 10 year plan was released for broader community and stakeholder feedback in June 2010. The Port Augusta, Roxby Downs and Woomera Health Advisory Council consider this feedback in endorsing the final plan. The final plan sets out strategic directions over the next 10 years and implementation steps will need to be established annually to describe how they will be achieved.

### **9.3 Review Process**

A process to determine how this Plan will be monitored and reviewed will be developed throughout the consultation stage. Feedback on this process is encouraged.

## SA Glossary

A&E	Accident and Emergency
ABS	Australian Bureau of Statistics
AEDI	Australian Early Development Index
AMIC	Aboriginal Maternal Infant Care
CALD	Culturally and linguistically diverse
CAMHS	Child and Adolescent Mental Health Service (Statewide Service)
CHSALHN	Country Health SA Local Health Network
CPS	Clinical Practice Support System
CT	Computed Tomography (medical imaging)
DASSA	Drug & Alcohol Services SA (Statewide Service)
DPLG	Department of Planning and Local Government
GP	General Practitioner
HAC	Health Advisory Council
HACC	Home and Community Care
iCCnet	Integrated Cardiac Assessment Regional Network
MPS	Multipurpose Service
NAIDOC	National Aboriginal Islander Day Observance Committee
NGO	Non-government organisation
OACIS	Open Architecture Clinical Information System
PBS	Pharmaceutical Benefits Scheme
RFDS	Royal Flying Doctor Service
SAAS	South Australian Ambulance Service
SAPOL	South Australian Police
SLA	Statistical Local Area
SWOT	Analysis of strengths, weaknesses, opportunities and threats