

20-HPC-2259

CE-2020-13389

Mr Steve Tully
Chairperson
Health Performance Council
PO Box 3246
RUNDLE MALL SA 5000

Office of the Chief Executive

Citi Centre Building
11 Hindmarsh Square
Adelaide SA 5000

PO Box 287, Rundle Mall
Adelaide SA 5000
DX 243

Tel 08 8226 6541
Fax 08 8226 6111
ABN 97 643 356 590
www.health.sa.gov.au

Dear Mr Tully

**RE: HEALTH PERFORMANCE COUNCIL FOUR-YEARLY REPORT (2018) –
SA HEALTH PROGRESS UPDATE ON RECOMMENDATIONS**

I write in reply to an email sent to me by Ms Jane Austin, Director, Health Performance Council (HPC) Secretariat, dated 23 June 2020.

Ms Austin's correspondence sought an annual update to SA Health's formal response to the HPC's four-yearly review of *South Australian health systems, the health of South Australians and changes in health outcomes over the reporting period 2015-2018* (HPC 2018 Report).

The HPC 2018 Report made 23 recommendations to the Minister for Health and Wellbeing across six overarching recommendations:

1. Establish clear, actionable initiatives, expected outcomes and related performance indicators in all policies
2. Ensure governance recognises, reflects and addresses the needs and expectations of communities who are served
3. Ensure the health workforce reflects the communities who are served
4. Practise zero tolerance for discrimination and racism
5. Involve and engage consumers in system development and evaluation, and ensure their voices are heard at executive and board levels
6. Collect, make accessible and publish data about health outcomes and health systems performance

The COVID-19 pandemic has created unprecedented disruption across the health system and has required rapid response from the entire SA Health workforce and that of other government agencies. As Chief Executive it is my role to ensure that our health system is well-positioned to manage new and emerging health issues and I am particularly proud of how well we have responded, adapted and evolved since the outbreak in early 2020.

It is worth noting that all the hard work to protect the South Australian community from COVID-19 has occurred alongside other vital business as usual activities.

OFFICIAL

For the most part, SA Health's initial response to the HPC 2018 Report coupled with the recent response to the HPC's report of its audit into Institutional Racism across South Australia's Local Health Networks is an accurate reflection of the ongoing program of work being delivered by SA Health.

Nonetheless, the enclosed attachment provides a general update on a number of key initiatives and activities that sit across the thematic areas identified within the HPC 2018 Report.

Yours sincerely



DR CHRIS MCGOWAN
Chief Executive

24/11/2020

CC: Ms Jane Austin, Secretary, Health Performance Council Secretariat
Att: Update on SA Health initiatives and activities

OFFICIAL

UPDATE ON SA HEALTH INITIATIVES AND ACTIVITIES IN RESPONSE TO THE HEALTH PERFORMANCE COUNCIL'S REQUEST FOR AN ANNUAL PROGRESS UPDATE TO THE HEALTH PERFORMANCE COUNCIL'S FOUR-YEARLY REPORT (2018)

Governing Boards

A key State Government commitment in 2019 was to reform the governance and accountability of the South Australian public health system to decentralise decision making to the local level, supported by the establishment of metropolitan and regional boards of management on 1 July 2019.

The 10 Local Health Network (LHN) Governing Boards comprise of highly qualified individuals and skilled senior business leaders, with a diverse range of knowledge and experience in health management, clinical governance, the practice of law, commercial and financial management. At least two members of each governing board are health professionals and one member has expertise in Aboriginal health.

It is particularly important for boards to have and maintain a close connection to the local community and understanding of local issues. Each board has a strong local presence within its membership to support this.

By devolving decision making to the local level, decisions related to local health service delivery are able to be made closer to where the services are delivered, allowing LHNs greater flexibility to meet local needs, increase connectedness to local communities and consumers, and increase clinician involvement.

In accordance with Section 33A of the *Health Care Act 2008*, each Governing Board is required to develop a community engagement strategy and a clinician engagement strategy to promote consultation with health professionals, consumers and communities about the provision of health services by the LHN.

In alignment with changes to SA Health governance, in early 2020 a significant review of Service Agreements as undertaken. A condensed and streamlined mutually agreeable construct for the 2020-21 Service Agreement was developed, including an agreed commissioning and performance approach.

Diversity and Inclusion

SA Health maintains zero tolerance for any actions that negatively impact on the mental and physical health and wellbeing of our staff and consumers.

The Office of the Commissioner for Public Sector Employment's (OCPSE) Diversity and Inclusion Strategy and Plan 2019-21 requires all SA Public Sector Agency's to develop an aligned agency-specific Diversity and Inclusion Strategy and Plan.

The Department's Workforce Services division is leading the development of the Diversity and Inclusion (D&I) Plans and Strategies across SA Health. SA Health's draft D&I Strategy and D&I Plan align with the three priority areas identified by OCPSE:

- Reflect the diverse community that the public sector serves
- Build diversity and inclusion knowledge and capability
- Be accountable for diversity and inclusion.

These documents include attraction, recruitment and retention strategies, and broader policy and practice matters. For example, it proposes the development of Policy Directives addressing D&I and racism.

OFFICIAL

It also proposes a communication strategy recognising and promoting the value of diversity in the SA Health workforce, and encouraging a culture of psychosocial safety in the workplace. The D&I Plan also seeks to achieve equivalent representation within the workforce as that of the community.

Although delayed due to the prioritisation of the COVID-19 response, the motivation to achieve positive change toward a more inclusive and safe workplace is evident with significant progress in establishing plans being achieved by the Department and all LHNs.

In alignment with the South Australian *Disability Inclusion Act 2018* all State authorities are required to promote the full inclusion of people with disability in the community and to improve access to mainstream services and programs. Each LHN and SA Ambulance Service are at various stages of developing Disability Access and Inclusion Plans that reflect their services and relationship with the community.

Aboriginal workforce participation and culturally appropriate services

As outlined within SA Health's recent response to the HPC's report of the audit into Institutional Racism across South Australia's LHNs, a critical objective of SA Health is to address inequities faced by Aboriginal people.

The Aboriginal Workforce Framework 2017-22 aims to increase the Aboriginal workforce across the public health sector in clinical, non-clinical and leadership roles and increase cultural competence of the workforce. An SA Health Aboriginal Workforce Network is also currently being established to support, develop and retain Aboriginal employees.

Since 2002, SA Health has had an exemption from the *Equal Opportunity Act 1984*, allowing SA Health to advertise for, and to prefer, Aboriginal and Torres Strait Islander applicants for 'Aboriginal and/or Torres Strait Islander Health Worker' roles. Unlike the previous exemptions allows for gender specific advertising and recruitment to specific roles that require culturally appropriate, gender alignment with the consumer.

SA Health's efforts are further supported by Aboriginal Traineeship Program and the Aboriginal Employment Register (AER), managed by the Aboriginal Health Strategy Unit within the OPSCE. Increased use of the AER for recruitment is being actively encouraged and supported by the Department and across SA Health.

To support the provision of culturally appropriate health service delivery for Aboriginal and Torres Strait Islander people, the SA Health Aboriginal Cultural Learning Framework was developed. The Framework provides an approach for improving cultural competency across the SA Health workforce and includes mandatory engagement for all employees.

A new Aboriginal Health Care Framework is also being developed to provide a benchmark to measure contributions towards closing the gap on health disparity between Aboriginal and non-Aboriginal people in South Australia.

Cultural evolution and data on equity, diversity and inclusion

In August 2020, the Minister for Health and Wellbeing launched the *Cultural Evolution Pathway* report which sets out a number of initiatives to positively develop the culture and integrity of SA Health. The work being conducted as a result of this report should provide further impetus to gain more specific data to establish a baseline and measure SA Health's performance. There is a particular focus in this work on refining the methods of reporting available to employees to report incidents of harassment, bullying, racism and discrimination.

OFFICIAL

OFFICIAL

Gaining a better understanding of the organisational culture and the psychosocial safety of employees may assist SA Health to further improve the collection of data on the diversity of the SA Health workforce.

Consumer experience and patient reported outcomes

The Commission on Excellence and Innovation in Health (CEIH) Human Centred Design directorate has been established to provide knowledge and advice to build capacity, understanding, skills and thinking for a more compassionate health system. This includes understanding people's experience and what matters to them.

The CEIH is currently leading a patient reported outcome and experience measures project, with work underway to support routine collection, measurement and timely reporting to clinicians, enabling improvements in the delivery of care to consumers.

SA Health also routinely collects data about the health and wellbeing of the wider South Australian population through Wellbeing SA's SA Population Health Survey (SAPHS).

With the COVID-19 outbreak, the SAPHS has been expanded to collect data pertaining to the impact of the COVID-19 pandemic on the health and wellbeing of South Australian adults including: economics, employment, change in physical activity behaviours, food insecurity, feelings of isolation and loneliness, mental wellbeing and access to health services.

Blank Page