Department for Health and Ageing

Strategic Direction

2016 - 2018
SA Health is committed to protecting and improving the health of all South Australians by providing leadership in health reform, public health services, health and medical research, policy development and planning, with an increased focus on wellbeing, illness prevention, early intervention and quality care.

In this document we outline the key role the Department for Health and Ageing plays in achieving this, and we detail our vision and the values which are important to us as we strive to provide South Australians with best possible health care.

This Strategic Direction was developed in partnership with a wide range of staff across the Department. It takes account of our existing strategies, including those relating to our Local Health Networks, and outlines the steps we need to take to ensure South Australians have access to safe, effective, person-centred care.

Not every role and function within the Department is specifically identified in this plan. However, every service is essential to improving the health and wellbeing of South Australians and every role is greatly valued both within the Department and across SA Health.

The work that our staff in the Department for Health and Ageing deliver every day – whether it is in disease surveillance and prevention, considering the needs of our older population, supporting our health networks to deliver care to patients, and everything inbetween – is vital to keeping South Australians healthy and out of hospital, and providing the right care when it's needed most.

David Swan
Chief Executive, SA Health
June 2016
Our Priorities

- Serving our community
- Striving for corporate and business success
- Planning for the future
- Delivering safe, quality, and innovative services in a continuous improvement environment
- Developing our leaders and ensuring continued organisational learning and innovation
Our Strategic Context

A series of plans at National, State, SA Health and Departmental levels provide direction for our work.

Each team in the Department relates to these plans depending on their role. We work in partnership with Local Health Networks (LHNs), SA Ambulance Service (SAAS), Non-Government Organisations and the private sector to deliver on objectives.
Vision for Health

The best health for South Australians

Department for Health and Ageing:
Leading, promoting and supporting health and wellbeing for South Australians.
As staff of the Department for Health and Ageing we will:

- Set the policy and strategic framework for action on important health and wellbeing issues by:
  - Focusing our attention and resources on the key priorities for health and wellbeing
  - Addressing matters of inequity in our community
  - Participating and influencing policy work at the State and National level
  - Engaging our community to inform good policy and practice

- Place a strong emphasis on prevention and wellbeing by:
  - Ensuring their promotion
  - Protecting public health
  - Raising awareness and educating the community

- Promote quality and safety so every South Australian can have confidence in the care they receive by:
  - Developing standards, regulations and legislative measures
  - Monitoring to ensure services comply
  - Using evidence to guide our policies and practices
  - Developing statewide standards for patient access and improved service management

- Promote and provide good corporate governance and business practices within the Department, and within agencies who work with our community by:
  - Providing the IT platforms and systems for the Department and all of SA Health
  - Providing high quality corporate services that support service delivery and comply with the regulatory framework
  - Purchasing and managing to achieve value for money

- Take responsibility for the priorities posed by the government of the day by:
  - Accepting accountability for the goals and activities the SA Government asks the Department to lead
  - Offering our best advice to our Ministers and stakeholders

- Lead, initiate and support major infrastructure and service projects that will contribute to better health and wellbeing outcomes

- Work in collaboration with other parts of our network by:
  - Coordinating and collaborating with Local Health Networks, SA Ambulance Service, Non-Government agencies and Private Providers to achieve shared goals

- Commission the health and wellbeing services our community needs by:
  - Leading the identification of the services and support required by South Australians
  - Specifying objectives and functions, and
  - Monitoring to ensure outcomes are achieved

We will seek from each other a commitment to making a positive difference in everything we do.
Our story

Never before in the history of South Australia have we had the opportunity before us to reform the system in a way that will revolutionise the way we deliver care. We have a clear mandate and support from our government and our community.

As a result we face both opportunities and challenges. We need to constantly monitor health risks, respond to changes in the composition and needs of our community, challenge prevailing views about ageing, and help people to make good choices in support of their health and wellbeing.

Thanks to our dedicated scientists, clinicians, administrators, and health professionals, we can help people stay well longer and offer more treatment choices than ever before.

As a result, the community’s expectations have increased and demand for our services and support has grown. While our commitment and dedication to meeting the community’s needs has remained steadfast, we now have to look to the future and ensure we can deliver the best care, first time, every time for all South Australians.

This means addressing our whole healthcare system, working together to resolve how we can use our resources to achieve the most important outcome of all – to make sure every South Australian is as well as they can be.

At the moment, we are calling many of the changes we are making ‘Transforming Health’. This is a big umbrella for actions that are as diverse as moving where services are offered, investing more than $270m to redevelop our hospitals, and developing new ways to improve patient care and provide better outcomes.

As well as Transforming Health, there are other critical strategies in play, or in the pipeline, that will also help us provide a new way of working for better quality care.

These include the construction of the new Royal Adelaide Hospital, which will provide world-class health care and facilities for South Australians, and we’re also leading the nation with the implementation of our Enterprise Patient Administration System (EPAS).

If you visit our health services in different parts of the State, you will see these changes play out in different ways. It can be challenging – but it’s also essential in delivering best care to South Australians.
Our role

There isn’t one sentence that explains our complex role, unless perhaps to say we act as stewards. Some of us take government directions and work with others to turn them into action. Some develop the policies that will guide service. Some work on the standards and regulations that keep people well and safe, and then ensure they are put into practice. Some manage the money and assets. Some focus on public health, disease and infection control. Some work with Local Health Networks and other partners to improve patient care and public health. And yet others manage the complex machine that keeps the whole show running – managing files, responding to Ministerial requests, and ensuring messages flow through the network.

Every contribution is vital. Whether we are working directly on Transforming Health; whether we make sure a staff member is paid; whether we develop policy that will make a difference to the wellbeing of an older person; or whether we check that standards aimed at keeping people safe are properly observed, the role of every Departmental staff member makes a difference.

This work is challenging and rewarding. We know some of us perform work that is noticed less than others. But we are a critical link between the will of the people of South Australia, the plans of our politicians, and the work of our direct service providers.

We will maintain our energy and focus. Every person matters. Every contribution counts.
So how do you fit into the Health and Ageing Story?

belong to the Department for Health and Ageing
that works as a part of the SA Public Sector
that is accountable to the Premier and Ministers
in a complex network of public and private organisations that work for health and wellbeing across SA
serve our community

you and your team
How we work together

Mental Health
We ensure compliance with legislation, ensure clinical standards and safety in mental health services and oversee suicide prevention activities in South Australia. We are also responsible for State mental health service operational strategy, service planning and system performance.

Office for Professional Leadership
We provide education, training, research and professional standards for clinicians.

Procurement and Supply Chain Management
We lead procurement practices across SA Health and support the supply chain throughout the LHNs and Statewide Services by providing advice and assistance on a range of procurement related services and systems.

Drug and Alcohol Services SA
We enhance the lives of South Australians by reducing the harms of tobacco, alcohol and other drug use.

Purchasing, Information & Performance
We determine the range of patient services to be purchased from LHNs and manage contracts with non-government service providers based on the health needs of South Australians. We also provide a data and reporting service across SA Health and monitor the performance of our health services to gauge their effectiveness and efficiency.

Risk & Assurance Services
We provide risk management advice to support SA Health in achieving its business objectives, while giving independent assurance over the health of the overall control environment.

eHealth Systems
We provide the technology that supports delivery of health services to the community.

Operational Service Improvement & Demand Management
We work together with LHNs, SAAS and other agencies to enhance patient management along the continuum of acute to community based care.

Finance
We provide a finance service across the health portfolio that delivers high-level strategic financial advice, support and operational services.

Policy and Governance
We provide leadership in corporate governance, strategic policy, legal and intergovernmental issues and projects and initiatives that impact the health and ageing portfolios.

Aboriginal Health Strategy
We provide Aboriginal advice and advocate Aboriginal health matters at a Commonwealth and State level. We develop, influence and monitor policy to optimise Aboriginal health outcomes and to ensure SA Health meets its objectives and obligations in relation to Aboriginal health improvement.

Public Health & Clinical Systems
We protect public health, promote population health, prevent illness, as well as ensure safety and quality of services.

Infrastructure
We plan and manage the delivery of health capital works projects and the Department’s property and security requirements. We deliver a comprehensive biomedical engineering service for the whole of SA Health.

Transforming Health
We work to achieve the quality improvements and benefits of Transforming Health. We provide program and project assurance and risk management, through reporting and evaluation and plan clinical improvement and system configuration and design projects, through collaboration, to achieve quality and productivity improvements.

People and Culture
We promote a positive workplace culture where people feel valued and supported so each and every one of us can give of our best. We work in partnership to enhance the capability, performance and wellbeing of our workforce.

Media and Communications
We help to ensure patients, staff and the community have access to the information they need, and promote news, events and innovation relating to our public health system and the wider health and ageing communities.

Mental Health
We ensure compliance with legislation, ensure clinical standards and safety in mental health services and oversee suicide prevention activities in South Australia. We are also responsible for State mental health service operational strategy, service planning and system performance.

Office for Professional Leadership
We provide education, training, research and professional standards for clinicians.

Procurement and Supply Chain Management
We lead procurement practices across SA Health and support the supply chain throughout the LHNs and Statewide Services by providing advice and assistance on a range of procurement related services and systems.

Drug and Alcohol Services SA
We enhance the lives of South Australians by reducing the harms of tobacco, alcohol and other drug use.

Purchasing, Information & Performance
We determine the range of patient services to be purchased from LHNs and manage contracts with non-government service providers based on the health needs of South Australians. We also provide a data and reporting service across SA Health and monitor the performance of our health services to gauge their effectiveness and efficiency.

Risk & Assurance Services
We provide risk management advice to support SA Health in achieving its business objectives, while giving independent assurance over the health of the overall control environment.

eHealth Systems
We provide the technology that supports delivery of health services to the community.

Operational Service Improvement & Demand Management
We work together with LHNs, SAAS and other agencies to enhance patient management along the continuum of acute to community based care.

Finance
We provide a finance service across the health portfolio that delivers high-level strategic financial advice, support and operational services.

Policy and Governance
We provide leadership in corporate governance, strategic policy, legal and intergovernmental issues and projects and initiatives that impact the health and ageing portfolios.

Aboriginal Health Strategy
We provide Aboriginal advice and advocate Aboriginal health matters at a Commonwealth and State level. We develop, influence and monitor policy to optimise Aboriginal health outcomes and to ensure SA Health meets its objectives and obligations in relation to Aboriginal health improvement.

Public Health & Clinical Systems
We protect public health, promote population health, prevent illness, as well as ensure safety and quality of services.

Infrastructure
We plan and manage the delivery of health capital works projects and the Department’s property and security requirements. We deliver a comprehensive biomedical engineering service for the whole of SA Health.

Transforming Health
We work to achieve the quality improvements and benefits of Transforming Health. We provide program and project assurance and risk management, through reporting and evaluation and plan clinical improvement and system configuration and design projects, through collaboration, to achieve quality and productivity improvements.

People and Culture
We promote a positive workplace culture where people feel valued and supported so each and every one of us can give of our best. We work in partnership to enhance the capability, performance and wellbeing of our workforce.

Media and Communications
We help to ensure patients, staff and the community have access to the information they need, and promote news, events and innovation relating to our public health system and the wider health and ageing communities.
Our values and behaviours

We are committed to serving all South Australians, however and whenever they may need us. The values of the public sector guide how we work together, in service, professionally, through trust and with respect, demonstrating collaboration and engagement, honesty and integrity and showing the courage and tenacity to deliver on our commitment, ensuring the sustainability of all that we do.

Across SA Health we have emphasised the core values of integrity, respect, collaboration and accountability in all that we do.

Our values underpin all that we do, guiding the commitments we make and the actions we take...

We value each other as diverse individuals who each have something to contribute.

We trust each other to do the right thing and respect that our intent is good.

We work together to create a culture in which everyone can give their best.

We look forward and offer support where we can.

We commit to putting people first in all of our interactions.

We behave in a way which is respectful whatever the challenge before us.

We pride ourselves on making a difference to our patients, community and each other.

We’re flexible, understanding that everyone has their individual challenges and we need to respond in a way which shows we get it and we care.

We believe in a way which is respectful whatever the challenge before us.

We are are serving all South Australians, however and whenever they may need us. The values of the public sector guide how we work together, in service, professionally, through trust and with respect, demonstrating collaboration and engagement, honesty and integrity and showing the courage and tenacity to deliver on our commitment, ensuring the sustainability of all that we do.

Across SA Health we have emphasised the core values of integrity, respect, collaboration and accountability in all that we do.

Our values underpin all that we do, guiding the commitments we make and the actions we take...

We value each other as diverse individuals who each have something to contribute.

We trust each other to do the right thing and respect that our intent is good.

We work together to create a culture in which everyone can give their best.

We look forward and offer support where we can.

We commit to putting people first in all of our interactions.

We behave in a way which is respectful whatever the challenge before us.

We pride ourselves on making a difference to our patients, community and each other.

We’re flexible, understanding that everyone has their individual challenges and we need to respond in a way which shows we get it and we care.

We believe in a way which is respectful whatever the challenge before us.