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**Government  
of South Australia**

**ENTER DEPARTMENT NAME**

**2021-22 Annual Report**

Flinders and Upper North Local Health Network  
71 Hospital Road, PORT AUGUSTA, South Australia, 5700

Flinders and Upper North Local Health Network

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Date presented to Minister: 30 September 2022

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To:

Hon Christopher Picton

Minister for Health and Wellbeing South Australia. The Minister oversees Health, Wellbeing, Mental Health, Ageing Well, Substance Abuse and Suicide Prevention.

This annual report will be presented to Parliament to meet the statutory reporting requirements of *Health Care Act 2008*, *Health Care (Governance) Amendment Act 2021* and the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

Submitted on behalf of the Flinders and Upper North Local Health Network by:

Craig Packard  
Chief Executive Officer  
Flinders and Upper North Local Health Network

Date \_\_\_\_\_ Signature \_\_\_\_\_

Mark Whitfield  
Chair Governing Board  
Flinders and Upper North Local Health Network

Date \_\_\_\_\_ Signature \_\_\_\_\_

## From the Chief Executive



The past year has required us to meet many challenges of the Covid-19 Pandemic, of which I am extremely proud of how all our staff have embraced this. In addition, we have been able to strengthen our workforce capacity and progress many strategic requirements to continue to mature our health network and provide the best possible care to our patients, consumers and communities.

The Covid-19 response has assisted FUNLHN, as a regional LHN, to connect closely with the broader state health system, including with other Regional LHNs and the Metropolitan health services. We have been able to work collaboratively on solutions to challenges, particularly relating to workforce shortages and having the required expertise and I am confident there is a stronger understanding of the needs of rural and remote communities, when responding to state-wide and national emergency situations.

The necessity for our LHN to respond and support the community required us to establish not only new acute Covid-19 systems and processes, but assist additionally in the community, in roles that have not historically been our key scope of service. This included accommodation supports for many vulnerable people who did not have access to safe or appropriate accommodation for isolation or recovery. Our health services were at the forefront of establishing quarantining facilities, including the utilisation of our own 'Step-Down Unit' accommodation for the purpose of Covid -19 quarantining.

The development of a Local Aboriginal Health contact tracing team and cultural advisers was another pivotal and unique part of the response, to enable us to meet the needs of the vulnerable people in our communities.

Despite all the challenges of Covid-19 on our services, there are many significant achievements that have been reached. We have enhanced our digital capacity over the past 12 months, as we know that utilisation of digital systems will be essential to our future service models. Some achievements have included improved internet access and wider bandwidth along with implementation of wi-fi, including a plan to have all our health services wi-fi enabled over the coming year. Our community-based services have trialled an enhanced tele-health service model and utilising a far greater use of portable and mobile devices, outside of fixed office-based computers and systems. Over the coming 12 months we are prioritising further digital based medical records systems, including a roll out of the Lee-Care system to our residential aged care services at Hawker and Quorn and expansion of the Sunrise Electronic Medical Record (EMR) system.

FUNLHN has maintained a high result against key performance areas, as established through our service level agreements. Maintaining a high achievement in these performance areas, ensures we maintain a strong focus on the safety and quality of the services we deliver. We have maintained accreditation requirements under the National Safety and quality standards for all our health services, have been successfully accredited under the National Disability Insurance Scheme Practice standards and successfully met the accreditation requirements of our

FUNLHN owned medical practice at Hawker, under the Australian General Practice Accreditation Standards.

We have been able to progress many asset improvements across our LHN, including significant accommodation upgrades and improvements, bio medical equipment upgrades and look forward to further developments in the coming year, including the Whyalla Emergency Department and High Dependency Unit redevelopment, establishment of a new purpose built health clinic at Leigh Creek, redevelopment of the Flinders Terrace Health Hub in Port Augusta and upgrades to our residential aged care facilities at Quorn and Hawker.

All of the achievements in our health services are absolutely attributed to the amazing and dedicated staff across all our sites and health services. We have explored and developed ways to ensure our staff have access to up-to-date information and resources and over the past 12 months have established new staff social media groups, regular virtual staff forums and significantly improved our communication to staff, but also our consumers and community. Social media platforms continue to be a successful way to promote our services and distribute relevant important information.

Ensuring consumers have involvement in our business is essential and is a key focus of the FUNLHN strategic plan. I would like to thank all our volunteers, consumers and carers who have engaged and supported our committees, work groups and provided feedback to ensure we continually improve and achieve safe quality health care for all consumers. I particularly wish to thank our Health Advisory Councils (HAC) for their commitment and dedication to our health services. The HACs enable us to keep well informed on the important health priorities in our communities.

I thank our FUNLHN Governing Board for their support to myself by enabling and supporting us to develop our service models and support us to address risks and improve our services. This includes the approval to implement onsite security services at our Whyalla and Port Augusta sites which demonstrates the commitment to ensure the safety of our people and the commitment to progress the new models of medical and clinical workforce that we will need into the future, of which requires significant financial commitment.

I am incredibly proud of our Flinders and Upper North Local Health Network, the leadership that we have across our departments and sites and the commitment to achieve excellence in health care for everyone, everyday all the time.

*(Signature)*

Craig Packard

**Chief Executive**

Flinders and Upper North Local Health Network



This foreword marks my first full year as Chair of the Flinders and Upper North Local Health Network Governing Board. To say that it has been a challenging year would be a significant understatement.

The ongoing demands in responding to successive waves of the COVID pandemic have been significant. Like last year, I stand in awe of the professionalism, genuine care and willingness to go the extra mile displayed by our staff. The Board and FUNLHN are truly blessed to have people of this calibre delivering health services.

I will also take this opportunity to acknowledge and thank my fellow Board members, who bring a great wealth of knowledge and experience to bear on the strategic issues that confront us – all done with great aplomb and a true dedication to providing outstanding health services to our community.

During the year we saw a change in government, ostensibly on the back of the significant challenges faced by the health system. We look forward to meeting these challenges and implementing the policy direction of the new government.

This year also marked the end of tenure of our Aboriginal Board Member, Garnett Brady PSM. Garnett will be sadly missed – he has provided gentle but focussed direction to the Board as we grapple with significant issues in Aboriginal health. Garnett has set the bar very high and his replacement will face significant expectation. I take this opportunity to publicly thank Garnett for his wisdom, generosity and friendship.

This annual report chronicles our achievements over the past year as we strive to make further improvements to our health service.

Next year will bring its own set of challenges and I have no doubt, given the calibre of people involved, that we are well placed to meet those challenges head on.

I commend this report to you.

*(Signature)*

Mark Whitfield

**Governing Board Chair**

Flinders and Upper North Local Health Network

**Contents**

<b>Overview: about the agency</b> .....	<b>8</b>
Our strategic focus.....	8
Our organisational structure.....	9
Changes to the agency .....	9
Our Minister .....	10
Our Executive team .....	10
Legislation administered by the agency .....	15
Other related agencies (within the Minister’s area/s of responsibility).....	15
<b>The agency’s performance</b> .....	<b>16</b>
Performance at a glance.....	16
Agency response to COVID-19.....	17
Agency contribution to whole of Government objectives.....	17
Agency specific objectives and performance .....	20
Corporate performance summary .....	24
Employment opportunity programs .....	25
Agency performance management and development systems.....	26
Work health, safety and return to work programs .....	27
Executive employment in the agency.....	30
<b>Financial performance</b> .....	<b>31</b>
Financial performance at a glance .....	31
Consultants disclosure .....	31
Contractors disclosure .....	32
Other financial information .....	33
Other information .....	33
<b>Risk management</b> .....	<b>34</b>
Risk and audit at a glance.....	34
Fraud detected in the agency.....	34
Strategies implemented to control and prevent fraud.....	34
Public interest disclosure .....	35
<b>Reporting required under any other act or regulation</b> .....	<b>36</b>
Reporting required under the <i>Carers’ Recognition Act 2005</i> .....	36
<b>Public complaints</b> .....	<b>37</b>

2021-22 ANNUAL REPORT for the Department of Health and Wellbeing – Flinders and Upper North Local Health Network

Number of public complaints reported .....	37
<b>Additional Metrics</b> .....	<b>38</b>
Service Improvements .....	38
Compliance Statement.....	40
<b>Appendix: Audited financial statements 2021-22</b> .....	<b>41</b>

## Overview: about the agency

### Our strategic focus

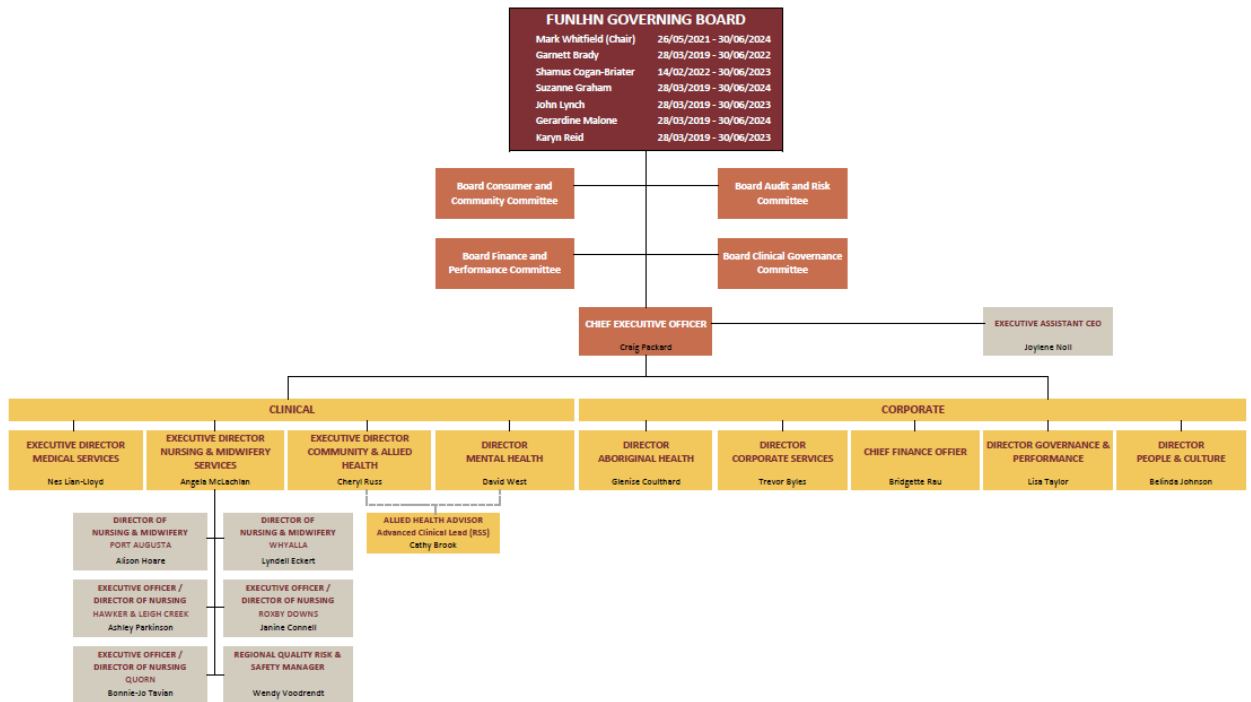
<b>Our Purpose</b>	The Flinders and Upper North Local Health Network delivers culturally safe and high-quality health care services in collaboration with our consumers, enhanced through research and innovation to improve health outcomes for our communities.
<b>Our Vision</b>	Excellence in healthcare for everyone, every day, all the time.
<b>Our Values</b>	<p>Integrity</p> <p>Respect</p> <p>Compassion</p> <p>Engage</p> <p>Courage</p>
<b>Our functions, objectives and deliverables</b>	<p>Flinders and Upper North Local Health Network provides a range of public acute, residential aged care, community health and mental health services to country-based South Australians.</p> <p>Flinders and Upper North Local Health Network’s objectives and deliverables are:</p> <p><b>Sustainability:</b> Finance   Service Partnerships   Environment</p> <p>We utilise resources to strengthen our organisation</p> <p><b>Consumer Focus:</b> We enhance the safety and quality of our services by partnering with consumers in their own care.</p> <p>Our services meet the needs of our communities because we provide opportunities for consumers to partner in the design and evaluation of our services.</p> <p><b>Aboriginal Health and Wellbeing:</b></p> <p>We build trust, positive and effective partnerships to enable Aboriginal and/or Torres Strait Islander peoples in the Flinders and Upper North Local Health Network to enjoy the same health outcomes and life expectancy as all other Australians.</p> <p><b>Our People:</b></p> <p>We acknowledge, grow and invest in our people to achieve best service delivery outcomes.</p>



**Innovation:**  
 We empower our people to embrace new technology, work practices and ideas by fostering curiosity and creativity to meet the evolving needs of our community.

**Our organisational structure**

**Flinders and Upper North Local Health Network  
 Executive Organisational Structure**



Correct as at 30 June 2022



**Changes to the agency**

- During 2021-22 there were no changes to the agency’s structure and objectives as a result of internal reviews or machinery of government changes.

## Our Minister



Hon Chris Picton MP is the Minister for Health and Wellbeing in South Australia.

The Minister oversees health. Wellbeing, mental health, ageing well, substance abuse and suicide prevention.

## Our Executive team



**Craig Packard, Chief Executive Officer**, is accountable to the Governing Board for the provision, management and administration of health services and achieving the overall performance of the public health system for the Flinders and Upper North Local Health Network.



**Angela McLachlan, Executive Director Nursing and Midwifery**, responsible for the delivery of Nursing and Midwifery professional services across the Local Health Network. Angela also leads the Quality, Risk and Safety Team and is Chair of the Operational Clinical Governance Committee.



**Dr Nes Lian-Lloyd, Executive Director Medical Services**, responsible for ensuring clinical governance for the delivery of safe, high quality medical care. Oversight and coordination of medical staff and medical service contracts in the Local Health Network, including oversight of recruitment and orientation of new Medical Officers.



**Cheryl Russ, Executive Director Community and Allied Health**, responsible for the efficient and effective management of the Community Health Services resulting in the provision of a range of community and hospital based health services responsive to the identified needs of the Flinders and Upper North Local Health Network.



**Trevor Byles, Director Corporate Services**, responsible for managing, developing, coordinating and monitoring significant very high-level quality and critical, corporate and business services that support the effective operation of health units across the Local Health Network.



**Belinda Johnson, Director People and Culture**, responsible for leading and managing the delivery of best practice human resources services within a business partnering framework, implementing proactive workforce strategies and interventions within services across the Local Health Network in order to drive continuous improvement, performance and accountability of workforce goals and objectives.



**Glenise Coulthard AM, Director Aboriginal Health** is responsible for initiating, planning, implementing, coordinating and delivering Aboriginal Health programs across the region and providing high-level strategic leadership in expanding concepts and programs throughout.



**David West, Director of Mental Health Services**, responsible for the delivery of mental health services within the Local Health Network, and complex mental health reform projects in line with state-wide directions and in collaboration with the Rural and Remote Mental Health Service.

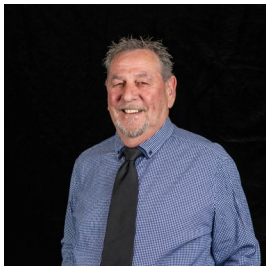


**Bridgette Rau, Chief Finance Officer**, responsible for leading the provision of comprehensive financial services across the region by contributing to the leadership, performance and financial strategic direction of the Flinders and Upper North Local Health Network.



**Lisa Taylor AAlCD, Director Governance and Performance**, responsible for leading the provision of high quality and timely support to the Chief Executive Officer and executive support to the Governing Board to support a focus on performance and effectiveness.

## Our Governing Board



**Mark Whitfield, Chairperson of the Governing Board.**

Mark Whitfield is currently the Presiding Member of the Eyre Peninsula Landscape Board, Director NRM Regions Australia Ltd and formerly Chair of the Whyalla Special Education Centre. Until recently, Mark was the Executive Manager of the Spencer Gulf Rural Health School. He has previously worked in other roles in local government, regional development, health and education in Whyalla, on the Eyre Peninsula, in the Far North of the State and in local government. He has a strong record of volunteering on a variety of community organisation boards



**Garnett Brady PSM, Director of the Governing Board.**

Garnett Brady is an Adnyamathanha/Yankunytjatjara man from Port Augusta with significant experience in health and community services across the region. Most recently he was founder/owner and manager of Flinders Crest Services Incorporated, a labour hire business employing Aboriginal people through labour hire arrangements with contractors on the BHP Olympic Dam mine site at Roxby Downs, finishing in the role in 2015.

Garnett had previously been employed as Community Manager Bungala Aboriginal Corporation at Ernabella and Fregon Communities in the APY Lands, Manager Aboriginal Health Unit, Port Augusta Hospital and Far Northern Regional Health Services, Social Worker, Department of Family and Community Services and CEO Pika Wiya Health Service.

He has also previously served on the Boards of Pika Wiya Health Service and the Port Augusta Hospital Inc. Garnett brings significant experience in Aboriginal Health to the Governing Board.



***John Lynch OAM, Director of the Governing Board.***

John Lynch served with the Royal Flying Doctor Service (RFDS) for 32 years, and was the Chief Executive Officer of RFDS Central Operations for 18 years, retiring in December 2018. John holds a Bachelor of Health Science Management, is a Fellow of the National Institute of Public Accountants, an Associate Fellow of the Australian College of Health Service Executives and a Member of the Australian Institute of Company Directors. John brings finance and governance experience along with rural and remote primary health care practice experience to the Governing Board.



***Suzy Graham, Director of the Governing Board.***

Suzy Graham holds Bachelor degrees in Arts and Law, and has worked as a lawyer since 1999. Suzy owns and operates Spencer Gulf Law, a diverse legal practice based in Port Augusta with clientele across the FUNLHN region. Suzy brings legal expertise, business experience and broad local community knowledge to the Governing Board. Suzy is passionate about the delivery of excellence in health services, and the promotion of wellbeing across the FUNLHN.



***Karyn Reid, Director of the Governing Board.***

Karyn Reid has had a long career in nursing across many clinical fields including experience in high-level clinical governance and executive health management. She resides in Port Augusta and has extensive knowledge of the health sites and population health needs across the Flinders and Upper North Local Health Network. Karyn has extensive experience in community engagement and consumer advocacy and is committed to the principles of consumer focused health services.



***Geri Malone, Director of the Governing Board.***

Gerri Malone’s career in health is underpinned with qualification as a Registered Nurse, Registered Midwife and post graduate qualifications including Masters in Public Health.

Gerri has had a diverse range of roles in health in both Government and non Government sector, including clinical, leadership and management, education, policy and advocacy roles, all in remote and rural health context. Her experiences both professional and personal has provided extensive understanding of the diversity of rural and remote communities. Gerri’s Interests are broad, include clinical governance and workforce.



***Shamus Cogan, Director of the Governing Board.***

Shamus Cogan is a Certified Practising Accountant of over ten years with significant experience in the health sector. Currently Shamus is the Chief Finance Officer of North Eastern Community Hospital and Aged Care with oversight of the financial, activity, procurement and facilities functions. Shamus was the inaugural CFO of Flinders and Upper North LHN and prior to this was one of the Country Health SA LHN managers

with overseeing Activity Based Funding (ABF), Activity Based Management (ABM), Costing and Clinical Documentation. Shamus brings experience in the areas of financial modelling, activity based funding, activity based management, commissioning and performance.

**Legislation administered by the agency**

*Nil*

**Other related agencies (within the Minister's area/s of responsibility)**

Department for Health and Wellbeing

Barossa Hills Fleurieu Local Health Network Inc.

Central Adelaide Local Health Network Inc.

Commission on Excellence and Innovation in Health

Eyre and Far North Local Health Network Inc.

Hawker District Memorial Health Advisory Council

Leigh Creek Health Advisory Council

Limestone Coast Local Health Network Inc.

Northern Adelaide Local Health Network Inc.

Office for Aging Well

Port Augusta, Roxby Downs, Woomera Health Advisory Council

Quorn Health Services Health Advisory Council

Riverland Mallee Coorong Local Health Network Inc.

South Australian Ambulance Service

Southern Adelaide Local Health Network Inc.

Wellbeing SA

Whyalla Hospital and Health Services Health Advisory Council Women's and Children's Health Network Inc.

Yorke and Northern Local Health Network Inc.

## The agency's performance

### Performance at a glance

In 2021-22 the Flinders and Upper North Local Health Network achieved good results in key performance areas including:

- Meeting targets for all emergency department 'seen on time' triage categories.
- Meeting targets for emergency department patients who left at their own risk.
- Meeting targets for elective surgery timely admissions.
- Meeting targets for Mental Health services including acute length of stay, post-discharge community follow up, restraint and seclusion events.
- Meeting targets for all Mental Health key performance indicators.
- Achieving results above targets for positive responses to the majority of the key consumer experience questions. For the small number that fall under targets, FUNLHN has established remedial actions that have been included in Governance Committee Quality Improvement Plans.
- 97.6 % of complaints acknowledged within two working days and 84% responded to within 35 working days.
- Meeting targets for safety and quality performance indicators hospital acquired complication rates, hand hygiene compliance rate and potentially preventable admissions.
- Successful accreditation achieved against the National Safety and Quality Health Service Standards for all health services within the Flinders and Upper North Local Health Network until August 2024.
- Successful accreditation achieved against the National Disability Insurance Scheme Practice Standards until October 2022.
- Successful accreditation achieved against the Australian General Practice Accreditation Limited for the Hawker Medical Centre, to May 2025
- Delivering services tailored specifically to the needs of local Aboriginal and Torres Strait Islander communities such as the Aboriginal Family Birthing Program, Aboriginal Patient Pathways Officer and Aboriginal Liaison Officer.
- Continuing to deliver community, in home and residential services within the Country Health Connect Brand. Increasing the number clients provided with a service in areas such as the National Disability Insurance Scheme and Home Care Packages.
- FUNLHN Governing Board held 8 Governing Board meetings. Mark Whitfield, Garnett Brady, Karyn Reid, Geri Malone, Suzy Graham and John Lynch attended all scheduled meetings. Shamus Cogan attended 2 scheduled meetings due to commencement on the board not being until February 2022.



## **Agency response to COVID-19**

The Flinders and Upper North Local Health Network has continued to ensure that the Local Health Network has a robust and clinically sound approach to the management of COVID-19 across the Network.

During 2021 the LHN COVID-19 vaccination program which delivered more than 90,000 doses of COVID vaccine across the network, this included partnering with local industry to deliver the states first in industry vaccination program.

During late 2021 and 2022 the Flinders and Upper North Local Health Network has supported the Statewide to COVID -19 Response, actively responding to numerous COVID outbreaks across the health network, this included the establishment of the FUNLHN Covid Care Team.

The Covid Care Team worked closely with the State Control Centre to provide extraordinary care to vulnerable community members during peak periods of outbreak, this included community testing, home support, home symptom monitoring, social support and transport.

The Covid Care Team was also pivotal in the establishment and management of several temporary quarantine facilities including repurposing the Port Augusta Step Down Unit as temporary COVID positive accommodation.

The COVID Care Team is now focused on the identification of high-risk consumers and ensuring the community has ready access to antiviral therapy, this includes providing an day therapy service for consumers requiring intravenous antiviral therapy.

The acute care response to COVID has focused on ensuring patients requiring admission for COVID receive the highest quality evidence-based care. Workflows have been continually adapted to ensure COVID can be managed safely in the acute environment with little to no risk of cross infection.

The LHN has and continues to be significantly impacted by COVID related furlough of staff, this has placed extraordinary pressure on the delivery of clinical services. Despite high levels of staff absenteeism, the LHN has been able to continue to provide base level services with only minimal and temporary modifications to service delivery.

## **Agency contribution to whole of Government objectives**

Overall, The Flinders and Upper North Local Health Network performed well against the majority of the whole of Government objectives, acknowledging areas of improvement for the 2021-22 Financial Year.

<b>Key objective</b>	<b>Agency’s contribution</b>
More jobs	<p>With the commencement of the Rural Health Workforce Strategy in the previous financial year this is still considered a critical achievement, contributing investment towards:</p> <ul style="list-style-type: none"> <li>• Improving services for long-term, high-quality maternity care.</li> <li>• Providing further specialised training for allied health professionals.</li> <li>• Providing additional training and career opportunities for Aboriginal and Torres Strait Islander health practitioners.</li> <li>• Providing medical workforce support grants, supporting recruitment and retention of GPs in rural communities.</li> <li>• Expanding training opportunities for community support workers.</li> <li>• Providing mental health education for suicide prevention and patient management.</li> <li>• Supporting rural community nursing workforce to manage more complex clients in rural areas.</li> <li>• Providing rural dental workshops, promoting a rural career for dental professionals.</li> <li>• Expanding the digital telehealth network.</li> <li>• Providing simulation and training equipment.</li> <li>• Creating sustainable models for allied health student support in collaboration with university partners.</li> <li>• Developing and implementing contemporary Allied Health Assistant Framework and Workforce Model of care.</li> <li>• Collaborating with the education sector to encourage graduates to work in rural communities and continue career opportunities by further education.</li> <li>• Graduate Nurse Program recruitment Strategy</li> </ul>

<p>Lower costs</p>	<p>Costs for consumers were reduced through delivering programs such as:</p> <ul style="list-style-type: none"> <li>• The Patient Assistance Transport Scheme.</li> <li>• Timely elective surgery in rural communities.</li> <li>• Increasing access to telehealth services.</li> <li>• Home-based chronic disease monitoring.</li> </ul>
<p>Better Services</p>	<p>Significant service outcomes achieved included the following:</p> <ul style="list-style-type: none"> <li>• All our Health units are supported by the South Australian Virtual Emergency Service (SAVES), ensuring rural GPs and nurses have access to remote medical support overnight when required.</li> <li>• Our Health Units have access to high-quality specialist advice via the Digital Telehealth Network, including through the MedSTAR emergency medical retrieval service.</li> <li>• State-wide tele-rehabilitation services are delivered to people in their own homes via an iPad or computer.</li> <li>• Clients with chronic conditions were supported through the My Health Point of Care Innovative Technologies Trial (PoCiTT) home monitoring program.</li> <li>• The Aged Care Assessment Program ensured that older people could gain timely access to residential care, home packages and transitional care packages</li> <li>• MedStar neonatal / Paediatric consult service</li> </ul>

**Agency specific objectives and performance**

Agency objectives	Indicators	Performance
Improving access to health services in our community	Community nursing and allied health service activity	87,055 community nursing and allied health occasions of service were provided to 6,518 individual clients. The previous financial year reported 34,019 occasions to 5,816 clients which is a marked increase of 156%.
	Community Health Episodes aligning to state funded services	31,859 includes 5,095 individual clients.
	Avoidable hospital activity	1,681 clients with chronic conditions received increased community-based support, resulting in avoiding 652 hospital admissions, 383 emergency department presentations 758 occupied bed days. The previous financial year reported 539 clients resulting in an increase of 2.12%.
	Potentially preventable admissions	There were 6.2% potentially preventable admissions, a reduction from 6.9% in 2020-21.
	National Disability Insurance Scheme (NDIS) program activity	240 total active clients at 30 June 2022, including 125 adults and 115 children. The previous financial year reported 177 clients resulting in an increase of 36%
Hospital Services	Emergency departments seen on time	Targets were met across all triage levels.
	Elective surgery timely admissions	Targets met across category 2-3, category 1 was 97.6%.

	<p>Tele-rehabilitation consults</p>	<p>662 Tele-rehabilitation consults were held in inpatient and ambulatory settings across the Digital Telehealth Network or other therapeutic applications. The previous financial year reported 367 resulting in an increase of 80%.</p>
	<p>Acute inpatient activity</p>	<p>11,138 same day and 6,620 overnight patients were admitted. 395 babies were delivered across the LHN. The previous financial year reported 11,149 same day admissions, 7,998 overnight admissions and 459 babies delivered. There was a slight reduction in Acute inpatient activity for the current financial year.</p>
<p>Continuous Improvement of quality and safety</p>	<p>Safety assessment code (SAC) 1 and 2 incidents</p>	<ul style="list-style-type: none"> <li>• There were 14 SAC 1 and 2 incidents. There was no change from the previous year.</li> <li>• Overall, SAC 1 and 2 incidents accounts for 0.67% of all reported incidents. The previous financial year reported 0.88%, with a -24% improvement in this financial year.</li> <li>• 100% of SAC 1 and 2 incidents were openly disclosed. The previous financial year reported 100% compliance also.</li> </ul>
	<p>Hospital acquired complications</p>	<ul style="list-style-type: none"> <li>• 0.8%. There were 47 separations with a hospital acquired complication. The funding impact was \$59,651.</li> </ul>

Aboriginal Health	<ul style="list-style-type: none"> <li>Aboriginal Health – Left emergency department at own risk (target &lt;3%)</li> </ul>	<ul style="list-style-type: none"> <li>1.78%, a decrease of 0.32% from the previous year.</li> </ul>
	<ul style="list-style-type: none"> <li>Aboriginal Health – left against medical advice (inpatient)</li> </ul>	<ul style="list-style-type: none"> <li>9.2% of overnight Aboriginal admissions left against medical advice. The previous financial year reported 9.48% which is an improvement of -3%.</li> </ul>
	<ul style="list-style-type: none"> <li>Aboriginal Family Birthing Program (AFBP)</li> </ul>	<ul style="list-style-type: none"> <li>There were 101 Aboriginal births supported by the AFBP across Port Augusta and Whyalla. The previous financial year reported 88 births supported by the AFBP.</li> </ul>
	<ul style="list-style-type: none"> <li>Aboriginal workforce</li> </ul>	<ul style="list-style-type: none"> <li>5.36% at June 2022. The previous financial year reported 4.3% an improvement of 25%.</li> </ul>
Improving Mental Health Outcomes	<ul style="list-style-type: none"> <li>Restraint incidents per 1,000 bed days</li> </ul>	<ul style="list-style-type: none"> <li>1.7 per 1,000 bed days. The previous financial year reported 1.8 which is an improvement of -6%.</li> </ul>
	<ul style="list-style-type: none"> <li>Seclusion incidents per 1,000 bed days</li> </ul>	<ul style="list-style-type: none"> <li>0.0 per 1,000 bed days. The previous financial year reported the same figures.</li> </ul>
	<ul style="list-style-type: none"> <li>Acute Length of Stay</li> </ul>	<ul style="list-style-type: none"> <li>14.4 days. The previous financial year reported 10.3 days</li> </ul>

	<ul style="list-style-type: none"> <li>Percentage of Mental Health clients seen by a community health service within 7 days of discharge</li> </ul>	<ul style="list-style-type: none"> <li>93.1%. The previous financial year reported 89% an increase of 5%.</li> </ul>
Aged Care	<ul style="list-style-type: none"> <li>Residential aged care occupancy</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable.</li> </ul>
	<ul style="list-style-type: none"> <li>Aged Care Assessment Program assessments</li> </ul>	<ul style="list-style-type: none"> <li>306 assessments completed of the combined total of 709 under the Eyre Far North Local Health Network Commonwealth Aged Care Planning Region.</li> </ul>
	<ul style="list-style-type: none"> <li>Home Care Package occupancy</li> </ul>	<ul style="list-style-type: none"> <li>Occupancy increased from 87 to 107 packages from 1 July 2021 to 30 June 2022. This is an increase of 23%.</li> </ul>
	<ul style="list-style-type: none"> <li>Commonwealth Home Support Program (CHSP) client numbers</li> </ul>	<ul style="list-style-type: none"> <li>1,343 individual CHSP clients enabling older people to remain independent in their own home for longer. The previous financial year reported 1,478 a reduction of -9%</li> </ul>

### Corporate performance summary

The Flinders and Upper North Local Health Network achieved key performance outcomes including:

- Supporting a large number of employees with professional development opportunities.
- Meeting the target for employees having an annual performance review and development discussion.
- Meeting the target for all employees having the required criminal history relevant screening.
- Maintaining a high level of Aboriginal and/or Torres Strait Islander employees.



**Employment opportunity programs**

<b>Program name</b>	<b>Performance</b>
Skilling SA	Five (5) employees have been supported to undertake training under the Skilling SA Project as at 30 June 2022 in addition to six (6) employees who are continuing their training from the previous financial years intake. Of the ten (10) employees who commenced during the 2020/21 financial year, six (6) employees are continue their studies with nominal completion dates over the next 18 months
Growing Leaders Program	Through two intake processes, eight (8) employees from varying disciplines undertook the Growing Leaders Program during this financial year.
Manager Essentials Program	Delivered by the SA Leadership Academy, Flinders and Upper North Local Health Network has supported four (4) employees to undertake this program.
Enrolled Nurse Cadets	Four (4) Enrolled Nurse Cadets commenced employment with the Flinders and Upper North Local Health Network over this past year. <ul style="list-style-type: none"> <li>• Roxby Downs Hospital – 2</li> <li>• Port Augusta Hospital -1</li> <li>• Whyalla Hospital – 1</li> </ul>
Transition to Professional Practice Program (TPPP)	There were Thirty Seven (37) (20 more than 2020/21) Registered Nurses that commenced employment as TPPPs within the Flinders and Upper North Local Health Network. <ul style="list-style-type: none"> <li>• Roxby Downs Hospital– 2</li> <li>• Quorn Hospital – 1</li> <li>• Whyalla Hospital – 14</li> <li>• Port Augusta Hospital (Port Augusta Hospital based TPPPs on rotation to Hawker Memorial Hospital) – 20</li> </ul>
Aged Care Traineeships	In liaison with Career Employment Group (CEG) as the host employer, four (4) Aged Care Trainees commenced within the Flinders & Upper North Local Health Network. Traineeships are in place for a period of 18 months. Trainees are located: <ul style="list-style-type: none"> <li>• Flinders House - Quorn Hospital – 1</li> <li>• Country Health Connect Whyalla – 2</li> <li>• Country Health Connect Port Augusta - 1</li> </ul>

### Agency performance management and development systems

Performance management and development system	Performance
<p>Performance review and development is a process for supporting continuous improvement of the work performance of employees to assist them to meet the organisation’s values and objectives.</p>	<p>As at the end of this financial year, Annual Performance Review &amp; Development compliance was 92.98%. A reduction of 2.45% from the same time last year.</p> <p>79.21% of employees participated in a 6 monthly performance review and development discussion. An increase of 4.24% from the same time last year.</p>
<p>The Flinders and Upper North Local Health Network continues to foster a strong commitment to the recruitment and retainment of Aboriginal and Torres Strait Islander employees, striving to continue to build capacity and capability of our workforce to bring about a positive impact on the care provided to Aboriginal patients and families within a culturally safe environment.</p>	<p>It is a mandatory training requirement for all employees to undertake the on-line Aboriginal Cultural Awareness training. As at 30/06/22, 93% of employees had completed this training.</p> <p>Within FUNLHN, it is also mandatory for all employees to attend and participate in face-to-face Aboriginal Cultural Awareness Training delivered on an annual basis by the Aboriginal Health Team. Due to COVID19 restrictions, delivery of this face to face training has been limited this financial year.</p> <p>Recruitment via the Aboriginal Employment Register is an available option to pursue in recruitment processes.</p> <p>Recruitment to positions identified as Aboriginal and Torres Strait Islander specific is achievable via exemption currently in place.</p> <p>5.36% / 59 employees within FUNLHN identify as Aboriginal and/or Torres Strait Islander.</p>
<p>The Flinders &amp; Upper North Local Health Network gained reaccreditation as a White Ribbon Employer for a further period of three years</p>	<p>In line with White Ribbon Accreditation requirements, the Leadership Team and Regional Managers / Team Leaders Group are required to undertake White Ribbon Training requirements.</p> <p>Effective as at 30 June 2022, 100% of the Leadership Team had completed this training and 92% of the Regional Managers / Team Leaders Group.</p> <p>All staff within the LHN are encouraged to undertake at least one of the three modules of training. As at 30 June 2022, 60% of all employees had participated in this training.</p>

**Work health, safety and return to work programs**

<b>Program name</b>	<b>Performance</b>
Prevention and management of musculoskeletal injury (MSI)	There were 6 new MSI claims in 2021-22, compared to 9 in 2020-21, a decrease of 33%. New MSI claims accounted for 25% of new claims received.
Prevention and management of Psychological injury (PSY)	Psychological claims remained the same in 2021-22, with 5 new claims received as in 2020-21. New PSY claims accounted for 21% of new claims received.
Prevention and management of slips, trips and falls (STF)	There were 8 new STF claims received in 2021-22 compared to 7 in 2020-21, an increase of 14%. New STF claims accounted for 33% of new claims received.
Management of work-related injury	The total cost of new claims for 2021-22 FY decreased by \$6,252 (5% decrease) when compared to 2020-21.
Challenging Behaviour Framework	Challenging Behaviour Committee formed March 2021 and meets Monthly. Framework and associated tools promoted and available to all levels of staff in LHN through various channels. Ongoing improvements and key criteria areas being worked on.
Peers Offering Peers Support (POPS) Program	Peer Support Program formed May 2021. Flyers and promotion of group to staff within the region was completed and available from various platforms including posters in work areas, SharePoint, email, meetings etc. Currently there are seven (7) members in this group. To date, there has been minimal uptake of this service by employees.
Work Health & Safety (WHS) Consultative Committee	WHSIM Committee continues to meet on a Quarterly basis including the assessment of quarterly data and compliance from SLS, audits, emergency exercises etc.
Health & Safety Representatives (HSR)	Currently there are ten (10) HSR reps throughout the LHN. Whilst strategies have been undertaken to increase representation, some workgroups are not represented by a HSR.
Work Health & Safety (WHS) Audit Schedule	2021-22 completed end of June. Audit compliance 93%, emergency exercise 82%, Worksite Inspections 92%. Further reports and reminder of outstanding audits are sent out monthly.
Notification of Workplace Injuries	1800 hotline. KPI 80% of calls made within 2 workdays. FUNLHN achieved 66/78 – 85%

Program name	Performance
Prevention and management of musculoskeletal injury (MSI)	There were 6 new MSI claims in 2021-22, compared to 9 in 2020-21, a decrease of 33%. New MSI claims accounted for 25% of new claims received.
Prevention and management of Psychological injury (PSY)	Psychological claims remained the same in 2021-22, with 5 new claims received as in 2020-21. New PSY claims accounted for 21% of new claims received.
Work Health & Safety (WHS) Mandatory Training Compliance	<p>Effective as of 30 June 2022, mandatory WHS training compliance was:</p> <p>WHS Defined Officers Training – 91%</p> <p>WHS for Manager Supervisor – 68%</p> <p>Injury Management – 77%</p> <p>Emergency Awareness – 75% (all staff)</p> <p>Manual Task theory – 68% (all staff)</p> <p>Challenging Behaviour – 83% (all staff)</p>
Verified Self - Assessment Audit (VSA)	The VSA Audit completed in 2021 provided several recommendations. Where able and appropriate these recommendations were introduced into workplace.
Gayle's Law	Review from recommendation papers 2022. Workgroup established to update current workplace policies and procedures.
Emergency Management Code Booklet	Update to Whyalla emergency booklet October 2021.
Work Health & Safety (WHS) Quick links Update	WHS Quick links document and resources for managers is now on SharePoint for quick access.

<b>Workplace injury claims</b>	Current year 2021-22	Past year 2020-21	% Change (+ / -)
Total new workplace injury claims	24	23	+4.3%
Fatalities	0	0	0.0%
Seriously injured workers*	0	0	0.0%
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	14.77	9.55	+54.7%

\*number of claimants assessed during the reporting period as having a whole person impairment of 30% or more under the Return to Work Act 2014 (Part 2 Division 5)

<b>Work health and safety regulations</b>	Current year 2021-22	Past year 2020-21	% Change (+ / -)
Number of notifiable incidents ( <i>Work Health and Safety Act 2012, Part 3</i> )	0	1	-100.0%
Number of provisional improvement, improvement and prohibition notices ( <i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i> )	1	14	-92.9%

<b>Return to work costs**</b>	Current year 2021-22	Past year 2020-21	% Change (+ / -)
Total gross workers compensation expenditure (\$)	278,206	228,835	+21.6%
Income support payments – gross (\$)	108,921	86,597	+25.8%

\*\*before third party recovery

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/flinders-and-upper-north-local-health-network-funlhn>

**Executive employment in the agency**

Executive classification	Number of executives
SAES1	1

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/flinders-and-upper-north-local-health-network-funlhn>

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

## Financial performance

### Financial performance at a glance

The following is a brief summary of the overall financial position of the agency. The information is unaudited. Full audited financial statements for 2021-2022 are attached to this report.

Statement of Comprehensive Income	2021-22 Budget \$000s	2021-22 Actual \$000s	Variation \$000s	2020-21 Actual \$000s
Total Income	151 067	152 845	1 778	143 629
Total Expenses	158 555	159 166	(611)	144 685
<b>Net Result</b>	<b>(7 488)</b>	<b>(6 321)</b>	<b>1167</b>	<b>1056</b>
<b>Total Comprehensive Result</b>	<b>(7 488)</b>	<b>(6 321)</b>	<b>1167</b>	<b>1056</b>

Statement of Financial Position	2021-22 Budget \$000s	2021-22 Actual \$000s	Variation \$000s	2020-21 Actual \$000s
Current assets	0	12 669	-	12 800
Non-current assets	0	123 345	-	121 516
<b>Total assets</b>	<b>0</b>	<b>136 014</b>	<b>-</b>	<b>134 316</b>
Current liabilities	0	26 739	-	23 732
Non-current liabilities	0	41 060	-	44 080
<b>Total liabilities</b>	<b>0</b>	<b>67 799</b>	<b>-</b>	<b>67 812</b>
<b>Net assets</b>	<b>0</b>	<b>68 215</b>	<b>-</b>	<b>66 504</b>
<b>Equity</b>	<b>0</b>	<b>68 215</b>	<b>-</b>	<b>66 504</b>

### Consultants disclosure

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken, and the actual payments made for the work undertaken during the financial year.

#### Consultancies with a contract value below \$10,000 each

Consultancies	Purpose	\$ Actual payment
All consultancies below \$10,000 each - combined	Various	\$7,750

#### Consultancies with a contract value above \$10,000 each

Consultancies	Purpose	\$ Actual payment
ZED Management Consulting	Development of an Operational Plan	\$40,500
Culturalchemy Pty Ltd	Country Connect Structure and Culture Evolution - Strategic Advisory Service	\$34,834
	Total	\$83,084

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/flinders-and-upper-north-local-health-network-funlhn>

See also the [Consolidated Financial Report of the Department of Treasury and Finance](#) for total value of consultancy contracts across the South Australian Public Sector.

### Contractors disclosure

The following is a summary of external contractors that have been engaged by the agency, the nature of work undertaken, and the actual payments made for work undertaken during the financial year.

#### Contractors with a contract value below \$10,000

Contractors	Purpose	\$ Actual payment
All contractors below \$10,000 each - combined	Various	\$0

#### Contractors with a contract value above \$10,000 each

Contractors	Purpose	Actual payment
Watson Fitzgerald & Associates Pty Ltd	Air Conditioner feasibility study and preliminary design - Whyalla Hospital	\$26,584
Hodgkison	ACP Cladding Replacement – Whyalla Hospital	\$16,400
	Total	\$42,984

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/flinders-and-upper-north-local-health-network-funlhn>

The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts.](#)

The website also provides details of [across government contracts.](#)



## **Other financial information**

### **Information Statement – Freedom of Information**

This statement is published under Section 9(2) of the *Freedom of Information Act 1991 (the FOI Act)*.

The *FOI Act* provides members of the public with a legally enforceable right to access documents held by the government, and to ensure that records held by government concerning the personal affairs of members of the public are not incomplete, incorrect, out of date or misleading. The availability of information is subject to certain restrictions, such as the legal considerations of information privacy.

For detailed information about freedom of information, please refer to the State Records website at <http://www.archives.sa.gov.au/content/foi-in-sa>

## **Other information**

## Risk management

### Risk and audit at a glance

The Flinders and Upper North Local Health Network Board have an established Audit and Risk Board Committee (ARC) with an external Chairperson to assist the Board with fulfilling its responsibilities regarding risk management, audit and assurance.

The ARC meets quarterly and receives regular risk reports from the Local Health Network as well as audit reports conducted by the Auditor-General's office, Department of Health and Wellbeing and Internal Audits by the Rural Support Service (RSS).

The Flinders and Upper North Local Health Network have implemented a local Risk Management Procedure, which is consistent with the System-Wide Risk Management Policy Directive, providing staff with specific guidance on context, identification, analysis, evaluation, treatment, monitoring and communication of risk.

A consistent Audit Charter has been developed by the RSS and implemented in the Local Health Network, enabling the internal audit function to be delivered by the RSS. The Charter provides guidance and authority for audit activities.

### Fraud detected in the agency

Category/nature of fraud	Number of instances
Nil	0

*NB: Fraud reported includes actual and reasonably suspected incidents of fraud.*

### Strategies implemented to control and prevent fraud

The Flinders and Upper North Local Health Network Governing Board has established a Board Audit and Risk Committee and a Board Financial and Performance Committee to ensure oversight of operational process relating to risk of fraud. These committees meet on a regular basis and review reports regarding financial management, breaches and risk management. The Chair of the Flinders and Upper North Local Health Network Audit and Risk Committee is an independent member and liaises closely with SA Health's Group Director Risk and Assurance Services.

The Flinders and Upper North Local Health Network Governing Board notes all Policy Directives relating to SA Health and a process is established to implement policies through operational committees and structures. The SA Health Corruption Control Policy and Public Interest Disclosure Policy Directives are followed relating to risk of fraud. Allegations of fraud, including financial delegation breaches, are reported to the Board by Management. Shared Services SA provide a report to the

Flinders and Upper North Local Health Network Chief Finance Officer providing details of any expenditure that has occurred outside of procurement and approved delegations. These breaches are reviewed and reported to the Board.

All Board members and senior management are required to declare any actual, potential or perceived conflict of interest. The register of interest is reviewed regularly and a standing item at the Flinders and Upper North Local Health Network Governing Board Meetings.

The Flinders and Upper North Local Health Network Board ensure that all employees complete SA Public Sector Code of Ethics training at orientation sessions. The Management team also provide updates to the Board from a Flinders and Upper North Local Health Network task group established to ensure sound administrative, contractual and attendance management processes are embedded in the Local Health Network.

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/flinders-and-upper-north-local-health-network-funlhn>

### **Public interest disclosure**

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Public Interest Disclosure Act 2018*:

2

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/flinders-and-upper-north-local-health-network-funlhn>

Note: Disclosure of public interest information was previously reported under the *Whistleblowers Protection Act 1993* and repealed by the *Public Interest Disclosure Act 2018* on 1/7/2019.

## Reporting required under any other act or regulation

Act or Regulation	Requirement
Nil	Not Applicable

### Reporting required under the *Carers' Recognition Act 2005*

The Flinders and Upper North Local Health Network involves consumers, communities and carers in the planning, design and evaluation of our health services. We do this through (but not limited to) Flinders and Upper North Local Health Network Board Consumer and Community Engagement Committee, Health Advisory Councils, Community Network Register and with consumer representation on operational committees. Advocacy and advice is sought from specialist groups including our Aboriginal Experts by Experience panel, and representatives for Mental Health, aged care, child and youth care, disability and other groups.

Consumer feedback is actively sought about the services we provide. This data is collected and collated according to SA Health requirements and provided in full to staff and consumers as a tool for both staff and consumer driven service improvement.

The Flinders and Upper North Local Health Network has a staff orientation program which educates staff about the carers charter and other relevant consumer engagement strategies.

In January 2021, The Flinders and Upper North Local Health Network Governing Board approved the Consumer Engagement Strategic Framework. This process encompassed consultation with consumers, carers, lived experience groups, and other representative groups from across our region and has resulted in a Consumer and Community Strategic Engagement Framework which:

- is endorsed by our consumers and staff
- outlines unique and specific engagement techniques for our communities and vulnerable groups within our communities
- enables further development of consumer and carer partnership approaches to health service provision, governance and evaluation
- embodies our commitment to enabling measures such as human resourcing and training dedicated to consumer and carer engagement functions
- Consumers and carers were also involved in the development of the Local Health Network's Strategic Plan 2021-2026.

## Public complaints

### Number of public complaints reported

Treatment	Rough / painful treatment	3
	Medication	3
	Infection Control	7
	Inadequate treatment	38
	Coordination of treatment	11
	Negligent treatment	3
	Diagnosis	2
	Adverse Outcome	1
Privacy / Discrimination	Privacy / confidentiality	8
	Privacy / discrimination	1
	Privacy / discrimination – racial discrimination	1
	Consent – failure to involve or consent consumer	1
Cost	Overcharging	2
	Billing practices	2
Corporate Services	Catering	9
	Grounds	1
	Hygiene / environmental standards	6
	Hotel services (accommodation)	1
	Administrative services	17
Communication	Wrong / misleading information	11
	Inadequate information	25
	Attitude	42
Access	Service availability	17

	Refusal to admit or treat	6
	Referral	3
	Discharge or transfer arrangements	4
	Delay in admission or treatment	27
	Attendance	1
<b>TOTAL Complaint Categories</b>		<b>253</b>

<b>Additional Metrics</b>	<b>Total</b>
Number of positive feedback comments	220
Number of negative feedback comments	253
Total number of feedback comments	530
% complaints resolved within policy timeframes	82%

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/flinders-and-upper-north-local-health-network-funlhn>

### Service Improvements

In April 2021, the Flinders and Upper North Local Health Network developed an online Consumer Feedback form via Office 365. Links to the online form are available on the Flinders and Upper North Local Health Network page on the SA Health website, along with the Flinders and Upper North Local Health Network Facebook page. A QR Code was developed for easy access to the online form, and this is available on the paper-based Consumer Feedback Brochure and on Consumer Feedback Boxes located within departments across each health unit in the LHN. Since April, there has been 106 online consumer feedback forms lodged.

Since April 2020, the Flinders and Upper North Local Health Network have been documenting significant improvements that have resulted from consumer suggestions and complaints. This is recorded through the Safety Learning System

(SLS) and reports provided to Operational Governance Committees. To date 63 improvements have been recorded in SLS, an increase of 33 since the last report. The improvements documented between July 2021 and June 2022 include the following:

- Review of discharge information and consumer resources following ENT surgery, including staff education.
- Plan to upskill Midwives to undertake preliminary baby checks prior to patient discharge to eliminate the need for these to be undertaken by a doctor.
- Recommencement of Antenatal Classes at the PAH.
- Installation of more seating around hospital grounds.
- Introduction of a gardening schedule to ensure hospital grounds are well kept.
- Additional seating in WHHS ED so that social distancing can be upheld.
- Additional Pressure Injury skin assessment/risk assessment education included in nursing staff orientation.
- Additional Wound Care documentation/handover education to nursing staff.
- Additional education regarding consumer involvement/choice of medication and monitoring of medication (falls, change in condition etc).
- Involvement of consumers in COSTAT planning for Aged Care sites.
- Improved parking and signage, particularly for drive through COVID-19 clinics.
- Communication to the public around COVID-19 planning and access to testing / vaccination clinic locations.
- Introduction of environmentally friendly products in hospital kiosks.
- Introduction of the Midwifery Group Practice program at the WHHS.
- EEG appointments increased to reduce consumer wait times.
- Hospital meal menus reviewed to include vegan choices.
- Email address added to LHN SA Health website for consumer access.
- Baby change facilities installed on ground floor of WHHS (near Dr Jones & Partner/Orthotics departments).
- Home Assist staff now setting reminders to track home modification job requests.

The Flinders and Upper North Local Health Network have developed an action plan to address the areas requiring improvement from the South Australian Consumer Experience Surveillance System (SACCESS) Measuring Consumer Experience (MCE) Surveys. The Flinders and Upper North Local Health Network Leadership Committee have oversight of this action plan and the Partnering with Consumers Committee Consumer representatives have the opportunity to make suggested improvements. Annual report comparison summaries are provided to the Consumer & Community Engagement Committee of the Board.

**Compliance Statement**

Flinders and Upper North Local Health Network is compliant with Premier and Cabinet Circular 039 – complaint management in the South Australian public sector	Y
Flinders and Upper North Local Health Network has communicated the content of PC 039 and the agency's related complaints policies and procedures to employees.	Y



## **Appendix: Audited financial statements 2021-22**