



South Australian Government

Response to the
Final Report of the
Oakden Report Response
Plan Oversight Committee

July 2018



Government
of South Australia

SA Health

Introduction

This document provides the SA Health Response to the Final Report of the Oakden Report Response Plan Oversight Committee (the Committee) provided to the Chief Executive of SA Health by Dr Tom Stubbs, Chair of the Committee.

SA Health would like to acknowledge the hard work and dedication of all members of the Committee. The Committee have developed a comprehensive suite of recommendations and frameworks to allow the progression of work in response to the Chief Psychiatrist's recommendations following the review of Oakden OPMHS.

Background

In 2016, in response to concerns raised around the quality and provision of clinical care at Oakden OPMHS, the Chief Psychiatrist undertook a review into the provision of care and treatment of residents.

The Oakden OPMHS was run by the Northern Adelaide Local Health Network (NALHN) as a state-wide service. It provided care and accommodation to older people with complex mental health needs, where living in the community or mainstream Residential Aged Care, had not been a sustainable option.

The review focussed on five Terms of Reference including the management, culture and standards of care provided by the Oakden OPMHS in 2016, comprising:

1. Models of Care
2. Staffing Model
3. Quality and Safety
4. Culture
5. Restrictive Practices

The review process included engagement with a range of stakeholders, both through written submissions, observation and face-to-face interviews/meetings.

The South Australian Government accepted each of the Chief Psychiatrists six recommendations and made commitments in response. To provide oversight to SA Health in implementing the recommendations, a Response Plan Oversight Committee (the Committee) was established. The Committee worked with SA Health to compliment and strengthen the response. The Committee was also tasked with informing and advising on the allocation of resources and management of the project's objectives, scope, risk and benefit performance goals.

The Committee established six Expert Working Groups in July 2017 and worked with SA Health to progress work on each of the recommendations:

- > The Models of Care Expert Working Group
- > The Infrastructure/Facility Development Expert Working Group
- > The Staffing Profiles Expert Working Group
- > The Clinical Governance Expert Working Group
- > The Culture Expert Working Group
- > The Reducing Restrictive Practices Expert Working Group

SA Health Response

SA Health is developing an *Oakden Response Implementation Plan* (implementation plan) to progress the work of the *Oakden Report Response Plan Oversight Committee*. The implementation plan will consider the work of the committee regarding the models of care, facility development, clinical governance, culture and reducing restrictive practices. SA Health acknowledges the interaction and interdependencies of many of these elements and this will be a key consideration of the implementation plan.

Work in the areas of clinical governance and culture has already commenced. Many of the recommendations of the Culture Expert Working Group are being implemented at Northgate, and will now be considered across the Local Health Networks (LHNs). The Clinical Governance framework is currently being considered by the LHNs in terms of implementation and the interaction with the new Mental Health Strategic Plan under development.

Work is progressing well in the design and development of the new state-wide Neuro-behavioural Unit and the implementation of the Models of Care. The Models of Care describe the core principles of service delivery, the populations to be served and the expert input required to deliver the highest possible quality care. This new integrated Model of Care will be implemented by SA Health through the recommended partnerships.

The principles and expectations of the staffing model will be followed to deliver specialist care to this high needs group. The Expert Working Group has recognized that further work regarding feasibility and sustainability of staffing models is needed to implement the Models of Care. This will occur within the Office of the Chief Psychiatrist and in partnership with the community, the health and aged care sector, industrial organizations and will be informed by Australian best practice. The aim will be to implement the Models of Care and support South Australia becoming a leader in services to people with complex clinical needs resulting from behavioral and psychological signs of dementia.

The recommendation for 24 beds is supported noting that the direction of development may comprise a single facility or two smaller specialist facilities to meet requirements for residents with Tier 7 BPSD. The final configuration of facility/facilities may be subject to the final design outcome as determined through a consultative process including consumer/carers.

It is noted that the report recommends a single facility solution proposed for Modbury Hospital. At the time of the Oakden Oversight Committee deliberations the former Repatriation General Hospital was not considered as a possible site option as it was under contract for sale. This contract has now been terminated.

Current Government policy is to re-activate the former Repatriation General Hospital. This includes a focus on activating the former ward 18 to meet dementia care requirements as a result of the closure of Oakden. Design work for a proposed solution is expected to commence in the final quarter of 2018.

Community and staff consultation and an expression of interest process to develop a Master Plan for the reactivation of the former Repatriation General Hospital site is scheduled for August 2018 with a view to finalizing a preferred master plan for the site by the end of 2018. This process will identify the composition of services to be provided from the former Repatriation General Hospital site including the extent of services to be provided that will address requirements of the service model identified in the Oakden Report.

A detailed implementation plan will be developed to support the next steps to present to the Minister for Health and Wellbeing for consideration.

SA Health agrees with the recommendation of the Committee that executive oversight is required to ensure that decisive action is taken. The following Senior Executive Staff will take responsibility for the progression of the Frameworks and Recommendations developed by the Committee:

Document	Responsible executive
OPMHS Models of care	Chief Executive SA Health
Staffing Profiles	Chief Psychiatrist, SA Health
OPMHS Clinical Governance Framework	Executive Director, Quality Information and performance
OPMHS Cultural Framework	Chief Psychiatrist, SA Health
Reducing restrictive practices framework	Chief Psychiatrist, SA Health

Policy and Governance through Office for the Ageing will provide an oversight function across all parts of the implementation plan, providing regular updates to the Chief Executive. Six monthly public reports will be provided on the progress against the Oversight Committee's recommendations.

SA Health is committed to ensuring a new direction for specialist OPMHS in South Australia and putting into practice the valuable work of the Committee, its working groups and the many families, carers and others who have contributed to the process to date. SA Health will continue to engage with these key stakeholders around the implementation process ahead.



For more information

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