



Barossa Hills Fleurieu Local Health Network Strategic Plan 2021-2025



Health
Barossa Hills Fleurieu
Local Health Network



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Acknowledgement of Country

At Barossa Hills Fleurieu Local Health Network (BHFLHN), we recognise Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. We acknowledge that the land on which our local health network delivers health care services are the Traditional Lands for the Kurna, Ngadjuri, Peramangk and Ngarrindjeri / Ramindjeri Peoples.

We acknowledge that Aboriginal and Torres Strait Islander peoples have a deep connection with their Land, Water and Communities. This is central to their cultural, spiritual, social, physical and emotional identity. We honour and pay our respects to all generations of the Kurna, Ngadjuri, Peramangk, and Ngarrindjeri / Ramindjeri people. In particular, we honour and pay our respects to Aboriginal and Torres Strait Islander Elders past, present, and emerging.

BHFLHN acknowledges our Aboriginal and Torres Strait Islander consumers and workforce, who are from many Nations around Australia. We thank them for continuing to share their cultural knowledge. We also acknowledge our non-Aboriginal workforce for being brave and contributing to Reconciliation and truth-telling within our local health network. We are all on this journey together.

BHFLHN is committed to working towards Reconciliation with Aboriginal and Torres Strait Islander peoples. As a predominately non-Aboriginal and Torres Strait Islander workforce, we acknowledge that we will never fully understand the historic impact of displacement from Traditional Lands, denial of cultural practices and other injustices that occurred contributing to the generational trauma still felt today. However, we do acknowledge that truth telling is important in understanding how the past continues to shape the lives of Aboriginal and Torres Strait Islander peoples today. We acknowledge and treat cultural safety with the highest regard and aim to ensure Aboriginal and Torres Strait Islander consumers and community feel welcomed and safe each time they access health care services.

About us

Barossa Hills Fleurieu Local Health Network (BHFLHN) came into being on 1 July 2019 as part of the state-wide governance reform. BHFLHN delivers a range of in-hospital, aged care, community, disability, and mental health services through public hospitals and other health and aged care service sites located at Gawler, Angaston, Tanunda, Eudunda, Kapunda, Mount Pleasant, Gumeracha, Mount Barker, Strathalbyn, Victor Harbor and Kangaroo Island.

BHFLHN is governed by a Governing Board, reporting to the Minister for Health and Wellbeing, with its functions defined in the *Health Care (Governance) Act 2018*.

We oversee country-wide mental health services through the Rural and Remote Mental Health Service, based at Glenside, and the state-wide borderline personality disorder service, BPD Co. We also host the Rural Support Service, which supports all six regional local health networks across the state with a focus on improving quality and safety.

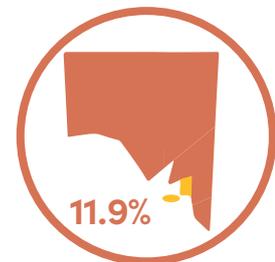
As at November 2021, the overall BHFLHN workforce, including the Rural Support Service, was approximately 2,500 (1,100 full time equivalent). Further to this, there are approximately 450-500 individual general practitioners and medical specialists working in partnership with us and / or providing services through our sites.



The overall BHFLHN workforce, including the Rural Support Service, was approximately 2,500 as at November 2021.



Approximately 450-500 individual general practitioners and medical specialists work in partnership with us.



BHFLHN is home to 11.9% of the South Australian population and 41% of the regional South Australian population.

Many of the sites through which we deliver services hold special historical significance for our communities. Several of our hospitals were initially built as war memorials with community donations and as a result, there is a continued sense of community ownership and connection to them.

BHFLHN is unique in Australia in that it completely encapsulates the land borders of all the Adelaide metropolitan local health networks. BHFLHN provides services to the largest population group of all regional local health networks in South Australia, home to 11.9% of the South Australian population and 41% of the regional South Australian population.



BHFLHN comprises a blend of peri-urban, rural, and remote health service sites. Peri-urban areas are considered places “in transition where urban growth creates ‘hybrid landscapes’ with fragmented urban and rural characteristics”. Of the BHFLHN population, 54.7% live in the peri-urban cities of Mount Barker and Gawler that were once rural towns, with many community members in these areas commuting to work or study in Adelaide.

Many of our communities have grown and changed significantly in recent years and are projected to continue doing so in the future. Between 2021-2036, the regions that we serve are expected to grow by 17.7%, compared to 11.7% across South Australia. Our Strategic Plan has therefore been developed to position us to effectively meet the rapidly changing needs of our communities.

In addition to supporting our own immediate population, BHFLHN also plays a unique and critical role in managing capacity issues within the broader South Australian health system. For example, our three peri-urban hospitals in Mount Barker, Gawler and Southern Fleurieu routinely support urban hospitals to cope during times of peak demand.

While the majority of the BHFLHN population has relatively ready-access to major health services in the metropolitan area, the Kangaroo Island community faces particularly unique circumstances which is why our services to this community are classified as remote.

Several of our communities are popular tourist areas and seasonal population expansion from visitors is common in high profile communities. For example, in 2019 (pre COVID-19) there were 224,000, 980,000 and 1.237million visitors respectively to the Kangaroo Island, Barossa and Victor Harbor council areas. Visitors may need to access local health services in times of need such as trauma and the exacerbation of pre-existing illnesses during their travels. Accordingly, local emergency departments can experience increases in activity during peak seasons.

We have all, in some way, been impacted by the ongoing challenges of the global COVID-19 pandemic. In addition to this, many of our communities are also continuing to recover from the devastation of bushfires from the 2019-2020 summer. We understand that this has ongoing implications in terms of the health and wellbeing services that our communities need to access.

Regardless of where consumers reside within our local health network or beyond, BHFLHN is guided by the principle that high-quality and accessible health care is a right of all people. It is at the heart of everything we do.

Whoever you are, and wherever you come from, we are committed to providing you with excellent health care.

Message from the Governing Board Chair – Carol Gaston

I am delighted to present the *Strategic Plan 2021-2025* for Barossa Hills Fleurieu Local Health Network. Following our *Strategic Intent 2020-2021*, this Plan will guide our planning over the coming four years, leading us to realise our vision to be acclaimed as “a leading local health network, demonstrating courage in being innovative and creative as we continue to strive for excellence”.

The Strategic Plan has been developed after an extensive engagement process involving our community, staff, clinicians, and a range of other stakeholders and partner organisations. Over 500 stakeholders were engaged, with over 60% involved in direct conversations through targeted meetings with health advisory councils, visits to GP clinics, community and stakeholder roundtables, drop-in sessions, staff listening posts and First Nations Yarning Circles.

We engaged in this way not because we had to, but because we wanted to. We wanted to hear about what is most important about the health care and services that we provide, and to understand what our communities want for the future of our local health network.

Our consumers and our workforce, including the clinicians who work in partnership with us, are our most important partners in the delivery of this Plan. It is critical therefore that this Plan be read in conjunction with our *Clinician and Workforce Engagement Strategy 2022-2025* (to be released in 2022), and our *Consumer and Community Engagement Strategy 2021-2025* (launched in November 2021). These strategies provide direction to our future engagement efforts and will support the implementation of this Plan by helping us to ensure that we remain in-touch and on-track, together.

The BHFLHN Governing Board looks forward to overseeing the implementation of this Plan, to ensure its continued alignment with community need and expectations and looking ahead, BHFLHN will continue to listen, build on our strengths and challenge ourselves to remain bold and courageous, innovative and resourceful into the future.



Carol Gaston

Governing Board Chair, BHFLHN

Message from the Chief Executive Officer – Rebecca Graham

The BHFLHN *Strategic Plan 2021–2025* exemplifies the values, vision and aspirations of our health network.

The challenges we have faced as a young organisation, from the bushfires of 2019–2020 to the COVID-19 pandemic, have shaped our ability to be agile and dynamic. Our experiences have led us to practice resilience, compassion and patience in the face of complex tasks and prolonged periods of crisis.

We are proud of who we are and what we have accomplished, and we are committed to leveraging our unique and critical role within the broader South Australian health system.

BHFLHN promotes a culture of innovation and creativity, and the most recent 'I Work for SA' survey (2021) saw us rate highly in engagement metrics. We have a willingness to be early adopters; a trait recognised by the Commission for Excellence and Innovation in Health, who have partnered with BHFLHN in a living laboratory culture change project.

We nurture this culture by investing in our people. I am particularly proud that our commitment to developing our culture and leadership has remained steadfast throughout the past two years. Through our culture and leadership program, which commenced in October 2019, our executive team and senior managers have been able to build trust, foster bonds, and find a space to express their vulnerabilities throughout a period that tested all of us in unprecedented ways.

We know we are at our strongest when we live our values, invest in our culture, and listen deeply to our consumers, communities and service partners.

This Plan provides the foundation for us to build on our strengths and see that our organisational values of trust, respect, integrity, collaboration and kindness are central to our planning, decision-making and culture.



Rebecca Graham

Chief Executive Officer, BHFLHN



Our consumers and our workforce, including the clinicians who work in partnership with us, are our most important partners in the delivery of this Plan.

Introduction

This Strategic Plan has been developed after an extensive engagement process involving our community, staff, clinicians, and a range of other stakeholders and partner organisations. It follows our *Strategic Intent 2020-2021*.

Over 500 stakeholders were engaged, with over 60% involved in direct conversations with us through targeted meetings with health advisory councils, visits to GP clinics, community and stakeholder roundtables, drop-in sessions, staff listening posts and Aboriginal Yarning Circles.

We engaged in this way not because we had to, but because we wanted to. We wanted to hear about what is most important about the health care and services that we provide, and to understand what our communities want for the future of our local health network.

Our consumers and our workforce, including the clinicians who work in partnership with us, are our most important partners in the delivery of this Plan. It is critical therefore that this Plan be read in conjunction with our *Clinician and Workforce Engagement Strategy 2022-2025* (to be released in 2022), and our *Consumer and Community Engagement Strategy 2021-2025* (launched in November 2021). These strategies provide direction to our future engagement efforts and will support the implementation of this Plan by helping us to ensure that we remain in-touch and on-track, together.

In developing this Plan, we have also considered several other state-wide strategies such as:

- *The South Australian Health and Wellbeing Strategy 2020-2025*
- *The South Australian Rural Medical Workforce Plan 2019-2024*
- *The South Australian Aboriginal Health Workforce Framework 2017-2022*
- *The South Australian Mental Health Strategic Plan 2017-2022*

We also actively aspire to the South Australian public sector purpose of 'Making a difference so South Australia thrives.'

Our vision is that by 2025 we will be acclaimed as a leading local health network (LHN) that is innovative and creative, demonstrating courage to continue striving for excellence. In many ways, we recognise that we are already living our vision. Over the coming four years, we will therefore build on our existing strengths while prioritising improvements in the following areas:

1. Our Services
2. Our People
3. Our Partners
4. Our Governance

We have also identified a number of strategic enablers to support us in the achievement of our priorities, including being an active and effective partner within the overall health system, which is at the top of our list.

However, our greatest enablers for the achievement of this Plan, will be our ongoing commitment to being a 'deliberately developmental' organisation, to leadership and culture that actively pursues improvements in the wellbeing of our workforce. Plans are important in setting direction and guiding decisions, although ultimately, we understand that our people, good culture, and effective leadership are what will make it possible for us to fulfil our purpose of delivering excellent health care that improves the health and wellbeing of our communities.



We exist to deliver excellent health care that improves the health and wellbeing of our communities.

Our purpose

We exist to deliver excellent health care that improves the health and wellbeing of our communities.

What is 'excellent' care?

To us, delivering excellent care is about ensuring the highest quality. We define high-quality health care as care that is effective, safe, consumer-centred, timely, efficient, accessible, equitable and delivered by professionals who are respectful, compassionate, communicate clearly, and involve consumers in decision-making.

Our vision

By 2025, we aspire to be acclaimed as a leading LHN, demonstrating courage in being innovative and creative as we continue to strive for excellence.

Aristotle said: "We are what we repeatedly do. Excellence, then, is not an act but a habit."

The initiatives outlined below, demonstrate that in many ways as an LHN we are already living our vision. Over the coming four years we are committed to building on our existing strengths and making excellence a habit.

Kangaroo Island COVID-19 response (2021)

BHFLHN, together with the Department for Health and Wellbeing, developed strong partnerships with the Royal Flying Doctor Service, the Kangaroo Island Council and the Australian Defence Force to provide COVID-19 vaccinations to the remote Kangaroo Island community.

As a result, over 80% of the eligible population is fully vaccinated. Kangaroo Island was the first remote area of significant size to reach the target 80% of eligible population vaccinated, ahead of comparable mainland areas.

Aboriginal Health team - Anangu APY Lands Outreach Clinics (2020)

The Gawler-based Aboriginal Health team acted swiftly to provide a first response to 86 Anangu Pitjantjatjara Yankunytjatjara (APY) Lands community members, who were displaced due to COVID-19 restrictions and border controls.

The team was able to deliver culturally responsive primary and acute health care services, resulting in positive community feedback, valuable cultural exchange and learning, and good health outcomes.

Our values

Our five values – Trust, Respect, Integrity, Collaboration and Kindness – were identified through a process of staff engagement in 2019 and integrated into our *Strategic Intent 2020-2021*.

Our staff also commit to the South Australian Public Sector Values, which further guide the behaviours and practices applying to all public sector employees, regardless of position, technical expertise, or location, and form the basis for the Public Sector Code of Ethics and Behaviours Framework.

During the development of our Consumer and Community Engagement Strategy, we received feedback through Aboriginal Yarning Circles about the importance of clearly saying what we mean when it comes to our values and what we stand for.

The artwork depicted on these two pages reflects each value and comes from a large artwork – Ngallugu Wambana Yunggu (Walk as one and share our experiences) – co-created by Ngadli Artists with Aboriginal and Torres Strait Islander consumers who participated in the Yarning Circles.

The following provides clarity about how we will demonstrate these values in our actions and interactions with our consumers, partners, and with each other.

Trust – We are a safe and reliable pair of hands for all that we hold.

This means we will:

- Listen deeply to people's experiences.
- Follow through on spoken, written and implied agreements.
- Create an environment that is safe and reliable.



Respect – We stand for quality treatment and care that every person deserves, every time.

This means we will:

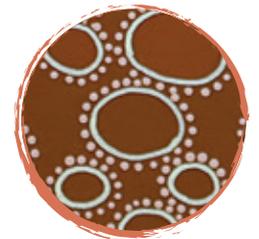
- Understand that everyone is on a different journey.
- Start where a person is at – knowing that they are experts of their health experience.
- Take time to learn and support each person’s physical, cultural and wellbeing autonomy.



Integrity – We commit to own up, open up, follow up.

This means we will:

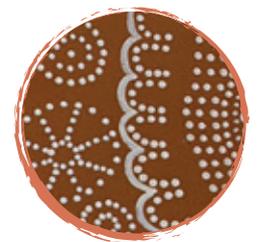
- Support people to speak up and be proud of who they are.
- Continually learn and adapt our practices to be inclusive of the people we journey with.
- Be transparent and take action in our decision-making processes.



Collaboration – We recognise that sharing improves our caring.

This means we will:

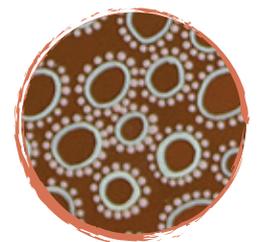
- Seek to learn continuously and deliver leadership excellence as individuals, and as an organisation.
- Come together to understand the wants, needs and aspirations of our consumers.
- Come together to create a safe environment for people to access our services.
- Listen and value the voices of the people that are in our communities.



Kindness – We give care and take care in providing care.

This means we will:

- Show compassion and empathy with all that we journey with.
- Show kindness in everything we do.





We aspire to be acclaimed as a leading local health network, demonstrating courage in being innovative and creative as we continue to strive for excellence.

Strategic enablers

To ensure success in achieving our Strategic Priorities, we commit to:



Actively pursue partnerships with all sectors, both public and private, to optimise outcomes, reduce duplication in service provision and achieve cost efficiency.



Advocate for system-wide changes to ensure funding models and clinical service planning aligns.



Build strategic relationships with tertiary hospitals and universities to become a significant training and education hub in developing our future workforce.



Identify and pursue opportunities for innovative research partnerships.



Advocate for planning and investment in the development of contemporary facilities that are fit for future purpose.



Secure clinical support services such as radiology, pathology and pharmacy to ensure the delivery of care closer to home.



Pursue digital enablement to enhance our services and enable better-connected health care for our communities.



High-quality and accessible health care is a right of all community members, regardless of where they live across our local health network and beyond.

Our priorities

In pursuing the following strategic priorities over the coming four years, we will be guided by the principle that high-quality and accessible health care is a right of all community members, regardless of where they live across our local health network and beyond.

1. Our services

In collaboration with our partners, we will improve the accessibility of our services by:

- 1.1 Planning, developing, and implementing services closer to home.
- 1.2 Developing integrated out of hospital models of care, through the use of enhanced virtual clinical care and digital health services.

In collaboration with our partners, we will improve the quality of our services by:

- 1.3 Linking community and allied health care into all aspects of our health system.
- 1.4 Working with metropolitan local health networks to proactively address service delivery challenges through the development and provision of innovative care models and solutions.
- 1.5 Investing in initiatives to increase evidence-based health promotion, prevention, and health literacy, providing new pathways to enhance health and wellbeing outcomes, improving acute care and reducing preventable hospitalisations.
- 1.6 Making our sites places of wellness and healing, in addition to places for treating illness.

We will drive improvements in mental health, recognising the increased need for services, by:

- 1.7 Ensuring the sustainability of services and meeting growing demand.
- 1.8 Supporting regional local health networks in mental health clinical service planning.

We will drive improvements in aged care, recognising that our communities are ageing, by:

- 1.9 Investing in new models of aged care to meet changing expectations and unique local needs.
- 1.10 Identifying business modelling opportunities through relationships and pursuing growth where appropriate.

We will drive improvements in Aboriginal health, recognising the unique needs of Aboriginal and Torres Strait Islander consumers by:

- 1.11 Providing respectful, culturally safe, high-quality services and care that meets those unique needs.
- 1.12 Actively promoting a culture of reconciliation and growing our Aboriginal workforce.



We achieve good
outcomes for our patients
when we work together.

What our communities and partners want

The following comments were made by community members and stakeholders in the engagement process that informed the development of this Plan.

"Pediatric services are needed in places where there are growing numbers of young families."

"This LHN should aim to become a place of wellness, not solely focused on treating illness."

"We need to change the way community think about their health care. Doctors don't always have to be the first point of contact, there are other ways of getting help."

"Increase the focus on digital health and be targeted with this, some services are far more suited to digital delivery than others."

Aged care

"If we should be good at anything, it should be aged care."

"We need new models and approaches for aged care."

"People want services closer to home and in the home."

Mental health

"We need more mental health services... More services for young people and early intervention to circumvent later issues."

"We need to take innovative approaches to respond to the emerging mental health crisis such as considering UK models like 'Art by Prescription.'"

Aboriginal health

"We need more Aboriginal Liaison Officers and Aboriginal staff more generally - including more Aboriginal GPs. This will help me to feel better understood and to have a sense of connection when I am receiving care or services."

"I want to feel comfortable, safe and calm and to be acknowledged as an Aboriginal person - to be respected."

"I want my whole story to be heard, that I don't have to keep repeating it, and I am provided with information about what services are available and how I can access them."

24 Hour Accident
Emergency Service



We will provide a dynamic environment that fosters learning excellence, and facilitates a positive, inclusive culture with high levels of leadership.

2. Our people

We will provide a dynamic environment that fosters learning excellence, and facilitates a positive, inclusive culture with high levels of leadership by:

- 2.1. Implementing commitments identified in our *Clinician and Workforce Engagement Strategy 2022-2025*.
- 2.2. Measuring, monitoring and actively pursuing improvements in workforce wellbeing.
- 2.3. Embedding and embodying a values-based culture by maintaining our commitment to and investment in leadership and culture development.
- 2.4. Developing and implementing a workforce sustainability plan.
- 2.5. Supporting and enabling staff to deliver high quality care in their everyday practices.
- 2.6. Investing in staff to grow our own highly skilled local workforce.
- 2.7. Actively pursuing a recruitment and retention strategy to grow and empower our Aboriginal and Torres Strait Islander workforce through initiatives that foster a sense of belonging and ownership.
- 2.8. Investing in the skills of Aboriginal people and actively facilitating higher levels of cultural awareness within the workforce.
- 2.9. Effectively engaging with and utilising our volunteer workforce.

What our people want

The following comments were made by our staff in the engagement process that informed the development of this Plan.

"We achieve good outcomes for our patients when we work together."

"There is a sense of 'banding together in a crisis', and this is a significant benefit given downside that staff feel pretty stretched."

"Whilst volunteers are positively regarded there needs to be additional support and investment in growth of, and capacity to support volunteers to be involved, including physical spaces to do the job they are asked to do."

"Staff know that their wellbeing is a priority for their employer when it is prioritised and funded."



We will establish and strengthen partnerships for a well-connected and sustainable health system.

3. Our partners

We will establish and strengthen partnerships for a well-connected and sustainable health system by:

- 3.1. Implementing the commitments identified in our *Consumer and Community Engagement Strategy 2022-2025*.
- 3.2. Fostering improved relationships and communication with general practitioners and others by implementing the commitments identified in our *Clinician and Workforce Engagement Strategy 2022-2025*.
- 3.3. Further developing relationships with allied health and other key service providers to facilitate contemporary primary health care.
- 3.4. Investing in meaningful relationships to achieve the best health outcomes for Aboriginal communities.
- 3.5. Advocating for a sustainable health care workforce.

What our partners want

The following comments were made in the engagement process that informed the development of this Plan.

“BHFLHN needs to be prepared to experiment and take risks with private/public partnerships.”

“Build new bridges with GPs, continue to invest in partnerships with SA Ambulance and SAPOL (and others such as RFDS and Medstar).”

“We (rural GPs) work in teams now (including with allied health professionals) and we need communications pathways with LHNs to support this and for us to be well engaged with metro specialists. We can achieve good outcomes for our patients when we work together.”

“There is an opportunity for greater collaboration between all parts of the health sector including exploring opportunities to deliver public services in private spaces.”



We will demonstrate excellence,
agility, and accountability.

4. Our governance

We will demonstrate excellence, agility, and accountability through:

- 4.1. Assuring a highly accessible, strategic and effective Governing Board and Executive with a high level of accountability to our stakeholders.
- 4.2. Fostering a culture that aligns with our strategic direction.
- 4.3. Ensuring an informed, diligent and committed Governing Board with a common purpose who work with and through the CEO and demonstrate a commitment to learning.
- 4.4. Considering the business environment and anticipating changes and trends.
- 4.5. Understanding the implications of climate change in the decisions we make.
- 4.6. Seeking improvements in the transparency, accuracy and understanding of reporting to support confident and informed decision-making.

What good culture and leadership means to us

We are committed to being a deliberately developmental organisation. This means that we promote a culture where our people can develop and pay attention to their growth as part of their daily work environment.

The philosophy underpinning this commitment is drawn from the research and work of Harvard University Research Professor, Dr Brené Brown. In her book *Dare to Lead* (2018), Brené defines a leader as: “Anyone who takes responsibility for finding the potential in people and systems, and who has the courage to develop that potential.”

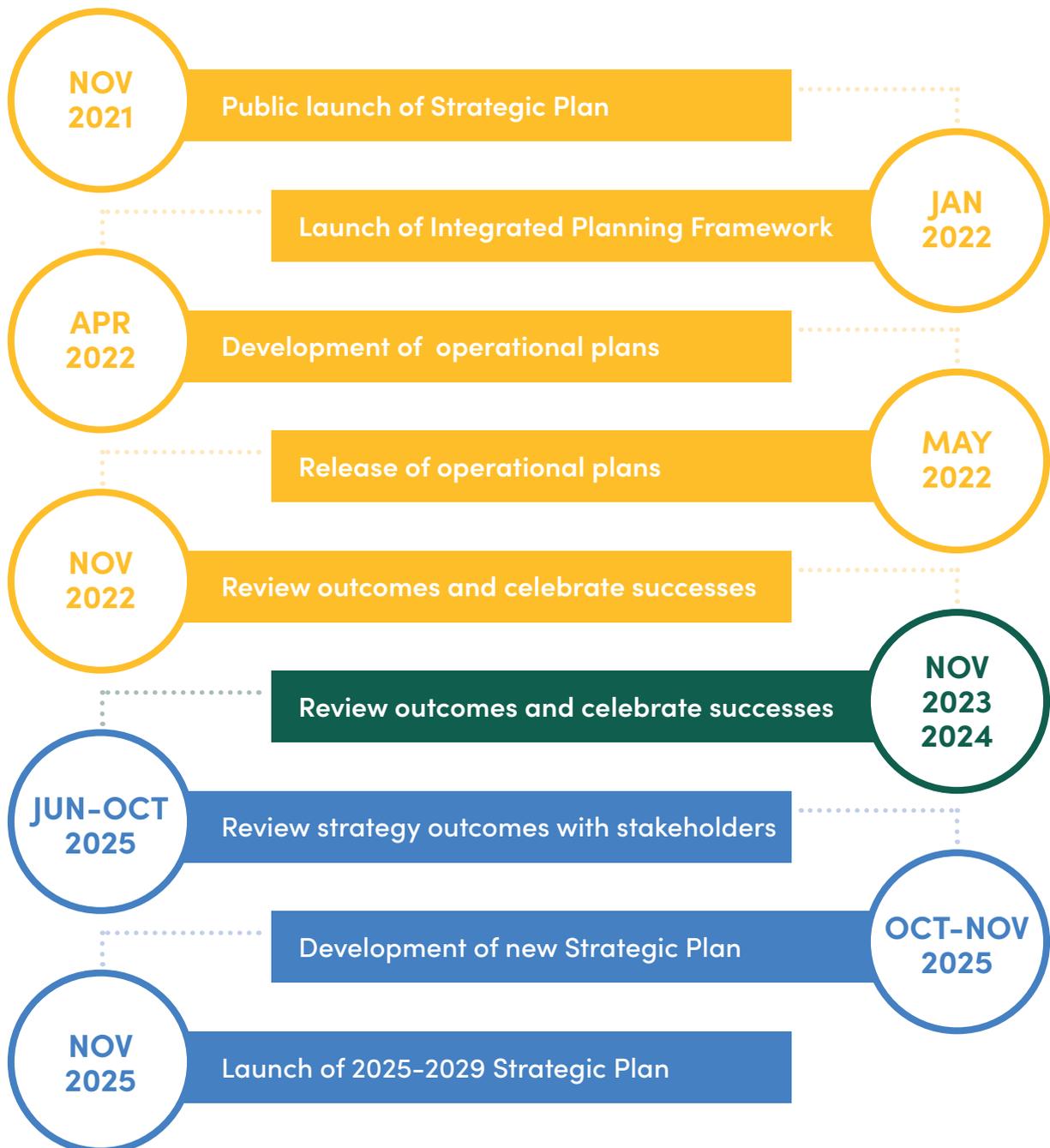
We develop brave leaders and courageous cultures with a focus on four key skills:

- Rumbling with vulnerability,
- Living into our values,
- Braving trust,
- Learning to rise.

These skills can be taught, observed and measured.

Our next steps

We will bring our Strategic Plan to life through the development of an Implementation Plan that will identify a series of critical key performance indicators that will help us to measure and track our progress.



Measuring our success

We are committed to tracking our progress towards success. The Governing Board will oversee the implementation with an annual formal review to ensure alignment with community need and expectations.

We will monitor the implementation of our priorities through:

- Enhancing systems and processes that support operationalisation of our priorities.
- Actively seeking feedback from those with whom we journey.
- Engaging regularly with our stakeholders to plan, review and monitor our actions.
- Publicly showcasing our learnings and celebrating our successes.

Progress towards our vision will be seen in our actions as we:

- Collaborate with a focus on developing innovative models of care with the objective of providing care closer to home.
- Create partnerships to advance primary health care.
- Make our sites places of wellness and healing, in addition to places for treating illness.
- Improve our partnerships with GPs, clinicians and organisations to ensure our consumers receive services and care from a well-connected health care system.
- Increase the wellbeing of our workforce, ensuring they are well supported.
- Build on the strengths of our positive, inclusive, values-based culture.
- Exhibit strong leadership and a commitment to learning excellence.
- Creating an environment for all of our staff to be at their best.

While we acknowledge there will be challenges in meeting the changing and diverse needs of our communities, we are determined to be courageous in being innovative and striving for excellence in delivering high-quality care.



For more information

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