



## 1.0 GENERAL INFORMATION

### 1.1 Message from the Board Chair and Chief Executive

As demand for our services continued to grow, we remained committed to providing compassionate, innovative and responsive health care. The 2015-16 financial year was extremely busy for Metro North and despite significant increases in activity, we largely met our targets or maintained our performance. Financially, Metro North finished the year with a balanced budget, despite increases in work load. Where there was additional funding, we invested in our workforce to ensure equitable, safe and high quality health services. We also welcomed new members to our Board and Executive.

A major focus for the financial year was to strengthen our workforce and organisational culture through innovation, development opportunities and a targeted strategy to better engage with our staff. As one of Queensland's largest employers, we employ 14,478 full-time equivalent staff. Throughout 2015-16, we invested in an additional 897 mostly frontline staff, including 390 FTE graduate nurses. We also provided clinical training places for third and fourth year medical students, equivalent to 239 full time positions. Our commitment to training included supporting more than 30,000 hours of allied health student placements through the year, almost a quarter of Queensland's allied health placements, as well as our school based trainees.

Our people are our greatest asset and most valuable resource. As such, a strong focus was to implement our *Putting people first* strategy to better engage with our staff. Our leadership team held workshops with hundreds of staff right across the service to gather ideas and implement solutions to improve our systems, engagement and culture for staff, patients and partners. Out of these workshops, we supported 71 local pilot initiatives with the potential to be scaled up across the hospital and health service. Many of these were focussed on staff health and wellbeing. Acknowledging staff achievement was an important part of reconnecting. As such, we celebrated our first Metro North Staff Excellence Awards in September 2015 with over 100 nominations and nine category winners. More staff were willing to give us their thoughts, ideas and opinions on things we did well and areas of needing improvement in the annual Working for Queensland survey, with over 5,000 staff taking part.

As a statutory agency, Metro North works as part of the Queensland Department of Health to deliver on health care priorities for the community and advocates for additional services as required. This is illustrated by our success in negotiating a new 132-bed Specialist Rehabilitation and Ambulatory Care Centre to form the cornerstone of the Herston Quarter redevelopment.

“Strong leadership is crucial to a positive workplace culture and engaged staff. During the year we strengthened our executive leadership, including finalising our Clinical Stream leaders and appointing new executives in key roles.”

Our strong stance and firm response to occupational violence resulted in our Chief Executive leading the state-wide taskforce aimed at implementing solutions.

Metro North’s individual directorates and facilities have long had a strong emphasis on research and innovation. We have vital partnerships with universities and research bodies, as well as our hospital foundations which support research funding. We were pleased to establish the Metro North Office of Research to provide support, guidance and governance to our researchers and enable further innovation. The inaugural Metro North Research Excellence Awards were also held in May 2016, recognising both new and established researchers from across the organisation.

In May we refreshed our Board, with six new Members including a new Chair. We acknowledge the work of the previous Board and continue to expand on the foundation built in the first years of Metro North as a Hospital and Health Service. The Board brings a wealth of health care, business and specialist experience and provides oversight, advice and strategic direction. During the year we also strengthened our executive leadership, including finalising our Clinical Stream leaders and appointing new executives in key roles. We revised our health service strategy and developed a comprehensive plan for engaging our consumers.

Immediately following the peak winter period in 2015, we began planning for winter 2016. This included developing a range of initiatives to manage the anticipated surge in activity and vaccinating more than 11,000 staff against influenza during the campaign. One initiative was the establishment of the clinically-led Patient Access Coordination Hub (PACH), an innovative health care logistics centre to monitor and manage patient flow across Metro North as a whole network. Additionally, we formed innovation alliances across the health service with our partners to map the patient journey through major clinical handover points from the community and general practice to acute care and back home. These initiatives allowed for a bird’s eye view of our health service to anticipate and manage increased seasonal demand.

Some of our major milestones for the year include the launch of our NeoRESQ centralised neonatal retrieval service, development of the *Vision for Brighton* Health Campus, commencement of expansion works at Caboolture Hospital in response to community growth, reaffirmation of our relationship with the Brisbane North PHN and extension of telehealth services. Such successes would not be possible without the ongoing commitment of our staff to providing compassionate, connected and innovative health care.



**Dr Robert Stable AM**  
Chair  
Metro North Hospital and Health Board



**Mr Ken Whelan**  
Chief Executive  
Metro North Hospital and Health Service

## 1.2 Role of Metro North Hospital and Health Service (Metro North)

Established on the 1 July 2012 Metro North Hospital and Health Services is an independent statutory body overseen by a local Hospital and Health Board under the *Hospital and Health Boards Act 2011 (Qld)*.

Metro North Hospital and Health Service delivers responsive, integrated, and connected care to local communities and provides specialty services for patients throughout Queensland, northern New South Wales and the Northern Territory. Our clinical services incorporate all major health specialties including medicine, surgery, psychiatry, oncology, women's and newborn, trauma and more than 30 sub-specialties.

A comprehensive and diverse range of health services are delivered from:

- The Royal Brisbane and Women's and The Prince Charles Hospitals are tertiary/quaternary referral facilities, providing advanced levels of health care which are highly specialised, such as heart and lung transplantation, genetic health and burns treatment.
- Redcliffe and Caboolture Hospitals are major community hospitals providing a comprehensive range of services across the care continuum.
- Kilcoy Hospital is a regional community hospital.
- Mental Health, Oral Health, and Community, Indigenous and Subacute Services are provided from many sites including hospitals, community health centres, residential and extended care facilities and mobile service teams.

### Scanning centre to transform disease research and treatment

The diagnosis and treatment of cancers, mental health disorders and conditions such as dementia are set to reach new heights following the launch of a \$24 million facility that combines state-of-the-art equipment with world-class research and clinical expertise.

Herston Imaging Research Facility (HIRF) sits on the Royal Brisbane and Women's Hospital (RBWH) Campus. Facility Medical Director Dr Liz Kenny said the new centre was one of the most exciting clinical imaging ventures in the Asia Pacific.

"It will become the centre of clinical research in Queensland through the use of cutting-edge imaging equipment and will contribute to the understanding of diseases and the development of new drugs and treatment therapies," Dr Kenny said.

Dr Kenny, who is also the RBWH's senior radiation oncologist, said the facility featured hybrid scanners which combined magnetic resonance imaging (MRI), positron emission tomography (PET) and computed tomography (CT), allowing molecular processes and anatomical images to be captured simultaneously.



"This results in a faster and more efficient process for researchers, clinicians and patients," she said.

The facility is a collaboration between The University of Queensland, Metro North HHS, QUT and the QIMR Berghofer Medical Research Institute, with Siemens as an industry supporter.

It has been funded by the Queensland Department of Science, Information Technology and Innovation (\$3 million), the Commonwealth Government (\$3 million), the Australian Cancer Research Foundation (\$2 million), the RBWH Private Practice Trust Fund (\$1.5 million) and external funding bodies.

- A dedicated Public Health Unit focused on preventing disease, illness and injury and promoting health and wellbeing across the community.
- Woodford Correctional Centre which provides offender health services.
- The state-wide Clinical Skills Development Centre is one of the world's largest providers of health care simulation.

The Strategic Plan 2015–19 outlines how we will meet the needs of our growing population over the duration of the plan.

### Vision

Metro North exemplifies compassionate, innovative and high quality health care, providing one hospital and health service for many.

### Our Values

- Respect
- Teamwork
- Compassion
- Shared responsibility

### Our Objectives

1. To support and enable our people to lead and deliver excellent patient centred care and high quality services,
2. Prioritise effort and investment to meet the most significant health needs of our communities,
3. Work with health care partners to improve service integrations and coordination across primary, community, and hospital care,
4. Provide our community with value by making the best use of health resources to improve health equity and outcomes.

### Our core pillars

We have a strong focus on, and commitment to, service delivery and education and training.

In particular, our focus on excellence ensures a thriving culture of research that delivers continuous service improvement and evidence-based care.

Metro North exemplifies compassionate, innovative and high quality health care, providing one hospital and health service for many.

## VALUES



RESPECT



TEAMWORK



COMPASSION



SHARED  
RESPONSIBILITY

## ⋮ New service saving the lives of the smallest Queenslanders

Some of our most vulnerable and tiniest patients have access to treatment faster than ever before thanks to NeoRESQ, a new centralised neonatal retrieval service coordinated by Royal Brisbane and Women's Hospital (RBWH).



*Brett, Andrea and Baby Beau were flown to RBWH from Tweed Heads.*

Officially launched in November 2015, NeoRESQ provides life-saving assistance to vulnerable and sick babies in regional communities. Since the service started more than 400 babies have been retrieved and admitted to South East Queensland Neonatal Units. More than half the babies (213) were admitted to RBWH.

The partnership between RBWH and Mater Mother's Hospital services hospitals throughout central and southern Queensland and northern New South Wales and a central coordination point reduces the need for regional centres to interact with multiple service providers.

Dedicated neonatal medical and nursing staff are able to safely transport babies faster, by air or road, treating babies born unwell or prematurely who need acute medical care that is not available locally.

Dedicated staffing means Neonatal Intensive Care Unit (NICU) clinicians can focus on inpatient care without the added stress of arranging or attending patient retrievals.

Department of Neonatology Acting Director and NeoRESQ Medical Lead Dr Pieter Koorts said the NeoRESQ team was privileged to be able to help so many parents and their babies.

"Every little life we take responsibility for, whether that be by helicopter or ambulance, is well looked after with staff available around the clock specialising in providing high-quality care," Dr Koorts said.

Rehabilitation services are delivered by a multidisciplinary team of medical, nursing and allied health staff who work together to provide holistic care and intensive therapies to the patient.

## Rehab patients return home sooner

Additional beds at The Prince Charles Hospital are allowing more patients requiring specialist rehabilitation services to return home sooner.

Eight extra beds were opened in the hospital's Rehabilitation and Acute Stroke (RAS) unit in September 2015 to help support the growing number of patients requiring rehabilitation services.

Medical Director of Geriatric Medicine and Rehabilitation Dr Keren Harvey said rehabilitation is identified as a priority in Metro North's Health Service Strategy 2015-20.

"It was identified that there was a need to meet a rising demand for general rehabilitation services as well as highly specialised rehabilitation services for patients with complex care needs," Dr Harvey said.

"The RAS unit provides comprehensive general rehabilitation services covering neurological, orthopaedic, cardiac, respiratory, geriatric, cancer, pain and amputation rehabilitation."

The unit will help patients build strength and restore physical and psycho-social function so they are capable of returning to their own home with community supports as appropriate.

Rehabilitation services are delivered by a multidisciplinary team of medical, nursing and allied health staff who work together to provide holistic care and intensive therapies to the patient. The increase brings the unit to 29 beds.



*Registered Nurse Megan Massey with patient, Sister Zoe Fitzpatrick*

"It has also created more capacity in other areas of the hospital to treat patients with more acute or chronic conditions," Dr Harvey said.

"It means that patients requiring rehabilitation services can obtain access to dedicated services faster and return home sooner."

## One-stop Kidney-Endocrine Clinic

People with diabetes, kidney disease and bone complications can now access specialist care at a new one-stop monthly clinic at North Lakes Health Precinct.

Renal Clinical Nurse Consultant Bernadette Taylor said that this new initiative enables patients to see both a kidney and endocrine specialist doctor at the same appointment, making it more convenient and reducing travel time.

“There is a strong link between diabetes and chronic kidney disease and the treatment of one can affect the other,” Ms Taylor said.

“In this new clinic, the two specialist teams work together to develop a treatment plan.”

The combined clinic was developed after the Chronic Kidney Disease team identified that 45% of their patients were diabetic but were not all were seeing an endocrinologist.

Through Metro North’s LINK innovation program funding, the two services were able to pilot the program at North Lakes, with support from endocrinologist Dr Sam Donaldson, nephrologist Dr Adrian Kark and the Community Diabetes team.

Over the course of the trial, the team expects to see about 50 new and continuing patients. While the initial numbers are small, the benefits to

the patients and the health service are huge. Unmanaged diabetes is the main cause of chronic kidney disease requiring dialysis.

“The joint clinic will help patients better manage both conditions, improving continuity and quality of care and enhancing experience and satisfaction for patients and clinicians,” Ms Taylor said.

“It is hoped that this clinic will reduce hospital admission and the overall associated cost of care.”

Queensland has the country’s highest rate of hospital admission for diabetic complications. Chronic kidney disease affects one in nine adults. Metro North’s kidney health services are managed out of the Royal Brisbane and Women’s Hospital.



Renal nurse Bernadette Taylor, Dr Sam Donaldson, diabetes educator Sharon Munsie, and Dr Adrian Kark getting ready for the first clinic.

## The vision for aged care

Plans are under way to establish Brighton Health Campus as an international leader in the health and wellbeing of older and vulnerable people with complex care needs.

This vision for the campus was developed by an independent community-led Steering Committee, chaired by former Councillor for Deagon Ward Denise Herbert, through extensive consultation with patients, residents, staff and community groups.

Four themes were identified to guide the enhancement of services for older people at the facility: delivering health services, creating a community, social health and wellbeing, and research, training and education.

Queensland Council on the Ageing CEO Mark Tucker-Evans has been appointed to lead the implementation committee. Mr Tucker-Evans also represents the needs of older people on Metro North’s Community Board Advisory Group.

In addition to the recommendation to return Gannet House to full capacity for residential aged care, plans also include the creation of a research and education hub at Brighton specialising in aged care.



## Extra beds to meet demand at Caboolture

Caboolture Hospital will receive an extra 32 beds as demand for health care in the region continues to grow.

Work is well under way on the project to establish an additional 32-bed adult inpatient ward at the hospital by early 2017. The extra beds will be distributed across a range of adult specialties including coronary care, as well as general medicine.

The number of inpatient beds at the hospital will increase to 265, including beds in adult wards, paediatrics, mental health and emergency

department. The number of adult inpatient beds will increase to 123, which gives the hospital the ability to treat an additional 2,500 adult patients per year.

Caboolture Hospital's Staff Specialist Dr Iain Borthwick said the new ward would also allow the hospital to provide more specialised care to patients who have suffered a stroke.

*Caboolture Hospital Staff Specialist Dr Iain Borthwick (left) and Emergency Department Dr Christine Waller welcome the news that the hospital will receive additional beds.*