

## 6.0 GOVERNANCE – HUMAN RESOURCES

### 6.1 Workforce planning, attraction and retention, and performance

Metro North currently employs 14,478 full-time equivalent (FTE) employees and 17,471 headcount to deliver its services across multiple sites, and has experienced a 5.8% permanent separation rate. The number of full-time equivalent employees has increased by 6.6% since the 2014-15 financial year. The highest percentage growth has been in Caboolture and Kilcoy Hospitals, which reflects increases in service demand across the health service. The tables below display the number of employees by work location and employment stream.

Table 1 employees by work location

	5 July 2015	19 June 2016	Change %	% of Total
Royal Brisbane & Womens Hospital	6,005	6,430	7.1%	44.4%
The Prince Charles Hospital	2,915	3,138	7.7%	21.7%
Redcliffe Hospital	1,423	1,516	6.5%	10.5%
Caboolture Hospital	1,032	1,125	9.0%	7.8%
Kilcoy Hospital	37	40	8.4%	0.3%
Metro North HHS Other	2,170	2,229	2.8%	15.4%
<b>Total MOHRI Occupied FTE</b>	<b>13,582</b>	<b>14,478</b>	<b>6.6%</b>	

Table 2 employees by employment stream

Metro North Workforce Profile	5 July 2015	19 June 2016	Change %	% of Total
Managerial and Clerical	2,303	2,488	8.0%	17.2%
Medical incl VMOs	1,768	1,913	8.2%	13.2%
Nursing	5,922	6,324	6.8%	43.7%
Operational	1,576	1,634	3.6%	11.3%
Trade and Artisans	104	105	1.3%	0.7%
Professional and Technical	1,908	2,015	5.6%	13.9%
<b>Total MOHRI Occupied FTE</b>	<b>13,582</b>	<b>14,478</b>	<b>6.6%</b>	

Long term service demand forecasts were used to support the establishment of the Metro North workforce planning strategy with detailed workforce plans being established for Metro North facilities and professional groups encompassing strategies to identify future workforce requirements including:

- workforce numbers, job roles and skillsets to meet changing community needs and demographics,
- develop and use the current workforce capability based on identified workforce needs,
- identify and retain skilled and capable employees for the future ensuring a sustainable, engaged, flexible and diverse workforce.

To support these initiatives, a *Putting people first* strategy has been implemented incorporating the introduction of a staff wellness portal, succession planning and the delivery leadership programs. These programs support the development of future business leaders and establishing career paths within Metro North to retain current leaders. These programs include an executive leaders program to support the development of future senior leadership capability.

Metro North are committed to establishing a diverse and inclusive workforce through the establishment of diversity targets including setting targets to increase female representation in leadership roles at all levels.

These initiatives have seen a 14% increase in employee participation in the annual employee engagement survey.



## The next generation of doctors and nurses

Metro North Hospital and Health Service welcomed 164 new junior doctors at the start of the year – eight more than last year.

They have been joined by more than 390 nursing graduates who joined our ranks progressively from the start of 2016.

The new interns have been placed at The Prince Charles, Royal Brisbane and Women's, Caboolture and Redcliffe Hospitals to undertake rotations in medicine, surgery, emergency medicine and additional elective terms in other specialised areas.

Internships across Metro North facilities are always highly sought after, and successful interns have graduated from universities across Queensland and other states.

Metro North is the pilot site for the state-wide implementation of an integrated workforce management system including roster management. The use of technology will be a key enabler of building efficiencies into the management of the workforce.

As Queensland's largest health care provider, Metro North has established strong partnerships with universities and research bodies to support the attraction and retention of leading health care professionals and clinicians.



Their preference for Metro North facilities highlights the national and international standard of our training institutions and research facilities.

*Pictured top: RBWH interns*

*Pictured above: Redcliffe interns*

As Queensland's largest health care provider, Metro North has established strong partnerships with universities and research bodies to support the attraction and retention of leading health care professionals and clinicians.



## From high school to a health career

A bid to build a future health workforce through a School Based Trainee Program is paying huge dividends as it enters its 11th successful year.

Many of the 142 year 10 students who enrolled in the program over the past 11 years have secured successful health careers. Students train one day a week during school terms at Redcliffe, Caboolture and Kilcoy Hospitals and Community, Indigenous and Subacute Services while continuing their year 11 and 12 studies.

Of those enrolled in the program, 82 per cent completed their training and 61 per cent have been employed through hospital casual pools.

Seventeen new positions are now being offered to students in 32 eligible schools in the Moreton Bay area for the 2017 intake. Students currently in year 10 who have an interest in health are encouraged to choose from a range of traineeships in health related programs.

Sheoni Stainwell is just one example of the program's success. As a graduate in 2011 her focus turned to nursing studies at Caboolture QUT which led to a position as a Graduate Nurse in the Day Procedure Unit at Redcliffe Hospital in 2016.

*Sheoni Stainwell – From Trainee to Graduate Nurse*

### Workforce Health and Safety

A successful financial year for the Health and Safety Unit, reaching a peak in March 2016 when Metro North received a successful outcome of a full Australian Standard 4801/4:2001 Occupational Health and Safety Management Systems audit conducted by an independent auditor. Metro North demonstrated a significant improvement since the last audit in 2014, with no non-conformances assessed across 26 criteria.

The Health and Safety Unit also participated in the three accreditation processes receiving two Met with Merit, demonstrating the continued improvements and the high standards of the Health and Safety Management Systems within Metro North.

Workers Compensation and Rehabilitation:

- Workers Compensation measures have improved resulting in quicker and durable return to work outcomes across Metro North. Assisted by increased management engagement standardised injury management processes and system across Metro North.

### Workforce Performance Indicators

**Hours lost (WorkCover Vs Occupied FTE) – 0.32% (Target 0.35%)**

This result is a 5.9% reduction of injured employees from the 2015–16. This significant reduction is due to enhanced rehabilitation processes and an increased focus on early return to work programs.

Average days paid per approved WorkCover claim have been reported as 19.76 which is 2.42 days below the health industry average, a 10.6% reduction from the previous financial year.

These improvements have been achieved despite a 32.4% increase in Workers Compensation claims since the previous financial year, and FTE growth.

**Sick leave – 3.41% (Target 3.0%)**

Sick leave performance has improved by 1.7% from 2014–15.



## Celebrating Staff Excellence

Metro North Hospital and Health Service has an impressive record of achievement and high performance across all its facilities and services. The inaugural Metro North Hospital and Health Service Staff Excellence Awards were held in September 2015 to celebrate the people and teams who make this possible.

The awards also recognised the importance of partnerships, education and training and the value that excellence in these areas brings to patients and communities. Importantly, the awards celebrate those who demonstrate a strong commitment to our values.

There were 37 finalists for the nine categories, chosen from 122 nominees:

### People Focus

- BreastScreen Queensland Brisbane Northside Service

### Fostering Innovation

- RBWH Elective Surgery Pod – Let's do it together

### Excellence in Performance

- Redcliffe ICU Nutrition Service

### Excellence in Leadership

- Nutrition and Dietetic Communities of Practice Metro North

### Values in Action

- Caboolture Hospital Flood response

### Excellence in Integrated Care

- Vicky Stewart – Vestibular Model of Care

### Patient as Partners

- CleftPALS Children's Oral Health Service

### Excellence in Clinical Education and Training

- Dr Trevor Hollingsworth, Clinical Lead Education at Redcliffe Caboolture Mental Health Service

### Excellence in Training and Education

- RBWH Cancer Care Administration – The Joy of Work

The calibre of the nominations reflected the extraordinary talent that exists within Metro North, with 19 Highly Commended nominations also recognised.

### HR Services

The business partnering model for HR Services, introduced in 2014–15, is now fully integrated and allows effective delivery of HR advice and support into our business across all campuses. HR Services' core purpose is to partner with and enable business managers to support patient centred service delivery through best practice workforce management. HR Services also supports business managers to identify, address and resolve workforce issues that affect patient care and health service delivery.

To complement this, upon consultation with major client groups and stakeholders, HR Services designed and implemented its Operational Plan for 2015–16. This plan aligned closely with Metro North's *Putting people first* strategy and contemporary public sector employment framework principles. The plan contained a number of strategies to build line manager capability to manage their human resources more effectively at the local level. Some of these strategies centred on early intervention tools and techniques for managing absenteeism and undesirable conduct while others focussed on best practice performance and development planning for managers to put in place for their team members. These were supported with coaching sessions for line managers and education / awareness sessions to team members on these topics.

As these strategies gain traction over the ensuing year, Metro North expects to see a continued modest reduction in complex HR matters and an increase in employee engagement, as evidenced in the record level of staff participation in the Working for Queensland employee survey during May this year.

Special initiatives supported by HR Services include the implementation of the Public Service Commission Chief Executive Directive 4/15: Support for employees affected by domestic and family violence. Introduced in November 2015 to provide a health and safe working environment for all public service employees, this directive recognises that sometimes employees face difficult situations in their work and personal life that may affect their attendance, performance at work or safety. HR Services continues to raise awareness and encourage completion of online awareness programs, and provide advice and guidance in support options available to employees including Special Leave, flexible working arrangements and counselling support services.

### Recruitment Services

Phase 3 implementation of the Springboard e-Recruitment system was finalised as scheduled by 30 September 2015. Requests to hire are now consistently managed online for over of 99% of vacancies resulting in greater efficiencies in processing times and positive business outcomes due to a reduction in vacant positions. In the 2015–16 financial year, the Metro North Recruitment team received and processed 1385 requests to hire.

Benefits realised through roll out of the Springboard system has enabled the implementation of continuous improvement strategies, ongoing review of current practices and implementation of contemporary strategies to influence use of best practice in recruitment and selection processes and decisions to address skills shortage issues and support a high level of role and organisational fit.

### Industrial Relations

During the 2015–16 financial year, Metro North continued to navigate the industrial environment with minimal industrial disputation reaching the Queensland Industrial Commission. The number and length of suspensions are at their lowest since recordkeeping commenced in 2014. Metro North continues to engage with the industrial unions to further enhance constructive relationships and employee satisfaction.

## 6.2 Early retirement, redundancy and retrenchment

During the period, 11 employees received redundancy packages at a total cost of \$734,036.

## MILESTONE MOMENTS 2015–16

### Midwives Holding Hands of 2,000 bubs

More than 300 mums and bubs, dads and children came together to celebrate a very important milestone for Caboolture Hospital’s Holding Hands Midwife Group Practice.



*Newborn Rogue, Willow and Scout are pictured with Wamuran mum Jess Creagh who has nothing but praise for the Holding Hands midwives.*

Holding Hands celebrated the birth of more than 2000 Moreton Bay bubs and 10 years of service.

For Wamuran mum Jess Creagh, the Holding Hands midwives were a blessing and helped her three beautiful daughters Willow, Scout and newborn Rogue into the world.

“The care I received from my midwife and the Holding Hands team was amazing. It made me feel at ease and very comfortable,” Jess said.

“It was nice to have a familiar face during my pregnancy, birth and home visits for my three daughters who were born in 2012, 2014 and more recently in January 2016.

“I can’t find anything that the midwives could improve on. They are truly amazing women.”

Holding Hands began in 2006 and is based on a successful and safe model of care where the midwife is the primary carer for women during pregnancy, birth and the first few weeks of newborn care.

Caboolture Hospital Director of Nursing and Midwifery Anne Clayton said demand for the midwifery-led services has grown substantially in the past decade in Caboolture.

“More than 40 per cent of mothers who give birth at the hospital now see the same midwife or group of midwives,” Ms Clayton said.

“Women who access midwife-led services are able to develop a very trusting bond with the same midwife or group of midwives.”

The Holding Hands Midwife Group Practice is based at the Jinibara State School Early Learning and Development Centre, and is one of four in the Moreton Bay region.

## MILESTONE MOMENTS 2015–16

### Kilcoy Hospital facelift makes a world of difference

Kilcoy Hospital has received a much welcomed facelift to its inpatient and outpatient facilities.

As part of the refurbishments, the old maternity wing and parts of the nursing quarters have been modernised to cater for new allied health services at the hospital.

There is a new gym where physiotherapists can treat patients in a more relaxed and improved space, and social workers have an area where they can speak privately with relatives.

As part of the enhancements, a new telehealth room has been fully equipped for teleconferencing for outpatient appointments, reducing the need for patients to travel to other facilities.

Kilcoy Hospital Director of Nursing Lyndie Best said the mobile telehealth service was allowing staff to deliver a range of wound care and orthopaedic specialist outpatient appointments and inpatient assessments at the bedside.

“Improved videoconferencing facilities have allowed us to start outpatient appointments for renal patients for the first time,” Ms Best said.

Other improvements have included the redesign of the palliative care room to be a more intimate space for families to come together with their loved ones.

Ms Best said the modernisation of Kilcoy Hospital has included a new reception area, as well as improved spaces for the visiting Maternity Services from Caboolture.

### Keeping Australia Alive – an in-depth look at our health care system

It was lights, camera and action when the ITV production team rolled in to film an Australian-first documentary featuring the Royal Brisbane and Women’s Hospital (RBWH).

Keeping Australia Alive focused on our diverse health care system. The documentary looked at several different hospitals and health services on the same day over a 24-hour period.

RBWH’s world-leading trauma and neonatal services were highlighted in the six-part documentary and gave viewers a great insight into the grey area between life and death, a space where many of our dedicated team work.

*Our P.A.R.T.Y program in the spotlight again – saving and changing lives throughout Queensland schools.*



## 7.0 FINANCIAL STATEMENTS



Professor Kwun Fong

### \$1m grant to establish centre at TPCH for lung cancer early detection

The Prince Charles Hospital (TPCH) and The University of Queensland (UQ) will lead a new centre dedicated to the early detection of lung cancer following a grant of \$1 million from the Australian Cancer Research Foundation (ACRF).

The new Australian Cancer Research Foundation Centre for Lung Cancer Early Detection will be based at TPCH.

Professor Kwun Fong, Director of UQ's Thoracic Research Centre at TPCH, said the centre would focus on the discovery and development of innovative methods for early stage detection of lung cancer.

“Lung cancer remains the biggest cause of cancer deaths in Australia and worldwide and has a very low five-year survival rate in comparison to many other common cancer types. Early detection can therefore significantly improve health and treatment outcomes for patients with lung cancer,” Professor Fong said.

The centre will have major collaborations across key Australian and international sites. Due to the clinical focus of the research, the team will be able to translate findings directly into daily clinical practice.

### 7.1 General information

The Metro North Hospital and Health Service is a Queensland Government statutory body established under the *Hospital and Health Boards Act 2011* and its registered name is “Metro North Hospital and Health Service”.

The Metro North Hospital and Health Service is controlled by the State of Queensland which is the ultimate parent entity.

The head office and principal place of business of the Metro North Hospital and Health Service is:

Level 14, Block 7  
Royal Brisbane and Women's Hospital  
Herston QLD 4029

For information in relation to the health service's financial statements please call 07 3647 9508, email MD16-MetroNorthHHS@health.qld.gov.au or visit our internet site <http://www.health.qld.gov.au/metronorth/>

Statement of Comprehensive Income	60
Statement of Financial Position	61
Statement of Changes in Equity	62
Statement of Cash Flows	63
Management Certificate	95
Independent Auditor's Report	96