



1.0 GENERAL INFORMATION

1.1 Message from the Board Chair and Chief Executive

Metro North Hospital and Health Service continues to strengthen its delivery of public healthcare. With a commitment to developing responsive, integrated and patient-centred services we are firmly focussed on improving equity of access and health outcomes for the people and communities we serve.

During 2014-15 staff innovation and dedication has driven improvement across all areas of our Hospital and Health Service and we acknowledge the depth of talent and commitment that has made this possible.

Our results demonstrate our commitment to providing safe, reliable and timely care. This year's achievement highlights include no long wait dental lists for a second consecutive year and a reduction in waiting times for elective surgery and specialist outpatient appointments.

A number of strategies were put in place to improve access to outpatient appointments and by the end of this financial year we were able to exceed targets for Category 1 and Category 2 patients. In addition, elective surgery patients are experiencing shorter wait times than they did a year ago across all categories. The biggest improvement has been for non urgent long wait patients requiring surgery. As at 30 June 2015, there were only 14 patients waiting past the clinically recommended timeframes with average overdue days significantly reduced.

All this has been achieved as the demand for health services continues to grow. Since the end of the 2013-14 financial year we have had 14,005 more Emergency Department attendances, an additional 12,155 patients have been admitted to our hospitals and 19,444 more people have received care as an outpatient.


With the ever increasing demand placed on health services, we have been actively planning for the future. In December 2014 we launched the Health Service Strategy 2015-2020 to outline the direction and priorities for Metro North Hospital and Health Service over the next five years. This strategy has been a 12-month journey involving consultation with a large number of clinicians, staff, executive, community and health partners. It represents considerable investment in a wide range of improvements to facilities and services across Metro North and will enable our clinicians and staff to manage increasing demand through continuous improvement and innovation.

Prioritised health strategies have two major complementary focus areas. Firstly, expanding services to respond to growth in demand and, secondly, working in partnership to better integrate care across all providers with patient empowerment at the centre. We recognise that we are part of the broader healthcare system and must work with community and healthcare partners to achieve sustainable service delivery that meets the increased demand for services into the future.

A number of projects will be delivered under our Health Service Strategy. This includes the provision of Intensive Care Unit beds at Redcliffe and Caboolture hospitals, additional rehabilitation beds at The Prince Charles Hospital (TPCH), provision of non-complex Ear Nose and Throat (ENT) services at Redcliffe, a step-up step-down short term mental healthcare facility and the establishment of a multi-specialty rehabilitation unit at Royal Brisbane and Women's Hospital. These projects will complement those already introduced such as enhanced paediatric allied health services at Caboolture and a state-of-the-art centre for heart and lung patients at TPCH.

Each year the MNHHS Board invests in its Support, Explore, Excel & Deliver (SEED) program. In 2014–15, \$1 million was invested in 15 projects, which will deliver innovative healthcare. This year an additional \$1 million has been allocated to the Leading Innovation through Networking and Knowledge-sharing (LINK) initiative. The focus of this initiative is to support partnership projects that collaboratively address the areas of hospital admission and discharge practices, and avoidance of unnecessary hospital admissions and readmissions. The aim is integrated and connected care ensuring MNHHS works in partnership to keep people out of hospital who do not need to be there and support people to leave hospital as soon as is clinically safe.

In line with National Health Reform and the Queensland Government's key health priorities, we continue to engage with consumers, communities, stakeholders and staff to improve our service delivery. Our Community Board Advisory Group (CBAG) is central to these efforts.



Dr Paul Alexander AO
Chair
Metro North Hospital and Health Board

This financial year CBAG has contributed to strategic planning and has been involved in the development of key engagement and partnership initiatives such as the Metro North Health Forum on Reform and LINK. Our facilities and services continue to seek consumer feedback to improve patient experience.

Hospitals across Metro North have also been lauded for their thriving culture of research and the delivery of technology-enhanced models of care. These results can be achieved only through the excellence and commitment of our clinical and support staff.

The past year has also been one of celebration across Metro North.

The Prince Charles Hospital marked its 60th year in October. From humble beginnings as the Brisbane Chest Hospital in 1954, TPCH is now internationally recognised as a leader in coronary care. In May, the hospital marked 25 years of cardiac transplants.

In March, Metro North celebrated 25 years of the bone marrow transplant service at RBWH, and in June Redcliffe Hospital celebrated its 50th anniversary.

These milestones allow us to not only recognise the vital medical services provided, but also provide an opportunity to further connect with patients, families, carers and community supporters.

We are proud of the achievements in Metro North during 2014–15 and would like to thank members of the Board, executive team, our partners and especially our staff for their efforts and commitment in delivering outstanding healthcare to our community.



Mr Ken Whelan
Chief Executive
Metro North Hospital and Health Service

EXPANDED CHILDREN'S SERVICES BRING BETTER CARE

Some of MNHHS's youngest patients now have better access to high quality healthcare with the opening of expanded Allied Health services at Caboolture Hospital.



A new Ear, Nose and Throat (ENT) service was welcomed by staff, families and patients at Caboolture Hospital. Young patients Elouise and Jackson Bates were among the first to receive minor surgery for an ear, nose or throat condition. They are pictured here with registered nurse Erin Mampara and mum Melissa Baker.

As part of the service improvements, Caboolture Hospital now has a specialist children's audiology service and a paediatric Ear, Nose and Throat (ENT) service.

The services demonstrate MNHHS's commitment to provide better access to high quality, safe and family-centred health services where they are needed in the community.

The audiology service provides specialist testing for children and infants at risk of developing hearing loss. The service will also assess children with speech and language delay, frequent middle ear problems and children with physical and/or intellectual disability.

In the first three months of the ENT service, 37 patients have received minor surgery such as the removal of adenoids and perforated ear drums, with more than 100 outpatient appointments.

The ENT initiative means local children no longer have to travel to Lady Cilento Children's Hospital (LCCH) for minor procedures.

Caboolture Hospital is continuing to work closely with specialist staff from the LCCH to identify children on the wait list for surgery whose condition can be treated locally.

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

Metro North Hospital and Health Service (MNHHS) is an independent statutory body overseen by a local Hospital and Health Board. MNHHS is responsible for the delivery of public hospital and health services including medical, surgical, emergency, obstetrics, paediatrics, specialist outpatient clinics, mental health, critical care and clinical support services.

MNHHS's main function is to engage with the community and collaborate with healthcare partners to enable the delivery of high quality hospital and health services, teaching, research and other services as stated in the Service Agreement.

The MNHHS Service Agreement is negotiated annually with the Department of Health and is publicly available at: <https://publications.qld.gov.au/dataset/metro-north-hhs-service-agreements>

MNHHS also has the following functions:

- To ensure the operations of MNHHS are carried out efficiently, effectively and economically
- To comply with the health service directives that apply to MNHHS
- To contribute to and implement statewide service plans that apply to MNHHS and undertake further service planning that aligns with the statewide plans
- To monitor and improve the quality of health services delivered by MNHHS, including implementation of the National Safety and Quality Health Service Standards
- To develop local clinical governance arrangements for MNHHS
- To undertake minor capital works, and major capital works approved by the Department of Health Chief Executive, in the health service area
- To maintain land, buildings and other assets owned by MNHHS

- To cooperate with other providers of health services – including other Hospital and Health Services, the department and providers of primary healthcare – in planning for and delivering health services
- To cooperate with local primary healthcare organisations
- To arrange for the provision of health services to public patients in private health facilities
- To manage the performance of MNHHS against the performance measures stated in the Service Agreement
- To provide performance data and other data to the Department of Health Chief Executive
- To consult with health professionals working in MNHHS, health consumers and members of the community about the provision of health services.

MNHHS Clinical Service Profile

The clinical service profile within MNHHS ranges from tertiary and quaternary referral to general hospital and includes subacute as well as community based services. Major health specialties provided within MNHHS include Medicine, Surgery, Psychiatry, Oncology, Women's and Newborn, and Trauma Services. Sub-specialties include:

- Surgical: Burns, Cardiothoracic, ENT, Ophthalmology, General Surgery, Neurosurgery, Oral and Maxillofacial, Orthopaedic, Plastics and Reconstructive, Transplants (Heart and Lung), Vascular, Thoracic and Urology.
- Medical: Cardiology, Clinical Immunology and Allergies, Endocrinology, Gastroenterology and Hepatology, Dermatology, Geriatric Medicine, Infectious Diseases, Internal Medicine and Aged Care, Neurology, Pharmacy and Clinical Pharmacology, Nuclear Medicine, Paediatrics, QLD PET Service, Renal Medicine, Rheumatology, Thoracic Medicine, and Palliative Care Services.
- Women's and Newborn: Gynaecology, Maternity Services, Paediatric Services, Neonatology, Neonatal Intensive Care Unit, Special Care Nursery, Fetal Diagnosis and Treatment, Breast Health, Maternal Fetal Medicine, Gynaecological Oncology, and Neonate Retrieval Service for Northern NSW and Pacific Rim.
- Cancer Care: Radiation Oncology, Medical Oncology and Bone Marrow Transplant/Haematology.
- Critical Care: Emergency Medicine, Intensive Care Medicine, and the Multidisciplinary Pain Centre.
- Subacute Services: Palliative Care, Rehabilitation, Transition Care, Hospital in the Home, Residential Aged Care, Psychogeriatric, Geriatric Evaluation and Management, Acquired Brain Injury, Intellectual and Physical Disability, Sexual Health, and HIV Services.
- Mental Health Services: Perinatal, Child and Adolescent Psychiatry, Alcohol, Tobacco and Other Drug Services, Community Forensic Mental Health Services, Geriatric Psychiatry, and Community Mental Health Services.
- Oral Health Services: General Practice Oral Health, Child and Adult Specialist Oral Health Services.



Royal Brisbane and Women's Hospital (RBWH) Mental Health Nursing Director, Lisa Fawcett, receives the Mental Health Nurse of the Year 2014.

NURSE CHAMPIONS MENTAL HEALTH

Royal Brisbane and Women's Hospital (RBWH) Mental Health Nursing Director, Lisa Fawcett, was honoured by the Australian College of Mental Health Nurses (ACMHN) as the Mental Health Nurse of the Year 2014.

Lisa has worked tirelessly to build an engaged mental health nursing workforce with a focus on highlighting the professional skills and motivations for working with consumers towards recovery.

"It is a privilege to maintain a career in the specialty of mental health. As nurses, one of our fundamental responsibilities is advocacy for people with mental health issues and their carers," Lisa said.

"The mental health community deserves the best care that we, as individuals and teams, can deliver," she said.

ACMHN President Professor Wendy Cross said Lisa leads by example, particularly in regard to her strong consumer focus.

"Her efforts have led to better outcomes for consumers, and greater job satisfaction among her staff," Professor Cross said.