



Health Service Strategy

2015-2020

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Interpreter Services Statement



Metro North Hospital and Health Service is committed to providing accessible services to the community from culturally and linguistically diverse backgrounds.

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Foreword from the Board Chair

People at the heart of everything we do



Dr Robert Stable AM

Chair, Metro North
Hospital and Health Board

As the largest Hospital and Health Service in the country, we play an important role in our health care system. We deliver responsive, integrated, high quality health services to people from the north of the Brisbane River to the north of Kilcoy. We also deliver many highly specialised services to people across Queensland and in Northern New South Wales.

We are committed to providing innovative, high quality and compassionate health care that responds to the needs of our community, yet we face many challenges.

A growing number of people in our catchment are living with chronic disease. Our communities are aging, more and more people are affected by mental health issues, and the demand for children's health services is growing.

The Health Service Strategy 2015-2020 is an important step towards a healthier future. It identifies the key priority areas we must focus on over the next five years to improve health outcomes for our patients, their families and our communities.

Importantly, the Strategy recognises the value of connected care. We know that health outcomes can only improve when we work together across the system to provide seamless, person-centred care across different health settings. Through collaboration with community and healthcare partners, our focus will always be on the people we care for and their journey to better health.

This strategy has been developed with our clinicians, staff, community and healthcare partners. It included rigorous analysis, consultation and assessment of the healthcare needs of our community. Many people were involved and, on behalf of the Board, I thank everyone who has contributed to helping us make a real difference to shaping our services now and into the future.

A handwritten signature in blue ink, appearing to read 'Rob Stable', written in a cursive style.

Executive summary

Metro North Hospital and Health Service has developed the Health Service Strategy 2015-20 to address challenges it shares with other health services including the increasing demand for services, changing care needs, pressure on existing infrastructure and the need to maintain a skilled and committed workforce.

Metro North Hospital and Health Service has developed the Health Service Strategy 2015-20 to address challenges it shares with other health services including the increasing demand for services, changing care needs, pressure on existing infrastructure and the need to maintain a skilled and committed workforce.

The Strategy has a five year outlook and provides an overview of the health needs of the Metro North Hospital and Health Service population.

It also examines the factors that are likely to influence the design and delivery of healthcare services over the next five years to identify challenges and opportunities.

It presents priorities agreed by the Board in extensive consultation with clinicians and community partners and the strategies that will be progressed to address them.

The Strategy also recognises the need to transform Metro North Hospital and Health Service into an interconnected system that is better integrated, with less duplication. This will be done while still maintaining a focus on the priorities that will address the future needs of our patients, carers and communities.

The prioritised 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.

The development of the Health Service Strategy 2015-20 also identified strategies required to maintain strong service planning for the future. Strategies for Cancer Care Services, Cardiothoracic Services, Surgical Services, Medicine Services, Women's and Children's Services, Medical Imaging Services, Critical Care Services, Oral Health Services and Public Health Services are broadly summarised in this document.

A range of important enablers will support delivery against the Board's priorities and will be developed as the next steps to implement the strategy.

- Quality and Safety
- Research
- Information Communication Technology (ICT) and technological advancements
- Workforce
- Funding Models
- Built assets

The Health Service Strategy 2015-20 will be led by the Chief Executive and the Board.

Key priority areas

- 01 Increasing capacity for our services to support population growth**
- 02 Supporting mental health needs of our communities**
- 03 Supporting rehabilitation needs of our communities**
- 04 Other service priorities including:**
 - Children's Health Services
 - Stroke Services
 - State-wide and Regional Services
- 05 Work in partnership to better connect care across the system**

Introduction

The establishment of Metro North Hospital and Health Service as a statutory body in 2012 localised governance and decision making for its hospitals and services.



The Strategic Plan 2014-18 provides the foundation for the organisation's inaugural Health Service Strategy – the Health Service Strategy 2015-20.

The Health Service Strategy 2015-20 has a five year outlook and describes priorities agreed by the Board in extensive consultation with clinicians and community partners. This document outlines strategies for meeting demand over the next five years through the expansion of service capacity and the delivery of integrated care working in partnership with other providers.

This Strategy is the final iteration of a process that identified options with in principle agreement to progress to a business case stage for further analysis on feasibility and achievability.

The Strategy will be supported by the phased introduction of clinical streams, which support the goal of integrated care by grouping of services around common patient groups and pathways across the health service, crossing traditional hospital location boundaries.

The streams will work in close partnership and collaboration with our existing hospital networks and services.

The detailed options papers have been provided to the Executive Directors of Metro North Hospital and Health Service clinical streams and Executive Directors of Hospital who will take responsibility for analysis and implementation.

The process also identified strategies required to maintain strong service planning for the future. These strategies are broadly summarised within this document and are being considered by Executive Directors of clinical streams in parallel.



Context

Organisational overview

Metro North Hospital and Health Service is the public hospital and health service for the north side of Brisbane.

Our principal business is to provide acute care through teaching hospitals supported by complex ambulatory care and other community services which together are intended to provide a seamless journey for those patients who access our hospitals. Services are provided to patients throughout Queensland, northern New South Wales and the Northern Territory, incorporating all major health specialties including medicine, surgery, psychiatry, oncology, women's and newborn, trauma and more than 30 sub-specialties.

The Royal Brisbane and Women's Hospital and The Prince Charles Hospital are major tertiary referral hospitals that undertake significant teaching and research roles with linkages to major tertiary teaching institutions. Redcliffe and Caboolture Hospitals are also teaching hospitals that provide a range of general and specialist services to the local population of the Moreton Bay region. Kilcoy is a small rural Hospital providing emergency, general medicine and ambulatory care.

Mental Health, Oral Health, Subacute and Ambulatory Care services are provided from many sites across the Metro North Hospital and Health Service including hospitals, community health centres, residential care facilities and mobile service teams.



Population overview

Metro North Hospital and Health Service catchment population covers the community from north of the Brisbane River to north of Kilcoy, an area of 4,154 square kilometres or just 0.2 per cent of the total area of Queensland and represents approximately 20 per cent of the Queensland population.

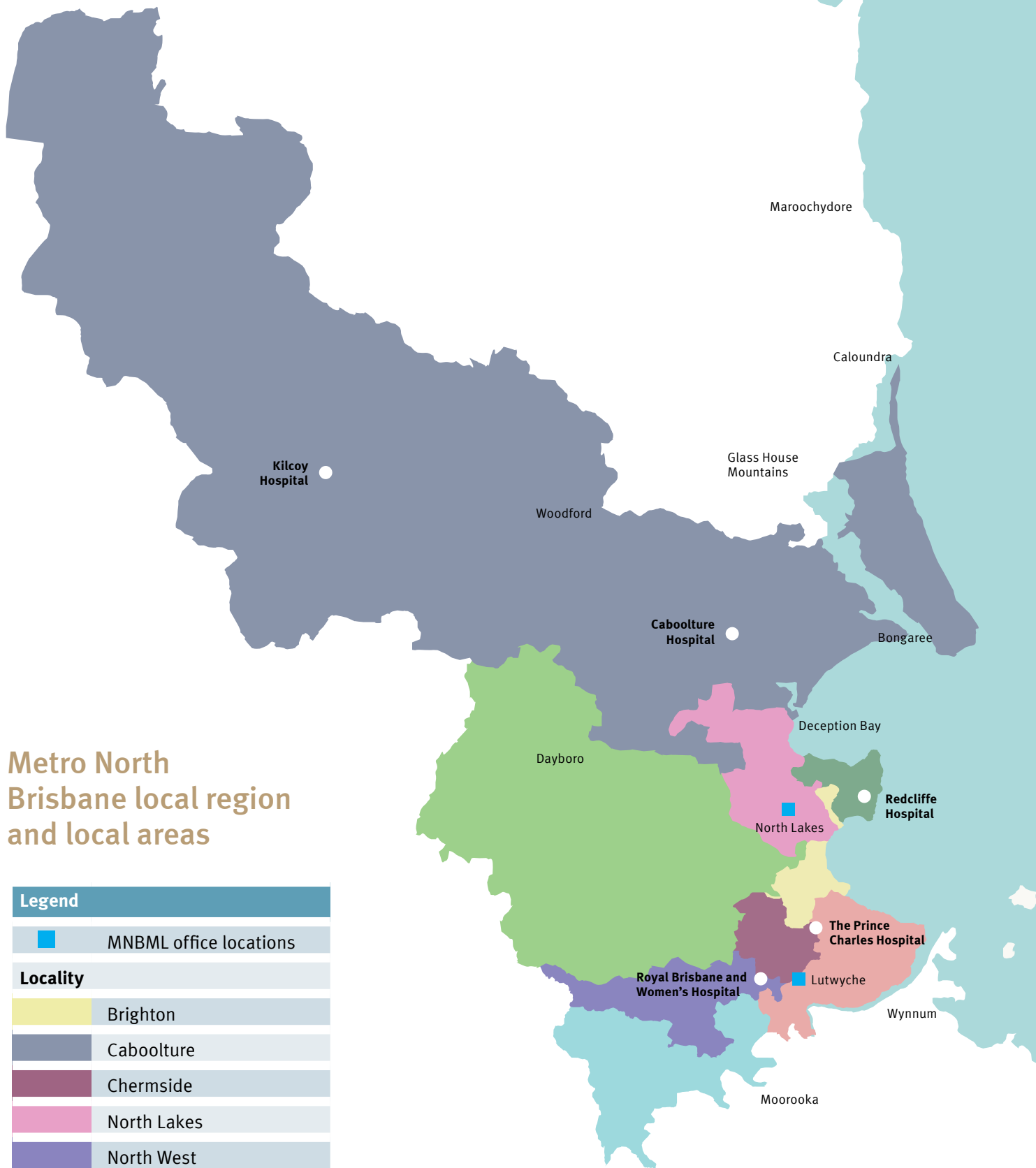
The resident population of MNHHS according to the 2011 Census was 890,206 people. It is projected to increase by 28 per cent to 1,141,792 (additional 251,586 people) by 2026.

Between 2011 and 2026, the population numbers for each Metro North Hospital and Health Service local planning area (LPA) is represented below.







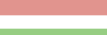



MNHHS local planning area population growth

LPA	2011 population	2026 projection	Change (%)	Change (No.)	% of MNHHS total pop 2026
Brighton	54,772	64,561	18%	9,789	6%
Caboolture	128,475	199,531	55%	71,056	17%
Chermside	99,131	117,779	19%	18,648	10%
North Lakes	88,643	142,654	61%	54,011	12%
North West	72,248	84,778	17%	12,530	7%
Nundah	134,093	179,483	34%	45,390	16%
Pine Rivers	119,938	140,646	17%	20,708	12%
Redcliffe	58,001	65,612	13%	7,611	6%
Toowong	134,905	146,748	9%	11,843	13%
Total	890,206	1,141,792		251,586	99%*

*Rounding variability



Metro North Brisbane local region and local areas

Legend	
	MNBML office locations
Locality	
	Brighton
	Caboolture
	Chermside
	North Lakes
	North West
	Nundah
	Pine Rivers
	Redcliffe
	Toowong

Trends

More children aged 0-14 years

2026
210,198
2011
166,331
up by
26%

Most patients 65+

Represent
83%
of public and private
hospital admissions over the
last three years

More people aged 70+ years

2026
136,708
2011
74,704
up by
83%

Public hospital use

42% total separations for
15 years and over
26% total separations
0-14 years

Private hospital use

54.1% total separations
Highest of these in Toowong LPA – **80.6%**
Lowest of these in Caboolture LPA – **38.3%**

Other public health service use

The largest public outflows of residents aged 15 years and over was to facilities in the **Metro South Hospital and Health Service (4.3%)**. **Children's Health Service** provided **58.3%** of separations for residents aged 0-14 years.

Strategy principles

The principles that underpin the Health Service Strategy 2015-20 were developed in partnership with clinicians and community partners. Some of these principles are clinician identified and some are community identified. Most are common to both groups.

- Enable equity of access and outcome irrespective of location and particularly for hard to reach populations and those with special health needs
- Strive to provide care with the best possible patient experience
- Put patients, carers and families at the centre of their care
- Provide care that is coordinated, integrated and maximises continuity
- Connect Metro North Hospital and Health Service with the wider care provider system so that people can access the right care provider, at the right time and in the right place
- Standardise the patient journey/ approach (pathways, processes) but tailor to meet the common needs of patient groups
- Provide services locally where appropriate and possible
- Be evidenced-based and when there is limited evidence invest in innovation that is evaluated and measured with clear objectives for delivering defined patient benefits and outcomes
- Form meaningful partnerships to support innovation
- Engage with communities and seek input into service design so that future services continue to meet expectations
- Ensure engagement gives everyone an opportunity for an equal voice including those who feel powerless and vulnerable when seeking care
- Assist those accessing services to understand and act on information they are given to help them improve their health
- Be one Metro North Hospital and Health Service, with multiple hospitals working towards the one goal of high quality, integrated and compassionate care for our patients.

Meaningful partnerships are vital to these principles and Metro North Hospital and Health Service remains committed to forming these partnerships.



Challenges and opportunities

Factors likely to influence the design and delivery of healthcare services in Metro North Hospital and Health Service over the next five years:

- The need to respond to demand outside the catchment to provide care for a significant number of Queenslanders as a provider of specialised tertiary services
- The following key Commonwealth policy directions:
 - » The National Disability Insurance Scheme (NDIS) will be progressively rolled out in Queensland from July 2016. Strong relationships and collaborations with community partners will be required to develop solutions for patients with a disability and their families should gaps exist in funding through NDIS or other government services.
 - » The introduction of the Primary Healthcare Networks (PHNs) in July 2015.

Working with communities, patients and carers

In partnership with the Metro North Hospital and Health Service Community Board Advisory Group (CBAG) and Metro North Brisbane Medicare Local, approximately 125 community sector organisations including consumer advocacy groups were invited to contribute to the Strategy.

Metro North Hospital and Health Service is committed to continuing to work with patients, carers and community partners throughout the implementation of this Strategy.

This will support investment in new models of interconnected person-centred care, which will be developed and evaluated in partnership with consumers, carers, communities and other care partners.



» The recent shift in the commonwealth commitment to activity based funding (ABF) may reduce funding particularly from 2017/18 onwards. Plans are in place to monitor and respond to external funding environments (State and Commonwealth levels) to position the Hospital and Health Service to benefit from external funding mechanisms and continue to improve internal procurement models.

- The opening of the Sunshine Coast Public University Hospital in late 2016 and the opening of the Lady Cilento Children’s Hospital in late 2014.
- The introduction of market based policies to increase productivity and contestability, with an emphasis on economic sustainability and greater involvement of the private sector in major projects and service delivery.
- The need to adapt to payment and funding models for the new economic environment with initiatives such as co-payments, new insurance products and a more dynamic provider market.
- Technology and social media will provide an agile and immediate ability to communicate and share information.
- Consumers and the community will have access to increased online knowledge resulting in more informed patients.
- The population will grow, life expectancy will increase and older people living longer with a chronic illness will result in an increased need for health services.
- The northern area of Metro North Hospital and Health Service will grow faster due to increased availability of affordable housing and inflows of retirees.



The Redcliffe and Caboolture local areas have the greatest socio-economic disadvantage and access to healthcare is not equal for all residents. At present there is a mismatch between resources and service demand between the northern and southern sectors of Metro North Hospital and Health Service.

- Clinical research will remain a priority in an increasingly competitive environment

resulting in a need for greater collaboration and demonstrated alignment to improve patient experience and outcomes.

- The health system will be expected to become more productive and efficient at a time when workforce must also respond to the need for increased specialised knowledge and ability to work across disciplines and care settings.

Issues

- Population increasing in relatively disadvantaged northern sector
- Inequity of access to services
- Mismatch of resources between current services and areas of growth and need
- Ageing population
- The increasing burden of chronic disease
- Increasing competition for health care workers - particularly as new hospitals open
- Potential for inconsistency of quality of services
- Inability to rapidly adopt and fund new expensive technologies; and treatments and rising costs of healthcare.

Opportunities

- Health reform and localised governance and decision making provides an opportunity to design and deliver services to best meet the needs of our communities
- Alignment to The Blueprint for Better Healthcare in Queensland 2013 and the Queensland Plan released in 2014.
- Commonwealth agenda ‘closing the gap’ aligns to our commitment to the Metro North Aboriginal and Torres Strait Islander communities
- Ability to align services across hospital boundaries
- Ability to drive quality, safety and efficiency improvement through clinical streams in partnership with hospital networks.
- Ability to ensure communities, consumers and clinicians are central to health service planning, design, delivery and evaluation.

Prioritised strategies

Many strategic and operational service delivery options were identified during the extensive engagement process that was used to develop the Health Service Strategy 2015-20. All options were considered for inclusion.

Many strategic and operational service delivery options were identified during the extensive engagement process that was used to develop the Health Service Strategy 2015-20. All options were considered for inclusion.

Prioritised strategies were endorsed by the Board following a rigorous process that included risk assessment to enable each strategy option to be considered in the context of barriers and dependencies for successful implementation.

The need to continue to plan, develop and provide services across all clinical areas including those not specifically prioritised was recognised. Strategy options for each clinical stream have been summarised in this document and will be considered by the Executive Directors for implementation to support strong service planning for the future. All operational strategies identified during strategy development will also be progressed by Executive Directors.

Prioritised strategies have two major complementary focus areas. Firstly, to expand Metro North Hospital and Health Service services to respond to growth in demand. Secondly, to work in partnership to better integrate and connect care across all providers with patient empowerment at the centre.

01

Increasing capacity for our services to support population growth

What our data tells us

- The highest population growth in Metro North Hospital and Health Service will be in Caboolture and North Lakes region. Caboolture LPA will experience a 55 per cent increase from 2011 – 2026 (additional 71,056 people) and North Lakes LPA will increase by 61 per cent (additional 54,011 people)
- The southern sector of MNHHS will also experience growth in population (528 788 people by 2026 – increase of 88,411 people)
- Our data also tells us that the two areas of greater disadvantage across the Metro North Hospital and Health Service region are Redcliffe local area and Caboolture local area.
- Residents of Caboolture have the lowest percentage use of private hospitals (38.3 per cent) versus the highest percentage use of private hospitals in Toowong (80.6 per cent).

What we know from experience

- Current infrastructure at Caboolture Hospital is at capacity
- Patients and communities have expectations of high quality care provided in local hospitals
- Sometimes people in the Caboolture and surrounding area choose not to or are unable to travel to Royal Brisbane and Women's Hospital and The Prince Charles Hospital and do not receive specialised care
- The workforce profile at Caboolture and Redcliffe will need to change to respond to the planned service changes.



What we will do

- Invest in acute inpatient and outpatient services at Caboolture Hospital supported by a combined team from all the hospitals in Metro North Hospital and Health Service
- An Intensive Care service at Caboolture would be the first step to growing other services
- Invest in acute inpatient and outpatient services at Redcliffe Hospital supported by a combined team from all hospitals in Metro North Hospital and Health Service

- Invest in selected services in the southern sector of Metro North Hospital and Health Service to support specialised services at Royal Brisbane and Women's Hospital and The Prince Charles Hospital.

To support patients, carers and communities in receiving care at the right place, at the right time we will:

- Develop a transport system to move our sickest patients as quickly as possible between our hospitals

- Develop a transport system for patients who may have hospital appointments or require low level care at hospitals outside of their local area
- Explore opportunities with other providers to co-design and implement innovative models of integrated care to improve health outcomes.

The strategies outlined above will assist with service demand over the next five years. During this time planning to increase physical capacity will commence.





02

Supporting the mental health needs of our communities

What our data tells us

- It is estimated that 16.6 per cent of the Queensland population is affected by mental disorders in any one year (excluding dementia and alcohol and drug-related disorders, except where co-existing with another mental disorder). The figure rises to about 22 per cent when alcohol and drug-related conditions are included.

What we know from experience

- People with mental health issues in Metro North Hospital and Health Service do not always experience coordinated care when needed
- Some patients are either admitted to our hospitals or remain in our hospitals when they could be better supported in a less restrictive environment in the community
- Effective coordination of services are required for

people with comorbid mental health and alcohol and drug issues as well as for those who experience comorbid physical health issues.

What we will do

To improve the quality of life from child to youth to adult Metro North will:

- elevate the focus on physical health, psychological and social wellbeing to support consumers and carers in their recovery journey
- work with partners to increase and facilitate access to a broader range of whole of life services, including accommodation, alternatives to hospital admission and the provision of meaningful vocational opportunities
- be leaders in quality health care and service activities by delivering extensive and inclusive education, training and research programs

to provide best practice professional and clinical standards to our community

- Integrate inpatient and community alcohol and other drug services with unification of clinical and operational governance structures underpinned by robust performance, quality and safety principles.

To increase focus on more innovative and patient centred models of care for consumers with a mental health diagnosis and increase capacity in areas of highest demand we will:

- Aim to provide an alternative to hospital admission and support the recovery of consumers with a mental health diagnosis in the community through a Step-up/ Step-down model of care

- Develop a centralised mental health triage service to provide a single point of access for consumers, carers, families and the community
- Invest in a Police, Ambulance and Clinical Early Response (PACER) Model at Caboolture and Redcliffe Hospitals to build on existing relationships and provide an appropriate response for persons who may be at risk/ in crisis
- Invest in a ‘mother and baby’ inpatient model for mothers with perinatal mental health issues.

To provide the right care, in the right place at the right time we will work with internal and external partners to:

- Expand community based services, particularly in the Redcliffe and Caboolture areas, where resourcing is needed to meet growing local demands
- Collaborate with subacute services in Metro North to develop and implement a model of service and associated inpatient services that meets the needs of older persons with a mental illness who have sub-acute care needs

- Influence the Department of Health to reallocate governance of Child and Youth Mental Health Services to Metro North Hospital and Health Service Mental Health Services to provide seamless child and youth mental health services
- Strengthen community resources, particularly in the northern sector, to improve service responsiveness to people with alcohol and drug related disorders.

03

Supporting the rehabilitation needs of our communities

What our data tells us

- With the predicted increase in our population, there will be a shortfall in our rehabilitation services.

What the best evidence has proven

- Receiving rehabilitation services at the right time and for the right period of time leads to better patient outcomes.

What we will do

To improve service delivery of highly specialised rehabilitation services for local patients and the broader Queensland community we will:

- Develop highly specialised (level 5/6), Multi-Specialty Rehabilitation Unit at Royal Brisbane and Women’s Hospital to service the Metro North Hospital and Health Service

catchment and the state (burns, acute brain injury, complex strokes, tracheostomy patients, acute spinal).

We will transfer Geriatric Assessment and Rehabilitation Unit to the Royal Brisbane and Women’s Hospital campus.

- Develop an Academic Education and Research Centre with key partners to progress centre of excellence around care for the military personnel, State government employees, elderly people and those requiring rehabilitation
- Form and continue formal partnerships with the Australian Defence Force, State Government Agencies (Police, Ambulance etc), universities and other industry partners to support research, funding and sustainability

To assist people access general rehabilitation services in the most convenient location we will:

- Support the complete rehabilitation journey for transition of patients from specialist services to community based rehabilitation by:
 - » Increasing rehabilitation capacity at The Prince Charles Hospital.
 - » Developing general rehabilitation services at Caboolture Hospital.
- Establish strong partnerships with NGO providers which may enable them to access National Disability Insurance Scheme funding to manage longer term or less complex rehabilitation patients.



04

Other service priorities

Children's Health Services

Children's Health Queensland has overall responsibility for child and youth services in Metro North Hospital and Health Service.

To continue to meet the community's high expectations for the quality and timeliness of care for children and youth we will:

- Strategically partner with and influence Children's Health Queensland to provide services in Metro North Hospital and Health Service where possible.
- Develop an immediate plan with Children's Health Queensland for children's services including:
 - » Emergency department children attendances
 - » High-volume non-complex surgery namely orthopaedics, ear nose and throat and general surgery using an outreach service model.

- We will work with Children's Health Queensland and the community to:
 - » Transition adolescents to adult services (specifically; cochlear Implants, clinical immunology and allergy and rare diseases services provided by general physicians)
 - » Invest in children's eye services (paediatric ophthalmology) at Redcliffe and Caboolture Hospitals.

Stroke Services

To make sure people who have had a stroke receive care on time and at the right place we will:

- Develop a system for providing comprehensive Stroke Services using a combined multidisciplinary team approach across all Metro North Hospital and Health Service hospitals.

This will be supported by current standardised, funded data collection that is linked to evidence-based improvement.

Statewide and regional services

Metro North Hospital and Health Service provides statewide and regional specialist services for complex care patients from across Queensland as well as northern New South Wales.

To continue to meet the state's needs, provide high-quality experiences and to advance our vision to be one of the best academic and care delivery organisations in the world we will:

- Partner and work with the Department of Health and other Hospital and Health Services to continue to serve the broader community.

- Influence the Department of Health to consider service demand, growth and evidence to fund Metro North Hospital and Health Service to develop statewide and regional services. These clinical areas include:
 - » Mental Health to provide statewide specialist services and oral health services to provide statewide oral health radiology services
 - » Genetic Service to provide the comprehensive genetics service (disease specific clinics, counselling, telehealth and outreach clinics) to meet the demand and to alleviate the risk of genetic testing being provided without counselling
 - » Statewide Aneurysm Surgery Service
 - » Other services including cancer care services and burns services
 - » Cardiac Obstetric Service.
- Influence the Department of Health to consider service demand, growth and evidence to:
 - » Support the development of Brain Injury Rehabilitation Services at the Brighton Health Campus
 - » Invest in the commencement of a Statewide Epilepsy Service at Royal Brisbane and Women's Hospital
 - » Explore the development of a second Statewide Living Donor Kidney service in Metro North Hospital and Health Service
 - » Develop a Satellite Centre at Townsville for medium to low acuity burns patients
 - » Commit to the development and implementation of a statewide plan for Adult Cystic Fibrosis Services.
- To support our local and regional community together with other Hospital and Health Services we will:
 - » Invest in a research and training institute for the burns and trauma services
 - » Enhance the military partnership between Metro North Hospital and Health Service and the Australian Defence Force
 - » Invest in providing Intensive Care Unit telemedicine services to other regional centres as well as investment for services within Metro North Hospital and Health Service
 - » Invest in maxillo-facial outreach services to regional centres, commencing with outpatient services at Rockhampton, Sunshine Coast, Bundaberg and Hervey Bay.



With demand growing and care needs changing, there is an increased need to adopt innovative care models that are safer, less costly and more acceptable to the people and communities we serve. As part of the wider care provider system, Metro North Hospital and Health Service is committed to working with service delivery partners to help bring about a more patient centred and integrated health system that is responsive particularly to the health needs of people with long term conditions.

Through partnerships, Metro North Hospital and Health Service's goal is to provide and support care that is well connected, coordinated across different providers and provided in the most appropriate setting. The expected results are:

- Improved patient and carer experience of the total health care system

- Improved timely access to the right care at the right time in the right place
- Shared access to diagnostic tests and results, thereby reducing duplication and waste
- Improved health outcomes and high quality of life
- Improved system efficiency and better use of resources
- Expanded research and educational opportunities.

What our patients and community tell us

- Patients should be the drivers of their own care supported by their carers and a connected care and service system
- If possible, patients would rather be treated close to home
- Communities understand that some specialist services are best provided in large hospitals as they are the best equipped to manage complex care.

What the best evidence has proven

- Better patient outcomes and positive experiences are associated with integrated care
- Timely communication and hand-over of critical information between health care providers, both within and across primary and acute care settings, enables care outcomes to be optimised and risk reduced.

What we know from experience

- The cost of health care is rising at a rate in excess of any health funder's ability to respond and we cannot afford to continue delivering care in the way we do at present, given the population growth, ageing of the population and increases in chronic conditions





- Some patients who are currently managed in the acute care setting could be managed in the community more efficiently resulting in better health outcomes and experiences of the health system
- A number of patients are presenting to Emergency Departments when they could be managed by services available outside of hospitals
- Our current systems are insufficient to support seamless transfer of patients between sectors.

What we will do

- We will work with our partners in primary care to project population demand and jointly develop and identify sustainable funding for alternative care models. These models will be designed to reduce the need for unnecessary hospital services and to enable patients to be cared for by their GPs, within their communities and homes, wherever possible.
- We will identify services that are presently provided in hospital setting but which could be delivered through innovative models based in the community or using technology.
- We will collaborate with our partners to influence funding and investment models that enable better care in the most appropriate setting and provide the best use of total health resource.
- We will work collaboratively to design care pathways that meet individuals' needs and preferences and improve our patients and carer experience and outcomes. Together we will develop shared understanding of the roles of all providers before and after an acute care episode. Specifically we will develop sound handover processes and methods for sharing information. We will work to increase the health literacy of patients, carers and communities so that they understand and can act on information they are given to help them improve their health and quality of life.
- With a better connected system, together we will invest in addressing the challenges associated with growth in the ageing population, obesity, increased prevalence of chronic diseases, palliative care and a large population requiring end of life care.
- We will improve end of life care literacy and knowledge and respect people's needs and choices. We will support and encourage end of life care planning.
- With this whole of care system approach we will seek opportunities for education of our workforce to improve our flexibility and understanding of working across the different sectors. We will also undertake research to achieve improved outcomes and experience across the total health care delivery system for all.

Strong service planning for the future

The development of the Health Service Strategy 2015-20 identified strategies required to maintain strong service planning for the future as well as a large number of operational strategies. These strategies will provide a foundation for service planning and are broadly summarised here. Metro North Hospital and Health Service Executive Group will continue to progress service planning, design and delivery of these services.



Cancer Care Services

Cancer Care Services will continue to focus on delivering a service of excellence.

Over the next five years services will work towards supporting growth in the northern sector with particular focus on safe and sustainable services at Redcliffe and North Lakes Community Health Centre and the introduction of new services at Caboolture.

Investment in innovative models of care that build Multidisciplinary Team (MDT) approaches both within and outside hospitals will continue. As the incidence of cancer continues to grow in the community, Cancer Care Services will support the implementation of the Statewide Cancer Plan, particularly in the provision of statewide services such as bone marrow transplant.

Cardiothoracic Services

With a long-standing reputation of delivering excellence in health care, Metro North Hospital and Health Service Cardiothoracic Services is the premier service in Queensland and northern New South Wales.

Through its tertiary hospitals Metro North Hospital and Health Service provides services for heart and lung transplantation, adult cystic fibrosis, adult congenital heart disease advanced heart failure percutaneous valve therapies, cardiac genetics and complex cardiac care.

Over the next five years, Cardiothoracic Services will enhance the provision of safe and sustainable services at all MNHHS hospitals.

In addition to excellence in patient care, the heart and lung service highest priorities are research, education and training with an emphasis on world leading innovations in technology, care models and health outcomes. Strategies include:

- Preserving above all our unwavering commitment to patients and their families to ensure that we provide clinical care of the highest quality
- Expanding the profile and volume of international research and leading edge services through collaboration with our national and international partners
- Enhance partnerships in Brisbane, Queensland and Australia with other health care providers within government and in private industry.



Women's and Children's Services

To enable the continued provision of safe and high quality maternity and midwifery services Women's and Children's Services will continue to provide services at Redcliffe, Caboolture and the Royal Brisbane and Women's Hospitals. Strategies, identified with community partners, will support services for families requiring maternity, post and antenatal services to meet significant population growth prediction in births over the next five years. These are:

- Credentialing Medicare eligible midwives to provide intrapartum care at all birthing facilities
- Addressing perinatal mental health as a priority (as mentioned in the mental health priority).

Critical Care Services

Emergency medicine will need to continue at all four major hospitals however to meet predicted demand there will need to be a focus on increased capacity at Caboolture Hospital and The Prince Charles Hospital.

To support timely access to hospitals and Emergency Departments, Critical Care Services will implement whole of hospital strategies for emergency access, including flexible acute admissions units and transit lounges.

Intensive care services will not only work to expand capacity and capability at Caboolture and Redcliffe Hospitals but will also adopt a comprehensive critical care model which will provide an outreach of intensive care services to review discharged patients to prevent Intensive Care Unit (ICU) readmission and pre-empt critical care needs for patients outside of ICU to avoid ICU admissions.

Access to Critical Care Services will be improved by a road-based critical care transfer system that is supported by both emergency medicine and intensive care services.



Medicine Services

In addition to progressing prioritised strategies associated with core service delivery Medicine Services will focus on innovative models of care and end of life care and care for elderly patients. For the Medicine sub specialty services, the emphasis will be on delivering care closer to home with improved access in the northern sector and the sustainability of services in the southern sector.



Oral Health Services

Oral Health Services will look to embed and enhance its role as a Statewide provider of specialist Oral Health care. It will support the provision of oral health services to the Metro North Hospital and Health Service community by developing models of care for patients with special needs and multi-chair surgeries via a hub and spoke model.



Medical Imaging Services

The strategic intent of the Medical Imaging Services is to tailor the design and delivery of medical imaging services to local needs through partnerships with other clinical services and streams. These partnerships will allow for medical imaging services to be responsive to the needs of the services and communities within a sustainable model.



Public Health Services

The Metro North Hospital and Health Service Public Health Unit will continue to focus on protecting health, preventing disease, illness and injury; at a population or whole of community level primarily through the provision of communicable disease control, environmental health and immunisation programs. The Public Health Unit will also strengthen its role in contributing to local, regional, state, national and international incident and disaster responses.



Surgical Services

In addition to progressing prioritised strategies, Surgical Services will work towards implementing a whole of Metro North Hospital and Health Service system approach for the delivery of services. This approach will be supported by increased capacity and capability at Redcliffe, Caboolture and The Prince Charles Hospitals to provide care for patients requiring medium to complex surgical services and the concentration of highly complex surgery at Royal Brisbane and Women's Hospital.

The system will be supported by developing a data reporting system and by Multidisciplinary Teams.

Surgical subspecialty services will be supported by the provision of outpatient services in the northern sector and the sustainability of services at Royal Brisbane and Women's Hospital and The Prince Charles Hospital will be enhanced. Collaborative workforce models will be developed to enable expertise to be shared across Metro North Hospital and Health Service.

Enabling elements

01

Workforce

The workforce is the organisation's most valuable asset. The goal of the workforce strategy is to shape resource and sustain a high performing and capable workforce to ensure successful execution of strategic priorities.

To achieve this goal, the following strategies will be implemented:

- Improve our ability to plan for the future through the attraction and retention of a skilled workforce with a focus on roles that are critical to delivering patient care
- Improve workforce engagement and job satisfaction to improve business performance and reduce the cost of absenteeism
- Identify and respond to the training and education needs of workforce
- MNHHS will continue to be a major provider of teaching and education to the future undergraduate and postgraduate clinical workforce in partnership with the universities
- Continue to provide high quality education to our clinical workforce through partnerships and association with medical institutions and universities
- Invest, innovate and plan for the future by providing development opportunities for employees to meet identified gaps between demand and supply for staff numbers, job roles and skills – and the resultant degree of risk to managing patient care
- Understand the current skills within the business to better utilise existing resources to their full capacity. Identify and retain key labour for the future ensuring a sustainable, flexible and diverse workforce to deliver health services focused on patients and people.

02

Research

Metro North Hospital and Health Service will enhance its research capability to further strengthen the organisation's position as a world class provider of healthcare and attract and retain highly competent clinicians and leaders from around the world.

Areas for investment and improvement include:

- Supporting active researchers with their application process and removing duplication of efforts and bureaucracy. One million dollars has been allocated in 2014/15 to bring about system improvements and leverage opportunities for innovative research with our university partners and industry investors
- Develop a research institute or academic centre of excellence to support research, training and quality initiatives including:
 - » benchmarking with peer comparators
 - » a marketing team to build the brand of Metro North Hospital and Health Service and to support publication of research
 - » exploring and supporting Public/Private Partnership
- Invest in development of a learning culture including leadership models
- Encourage and support research across all disciplines
- Assess and evaluate clinical and organisational redesign initiatives with consumer and community involvement.

In addition, the recent commencement of the Brisbane Diamantina Health Partnership will provide Metro North Hospital and Health Service with an opportunity to progress its research agenda at a Metropolitan Brisbane level. This partnership will include patient experience in its scope and will support the translation of research and clinical innovation into standard practice. The recognition of Metro North Hospital and Health Service as an Academic Health Sciences Centre will further ensure there is harmonisation of research-related governance and governance across institutions.

Metro North Hospital and Health Service has a Quality Improvement Strategy 2014 – 2019 to ensure patients receive the safest, highest, quality care possible.

Quality and Safety initiatives also actively support patients/ consumers and carers to participate in the improvement of the patient experience.

Specific strategies that will support the Health Service Strategy 2015-20 are:

- Complex procedures will be concentrated at high volume centres to ensure best patient outcomes as supported by evidence. Within this consideration specific attention will be given to:

- » Local access to services where possible
- » Achieving a case mix at each facility that ensures retention of staff skills and interests, overall efficiency in service delivery, a commitment to teaching and training requirements and a reasonable mix of low acuity and complex work.

Key enablers for all levels of surgery:

- The Central Patient Intake (CPI) model will support criteria based on triaging and case allocation for surgical patients
 - » Triaging will be undertaken by clinicians across Metro North Hospital and Health Service

to support the correct levels of surgery being performed in the most appropriate hospital based on the above strategies

- General Surgery Services will be delivered via a Metro North Hospital and Health Service model of care and team.

The National Safety and Quality Health Service Standards and accreditation across Metro North Hospital and Health Service will be a key evidence based driver of quality and safety for the future.



04 Funding models

The goal of the funding and investment strategy is to provide our community with value from health services measured as reduced health inequality, improved health outcomes and the best use of resources.

The proposed objectives to support this goal include:

- Create confidence in the quality of services we provide by embracing a culture of accountability in our performance
- Ensure transparency and compliance with the principles and processes of funding and investment framework
- Design funding and investment models that reduce health inequality and improve health outcomes
- Ensure models of service delivery are economically viable and services are provided effectively and efficiently
- Develop innovative funding and investment models that incentivise integration and service coordination

- Adopt a strategic approach to evaluating current and future investment decisions.

To achieve these objectives the following strategies are being considered and will be workshopped with key partners and stakeholders:

- Monitor and respond to external funding environments (state and commonwealth) to best position Metro North in anticipation of any changed funding frameworks
- Develop and implement shadow funding models to anticipate, analyse and model impacts from different funding frameworks and scenarios including population and equity based resource allocation approaches, service specific funding such as mental health, community and chronic disease funding models.
- Continue to develop internal procurement models to both ensure equity and allocation between facilities and geographic areas and efficiency of service delivery through continued refinement of activity based funding
- Work with our partners to co-design and implement innovative funding models that incentivise integrated care delivery in the most appropriate and cost effective care setting
- Adopt a value for money investment approach to assess cost effectiveness of all internal and external programs for both capital and recurrent funding
- Continue to refine and deploy Metro North Hospital and Health Service performance and accountability framework and strengthen governance across the full budget cycle to include approved budget and prioritisation processes, principles of procuring facility and clinical stream activity and compliance with board endorsed business case framework and benefits realisation assessments
- Development and maintenance of 5 year strategic and in year operational forecasts to monitor the sustainability of the health service.

The goal of the built asset strategy is to ensure our existing and future buildings and infrastructure are designed to meet the increased demand for services in a safe and sustainable manner and at the same time provide the adaptive agility to introduce new models of care and emerging technologies.

A further goal is identify partnering opportunities that allow greater integration and connected care so patients can be seen in the most appropriate care setting and one that offers them a positive care experience.

To achieve these goals the following strategies will be considered:

- Specific design for multi-disciplinary and ambulatory models of care

- Partnering with other organisations to co-locate services to improve convenience of access
- Considering the evidence of specialised and concentrated activity in dedicated clinical settings
- Actively managing asset productivity and efficiency
- Leveraging technology to improve asset functionality.
- A prioritised list for infrastructure funding to enable funding to be sought through the State Health Infrastructure Plan (SHIP). The SHIP will be used by government to determine the funding it needs to invest over the next ten years. Metro North Hospital and Health Service has identified Caboolture as the area which requires most investment

Specific strategies to support the Health Service Strategy 2015-20 are:

- A strategic review of current facilities with particular focus on their functionality, space utilisation and readiness to be able to respond to needs identified in the service plan. The outcome will be a comprehensive infrastructure plan and associated change implementation plan
- Develop a Total Asset Management Plan to capture the cost not only of any new capital builds (as part of the SHIP) but also the recurrent costs of keeping current buildings operational the next ten years to support optimal use and asset rationalisation where appropriate.





06

Information Communication Technology (ICT) and technological advancements

The Health Service Strategy 2015-20 will be supported by an Information Technology Strategy that will provide Metro North Hospital and Health Service with modern information systems that support patient centric care and excellent clinical outcomes.

Metro North Hospital and Health Service will invest in a governance system to maintain a watching brief on advances in care and systematically adopt endorsed technology and innovation underpinned by an appropriate funding mechanism.

	Information Technology Strategic Objective	Information Technology Strategy
Patients	Informing patient treatment	<ul style="list-style-type: none"> • Provide systems that support clinical excellence
	Informed patients and health care processes	<ul style="list-style-type: none"> • Provide information systems that support a patient centric service
Financial	IT supporting value in health services	<ul style="list-style-type: none"> • Leverage IT investments for returns • Introduce competitive tension in IT supply chain • Use fit for purpose technology and a single IT architecture
Services and risk	Innovative IT supporting improvements to health care	<ul style="list-style-type: none"> • Guided by health professionals, focus investment on improvement activities guided by health care professionals
	Reliable IT delivery	<ul style="list-style-type: none"> • Employ short change projects with tight scope • Implement base IT capabilities for contemporary health care
Workforce	Engaged and skilled IT professionals	<ul style="list-style-type: none"> • Set clear goals and staff development plans • Introduce external innovators
	IT professionals with relevant relationships	<ul style="list-style-type: none"> • Maintain formal and informal relationships with clinical and other stakeholders

What's next

- Assessment of feasibility and achievability of the identified strategies by clinical streams and hospital executives
- The development of models of care for the feasible strategies by clinical streams, hospital executives and community partners
- The development of enabler plans within the portfolios of Quality and Safety, Research, ICT Workforce, Finance and Infrastructure by the relevant portfolio leads in consultation with the clinical streams and hospital executives. The development of these plans will require collaboration between portfolios to assess the actions required
- Final step will be business case development for Board approval where appropriate
- Progress to implementation for approved strategies
- Incorporation into annual operational plan and monitored against milestones and KPI's
- Enhance engagement with patients, carers, clinicians, executives, community and partners.





