



Message from the Board Chair and Chief Executive

With more than one million people in our local catchment, Metro North Hospital and Health Service takes seriously its responsibilities as Australia's largest public health service. These responsibilities extend beyond the provision of good healthcare, and include healthcare that suits the individual needs of patients as best as possible.

Metro North demonstrated the commitment to providing healthcare that takes into account not only the clinical outcomes but also the personal goals of patients with the introduction of a value based healthcare unit. By adopting the value based healthcare model, it has provided the impetus for staff to work in partnership with the patient and their family to ask what they want from their treatment to ensure positive outcomes and experiences.

In the past year, Metro North staff have committed to demonstrating the organisation's values in the way they care for their patients and interact with colleagues through the Values in Action program, designed to make Metro North Australia's biggest, best and nicest health service. This program comprises six main bodies of work focused on how Metro North recruits, retains and develops the right people, supports staff wellbeing, creates a culture of safety and respect, and rewards, recognises and celebrates staff both formally and informally. Values in Action also reflects the dedication of the Clinical Councils to supporting staff.

A major component of this work is the values based recruitment model and the refresh of orientation processes for new staff. During the financial year, Metro North staff grew by 3.8 per cent to 18,935 people. This equates to a 4.1 per cent increase in full-time equivalent staff from 15,162 to 15,781.

During 2017-18, Metro North service volumes and coverage have continued to grow. The year saw 14,515 more admissions, and 8,218 more presentations at emergency departments. Staff cared for 2.4 per cent more acute patients and provided 4.1 per cent more outpatient care. In addition, Metro North continued to reduce the number of people waiting longer than clinically recommended for a specialist outpatient appointment by 10.5 per cent, from 7,225 to 6,463 at June 30.

To meet this demand, investment in care in 2017-18 was \$2.758 billion, up from \$2.580 billion the previous year. However, Metro North continued to operate well below the Queensland Efficient Price, resulting in delivering an efficiency dividend of \$204 million to the state funding pool. The service also finished the year with a modest surplus. During the year, staff worked closely with the Queensland Treasury Corporation to analyse current and forecast service demands, as well as where organisational efficiency can be improved.

“Our staff have committed to demonstrating our organisational values in the way we care for our patients and interact with colleagues through our Values in Action program, designed to make Metro North Australia’s biggest, best and nicest health service.”

Metro North plays a major role in leading the innovation of healthcare services for Queensland. During 2017-18, it played a key role in leading the replacement of the state’s health financing system, rolling out a new risk management system, implementing a new learning management system, supporting the selection of a new pathology system and a new practice management system, and preparatory work to roll out a new electronic patient medical system throughout the health service.

Partnerships like the Health Alliance with the Brisbane North PHN and the Community Board Advisory Group contribute to the excellence of the care provided. Metro North also works closely with the hospital foundations, which raise money for research and hospital improvements, and help manage volunteer helpers. Through these important partnerships, the community can be assured of seamless care that is responsive to their needs. Staff are committed to providing appropriate and accessible care for vulnerable people like those who are frail and elderly, people with mental health issues and disabilities, children, and people with socioeconomic disadvantage. Preparation for the National Disability Insurance Scheme continued throughout the year with training and resources available to staff across the health service. The successes of the partnerships include training for GPs to provide more treatment options for patients with breaks and sprains, a GP

with Special Interest headache clinic, and the Geriatric Outreach and Assessment Service at The Prince Charles Hospital.

In 2018, Metro North opened a new community based mental health facility which provides a step up, step down model. Nundah House provides an alternative to hospitalisation for people either completing or starting a course of treatment. Redcliffe Hospital completed the first stages of a redevelopment that will ensure it meets the future needs of the local community, including a new pathology laboratory. The redevelopment of Caboolture Hospital continued with construction completed on a new outpatient services building and 300-space car park. The \$1.1 billion Herston Quarter redevelopment continued including design and consultation for the new specialist public health facility.

Metro North strengthened its commitment to closing the health gap for Aboriginal and Torres Strait Islander people during the year with development of the first directorate Reconciliation Action Plan for Community, Indigenous and Subacute Services, in partnership with the local community. Additionally, six Indigenous school-based trainees were recruited for a two-year program, and work began on an Indigenous workforce strategy. The annual NAIDOC Week family fun day event at Caboolture was once again a strong community celebration.



Dr Robert Stable AM
Chair
Metro North Hospital and Health Board




Mr Shaun Drummond
Chief Executive
Metro North Hospital and Health Service

About our health service

Established on 1 July 2012 Metro North Hospital and Health Service (Metro North) 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 *Putting people first*



Strategic Plan


2016–2020 (revised 2017)

Foreword


This Strategic Plan outlines our future direction for the years to 2020, including our contribution to the Government's objectives for the community and *My health, Queensland's future: Advancing health 2026*.

Metro North Hospital and Health Service (MNHHS) will deliver responsive, integrated, connected and quality frontline services to strengthen the delivery of public health care for the people and communities we serve. Our services will be of high quality and support equity of access and health outcomes for all, particularly those who are most disadvantaged. Our definition of quality is founded on the individual person's experience with their care, and that of their family and support networks.

A focus on people will enable us to improve the patient experience, support and develop our staff and work with our partners to better connect care and improve outcomes.



Dr Robert Stable AM
Chair
Hospital and Health Board



Shaun Drummond
Acting Chief Executive
Hospital and Health Service


Vision


Changing the face of health care through compassion, commitment, innovation and connection.


Purpose


Create, connect and apply knowledge to deliver high quality health services.


Values


Respect


Teamwork


Compassion


High performance


Integrity

Opportunities


To optimise the potential of our people

To better connect care across the continuum

To increase our commitment to research

To adopt new technologies

To pursue new and renewed infrastructure



Metro North 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 newborns, trauma and more than 30 sub-specialties.

Vision

Changing the face of healthcare through compassion, commitment, innovation and connection.

OBJECTIVE 1



To always put people first.

OBJECTIVE 2



To improve health equity, access, quality, safety and health outcomes.

OBJECTIVE 3



To deliver value based health services through a culture of research, education, learning and innovation.

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IMPROVING HEALTH OUTCOMES



STREAMLINING CARE FOR CANCER PATIENTS

An Australian first multidisciplinary model is streamlining care for cancer patients at Royal Brisbane and Women's Hospital (RBWH).

Cancer Care Services introduced the Accountable Care Unit (ACU) model in December 2017. The model includes Structured Interdisciplinary Bedside Rounds (SIBR), which has been embraced by both staff and patients.

The SIBR model brings together all the clinicians involved in a patient's care for daily ward rounds, rather than each person visiting the patient separately. It gives patients the opportunity to ask questions and receive consistent information about their care.

RBWH Cancer Care was the first Australian hospital ward to introduce the ACU and SIBR model. Overseas, the model has been

consistently associated with improvements in clinical outcomes, costs, patient satisfaction, interdisciplinary collaboration, and staff morale.

Haematology Resident Medical Officer Dr Ross Lindell-Innes said at first he couldn't see how the round would fit into a busy ward, but now couldn't imagine the ward without it.

"The one thing I have loved about it is the multidisciplinary input. With SIBR everyone is there. It closes that communication loop really quickly and efficiently, every single day," Dr Lindell-Innes said.

Since the introduction of ACU, more than 1,400 Cancer Care patients have received the SIBR model of care during their stay at RBWH.

The successful program will now be introduced in other services, with Caboolture Hospital commencing ACU and SIBR in July 2018.

IMPROVING ACCESS



TELEPHONE NUTRITION SUPPORT FOR NEW MUMS



Nutritionists at Royal Brisbane and Women’s Hospital (RBWH) are providing support and advice to pregnant women over the phone.

Living Well During Pregnancy is a new program delivered by RBWH maternity dietitian Hilary Powlesland to help mums-to-be achieve a healthy pregnancy.

The program provides convenient tailored support, motivation and advice to help women eat well, keep active and achieve their lifestyle goals.

Ms Powlesland said the free program is for RBWH patients who are above a healthy weight at the start of pregnancy or who are gaining weight more quickly than recommended.

“A lot of these women are at an increased risk of high blood pressure, gestational diabetes and caesarean sections, so this program is designed to give women the support they need to achieve a healthy pregnancy and reduce these risks,” Ms Powlesland said.

“I understand just how challenging it can be trying to find time to make healthy meals and be active, while juggling a family, work and other commitments. By providing this service over the phone, we can talk to women from the comfort and privacy of their own home or workplace.”

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

- The Royal Brisbane and Women’s and The Prince Charles Hospitals, tertiary/quaternary referral facilities, providing advanced levels of healthcare which are highly specialised, such as heart and lung transplantation, genetic health and burns treatment.
- Redcliffe and Caboolture Hospitals, major community hospitals providing a comprehensive range of services across the care continuum.
- Kilcoy Hospital, 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.
- 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 healthcare simulation.

The Strategic Plan 2016–20 outlines how we will meet the needs of our growing population over the duration of the plan.



IMPROVING ACCESS



VITAL EXPANSION FOR NEORESQ SERVICE

Queensland's specialist neonatal retrieval service, NeoRESQ, has expanded its services with two additional clinical rooms and updated technology.

In the past 12 months, more than 470 babies requiring urgent care have been retrieved by NeoRESQ around the state.

Royal Brisbane and Women's Hospital (RBWH) Director of Neonatology Dr Pieter Koorts said he looked forward to the increasing support across regional and rural hospitals.

"Our team is very privileged to have been able to help so many parents and their babies with this service and we are thrilled to be able to help so many more," Dr Koorts said.

The expansion will also include a world class simulation centre that will use telehealth to assist patients in regional hospitals, where nearly 20 per cent of admissions come from.

This will enable NeoRESQ to support maternity departments in regional hospitals to determine the best method of care for premature babies, and aid in antenatal counselling. It will mean infants can receive care closer to home.

"At the end of the day, all we care about is saving little lives, and this is going to help us do just that," Dr Koorts said.

NeoRESQ is a collaboration between RBWH and the Mater Mother's Hospital, and was launched in 2015.





ROBOTIC TECHNOLOGY TO OPTIMISE MEDICATION MANAGEMENT

Robots are enabling safer, more effective and more efficient medication management across Metro North hospitals.

More than \$100 million worth of medications are supplied across Metro North hospitals and health services each year.

Director of Pharmacy at Royal Brisbane and Women's Hospital (RBWH) Associate Professor Ian Coombes said that managing medication inventory through robotics will bring a raft of benefits to patients' health outcomes as well as to the business of running a hospital.

"Medication management is complex and multifaceted and involves a number of different processes and people; for example, doctors, nurses and pharmacists, as well the patient themselves," Assoc Prof Coombes said.

"The reality of current processes is that pharmacists spend much of their time manually storing, distributing and dispensing medications. This reduces the time they can spend on more important and more complex aspects of their job, such as clinically assessing and optimising therapy, and advising patients on medicine use."

As part of Metro North's Electronic Medication Management Plan, Pyxis MedStations have been rolled out in Emergency Departments at Redcliffe, RBWH and The Prince Charles and Caboolture Hospitals.

"Using electronic systems to carry out medication storage and dispensing will reduce the time it takes between when the script is written and the delivery of medications to patients," Assoc Prof Coombes said.

Pyxis also provides additional security, with measures like fingerprint access and barcode scanning to track what is being used and where. It also reduces the



Pharmacist at The Prince Charles Hospital Meghan Winterflood trials the new Pyxis system in the Emergency Department.

risk of an unintended medication being accidentally picked up by only providing access to the medicine that has been pre-selected.

As part of Metro North's Electronic Medication Management plan, a pharmacy robot (CEDRIC) has been implemented in the Cancer Care pharmacy at RBWH to more safely and efficiently automatically pick and store medications. Another huge tandem robot is scheduled to go live in RBWH's main pharmacy in July 2018.

In addition to robotics, an Electronic Prescribing and Medication Administration system (MedChart) is being piloted in selected wards at Caboolture Hospital and RBWH to test the vision of achieving a complete cycle of medication management from prescribing to dispensing, to patient supply and administration.

The results of this proof of concept will be used to inform Metro North on the benefits and potential issues of deploying electronic prescribing more broadly across Metro North.

The rollout of these projects is a core component for Closed Loop Electronic Medication Management (CLEMM) and a fundamental building block for digital hospital readiness.

IMPROVING EQUITY



NGARRAMA FAMILY PROVIDES SUPPORT FOR NEW MUMS

A new service designed to support Aboriginal and Torres Strait Islander families during the first 1,000 days of a child's life has opened in Brisbane.

The Ngarrama Family service operates in conjunction with Ngarrama Maternity to help women and their families from pregnancy through to when a child turns two. It provides a culturally appropriate framework to assist with continuity of care.

The services are dependent on the family's needs with emphasis on assisting families transitioning to other service providers of choice within the community. In the first phase of roll out, Ngarrama Family accepts antenatal and post birth referrals



Ngarrama Social Worker Madeline Mitchell

from Redcliffe and Caboolture Ngarrama Maternity services. Royal Brisbane and Women's Hospital and other referral services in Metro North will follow.

The Ngarrama Family team is based at Aspley Community Health Centre and includes Indigenous health workers, child health nurses and social workers. The team also provides antenatal support for families requiring extra assistance during pregnancy.

DELIVERING FOR THE COMMUNITY

Metro North's strategic objectives contribute to the Queensland Government's objectives of *Keep Queensland Healthy* and *Give all our children a great start*.

Government priorities

Metro North is contributing to the following whole of government initiatives and national agreements:

My health, Queensland's future: Advancing health 2026

Metro North is continuing to improve services for our patients and families, optimising the potential of our people, being adaptable and responsive to change, embedding an organisational culture of ethical and fair decision making, better connecting care across the health continuum and across sectors, increasing our commitment to research, adopting new technologies, and pursuing new and renewed infrastructure.

Closing the Gap

Continuing to deliver health service initiatives and undertaking research which is contributing toward progress of the Council of Australian Governments (COAG) targets to close the gap in Aboriginal and Torres Strait Islander life expectancy by 2031, and to halve the gap in child mortality by 2018.

Advancing Our Cities and Regions Strategy

Construction commenced on a state of the art public health facility as part of the \$1.1B Herston Quarter redevelopment. The new centre will deliver 184 beds to provide specialist, rehabilitation surgery and care and complement the specialised health, research and innovation activities of the Quarter.

Implementation of the NDIS

During 2017-18, Metro North has worked closely with the Department of Health, Department of Communities, Child Safety and Disability Services, and the NDIA to prepare for the NDIS transition in our community from 1 July 2018. Kilcoy in the north of our boundary has already commenced implementation.

Metro North is a registered NDIS provider for specialist disability supports for Mental Health, Rehabilitation Engineering Centre (modifies wheelchairs and mobility devices for people with disabilities), and The Halwyn Centre (43 permanent bed and 9 respite bed facility which supports people with complex high-care needs).

Tackling occupational violence

Metro North is leading the state-wide implementation of the recommendations of the Occupational

Violence Prevention in Queensland Health’s Hospital and Health Services Taskforce Report. Working in collaboration with the Department of Health, Hospital and Health Services, Queensland Police Service, unions, Queensland Clinical Senate, Queensland Ambulance Service and other key stakeholders to deliver initiatives including:

- expanding the use of body worn cameras and additional CCTV in hospitals
- trialling an occupational violence risk assessment app across two hospital and health services
- developing and trialling a peer support program
- developing an occupational violence competency framework
- publishing an overarching policy, outlining Metro North’s commitment to supporting staff who have been affected by occupational violence.

CULTURE OF INNOVATION



REDCLIFFE HOSPITAL PHARMACY INNOVATIONS

Pharmacists at Redcliffe Hospital have introduced innovative programs to improve patient safety and care.

Responding to growing community and clinical concern over the overuse of opioid medications in Australia, Redcliffe Hospital has introduced an Opioid Stewardship Service (OSS).

Redcliffe Hospital’s Director of Pharmacy Geoff Grima said the OSS provides clinicians with an expert advisory service on best practice around opioid pain medications.

“Since we began the service there has been a reduction in the quantity of opioid medications being prescribed through the hospital. That means our patients are receiving better, safer, and more appropriate care, and we’re playing an active role in solving a national problem,” Mr Grima said.

He said a second initiative, the Medication Management Service (MMS), had been developed in response to research showing some patients were returning to the hospital’s emergency department after being discharged because of problems they were having with their medications.

“The MMS provides patients being discharged with a private one-on-one consultation with a pharmacist in



Redcliffe Hospital Pharmacy Director Geoff Grima with Pharmacist Benita Suckling.

a supportive environment away from the ward,” Mr Grima said.

“During these consultations, pharmacists review a patient’s medications and talk openly with them to resolve any concerns or problems they may have with taking their medications as directed when they go home.”

The Redcliffe Hospital MMS has seen more than 1,300 patients, with feedback showing patients were finding the service helpful and were feeling more confident about their medications.



HEALTHY PARTNERSHIP GROWING WITH THE MEN'S SHED

A partnership between Community, Indigenous and Subacute Services (CISS) and the Sandgate and Districts Men's Shed is having a positive effect on patients recovering from serious injury.



A partnership between the Sandgate and District Men's Shed and Brighton Health Campus is helping patient recovery following stroke and serious trauma.

CISS Acting Executive Director Tami Photinos said the strong partnership is resulting in good health outcomes for patients and residents at Brighton Health Campus.

“The Men's Shed members have joined our allied health staff to create a range of helpful items to support the care we provide,” Ms Photinos said.

“The Men's Shed have created innovative rehabilitation aids for use in the gym area, including step-up blocks for balance assessments and exercises, and dexterity boxes with latches, lids and locks for patients that require help to improve their coordination, memory and fine motor skills.

“They have created personal dressing aids to help people who are having difficulty bending over, and a number of fun items such as quoits stands and small bowling alleys for rehabilitation of patients and resident entertainment.”

The Brighton Health Campus has a range of services for adults who required specialised residential or aged care services, or who are recovering from serious injury of illness.

The Sandgate and District Men's Shed is a not-for-profit organisation that creates traditional toys, furniture and memorabilia for the community and Brighton Health Campus. The Shed has opened doors to residents and patients as a friendly place to spend time, to interact, complete meaningful projects, and ultimately remain active.

Jacana Acquired Brain Injury (ABI) Centre resident Ken Broad said the best thing about the Men's Shed was the interaction with the volunteers and members.

“It is good to sit down and have a cup of coffee and gossip about things done in the past or holidays. Also seeing some of the items that have been crafted and are now on display,” Mr Broad said.

Since the Men's Shed moved to the Brighton Health Campus in July 2016 membership has increased from 12 to more than 60 members, including residents at Brighton, Cooina and Jacana ABI Bracken Ridge.

The Shed members themselves are from the local community and the social connection and support they provide each other as they age is invaluable in keeping them well and supported to age in place.



OUTREACH SERVICE IMPROVES CARE FOR ELDERLY PATIENTS

An outreach service to support the care of frail older people living in residential aged care facilities (RACF) is helping patients get the care they need sooner and avoid unnecessary hospital admissions.

The Geriatric Outreach Assessment Service (GOAS), based at The Prince Charles Hospital (TPCH), was introduced in 2017 to improve the quality of care for residents in RACF through the reduction of potentially preventable emergency department presentations and hospital admissions.

TPCH Geriatrician Dr Gurudev Kewalram said that older patients living in residential care facilities can experience multiple chronic conditions, physiological impairments, decreased resilience, and often take multiple medications.

“This makes them particularly vulnerable to the adverse effects associated with hospitalisation,” Dr Kewalram said.

“Once in hospital, people over the age of 75 years are at increased risk of being deconditioned and experiencing adverse events such as malnutrition, falls or pressure injuries.”

GOAS is jointly funded by Metro North and the Brisbane North PHN. The service’s multidisciplinary team comprises a geriatrician, registrar, two clinical nurses and an administration officer who provide phone and onsite support to residential aged care facilities for residents requiring medical attention.

The model ensures the older person remains under the care of their general practitioner and can be reviewed by GOAS at the request of the GP or on their behalf by RACF staff or the Queensland Ambulance Service.

“Through GOAS, the goal is to allow the older patient to stay within their own environment to receive the necessary medical care, rather than coming to hospital,” Dr Kewalram said.

“This ensures the older person’s needs are respected and considered, and they experience a higher quality of healthcare.”

During its first year of operation, GOAS has delivered some positive outcomes in relation to health service delivery, the result of expert service provision and effective education and training for RACF staff.

GOAS has provided an average of four services to residential aged care facilities every day, totalling 960 episodes of care in 12 months. Of these episodes of care, 879 (92 per cent) were considered potentially preventable emergency department presentations and 686 (78 per cent) were estimated as potentially preventable hospital admissions.

These results have contributed to the decline in inpatient admissions and the stability of ED presentations by residents from residential aged care facilities within TPCH’s catchment area.

Cost savings from these episodes have been estimated at approximately \$6 million, demonstrating the exceptional cost effectiveness of the service.

GOAS also delivered 417 training sessions to more than 3,000 participants at 24 residential aged care facilities in the Metro North catchment area. This included 22 clinical pathways to guide RACF staff on common medical conditions experienced by their residents.

“With a growing number of older patients now living in residential aged care facilities and requiring acute medical care, it is essential we have services available that can respond to the needs of this vulnerable group,” Dr Kewalram said.

“GOAS enables patients to receive the care they need within their own environment, and avoid unnecessary hospital visits that may potentially cause increased health complications and a longer recovery.”



Members of the Geriatric Outreach Assessment Service at The Prince Charles Hospital.