

CULTURE OF INNOVATION



BURNS PATIENTS TREATED WITH OWN SKIN

Queensland’s first Skin Culture Centre has opened at Royal Brisbane and Women’s Hospital (RBWH).

RBWH is Queensland’s specialist burns service and treats approximately 450 people with serious burns each year. The new centre will revolutionise burns treatment and significantly reduce recovery time by growing skin for grafts using the patient’s own cells.

RBWH Director of Burns Dr Michael Rudd said with just a 50 cent piece size skin biopsy, the centre would be able to grow enough skin to cover 70 per cent of a patient’s body within three weeks.

“Currently, we use donor skin for patients who are badly burnt which buys us and the patient precious time when there isn’t enough of their own skin to use in surgery,” Dr Rudd said.

“Our new centre will use a patient’s own cells to produce skin. This new technique will improve the

time skin takes to heal from weeks to a matter of days and that means a shorter stay in hospital, reduced chances of infection and a faster recovery.”

The new centre will improve the hospital’s ability to respond to large scale disasters such as the Ravenshoe explosion and the 2002 Bali bombing.

RBWH’s Stuart Pegg Adult Burns Centre is the largest of its kind in Australia and New Zealand.

This new technique will improve the time skin takes to heal from weeks to a matter of days.



490
INFANTS

TRANSPORTED BY NEORESQ
(481 RETRIEVALS) IN 2017–2018



300,333
X-RAY AND
ULTRASOUND
ATTENDANCES


 PUTTING PEOPLE FIRST

RBWH EMBRACES CHOOSING WISELY PRINCIPLES

Royal Brisbane and Women's Hospital (RBWH) continues to embrace Choosing Wisely as a guiding principle, with staff seeking opportunities to discuss options with patients.

Choosing Wisely is a global initiative promoting better conversations between patients and clinicians about appropriate use of medical tests, treatments and procedures.

RBWH Choosing Wisely Clinical Lead Jessica Toleman said asking 'why' is important when discussing treatment.

"We want patients to talk to their doctor about tests and treatment options, and we want to prompt clinicians to ensure the procedures they're undertaking are necessary and add value to the outcome and experience for their patients," Ms Toleman said.

"We're continuing to see reductions in duplicated care, and the list of new initiatives and projects we have underway just keeps growing. It is fantastic to see so many people dedicated to the Choosing Wisely mantra."

Ms Toleman said Choosing Wisely challenges staff to pioneer new processes and improve on making informed healthcare decisions. There are now more than 127 initiatives at various stages of implementation across the hospital.

In the last financial year, RBWH conducted a clinician survey, consumer survey, Choosing Wisely Forum,

released the Choosing Wisely 2017 Highlights Report, and held the 2017 Choices awards.

RBWH Senior Project Officer Caitlin Lock and Nurse Researcher Tracey Hawkins presented Choosing Wisely initiatives at the national meeting, such as reducing low-value pathology, currently underway in the Emergency and Trauma Centre.

The projects looked at the benefits of something as simple as taking check boxes off the pathology request form for pathology orders that may not be clinically necessary. A \$16 pregnancy test was removed from the request form to encourage clinicians to really consider if it was necessary in every instance, or if a qualitative point of care test was more appropriate for pregnancy rule-out in patients with low risk of pregnancy.

"We targeted tests that were done 'just in case' with no clinical benefit, and we've already seen massive decreases in pathology ordering," Ms Lock said.

"The quantitative pregnancy tests have decreased by 76 per cent since it was implemented in October this year, which is a saving of \$74,425."

RBWH is one of 15 healthcare facilities in Australia participating in Choosing Wisely and joins facilities from approximately 20 countries around the world.

METRO NORTH STRATEGIC PRIORITIES

Significant progress occurred in 2017–18 toward implementing the *Metro North Health Service Strategy 2015–2020*.

The strategy has a five-year outlook, setting out how Metro North will achieve its Strategic Plan objectives. In 2016 Metro North reviewed the Strategy to ensure it continued to align with the changing needs of our population to 2020 and supports the delivery of the Strategic Plan 2016–2020.

The refreshed Strategy draws attention to four focus areas, informed by health needs and service data to guide our health service initiatives and implementation effort. A total of 233 initiatives contributed to delivering the Health Service Strategy in 2017-18.

These focus areas are:

- Living healthy and well in our local communities
- Delivering person-centred, connected and integrated care
- Effective delivery of healthcare to address growing population health needs
- Responsive holistic healthcare that meets the specific needs of vulnerable groups including but not limited to:
 - older people including frail older people
 - children
 - young people
 - people with mental illness
 - people with substance use disorder
 - people with disabilities
 - Aboriginal and Torres Strait Islander peoples
 - culturally and linguistically diverse communities (CALD).

A total of 233 initiatives contributed to delivering the Health Service Strategy in 2017-18.

Key achievements for 2017-18:

- continuation of the Herston Quarter Redevelopment Project
- increasing inpatient acute bed capacity at Redcliffe Hospital by relocating cancer care and renal services to the Moreton Bay Integrated Care Centre
- gastroenterology expansion and refurbishment at Royal Brisbane and Women’s Hospital
- new mental health step-up step-down facility at Nundah to provide short-term care as an alternative to hospital admission
- Caboolture Hospital Emergency Department expansion
- detailed planning for the Caboolture Hospital redevelopment
- nuclear medicine hot lab expansion at Royal Brisbane and Women’s Hospital.



IMPROVING ACCESS



TELEHEALTH EXPANDS EMERGENCY SUPPORT TO KILCOY

Nursing Staff at Kilcoy Hospital now have much greater access to specialist clinical support at the touch of a button.

The Telehealth Emergency Management Support Unit (TEMSU) now offers enhanced clinical assessment and support to nursing staff managing patients at Kilcoy Hospital with non-life-threatening conditions.

TEMSU is based at the Emergency Services Complex at Kedron. It operates through the Department of Health's Retrieval Services Queensland (RSQ), providing valuable support for rural and remote hospitals across Queensland.

Telehealth technology already greatly reduces the need for Kilcoy Hospital patients and the Kilcoy community to travel to Brisbane for specialist treatment.

Kilcoy Hospital Facility Director Lyndie Best said Kilcoy Hospital nursing staff call a central phone number to request to speak with a TEMSU staff member 24 hours a day.

"The TEMSU Clinical Nurse on duty will dial into Kilcoy Hospital following the phone call and coordinate an initial assessment of the patient using Tellolehealth, or confer with staff at Kilcoy who may be wanting clarification of their assessment," Ms Best said.

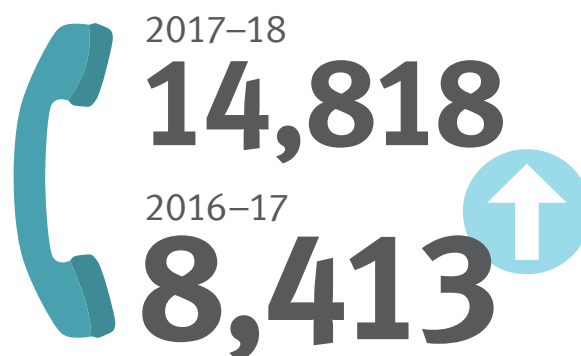
"If needed, the TEMSU team can also connect Kilcoy staff with a medical specialist at RSQ who can then refer to a specialist at a larger hospital, such as Royal Brisbane and Women's Hospital or The Prince Charles Hospital, who can provide further support depending on the patient's condition, all whilst the local Senior Medical Officer at Kilcoy is being notified."

Telehealth technology already greatly reduces the need for Kilcoy Hospital patients and the Kilcoy community to travel to Brisbane for specialist treatment.

TEMSU nurses have clinical backgrounds in emergency or intensive care medicine. Many have also previously worked in rural and remote hospitals, so they understand the need to have some clinical support that comes with clinical decision making.

In life-threatening cases, RSQ coordinates transfer of a patient to a larger hospital, usually by air.

TELEHEALTH SERVICE EVENTS



FITNESS FOR MENTAL HEALTH

A weekly fitness program is improving the health and wellbeing of mental health consumers at The Prince Charles Hospital (TPCH).

The program, run by Snap Fitness Chermside, involves a 30-minute exercise session facilitated by qualified personal trainers from Snap Fitness with assistance from clinicians from the Metro North Mental Health Service at TPCH.

Metro North Mental Health Resource Team Leader, Danielle Fearn said people who experience a mental health condition can also face various challenges with their physical health.

“The SNAP Fitness program provides an opportunity for consumers to participate in a series of physical activities within a controlled environment which are tailored to their individual health needs,” Ms Fearn said.



Participants of The Prince Charles Hospital Mental Health Service fitness program with SNAP Fitness personal trainers, Dermot Prior and Tom Duggan.

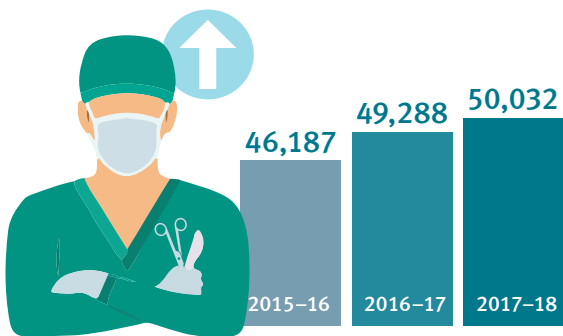
Each session includes a warm up, gentle stretching exercises to help prevent injury, and body weight exercises to improve strength and balance.

“Sessions have been consciously designed based on the personal trainer’s observation of participants’ posture, body language and observable neurological deficits,” Ms Fearn said.

“The aim is for participants to be able to use activities undertaken during the session in their day to day living.”

Results from the program have been extremely positive. Most participants reported feeling better after taking part in the sessions and have found the program beneficial to their recovery.

“Many participants have said the program has helped them feel motivated to maintain their own physical health once they are discharged from hospital,” Ms Fearn said.



50,032
ELECTIVE AND EMERGENCY
**OPERATIONS
PERFORMED**

IMPROVING OUTCOMES



HEALTHY FUTURE FOR NEW SCHOOL-BASED TRAINEES

Thirty-two high school students are learning on the job as part of Metro North's school-based trainee program.



Community, Indigenous and Subacute Services has increased the number of School-Based Trainees working across its community-based facilities to seven in 2018, including Bethany Edwards (second left) and Georgia Luker (second right).

The 2018 trainees come from Pine Rivers, North Lakes, Bray Park, Caboolture, Kilcoy, Narangba, Redcliffe, Glasshouse, Bribie Island and Albany Creek High Schools. Trainees attend school four days a week and work one day a week at a Metro North facility while completing a Certificate III qualification.

Since 2005, 208 students have enrolled in the School-based Traineeship Program. Nearly 70 per cent of graduates are still employed across our service.

The 32 trainees will be pursuing a range of qualifications across aged care, allied health, nursing, dental assistance, kitchen operations, horticulture or information technology.

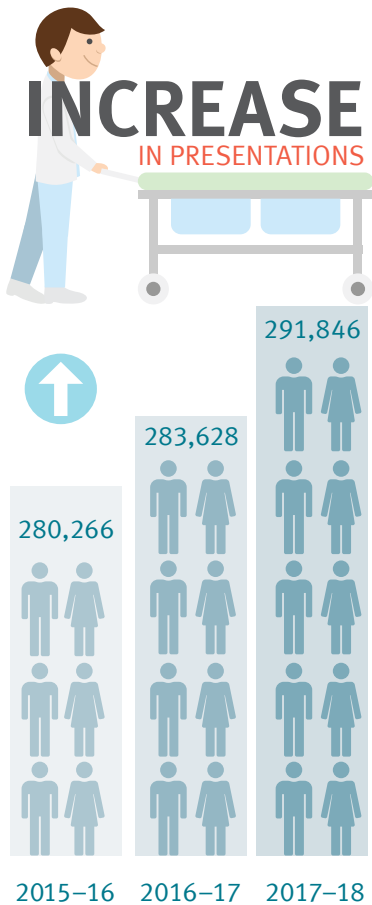
For Kilcoy State High School student Bethany Edwards the chance to work at North Lakes Health Precinct was too good of an opportunity to pass up.

"I have always wanted to do something in business and felt that the traineeship would be great hands-on experience," Bethany said.

"The traineeship will give me an idea of what career pathway I would like to explore after high school."

The trainees are employed through the Australian Training Company, a not-for-profit group training organisation, while completing their Grade 11 and 12 studies at private and public high schools.

Since 2005, 208 students have enrolled in the School-based Traineeship Program. Nearly 70 per cent of graduates are still employed across our service.



Performance highlights

The following is an overview of Metro North’s actual performance results for each service standard, with a comparison of target to actual for the financial year.

EMERGENCY

Notes	2016-17 Actual	2017-18 Target	2017-18 Actual
Service standards[†]			
Percentage of patients attending emergency departments seen within recommended timeframes:			
- Category 1 (within 2 minutes)	99%	100%	99%
- Category 2 (within 10 minutes)	76%	80%	74%
- Category 3 (within 30 minutes)	61%	75%	59%
- Category 4 (within 60 minutes)	77%	70%	77%
- Category 5 (within 120 minutes)	92%	70%	95%
Percentage of emergency department attendances who depart within four hours of their arrival in the department			
	68%	>80%	67%
Patients treated within four hours of their arrival in the department			
	189,409	-	196,221
Median wait time for treatment in emergency departments (minutes)			
	21	20	22

[†] Excludes manually collected Kilcoy data.

**LESS THAN 1%
LONG WAITS
AT 30 JUNE 2018**
WITH AVERAGE OVERDUE DAYS
CAT 1: 8 DAYS | CAT 2: 22 DAYS
CAT 3: 36 DAYS *Elective surgery

ELECTIVE SURGERY

Percentage of elective surgery patients treated within clinically recommended times:

- Category 1 (30 days)	95%	>98%	94%
- Category 2 (90 days)	96%	>95%	94%
- Category 3 (365 days)	97%	>95%	96%
Median wait time for elective surgery			
	28 days	25 days	34 days

SPECIALIST OUTPATIENTS

The number of outpatients waiting longer than clinically recommended for a specialist outpatient appointment:

16-17 Actual	17-18 Target	17-18 Actual
7,225 patients	<7,500 patients	6,463 patients

**TARGETS
EXCEEDED**



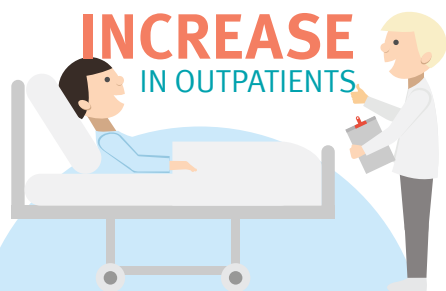
3.1 MILLION HEALTHCARE ACTIVITIES DELIVERED

\$4,506

**AVERAGE COST PER WAU
FOR ACTIVITY BASED
FUNDING FACILITIES**

16.6%

**INCREASE
IN OUTPATIENTS**



4.2%

**INCREASE
IN ACUTE INPATIENTS**

ACTIVITY AND EFFICIENCY

	Notes	2016–17 Actual	2017–18 Target	2017–18 Actual
Total weighted activity units (WAU):	1, 2	442,848	478,003	467,478
– Acute Inpatients		241,887	265,339	252,110
– Outpatients		63,824	70,779	74,413
– Subacute		22,061	21,887	21,255
– Emergency Department		39,888	42,676	40,648
– Mental Health		33,966	33,489	35,037
– Interventions and Procedures		31,368	33,951	33,328
– Prevention and Primary Care		9,854	9,881	10,688
Average cost per weighted activity unit for Activity Based Funding (ABF) facilities	2	\$4,474	\$4,795	\$4,506
Rate of health care associated <i>Staphylococcus aureus</i> (including MRSA) bloodstream (SAB) infections/10,000 acute public hospital patient days	3	0.8	<2	0.6
Rate of community follow-up within 1–7 days following discharge from an acute mental health inpatient unit		62%	>65%	59%
Proportion of re-admissions to an acute mental health inpatient unit within 28 days of discharge		13%	<12%	15%
Ambulatory mental health service contact duration (hours)		162,971	>162,950	165,492

STAFFING

	2016–17 Actual	2017–18 Target	2017–18 Actual
Metro North Hospital and Health Service (MOHRI Occupied FTE)	15,162	15,750	15,781

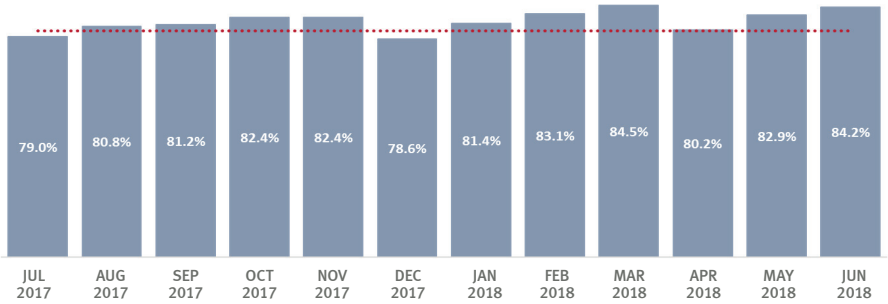
* New reporting measure

1. All WAU actuals reported under the funding model (phase 19).
2. SDS budget papers set targets at 461,251 (average cost per WAU \$4,435). During the financial year additional funding was provided and targets were revised by Queensland Health to 478,003 (average cost per WAU \$4,795). Activity by type has also been updated to reflect this.
3. *Staphylococcus aureus* are bacteria commonly found on around 30% of people's skin and noses and often cause no adverse effects. Infections with this organism can be serious, particularly when they infect the bloodstream. The data reported for this service standard are for bloodstream infections with *Staphylococcus aureus* (including MRSA) and are reported as a rate of infection per 10,000 patient days aggregated to HHS level.

Our Safety and Quality performance

The *Metro North Safety and Quality Strategy 2015–2018* commits to deliver the highest quality healthcare experience in true partnership with our patients. Our performance is assessed against National Standards and benchmarked against nationally recognised safety and quality indicators.

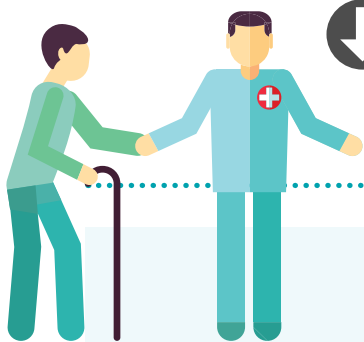
HAND HYGIENE RATES EXCEEDED NATIONAL TARGETS OF 80%



Hand hygiene rates

■ Hand hygiene 5 moments overall compliance HHA National target

-23%
STAGE 3
HOSPITAL
ACQUIRED
PRESSURE
INJURIES



↓ 15% **REDUCTION
IN FALLS**
RESULTING IN HARM



10%
**REDUCTION IN
COMPLAINTS**

FRONTLINE STAFF HAVE WORKED HARD IN 2017–18 TO RESPOND TO CONSUMER FEEDBACK. METRO NORTH CONTINUES TO PROVIDE TRAINING AND THE TOOLS TO SUPPORT THIS ENGAGEMENT AND ENCOURAGE INVOLVEMENT OF CONSUMERS IN THE DESIGN AND IMPROVEMENT OF SERVICES AND FACILITIES.