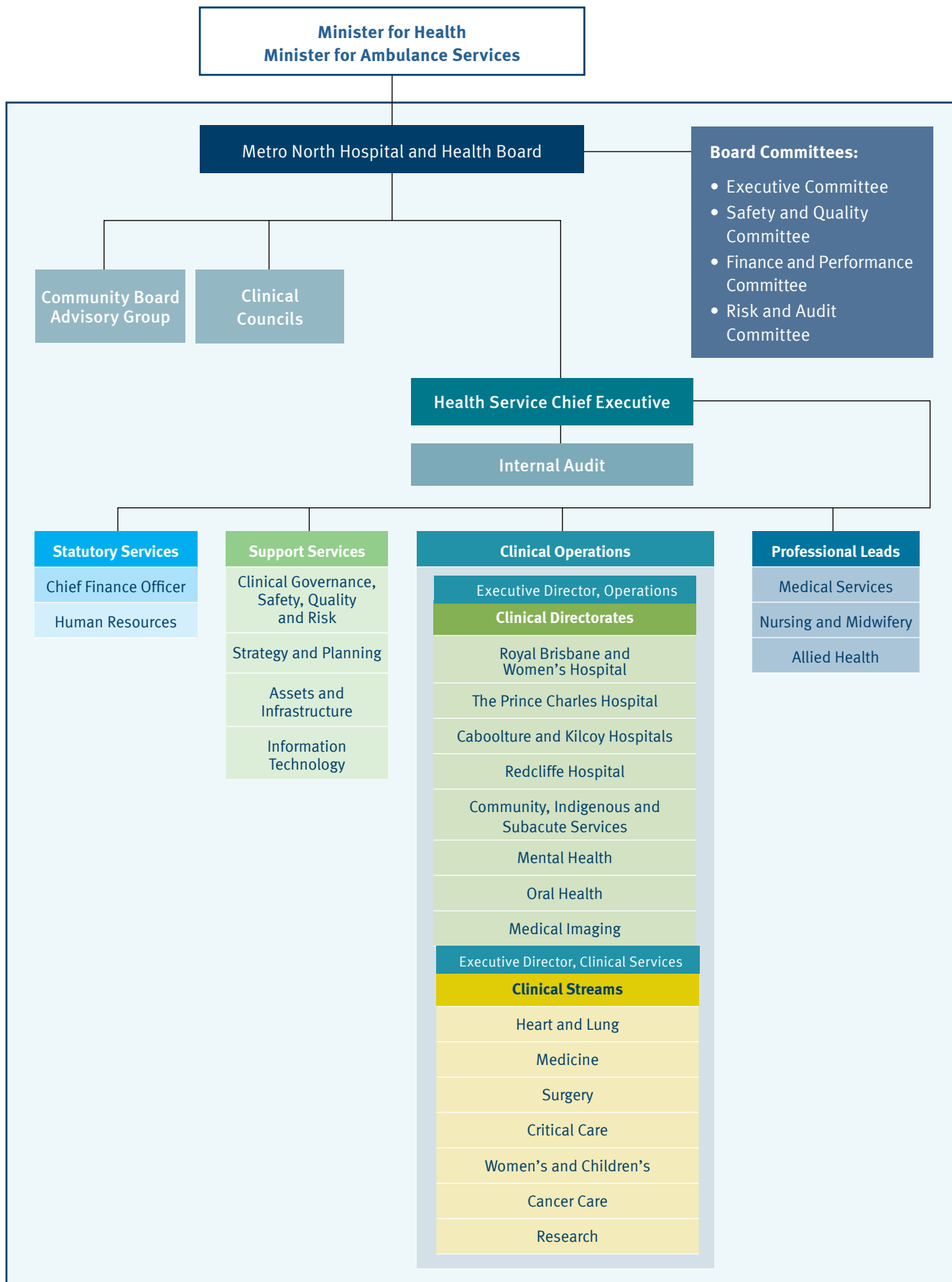


Organisational structure



CULTURE OF RESEARCH



NEW CENTRE TARGETS EARLY DETECTION OF LUNG CANCER

Researchers at The Prince Charles Hospital (TPCH) are looking for biomarkers to identify the world's deadliest cancer earlier.

The Australian Cancer Research Foundation (ACRF) Centre for Lung Cancer Early Detection is a partnership with The University of Queensland Thoracic Research Centre at TPCH. The Centre aims to advance lung cancer diagnostics using \$1 million of state-of-the-art technology provided by the ACRF.

Director of UQ Thoracic Research Centre and Clinical Manager of the Pulmonary Malignancy Unit at TPCH Professor Kwun Fong said researchers will use the latest technology to identify markers for lung cancer that might be present in a patient's breath, blood or lung fluids at a very early stage of the disease.

"The centre will bring together the skills from several highly skilled researchers and scientists, including collaborators at CSIRO, who will assist by analysing breath samples," Professor Fong said.

"They will be looking for very small traces of lung cancer cells to identify the disease long before our current tests can."

They will be looking for very small traces of lung cancer cells to identify the disease long before our current tests can.

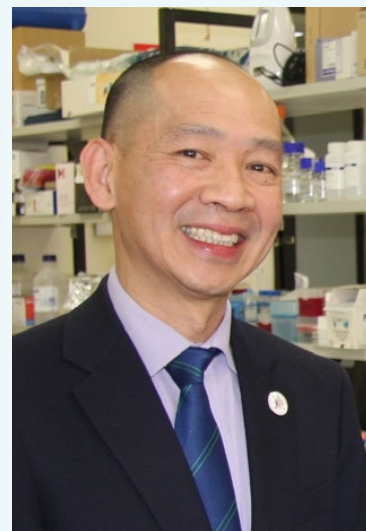
Prof Fong said the researchers will also be looking at how to take research to the clinic as quickly as possible to ensure that patients see the benefits of earlier diagnosis.

Lung cancer remains the leading cause of cancer death, with an estimated 12,741 new Australian cases diagnosed in 2018. The low survival rate associated with the disease is due to it being typically diagnosed at an advanced stage, which is also when curative treatments may no longer be possible.

TPCH sees over 500 patients with diagnosed or suspected lung cancer each year.



Researchers from the UQ Thoracic Research Centre.



Professor Kwun Fong.



Metro North Board back row (l-r): Mr Geoff Hardy, Associate Professor Cliff Pollard AM, Dr Kim Johnston, Ms Bonny Barry, Mr Bernard Curran, Dr Paula Conroy. Front row (l-r): Professor Mary-Louise Fleming, Dr Robert Stable AM (Chair), Dr Kim Forrester (Deputy Chair), Mr Adrian Carson.

The Board

The Board is appointed by the Governor in Council on the recommendation of the State Minister for Health and Minister for Ambulance Services and is responsible for the governance activities of the organisation, deriving its authority from the *Hospital and Health Boards Act 2011 (Qld)* and the *Hospital and Health Boards Regulation 2012 (Qld)*.

The functions of the Board include:

- developing the strategic direction and priorities for the operation of Metro North
- monitoring compliance and performance
- ensuring safety and quality systems are in place which are focused on the patient experience, quality outcomes, evidence-based practice, education and research
- developing plans, strategies and budgets to ensure the accountable provision of health services
- ensuring risk management systems are in place and overseeing the operation of systems for compliance and risk management reporting to stakeholders
- establishing and maintaining effective systems to ensure that the health services meet the needs of the community.

The Board are all independent members, strengthening local decision making and accountability for health policies, programs and services within Metro North. Each Board Member brings a wealth of experience and knowledge in public, private and not-for-profit sectors with a range of clinical, health and business experience.

During the reporting period, terms of office of four members expired on 17 May 2018. These members were Dr Kim Forrester, Professor Helen Edwards OAM, Dr Margaret Steinberg AM, and Mr Mike Gilmour. Dr Kim Forrester was reappointed as Deputy Chair by the Governor in Council. Dr Paula Conroy, Dr Kim Johnston and Mr Bernard Curran were appointed to the Board in May 2018.

A schedule of Board Member attendance at Board and Committee meetings for 2017–18 is available in Appendix 1.

Board meetings are held at Metro North facilities including RBWH, TPCH, Nundah Community Health Centre, Kilcoy Hospital, Caboolture Hospital, Redcliffe Hospital and Brighton Health Campus.

The following committees support the functions of the Board, each operates with terms of reference describing the purpose, role, responsibilities, composition, structure and membership.

Executive Committee

The role of the Executive Committee is to support the Board by working with the Chief Executive to progress strategic issues and ensure accountability in the delivery of services within Metro North. The committee oversees the development of the Strategic Plan and monitors performance, the development of the clinician, consumer and community engagement strategies and the primary healthcare protocol, and works with the Chief Executive in responding to critical and emergent issues.

All Board Members are members of the Executive Committee.

Safety and Quality Committee

The role of the Safety and Quality Committee is to provide strategic leadership in relation to clinical governance. The committee oversees the safety, quality and effectiveness of health services and monitors compliance with plans and strategies, while promoting improvement and innovation for the safety and quality of services within Metro North.

Committee membership*: Dr Kim Forrester (Chair), Dr Robert Stable AM, Associate Professor Cliff Pollard AM, and Professor Mary-Louise Fleming.

Finance and Performance Committee

The role of the Finance and Performance Committee is to oversee the financial performance, systems, risk and requirements of Metro North. The committee reviews the financial strategy, financial policies, annual operating plans and capital budgets, cash flows and business plans to ensure alignment with key strategic priorities and performance objectives.

Committee membership*: Bernard Curran (Chair), Bonny Barry, Geoff Hardy and Dr Paula Conroy.

Risk and Audit Committee

The role of the Risk and Audit Committee is to oversee the internal and external audit function and matters relating to risk and compliance for financial, accounting and legislative requirements. The committee provides independent assurance and assistance to the Board on the risk, control and compliance frameworks and external accountability responsibilities as prescribed in the *Financial Accountability Act 2009*, *Auditor-General Act 2009*, *Financial Accountability Regulation 2009* and *Financial and Performance Management Standard 2009*. The committee observed the terms of its charter and had due regard to the Audit Committee Guidelines.

Committee membership*: Geoff Hardy (Chair), Dr Kim Forrester, Adrian Carson and Dr Kim Johnston.

*As at 30 June 2018

PUTTING PEOPLE FIRST



NEW CENTRE TO CARE FOR CANCER PATIENTS

Queensland’s largest hospital will soon be home to the state’s only public specialised adolescent and young adult cancer centre.

Supported by the Sony Foundation and Royal Brisbane and Women’s Hospital (RBWH), the state-of-the-art \$1.85 million purpose-built hub will address a gap in care and support that currently exists between paediatric and adult health services.

RBWH Executive Director of Cancer Care Services Associate Professor Glen Kennedy said RBWH is one of the largest providers of cancer care in Australia and treats around 140 patients each year between the ages of 15 and 24 years.

The You Can Centre will provide space for young patients to socialise and relax with people who understand their experiences. It will also create new opportunities for research to advance treatment and survival outcomes for young people with cancer.

The Sony You Can Centre will open at RBWH in 2019.

IMPROVING EQUITY



QUEENSLAND FIRST FOR BREAST HEALTH

A new resource is helping Queensland women from culturally and linguistically diverse (CALD) backgrounds make informed decisions about their breast health.

Your guide to Breast Health is an illustrated resource developed by BreastScreen Queensland to provide women whose first language is not English with information about breast screening.

Director of BreastScreen Queensland Brisbane Northside Service Dr Jane Brazier said around 10 per cent of people in the Metro North catchment area were born overseas and do not speak English as a first language.

“Research indicates that breast cancer screening for women in the CALD community in Australia is significantly lower than in the general population,” Dr Brazier said.

“We hope that by using this resource, these women will have a better understanding of what’s involved in having a breast screen and why it is important to be breast aware.”

The new resource was coordinated by the BreastScreen Queensland Brisbane Northside Service in partnership with the local community.

It contains a culturally appropriate illustrated book, as well as brochures translated into 11 different languages.

Dr Brazier said breast cancer was the most common cancer diagnosed in Australian women, with around one in eight developing breast cancer in their lifetime. It is strongly recommended that women aged 50 to 74 years receive a breast cancer screen every two years.

Your guide to Breast Health is now available at BreastScreen Queensland clinics in the Metro North catchment.

Nepalese dancers Shora Gurung and Sailu Pradhan with Project Officer Anna Voloschenko (middle) were an integral part of the multicultural celebrations to launch a new resource for women from CALD backgrounds.



CULTURE OF LEARNING



METRO NORTH IMPROVES DISASTER MANAGEMENT CAPABILITY

Queensland’s disaster response capability has been boosted with a dedicated health emergency management centre and new training systems.

Metro North has implemented the Emergo Train System (ETS), an international educational simulation system for training and testing frontline clinical

preparedness and management of major incidents and disasters using on real-time simulation based exercising.

Metro North Emergency Manager Di Bretherton said the ETS Competency Centre is the first in Queensland and means staff no longer need to travel interstate for specialist training.

A new dedicated Health Emergency Operating Centre (HEOC) has also been established at Herston which gives disaster response teams access to a range of information and communications in the event of a large-scale incident.

The Metro North Emergency Management Plan was updated in March 2018 and tested with an organisation-wide mass casualty response exercise.

GOVERNANCE

Professor Robert Stable AM

MBBS, DUniv (QUT), MHP, FRACGP, FAICD, FCHSM (Hon)

Board Chair

Professor Stable's 47-year career in health has included roles as a rural and remote general practitioner, a Flying Doctor, Hospital Medical Superintendent and Chief Executive, Director-General of the Queensland Department of Health, Member and Chair of the Australian Health Ministers' Advisory Council, Vice-Chancellor and President of Bond University and Non-Executive Board Director/Member.

He holds other Board appointments as Chair and Director of Health Workforce Queensland, Director of the Royal Flying Doctor Service – Queensland Section, and North and West Remote (Primary) Health.

He is a Fellow of the Royal Australian College of General Practitioners (FRACGP), the Australian Institute of Company Directors (FAICD) and the Australian College of Health Service Management (FCHSM (Hon)), has an honorary Doctorate from the Queensland University of Technology (DUniv), a Master of Health Planning (MHP) degree from the University of New South Wales and an undergraduate degree in Medicine (MBBS) from The University of Queensland.

Professor Stable was appointed a Member of the Order of Australia in 2013 and awarded a Centenary Medal in 2001. He was conferred the honour of Emeritus Professor by the Council of Bond University in 2003.

Dr Kim Forrester

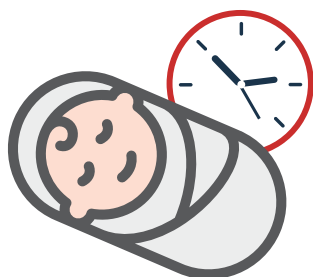
RN, BA, LLB, LLM (Advanced), PhD, MAICD

Deputy Chair and Chair, Safety and Quality Committee

Dr Kim Forrester is a registered nurse and barrister at law. Her clinical background includes intensive and coronary care nursing. She is a member of the Australian College of Nursing and established the Masters in Emergency Nursing program at Griffith University where she was also a foundation academic in the School of Medicine. Dr Forrester is an Associate Professor in the Faculty of Health Sciences and Medicine at Bond University.

As a barrister, Dr Forrester's areas of legal practice include coroner's inquests, professional regulation and child protection. She held the position of Assistant Commissioner (legal) on the Queensland Health Quality and Complaints Commission from 2006 to 2009, and is a member of the Queensland Law Society's Health and Disability Law Committee. Dr Forrester is also a Commissioner on the Anglicare Southern Queensland Community Service Commission.

She publishes extensively in the area of health law including as editor of the Nursing Column in the *Journal of Law and Medicine*, and co-author of *Essentials of Law for Health Professionals*, *Australian Pharmacy Law and Practice* and *Essentials of Law for Medical Practitioners*.



**ONE BABY
BORN ALMOST
EVERY HOUR**
ACROSS METRO NORTH



150

**NEW BREAST
MILK DONORS**

IN 2017–18 (INCREASE BY
44 FROM LAST YEAR)

Mr Geoff Hardy

B Bus (Econ), Dip HA, Grad Dip Commerce (Mkt), MAICD, AFCHSM

Chair, Risk and Audit Committee

Mr Geoff Hardy's extensive career in healthcare management has spanned over 30 years, including operational roles at Royal North Shore Hospital, Westmead, and the Royal Women's Hospital in Melbourne. After a period as Chief Executive at one of Ramsay Healthcare's facilities, he established and ran their Malaysian subsidiary working closely with the Malaysian Ministry of Health in the planning of several major new facilities.

In addition to a period as a consultant to healthcare organisations in Queensland, Mr Hardy has also worked as CEO of two Brisbane law firms and was Global Leader for a commercial advisory practice providing strategic and commercial advice to government clients around the world. Recently, he has worked more broadly as an advisor to governments and private sector clients on significant infrastructure projects in the transport, healthcare and resources sectors and led AECOM's Infrastructure Advisory practice for six years. He is currently leading a national consulting team for Prominence, a Brisbane based firm providing services to a range of clients including several Hospital and Health Services.

Associate Professor Cliff Pollard AM

BD, MB BS QLD, FRACS, FRCS Edin, FACS

Member and representative on the Royal Brisbane and Women's Hospital Foundation Board

Associate Professor Cliff Pollard is a retired general surgeon. He completed his surgical training in Queensland and obtained post-Fellowship experience in the United Kingdom. Dr Pollard has been the staff surgeon and visiting medical officer at Redcliffe Hospital, prior to moving to the Royal Brisbane and Women's Hospital in 2008 as the Director of the Trauma Service. He retired in 2012.

Dr Pollard has a major interest in all aspects of trauma management in both pre-hospital and hospital environments and he has presented widely on the topic both nationally and internationally. As a member of the Royal Australian Army Medical Corps, he deployed to Bougainville and East Timor. Dr Pollard is a member of the Royal Australasian College of Surgeons (RACS) National and Queensland Trauma Committees, the State Trauma Clinical Network, and the Australian Trauma Registry Executive and Steering Committee.

A former examiner in general surgery for the Royal Australasian College of Surgeons, Dr Pollard also teaches anatomy in the Advanced Surgical Anatomy Course in the School of Medicine at The University of Queensland. Dr Pollard is also involved in research activities including the Jamieson Trauma Institute and the Brisbane Diamantina Health Partnership Trauma, Critical Care and Recovery Stream.

IMPROVING OUTCOMES

L-R Jasmin Bird, Jake Fabila, McKenzie Jacobs, Barbara Morton, Talia Penny and Charlize Anderson.

METRO NORTH WELCOMES INDIGENOUS SCHOOL- BASED TRAINEES

Metro North has employed six Indigenous school-based trainees as part of a broader Indigenous Workforce Strategy.

The six high school students are the first to participate in the new two-year program and will complete a certificate in business as part of the traineeship.

The students will spend one day per week within a variety of units including Clinical Services, Communications, Corporate Systems and Infrastructure, Strategy and Planning and Allied Health learning business and administration skills.

The Indigenous school-based trainee program is part of a broader Indigenous Workforce Strategy that aims to recruit and retain more Aboriginal and Torres Strait Islander employees within Metro North.

Ms Bonny Barry

RN BNsg, MAICD

Member and representative on The Prince Charles Hospital Foundation Board

Ms Bonny Barry is a Registered Nurse with over 30 years' experience in community, hospice, hospital and clinic settings in Queensland and Victoria.

Ms Barry was the Professional Officer for Aged Care and Private Hospitals for the Queensland Nurses Union for six years. From 2001, she was State Member for Aspley for eight years, and served on several parliamentary committees including Chair of Caucus, Chair of Health Estimates, and the Assistant Minister for Education, Training and the Arts from 2006 to 2009.

More recently, Ms Barry has worked for the private sector before returning to nursing in 2012. She is co-author of *The Nature of Decision Making of the Terminally Ill*.

Professor Mary-Louise Fleming

BEd (QUT), MA (Ohio), PhD (Qld), MAICD

Member and Deputy Chair, Community Board Advisory Group

Professor Mary-Louise Fleming is Head, Corporate Education in the Faculty of Health at the Queensland University of Technology. She has experience in teaching and research in higher education, public health and health promotion for over 30 years.

Her research activity focuses on evaluation research and translational research for the World Health Organization, both Commonwealth and Queensland Governments, as well as consultancy projects for Queensland Health and the not-for-profit sector.

Professor Fleming has co-authored two books on health promotion and public health, and contributed to several other books.

Professor Fleming is a member of the Queensland Government Ministerial Oversight Committee, *Advancing Health 2026*, a Board member of Wesley Medical Research Institute and a member of the Strategic Planning Committee. Her appointments have included Health Promotion Queensland, Board of the Wesley Research Institute, Board of Governors St Andrew's Hospital, National Heart Foundation, the Queensland Cancer Fund and Chair of the Quality Management Committee for BreastScreen Queensland.

She has an active consultancy practice involving reports on policy and practice for single health issues, policy development and implementation, and reviews and evaluation of numerous projects and programs.

Mr Adrian Carson

GCertHServMgt

Member

Mr Adrian Carson joined Metro North in May 2017 and has over 25 years' experience in Aboriginal and Torres Strait Islander health. As the CEO of the Institute for Urban and Indigenous Health, Mr Carson plays a leading role in the coordination of planning, development and delivery of comprehensive primary healthcare and integrated social support services to Aboriginal and Torres Strait Islander communities across South East Queensland. He has worked as CEO of Queensland Aboriginal and Islander Health Council (QAIHC), the peak body for the Aboriginal and Torres Strait Islander Community Controlled Health Sector in Queensland, and has previously worked with both the Queensland and Australian Governments. Mr Carson is currently completing an MBA and holds directorships of the National Aboriginal Community Controlled Health Organisation (NACCHO) and the Lowitja Institute, Australia's National Institute for Aboriginal and Torres Strait Islander Health Research. He was previously a Director of the Queensland Aboriginal and Islander Health Council (QAIHC).

Mr Bernard Curran

BBus (QUT), FCA, FAICD, FTIA

Chair, Finance and Performance Committee

Bernard is a Chartered Accountant and has practiced in the areas of taxation and business advisory for a range of clients and industry sectors including healthcare over the past 30 years. He is a Partner of BDO Qld and has held executive roles as well as managing his client practice. Bernard has had extensive experience in mergers and acquisitions include firms in the health sector. He is currently a Director of BDO Qld and BDO East Coast Practice.

Bernard has also held directorships on a number of private company boards and serves as Chair and a member of a number of Advisory Boards including in the superannuation administration, contract cleaning and fast moving consumable goods sectors.

Bernard holds a Bachelor of Business – Accountancy from QUT. During 2017 he was appointed an Executive in Residence – Visiting Fellow for the Accountancy School at QUT.

He is a Fellow of Chartered Accountants Australia & New Zealand, a Fellow of the Australian Institute of Company Directors, and Fellow of the Taxation Institute of Australia.

Bernard has been actively involved in serving on not for profit Boards. He was the Chair of Crèche and Kindergarten Association Limited from 2012 to 2017. Bernard became a Director of The Prince Charles Hospital Foundation in 2008 and became Chair of its Board in 2012, a role he currently holds. In 2017 he was appointed to the Board of Governors of the Queensland Community Foundation. He also served as a Director of Australian Children's Education & Care Quality Authority during 2014 and 2015.

Dr Paula Conroy

BSc, MBBS, DCH, FRACGP, AAICD

Member

Dr Paula Conroy has more than 10 years' experience working within the primary care, hospital and corporate health sectors.

She is currently working as a general practitioner in Brisbane's Northern suburbs with a particular interest in preventative health. During her time working in the hospital setting, Dr Conroy spent a number of years in both emergency medicine and general surgery. In the corporate sector Dr Conroy worked for two of the largest health insurance companies in Australia, Bupa and Medibank Private.

Dr Conroy is passionate about medical training and she is both a clinical supervisor for The University of Queensland School of Medicine and teaches GP registrars with General Practice Training Queensland. She also holds positions on the Queensland Faculty of the Royal Australian College of General Practitioners and the Brisbane North PHN.

Dr Conroy brings her experience as both a GP and hospital trained clinician to the board. She is committed to continuous improvement particularly around the integration between primary healthcare and the hospital system and the role this plays in maintaining Australia's world class health and hospital system.

Dr Kim Johnston

PhD, MBus, GradCertAcadPrac (QUT), BNurs (NTU), GCertNurs (RPAH), FHEA, MAICD

Member

Dr Kim Johnston teaches at QUT Business School, and researches in the areas of community and stakeholder engagement, social impact, and communication. She originally trained as a registered nurse at Royal Prince Alfred Hospital and worked in Sydney and Darwin in general surgical wards before moving into marketing and communication roles at News Limited, Nine Network, and for the Alcohol and Other Drugs program in NT Health Services.

She moved to Queensland in 1997, working in the Queensland Health's capital works hospital redevelopment program, and later as the communication manager at The Prince Charles Hospital. She joined QUT in 2002 as a full time academic, completing her PhD in strategic communication and organisational culture in 2011. Since this time, Kim has been awarded more than \$500,000 in competitive engagement related research grants across government, private, and non-profit sectors. She has also published more than 55 peer reviewed articles, conference papers, and book chapters. She is lead editor of the Handbook of Communication Engagement (Wiley, 2018) and is on the editorial boards of Public Relations Review, Corporate Communication International Journal, and the Public Relations Society of America Journal. She also holds a Masters of Business (Communication), a Graduate Certificate in Academic Practice, a Bachelor of Nursing, and a General Certificate of Nursing.

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12,817
STAFF
 RECEIVED THE
FLU VACCINE
 AT WORK



INCREASE OF 1,732 FROM LAST YEAR

PUTTING PEOPLE FIRST



RECOGNISING STAFF EXCELLENCE

The annual Metro North Staff Excellence Awards recognise individuals and teams who go above and beyond to make a difference for their patients and colleagues.

In their third year, the awards attracted more than 200 nominations across seven categories, with many people recommending their workmates for recognition. The winners were announced at a ceremony in October.

The winners were:

People Focus: Diane Jenkins, Giving a voice to at-risk Children and Families, Caboolture Hospital

Innovation: Matilda Schmidt, The Blood Clock, Royal Brisbane and Women's Hospital

Excellence in Performance: Improving access to Metro North Ear, Nose and Throat Services, Surgery Stream

Leadership: Metro North Nursing and Midwifery Community of Practice

Values in Action: Fit Fab Cab, Caboolture Hospital

Excellence in Integrated Care: CURE-IT Program, The Prince Charles Hospital

Excellence in Training and Education: Dr Peter Thomas, Physiotherapy, Royal Brisbane and Women's Hospital

Chief Executive's Award: Theatre Utilisation Group, Redcliffe Hospital

The Staff Excellence Awards were sponsored by QSuper and SmartSalary.

Executive Management

The Board appoints the Health Service Chief Executive (HSCE) and delegates the administrative function of Metro North to the HSCE and those officers to whom management is delegated. The HSCE's responsibilities are:

- managing the performance and activity outcomes for Metro North;
- providing strategic leadership and direction for the delivery of public sector health services in the hospital and health service;
- promoting the effective and efficient use of available resources in the delivery of public sector health services in the hospital and health service;
- developing service plans, workforce plans and capital works plans;
- managing the reporting processes for performance review by the Board;
- liaising with the executive team and receiving committee reports as they apply to established development objectives;
- the HSCE may delegate the Chief Executive's functions under the *Hospital and Health Boards Act 2011* to an appropriately qualified health executive or employee.

Health Service Chief Executive

Mr Shaun Drummond

As Chief Executive of Metro North, Shaun Drummond is responsible for the day to day management of Australia's largest public health authority. Prior to his commencement as Chief Executive, Shaun held the role of Executive Director Operations for more than two years. In this role, Shaun has led high profile projects including the Specialist Rehabilitation and Ambulatory Care Centre, the biofabrication partnership with QUT, and the Patient Access Coordination Hub.

Shaun brings extensive health experience from across Australia (Queensland, New South Wales and Victoria) and New Zealand working closely with hospital and health boards.

The following Senior Executive positions support the HSCE in the development and execution of the Metro North strategy as approved by the Board. The list includes the names of incumbents as at 30 June 2018.

Executive Director Operations

Ms Jackie Hanson

Chief Finance Officer

Mr James Kelaher

Executive Director Clinical Governance, Safety, Quality and Risk

Associate Professor Noelle Cridland

Executive Director Clinical Services

Dr Elizabeth Whiting

Executive Director Strategy and Planning

Ms Colleen Jen

Professional Leads

Executive Director Medical Services

Dr Elizabeth Rushbrook

Executive Director Nursing and Midwifery Services

Associate Professor Alanna Geary

Executive Director Allied Health

Mr Mark Butterworth

Directorate Executive Directors

Executive Director

Royal Brisbane and Women's Hospital

Dr Amanda Dines

Executive Director

The Prince Charles Hospital

Mr Anthony Williams

Executive Director Redcliffe Hospital

Ms Louise Oriti

Executive Director Caboolture and Kilcoy Hospitals

Dr Lance Le Ray

Executive Director Community, Indigenous and Subacute Services

Ms Tami Photinos (acting)

Executive Director Oral Health Services

Mr Sam Betros (acting)

Executive Director Mental Health Services

Associate Professor Brett Emmerson AM

Executive Director Medical Imaging

Ms Vanessa Barclay (acting)

Clinical Stream Executive Directors

Executive Director Heart and Lung

Professor Scott Bell

Executive Director Medicine

Dr Jeffrey Rowland

Executive Director Surgery

Dr Jason Jenkins

Executive Director Critical Care

Vacant

Executive Director Women's and Children's

Ms Tami Photinos

Executive Director Cancer Care

Associate Professor Glen Kennedy

Research

Executive Director Research

Professor Scott Bell



291,846
EMERGENCY
DEPARTMENT
PRESENTATIONS

INCREASE OF 8,218 FROM
 PREVIOUS YEAR

IMPROVING HEALTH OUTCOMES



PLAN IS FIRST STEP TO RECONCILIATION

Community, Indigenous and Subacute Services (CISS) has developed Metro North’s first Reconciliation Action Plan (RAP) to improve health, employment and economic outcomes for Aboriginal and Torres Strait Islander peoples.

The RAP was developed in consultation with Indigenous and non-Indigenous clinical and administrative staff from across CISS. It aims to provide opportunities for further training and qualifications, improve the relationships and respect of Aboriginal and Torres Strait Islander people and cultural needs, and improve cultural governance arrangements across the service.

Director of the Aboriginal and Torres Strait Islander Health Unit Paul Drahm co-chaired the RAP committee. He said the RAP positions CISS as a leader in providing culturally appropriate and safe healthcare as well as an employer of choice for Indigenous Australians.

The key actions in the CISS RAP are:

- commit to establishing at least two formal partnerships with Aboriginal and Torres Strait Islander organisations to improve our services to Indigenous Australians by May 2019.



The CISS RAP was launched during National Reconciliation Week.

- establish an Aboriginal and Torres Strait Islander cultural governance committee to review the cultural appropriateness of CISS policies and programs by September 2018.
- increase Aboriginal and Torres Strait Islander staff representation levels from five per cent, by one per cent per year until 2020.
- provide scholarships to Aboriginal and Torres Strait Islander employees to access further training and qualifications by September 2018/2019.
- ensure all staff have attended a face to face cultural practice program training session by May 2020.

Caboolture and Redcliffe Hospitals will commence planning local Reconciliation Action Plans over the next 12 months.

COPD PROJECT

CULTURE OF INNOVATION



An innovative trial at Caboolture Hospital has dramatically reduced hospital re-admissions for patients with chronic obstructive pulmonary disease (COPD).

The ‘Caring Together 2 Breathe Easy’ project was developed in collaboration with the Canterbury Health Board in New Zealand. It established new care pathways in the Caboolture community to manage acute exacerbations of COPD, rather than coming to the Emergency Department.

Prior to the project starting, 73 per cent of the trial participants had been admitted to hospital at least

once for COPD in the previous six months. After the program was introduced, COPD re-admissions fell dramatically. In July 2017, they had fallen to 19 per cent and just seven per cent in August.

The Caring Together 2 Breathe Easy model supported patients with a COPD action plan, educational materials, and regular contact with the hospital’s COPD team.

The trial was internationally recognised with the Outstanding Innovation prize from the 2017 Health Roundtable in New Zealand for its work with COPD patients.



\$30M REFRESH FOR REDCLIFFE HOSPITAL

Redcliffe Hospital is undergoing a once-in-a-generation program of renewal and refurbishment to meet the healthcare needs of the local community.



A renewed and refurbished Redcliffe Hospital will continue to serve the Peninsula for decades to come.

More than \$30 million is being invested into the hospital as its facilities continue to be modernised and upgraded across the hospital campus.

In October last year, three floors of new facilities were officially opened in the Moreton Bay Integrated Care Centre including dedicated space for Kidney Health Services and Cancer Care Services.

In June, the hospital's new, \$1.5 million, stand-alone pathology laboratory also began operation.

Additional work is planned for the coming year including a new ward, refurbishment of the Day Procedure Unit, sterilising service and anaesthetics and a new operating theatre. The birth suites, paediatric ward and special care nursery will also be refreshed to provide modern facilities for families.

Redcliffe Hospital Executive Director Louise Oriti said with so many projects underway at the same time, the hospital was working hard to coordinate construction activities to ensure patient care continued to come first.

“Ultimately though, these projects will provide a more modern, safer, and clinically capable hospital that will continue to serve the Peninsula community for decades to come,” Ms Oriti said.

Along with the refurbishments, a multi-storey car park is planned to provide patients, visitors, and staff with hundreds more car spaces on the hospital's campus.

PUTTING PEOPLE FIRST



80 YEARS OF WOMEN'S HEALTH

Queensland's oldest hospital is celebrating another anniversary, following last year's 150th Royal Brisbane and Women's Hospital (RBWH) celebrations.

This year the hospital is commemorating 80 years of caring for women, mothers and babies.

More than 520,000 babies have been born at the Women's Hospital since it opened in 1938. RBWH delivers around 5,000 babies each year – approximately one every two hours.

RBWH Executive Director Dr Amanda Dines said advancements in care in the past eight decades mean that many premature babies are now surviving even as young as 23 weeks gestation.

IN 2017 **58%**
OF MOTHERS*
(219 TOTAL)
HAD A HEALTH CARE VISIT
DURING THEIR FIRST TRIMESTER

IN 2017 **60%**
OF MOTHERS*
REPORTED NOT SMOKING < 20 WEEKS PREGNANT
66% OF MOTHERS*
REPORTED NOT SMOKING > 20 WEEKS PREGNANT

* WHO IDENTIFIED AS ABORIGINAL OR TORRES STRAIT ISLANDER

Risk Management and Audit

Metro North's risk management system aligns with the Australian/New Zealand Standard ISO31000:2009 on risk management principles and guidelines and the National Safety and Quality Health Service Standard 1, Governance for Safety and Quality in Health Service Organisations.

Metro North is committed to a philosophy and culture that values open, fair and equitable behaviours, and that encourages staff members to proactively manage risk. The Board has communicated a zero tolerance for preventable patient harm as the key organising principle for all risk identification, assessment, treatment, monitoring and reporting.

The 2016-2020 Metro North strategic plan identifies six overarching strategic risks:

- workforce capability and capacity
- service demand
- fragmented healthcare
- quality and safety of services
- community confidence
- asset management and renewal.

Metro North's directorates and support services are responsible for identifying and managing operational risks.

Key achievements for 2017-18:

Metro North continues to improve its risk management system with a particular focus on identifying, treating and responding to risk in a more integrated and contemporary way.

RiskMan, a state-wide information management system in use by all hospital and health services, was implemented across Metro North. RiskMan integrates several systems including clinical incidents, consumer feedback, risk, and work health and safety incidents.

CULTURE OF INNOVATION



MENTAL HEALTH CELEBRATES 100 YEARS

Metro North Mental Health (MNMH) is celebrating 100 years of psychiatry and mental healthcare at Royal Brisbane and Women's Hospital.

MNMH Executive Director Associate Professor Brett Emmerson AM said improvements in the care and understanding of mental illness have reduced inpatient stays from several years to an average of two weeks.

"In the 1950s the only treatment they really had was Electroconvulsive Therapy (ECT), then in the 60s and the 70s we started to see the development of antidepressants and antipsychotics," Assoc Prof Emmerson said.

"I think as we continue to progress in this field, brain imaging such as that carried out at the Herston Imaging Research Facility will hold the key for us to understand the causes of mental health disorders."

IMPROVING ACCESS



CLINICAL COUNCILS LEADING ENGAGEMENT

Each hospital and health service must develop and publish a clinician engagement strategy to promote consultation with clinicians about providing health services. In Metro North, the Working Together Strategy for inclusive clinician engagement 2016-2018, sets out how clinicians and staff who, on top of their usual work, take time to plan for the best outcomes and experiences for our patients and to make Metro North a great place to work.

The Metro North Clinical Council, chaired by Dr George Javorsky (TPCH Director of Advanced Heart Failure and Cardiac Transplantation) is the peak clinical advisory body for Metro North. Locally, six clinical councils provide clinical leadership and involvement in hospitals as well as Oral Health Services and Community, Indigenous and Subacute Services.

In 2017-18, the councils contributed to the development of their local clinical service plans to set the priority service directions for directorates. Plans have outlined local community health needs, infrastructure planning and renewal, priorities for workforce planning, opportunities to strengthen internal and external partnerships and have identified that leadership and culture are important

considerations in providing sustainable and innovative healthcare in a dynamic value-driven system.

Councils have also championed local initiatives.

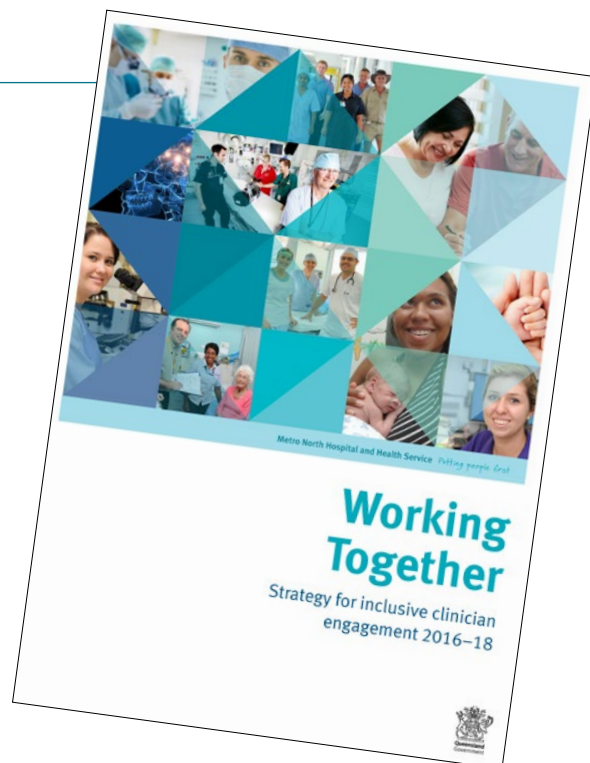
Redcliffe – the introduction of three clinical service lines has enabled more decision-making to be taken directly at a clinical service level and is providing a good foundation for the hospitals future expansion and expected growth. The lines are: Medical, Surgical, and Critical Care, Women and Children.

RBWH – clinical sponsorship of Choosing Wisely, staff engagement via Team Royal and strong engagement with RBWH consumer advisory group to measure patient feedback.

Caboolture – Kindness in July. The Caboolture / Kilcoy / Woodford Clinical Council created a staff magazine and delivered lunchtime leadership sessions to encourage staff to do more to care for themselves – physically, emotionally and spiritually.

TPCH – championing Values in Action via the clinician initiated C1 Project (Culture One Team) whose vision is for TPCH to operate as one team, crossing disciplines and specialties.

ZERO 
LONG WAITS
 IN UROLOGY IN 2017-18





REWARDING RESEARCH INNOVATION

Around 10 per cent of Metro North's clinical and scientific staff participate in research. The Metro North Research Excellence Awards recognise the valuable contribution researchers make to improving healthcare outcomes.



2018 Research Excellence Awards

The 2018 awards attracted 77 submissions from all facilities showcasing a wide variety of research projects and excellent researchers. This year there were 13 candidates for Researcher of the Year, more than double the number of candidates last year.

Congratulations to this year's winners:

- Rising Star – Dr Nicole Andrews
- Research Support – Professor Ian Yang
- Discovery & Innovation – UQ Thoracic Research Centre
- Complex Health Challenges – Queensland Forensic Mental Health Service

- Clinical Research – Qld Lung Transplant Program Clinical Trials Team
- Health Services & Implementation – Physiotherapy Screening Clinic Research team
- Researcher of the Year – Professor Kwun Fong
- Chief Executive Award – Professor Louise Cullen.

The awards were announced at a ceremony in May and sponsored by HESTA, SmartSalary, Virgin Australia, The Prince Charles Hospital Foundation and RBWH Foundation.

Metro North proudly partners with The Prince Charles Hospital Foundation and Royal Brisbane and Women's Hospital Foundation to support world-class health research.

\$10.9 MILLION
IN RESEARCH
GRANTS
FROM OUR HOSPITAL FOUNDATIONS

There are millions in grants from other sources each year

IMPROVING OUTCOMES



DEVELOPMENT UNDERWAY AT HERSTON QUARTER

Changes to the landscape at the Herston Health Precinct have become visible as progress has been made on the \$1.1 billion Herston Quarter Redevelopment Project.



Premier Annastacia Palaszczuk, Member for McConnell Grace MP and Metro North Hospital and Health Board member Geoff Hardy inspecting works on the site of the \$340 million specialist public health facility.

The project is being delivered through a public-private partnership between Metro North and Australian Unity.

In December 2017, the Queensland Government approved the Herston Quarter Priority Development Area Development Scheme, which will guide development and the future renewal of the site over the next ten years. Community consultation on the draft Development Scheme was conducted in August and September 2017 before the Development Scheme was finalised.

Works to disconnect services from the broader Herston Health Precinct and demolition works to remove the former children's hospital buildings were completed in February 2018.

The Development Application for the construction of Metro North's new specialist public health facility was approved in January 2018 and construction of the \$340 million purpose-built facility officially commenced on 30 April 2018. Construction of the facility is anticipated to be completed by the end of 2020.

Once operational, the new 184-bed facility will provide specialist care for patients requiring rehabilitation, elective surgery, endoscopy and a range of outpatient services. It will include special purpose rehabilitation areas, seven operating theatres and three endoscopy rooms.

An additional 52 inpatient beds have been included in the design of the new facility following a comprehensive clinical design process involving approximately 200 clinicians, allied health professionals and consumers.

Consultation and clinical planning for operational requirements, such as information and communication technology, furniture, fixtures and equipment continued throughout 2017-18.

The partnership with Australian Unity was recognised for Best Social Infrastructure Project and Best Financial Structure at the 2017 Public Private Partnership Awards in November.

CULTURE OF INNOVATION



CENTRE TO LEAD IN INNOVATION AND COLLABORATION

A 20-year academic and research partnership between Metro North and The University of Queensland (UQ) was signed on 18 May 2018.

The Specialist Rehabilitation and Ambulatory Care Centre (SRACC) Alliance to integrate clinical care, education and research will be delivered through the new specialist public health facility and improve outcomes for people with complex rehabilitation needs.

The centre will become one of the largest tertiary specialist rehabilitation centres in the southern hemisphere, accommodating 100 nursing and allied health students each year. From 2021, a broad range of clinical placements will be available for UQ students in nursing, occupational therapy, physiotherapy, speech pathology, audiology, nutrition and dietetics, clinical psychology, social work and rehabilitation medicine.



Metro North Chief Executive Shaun Drummond and UQ Vice-Chancellor and President Professor Peter Høj

External Scrutiny

The operations of Metro North are subject to regular scrutiny and validation from numerous external agencies.

All Metro North services are currently accredited with the Australian Council on Healthcare Standards (ACHS) and the Australian Aged Care Quality Agency for aged care services.

The ACHS conducted a Whole of Organisation survey visit for accreditation of hospital and health services in 2017 for the following services:

- Redcliffe Hospital
- Caboolture Hospital
- Woodford Correctional Centre
- Kilcoy Hospital
- Community, Indigenous and Subacute Services
- The Prince Charles Hospital
- Mental Health Services

All services successfully met all Standards and maintained accreditation.

In 2017–2018, Parliamentary reports tabled by the Auditor-General which broadly considered the performance of Metro North included:

- The National Disability Insurance Scheme (Report 14: 2017–18)
- Queensland state government: 2016–17 results of financial audits (Report 11: 2017–18)
- Health: 2016–17 results of financial audits (Report 7: 2017–18)

The recommendations contained within these Auditor-General reports were considered and action was taken to implement recommendations or address any issues raised, where appropriate.

During 30 April – 3 May 2018, Deloitte Risk Advisory Pty Ltd audited Metro North against AS/NZS4801:2001 Occupational Health and Safety Management Systems, as required under the Service Level Agreement with Department of Health. The finalised report has now been received confirming Metro North successfully met the requirements of all 25 audit criteria relating to the elements with no non-conformance.

Metro North periodically works with the Crime and Corruption Commission across a number of areas to maintain a robust corruption prevention framework.

Internal Audit

The internal audit function provides an independent and objective assurance and consulting service to management and the Board. The audits undertaken are risk-based and are designed to evaluate and improve the effectiveness of risk management, control and governance processes.

The function operates with due regard to Treasury's Audit Committee Guidelines, a Board approved Charter and contemporary internal audit standards. Overall service delivery and audit operations are aligned with the Institute of Internal Auditors – Australia, International Professional Practices Framework (IPPF). The IPPF provides a proven, professional, ethical and defensible audit framework. This framework supports the delivery of effective, efficient and economical audits.

Annual and strategic audit plans are developed in consideration of the Board's risk management (strategic and operational risks) and governance processes, designed and maintained by management. Following consultation with management and members of the risk and audit committee, the audit plans are approved by the Board.

The delivery of audits is assisted through a co-source partnership arrangement using a global consulting firm and a specialist clinical consultant. These firms provide subject matter experts and lead audits requiring specialist knowledge and skills. Although the function liaises regularly with the Queensland Audit Office (QAO) it remains independent of the QAO.

Key achievements for 2017–18:

During the period, Internal Audit completed eighteen internal audits covering both clinical and non-clinical risk areas including:

- IT cyber security review – protective technology
- Contract management: KPIs
- Credentialing practices – Allied Health, Nursing and Midwifery
- Expenditure review – ICT invoices
- Strategic alignment of IT
- Rejection of MBS billing claims by Medicare
- Payroll – leave management controls
- End of life care

Information systems and record keeping

The Health Information Policy and Governance function has responsibility for the development and implementation of health information strategy, policy, standards and governance, including data custodianship, information privacy and right to information. As Metro North progresses with the digital hospital agenda, the function provides support to this process through providing a better understanding of information assets, their management, governance and utilisation. At its core, the function is designed to ensure that Metro North can make the best use of the information it holds in a way that promotes public trust in how we handle, protect and disclose personal and sensitive information.

In terms of access to information by the public, in 2017-2018, Metro North across its four facilities processed 12,153 applications for information. This translates to 1,557,555 pages processed through administrative access and legislative mechanisms like Right to Information and Information Privacy applications. Most of this is related to patient care, however applications are also received relating to wider policy questions and from media outlets, political and non-government organisations.

Metro North continues to develop and implement policies, procedures and guidelines under the Metro North Corporate Records Management Framework. These policy artefacts will continue to be updated to reflect changes within Queensland State Archives policies and Queensland Government Chief Information Officer Information Standards.

MORE THAN

1.5 MILLION
PAGES
RELEASED TO

**PATIENTS, CONSUMERS,
MEDIA OUTLETS,
POLITICAL AND
NON-GOVERNMENT
ORGANISATIONS**

(Through Right to Information and other mechanisms)

The electronic Document and Records Management System has continued to be rolled out to corporate business areas within Metro North to drive increased business functionality, streamlined approval processes, enhanced information security and ongoing monitoring and compliance with legislative, business and accountability requirements.

Metro North has implemented processes to protect records that are relevant to, or may become relevant to, an allegation of child sexual abuse, as directed by the Queensland Archivist issued disposal freeze dated 1st June 2018. This disposal freeze was based on recommendations of the “*Final report of the Royal Commission into Institutional Responses to Child Sexual Abuse*”. To comply with the disposal freeze, Metro North has been directed not to dispose of records that are covered by this disposal freeze until the freeze is revoked.

Information disclosures

Section 160 of the *Hospital and Health Boards Act 2011* requires that any confidential information disclosures made in the public interest by a service are outlined in the annual report for that service. There were no disclosures in 2017-18.

Open data

Additional annual report disclosures relating to expenditure on consultancy, overseas travel and implementation of the Queensland Language Services Policy are published on the Queensland government’s open data website www.data.qld.gov.au

IMPROVING OUTCOMES



REDCLIFFE ED’S HALF-MILLION MILESTONE

In the ten years since it was officially opened, Redcliffe Hospital’s Emergency Department (ED) has treated more than half a million patients.

Executive Director Louise Oriti said the milestone was achieved thanks to the dedication of the hospital’s emergency clinicians and good planning when the facility was being designed a decade ago.

Enhancements to the ED have included the recent installation of a new and upgraded X-ray room, and the introduction of Pyxis medication machines.

Ms Oriti said that the emergency department was now seeing around 65,000 patients a year, making supporting patient flow through the hospital more important than ever before.

IMPROVING ACCESS



EXPANDING CAPACITY AT CABOOLTURE

Caboolture Hospital’s new Outpatient Services building opened in February 2018. The building has 30 consultation rooms and will allow the hospital to deliver around 70,000 adult, child and antenatal appointments each year.

The new building represents one of the first steps towards the much-needed interim expansion of the hospital’s Emergency Department. The former outpatient rooms in the main hospital building will soon house medical imaging, which will clear the way for construction work on the interim ED expansion to start later in 2018.

The Caboolture Hospital ED sees an average of 4,500 patients per month, which is forecast to grow to 5,500 patients per month by 2021-22. The interim ED expansion will significantly increase the floor space and have more appropriate places for the management of children, mental health and elderly patients.