

IMPROVING ACCESS



MENTAL HEALTH SUPPORT IN THE COMMUNITY

People living with mental illness now have an alternative to hospital admission after the opening of the first purpose-built facility on Brisbane’s northside in April 2018.

The \$5 million facility provides 24/7 supervised, short-term recovery-focused residential support for up to 10 people who may need additional support to manage a change in their mental health or transition back to living in the community after being discharged from hospital. Admission is voluntary.

Nundah House delivers on priority areas in the Health Service Strategy 2015-2020 by supporting the mental health needs of our community, working in meaningful partnership to better connect care and expanding services so people can access care at the right time and in the right place.

Executive Director of Metro North Mental Health (MNMH) Associate Professor Brett Emmerson AM said Nundah House provides an important component of care for adults by helping to bridge the gap between the community and the hospital so more people can get the support they need in the community.

Its personalised and recovery-centred approach not only supports people to manage their illness but helps to build resilience, independence and social connectedness.

Nundah House is an initiative of Metro North Mental Health and is delivered in partnership with mental health organisation Neami National who provide recovery-oriented support services.

Planning is now under way to build a six-bed youth ‘Step up Step down’ facility north of Brisbane. The facility is expected to be built by the end of 2019.

Funding for the facility has been made available as part of the State Government’s response to the Barrett Adolescent Centre Commission of Inquiry.



This service will extend the continuum of mental health service options available to youth with severe and complex mental health issues and their families and carers with the least possible disruption to their community connections.

The facility will operate as sub-acute mental health bed-based service in a community setting with clinical services provided by Metro North and community support services by a non-government organisation.



Assoc Prof Brett Emmerson AM, Board Deputy Chair Dr Kim Forrester, Minister for Health and Minister for Ambulance Services, The Honourable Steven Miles, and member for Nudgee Leanne Linard.

OUR COMMUNITIES

Metro North has an active and vibrant culture of consumer engagement and partnerships, with many opportunities for consumers to co-design services and improvements.

Connecting for Health: strategy for inclusive engagement, involvement and partnership 2016-2018 continues to shape and advance the consumer and community engagement agenda in Metro North. Under the *Hospital and Health Boards Act 2011*, Metro North reports annually on its achievements.

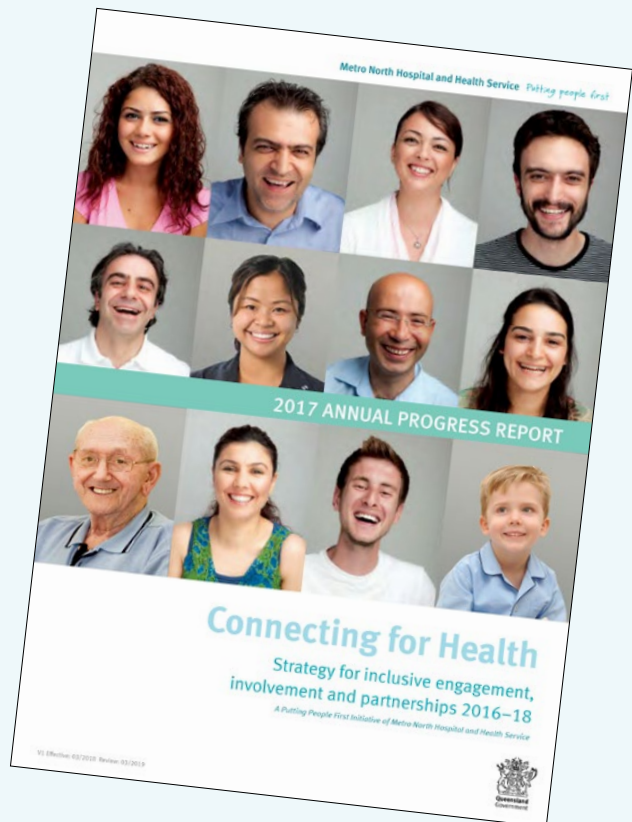
The Community Board Advisory Group (CBAG), now in its fifth year of operation, is an established governing body that continues to advise the Metro North Board and Executive on consumer and community engagement and facilitate essential community partnerships.

In 2017, more than 100 consumers were involved in planning and service redesign including:

- health service planning for bariatric services and palliative care
- A five year health care plan for older people who live in Brisbane North developed in partnership with Brisbane North PHN
- hospital clinical services plans.

Examples of local consumer involvement include:

- 39 individual patient experiences were captured at Halwyn Centre and Jacana in preparation for the transition to the NDIS;
- Redesigning the Caboolture Hospital emergency department including redevelopment, patient journey simulation exercises and design and relocation of the outpatients department.



Metro North is projected to reach over one million residents by 2021 with Caboolture and Redcliffe Hospital catchments the fastest growing and also the most disadvantaged.

The number of people aged 65 years and over will increase by 3.4 per cent per annum (or 60,554 people) over the next 8 years.

One in five people were born overseas and 10.2% of residents spoke a first language other than English, higher than the Queensland rate of 9.5%.

 THE **FASTEST GROWING** USE OF INTERPRETER SERVICES IS IN

**ARABIC,
VIETNAMESE
& DINKA**

 THE **TOP 3 LANGUAGES** FOR INTERPRETER SERVICES ARE

**ARABIC,
MANDARIN
& AUSLAN**

Our workforce 2017–18

Metro North currently employs 15,781 full-time equivalent (FTE) employees and 18,935 headcount to deliver its services across multiple sites, and has experienced a 4.8 per cent permanent separation rate. The number of full-time equivalent employees has increased by 4.1 per cent since the 2016-17 financial year. The highest percentage growth has been at the Caboolture Hospital, which reflects increases in service demand across the health service. The tables below display the number of employees by work location.

Division Facility

	30-Jun-17*	30-Jun-18**	Change %	% of Total
Royal Brisbane & Women's Hospital	6,765	7,122	5.3%	45.1%
The Prince Charles Hospital	3,267	3,355	2.7%	21.3%
Redcliffe Hospital	1,619	1,674	3.4%	10.6%
Caboolture Hospital	1,185	1,279	8.0%	8.1%
Kilcoy Hospital	41	40	-1.7%	0.3%
Metro North Other	2,285	2,310	1.1%	14.6%
Total MOHRI Occupied FTE	15,162	15,781	4.1%	

* Pay cycle ends 18 June 2017 ** Pay cycle ends 17 June 2018

No redundancy packages, early retirement or retrenchment packages were paid during this period.

Sick leave performance in 2017–18 was 4.3 per cent (target 3.3 per cent) compared to 3.7 per cent in 2016–17.

Ethics and code of conduct

Metro North continues to uphold the principles of the *Public Sector Ethics Act 1994*: Integrity and impartiality; Promoting the public good; Commitment to the system of government; and Accountability and transparency. All staff employed in Metro North are required to undertake training in the *Code of Conduct for the Queensland Public Service* during their orientation, and re-familiarise themselves with the Code at regular intervals.

The orientation program includes conflict of interest, fraud, and bullying and harassment to ensure all staff

have a good understanding of their requirements under the *Code of Conduct for the Queensland Public Service*. Communications relating to the standard of practice are also regularly released.

During 2017-18, there has been a focus on building a professional and positive workplace culture – part of Metro North's Values in Action framework. For example, the Chief Executive or member of the Senior Executive Team deliver the Orientation Welcome Session, speaking openly and honestly about their personal experiences and how this relates to Values in Action.

Other mandatory training for staff includes: Occupational violence prevention orientation; Aboriginal and Torres Strait Islander cultural practice; and *Australian Charter of Health Care Rights* awareness.

Key achievements for 2017–18:

- Continuing the rollout of the Metro North safety culture program SHAPE (Safety Has a Place Everywhere) with training reaching almost 3,000 staff.
- Since the introduction of SHAPE and the implementation of a new risk reporting system for Metro North (RiskMan):
 - Incident reporting increased by 23%*
 - WorkCover claims decreased by 6.3%*
 - Incidents converted to WorkCover claims have decreased by 22.7%*
- Building line manager capability more effectively at the local level, including early intervention tools and techniques for managing workplace behaviour, and best practice performance and development planning for managers. Line managers were also supported by coaching sessions and education / awareness sessions for team members on these topics.
- The Springboard e-Recruitment system now services 100% of requests to hire.
- Rollout of a centralised online learning management system to ensure all mandatory and requisite

*(over the period quarter 4 2016/17 to quarter 4 2017/18)

training is captured and kept current. Piloted in Corporate Business Services (November 2017) and Oral Health (March 2018), The Prince Charles Hospital was the first hospital to go-live in April 2018 followed by Redcliffe Hospital in June 2018. Other sites will join in 2018.

- Launch of a video, ‘Barambin’, developed in conjunction with Virtual Songlines⁺, that is the centrepiece to the opening Orientation as it pays respects to the historical Indigenous surrounds of the RBWH area.
- The success of the video story will lead to the production of a similar style opening video for each of the other facilities in Metro North that would be representative of the indigenous heritage of the area.
- 2017-18 proved to be a busy time for Metro North with a noted increase in industrial activity in the second part of the financial year. During this time Metro North has worked in collaboration with the Department of Health in developing a range of state wide improved industrial relations initiatives for example rostering after breaks and the state-wide change management resources.

+ Virtual Songlines is an innovative, computer-generated 3D modelling system of pre-settlement Brisbane and brings greater understanding of our cultural heritage, arts and language

In 2017–18, the Metro North Recruitment team received and processed 1,350 requests to hire and 4,801 appointments

IMPROVING HEALTH OUTCOMES



WOODFORD CORRECTIONS EXPANDS HEALTH SERVICE

New staff have joined the team at Woodford Corrections Health to provide care for an increased prison population.

The facility provides 3,000 episodes of care each month to the 1,400 men at the correctional centre.

In addition to a new Clinical Nurse Consultant who supervises 28 nurses, the service now has its first Nurse Practitioner.

A pharmacist from Kilcoy Hospital visits the health centre several times a week.

A key component of the workload is treating patients for hepatitis C.

The health centre has received funding from The Prince Charles Hospital Foundation to fund a trial of a new cure for hepatitis C in the correctional centre.

CULTURE OF INNOVATION



TECHNOLOGY INCREASES HEART TRANSPLANT CAPABILITY

Cardiac surgeons from The Prince Charles Hospital (TPCH) are the first in Queensland to use new revolutionary technology that will allow more patients to receive life-saving heart transplants.

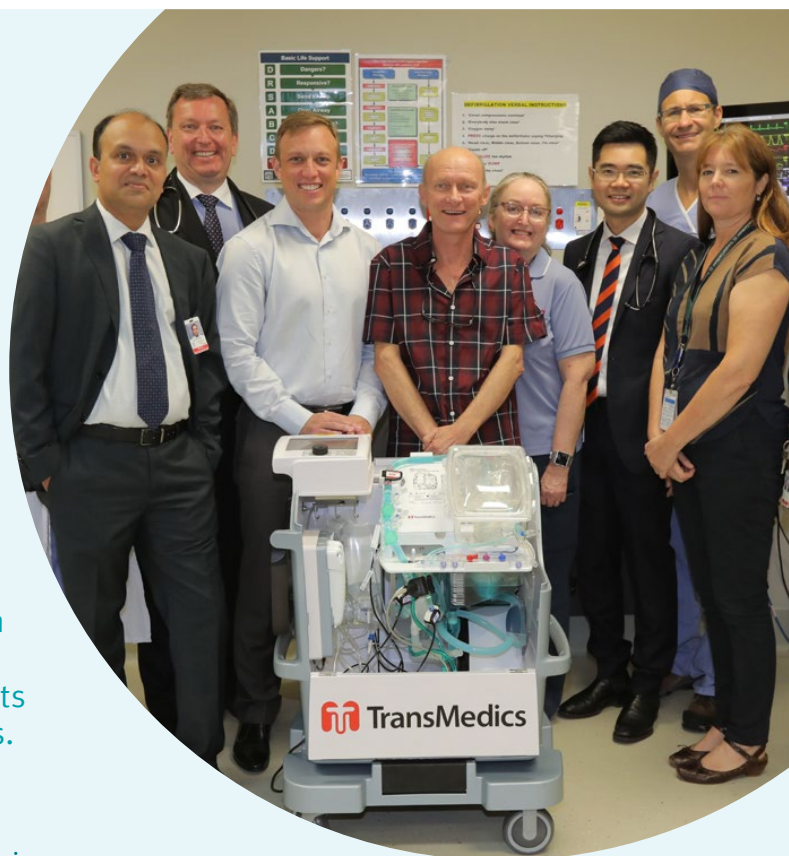
The new Transmedics Organ Care System preserves the donor heart by mimicking circulation to keep the heart warm and beating in transit, expanding the potential organ donor pool in Queensland.

TPCH transplant surgeon Dr Anil Prabhu said that preserving hearts for transplantation in a normal or close to normal physiological state gives surgeons more time to perform transplants and potentially save more lives.

“The new system gives us over eight hours compared with the current cold storage method which only gives around four hours, before the donor organ starts to deteriorate,” Dr Prabhu said.

“This technology means that we can retrieve donor organs from a far greater range of geographical locations throughout Queensland and Australia, which increases the chance for more patients to receive life-saving heart transplants.

“The new system also allows clinicians to monitor and re-condition the donor heart during the transport period. This keeps the heart in better shape for surgery, and minimises the risk of complications for the patient following their transplant.”



Minister for Health and Minister for Ambulance Services, the Honourable Steven Miles and members of The Prince Charles Hospital Advanced Heart Failure and Cardiac Transplantation team with the new Transmedics Organ Care System.

The Prince Charles Hospital is one of only four heart and lung transplant services in Australia. In the past 15 years there have been average of up to 15 heart transplants per year in Queensland.

TPCH’s Director of Advanced Heart Failure and Cardiac Transplantation Dr George Javorsky said that transplantation was the only option for certain patients with end stage heart failure.

“This new system will hopefully increase the number of suitable donor hearts for patients awaiting transplant, and reduce the amount of time patients wait for their transplant operation,” Dr Javorsky said.

“Importantly, transplantation would not be possible without the generosity of organ donors and their families.”

Funding for the Transmedics Organ Care System was provided by Queensland Health’s New Technology Funding and Evaluation Program.