



THE PRINCE CHARLES HOSPITAL CAMPUS

A FRAMEWORK
FOR RENEWAL

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Executive summary

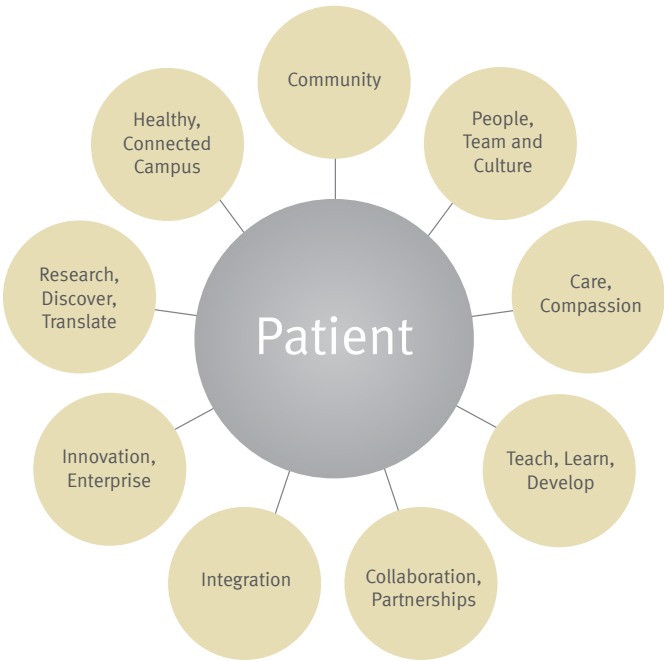
The Prince Charles Hospital Campus Framework for Renewal (The Framework) sets out the aspirations and pillars which will define the future of the Campus. In doing so, it is important to reflect on our history and to protect and promote what is unique about the Campus; our culture, our people, teamwork, and our continued commitment to focus on the patient.

The Framework supports our philosophy for the Campus: Together, we provide excellent and innovative healthcare.

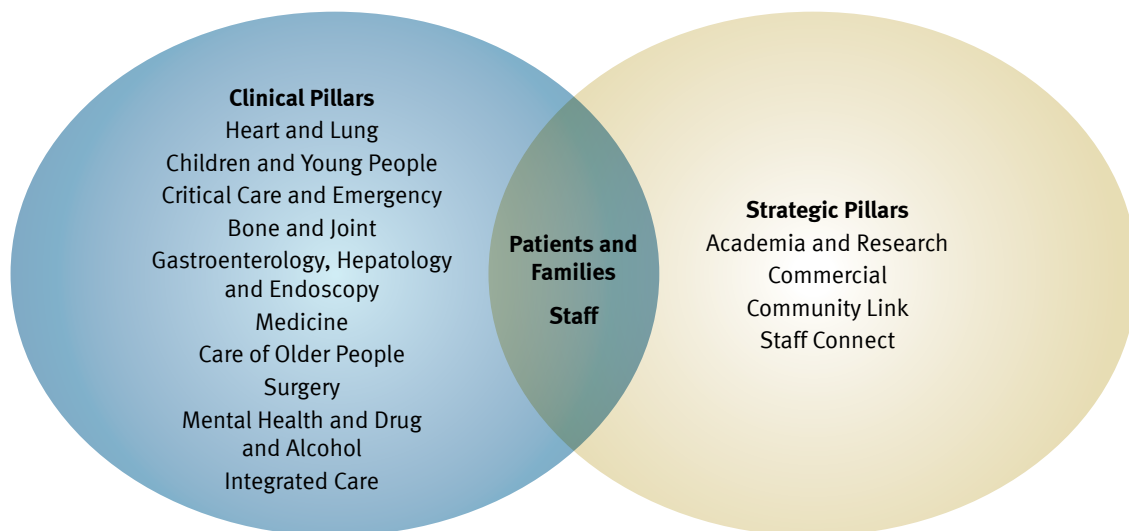
The Framework has been developed through a collaborative approach and sets out the following key elements for the future of the Campus.

Aspirations	The aspirations guide how the Campus develops its culture, services, workforce, facilities, interacts with the community, and engages with local, state, national and international partners.
Pillars	The pillars represent the key areas which will define the future role and identity of the Campus (that is, what the Campus is known for).
Benefits	The benefits are what we anticipate to achieve through the pursuit and implementation of the aspirations and pillars.
Enablers	The enablers underpin the aspirations and pillars and are critical to supporting the Campus to transition to the future paradigm.
Environment	The environment of the Campus is critical. A diverse range of principles have been defined which will be promoted as we develop the Campus.

The future aspirations for the Campus are inter-related and together harness the full potential of what we are striving to achieve.



The Framework details the opportunity for the Campus to pursue diverse and innovative pillars of local, state, national and international significance. The pillars are inter-related and will deliver the greatest benefit for patients and families, community, staff and service partners when pursued collectively.



The pillars will:

- build upon our current service foundations
- strengthen connection with and between our patients, community, staff, and service partners
- foster new and advanced models of care focused on keeping people healthy, improving peoples quality of life, delivering services in the community, and providing better integration and continuity of care
- deliver vital new services for our community in areas such as children and young people's health and sub-specialty areas in medicine and surgery
- deliver a greater depth of clinical services in areas such as anaesthetics, cancer, ear nose and throat, haematology, neurology, renal, urology and vascular
- provide a greater critical mass of services which offer a pathway for stronger integration of our clinical services with advanced education, training and research programs and
- grow partnerships to advance our objectives for education, training and research, and propel the global standing of the Campus as a scientific and academic health centre.

The pillars are critical for our Campus and community. They will enable a greater proportion of our communities needs to be met locally, and will be central to effectively responding to the projected increase in health needs of our rapidly growing local population as well as the Queensland population (with respect to our specialised services).

In pursuing these pillars the following environment will be promoted:

- safe, integrated, and connected precincts
- highly accessible to public transport
- pedestrian friendly with extensive public realm
- easy to locate and use services and move across the Campus
- permeable and promotes the coming together of community and hospital life
- welcoming, culturally appropriate, and reassuring for patients, their families and carers
- dynamic, evidence based, and productive workplace for staff
- access to contemporary information technology to support patient care and staff connectivity and productivity
- foster collaboration, creativity, and translational care
- social and recreational spaces to support peoples broader health and social needs
- connection to the natural environment to enhance health and wellbeing
- innovative approach to accessing green space
- environmentally sustainable and responsive approach
- big campus, small feel
- diversity of staff facilities which fuel engagement and enthusiasm for the Campus and
- flexible, adaptable facilities, and a clear pathway for expansion.

The Framework

The Prince Charles Hospital was opened in 1954 as the Brisbane Chest Hospital.



It has a long history in providing specialised services for Queensland and Australia. The Hospital received its current name, The Prince Charles Hospital, in 1974.



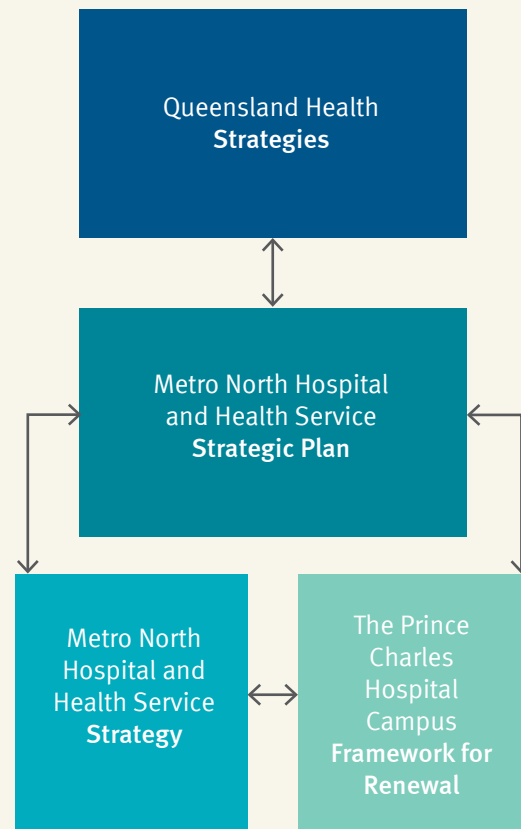
The Framework sets out the aspirations and pillars which will define the future of the Campus. In doing so, it is important to reflect on our history and to protect and promote what is unique about the Campus; our culture, our people, teamwork, and our continued commitment to focus on the patient.

The Framework provides a platform to engage with patients and families, community, staff and service partners. It is not intended to be prescriptive, but provides the umbrella to guide detailed planning and service development for the Campus.

The Framework has been developed through a collaborative approach with the Campus, service partners, The Prince Charles Hospital Clinical Council, The Prince Charles Hospital Community Advisory Network, and Metro North Hospital and Health Service (MNHHS). It is also aligned with the policy and planning of MNHHS (refer Appendix) and the vision in the Strategic Plan:

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

The following diagram illustrates how The Framework fits with the bigger picture for MNHHS.



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

An integrated approach

The Framework sets out the following key elements for the future of the Campus.



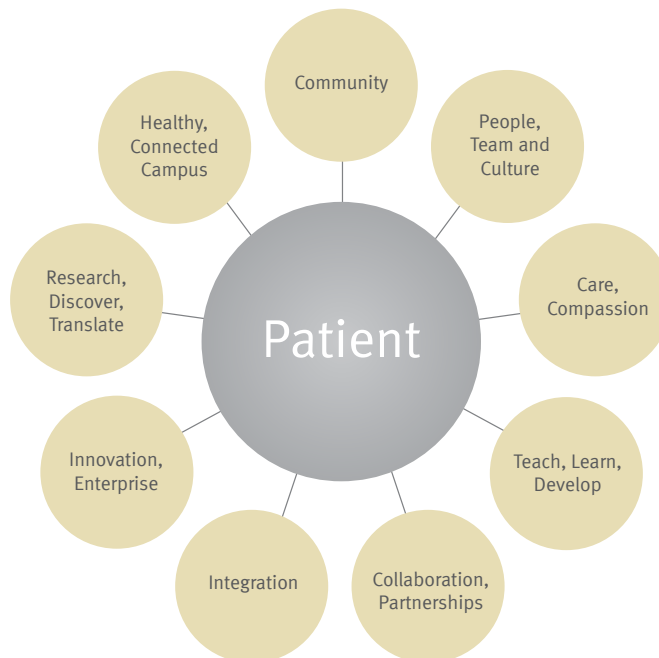
<p>The Aspirations guide how the Campus develops its culture, services, workforce, facilities, interacts with the community, and engages with local, state, national and international partners.</p>
<p>The Pillars represent the key areas which will define the future role and identity of the Campus (that is, what the Campus is known for).</p>
<p>The Benefits are what we anticipate to achieve through the pursuit and implementation of the aspirations and pillars.</p>
<p>The Enablers underpin the aspirations and pillars and are critical to supporting the Campus to transition to the future paradigm.</p>
<p>The Environment of the Campus is critical. A diverse range of principles have been defined which will be promoted as we develop the Campus.</p>



Aspirations

The philosophy of the Campus is: Together, we provide excellent and innovative healthcare.

The aspirations for the Campus provide our focus to achieve this philosophy. The aspirations are inter-related and together harness the full potential of what we are striving to achieve for the Campus.



Descriptions for each of the aspirations are provided below.

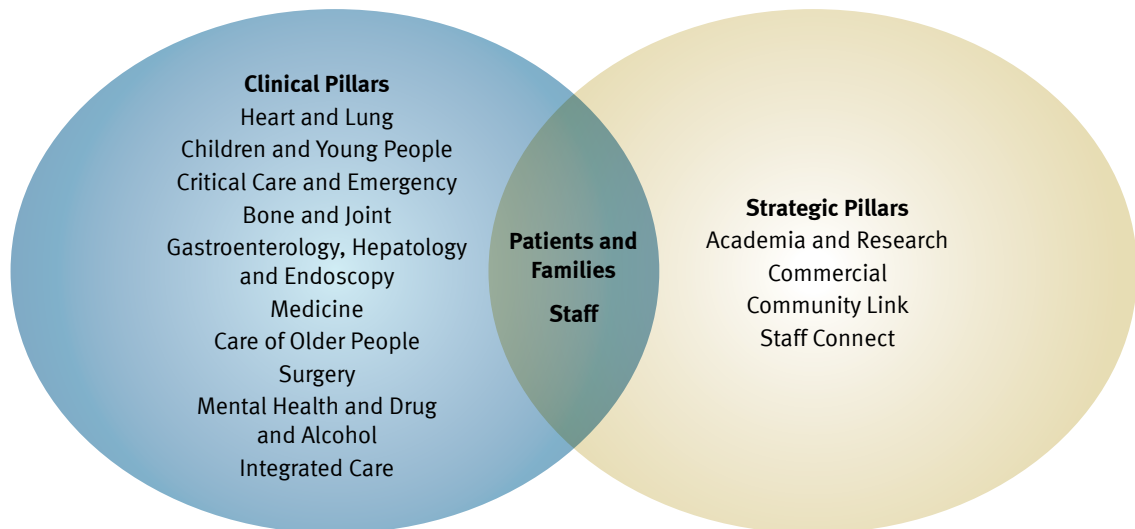
Community	Promote a dynamic system of engagement and communication with our community, staff, and service partners in the pursuit of excellence in access, healthcare delivery and outcomes
Care, Compassion	Provide safe, compassionate, high quality care to our patients and their families
People, Team, Culture	Attract, retain and develop the best people, and promote a cohesive, and supportive team culture
Teach, Learn, Develop	Create a thriving environment for teaching, learning and continuing skills development
Collaboration, Partnerships	Promote collaboration and foster partnerships with patients, families, community, service partners, government, and industry
Integration	Integrate clinical services, education and training, research, technology, and industry for the mutual benefit of each
Innovation, Enterprise	Promote an environment of new and creative thinking which harnesses innovation across a spectrum of activities, and maximise the commercial value of this innovation
Research, Discover, Translate	Shape the international research agenda, and pioneer the rapid translation of our discoveries into the healthcare environment
Healthy, Connected, Campus	Enhance the connectivity of the campus with the community, natural environment, and create spaces which promote health and wellbeing

Pillars

The Framework provides the platform for the Campus to pursue diverse and innovative pillars of local, state, national and international significance. These include:

- clinical pillars, for example relating to a clinical service and
- strategic pillars, which contribute to all aspects of life on the Campus.

The following pillars will define the future identity and role of the Campus. These are inter-related and will deliver the greatest benefit for patients and families, community, staff and service partners when pursued collectively, and delivered as an integrated part of the Campus.



The pillars will:

- build upon our current service foundations
- strengthen connection with and between our patients, community, staff, and service partners
- foster new and advanced models of care focused on keeping people healthy, improving peoples quality of life, delivering services in the community, and providing better integration and continuity of care
- deliver vital new services for our community in areas such as children and young people's health and sub-specialty areas in medicine and surgery
- deliver a greater depth of clinical services in areas such as anaesthetics, cancer, ear nose and throat, haematology, neurology, renal, urology and vascular
- provide a greater critical mass of services which offer a pathway for stronger integration of our clinical services with advanced education, training and research programs and
- grow partnerships to advance our objectives for education, training and research, and propel the global standing of the Campus as a scientific and academic health centre.

The pillars are critical for our Campus and community. They will enable a greater proportion of our communities needs to be met locally, and will be central to effectively responding to the projected increase in health needs of our rapidly growing local population as well as the Queensland population (with respect to our specialised services).

There are a diverse range of clinical support, non-clinical support, education, training, research, and information technology services which are infused across all of these pillars which require enhancement in order to truly realise the objectives of each pillar.

Heart and Lung

The Heart and Lung Institute is an innovative proposal that plans to address the challenge of a rising burden of disease in a financial environment characterised by rising costs and constrained revenue. The Institute will integrate patient care, education, training and research for the future. This model will ensure patients continue to have access to high quality, highly specialised, sustainable cardiothoracic services, and capitalise on opportunities to partner with stakeholders from within and outside of MNHHS to establish a flagship centre of excellence in patient care and learning of world renown.

The core endeavours of the Institute are:

- excellence in patient outcomes
- improved access to the best and most cost effective care
- world best practice in research, education and training
- innovation through high end technology, new models of care and entrepreneurial business models that engage industry
- partnerships with stakeholders to deliver sustainable health services.

The Institute will build upon an existing reputation as an international leading centre, while pioneering the research, development and clinical application of new therapies in the field.

Services will be delivered from the most advanced facility in Australia and will include:

- ambulatory care centre for consulting, diagnostics, investigations, invasive procedures, and research
- medical imaging centre of excellence, hybrid operating theatres, cardiac catheterisation and electrophysiology laboratories, and interventional pulmonology services
- intensive care, coronary care, high acuity (e.g. thoracic close observation) and acute beds for cardiothoracic, cardiology and thoracic services
- a dedicated adult cystic fibrosis unit and lung transplantation unit (the host of statewide cystic fibrosis)
- large scale multidisciplinary research centre supporting collaborative research programs
- multi-functional teaching and education facilities e.g. simulation skills centre, conference facilities.

Children and Young People

The Campus will deliver an enhanced breadth of services to meet the local needs of our younger community and their families, and focus on enhancing the continuity of care of children into adulthood.

In addition to the current services provided at The Prince Charles Hospital Campus, namely emergency department, short stay medical care and outpatient services, the depth and breadth of key acute, ambulatory and outpatient services across medical, surgical, anaesthetic, and mental health will expand, providing a centre for children and young people's health services for the north of Brisbane.

Services will be delivered within a carefully considered networked approach within MNHHS and with Children's Health Queensland which effectively and efficiently integrates local and statewide specialist services, and reflects MNHHS broader strategy for children and young people's health services.



Critical Care and Emergency

Critical care and emergency services are essential to the future of the Campus, the ability to grow the broader service offering, and fundamentally shapes how services are provided holistically on the Campus.

Critical care and emergency services will pursue a dynamic, proactive, and predictive approach to service delivery through evidence based practice and engagement with the community, staff and service partners. Services will continue to focus on the safe provision of clinical services, teaching, and research.

The emergency department is projected to be one of the busiest in Queensland. The rapid projected increase in demand means we must continue to reform and innovate in line with best and evidence based practice, and plan for broader hospital service capacity to support this.

The emergency department will work with patients and their families, the community and service partners to develop new and advanced models of care which redefine how services are delivered to different patient groups, enhance patient and staff safety, enhance connectivity and in-reach from other services, and strengthen partnerships for an enhanced continuum of care with services such as the Queensland Ambulance Service and broader community services.

The intensive care service will build its critical mass, maximising opportunities to enhance the cohorting of patient groups to deliver safe, high quality, and effective patient outcomes. The service will build the depth of integration between clinical services and teaching and research functions, and further partnerships with patients and their families for advancing research.

The intensive care service will continue as a statewide referral centre providing appropriate, efficient and excellent world class clinical support and leadership in the intensive care of patients with cardiothoracic disease including therapeutic modalities such as extracorporeal membrane oxygenation, mechanical circulatory support and solid organ transplantation. Opportunities for providing leadership in the field of specialist retrieval services for our patient cohort will be actively pursued, as well as health disaster planning and response.

Bone and Joint

The Campus will lead an innovative and integrated elective bone and joint service which delivers excellent patient outcomes, provides fertile ground for research, and adopts a translational approach to enhancing service delivery. In addition to this, planning will be undertaken regarding the future role of the Campus for acute paediatric and adult orthopaedic services.

The Campus will continue to provide excellence in care of the older person after hip fracture with its innovative and highly integrated model of care which is underpinned by research, education, teaching and involvement in national advisory forums.

The bone and joint service will promote a genuine multidisciplinary team approach which places the community front and centre in all aspects of promotion and prevention, treatment, recovery and restoration.

In partnership with academic partners and other training institutions, the Campus will invest in the ongoing development and sustainability of the highly skilled workforce required to deliver the clinical service model.



Gastroenterology, Hepatology and Endoscopy

The Campus will provide one of Queensland's most productive and innovative gastroenterology, hepatology, and endoscopy services. The service components include:

- gastroenterology providing inpatient and specialist outpatient services including functional bowel, nutrition, inflammatory bowel diseases, and coeliac disease (supported by a dedicated and research active dietetic service)
- hepatology providing inpatient and specialist outpatient services including cirrhosis, liver cancer screening, and hepatitis B and C treatment clinics
- endoscopy services providing world class standards in specialist and routine procedures in upper endoscopy and colonoscopy, including bowel cancer screening.

The service philosophy is defined by excellence and is underpinned by three key areas:

- promoting patient access, safety, availability and choice (for local and statewide patients) and continuing to pioneer new models of care, including primary health care initiatives, to get patients treated closer to home
- driving innovation and continuing to act as a statewide innovation centre demonstrating how new service models contribute to patient satisfaction, clinical and economic efficiencies, and improved clinical standards
- pursuing true translational research which is underpinned by strong local audit processes and leading a broad range of clinical and scientific programs to investigate and provide real world answers which improve the lives of patients. The Campus will continue to be a centre of treatment and research excellence in coeliac disease, cirrhosis of the liver and hepatic encephalopathy.

Through embedding innovation and research into core business staff will be empowered in their pursuit of service excellence, and this will provide a sustainable platform for future growth.

Medicine

The breadth and depth of medical services provided from the Campus are currently limited. Increasing the range and capability of medical services is critical to meeting the growing needs of the local community.

This will provide opportunities for greater cohorting of patients to maximise patient safety, quality, and outcomes, a greater depth of experience for those in education and training programs, and an increased depth of research.

The increased range and capacity of medical services will be delivered in parallel with an enhanced range of clinical support services available on campus, expansion and reconfiguration of the workforce and skill mix, and the further integration of medical services with other service areas such as mental health and drug and alcohol services to support the management of patients with comorbidities.

Medical services will continue to build on the current reputation of the Campus for innovation and the use of technology to enhance quality of care, will be provided in a highly integrated manner with other services (particularly care of the older person), and will continue to be a statewide leader in the education of undergraduate and postgraduate students in all health disciplines.

The clinical model will also extend beyond the boundaries of the Campus, with the formation of partnerships with other service providers to more effectively manage people's needs across the care continuum, and where possible to keep people healthy, manage their needs, and improve their quality of life within the community.

Specific areas which have been identified for focused reform and development include cancer, endocrinology, general medicine, haematology, infectious diseases, neurology (including stroke), neurophysiology, palliative care, rehabilitation and kidney health.



Care of Older People

The Campus provides the most comprehensive and integrated service for caring for the elderly in Queensland. In addition to providing a spectrum of ambulatory, acute, and sub-acute geriatric medicine services, the Campus is an active centre for educating advanced trainees in geriatric medicine (having well developed links with many tertiary institutions across all health disciplines and as the coordinator of the geriatric medicine training program for the state), and has a growing research presence which is strongly supported by the Prince Charles Hospital Foundation.

Building on these foundations, the Campus will be recognised as a centre of excellence within the community, MNHHS, Queensland, Australia, and internationally.

The care of the older person service will continue to grow its research interface with institutions such as the Queensland Brain Institute and its research footprint in order to make major contributions to the science underpinning older peoples health.

Engagement, processes, and service models for care of the older person will be infused into all areas of service delivery across the Campus and into the community i.e. they will not be defined by physical departments or facilities. This will be enabled through technology, a multidisciplinary approach, and a highly mobile workforce on the Campus and in the community setting.

Service and physical access will be made simple, direct, and structured to ensure prompt access by the right team of health professionals at the right time. In addition to this, infrastructure will be developed consistent with evidence based design for older persons, providing a reference site to which other services and facilities aspire.



Surgery

The Campus will enhance the range and capability of surgical services to meet the growing needs of the local community. The clinical model will be shaped by a stronger network of surgical services across MNHHS and the continuing role of the Royal Brisbane and Women's Hospital as the trauma centre for MNHHS.

Coupled with an expanded range of services, the increased depth of service volumes in these surgical areas provides the opportunity for strong research integration, and a richer learning environment for surgical and perioperative training.

Specific areas of focus which have been identified for enhancement include ear nose and throat surgery, cancer surgery, general surgery, plastics and reconstructive, urology and vascular surgery. These will be provided for adults with selected services (orthopaedics, general surgery) provided for children and young people.

The enhancement of anaesthetic services is one of the critical enablers of growth across the clinical pillars for adults and children.

Mental Health and Drug and Alcohol

The Campus will deliver integrated mental health, drug and alcohol, and medical services to better meet the healthcare needs of those with comorbidities of the mind and body.

These services will be provided across the care continuum including:

- acute / hospital based services with the potential expansion of services based on population needs
- chronic / secure / long term hospital and community based services
- community based services provided from the Campus, and with an increased focus on outreach services provided in community settings.

These services and infrastructure will continue to be reviewed, planned and designed with the safety of patients and staff being paramount.

Integrated Care

The Campus will be a leader in the delivery of truly integrated service models and care for patients, their families and the community which address the full continuum of care. This includes pursuing research into, and development and implementation of, exemplar models of care making best use of local champions and big data and information technology systems.

This will be done through engagement, partnership, education, advanced models of care, and a renewed proactive approach to keeping people healthy and managing their care needs in the community. The integrated care model will be centred on patient access, flow, multidisciplinary team care, and technology.

The continued focus on integrated care builds on the extensive range of services already provided by the Campus in areas such as cystic fibrosis, multidisciplinary telehealth team meetings for interstitial lung disease, and ortho-geriatric care.



Academic and Research Strategy

The Campus will pursue an academic and research strategy which is innovative, purposeful, and which sets the future agenda for service models, funding investment, and infrastructure development.

Research has always been a living and breathing force on the Campus, underpinning a culture that enables exceptional and innovative patient care.

The Campus is world renowned for clinical and translational research in cardiology, cardiac surgery, thoracic surgery, thoracic medicine, transplantation, orthopaedics and critical care. It has pioneered the introduction of new services into Australia, participated in several first-in-man cardiac studies, and pioneered the development of new devices.

The Campus pursues a diverse range of research programs in partnership with academic, research, and service partners extending through years and decades, which provides a solid base for future services. Examples of research programs include:

- the relationship between the improvement in periodontal disease and subsequent reduction in coronary artery disease through use of triclosan-containing toothpaste
- combining basic science and biomedical engineering research, in vivo animal work and national and multinational clinical studies to advance the care of critically ill patients
- the pathophysiology of cystic fibrosis focusing on infection and inflammation of cystic fibrosis airways using laboratory based in vitro and in vivo techniques to complement clinical studies
- the world's largest centre for stem cell therapy for lung disease, conducting research into pulmonary hypertension, lung disease, stem cell therapy, idiopathic pulmonary fibrosis, lung donation and lung transplantation
- improving health outcomes for older patients and those individuals requiring rehabilitation to maximise participation and reduce long-term disability
- improving health outcomes for patients with complex chronic diseases through evaluating the effectiveness of screening programs, best practice interventions, and prevention of long term disability.

The pursuit of the academic and research strategy is critical to continue to propel the Campus as a scientific and academic health centre built around people, teams, translation, and innovative infrastructure.

Commercial Strategy

The Campus will pursue a commercial strategy which contributes to the aspirations, pillars and desired environment for the Campus.

At its core, this strategy will provide opportunities to generate up front and ongoing revenues to invest into services and facilities which have synergies with the Campus with respect to:

- innovation and translation (such as with information technology, biotechnology, and robotics)
- providing a richer experience for patients, staff and service partners engaging with the Campus
- enhancing the role of the Campus as a specialised centre and economic growth corridor for the north side of Brisbane.

Community Link

The Campus will create a dynamic system of engagement with the community to remain connected with patients, community, and local care providers even when they are not at the Campus (including those who travel long distances to access services at the Campus).

The continued focus on being connected with the community builds on the extensive range of services and models already provided by the Campus such as indigenous respiratory outreach clinics, indigenous cardiac outreach clinics, specialist tele-health clinics, community indigenous sub-acute services, hospital in the home, community based rehabilitation programs, palliative care, and Retrieval Services Queensland.



Staff Connect

Staff health and wellbeing is positively associated with effectiveness and efficiency of care. Staff are at the core of our Campus identity and play a central role in delivering excellent patient care and in shaping the strategic and operational directions of both the Campus and MNHHS.

Attracting, retaining and developing our staff, promoting a cohesive and supportive team culture, and designing a Campus that promotes health and wellbeing are central to the future.

Wellbeing in the workplace means much more than physical health initiatives. The Campus will pursue a diverse and coordinated range of initiatives (including the development of supporting infrastructure) which build team culture, demonstrate commitment to staff, support health and wellbeing, and provide broader socialisation and engagement opportunities which cater for their everyday needs on the Campus.

Staff connect will develop an integrated service model around two key areas, staff health and wellbeing, and culture and teams.



Staff health and wellbeing

Staff health and wellbeing includes:

- activities and initiatives aimed at total wellbeing (financial, social, psychological and physical) in collaboration with partner organisations, unions, professional bodies, and relevant non-government organisations
- targeted and coordinated health promotion and prevention activities to improve lifestyle and chronic health (e.g. diabetes management, smoking cessation, work-life balance)
- on-site occupational health facilities
- accessible and available sport and exercise facilities
- on-site General Practice and dental clinics
- on-site facilities such as retail, dining, post office.

Culture and teams

Culture and teams includes:

- culture champions to build trust and increase engagement
- access to mentoring and coaching at all levels
- leadership training and succession planning initiatives
- team building activities linking staff from different disciplines and work areas
- staff events calendar
- staff celebration week and annual staff excellence awards
- collaborations with universities, non-government organisations, and other stakeholders to build and drive a research culture.



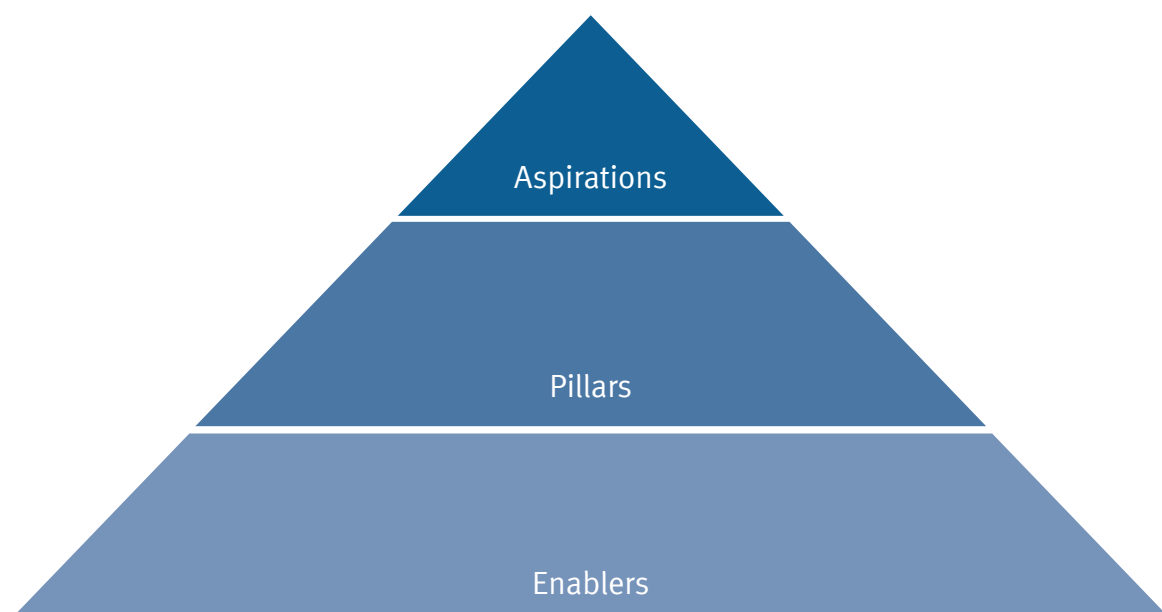
Benefits

The anticipated benefits of the pillars for patients and families, community, staff and service partners are summarised below.

For Patients, Families and Community	<ul style="list-style-type: none"> • Provide enhanced access to world leading services • Provide more timely and better local access to a greater breadth and depth of clinical services (reducing the need to travel to access services) • Enhance patient care and outcomes • Enhance service integration and continuity of care • Foster new and advanced models of care focused on keeping people healthy and improving their quality of life
For Staff	<ul style="list-style-type: none"> • Contribute to the philosophy of the Campus • Build clinical diversity, critical mass, and expertise • Promote multidisciplinary team care • Strengthen the integration of clinical services with advanced education, training and research programs • Promote a culture which enhances collaboration and productivity • Attract the best people and teams
For Service Partners	<ul style="list-style-type: none"> • Strengthen partnerships, networks and integration of patients, community, staff, and service partners • Enhance service effectiveness and efficiency • Contribute to the strategic directions of MNHHS and Queensland and Australian Governments • Grow the academic footprint and presence to propel the Campus as a global scientific and academic health centre • Expand the translational research mission of the Campus • Establish a diverse mix of public and private facilities which support patient and community care, innovation and jobs creation • Generate a commercial funding stream for investment into the Campus

Key enablers

A diverse range of key enablers are required to deliver the aspirations and pillars for the Campus. This is illustrated conceptually in the following diagram.



Descriptions for each of the key enablers are provided below.

Engagement and Communication	Pursue a dynamic system for ongoing engagement and communication with people and service partners which the Campus interacts with
Community Involvement	Involve the community in planning and delivering services and our pillars, and designing facilities
Workforce	Develop the workforce and culture required for the future
Teamwork	Promote teamwork and multidisciplinary care
Partnership	Work in a collaborative, transparent partnership with patients, families, community, and service partners
Leadership	Promote leadership at all levels across the Campus and actively pursue opportunities
Evidence	Define and adopt evidence to enhance service delivery
Responsive	Create systems, processes, and environments which are responsive to the needs of community, staff and service partners
Affordable	Services are delivered in a cost effective and efficient manner
Research	Promote an active research program which is embedded into the working life of the Campus
Education and Training	Promote an on-site, active education and training program which is accessible for all staff
Advanced Models of Care	Create advanced models of care which traverse the care continuum and promote the Campus as a global demonstration site of care innovation
Technology	Define, develop and adopt technology to deliver the best possible care to the community, support service partners, and provide a productive environment for staff
Transport	Pursue a holistic transport strategy which enhances the accessibility and connectivity of the Campus
Staff Facilities	Develop facilities for staff which enhance the diversity of activities they can access on the Campus
Commercial	Pursue innovative commercial opportunities which provide value or revenue for the Campus
Built Environment	Develop a contemporary and inspiring built environment which fosters safety, quality, efficiency, teamwork, and translational care of the future



Environment

In pursuing the pillars the following aspirational environment will be promoted:

- safe, integrated, and connected precincts
- highly accessible to public transport
- pedestrian friendly with extensive public realm
- easy to locate and use services and move across the Campus
- permeable and promotes the coming together of community and hospital life
- welcoming, culturally appropriate, and reassuring for patients, their families and carers
- dynamic, evidence based, and productive workplace for staff
- access to contemporary information technology to support patient care and staff connectivity and productivity
- foster collaboration, creativity, and translational care
- social and recreational spaces to support peoples broader health and social needs
- connection to the natural environment to enhance health and wellbeing
- innovative approach to accessing green space
- environmentally sustainable and responsive approach
- big campus, small feel
- diversity of staff facilities which fuel engagement and enthusiasm for the Campus and
- flexible, adaptable facilities, and a clear pathway for expansion.



The campus

Strategic location

The Campus is strategically located within a knowledge, research and innovation corridor in Queensland, and is uniquely positioned to meet the future health needs of the local community and Queensland growing population.

Located to the north of the Brisbane CBD, Chermside has historically been used as an administrative hub for government and industry, and is located close to the rapidly growing suburbs to the north of Brisbane.

The Campus is the most significant public infrastructure in Chermside, and is sometimes referred to as the heart and lungs of Chermside.

The Hospital forms part of a key network of services in MNHHS, the largest public provider of health services in Australia.

The Campus is well connected by road and tunnel infrastructure to the Brisbane CBD, south Brisbane, Brisbane international and domestic airports, and the Hospital and Health Services to the north and west.



Services

The Campus has one of the largest concentrations of hospital beds in Australia (880 beds) including 630 public beds in The Prince Charles Hospital and 250 private beds in the collocated private hospital Holy Spirit Northside.

The Prince Charles Hospital is a major referral Hospital, providing a critical anchor in educating and training the future health workforce, and is world renowned for clinical and translational research in cardiac and thoracic medicine and surgery, critical care and orthopaedics.

The Hospital currently provides care over a broad range of specialties including:

- emergency medicine for adults and children
- general medical and general surgical services
- cardiac and thoracic medicine and surgery (the Campus is home to Queensland's premier cardiothoracic service, the largest cardiothoracic service in Australia)
- orthopaedic joint surgery (elective) and fractured neck of femur service
- acute geriatric and rehabilitative medicine
- children's inpatient (short stay) and outpatient services
- comprehensive and integrated mental health services and
- palliative care.

The pillars set out earlier in The Framework are critical for our Campus and community. They will enable a greater proportion of our communities needs to be met locally, and will be central to effectively responding to the projected increase in health needs of our rapidly growing local population as well as the Queensland population.

Metro North is the second most populous Hospital and Health Service in Queensland representing 20% of the population.

The MNHHS population is projected to increase from 889,455 in 2011 to 1,272,871 by 2036 (a projected increase of 383,416 people or 43%).

The Queensland population, for which the Campus provides specialised services, most particularly for heart and lung services, is projected to increase from 4,476,778 people in 2011 to 6,763,147 people by 2036 (an increase of 2,286,376 people or 51%).

Coupled with this growth, the population is projected to age significantly. In MNHHS between 2011 and 2036 the greatest volume and percentage growth is for persons aged 70 years and above (an increase of 111,458 persons or 149%).





Critical mass

The Campus already has one of the largest concentrations of staff, students, researchers, clinical services, and facilities in Queensland. This includes:

- around 3,500 staff at The Prince Charles Hospital
- around 1,000 staff at the collocated private hospital (Holy Spirit Northside)
- an extensive and diverse range of students, academics and researchers.

This critical mass will be greatly expanded as the Campus continues to grow as a specialised centre for the north of Brisbane, and a scientific and academic health centre for Queensland.

Campus partners

The Campus comprises a depth of skills, expertise, partnerships, and research linkages. These include The Prince Charles Hospital, The Prince Charles Hospital Foundation, Holy Spirit Northside (the largest private cardiac surgery unit in Queensland), the Queensland University of Technology, the University of Queensland (the Universities Northside Clinical School is the largest medical school in Australia), Australian Catholic University, Griffith University, University of Sunshine Coast, Innovative Cardiovascular Engineering Technology Laboratory, and the Richard Slaughter Centre of Excellence in Cardiovascular MRI.



The campus



The Campus is one of the largest physical health precincts in Queensland. This provides a great development opportunity for pursuing integrated clinical, education and training, research, innovation, biotechnology, and other commercial endeavours for the benefit of a diverse range of stakeholders.

The Campus strategic master plan, shown below, illustrates the development potential of the Campus into the future. This development potential is a critical enabler of achieving the future aspirations and pillars for the Campus.



Source: The Prince Charles Hospital, Strategic Facility Plan, 2030

Appendix

The Framework has been developed through a bottom up approach of consultation and collaboration with local stakeholders. The Framework is aligned with the policy and planning of Metro North Hospital and Health Service including the Strategic Plan 2016-2020, Health Service Strategy 2015-2020, Putting People First Strategy 2015, Clinician Engagement Strategy 2016-2018, and Connecting for Health Strategy 2016-2018. An overview of each of these strategies are provided below.

Strategic Plan 2016–2020

The Strategic Plan outlines how Metro North Hospital and Health Service will meet the needs of its population to 2020 in line with the Queensland Government's objectives for the community and national health reform.

The Vision of MNHHS is:

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

The Values of MNHHS are:

Respect; Teamwork; Compassion; High performance; and Integrity.

The Strategic Objectives of MNHHS are:

- | | |
|---|---|
| 1 | To always put people first |
| 2 | To improve health equity, access, quality, safety and health outcomes |
| 3 | To deliver value based health services through a culture of research, education, learning and innovation. |

Health Service Strategy 2015–2020

MNHHS has developed the Health Service Strategy 2015-2020 to address challenges it shares with other health services including the increasing demand for services, changing care needs, pressure on existing infrastructure and the need to maintain a skilled and committed workforce.

The Strategy has a five year outlook and provides an overview of the health needs of the MNHHS population. It also examines the factors that are likely to influence the design and delivery of healthcare services over the next five years to identify challenges and opportunities.

Putting People First Strategy 2015

Putting People First offers a refreshed view of the role of Metro North Hospital and Health Service – to enable and support people to lead and deliver excellent patient-centred care and high quality services.

The Strategy reinforces our promise to put people first and guides genuine action to enable our staff, patients and partners. With a strong focus on improving systems, better engaging our people, and enabling a positive culture, putting people first supports Metro North Hospital and Health Service to:

- partner with our patients to provide high quality health care
- enable, support and professionally develop our staff and
- engage with our partners to improve the patient experience.

This is done through a new interconnected organisational frame that embraces the diversity, traditions, histories and identities of our local facilities, services and streams, and unifies us under the identity of Metro North Hospital and Health Service.

Clinician Engagement Strategy 2016–2018

The Clinician Engagement Strategy is in place to make sure clinicians have a voice in Metro North Hospital and Health Service, building on the strengths and diversity of our clinical workforce. The purpose of the Strategy is:

- to develop and maintain a clinician workforce that is involved in shaping the direction of the health service to achieve patient-centred care and
- to foster a sense of ownership of the strategic direction of Metro North amongst clinicians.

Connecting for Health Strategy 2016–2018

The Connecting for Health Strategy sets out the dedicated mechanisms and resources to make sure consumers and communities have a voice when it comes to their health care, and sets a clear direction and course of action for meaningful engagement into the future.



THE PRINCE CHARLES HOSPITAL CAMPUS

A FRAMEWORK
FOR RENEWAL