

GOVERNANCE

Our people



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

Board membership

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 2019. Associate Professor Cliff Pollard AM retired from the Board following his significant contribution to Metro North since its inception as a Hospital and Health Service in 2012. Board members Mr Bernard Curran, Dr Paula Conroy and Associate Professor Kim Johnston were reappointed by Governor in Council in May 2019.

Dr Robert Franz, head of general surgery for The Prince Charles Hospital and former Police and Community Safety Minister Mr Neil Roberts were appointed to the Board in May 2019.

A schedule of Board Member attendance at Board and Committee meetings for 2018–19 is available on page 96.

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



Associate Professor Cliff Pollard leaves great legacy

Associate Professor Cliff Pollard AM retired from the Board in May 2019. As the inaugural chair of the Board Safety and Quality

Committee, Cliff provided exceptional leadership in establishing and strengthening Metro North's clinical governance systems, policies and processes. His hard work has contributed to improvements in patient safety and quality of care.

His contribution to all Board Committees has ensured that discussions and decisions on finance, performance and risk matters include a clinical focus. Equally, his participation in Metro North and facility clinical council meetings has been a valuable exercise, particularly during Board discussions which has ensured clinical input into strategic decisions.

Cliff will be continuing his research role with the Jamieson Trauma Institute and the announcement of a fellowship from the Motor Accident Insurance Commission in his name is testament to his depth of expertise.

Staff across Metro North and Queensland Health will also remember Cliff for his 40 more years as a surgeon including staff surgeon at Redcliffe Hospital and Director of the RBWH Trauma Service.

PUTTING PEOPLE FIRST



CELEBRATING STAFF EXCELLENCE

The annual Metro North Staff Excellence Awards supports the culture of recognising individuals and teams who embody our values by going above and beyond to make a difference.

In the fourth year, the awards attracted a record number of 240 nominations in seven categories that showed a diverse display of the ideas and initiatives in action across the health service.

Winners

PEOPLE FOCUS: Adult Intensive Care EMPATHY project, The Prince Charles Hospital

INNOVATION: Tele-Cardiac Investigations team, Royal Brisbane and Women's Hospital

EXCELLENCE IN PERFORMANCE: Endovascular Clot Retrieval team, Royal Brisbane and Women's Hospital

LEADERSHIP: Associate Professor Karin Lust, Women's and Newborn Services, Royal Brisbane and Women's Hospital

VALUES IN ACTION: Reece Crawford - Marathon Man, Royal Brisbane and Women's Hospital

EXCELLENCE IN INTEGRATED CARE: Caboolture Young Mums for Young Women program, Caboolture Hospital

EXCELLENCE IN TRAINING & EDUCATION: Insight Unit, Metro North Mental Health

CHIEF EXECUTIVE'S AWARD: Michelle Gant, Administration Officer, The Prince Charles Hospital

The Staff Excellence Awards were sponsored by QSuper and QBank.

Professor Robert Stable AM

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

Board Chair

Appointed: 18 May 2016

Current term: 18 May 2016 to 17 May 2020

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

Appointed: 18 May 2013

Current term: 18 May 2018 to 17 May 2021

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 the Chair of the Community Services Commission, Anglicare Southern Queensland.

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.

Mr Geoff Hardy

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

Member and Chair, Risk and Audit Committee

Appointed: 18 May 2016

Current term: 18 May 2017 to 17 May 2020

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.

Ms Bonny Barry

RN BNsg, MAICD

Member and representative on The Prince Charles Hospital Foundation Board

Appointed: 18 May 2016

Current term: 18 May 2017 to 17 May 2020

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.



CABOOLTURE HOSPITAL EXPANSION

Continued expansion of Caboolture Hospital is essential to cater for burgeoning population growth in the Moreton Bay region. Several key infrastructure projects are already increasing capacity with a large-scale redevelopment to start in early 2020.

Further progress has been made on the commitment to expand the capacity of the Emergency Department, which is being delivered in three stages, with investment of \$19.6 million over several years. The first stage, a new facility to house the Specialist Outpatients Department was completed in early 2018, and has been operational since February 2018.

The second component was the relocation and expansion of Medical Imaging Department, completed late 2018.

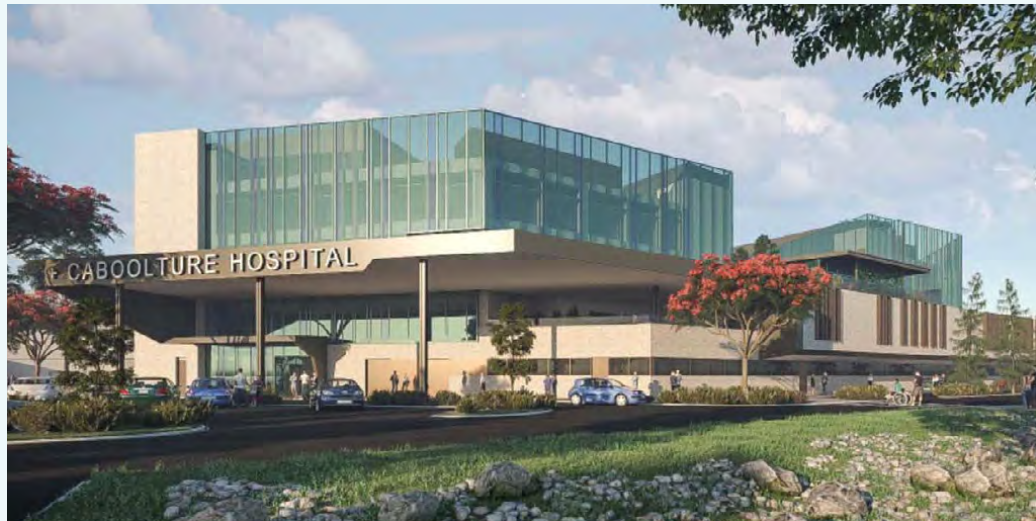
The hospital has welcomed a new, multi-million-dollar medical imaging facility with provider I-Med Radiology Network. It includes a new 3T MRI machine, new CT scanner, Fluoroscopy unit and X-ray machine.

Having a state-of-the-art MRI machine and other new medical imaging equipment on-site means patients have easier access to quality imaging and able to start treatment sooner.

Improvements to the surgical equipment sterilisation facility saw the replacement of old equipment with state-of-the-art sterilising and washing systems. Staff are now able to process equipment in line with new Australian standards on infection control for re-usable medical devices in a health service organisation.

The final stage of this capital works program is to expand the capacity of the emergency department, noting the significant increase in presentations in recent years.

This work will deliver 18 new treatment spaces, refurbishment of the existing waiting room, three new assessment rooms, dedicated mental health assessment area, plus a dedicated paediatric assessment area, including a waiting room and four bays. This will all come on-line in late 2019, and ensure continued provision of services until the new hospital expansion is available.



This \$352.9 million investment in the hospital will deliver new services and increase capacity within the hospital.

The centrepiece of the redevelopment will be a new, four-storey clinical services building on the site of the existing front car park, including a new, purpose-built Emergency Department.

This project is a significant investment that will ensure that Caboolture Hospital can continue to provide high-quality healthcare now and for many years in the future.

Construction will start in early 2020. A refurbishment of the existing hospital will take place at the same time as the construction of the new building.

Funding has also been allocated to deliver a new multi-storey car park for the hospital.

The new car park will be built in the north-eastern corner of the hospital site, adjacent to the new Outpatient Services building. It will provide approximately 945 spaces.

Once complete, there will be more than 1640 parking spaces available on-site, which represents a net increase of more than 500 spaces.

A temporary carpark will be delivered to provide parking spaces during the construction of both the hospital and the multi-storey car park.



ONGOING INVESTMENT IN REDCLIFFE HOSPITAL'S FUTURE

Better clinical facilities, critical engineering infrastructure upgrades and improved patient access are the focus of a \$100 million investment at Redcliffe Hospital.



Metro North's investment in Redcliffe Hospital will continue into 2020.

The list of upgrades and refurbishment projects are at various stages of completion and planning across the hospital campus.

During the 2018–19 financial year, Redcliffe Hospital opened its \$1.3 million pathology laboratory and completed \$5 million worth of renovations in Level 6 East of the main building.

A new 26-bed ward on Level 6 will be open in time for next year's winter peak.

By the end of this calendar year, work should be complete on the \$10.1 million renovation to the Level 2 Day Procedure Unit and sterilising service, as well as \$4 million worth of refurbishments to the Level 3 paediatrics and maternity wards, including a fully renovated special care nursery.

Redcliffe Hospital Executive Director Louise Oriti said a \$6.8 million modernisation of the hospital's electrical system is also nearing completion, with more than 32 kilometres of new cabling installed and a new switchboard room in the hospital's basement.

The electrical upgrade is on track to be delivered in time to power the hospital's new MRI machine and second CT

scanner, both of which are expected to be operational by the end of the next calendar year.

The expansion of the hospital's medical imaging department was announced in May, and the machines and associated infrastructure are worth around \$16 million.

Early works are also underway to support the delivery of a \$5.5 million operating theatre, and a multi-storey car park, that will increase the amount of car parking at the hospital by more than 50 per cent.

Ms Oriti said that early works for the car park project had included building a temporary car park for hospital staff at the Redcliffe Showgrounds, and a reconfiguration of car parking areas on the hospital campus.

These reconfigurations have allowed the hospital to reserve more car parking spaces for patients while providing hospital staff with around 360 additional car spaces in two off-campus locations.

"From clinical facilities to the physical infrastructure that makes our hospital work, there aren't many parts of our hospital that aren't benefitting from these upgrades and refurbishment projects," Ms Oriti said.

Professor Mary-Louise Fleming

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

Member and Chair, Community Advisory Committee
(non-statutory)

Appointed: 18 May 2016

Current term: 18 May 2017 to 17 May 2020

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 and Chair, Improving Indigenous Outcomes Board Committee (non-statutory)

Appointed: 18 May 2017

Current term: 18 May 2017 to 17 May 2020

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

Member and Chair, Finance and Performance Committee

Appointed: 18 May 2018

Current term: 18 May 2019 to 31 March 2022

Mr Bernard Curran 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. He 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.

Mr Curran 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.

Mr Curran 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.

Mr Curran 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. He also served as a Director of Australian Children's Education & Care Quality Authority during 2014 and 2015. He became a Director of The Prince Charles Hospital Foundation in 2008 and became Chair of its Board in 2012 until December 2018. In 2017 he was appointed to the Board of Governors of the Queensland Community Foundation.

Dr Paula Conroy

BSc, MBBS, DCH, FRACGP, GAICD

Member and Deputy Chair, Community Advisory Committee (non-statutory)

Appointed: 18 May 2018

Current term: 18 May 2019 to 31 March 2022

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

Dr Conroy is 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.

Associate Professor Kim Johnston

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

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

Appointed: 18 May 2018

Current term: 18 May 2019 to 17 May 2021

Associate Professor 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 \$1.3 million in competitive engagement related research grants across government, private, and non-profit sectors. She has also published more than 65 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.

Mr Neil Roberts

MBA, BBus, GradCertDisRes, GAICD, NMAS, FDRP

Member

Appointed: 18 May 2019

Current term: 18 May 2019 to 31 March 2022

Mr Neil Roberts is a former Cabinet Minister in the Queensland Government. He was Minister for the challenging portfolios of Police, Corrective Services and Emergency Services (including the Queensland Ambulance Service, Queensland Fire and Rescue Service and Emergency Management Queensland). He brings to the Board, significant experience in the oversight of frontline service delivery agencies.

Mr Roberts has previously served as a member of various government and non-government committees including the Dental Board of Australia's Queensland Registration and Notifications Committee and Australian Catholic University's Queensland Chapter Advisory Board.

As a Member of Parliament, Mr Roberts chaired various Parliamentary Committees including Budget Estimates Committees and the Public Works Committee. He also served as Assistant Minister (Parliamentary Secretary) in a range of portfolios including Families, Communities and Disability Services, Employment and Training, Treasury and State Development.

He holds a Master of Business Administration (Corporate Governance) and a Bachelor of Business and is registered as a Nationally Accredited Mediator and Family Dispute Resolution Practitioner.

Dr Robert Franz

MBBS, FRACS

Member

Appointed: 18 May 2019

Current term: 18 May 2019 to 17 May 2021

Dr Robert Franz is the Director of Surgery at The Prince Charles Hospital (TPCH) and a consultant general surgeon. With nearly 40 years experience in general surgery, Dr Franz chairs Statewide committees for the Department of Health including the Queensland Surgical Advisory Committee and the Advanced Specialised Surgical Training Consultative Committee.

Dr Franz also had a particular interest in rural surgery where he was the director of Surgery for Toowoomba Base Hospital from 1991 to 2007; and was instrumental in the curriculum establishment for the rural doctors training program.

He has previously been a member of, and held the role of Chair, for a number of clinical committees including TPCH Surgical and Anaesthetic Services Committee (Chair), TPCH Gastrointestinal Services Advisory Group (Chair) and Rural Surgical Services Committee (Chair). Dr Franz also brings extensive medico-legal experience including WorkCover and AHPRA Expert Independent Assessor.

IMPROVING OUTCOMES

LEADING THE WAY IN ROBOTIC-ASSISTED ORTHOPAEDIC SURGERY

A state-of-the-art robotic arm is helping orthopaedic surgeons deliver more accurate surgeries for patients at The Prince Charles Hospital (TPCH).

The orthopaedic robotic-arm system, which can be used in partial knee, total knee and total hip replacements has the potential to improve the accuracy of surgery, speed up recovery, and decrease the number of days spent in hospital.

The next-generation orthopaedic health technology gives surgeons the chance to customise planning to each patient's individual anatomy, giving patients better results and allowing some to go home as early as the same day as their surgery.

TPCH is the first hospital in Queensland to offer the technology to public patients, thanks to \$2 million in funding from The Prince Charles Hospital Foundation.

TPCH Director of Orthopaedics Dr Scott Crawford said the demand for this new technology was growing with more than 12,000 total knee replacements and 8,000 total hip replacements performed in Queensland last year.

"Partial knee application was a treatment option designed to relieve the pain caused by joint degeneration due to osteoarthritis that had not yet progressed to all three compartments of the knee," Dr Crawford said.



"Robotic-arm assisted partial knee replacements can be more accurate than manual partial knee replacement procedures.

"Early results suggest recovery may also be faster.

"By selectively targeting only the part of the knee damaged by osteoarthritis, surgeons can resurface the diseased portion of the knee, while helping to spare the healthy bone and ligaments surrounding the knee joint."

In larger surgeries such as total knee and hip replacements, it can be challenging even for the most experienced surgeons to position and orientate with total accuracy. By using enhanced 3D planning, TPCH surgeons will be able to provide patients with the most personalised surgical experience possible, based on their specific diagnosis and anatomy.



NEXT GENERATION OF DOCTORS AND NURSES HEAD TO THE WARDS

Metro North welcomed 165 new medical graduates at the start of 2019 with the junior doctors starting their intern year at The Prince Charles (TPCH), Royal Brisbane and Women's (RBWH), Redcliffe and Caboolture Hospitals.

The interns are supported and supervised by some of the best senior doctors in the country, who are delivering responsive, integrated and connected care across health specialities including medicine, surgery, psychiatry, oncology, women's and newborns, trauma and dozens of sub-specialities.

RBWH welcomed 94 interns, with 27 starting at TPCH, 27 at Redcliffe and 17 at Caboolture.

Metro North also welcomed 184 nursing and midwifery graduates at hospitals and healthcare facilities in the first six months of 2019.

The graduates join a nursing and midwifery workforce of more than 8,000 across Metro North.

All these graduates have chosen Metro North's hospitals and healthcare facilities as the place they want to start their careers and take advantage of our leadership in the provision and delivery of world-class health care.

One of 2019's new medical interns at The Prince Charles Hospital (TPCH) is 25-year old Abhishek Mohan who commenced his career as a doctor one year after his twin Aradhana began hers at the same hospital.

Abhishek initially pursued his interest in science through a degree in pharmacy before deciding on medicine.

"I enjoyed pharmacy but decided I wanted to move into an area where I could get involved with diagnosis and treatment. I felt that being a doctor was something I could excel at and make a difference to people's lives," Abhishek said.

Like her brother, Aradhana's decision to become a doctor was driven by the prospect of being able to apply her natural aptitude for science in a field where she could help others.

"For me, becoming a doctor was an area where I could integrate science and people – two things I enjoy," Aradhana said.

The twins' choice to both start their medical career at TPCH is not a coincidence. Aradhana said that TPCH provided excellent training and support to her during her first year as a junior doctor.

"The staff at TPCH were very supportive and made me feel more confident about learning new skills as a new clinician," she said.

Aradhana's positive experience at TPCH inspired her brother to choose the hospital as the place to start his medical career.

"I am extremely excited about working as a doctor in a hospital that is well known for providing excellent care to patients," Abhishek said.

"It gives me a very solid ground for a highly successful career in medicine."



Twins Abhishek and Aradhana Mohan chose to start their medical careers at The Prince Charles Hospital.

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

Jackie Hanson

Jackie Hanson was appointed Acting Chief Executive on 1 May 2019 while Shaun Drummond is on secondment as Chief Executive of Metro South Hospital and Health Service.

Ms Hanson has extensive leadership experience in executive, strategic and senior operational roles spanning more than 11 years across public health systems in Queensland and South Australia.

Through strong leadership and influence, Ms Hanson has led successful transformations within South Australia in her role as the CEO of Northern Adelaide Public Health Network. As Executive Director Operations and Chief Operating Officer at Sunshine Coast Hospital and Health Service, she has also made significant achievements strengthening staff engagement and redesigning care. Ms Hanson is a Registered Nurse, and holds a bachelor degree in Nursing Science.

Mr Shaun Drummond

As Chief Executive of Metro North, Mr Drummond is responsible for the day to day management of one of Australia's largest public health authorities. Prior to his commencement as Chief Executive, Mr Drummond held the role of Executive Director Operations for more than two years. In this role, Mr Drummond has led high profile projects including the Surgical, Treatment and Rehabilitation Service (STARS), the Biofabrication Institute, and the Patient Access Coordination Hub.

PUTTING PEOPLE FIRST



VALUES PUT INTO ACTION AT COMPASSION CAFÉ

To celebrate International Patient Experience Week in May 2019, a Compassion Café was opened at Royal Brisbane and Women's Hospital (RBWH) for patients and visitors.

Compassion Café gives patients and their families a moment of respite from the busy hospital surrounds and provides staff with an opportunity to engage with patients away from the clinical environment.

RBWH Consumer Advisory Group Chair Gary Power said it was a rewarding experience and an opportunity to hear great stories and feedback.

"Compassion Café is a random act of kindness. It's about putting our values into action and allows us to do something small to make a big difference for the thousands of people who visit RBWH each day," he said.

"Patients sit down at the café for a free cup of tea and a chat, for some it's at a vulnerable time in their life, and it reminds us why we were a committed to putting our patients first."

Compassion Café is a collaboration between RBWH Quality, Innovation and Patient Safety Service (QIPSS), RBWH Foundation and consumer representatives and staff.



Patients, consumers and staff spending time together at Compassion Café.

GOVERNANCE

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 2019.

Executive Director Operations

Ms Jackie Hanson

Chief Finance and Corporate Officer

Ms Melissa MacCabe

Executive Director Safety and Quality

Associate Professor Noelle Cridland

Executive Director Clinical Services

Dr Elizabeth Whiting

Chief Digital Health Officer

Dr Clair Sullivan

Chief Transformation Officer

Ms Lina Gillespie

Executive Director Strategy and Planning

Ms Colleen Jen

Executive Director Assets and Infrastructure

Ms Kate Copeland

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 David Rosengren

Executive Director

The Prince Charles Hospital

Ms Michele Gardner

Executive Director Redcliffe Hospital

Ms Louise Oriti

Executive Director Caboolture and Kilcoy Hospitals

Dr Lance Le Ray

Executive Director Community and Oral Health Services

Ms Tami Photinos

Executive Director Mental Health Services

Professor Brett Emmerson AM

Executive Director Clinical Support Services

Ms Gillian Nasato

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 Emergency Medicine and Access Coordination

Dr Chris May

Executive Director Women's and Children's

Professor Leonie Calloway

Executive Director Cancer Care

Associate Professor Glen Kennedy

Research

Executive Director Research

Professor Scott Bell



TOTAL NUMBER OF
CONCESSIONAL
CAR PARK PASSES ISSUED

19,282

TOTAL VALUE OF THE PASSES

\$166,540

Supporting patients and their families to decrease the cost of their hospital visit

Organisational structure and workforce profile

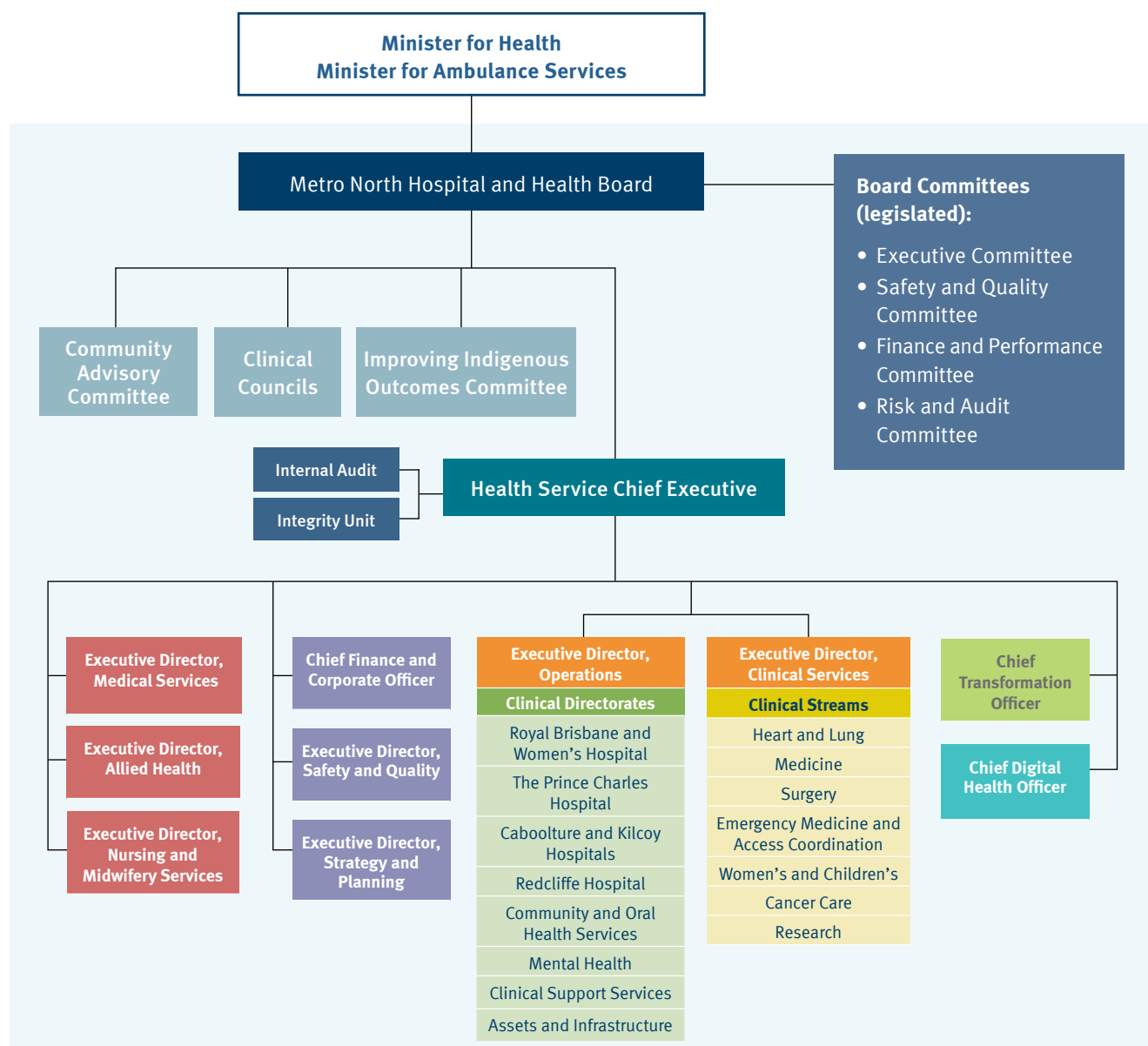


Table 1: More doctors and nurses*

	2014–15	2015–16	2016–17	2017–18	2018–19
Medical staff ^a	1,771	1,913	1,976	2,054	2,120
Nursing staff ^a	5,892	6,324	6,512	6,759	6,864
Allied Health staff ^a	1,908	2,015	2,162	2,219	2,261

Table 2: Greater diversity in our workforce*

	2014–15	2015–16	2016–17	2017–18	2018–19
Persons identifying as being Aboriginal and/or Torres Strait Islander ^b	163	158	165	181	198

Note: * Workforce is measured in MOHRI – Full-Time Equivalent (FTE)

Source: ^a DSS Employee Analysis, ^b Queensland Health MOHRI, DSS Employee Analysis

PUTTING PEOPLE FIRST



EVENTS
SUPPORT
POSITIVE
STAFF
CULTURE

Metro North’s Values in Action framework focuses on promoting fun, wellbeing, teamwork and belonging in the workplace through fun and engaging events and activities.



Our second annual Movie by the Sea attracted more than 1,000 people to Brighton Health Campus.

Through consultation, a calendar of events was developed, and six successful events have been delivered with staff, family and friends engaging in positive culture experiences.

The annual Soccer Tournament was held in September with 20 teams and approximately 165 players, plus supporters cheering them on. The winning team was Royal Madrid from Royal Brisbane and Women’s Hospital (RBWH).

In November, the Corporate Symposium had almost 300 attendees at the one-day symposium for staff working in corporate and support services in Metro North. The day featured keynote presentation on how to flourish in the workplace and the day rounded out with updates from key corporate directors and projects.

The inaugural Family Fiesta at Pine Rivers Showgrounds in November was an opportunity for staff, family friends and the community to celebrate and experience sights sounds and tastes from around the globe. This low-cost family event attracted almost 1000 people who

enjoyed stage entertainment, workshops, dancing demonstrations rides and much more.

In March, Movie by the Sea was held for the second time at the Brighton Health Campus with almost 1000 attendees. Staff, family, and friends were able to enjoy a relaxing evening with food trucks, children’s entertainment and a movie screening of Christopher Robin.

Metro North Netball Tournament was held in April with 22 teams and approximately 180 players with colleagues, family and friends enjoying the afternoon. The winning team was the Splintaz from RBWH.

Hospital of Origin brought together teams across the health service to represent their facility in a series of clinical skills and knowledge challenges. This year, the Community and Oral Health team took home the trophy, and facility staff were able to watch the action live at a selection of Metro North facilities.

The Values in Action events have been sponsored by RemServ, Fleetplus and Health Professionals Bank.



RESPECT • INTEGRITY • COMPASSION • HIGH PERFORMANCE • TEAMWORK

Awards and recognition

Metro North's Values in Action framework recognises high performance and teamwork. The Staff Excellence Awards and Research Excellence Awards are our annual events which recognise excellence in our staff's commitment to

delivering innovative outcomes to improve patient's lives. With over 19,000 employees, the tremendous commitment to patient care is demonstrated by awards and recognition in Queensland, nationally and internationally.

CULTURE OF LEARNING



SCHOOL-BASED TRAINEESHIP SUCCESS

Metro North was named Large Employer of the Year for the North Coast region at the prestigious 2018 Queensland Training Awards.

The award recognised the school-based trainee program supported by Redcliffe, Caboolture and Kilcoy Hospitals and Community and Oral Health facilities in the Moreton Bay region.

The school-based traineeship program allows high school students to complete their school education while also earning both an income and a certificate level qualification in a health-related field.

Training Coordinator Kylie Boccuzzi said the regional training award recognised the long-term success of the

program, which was now in its 14th year.

"Recognition of that success continues, with two of our trainees now nominated for awards as part of the 2019 Queensland Training Awards."

"The real prize though is the career head-start that all of our trainees take home when they complete their traineeship," Ms Boccuzzi said.

In 2018-19 there were 57 school-based trainees taking part in the program across Metro North facilities in the Moreton Bay region, with around 200 students applying for positions in the 2020 intake.



CULTURE OF INNOVATION



ADVANCING PHARMACY INNOVATION

Royal Brisbane and Women's Hospital (RBWH) Director of Pharmacy Associate Professor Ian Coombes was awarded the prestigious Fred J Boyd Award at Medicines Management 2018, the 44th Society of Hospital Pharmacists of Australia (SHPA) National Conference.



Associate Professor Ian Coombes (right) accepts the prestigious Fred J Boyd Award from Professor Michael Dooley.

President Professor Michael Dooley awarded the prize on behalf of the SHPA in Brisbane.

He celebrated Assoc Prof Coombes' vision and leadership, highlighting his many innovations in practice that have resulted in the introduction of many impactful, nationwide initiatives.

"Ian's commitment to professional development and innovation saw him lead the evaluation and development of the tools that became the Clinical Competency Assessment Tool (ClinCAT), which is now widely used in Australian pharmacy for self and peer competency-based evaluation and feedback," Prof Dooley said.

"Through his PhD investigating the cause and prevention of prescribing errors, he has seen the adoption of a National Inpatient Medication chart which has led to a significant reduction in medication prescribing and administration errors across the country."

PUTTING PEOPLE FIRST



RBWH NAMED IN TOP 100 HOSPITALS IN THE WORLD!

Royal Brisbane and Women’s Hospital (RBWH) has been named as one of the top 100 hospitals in the world by premier news outlet, Newsweek.

The list, released in April 2019, saw the hospital placed next to some of the world’s most renowned and respected hospitals including Mayo Clinic and Cleveland Clinic in the USA, Singapore Hospital and The University of Tokyo Hospital. RBWH was also only one of five Australian hospitals recognised in the list.

The World’s Best Hospitals 2019 report took a range of sources into account when calculating the results, including recommendations from medical experts, results from patient surveys and medical KPIs on hospitals.

The recognition is testament to the incredible team at RBWH, and the hard work they put in day in, day out, to provide the best possible service to their patients.

Metro North Hospital and Health Service Acting Chief Executive Jackie Hanson said she was proud that RBWH has gained a spot in the top 100 world’s best hospitals.

“It is a wonderful acknowledgement of the hardworking staff right across our service who treat a growing number of patients each year,” Ms Hanson said.

“Our dedicated staff are putting our values into action and this recognition shows that we’re on the right track to becoming the biggest, best and nicest hospital and health service in Australia.”



The RBWH team were thrilled to be named in the top 100 hospitals in the world

CULTURE OF INNOVATION



AWARD FOR DELIRIUM SCREENING APP

The team behind DEL-ICiUs, an electronic Intensive Care Unit (ICU) delirium screening app, has received the Foster Innovation category at the 2019 Queensland Health e-Awards.

The screening tool was developed by the Critical Care Research Group at The Prince Charles Hospital (TPCH).

The patient-friendly, easy-to-administer electronic app facilitates accurate and early delirium diagnosis via e-Screening in ICU inpatients. Early diagnosis of delirium assists medical staff, patients and their families and ensures patients receive appropriate care.

Hospital-acquired delirium often occurs in patients within ICUs with up to 80 per cent of patients experiencing the condition.



e-Awards judge Helen Murray, Queensland Health Chief Information Officer, Rural & Remote, congratulates Todd Bagshaw and Oystein Tronstad from The Prince Charles Hospital on the DEL-ICiUs screening app initiative.

Delirium is associated with multiple complications and prolonged hospital stays. It can result in falls or self-removal of catheters and lines by patients. Current screening processes for delirium are time-intensive and can lead to late diagnosis or missed cases.

The e-Awards recognise the value and hard work of staff working with digital innovation to produce real benefits to staff, clinicians and their patients.

CULTURE OF RESEARCH



CYSTIC FIBROSIS RESEARCHERS WIN PRESTIGIOUS EUREKA PRIZE

Ground-breaking research on cystic fibrosis (CF) earned Metro North researchers and collaborative partners a prestigious Australian Museum Eureka Prize.

Executive Director Research for Metro North Professor Scott Bell and the CF Air team were awarded the 2018 Australian Infectious Diseases Research Centre Eureka Prize for Infectious Diseases Research for their research that has reduced infection rates for people with cystic fibrosis.

The CF Air team uncovered the process by which the deadly pathogens causing airway infections are transmitted between cystic fibrosis patients. Their research has attracted attention from the CF community, impacted clinical practice and policy and changed the lives of patients with cystic fibrosis.

The collaborative CF Air team consists of researchers and clinicians from Metro North, QIMR Berghofer Medical Research Institute, Children's Health Queensland, The



The collaborative CF Air team headed by Metro North's Executive Director Research Professor Scott Bell (third from left) comprises Metro North, QIMR Berghofer Medical Research Institute, Children's Health Queensland, The University of Queensland, Griffith University, Gold Coast Health and QUT.

University of Queensland (UQ), Griffith University, Gold Coast Health and Queensland University of Technology (QUT).

The Eureka Prizes is presented annually and recognises the very best Australian scientific minds in four categories: scientific research and innovation; science leadership; science communication and journalism; and school science.

CULTURE OF RESEARCH



FROZEN BLOOD RESEARCH WINS US MILITARY AWARD

Researchers from Royal Brisbane and Women's Hospital (RBWH) are among the first Australians to win an award at the US Military Health System Research Symposium - the largest military clinical science conference in the world.

Professor Michael Reade and his research team, including RBWH intensivist Dr Anthony Holley, received the award for their work on the CLIP (Cryopreserved vs. Liquid Platelet) pilot trial, conducted by the Australian Defence Force (ADF) and the Australian Red Cross Blood Service.

The research into frozen blood was selected from 1733 abstract submissions, winning best collaboration between an academic and military research team, and was the first time an Australian team has won a prize at the conference.

"It's very pleasing to see recognition at this high-level for the investment made in academic medicine and surgery by the ADF and its partners," Professor Reade said.

Platelet transfusions are life-saving in times of trauma, however platelets have a short shelf life of five days, making it impossible to provide them to regional and



Professor Michael Reade accepts the award for the CLIP (Cryopreserved vs. Liquid Platelet) pilot trial at the US Military Health System Research Symposium.

remote civilian hospitals, and military field hospitals.

"Freezing platelets extends their shelf life to four years, which would make them available in both military hospitals and small-medium sized civilian hospitals as well," Professor Reade said.

"Both Defence and the Australian civilian community would benefit enormously if frozen platelets could be introduced into widespread practice."

The study was the first major project to reach completion resulting from the academic collaboration between the ADF, the University of Queensland and RBWH that began in 2012.

The team hope that winning the award will highlight to funders the importance that the clinical and scientific community holds for research into frozen blood.

CULTURE OF RESEARCH



EARLY CAREER RESEARCHERS FIRST IN LINE FOR COLLABORATIVE RESEARCH GRANTS

In a first of its kind, seven early career research grants have been awarded from a funding collaboration between the Metro North Office of Research, The University of Queensland (UQ), Queensland University of Technology (QUT), and QIMR Berghofer Medical Research Institute (QIMR).

Executive Director of Research Professor Scott Bell said this is an exciting step in fostering strong research careers early.

He said the grants were an excellent way of building long-term collaboration between clinicians, researchers and academics, and to continually strengthen our research programs, results, and ultimately, outcomes for our patients.

Research partners UQ, QUT and QIMR matched funding for the grants.

PROJECTS AWARDED GRANTS

- A study looking at how and where biofilms (micro-organisms) and neointimas (cellular sheaths produced by the body to coat artificial surfaces) form on cannulae (hollow tubes for insertion into the body) used in ECMO heart / lung machines, and how to re-engineer the surface of a cannula to reduce these.
- A study looking at establishing equivalent dosages using the strong painkillers fentanyl and morphine by inhalation versus intravenously, to avoid the need for the time-consuming insertion of a cannula.
- A study looking at bio-fabricating bio-absorbable meshes for use in incontinence, prolapse and other pelvic surgeries, to avoid the risks associated with non-absorbable synthetic meshes, which sometimes require more surgery to remove.
- A study looking at the use of a new type of perforated peripheral intravenous catheter (PIVC) design compared to the use of a standard (non-perforated) PIVC has on patient outcomes.
- A study to promote detection and early intervention of perinatal post-traumatic stress disorder (PTSD) by developing and validating a PTSD screening tool that can be used by health professionals and researchers.
- A study to understand the prevalence and importance of—and treatment options for—Gram-negative bacteria that produce ‘inhibitory antibodies’ which protect the bacteria from attack by the body’s immune system, in the context of lung transplantation.
- A study to look at the prevalence and relevance of somatic mutations (genetic alterations acquired by a cell that can be passed on to cell progeny) in endometriosis lesions, which may be associated with more severe symptoms, physical appearance, or growth characteristics.



METRO NORTH RECEIVED A TOTAL OF

47 NEW COLLABORATIVE RESEARCH GRANT APPLICATIONS

Grant applications in the 2019 round



2019 Research Excellence Awards

RESEARCH INNOVATION RECOGNISED

The annual Metro North Research Excellence Awards recognise our researchers' ongoing commitment to improving health outcomes at Metro North.

From research into discovery, innovation and implementation, 73 nominations were received for the third annual awards, including eight candidates for Researcher of the Year.

The winners were announced at ceremony in May.

The winners were:

RISING STAR: Associate Professor Andrew Mallett

RESEARCH SUPPORT: Dr Frances Kinnear

DISCOVERY & INNOVATION: Cardiology Clinical Research Centre – CATHARSIS

COMPLEX HEALTH CHALLENGES: Network for Orthopaedic Fracture Education and Research (NOFEAR) Unit

CLINICAL RESEARCH: The Metro North Early Psychosis Service

HEALTH SERVICES & IMPLEMENTATION: Nursing and Midwifery Research Centre Vascular Access (NMVA) Research Team

RESEARCHER OF THE YEAR: Professor Paul Colditz

CHIEF EXECUTIVE'S AWARD: Professor Joan Webster

The Research Excellence Awards were sponsored by Union Health, QSuper, Health Professionals Bank, 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.

\$19.4 MILLION
IN RESEARCH
GRANTS
FROM OUR HOSPITAL FOUNDATIONS



CONNECTING, INSPIRING AND TRANSFORMING HEALTH LEADERS AT #NEXTCARE

The inaugural Metro North #Nextcare Health Conference was an extraordinary two days of development and learning for healthcare leaders from across the globe looking to connect, inspire and transform their careers.

More than 400 delegates attended the Brisbane Convention and Exhibition Centre in May to hear from 21 renowned speakers and engage with 18 industry leading trade exhibitors.

The event included a two-day conference, welcome reception and a leaders' breakfast. The diversity in these events created opportunity for increased engagement with delegates in a range of different settings.

Highly rated speakers included Health Executive Shaun Drummond, Todd Sampson, Louise Mahler, Phill Nosworthy and Amanda Gore.

One hundred per cent of surveyed delegates confirmed they would attend again and ongoing positive feedback has been received by a range of stakeholders.

The #Nextcare Health Conference was sponsored by GE Healthcare, Novartis, BDO, Australian Unity, QSuper and Union Health.

"This was the best conference I have ever attended. The speakers were outstanding and everyone addressed different perspectives of the theme... I think this can be a conference that will attract leaders from all over Australia. Congratulations!"



Strategic workforce planning and performance

To help Metro North achieve its strategic plan objective of *Putting People First* and becoming one of the top 20 places to work in the country, Metro North is committed to implementing its Values in Action framework.

Metro North's strategic workforce planning approach incorporates many factors, including growth in consumer demand, changing demographics, funding landscape, expectations of our workforce and industrial requirements.

Our professional streams (medical, nursing and midwifery, and allied health) work across directorates, professions and clinical streams to support just-in-time and medium-term workforce and succession planning and provide a range of inter-professional learning programs to their workforce to develop Metro North's future leaders.

Key achievements for 2018-19:

- conducted the anonymous Have Your say staff survey which will enable Metro North to benchmark results against other hospital and health services around Australia
- implementing Values in Action Our People Wellbeing Framework which outlines ideas, strategies and practical tips for staff wellbeing – emotional, physical, social and financial
- implementing myHR, an online self-service tool providing managers and employees with greater access and visibility of their HR information
- launch of the Metro North Safety Activity Calendar 2019 with the Health and Safety officers working closely with frontline staff and business units on focus areas including Slips, Trips and Falls, Equipment and Maintenance, and Manual Tasks
- commencing White Ribbon accreditation which supports workplaces to prevent and respond to domestic and family violence by strengthening a culture of respect, safety and support
- increasing staff recording of diversity data through awareness campaigns to inform strategies and programs needed to build more diverse and inclusive workplaces
- launching Staff Yarns an online community for Aboriginal and Torres Strait Islander staff
- continuing to implement Leadership Capability Programs for executive, middle and frontline leaders. The Executive Leaders Program with 35 staff participating in the program in 2019 and 30 staff graduating in 2018
- establishing and maintaining effective union relationships
- releasing an Allied Health Action Plan to increase and engage with older workers, allied health assistants, people with a disability and people who identify as Aboriginal or Torres Strait Islander, including the

development of cross-Directorate flexible working arrangements and training pathways from secondary school to university.

Metro North's separation rate for 2018-19 was 4.97 per cent. This reflects the number of FTE permanent employees who separated during the year as a percentage of FTE permanent employees.

Early retirement, redundancy and retrenchment

During the period, one employee received a redundancy package at a cost of \$92, 876.94.

PUTTING PEOPLE FIRST



BREAST SCREENING MILESTONE

BreastScreen Queensland Brisbane Northside Service, operated by Metro North, celebrated 21 years of service at its Hamilton Road, Chermide location in January 2019.

More than 325,000 women have had a breast screen with the service since 1997.

Breast cancer is the most common cancer diagnosed among Australian women and more than 75 per cent of women who develop breast cancer are over the age of 50.

Finding a breast cancer in its early stages is very important as it gives a woman the best chance of successful treatment and recovery.

The BreastScreen Queensland program provides free, high-quality, breast cancer screening services to women aged 50 to 74 years. Women aged 40 to 49 and 75 and over are also eligible to attend.



Current and former staff from BreastScreen Queensland Brisbane Northside Service at Chermide celebrate 21 years of service to the community.

Our committees

The following legislated committees support the functions of the Board, each operating 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, Dr Robert Franz, and Professor Mary-Louise Fleming.

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

IMPROVING HEALTH OUTCOMES



PROTOCOL SIGNALS RENEWED COMMITMENT TO WORKING TOGETHER

A joint protocol to provide seamless connected care for people on Brisbane's northside has been renewed.

The refreshed agreement between Metro North and Brisbane North PHN coincided with the release in December 2018 of a joint Year in Review report, documenting the shared achievements of both organisations during 2017-18.

The joint protocol formalises arrangements that govern how Metro North and the PHN work together and recognises that better health outcomes are achievable when there is effective collaboration between primary healthcare and hospital services.

The Year in Review, titled *Working together to enhance health outcomes 2017-18*, represents the first time that achievements under the joint protocol have been presented collectively by the two organisations.

The partnership provides a crucial framework for collaboration across both organisations.



Metro North Acting Chief Executive Jackie Hanson, Brisbane North PHN Chief Executive Officer Abbe Anderson, (rear) Brisbane North PHN Deputy CEO Libby Dunstan and Metro North Clinical Services, Executive Director: Dr Elizabeth Whiting.

Also during 2017-18, the Health Alliance between Metro North and the PHN made progress improving the health and wellbeing of older people through the work of the Ageing Well Initiative.

Health Alliance General Manager Professor Don Matheson said the success of the Ageing Well Initiative is contingent on the strength of the partnership between the two organisations.

“Developing a partnership mindset has been the key to unleashing the potential of working collaboratively to improve the healthcare system,” Prof. Matheson said.

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 Assoc Prof Kim Johnston.

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, Dr Paula Conroy and Neil Roberts.

Other (non-legislated committees)

The Metro North Board has established the Improving Indigenous Outcomes Committee (Chair Board member Adrian Carson) which provides high-level oversight of Metro North's priorities and objectives towards Closing the Gap.

The Metro North and Brisbane North PHN boards recognise that the only way to address the health needs of our population is to work together to build on the strength of our entire primary, secondary and tertiary health network. That is why both organisations established a joint Board committee in 2017 comprising the two chairs Dr Robert Stable AM and Dr Anita Green, two members from each Board and the two chief executives.

Following an evaluation of its strategic consumer and community engagement governance arrangements, the Metro North Board replaced the Community Board Advisory Group with a smaller community advisory committee. Chaired by Board member Professor Mary-Louise Fleming with Deputy Chair Board member Dr Paula Conroy, the committee will comprise representatives from eight stakeholder organisations. Meeting quarterly, the committee will guide the Board and executive to strengthen Metro North's culture of person, family and community-centred care, service integration, equity of access and improved patient outcomes.

CULTURE OF RESEARCH



METRO NORTH STRENGTHENS RESEARCH COLLABORATION WITH QIMR BERGHOFER

Metro North and QIMR Berghofer Medical Research Institute have signed a memorandum of understanding (MOU) to extend their already close collaboration and continue to build Herston into a world-class health precinct.

The MOU, signed in January 2019, will foster collaborations between Metro North clinicians and QIMR Berghofer researchers.

The agreement will support Metro North's research activities and goals.

Many of our patients present to our health services suffering from cancer, chronic disorders, infectious diseases and mental health problems, which are the areas in which QIMR Berghofer scientists have been working to find treatments.

By strengthening our links with QIMR Berghofer, Metro North can better fulfil its aim to partner with organisations that share our vision of ensuring the next wave of cutting edge healthcare is within the grasp of today's patients.

The MOU will continue for three years with the option of extension by agreement.



QIMR Berghofer Director and CEO Professor Frank Gannon (left) and Shaun Drummond.



QUEENSLAND'S FIRST YOUTH CANCER CENTRE TAKES SHAPE AT RBWH

A rooftop above Royal Brisbane and Women's Hospital (RBWH) Joyce Tweddell Building is being transformed into Queensland's first, and Australia's largest, Sony You Can Centre – a haven for cancer patients aged 15 to 25.

Executive Director of Cancer Care Services at RBWH Associate Professor Glen Kennedy said the centre would address a gap often felt by those too old for children's, but too young for adult services.

"The centre will be easy to access and has been designed to feel like an entirely separate space that's far removed from the ward where our young patients can escape and just hang out together," Assoc Prof Kennedy said.

Approximately three Queenslanders aged 15 to 24 are diagnosed with cancer each week, with around 140 of those treated at RBWH each year.

The Sony You Can Centre will include lounge and relaxation areas, study nooks, the latest Sony

entertainment equipment, an outdoor courtyard, kitchen, and even a yoga studio.

"It's a massive step forwards, and we are so incredibly proud of the dedication and hard work that has gone into making this a reality," Assoc Prof Kennedy said.

Sony Foundation's You Can Centre has been made possible thanks to a \$1.8 million donation from Sony Foundation, \$500,000 from Queensland Health, and almost \$500,000 from Metro North.

It is expected to officially open in late 2019.

Sony Foundation has also established You Can Centres in Perth, Melbourne and Sydney.



Sony Foundation's rooftop You Can Centre at Royal Brisbane and Women's Hospital.

Our risk management

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.

The Board also monitors organisational and operational risks and ensures that appropriate action is taken to mitigate and manage risks appropriately.

Key achievements for 2018–19:

- the Board endorsed a risk appetite statement for Metro North which is used to guide the organisation's decision making and management of risks.
- the Board endorsed the strategic risks which are regularly reviewed to ensure that risks that have the potential to impact the achievement of Metro North's strategic objectives are identified and managed.
- Metro North annual risk review provided a comprehensive overview of the current risk profile to assist with the identification of possible gaps in risk coverage.
- Metro North continues to improve its risk management system including enhancements in risk analysis and reporting capability, including through dashboard using RiskMan (central risk register) data from clinical incidents, feedback, risk and case modules to assist in identifying and mitigating risks.

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 Queensland 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 several global consulting firms. 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 2018–19:

During the period, Internal Audit finalised* or completed* 30 internal audits covering both clinical and non-clinical risk areas including:

- IT cyber security – training and physical security, strategic alignment of IT, Financial System Renewal readiness reviews
- payroll – recruitment controls, occupational violence prevention
- incident reporting – SAC1, mechanical restraint and seclusion, emergency ECT practices
- medication management – RBWH, management of clinical consumables

* Finalised – Audit report has been considered and approved for release by the Chief Executive and Risk and Audit Committee

* Completed – Audit report is with management for response

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.

In 2018–19, none of the Clinical Directorates underwent accreditation under the National Standards, by ACHS. Cooina was accredited under the previous Aged Care Standards in October 2018. Halwyn was accredited under the Human Services Standards by SAI Global in June 2019.

All services successfully met all Standards and maintained accreditation.

In 2018–2019, Parliamentary reports tabled by the Auditor-General which broadly considered the performance of Metro North included:

- Managing consumer food safety in Queensland (Report 17: 2018–19)
- Health: 2017–18 results of financial audits (Report Report 13: 2018–19)
- Digitising public hospitals (Report 10: 2018–19).

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

Metro North also considered the findings and recommendations of several other reports to inform its service delivery and planning:

- Monitoring and managing ICT projects (Report 1: 2018–19)
- Access to the National Disability Insurance Scheme for people with impaired decision-making capacity (Report 2: 2018–19)
- Delivering shared corporate services in Queensland (Report 3: 2018–19)
- Managing transfers in pharmacy ownership (Report 4: 2018–19)
- Delivering coronial services (Report 6: 2018–19).

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

Information systems and record keeping

Metro North is committed to making 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 2018–2019, Metro North across its facilities processed 11,629 applications for information. This translates to 1,571,050 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 implement the requirements of the Records Governance Policy, issued in June 2018, with a focus on increasing records management capability and maturity. The recent upgrade of the Corporate Document and Records Management System (eDRMS), and continued rollout, supports our focus to build digital capability in Metro North.



MORE THAN

1.5 MILLION PAGES RELEASED TO

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

The Enterprise Records Management Team has delivered records management training content to administration officers in our health community teams as well as improving activity reporting processes and raising awareness to staff of information policy and recordkeeping practices.

Metro North has implemented processes to protect records in accordance with the Disposal Freeze, issued by the Queensland State Archivist, for records that are relevant to, or may become relevant to, the current Royal Commission into Aged Care Quality and Safety.

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

Queensland Public Service ethics

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 2018–19, there has been a focus on continuing to build a professional and positive workplace culture – part of Metro North's Values in Action framework. The Metro North Integrity Unit was established.

In 2018–19 the Integrity Unit has:

- undertaken a number of education sessions on the amendments to the corrupt conduct reporting requirements and the new public interest disclosure standards.
- developed a Metro North education strategy to ensure compliance with appropriate access and management of patient information.
- implemented an electronic case management system to record complaints. The system has a reporting function which can be used to identify trends and undertake target education sessions.

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.

Confidential information

The Hospital and Health Boards Act 2011 requires annual reports to state the nature and purpose of any confidential information disclosed in the public interest during the financial year. During the 2018-19 period, two disclosures were authorised in relation to specified patient information:

- information regarding a patient's medical/health status for the purpose of fitness to practice their usual profession.
- information to assist in identify a patient, their assets and possible crime connections for the purpose of patient identification, payment for future health care, prosecution of crime and protection of life.

The Integrity Unit helps Metro North promote, achieve and maintain a workplace culture of good behaviour, trust, respect and fairness. We achieve this by providing specialist investigative capability and high-level advice concerning matters of employee misconduct.