

ABOUT US

Established on 1 July 2012 Metro North is an independent statutory body overseen by a local Hospital and Health Board under the *Hospital and Health Boards Act 2011 (Qld)*.

Strategic direction

The Metro North Strategic Plan 2016-2020 (revised 2019) outlines our future direction to 2020. The Plan has been developed in the context of the government's Our Future State: Advancing Queensland's priorities and aligns to its objectives to keep Queenslanders healthy and give all our children a great start. The Plan also aligns to the priorities in My health, Queensland's future: Advancing health 2026 in particular the direction of pursuing innovation with a strong focus on digital transformation.

Metro North will deliver responsive, integrated, connected and quality frontline services to strengthen the delivery of public health care for the people and communities we serve. Our services will support equity of access and health outcomes for all, particularly those who are at most risk of poorer outcomes. Quality at Metro North is founded on the individual person's experience with their care, and that of their family and support networks.

A focus on people will enable us to improve the patient experience, support and develop our staff and work with our partners to better connect care and improve outcomes. We will put our values into action.

Vision, Purpose, Values

Vision

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

Purpose

Create, connect and apply knowledge to deliver high quality health services.

Values

Metro North Strategic Plan comprises five values:

- Respect
- Teamwork
- Compassion
- High performance
- Integrity

These Metro North values reflect the Queensland Government values of Customers first, Ideas into action, Unleash potential, Be courageous, and Empower people.

Priorities

The Metro North Strategic Plan includes the following three objectives:

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

The Metro North Health Service Strategy 2015-2020 has a five-year outlook setting out how Metro North will achieve its Strategic Plan objectives. Significant progress occurred in 2019-20 centred on:

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

Key achievements for 2019-20:

- Redcliffe Hospital electrical infrastructure upgrade (\$6.7M) including replacement of switchboards and installation of more than 40km of cables.
- Construction started on a new multistory carpark for Redcliffe Hospital.
- Caboolture Hospital interim ED expansion completed including 16 new treatment spaces, three new triage assessment rooms, dedicated assessment areas for paediatric and mental health patients and refurbished the existing waiting room reception and triage.
- Mental health short stay unit opened at Caboolture, providing brief interventions for people presenting with acute mental health concerns.
- Completed construction of the Herston Biofabrication Institute.
- Opened the Brighton Health Campus pharmacy to provide onsite medication dispensing and advice to patients and residents.
- Digital x-ray installed in 14 oral health clinics and 4 dental vans.
- Opened the Queensland Sony You Can Centre at Royal Brisbane and Women's Hospital (RBWH) for young people with cancer. The centre provides a dedicated space away from hospital wards for 15-25 year old patients.
- Continuation of the Herston Quarter Redevelopment Project, particularly the progress of the new public health facility Surgical, Treatment and Rehabilitation Service (STARS).
- Starting Well initiative at Caboolture provides families with support in the community from Caboolture Hospital midwives, Children's Health Queensland, and Brisbane North PHN.
- Developed the DCoVA app to track and support incoming travellers returning to Queensland as part of the COVID-19 response.

Progress in 2019-20 toward achieving the Metro North Strategic Plan:

Objective 1 – To always put people first

<p>Improved patient / consumer participation in Hospital and Health Service activities by 25 per cent over the course of the plan.</p>	<ul style="list-style-type: none"> • Consumer participation increased by 25 per cent since 2016 with approximately 100 consumers participating in significant service planning, service redesign / design and evaluation processes. • Established a Community Advisory Committee to the Metro North Board and held an annual Board Community Engagement Forum. • Consumer involvement in the Metro North COVID-19 response including input on communications such as factsheets, and visitor information for hospitals.
<p>Increase staff participation in leadership development by at least 10 per cent each year.</p>	<ul style="list-style-type: none"> • The introduction of the Leadership Essentials Program has more than doubled staff participation in leadership development with 81 staff completing the Leadership Essentials for Managers Program. • 32 participants completed the Executive Leaders Program. • 23 staff were awarded a Graduate Certificate in Health Services Innovation and a further 86 staff are enrolled and expected to graduate within two years.
<p>Improved staff engagement and satisfaction results by 5 per cent each year.</p>	<ul style="list-style-type: none"> • Staff participation in the inaugural Have Your Say survey as provided by Best Practice Australia (BPA) achieved a 43 per cent response rate during May/June 2019 survey period compared to 30 per cent response rate the previous year for the Working for Queensland survey. • The survey will be held every 2 years and all directorates are addressing survey results via action plans.

Objective 2 – To improve health equity, access, quality, safety and health outcomes

<p>Increased number of joint projects between Metro North and its partners by 20 per cent each year</p>	<ul style="list-style-type: none"> • Partnerships across the health sector including LINK (leading innovation through networking and knowledge sharing) funded 6 collaborative projects in 2019-20 (6 projects were also funded the previous year). • The Health Alliance (Metro North and Brisbane North PHN) initiatives including GP access to expert advice, Care closer to home and in the home, and Children of Caboolture (ensuring ongoing partnership and care for children through the Starting Well Initiative). • Partnership with the Queensland Ambulance Service and Brisbane North PHN to decrease falls in the community. • Work with primary care to support virtual care models.
<p>Increased access to local services for Caboolture and Redcliffe residents to 60 per cent of services provided close to home each year.</p>	<ul style="list-style-type: none"> • 56.9 per cent of patients who resided in the Redcliffe Hospital catchment received their admitted care at Redcliffe Hospital. • 58.9 per cent of patients who resided in the Caboolture Hospital catchment received their admitted care at Caboolture Hospital.
<p>80 per cent of key stakeholders will attend Queensland Digital Academy courses in 2019/20.¹</p>	<ul style="list-style-type: none"> • COVID-19 shifted the focus of the Queensland Digital Academy (QDA) to support the response with over 3000 instances of virtual training delivered and the development of 190 quick reference guides and videos, being accessed by Metro North and other hospital and health services to support virtual ways of working including clinical care.

1 New indicator.

Objective 3 – To deliver value based health services through a culture of research, education, learning and innovation.

<p>Increase patient participation in Metro North clinical trials and clinical research by 10 per cent each year.</p>	<ul style="list-style-type: none"> • The Cancer Care Clinical Stream has seen a 3.6% increase in patients recruited to participate in clinical trials 2019-20 (445 patients in 2019-20 compared to 429 in 2018-19). • Metro North has established the Clinician Research Fellowships program, specifically designed to enable clinician researchers to undertake a program of work aligned to the Metro North Research Strategy and the Metro North Strategic Plan. • Since 2019, 10 part-time (0.4FTE) Fellowships have been awarded in the fields of Intensive Care Services, Renal Services, Dietetics, Speech Pathology, Cancer Care, Endocrinology, Aged Care, Thoracic Medicine and Urology.
<p>Achieve sustainable operating surpluses of up to two per cent of annual turnover and deliver positive financial results.</p>	<ul style="list-style-type: none"> • Metro North achieved a surplus of \$31.8m for the year ended 30 June 2020.
<p>Increase the percentage of new Senior Medical Officer (SMO) appointments with a higher degree towards a target of 50 per cent.²</p>	<ul style="list-style-type: none"> • 35% of new SMO appointments in 2019-20 have a masters or PHD qualification. • Baseline information shows 26% of new SMO/VMO appointments had a higher degree (completed or enrolled) in 2018.

2 New indicator. Reporting on this indicator is based on a sample of 51 new appointments.

Aboriginal and Torres Strait Islander Health

The Metro North Better Together: *Aboriginal and Torres Strait Islander Health Plan 2019–2022* is focused on four priority areas of Leadership, Governance and Workforce; Engagement and Partnerships; Transparency, Reporting and Accountability; and Culturally Responsive, Safe and Connected Care.

Key achievements for 2019-20:

- 29 Aboriginal and Torres Strait Islander students join the 2020 intake for the Deadly Start program providing high school students the chance to get a head start in their careers and earn work experience in healthcare.
 - Launch of the Better Together Health Van with tele-health capabilities in addition to a clinical space and screening equipment with a dedicated senior project officer to engage and partner with the community.
 - Partnering with the Institute of Urban Indigenous Health on the Birthing in Our Community model (BiOC) to enhance service delivery within Ngarrama Maternity models of care across the HHS.
 - Introduction of the Better Together Pharmaceutical Program aimed to provide all Identified patients upon discharge from a Metro North hospital / facility to receive pharmaceuticals at no cost to the patient to support equitable access to affordable medication to reduce the burden of disease.
 - All Metro North hospitals and directorates Reconciliation Action Plan committees established, with localised plans on track to be launched in 2020.
- Opening of a newly relocated Aboriginal and Torres Strait Islander Hospital and Liaison service on level one of the RBWH designed to improve access and enhance culturally safe environment.
 - Indigenous Nurse Navigator roles established at Community and Oral Health, Mental Health, The Prince Charles Hospital, RBWH and Caboolture and Redcliffe Hospitals to enhance a seamless transition across the patient journey.
 - Enhanced communications program specific to improving health literacy and understanding for Aboriginal and Torres Strait Islander patients, families and community. This includes interagency partnerships and the development of an external social media platform to increase consumer engagement and feedback for service improvements.
 - Working in partnership with the State-wide response to COVID-19 to provide best practices, clear pathways and support to internal and external services in the delivery of cultural appropriate care for Aboriginal and Torres Strait Islander peoples.

Our community based and hospital based services

Metro North provides the full range of health services including rural, regional and tertiary teaching hospitals. It covers an area more than 4,000 square kilometres and extends from the Brisbane River to north of Kilcoy.

Metro North provides services to patients throughout Queensland, northern New South Wales and the Northern Territory, incorporating all major health specialties including medicine, surgery, psychiatry, oncology, women's and newborns, trauma and more than 30 sub-specialties.

A comprehensive and diverse range of health services are delivered from:

- RBWH and The Prince Charles Hospital (TPCH): tertiary/quaternary referral facilities, providing advanced levels of healthcare which are highly specialised, such as heart and lung transplantation, genetic health and burns treatment.
- Redcliffe and Caboolture Hospitals: major community hospitals providing a comprehensive range of services across the care continuum.
- Kilcoy Hospital: a regional community hospital.
- Mental Health, Community and Oral Health services: provided from many sites including hospitals, community health centres, residential and extended care facilities and mobile service teams.
- A dedicated Public Health Unit focused on preventing disease, illness and injury and promoting health and wellbeing across the community.
- Woodford Correctional Centre: provides offender health services.
- The state-wide Clinical Skills Development Service is one of the world's largest providers of healthcare simulation training.

Metro North issued 29,875 passes in 2019-20 to patients and their families and carers valued at \$330,256.35 under the Hospital Car Parking – Patient and Carer Car Parking Concessions standard.

Targets and challenges

Metro North supports the directions outlined in *My health, Queensland's future: Advancing health 2026* by continuing to improve service for our patients and families, optimising the potential of our people, being adaptable and responsive to change, embedding an organisational culture of ethical and fair decision making, better connecting care across the health continuum and across sectors, increasing our commitment to research, adopting new technologies and pursuing new and renewed infrastructure.

The key challenges for Metro North are service demand growth, asset and infrastructure renewal and growth, workforce capability and capacity, digital health transformation, information and system security, health source resourcing and system dependencies.

The Strategic Plan 2016–20 outlines how we will meet the health needs of our growing population over the duration of the plan.

In 2019-20 Metro North has:

- listened to the voice of patients and their carers and families to improve the patient experience
- listened to staff and partners and involving them in organisational development, governance and decision making
- led integration, coordination and continuity of services across and within primary, community and hospital care creating system capacity
- generated new knowledge through research, evaluating what others have learnt and actively bringing this knowledge into practice
- created an environment that promotes innovative approaches to support our people in continuous improvement and organisational learning
- worked with our partners to ensure an appropriate balance in health investment between prevention, management and treatment of disease
- provided models of service delivery that are fiscally responsible.

Metro North will continue to implement initiatives in relation to the management of patients with chronic diseases, children's health, mental health, and prioritise new initiatives across a range of areas including Aboriginal and Torres Strait Islander health and kidney health services.