



## Message from the Board Chair and Acting Chief Executive

As Queensland's largest hospital and health service, Metro North Hospital and Health Service (HHS) continues to provide high quality healthcare in response to increasing demand for health services. Our people are committed to working together with compassion, respect and integrity to provide services that are relevant, efficient and focused on achieving the best possible outcome for our patients.

In 2016–17, there was more than 12 per cent growth in both admissions and activity across our hospitals and community based services. To address additional community need for acute inpatient care, we have opened new wards at Caboolture and Redcliffe Hospitals and commenced an interim care service at Zillmere as a short term alternative to staying in hospital for patients awaiting a residential aged care placement.

Our Chief Executive Ken Whelan retired in June after two years with Metro North. In addition to supporting innovation and leading organisation culture change, Ken's passion for staff and patient safety was a key factor in driving changes in our HHS to reduce violence against health workers.

Throughout 2016–17, we continued to work with our colleagues across Queensland to reduce occupational violence and improve the safety of patients and staff in healthcare facilities.

A state-wide Occupational Violence Implementation Committee, led by Metro North, has enabled a variety of measures to be rolled out including increased CCTV, support for victims, better reporting and body-worn cameras for security officers.

As the number of older people in our catchment grows, Metro North is focusing on ways to better care for frail older patients. We know that for a variety of reasons this group is more likely to stay longer in hospital and to decondition while they are in our care. As part of our Year of the Frail Older Person, our hospitals, teams and service lines are implementing initiatives aimed at reducing length of stay and changing our approach to frail older patients.

Despite an increase of 95,111 services delivered to outpatients in the past year, we have successfully reduced the number of patients waiting longer than clinically recommended times by 42 per cent. Through the commitment of many people across our health service, we have reduced specialist outpatient long waits from 32,576 in August 2014 to 7225 at 30 June 2017. We have also expanded our telehealth services to include Holter monitoring and exercise stress testing in regional areas.

*“Our people are committed to working together with compassion, respect and integrity to provide services that are relevant, efficient and focused on achieving the best possible outcome for our patients.”*

The commitment of our staff also helped us to achieve many of the goals in our *Health Service Strategy 2015-2020* ahead of schedule which provided the opportunity to refresh the strategy. During the year we also worked with our Clinical Streams and Directorates to develop a range of clinical plans and strategies including the Cancer Care Services plan, Palliative Care plan, and strategic plans for our hospitals. Our Research Stream developed the first *Metro North Research Strategy 2017–2022* and *Research Snapshot 2016*.

In partnership with the Brisbane North PHN we have conducted a joint Health Needs Analysis and developed a plan to address the healthcare needs of older people in the northern Brisbane area. We also launched the Metro North HHS and Brisbane North PHN Health Alliance to better connect care across the healthcare spectrum.

We have worked to deliver increased services more efficiently. At our largest hospital, Royal Brisbane and Women’s Hospital, we have adopted a national Choosing Wisely program to empower staff and patients to ask questions about whether the perceived standard tests and treatments are required in order to minimise unnecessary procedures and reduce the amount of time patients wait for results. Similar initiatives have been implemented in other services.



**Dr Robert Stable AM**  
Chair  
Metro North Hospital and Health Board

The Patient Access Coordination Hub (PACH) has proved a success in its first year, particularly in improving Patient Off-Stretcher Time in our Emergency Departments. As a centralised logistics hub, PACH has enabled a whole-of-system view which gives senior decision makers a better understanding of where bottlenecks are likely to happen so preventative measures can be taken. The team works in partnership with Queensland Ambulance Service, Retrieval Services Queensland, the Brisbane North PHN, and other Hospital and Health Services. The PACH model will be implemented in other HHSs across Queensland.

Our milestones in 2016–17 included the 150th anniversary of the Royal Brisbane and Women’s Hospital; the launch of our partnership with the Queensland University of Technology for the Herston Biofabrication Institute; completing our first accreditation for the whole of Community, Indigenous and Subacute Services; starting work on the 10-year \$1.1B Herston Quarter Redevelopment Project; opening the new Ward 3B at Caboolture Hospital; celebrating 70 years of healthcare at Brighton Health Campus; signing our Oral Health partnership with the University of Queensland; refurbishment of the Moreton Bay Integrated Care Centre to allow relocation of services to increase inpatient capacity at Redcliffe Hospital; redevelopment at Kilcoy Hospital to allow for new and expanded services; and starting construction on the *step up step down* mental health facility at Nundah.



**Mr Shaun Drummond**  
Acting Chief Executive  
Metro North Hospital and Health Service

## About our health service

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



Metro North Hospital and Health Service delivers responsive, integrated, and connected care to local communities and provides specialty services for patients throughout Queensland, northern New South Wales and the Northern Territory. Our clinical services incorporate all major health specialties including medicine, surgery, psychiatry, oncology, women’s and newborns, trauma and more than 30 sub-specialties.

### Vision

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

### OBJECTIVE 1



To always put people first.

### OBJECTIVE 2



To improve health equity, access, quality, safety and health outcomes.

### OBJECTIVE 3



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

*Continued on page 12 >*



**IMPROVING ACCESS** 

## EXPANDING SERVICES IN MORETON BAY REGION

A new 32-bed adult inpatient ward has opened at Caboolture Hospital.

Caboolture and Kilcoy Hospitals Executive Director Dr Lance Le Ray said the \$13.39 million investment would increase bed capacity from 233 to 265 and allow the hospital to treat an additional 2,500 adult patients every year.

Included in the \$13.39 million Ward 3B project is a secure Gentlemen and Ladies Ageing with Dignity or GLAD unit that will provide more personal and individual care to elderly patients with conditions like dementia.

The new ward will also cover a range of adult specialties, including coronary and cardiac care, and general medicine, and has seen 30 new doctors, nurses, allied health and support staff join the healthcare ranks locally.

It is one of several infrastructure projects underway at the hospital.

Construction has begun on a \$7.121 million state-of-the-art adult and children’s specialist outpatient department that will include 30 consultation rooms and separate adult, children’s and antenatal patients waiting and appointment areas.

The new outpatient department will allow the hospital to deliver around 70,000 adult, children and antenatal appointments each year.

Work should be completed by the end of 2017.

A 300 space car park and separate all-weather emergency access for ambulances to the hospital’s Emergency Department is also being built.

Investing in acute and inpatient services for Caboolture is a priority in the Metro North Health Service Strategy.

IMPROVING ACCESS



# INCREASING COMMUNITY-BASED MENTAL HEALTH SUPPORT



An artist's impression of Nundah House.

Metro North Mental Health (MNMH) is increasing its support and recovery services with a community-managed facility at Nundah opening later this year.

Construction of the \$5 million purpose-built 10-bed prevention and recovery care facility began in January and is expected to be operational by the end of 2017.

Nundah House is based on a 'step up step down' model of care that supports the transition between inpatient care and community services for adults with mental illness. It will offer flexible, recovery-focused care, closer to home and to family and friends who can offer support.

The facility will be staffed by a mix of clinical and non-clinical staff 24 hours a day, seven days a week.

MNMH will provide specialist clinical care, while a partner NGO will provide non-clinical, psychosocial rehabilitation services within the 'step up step down' setting.

The care model aligns with Metro North's Health Service Strategy to provide innovative alternatives to hospital admission.

*Continued from page 10 >*

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

- The Royal Brisbane and Women's and The Prince Charles Hospitals are 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 are major community hospitals providing a comprehensive range of services across the care continuum.
- Kilcoy Hospital is a regional community hospital.
- Mental Health, Oral Health, and Community, Indigenous and Subacute Services are 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, which provides offender health services.
- The state-wide Clinical Skills Development Centre is one of the world's largest providers of healthcare simulation.

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




**PUTTING PEOPLE FIRST**

## KEEPING PATIENTS AND FAMILIES CONNECTED

Our patients and visitors are among the first in the state accessing free WiFi at a hospital campus.

At Royal Brisbane and Women's Hospital, Redcliffe Hospital and The Prince Charles Hospital people can go online in seconds using their smart phone or device without having to access their own data.

Travis Pearson, who leads the WiFi implementation project, said the roll out had significantly improved connectivity and communication which is vitally important in this digital era.

He said inpatients especially could feel isolated from the outside world when receiving treatment.

Being able to connect to the Internet for free allows them and their loved ones to stay connected and informed on what's happening both with their treatment and at home.

"Just like at cafes, people can go online in seconds," Mr Pearson said.

"The feedback has been fantastic and we're really proud we've been able to provide this technology."

Consumer advocate and cystic fibrosis patient Doug Porter knows how comforting and powerful 'instant contact' can be.

"Hospital can be a very lonely and boring place, especially when you're there for hours and often weeks on end," Mr Porter said.

"Having access to free WiFi means I can connect with family and friends on social media without having to use my data.

"This has been awesome and I know other patients are really happy to have this available."

Caboolture and Kilcoy Hospitals will receive free WiFi in July 2017.





## PACH REDUCES OFF-STRETCHER TIME IN ED

As part of our winter 2016 bed management strategy, Metro North Hospital and Health Service established the Patient Access Coordination Hub (PACH).



This Australian-first ‘logistics centre’ provided the first Hospital and Health Service (HHS) wide view of patient flow, enabling clinicians and managers to identify bottlenecks and delays to patient care in near real time and develop strategies to address them.

PACH celebrated its first anniversary in May 2017. The clinician-led unit is staffed for 12 hours a day, seven days a week, with experienced nursing directors and a medical director providing oversight of all incoming patients to Metro North’s five hospitals and extensive community services.

PACH Medical Director Dr Elizabeth Rushbrook said the biggest achievement in the first year is enhancement to the ability of facilities to manage demands for emergency and elective admissions, demonstrated by a significant and sustained reduction of the number of Level Three escalations raised across all facilities within Metro North.

“A Level Three escalation is called when the measured Patient Off-Stretch Time remains greater than 30 minutes and the hospital has undertaken all measures within its control to maintain emergency access yet severe restrictions to service remain,” Dr Rushbrook said.

“At that point, disaster-like response is enacted and executive level actions enact a whole of HHS response

to maximise capacity. With the PACH model, we have senior decision makers proactively working the issues well before escalation occurs.”

Prior to PACH coming on line, there were between 70 to 100 Level Three escalations per month across Metro North. That number more than halved in only a few months of PACH operation and has remained stable at the new lower levels for the remainder of the year. This sustained impact despite ongoing growth in emergency hospital presentations is a direct result of enabling hospital and ambulance staff to work together to address holdups.

Dr Rushbrook said PACH’s comprehensive and near real time view of the HHS system allows clinicians to make informed decisions to resolve or avoid bottlenecks and delays.

“In our first year, we’ve had a positive impact on Emergency Department crowding which can lead to adverse patient outcomes and reduced quality,” Dr Rushbrook said.

“We’re able to prompt action earlier and support clinicians on the ground to address issues on the go.”

PACH received the award for innovation in the 2016 Metro North Staff Excellence Awards and was joint winner in the Connecting Health Care category at the Queensland Health Awards for Excellence.

## Government's objectives for the community

Metro North Hospital and Health Service has focused our efforts on contributing to the Queensland Government's objectives for the community.

### Delivering quality frontline services

Quality frontline services are realised across Metro North with all services successfully achieving Australian Council on Health Care Standards accreditation.

Services to our patients and community continued to improve with frontline staff increasing by 4.1 per cent or 619 people.

The Because We Care video was released, which acknowledged the small moments that make a difference to our patients every day.

Access to health services is also improving through collaborative initiatives such as the Metro North Hospital and Health Service and Brisbane North PHN Health Alliance. The Alliance provides for better connection across the healthcare spectrum to ensure people across the North Brisbane and Moreton Bay region receive the right care, in the right place, at the right time.

### Building safe, caring and connected communities

Metro North engagement with consumers and the community is guided by *Connecting for Health 2016–2018*, a strategy that outlines our commitment to inclusive engagement, involvement and partnership with consumers and the community.

Removing sugary drinks off the menu at Caboolture (part of the *Enabling A Better Choice strategy*), demonstrated the great work of staff and the local community to make people feel better and improve the food options provided to staff, patients and visitors. The Brighton Healthy Ageing Expo held on 19 August focused on enhancing the quality of life for older people, their families and carers by connecting local residents to service providers and community organisations.

Metro North continued to implement initiatives to reduce domestic and family violence with 200 staff completing Domestic Family Violence Training and a research study of the RBWH Emergency Department social work service, the only 24/7 service in the country.

*Continued on page 20 >*

## CULTURE OF RESEARCH



# WORLD-FIRST TRIAL OF NEW HEART DEVICE BRINGS RENEWED HEALTH TO PATIENTS

The Prince Charles Hospital (TPCH) has participated in a world-first trial of a new heart device that could mean improved health for patients with life affecting heart conditions.

TPCH is one of two sites in Australia and among a handful worldwide to trial the Tendyne Bioprosthetic Mitral Valve. This valve is used to treat patients with severe mitral regurgitation, a condition in which the heart's mitral valve does not close properly.

The program is being led by a team headed by cardiac surgeon Dr Andrew Clarke and Director of Cardiology Professor Darren Walters.

The Tendyne valve is designed to replace a diseased, damaged or malfunctioning mitral valve. The valve is inserted via a small incision in the bottom of the heart. Special instruments are inserted into the left lower chamber of the heart and the Tendyne valve is positioned within the natural mitral valve. The procedure lasts about one and a half hours.

"This device has the potential to offer a safe and effective solution for patients who are not suitable candidates for open heart mitral valve surgery due to the high risks involved," Prof Walters said. "Previously, open heart surgery was the only option for these patients."

"The procedure is particularly beneficial for many older patients, who are not as physically robust and, therefore, unable to endure invasive surgeries."

*Pictured: TPCH's Cardiology Clinical Research Centre Nurse Manager Maricel Roxas with patient Blanche Bradley, of Gympie, who is one of 14 patients nationwide to undergo the percutaneous mitral valve replacement with this device.*





IMPROVING ACCESS



## MBICC INCREASES CHRONIC DISEASE CARE AT REDCLIFFE

An \$8.1m refurbishment of the Moreton Bay Integrated Care Centre (MBICC) within the Redcliffe Hospital precinct is on track to deliver more specialist health services to the local community.

The changes will allow enhanced treatment of patients, closer to home, especially those requiring long term care for conditions such as kidney disease and cancer.

The relocated Kidney Health Service on level 1 will include 14 dialysis chairs, two isolation rooms, consultation and outpatient clinic rooms, as well as patient education and self-management facilities. This will boost the provision of acute, outpatient, dialysis, and pre- and post- transplantation care.

Level 4 will house Cancer Care Services, including 16 treatment beds, outpatient consultation clinic rooms, procedure room, wig library and patient education facilities. On level 3, overflow Cancer Care and Kidney Health Services will cater for ancillary services of the departments' treatment areas.

Both services will benefit by being located in an integrated primary care centre, with the recognised importance of maintaining strong links with the patient's general practitioner and community health services such as pharmacy and allied health.



Relocation of these services away from the Redcliffe Hospital main tower block will allow for refurbishment within that facility to accommodate a further 26 acute hospital beds once the move to MBICC is complete.

Staff and consumer engagement was a vital component of the planned relocation. With nearly 10,000 consultations and 7,500 supportive care treatments across the two units last financial year, staff and patient input through numerous community groups, support networks, and consumer advocates has ensured an important sense of ownership as their contribution is fulfilled.

The Metro North Health Service Strategy identified enhanced cancer care services in Redcliffe and North Lakes as a priority focus area.

## MODEL OF CARE REDUCES SURGICAL STAYS

PUTTING PEOPLE FIRST



The Surgical Short Stay (SSS) unit has been in full effect at the Royal Brisbane and Women's Hospital (RBWH) since the beginning of 2017, and Surgical and Perioperative Services Nursing Director Sue Cadigan can already see improvements in the system.



*The Surgical Short Stay unit team at RBWH.*

SSS has a simple premise: surgical patients who are expected to stay in the hospital for more than 23 hours, but less than three days, are placed in the specific 19-bed ward.

Ms Cadigan said the model had already over-delivered on expectations, with an overall reduction service line wide in the average length of stay by half a day to exactly three days.

“The model means all staff are focused on what the goals of care are for the patient within the timeframe. Plus, really importantly for patients, this means that they don't experience any care delays,” she said.

“It supports the rest of the hospital as well. If we are able to reduce our length of stay for patients, in a reasonable way that is appropriate, we are able to be more responsive to other areas like the Emergency Department.”

The success of SSS has even supported the service line direction of increasing numbers of operating lists so that more patients are undergoing their operations within clinically appropriate timeframes.

Traditionally, an increase in patients moving through the operating rooms would normally be associated with the requirement for additional beds, but the implementation of SSS has allowed this to happen within RBWH's existing capacity.

*“The model means all staff are focused on what the goals of care are for the patient within the timeframe.”*



*Gannet House resident Gail with nursing staff Sandra Collins and Stephanie Mochrie*

## GANNET HOUSE MODEL OF CARE PROVIDES SPECIALISED AGED CARE

PUTTING PEOPLE FIRST



Gannet House staff are embracing a new model of care as they tend to more residents.

Located on Brighton Health Campus, Gannet House provides permanent residential aged care as part of Community, Indigenous and Subacute Services (CISS).

Uncertainty over the future of the service placed a hold on admissions in recent years, however opening the facility to its full 40-bed capacity as of mid-last year has spelled a new era for the service.

Residents are now admitted according to new community-centred admission criteria developed by CISS project officer Kate Schultz.

“We wanted to establish admission criteria to help determine a model of care that reflected the community value of operating aged care services at Brighton, so we conducted a needs analysis of the community to determine what wasn’t already being provided in the local aged care space,” she said.

“Once we’d identified that specialised aged care was lacking, we changed the model of service delivery to focus on acceptance of community members with a high level of acuity requiring specialised aged care.

“We also focused on developing criteria that enabled local community members to be admitted to the facility while ensuring their continued engagement with and connection to their local community.”



## DENTAL ALLIANCE EXPANDS ORAL HEALTH SERVICES

An Alliance between Metro North Hospital and Health Service and The University of Queensland (UQ) is delivering benefits for public dental patients and future generations of dentists and dental specialists.

The Alliance, which began in January 2017, has integrated clinical services, education and research at the state-of-the-art Oral Health Centre at Herston.

The State Government has supported the integration at Herston of adult and specialist services previously provided in Turbot Street with funding of \$3.1million.

The Alliance has allowed Metro North Oral Health Services (MNOHS) to more than double in size by acquiring an additional 165 dental chairs as well as surgeries designed specifically for special needs patients and a theatre suite. This increased capacity will facilitate another 60,000 patient appointments annually.



*The Oral Health Centre at Herston.*

The Oral Health Centre provides general dental services such as x-rays, fillings and extractions in addition to specialist services including prosthodontics, paedodontics, orthodontics, and periodontics.

The Centre also will boost research and teaching opportunities at one of the nation's most advanced tertiary dental facilities.

As part of the Alliance undergraduate dental students are training under the supervision of experienced dental practitioners and patients will have greater access to specialists through UQ's postgraduate clinical training programs.

It also gives MNOHS the ability to develop and capitalise on evidence-based practice, lead clinical redesign and public oral health sector policy development.

The Alliance further strengthens the Herston Health Precinct as the country's premier health and knowledge precinct.