

# Welcome

On behalf of Metro North Hospital and Health Service, we are proud to present our Quality of Care report for 2016-17.

As Australia's largest public hospital and health service, we continually strive to meet the challenges and opportunities for improving the health and wellbeing of our growing community.

During 2016-17 we have continued to deliver outstanding care as our dedicated staff see more patients than ever before in our acute, outpatient and community settings.

Our focus at all times is on quality and safety and on providing a positive experience for patients. This is evidenced by the stories and initiatives featured in this year's report, which captures some of the extraordinary work that our health service is undertaking on our journey to ensure our patients, consumers, carers and partners remain at the centre of everything that we do.

We are proud of what we have achieved in the past 12 months and excited by what the future holds.

Metro North is committed to our role in supporting the health and wellbeing of our community by providing high quality innovative, forward-thinking, accessible and sustainable person-centred care.

Consumer feedback is very important to us. We hope you will find this report informative and interesting and look forward to hearing your feedback and what you would like to see included in the future.

Please contact us via [metronorthengage@health.qld.gov.au](mailto:metronorthengage@health.qld.gov.au)



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

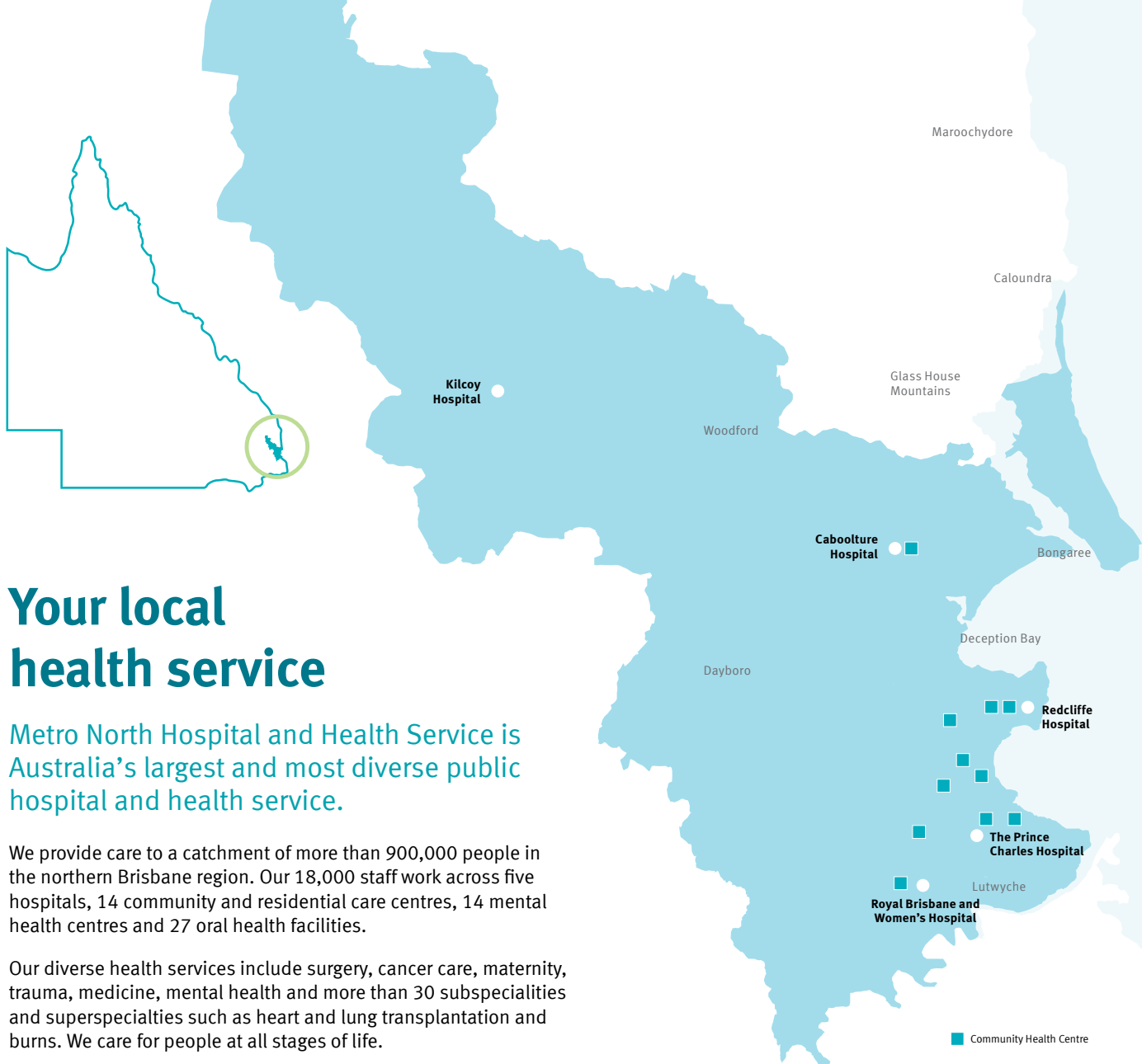


**Shaun Drummond**  
Chief Executive  
Metro North Hospital and Health Service



## Tell us what you think

Our 2016–2017 Quality of Care Report is our commitment to you – our patients, consumers, carers, families and community members – to keep you up-to-date with how we are doing at Metro North. We have specifically covered the quality and safety of our services, and what we are doing to continuously improve the standard of care we provide. We have also highlighted some innovations that will make a difference to your care. We would love to hear what you think of the report and of your experiences at Metro North.



## Your local health service

Metro North Hospital and Health Service is Australia's largest and most diverse public hospital and health service.






We provide care to a catchment of more than 900,000 people in the northern Brisbane region. Our 18,000 staff work across five hospitals, 14 community and residential care centres, 14 mental health centres and 27 oral health facilities.

Our diverse health services include surgery, cancer care, maternity, trauma, medicine, mental health and more than 30 subspecialties and superspecialties such as heart and lung transplantation and burns. We care for people at all stages of life.

The Quality of Care report is part of our commitment to continually improve our services and to provide high quality healthcare through compassion, commitment, innovation and connection.

Disclaimer: This publication is intended only as a general guide to services provided by Metro North Hospital and Health Service. It does not substitute health advice from an individual's medical specialist, general practitioner or other health professional.

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-  Metro North Hospital and Health Service

# About Metro North Hospital and Health Service

Metro North Hospital and Health Service is the public hospital and health service for the north side of Brisbane.



## Our services include:

### Royal Brisbane and Women's Hospital (RBWH)

The largest tertiary referral hospital in Queensland with a number of specialities including medicine, surgery, orthopaedics, psychiatry, oncology, trauma, and women's and newborn services. RBWH fulfils a significant teaching and research role with links to Queensland's major tertiary institutions.

### The Prince Charles Hospital (TPCH)

The major tertiary level cardiothoracic referral hospital for Queensland, the largest such service in Australia, and one of the largest services of its type in the world. The hospital also provides emergency, general medical and surgical services, orthopaedics, and rehabilitation services, as well as outreach specialist services throughout Queensland.

### Redcliffe Hospital

Key facility servicing a fast-growing population. Services include emergency, medical, surgical, orthopaedics, maternity, paediatrics, rehabilitation, and specialised outpatient clinics.

### Caboolture and Kilcoy Hospitals and Woodford Corrections Health Service

Key facilities servicing fast-growing populations. Services include emergency, medical, surgical, orthopaedics, maternity, paediatrics, rehabilitation, and specialised outpatient clinics. Kilcoy is a rural hospital providing emergency, general medicine, and postnatal care.

### Oral Health

One of the largest providers of public oral health services in Australia. Services are provided through a network of facilities including specialist clinics, hospital-based clinics, community clinics, school-based clinics and mobile dental clinics.

### Mental Health

Provides services across the age spectrum from perinatal, child and adolescent, adult to older persons and including a range of specialist services such as consultation liaison, forensic, addiction, eating disorders, and community mental health including an inner city homelessness team.

### Community, Indigenous and Subacute Services (CISS)

Offers a broad range of quality community-based healthcare and support services to help people improve and maintain their wellbeing and independence, as well as specialised aged and residential care, Indigenous health, and services delivered from many sites including the Brighton Health Campus, and mobile service teams.

As well as service delivery, Metro North is also committed to education and training. In particular, our focus on excellence ensures a thriving culture of research that delivers continuous service improvement and evidence-based care.



# How we embed quality and safety

Metro North's vision for safety and quality of care is set out in the *Metro North Safety and Quality Strategy 2015-2018*.

The strategy sets forth a vision for the elimination of preventable harm and the achievement of the best possible outcomes for patients at the best possible value.

Importantly, the strategy respects and honours the key needs and expectations of patients and carers, their families, and their social networks in the approach and direction of our initiatives.

The patient and their experience with and expectations of their healthcare interaction are at the top of our strategic plan. Value (and therefore quality) is defined by the patient, and the patient's voice has been purposefully embedded in our improvement activities, and at every level of our organisational governance.

Our safety and quality strategy has been informed by the experience internationally of those who have led the patient safety and high reliability agendas, and understand the leadership commitment, organisational changes, and the breadth of initiatives necessary to achieve excellence. As a result, four core building blocks have been identified to guide us toward achieving our vision for safety and quality: person-centred, highly reliable, organised for safety, and led for excellence.

We work collaboratively on system level improvements, and monitor our performance and our progress through the Board Safety and Quality Committee, and the Executive Safety and Quality Committee, which are both supported by and work closely with the Community Board Advisory Group, and the Clinical Council.

Several networks and collaboratives have been established to pursue the development and adoption of evidence-based practice and improvements in areas such as the National Standards and targeted initiatives within the safety and quality strategy.



The opportunities we have at Metro North to integrate research and innovation and translate knowledge into clinical practice at the frontline have the potential to transform the way healthcare is provided in Australia. Metro North is a large organisation, but we come together with purpose for the continuous improvement of the care we provide, and the experiences our patients and their families have with their care.

As a key part of the safety and quality work occurring at Metro North, attention is being given to truly understand how patients and the broader community assess their quality of care and experience. In late 2016, for the first time across Metro North, we gathered with over 100 frontline clinicians, consumers, leaders and board members for the Inaugural Safety and Quality Forum. The forum provided an occasion for people from across our health service to share their challenges and solutions and find opportunities to collaborate.

Key to this direction in 2016-17 has been the design and pilot of the Systems and Safety Improvement Model (S2i), a ground-breaking initiative that draws on the research of human performance, quality improvement and patient safety. The model supports frontline teams to undertake their own inquiry into care processes and outcomes, supported by expertise to gain new insights.

The model recognises the healthcare environment in which our staff work is constantly evolving, with teams very adept at self-organising and adapting in response to these changes. Our staff's expertise in adapting, adjusting, feeding back and responding are all elements of what makes the care system safe.

The model is designed to help promote the understanding of these patterns more deliberately, with the aim to build on those insights and knowledge and apply them more purposefully for a more resilient and reliable care system at all levels.

The vision for Metro North safety and quality has never been stronger. At a time when there is growing interest and involvement from our community in the quality of care they receive, our leadership and collective goals for safety and quality have never been more important or necessary.

At Metro North, we believe with the outstanding skills and commitment of our clinicians we can achieve this ambitious vision, and remain true to our most important goal of the individual care we provide to each of our patients, during each interaction, every day.

Above all else, the care we provide will continue to be delivered with compassion and kindness, continuity, clear communication and shared decision-making. Everyone working in the system is invited and encouraged to be a part of this vision for safety and quality, and contribute their knowledge, commitment, passion and expertise to learn and innovate for solutions – for our community and patients we serve.

- ACSQHC** Australian Commission on Safety and Quality in Healthcare
- ACHS** Australian Council on Healthcare Standards
- OHO** Queensland Office of the Health Ombudsman
- CBAG** Community Board Advisory Group

