

Metro North makes safety a central feature of everything we do. We work diligently to make sure the healthcare system is designed to provide safe, high quality care, and when something goes wrong we take action to prevent it happening to someone else.



**Organised for
safety**

Measuring connection and respect

Respectful and considerate communication makes a huge difference to a patient's experience of healthcare.

Positive patient experiences reflect a number of clinical benefits including increased patient engagement and improved health outcomes.

Three Metro North services trialed the Connection and Respectful Experience (CaRE) patient experience survey in late 2016 and found that taking a few minutes to explain and answer questions can change someone's perception of the quality of care they receive.

Four hundred and seventy consumers participated in the survey while accessing care in Caboolture Hospital, Oral Health, and Community, Indigenous and Subacute Services (CISS).

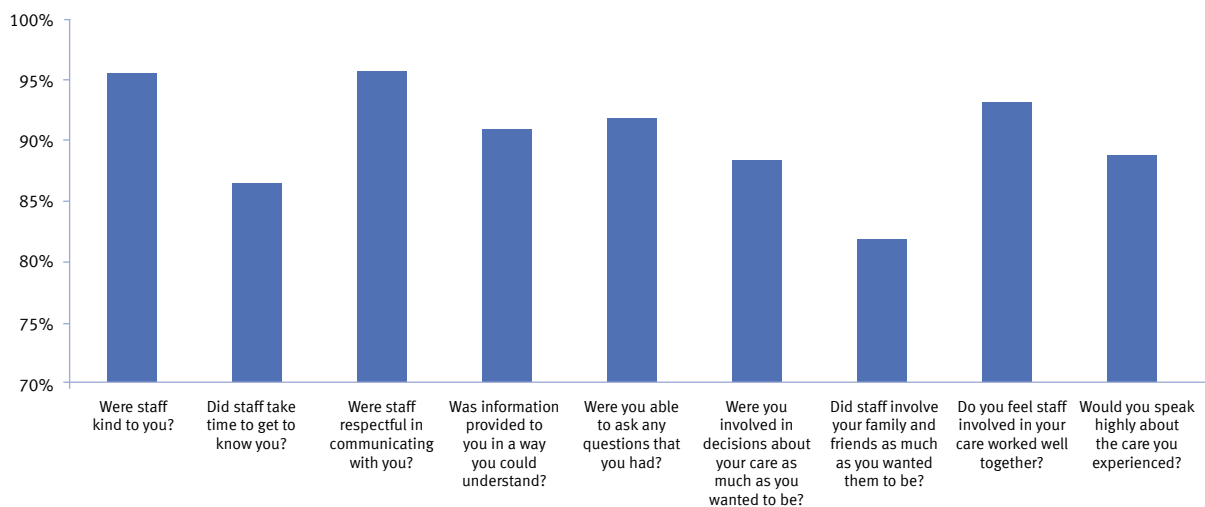
The CaRE survey tested the viability of a short set of consistent measures which capture the minimum standards that patients should experience when accessing care in any of our hospitals and health services.

The survey was co-designed with consumers to ensure questions reflected the things that matter to patients including empathy, respect, connection, communication, information and patient and family involvement in care.

The trial included different methods of delivering the survey and found that people preferred to complete it via face to face conversation with someone not directly involved in providing the care. Survey responses were recorded in Metro North's Consultation Hub system which allowed staff to take immediate action to resolve any problems.

The overall combined trial data shows the lowest scoring response was for involvement of family and friends in care at 81.9%. The highest scoring response was for respectful communication at 95.8% followed by kindness of staff at 95.6%. The overall experience score, which asked whether patients would speak highly of the care received, was high at 88.8%.

Combined CaRE survey results



Our Safety and Quality Performance

The *Metro North Safety and Quality Strategy 2015–2018* commits to deliver the highest quality healthcare experience in true partnership with our patients. Our performance is assessed against National Standards and benchmarked against nationally recognised safety and quality indicators.



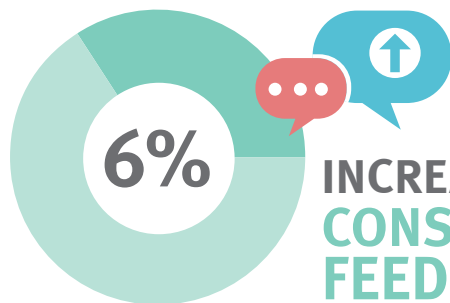
90%
OF ALL COMPLAINTS TO METRO
NORTH ARE RESOLVED WITHIN
35 DAYS



14%
INCREASE
IN COMPLIMENTS



7%
REDUCTION
IN COMPLAINTS

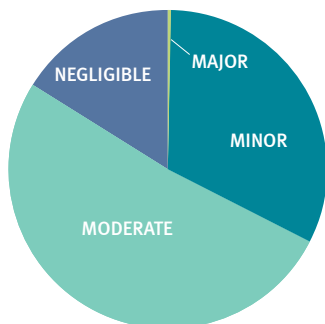


6%
**INCREASE IN
CONSUMER
FEEDBACK**

11,288
PEOPLE
TOLD US ABOUT THEIR CARE



COMPLAINTS BY SEVERITY



The Office of the Health Ombudsman (OHO) is Queensland’s health service complaints agency and is another avenue consumers have available to them should they wish to make a healthcare complaint.

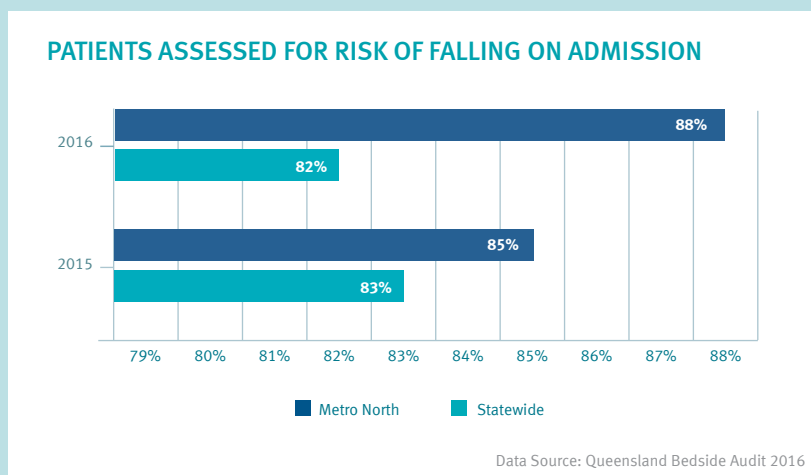
The OHO is an independent statutory body and the place Queenslanders should go if they have a complaint about a health service provider or a health service provided to them, a family member or someone in their care that they are unable to resolve with the service provider directly. Complaints can be made to the OHO about both registered and unregistered health service providers or health service organisations.

The opposite diagram represents the 2016-17 total number of Metro North-related complaints received by the OHO.

Complaints received	
301	
Assessment	Take no further action
32	107
1. Take no further action: Some complaints will not be taken further for a number of reasons.	
2. Assessment: The assessment process will gather all relevant information needed from the complainant, the health service provider and any relevant experts to enable the OHO to make the right decision on how best to manage the complaint.	
3. Local resolution: OHO works with the complainant and Metro North to facilitate meetings and other communication to resolve the complaint informally.	
4. Conciliation: When complaints are more complex, conciliation is an informal, confidential meeting process run by independent skilled conciliators.	
5. Investigation: Investigation involves a detailed examination of a complaint including gathering evidence and analysing the cause/s of an adverse health incident or healthcare issue.	
6. Referral to another organisation: A complaint can be referred to another organisation if the issue falls within another jurisdiction, better suited to managing the complaint.	
Local resolution	Conciliation
101	22
Investigation	Referral to another organisation i.e. AHPRA
4	35
Referral to the Director of Proceedings or Conduct of an inquiry	0

45%
REDUCTION
IN FALLS
RESULTING IN HARM

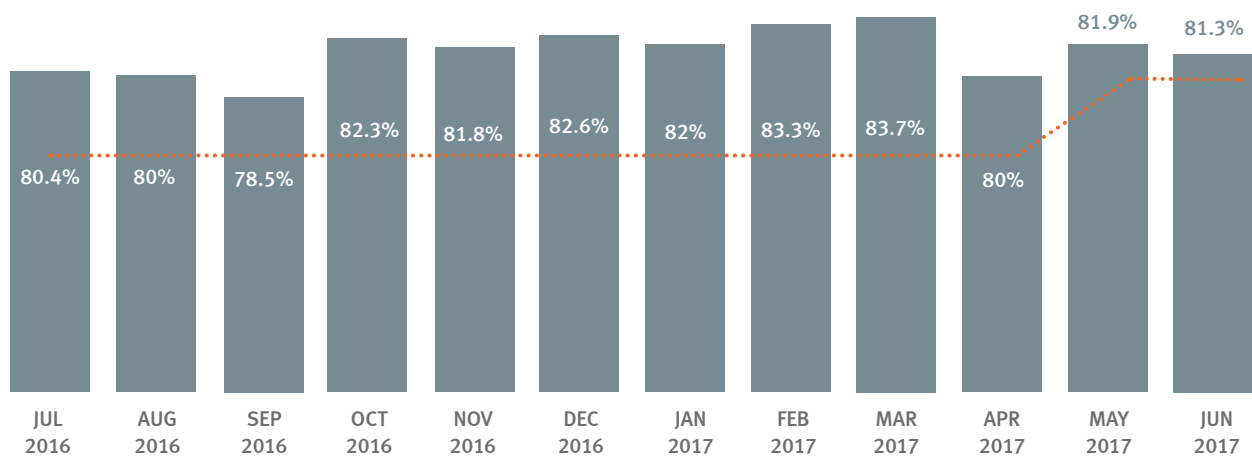
Metro North has continued to improve and exceed the Statewide result for the percentage of patients assessed for risk of falling on admission



HAND HYGIENE RATES CONSISTENTLY EXCEED NATIONAL TARGETS



OF 70%* Hand Hygiene Australia (HHA) increased target to 80% effective from May 2017



REDUCING FALLS



Eating healthy and nutritious
FOOD



Make sure there is
ADEQUATE LIGHTING
especially at night



using your
WALKING AID
at all times



Keep up your
FLUIDS



Maintain a
HEALTHY ACTIVE lifestyle



Take medication
only as PRESCRIBED



Wear the
RIGHT SHOES

Addressing ice use

Drugs such as crystal methamphetamine have devastating impacts on individuals, families and communities, but a range of free tools and resources are enabling Queensland-based health and community service workers to better engage with patients and clients affected by ice.

Insight – a statewide service hosted by Metro North Mental Health Alcohol and Drug Service – was commissioned in 2016-17 to develop a package of education, information, training and advice resources to support the workforce. A partnership with the Queensland Aboriginal and Islander Health Council also has enabled the development of contextualised resources for use in Indigenous settings.

Director of Statewide Clinical Support Services and Insight, Jeff Buckley said a key initiative in the package was an ultra-brief intervention tool called Meth Check.

“Meth Check is an innovative, graphically-designed clinician-administered tool designed to help structure a brief five-to-10 minute conversation with a patient or client who has been identified as a current user of methamphetamine,” Mr Buckley said.

“It is designed to be used by hospital nursing and social work staff, alcohol and drug clinicians, psychologists, GPs and other health and community service staff.

“The tool incorporates basic psycho-education, a simple assessment, provision of normative feedback, ‘decisional-balance’ technique and provision of practical advice for someone who wants to keep using, cut back or quit their use of meth.”



Director of Statewide Clinical Support Services and Insight Jeff Buckley (far right) with the team behind Meth Check, which was a finalist in the Excellence in Clinical Training and Education category at the 2016 Metro North Staff Excellence Awards: Michelle Taylor, Nikola Ognjenovits and Karen Hassan.

Whilst a formal evaluation of Meth Check has not yet been conducted, anecdotal feedback suggests that the tool is simple and user-friendly. It can also be used as a self-guided brochure for those patients who are not ready to discuss their methamphetamine use with a health worker.

Resources such as factsheets for families who are supporting someone who is using methamphetamine are available on Insight’s website <http://insightqld.org/>

From August to December 2016 the project team delivered full-day ‘Crystal Clear’ methamphetamine workshops in 14 locations across Queensland targeted at frontline health workers across government and non-government agencies.

This roadshow was a follow-up to a previous round of methamphetamine training delivered to 412 practitioners in 15 locations across Queensland between April and June 2016, meaning that 781 health workers across Queensland were able to access this training in 2016. The project also included family-inclusive alcohol and other drugs (AOD) practice workshops across the state, targeted at frontline health workers from government and non-government agencies. It also provided professional development for drug and alcohol brief intervention teams and consultation liaison nurses (DABIT/CL Connect) and a youth AOD forum delivered by Insight’s partner youth program, Dovetail. Outputs from this training roadshow include:

- 369 Participants in total (Qld Health 172; NGO 197)
- 92.26% - Overall course satisfaction score
- 28.37% - Overall increase in knowledge
- 28.94% - Overall increase in confidence
- 97.89% of participants would recommend the training to others

Treatment services boosted

An expansion of treatment services in the Redcliffe-Caboolture area is responding to increasing need from people taking steps to manage their substance dependence and regain control of their lives.

Manager of Metro North Mental Health’s Alcohol and Drugs Service (ADS) Mark Fairbairn said the case load for the Opioid Treatment Program (OTP) had increased significantly over the past few years prompting the service to move clinical resources into the area.

ADS is partnering with Brisbane North PHN and Lives Lived Well to deliver treatment services in the area, which has been identified as high need.

SERVICE CONTACTS

YEAR	REDCLIFFE	CABOOLTURE
2012-13	142	351
2013-14	324	364
2014-15	437	445
2015-16	989	886
2016-17	1340	1459

“The OTP’s maintenance model of treatment is a harm reduction strategy that enables people to stop the cycle of opioid dependence,” Mr Fairbairn said.

“Substitution therapy reduces the attractiveness of opiate use, provides stability to users and helps people get back on track with their lives.

“The objective is to keep people in treatment as long as necessary to halt the cycle of dependence.”

Mr Fairbairn said the OTP had demonstrated effectiveness to significantly reduce drug use.

Medication safety

Medications are a vital and common part of healthcare but knowing what medication to take when and how often after you leave hospital can be complicated and confusing, whether it’s pain relief after surgery or anti-rejection drugs after a heart transplant.

To help better understand and manage medication at home, pharmacists at The Prince Charles Hospital (TPCH) have introduced a new model of care to support people attending outpatient clinics.

TPCH Director of Pharmacy Ross McDougall said the change aims to address the challenges faced in managing medications for patients with complex health needs following their discharge from hospital.

“Doctors require accurate medication histories on which to base treatment decisions,” Mr McDougall said.

“If they are working from incorrect medication histories this can result in adverse events that may result in poor outcomes or readmission to hospital.”

TPCH provides inpatient care for many specialty areas including lung and heart transplant, advanced heart failure, cystic fibrosis, oncology, palliative care, cardiology and surgery.

Mr McDougall said having pharmacists in outpatient clinics can help doctors understand whether patients have changed their medication after leaving hospital.

“Clinical pharmacists can have this information available with any recommendations for the doctor before they see the patient, making for a more efficient process with the potential for better long term outcomes for the patient.

“It also frees up time for the doctor to spend with the patient discussing other aspects of their care,” he said.

The integration of pharmacists into the outpatient setting also means transfer of vital medication information to community pharmacies and nursing homes.

“This is particularly important to ensure patients who have their medications packed into dose administration aids are updated in accordance with the doctors’ changes,” Mr McDougall said.

Since the introduction of the new model in July 2016, 6,929 patients have had a consultation with a clinical pharmacist in an outpatient clinic at TPCH.

Streamlining mental health services for Indigenous patients

Indigenous people needing mental health support now have more access to services through a partnership between healthcare providers.

The partnership between Metro North Hospital and Health Service Mental Health Redcliffe/Caboolture and the Institute for Urban Indigenous Health (IUIH) is creating a streamlined pathway for Indigenous residents requiring mental health services.

Launched in February 2016, the Way Forward Program offers weekly psychiatry clinics at IUIH in Caboolture where care is delivered in a culturally sensitive environment. It allows for the patient to have full access to a holistic approach to healthcare with other services operating as a ‘one stop shop’ for Indigenous patients.

Way Forward Program Director Kimina Anderson said the aim was to make it easier for Indigenous people to receive mental health treatment.

“Aboriginal and/or Torres Strait Islander community members may enter mental health services via traumatic pathways, for example via emergency services under involuntary provisions, and are less likely to engage in follow up treatment with public mental health services,” Ms Anderson said.

“By creating a pathway within the community controlled sector, our clients are more likely to access services and we are able to address those gaps for our community members.”

Caboolture Adult Mental Health Team Leader Elizabeth Troman said the program allows for a smoother pathway into mental health services and better continuity of care.

“A number of patients seen by the registrar don’t require ongoing services. They are able to access a brief rapid review instead of going through acute care or the emergency department,” Ms Troman said.

“It’s a win-win for all services involved.”

Following the successful implementation of the program at Caboolture, Ms Troman hopes the program will be replicated across other Metro North sites.



Caboolture Adult Mental Health Team Leader Elizabeth Troman and Way Forward Program Director Kimina Anderson

Workplace safety takes SHAPE



Introduced in 2017, Metro North's Safety Has A Place Everywhere (SHAPE) program takes an integrated approach to staff and patient safety.

The aim of SHAPE is to educate and empower staff and patients to establish safe environments, reduce harm and work together to find solutions.

The program brings together frontline workers, supervisors and executives working together to improve safety overall.

The SHAPE principles are:

1. We are all accountable for safety, personally and collectively.
2. We are all genuinely engaged and empowered to work safely.
3. The right people, resources, tools and support for safety.
4. Identify, understand and control all hazards and risks.
5. Constantly striving and always learning and improving on Health and Safety.
6. Actions not words position Metro North as a leader in safety excellence.

Supporting our staff to care better

Coming to hospital can be a disconcerting experience for patients and their loved ones. Metro North aims to provide a safe and positive healthcare experience for everyone accessing our services.

We know that sometimes people who are scared, confused, feeling unwell or in pain may display challenging behaviour.

Staff at The Prince Charles Hospital (TPCH) are learning how to managing challenging behaviour through specialised training.

Acting TPCH Consumer Liaison Officer Laretta van Fleet said since January the hospital has trained 58 groups of staff to better assist people who are distressed.

"For many staff, challenging behaviours from patients can be extremely confronting, and may significantly impact the way in which the interaction of care delivery occurs," Ms van Fleet said.

"That's why it's so important that staff have the necessary skills and knowledge to deal with these situations in a positive and controlled way."

The training gives staff a range of practical strategies and methods for managing challenging behaviours from patients, while maintaining the highest level of care and respect.

"Our training focuses on specific principles and behaviours which enable staff to better connect with the patient and create an environment where the patient is being heard and respected," Ms van Fleet said.

"We look at areas such as non-verbal gestures, facial expressions, eye contact and voice tone."

Ms van Fleet said another key area of training is managing compliments and concerns, which are useful for improving services. The training emphasises the value of feedback and provides staff with tools for effective listening and working with patients to solve problems together.

Our promises...

Dr Lance Le Ray
Executive Director,
Caboolture and
Kilcoy Hospitals

I AM GOING TO VISIBLY
SUPPORT, CELEBRATE
GAINS AND REMOVE BARRIERS
TO PEOPLE WORKING ON THIS
ALREADY.

Assoc Prof Colin Myers
Executive Director,
Critical Care MNHHS

Inspire staff to
focus on
wasted patient time.

Mark Butterworth
Executive Director,
Allied Health MNHHS

Develop A More
Proactive Approach
To Helping Those
IN THEIR LAST
1000
DAYS

Dr Liz Whiting
Executive Director,
Clinical Services
MNHHS

Identify a Frailty
Screening Tool for
Metro North HHS

**Adj Assoc Prof
Alanna Geary**
Executive Director,
Nursing and Midwifery
Services MNHHS

Walk the walk
Talk the talk"

Dr Amanda Dines
Executive Director,
Royal Brisbane and
Women's Hospital

INTEGRATE THE NEEDS
OF OLDER PEOPLE AS
WE IMPROVE OUR
FACILITIES

Anthony Williams
Executive Director,
The Prince Charles
Hospital

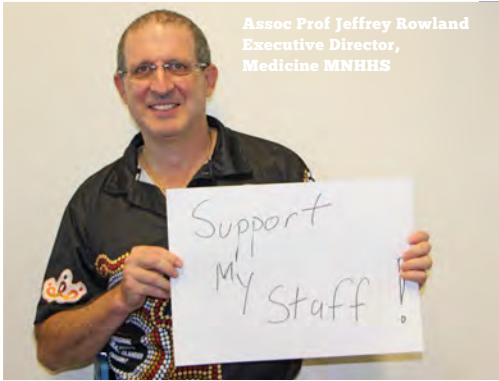
SUPPORT / ADVOCATE
THE PROCESS / MOMENTUM
(IT IS ABOUT VISIBILITY)

Louise Oriti
Executive Director,
Redcliffe Hospital

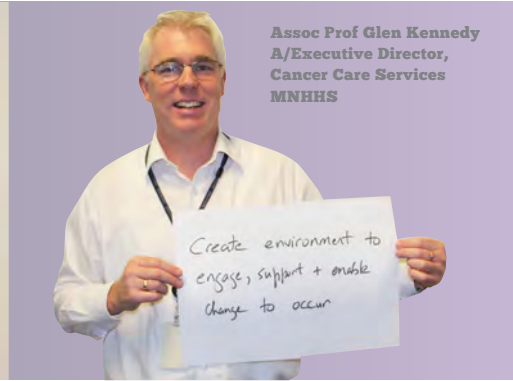
Continue to ask questions,
listen, support and advocate.
Unblock red tape where I
can!

Chris Seiboth
Executive Director,
Community, Indigenous
and Subacute Services
(CISS), MNHHS

To 1/2 the time of
meetings to give back
time to my staff, in turn
Supporting them to give
back time to our older
patients in CISS.



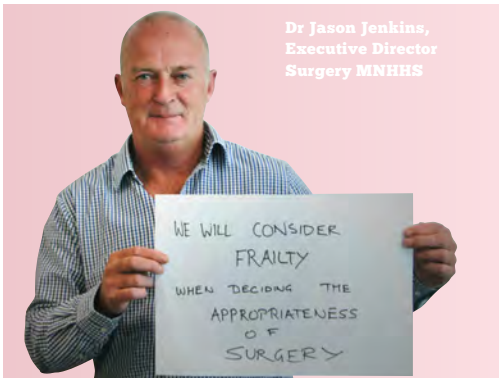
Assoc Prof Jeffrey Rowland
Executive Director,
Medicine MNHHS



Assoc Prof Glen Kennedy
A/Executive Director,
Cancer Care Services
MNHHS



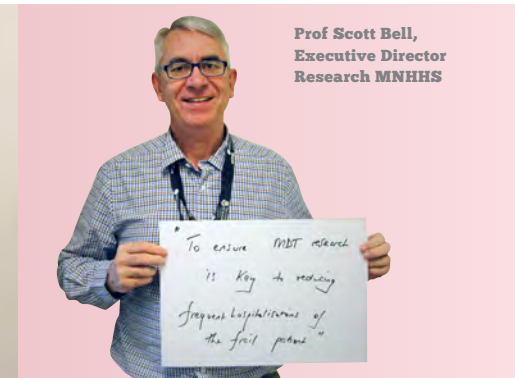
Kate Copeland
Executive Director,
Corporate Systems and
Infrastructure MNHHS



Dr Jason Jenkins,
Executive Director
Surgery MNHHS



Assoc Prof Brett Emmerson,
Executive Director
Mental Health MNHHS



Prof Scott Bell,
Executive Director
Research MNHHS



**Support healthy
and active ageing.**

Every day counts.

Patient experience matters

We place equal importance on the experience of our patients as we do the technical and clinical aspects of care.

Our patients tell us that excellent treatment is the least we can provide, and the importance of being treated with care, respect and dignity, and in keeping with cultural and individual needs and preferences, are equally as important to a positive care outcome. As well as measuring clinical care outcomes, we also regularly ask our patients how they felt about their care experience, so we can learn and improve for others.

Maternity Patient Experience Survey 2016

● Favourable ● Satisfactory/some of the time ● Requiring improvement



RBWH:

Confidence and trust in midwives



Birth companion involved as much as desired



Advised who to contact if worried after leaving hospital



Received maternity care after leaving hospital



RBWH has recorded improvements (>5%) with respect to the following areas from the 2014-15 Maternity Patient Experience Survey:

- Opportunity to discuss labour, birth with care provider
- Advised who to contact if worried after leaving hospital



Redcliffe

Time to ask questions/discuss at antenatal check-ups



Reason for induction of labour explained



Information about contraception



Advised who to contact if worried after leaving hospital



Received maternity care after leaving hospital



Redcliffe has recorded improvements (>5%) with respect to the following areas from the 2014-15 Maternity Patient Experience Survey:

- Ability to move and position for comfort
- Opportunity to discuss labour, birth with care provider
- Whether had concerns about food



Caboolture

Reason for induction of labour explained



Confidence and trust in midwives



Birth companion involved as much as desired



Advised who to contact if worried after leaving hospital



Received maternity care after leaving hospital



Caboolture has recorded an improvement (>5%) with respect to the following area from the 2014-15 Maternity Patient Experience Survey:

- Opportunity to discuss labour, birth with care provider



Protecting our people

Violence shouldn't be a normal part of anyone's work, but unfortunately for healthcare staff it's a daily occurrence. Metro North Hospital and Health Service has been leading the state in improving safety for staff, visitors and patients through a dedicated occupational violence prevention program.

By shining the light on this serious issue, we helped form a statewide committee to implement recommendations of a Queensland taskforce to address violence against health workers. Initiatives have included additional security, better reporting mechanisms, and improved training and support for staff.

Metro North Occupational Violence Project Manager Lita Olsson said the committee has made significant inroads over the past year to improve the safety of staff and patients.

"As an Emergency Department nurse I have experienced violence first hand. Sadly, it's become normal to think it's an acceptable part of the job, but it's not," Ms Olsson said.

"I am proud we are not just changing this behaviour but we are leading by example. Through the work of the committee, every hospital across Queensland is now benefiting from the work we've trialled and implemented at a local level."

Ms Olsson said the benefit of more resources and post incident support has gone a long way with staff now empowered by the strong leadership and stance the committee has taken against violence in the workplace.

"No one should feel unsafe going to work or coming to hospital to be treated. While it's early days since the initiatives have been in place, I am confident we are creating a safe environment enabling us to feel empowered and get on with what we do best, providing the best possible care to our patients," Ms Olsson said.

The safety initiatives across Metro North include:

- 15 additional full time equivalent security officers employed to work in Emergency Departments, as well as the RBWH Mental Health Centre
- 30 body-worn cameras, meaning each security officer wears one when on duty
- New less-authoritative uniforms for security officers
- Consistent signage across all facilities about acceptable behaviour
- \$85,000 spent to upgrade closed circuit television and cameras
- Trial of the Behaviour Modification Chart to guide clinicians on early identification and intervention for aggressive behaviour
- Expansion of swipe card readers in Emergency Departments to easily report violence and aggression
- Stronger partnership with Queensland Police Service who are now doing walk throughs of Emergency Departments
- Metro North project team now focusing on post-incident support to staff