Report objective

This annual report fulfils Metro South Health’s reporting requirement to the community and to the Minister for Health. It summarises the health service’s results, performance, outlook and financial position for the 2015–16 financial year.

In particular, the report outlines Metro South Health’s performance against key objectives identified in the Metro South Health Strategic Plan 2015–2019, as well as the Queensland Government’s objectives for the community.

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If you have an enquiry regarding this annual report, please contact Metro South Health on (07) 3156 4949 or Metro_South_Communications@health.qld.gov.au

Public availability statement

This report, including the Other Reporting Requirements, can be viewed on Metro South Health’s website at:


Hard copies of the annual report are available by phoning the Office of the Chief Executive, Metro South Health, on (07) 3156 4949.

Interpreter service statement

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on (07) 3156 4949 and we will arrange an interpreter to effectively communicate the report to you.

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24 August 2016

The Honourable Cameron Dick MP
Minister for Health and Minister for
Ambulance Services
Member for Woodridge
Level 19, State Health Building
147-163 Charlotte Street
BRISBANE QLD 4000

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2015-2016 and financial statements for Metro South Hospital and Health Service.

I certify that this Annual Report complies with:
• the prescribed requirements of the Financial Accountability Act 2009 and the Financial and Performance Management Standard 2009, and
• the detailed requirements set out in the Annual report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements can be found at page 134 of this annual report.

Yours sincerely

Terry White AO
Chair
Metro South Hospital and Health Board
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Chair’s overview

It is a great pleasure to present this year’s Metro South Health annual report—our fourth since the health service was inaugurated as a statutory body in 2012.

This year, Metro South Health has enjoyed many successes and responded positively to a number of challenges and changes. Our achievements are a credit to each of our 14,000 staff—a truly remarkable, inspiring and caring group of professionals. Every time I visit a hospital or health centre, I am impressed by the people I meet who embrace innovation and clinical excellence, and who do so with a positive and patient-focused attitude.

In 2015-16, we launched a fully revised Strategic Plan for Metro South Health. In developing this plan we spent a significant amount of time consulting with clinical staff, stakeholders and community members. Their feedback has informed a plan that refines our focus towards three key areas: clinical excellence, technology and health system integration. These focus areas reflect our commitment to working closely with the Queensland Government to implement its objectives for the community and its vision to make Queenslanders among the healthiest people in the world as part of the new 10-year strategy, My health, Queensland’s future: Advancing health 2026.

We have already made significant progress in achieving the goals outlined in the Strategic Plan. We successfully launched Australia’s first large-scale Digital Hospital at the Princess Alexandra Hospital in November. Our specialist outpatient waiting lists are shorter than ever, and we exceeded a number of national targets for elective surgery performance. We have strengthened our partnerships with primary care and the non-government sector to deliver a more integrated health care experience for our patients. On top of these successes, our staff have continued to provide safe, quality and person-centred care.

It is no secret that Metro South Health, along with the broader health system across the country, faces many challenges now and into the future. Our activity is steadily increasing; the population is ageing; we are seeing the effects of rising chronic disease; and health technology is advancing at a rapid rate. These are challenges that we will continue to address in 2016-17, working in partnership with our staff, stakeholders, patients and the community.

It is a testament to the ongoing success of the organisation that during the year, four of our Board members were reappointed to their positions by the Minister for Health and Minister for Ambulance Services, the Honourable Cameron Dick MP. In addition to these reappointments, we have three Board members whose current terms are continuing, as well as two new Board members. This decision has provided stability and continuity for our health service, while giving us the opportunity to capitalise on the expertise and experience of our two new Board members.

I look forward to building on the successes of the past year and continuing to work with the Board, Executive and staff to ensure ongoing achievement in 2016-17.

Terry White AO
Chair
Metro South Hospital and Health Board
2015-16 Highlights

**JULY**
Metro South Health’s new strategic plan for 2015-2019 comes into effect

**AUGUST**
Princess Alexandra Hospital (PAH) hosts international health symposium – ‘Transforming Discoveries to Better Health’

Metro South’s Child and Youth Mental Health Service holds inaugural Positive Mindset Creative Arts Festival at Logan Entertainment Centre

$14.6m funding announced for Transitional Rehabilitation Service at PAH’s Brain Injury Rehabilitation Unit (5 year pilot service)

Logan, Beaudesert, Redland and QEII hospitals launch their involvement in the Pathway to Excellence® nursing credentialing program

Addiction and Mental Health Services introduces 24-hour helpline - 1300MHCall

**SEPTEMBER**
QEII Jubilee Hospital celebrates its 35th anniversary

PAH Orthopaedic Department introduces 3D printing for complex trauma patients

**OCTOBER**
Queensland’s first Gamma Knife® service for cancer patients begins operation at PA Hospital

PAH conducts first minimally invasive aortic valve replacement

Metro South Health conducts its second organisation-wide staff culture survey

**NOVEMBER**
PA Hospital becomes Australia’s first large-scale digital hospital

Redland Hospital celebrates 30,000th birth

Logan Hospital ENT Department starts using CO2 Laser machine for specialised throat surgery

**JANUARY**
$11.4m funding boost announced for Logan Hospital Emergency Department (11 extra beds – 9 adult and 2 paediatric – and 41 new staff)

Beaudesert Hospital introduces new Consumer Advisory Group (BHCAG)

**MARCH**
Student clinical training centres open at QEII Jubilee and Redland hospitals

**APRIL**
PAH treats 100th Gamma Knife® patient (6 months to the day the service began)

First Transcatheter Aortic Valve Replacement (TAVR) procedures conducted at PAH

Metro South Health secures a lease for a new community health centre in Woolloongabba

**MAY**
PAH’s Digital Hospital team wins ‘deliver results’ award at eHealth Queensland Expo

**JUNE**
Beaudesert Hospital celebrates 400th birth (since March 2014 when birthing service were reintroduced)

Cyclotron and PET radiopharmaceutical facility begins operation at PAH

Contractor appointed for Wynnum Integrated Health Care Centre
Chief Executive’s overview

Without doubt, the highlight of 2015-16 was the ‘go live’ of the Digital Hospital system at Princess Alexandra Hospital (PAH).

This was the largest organisational change project ever undertaken by an Australian health service, involving the transition of thousands of paper records to a secure, real-time electronic medical record—a first for an Australian public hospital. The project saw more than 6000 staff members trained in the new system, 1600 digital devices installed, and a support team available 24 hours a day to ensure a smooth transition in the first weeks of the system.

The implementation of the Digital Hospital project represents a transformation point for health care in Australia. Metro South Health and PAH have led the way for the nation, setting the foundation for an almost endless scope to improve health care for our community. For many of us, the project is one of the most important things we have ever undertaken in our careers and I believe we can all be very proud of the legacy we have created for the organisation.

There were many more achievements in Metro South Health during 2015-16. This year, there were 239,474 people admitted to Metro South Health hospitals, an increase of six per cent, in addition to 285,971 emergency department presentations and more than one million outpatient appointments. Despite this ever growing demand for health services, our staff continue to provide compassionate, innovative and person-centred care.

I am particularly pleased with our efforts to reduce waiting lists for specialist outpatient appointments. We have achieved a 44 per cent reduction in patients waiting longer than clinically recommended for an outpatient appointment; and overall, there are now 19,905 fewer patients on the waiting list than at the end of the last financial year.

We have continued to perform well in addressing long waits for elective surgery. At June 2016 there were only 115 patients waiting longer than clinically recommended for elective surgery, with zero in category one. This is a significant achievement when compared with the more than 3000 long-wait patients less than three years ago. Our emergency department performance has remained steady despite a five per cent spike in demand. During 2015-16, 68 per cent of emergency department patients were admitted or discharged within four hours.

This year, Metro South Health undertook an organisation-wide staff satisfaction and culture survey delivered by Best Practice Australia (BPA). The results showed that 93 questions rated statistically better than our previous survey in 2013 and we moved from a culture of ‘reaction’ to ‘ambition’. When compared with BPA’s database of public health providers, the questions in our survey rated above or well above average. These results demonstrate the quality of leadership, innovation and commitment to patient outcomes across the health service.

I would like to thank our Board, the Executive, Stream Leaders and all our dedicated staff for their hard work in delivering high-quality care to the Metro South community. I look forward to another productive and successful year ahead.

Dr Richard Ashby AM
Health Service Chief Executive
Metro South Health
1 Our organisation

Metro South Hospital and Health Service (hereafter referred to as Metro South Health) is the major provider of public health services and health education and research in the Brisbane south side, Logan, Redlands and Scenic Rim regions.

Agency role and functions

Metro South Health became a hospital and health service (HHS) on 1 July 2012. Under the Hospital and Health Boards Act 2011, it is the principal provider of public health services for the community within its geographical area.

Metro South Health is an independent, statutory body, governed by the Metro South Hospital and Health Board, which is accountable to the local community and the Queensland Minister for Health and Minister for Ambulance Services.

Under the Hospital and Health Boards Act 2011, the Queensland Department of Health is responsible for the overall management of the public health system including statewide planning and monitoring the performance of hospital and health services.

A formal Service Agreement is in place between the Department of Health and Metro South Health that identifies the health services that Metro South Health will provide, funding arrangements for those services, and targets and performance indicators to ensure outputs and outcomes are achieved.

Vision, purpose and objectives

As outlined in Metro South Health’s Strategic Plan 2015–2019, Metro South Health’s vision, purpose and objectives describe and support our direction and how we work together.

Our vision
To be renowned worldwide for excellence in health care, teaching and research.

Our purpose
To deliver high-quality health care through the most efficient and innovative use of available resources, using planning and evidence-based strategies.
About Metro South Health

Metro South Health is one of 16 hospital and health services in Queensland and serves an estimated resident population of more than one million people, 23 per cent of Queensland’s population. It employs more than 14,000 staff and has an annual operating budget of $2.1 billion.

The health service’s catchment spans 3,856 square kilometres and covers the area from the Brisbane River in the north to Redland City in the east, south to Logan City and the eastern portion of the Scenic Rim to the border of New South Wales.

Metro South Health is the major provider of public health care, teaching, research and other services as outlined in its Service Agreement with the Department of Health.

It provides these services through a network of five major hospitals and a number of community health centres and oral health facilities. A full suite of health specialties is delivered through nine clinical streams: Addiction and Mental Health, Aged Care and Rehabilitation, Cancer, Emergency and Clinical Support, Medicine and Chronic Disease, Oral Health, Patient Flow, Surgical, and Women’s and Children’s Services.

The Service Agreement is negotiated annually with the Department of Health and is publicly available at: https://publications.qld.gov.au/dataset/metro-south-hhs-service-agreements

Our hospitals
- Beaudesert Hospital
- Logan Hospital
- Princess Alexandra Hospital (PAH)
- Queen Elizabeth II Jubilee Hospital (QEII)
- Redland Hospital

Specialty services
Metro South Health delivers a full suite of specialty health services, including:
- acute medical
- acute surgical
- addiction and mental health services
- aged care
- brain injury
- cancer services
- cardiology
- emergency medicine
- obstetrics and gynaecology
- paediatrics
- palliative care
- rehabilitation
- spinal injury
- trauma
- transplantation.

Major health centres
- Beenleigh
- Browns Plains
- Corinda
- Dunwich
- Eight Mile Plains
- Inala
- Logan Central
- Redland
- Wynnum

Health services delivered in the community include:
- Aboriginal and Torres Strait Islander health
- addiction and mental health services
- BreastScreen Queensland
- chronic disease management
- community rehabilitation
- hospital avoidance and substitution services
- offender health
- oral health
- palliative care
- refugee health
- residential aged care.
Statewide services

Princess Alexandra Hospital is a major tertiary facility that is renowned for its work in liver transplantation, renal transplantation, spinal injury management, brain injury rehabilitation and skull base surgery.

Metro South Health also operates the statewide Medical Aids Subsidy Scheme (MASS) which provides funding for medical aids and equipment to Queenslanders with disabilities.

Education and research

Metro South Health is committed to strong undergraduate and post-graduate teaching programs in medicine, nursing and allied health, with linkages to the University of Queensland, Queensland University of Technology, Griffith University, and several other academic institutions.

Metro South Health is internationally recognised as a leader in biomedical and clinical research. Princess Alexandra Hospital is home to the Translational Research Institute (TRI)—a world class medical research facility housing more than 700 researchers from four of the country’s pinnacle institutions.

The TRI and Brisbane Diamantina Health Partners, of which Metro South Health is a member, play an important role in promoting the transfer of knowledge to improve clinical outcomes and patient experience.

Our community

Metro South Health is the most populated hospital and health service in Queensland. In 2014, there were an estimated 1,087,830 residents in the region, equal to approximately 23 per cent of Queensland’s population. By 2031, this is expected to grow to 1,451,743 residents.

The region’s population is also forecast to continue to age, like the rest of the Australian population, due to increasing life expectancy at birth, the current population age structure and relatively low levels of fertility. Between 2014 and 2031, the number of residents aged 65 years and over is projected to grow by 85 per cent or 111,090 people.

In 2014, 26,275 residents of Metro South, or 2.4 per cent of the population, identified as Aboriginal and/or Torres Strait Islander.

Metro South is one of the most culturally and linguistically diverse populations in Queensland. In 2011, 331,270 Metro South residents reported being born overseas, with 50.3 per cent of these reporting as being from Non-English Speaking Background (NESB) countries. Of these, 7.2 per cent did not speak English well, if at all.

In Metro South Health’s geographical region:

- 55 per cent of adults report they are overweight or obese
- 6.6 per cent of adults report consuming the recommended serve of vegetables (five serves per day)
- 16.5 per cent of adults consume tobacco daily
- 60.7 per cent of adults report undertaking a sufficient level of exercise
- 10.5 per cent of adults report drinking at risky levels.

The leading causes of burden of disease in Metro South are cancer, mental health disorders, cardiovascular disease and neurological disorders.

Males account for about half of the Metro South population, but experience more than half of the total disease burden (51.7 per cent). Men had a significantly greater burden of disease for cancer, cardiovascular disease, intentional and unintentional injuries and alcohol dependence.
Our vision: To be renowned worldwide for excellence in health care, teaching and research.

**Focus 1 – Clinical excellence and better health care solutions for patients through redesign and improvement, efficiency and quality**

**Focus 2 – Technology that supports best practice, next generation clinical care**

**Focus 3 – Improved health system integration**

**Enabler 1 – Resource management and system planning and implementation**

**Enabler 2 – Enabling and empowering our people**

**Enabler 3 – Ensuring the needs of our stakeholders influence all our efforts**

Our values

**Customers first**
- Know your customer
- Deliver what matters
- Make decisions with empathy

**Ideas into action**
- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries

**Unleash potential**
- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback

**Be courageous**
- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency

**Empower people**
- Lead, empower and trust
- Play to everyone’s strengths
- Develop yourself and those around you
Strategic risks, challenges and opportunities

Australia’s health system is amongst the best in the world. However, demands on the system are increasing due to an ageing population, increased rates of chronic and preventable disease, new treatments becoming available and rising health care costs.

Metro South Health operates in an environment characterised by clinical innovation and reform which aims to achieve decision-making and accountability that is more responsive to local health priorities; stronger clinician, consumer and community participation; and a more ‘seamless’ patient experience across sectors of the health system.

Risks and challenges

As the largest public health service in Queensland, Metro South Health has a number of strategic risks over the next four years. These are:

- **Demand is greater than infrastructure and resource capacity** – There are indications that the health of Queenslanders is improving. Life expectancy is increasing, death rates for many causes are decreasing, and more people continue to report satisfaction with their health. However, hospitalisation rates are increasing for many health conditions, and are likely to continue to rise over the next 20 years. While much of the future pressure on the health care system will come from an ageing population, there are also other causes, in particular the impact of chronic diseases. The current infrastructure and resources are unlikely to be able to meet the health needs of Metro South residents over the coming years. Changes to models of care and the delivery of health services are required to ensure demand is able to be met.

- **Revenue generated is less than planned** – Metro South Health has developed a number of strategies to generate revenue. If these strategies do not deliver the expected results, a review of services will be required to retain financial viability.

- **Unanticipated events (e.g. natural disasters, pandemics)** – Queensland regularly experiences severe weather events and natural disasters and Metro South Health, as the largest hospital and health service, is integral in the management of pandemics or disease outbreaks. Plans are in place to respond to disease outbreaks, natural disasters and environmental hazards.

- **Advances in health technology** – It is estimated that half of the increase in health spending over the past 50 years is due to the introduction of new technologies and the subsequent increased volume of services per treated case. Metro South Health is committed to increasing the availability and use of technology in an appropriate way.

Opportunities

Key opportunities for 2016–17 that will assist Metro South Health to continue to meet its targets include:

- incorporation of new technology, particularly the implementation of the Digital Hospital project across the health service and the use of technology to provide home-based health care. New technologies, including eHealth and telehealth, will provide opportunities to deliver more effective health services and improve health outcomes.

- activities that contribute to public-private partnerships to develop infrastructure and utilise value-based contracting and outsourcing to improve the effectiveness and efficiency of support services and procurement

- a strong partnership with the Brisbane South PHN to move towards a more integrated and coordinated health care system

- leading research and promoting translational research initiatives through the Translational Research Institute to enable the transfer of research knowledge into improved health outcomes

- maintaining and improving the current positive workplace culture in the midst of large change programs and new work environments, to realise benefits from an effective and efficient workforce structure.