1. Our organisation

Agency role and functions

Metro South Hospital and Health Service (hereafter referred to as 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.

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.

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 innovative and evidence-based strategies, enabled by the efficient use of available resources, robust planning processes and stakeholder collaboration

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 $2.3 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, 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:


Our hospitals

• Beaudesert Hospital
• Logan Hospital
• Princess Alexandra Hospital (PAH)
• Queen Elizabeth II Jubilee Hospital (QEII)
• Redland Hospital

Major health centres

• Beenleigh
• Browns Plains
• Dunwich
• Eight Mile Plains
• Inala
• Logan Central
• Redland
• Wynnum
Metro South Hospital and Health Service is the major provider of public health services and health education and research in the Brisbane south side, Logan, Redlands and Scenic Rim regions.
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.

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
- persistent pain
- 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 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.

In 2017, The Hopkins Centre: Research for Rehabilitation and Resilience commenced as a joint initiative of Griffith University, Metro South Health and the Motor Accident Insurance Commission. The centre is leading the way in interdisciplinary applied research that examines disability and rehabilitation practices, services and systems.

These centres of research, along with 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 2015, there were an estimated 1,101,386 residents in the region, equal to approximately 23 per cent of Queensland’s population. By 2031, this is expected to grow to 1,382,675 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 2016 and 2031, the number of residents aged 65 years and over is projected to grow by 65 per cent or 92,185 people.

In 2015, 27,173 residents of Metro South, or 2.5 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, 281,392 Metro South residents reported being born overseas, with 59 per cent of these reporting as being from Non-English Speaking Background countries. Of these, 18 per cent did not speak English well, if at all.

In Metro South Health’s geographical region:

- 57 per cent of adults report they are overweight or obese
- 94 per cent of adults report consuming less than the recommended serve of vegetables (five serves per day)
- 11 per cent of adults smoke daily
- 41 per cent of adults report undertaking less than the recommended level of exercise
- 20 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 strategic objectives

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

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

**Strategic Focus 3**
Health system integration

**Enabler 1**
Resource management that supports health service delivery needs

**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 will be 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 2017–18 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.