3. Our performance

Metro South Health performed well against its targets and key performance indicators in 2016–17, amid record activity levels across all service areas.

Performance highlights

<table>
<thead>
<tr>
<th>Reducing outpatient waiting lists</th>
<th>256,015 people were admitted to our hospitals</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 16 per cent reduction in patients waiting for their first outpatient appointment</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Improved performance for elective surgery</th>
<th>285,041 people presented to our emergency departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Waiting time targets exceeded for Categories 1 and 3</td>
<td></td>
</tr>
<tr>
<td>• Long waits reduced to 26 patients</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Clinical excellence initiatives</th>
<th>1,198,602 outpatient appointments</th>
</tr>
</thead>
<tbody>
<tr>
<td>• On track to become Australia’s first Planetree person-centred care recognised organisation</td>
<td></td>
</tr>
<tr>
<td>• Logan-Bayside Health Network achieves Pathway to Excellence® designation for nursing excellence</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investing in health care</th>
<th>26,035 elective surgeries performed</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Opening of the new Woolloongabba Community Health Centre</td>
<td></td>
</tr>
<tr>
<td>• Construction commenced on the Wynnum-Manly Community Health Centre, Gundu Pa</td>
<td></td>
</tr>
<tr>
<td>• Stage 2 of the Southern Queensland Centre of Excellence in Aboriginal and Torres Strait Islander Primary Health Care, Inala, nearing completion</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>188,145 free dental appointments</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,171 babies born</td>
<td></td>
</tr>
</tbody>
</table>
Government’s objectives for the community

Metro South Health contributes to the Queensland Government’s objectives for the community by delivering services for the community that are efficient, diverse and flexible to changing needs.

Delivering quality frontline services

Metro South Health delivers clinical care to more than 4,000 people each day—in hospital, in community settings, and in the home. The organisation is aiming to go beyond clinical compliance and become recognised as a leading example of outstanding health care by pursuing best-practice accreditation against a number of excellence programs. A major emphasis in the past year has been pursuing Planetree accreditation for person-centred care—focussing on the areas of detail that make a difference to clinical outcomes and our patients’ experiences.

Building safe, caring and connected communities

Metro South Health acknowledges that consumer and community engagement is a critical component of creating a safe, reliable and quality health care system for the region. Consumers, community members and other stakeholders have the opportunity to partner with the health service in all aspects of planning, service design and innovation. The Consumer, Carer and Community Engagement Strategy 2016–19 sets out the health service’s approach to facilitate meaningful engagement with all members of the community.

Creating jobs and a diverse economy

With a workforce consisting of more than 14,000 full time equivalent employees, Metro South Health is one of Queensland’s largest employers. The organisation is committed to investing in the skills and diversity of its workforce, flexible working arrangements, supporting current and future leaders, employment security, and fostering a positive organisational culture.
My health, Queensland's future: Advancing health 2026

In 2016, the Queensland Government introduced its vision and 10-year strategy for health in Queensland: *My Health, Queensland's future: Advancing health 2026*. Metro South Health is committed to working closely with the Government to realise its four identified strategic directions.

Promoting wellbeing—improving the health of Queenslanders, through concerted action to promote healthy behaviours, prevent illness and injury and address the social determinants of health

- Metro South Health is investing in preventative health measures in partnership with the primary care sector and the Brisbane South PHN. Key initiatives include the development of a Hepatitis C shared care pathway; an integrated care model supporting patients with a chronic disease to better manage their health; and a suicide prevention program which provides follow-up support for people at risk of self-harm or suicide.
- Metro South Oral Health has implemented a number of dental health promotion initiatives including Healthy Mouth Day, Oral Health Wellness Program, Oral Health Refugee Project and Lift the Lip, which aim to provide easier access to oral health services along with support and education as a cost-effective preventive health model for the health service.
- Metro South Health is leading the state in promoting quality end-of-life care. The My Care, My Choices program involves encouraging patients and members of the community to think and make choices about their future health care. The program developed a Statement of Choices document which can be used to record a person’s values, beliefs and health care preferences.

Delivering healthcare—the core business of the health system and improving equitable access to quality and safe healthcare in its different forms and settings.

- Metro South Health maintains full Australian Council on Healthcare Standards (ACHS) accreditation at all of its hospitals and health services. It is also committed to going beyond compliance to become recognised as a leading example of health care, both nationally and internationally.
- Metro South Health is investing in long-term service planning and infrastructure, including expansions of oral health services at Woollongabba and Logan Central dental clinics, and the construction of stage two of the Southern Queensland Centre for Excellence in Aboriginal and Torres Strait Islander Primary Health Care at Inala.

- With the most culturally diverse health region in Queensland, Metro South Health is committed to ensuring access to equitable, accessible and culturally safe care. The organisation provides a number of targeted clinical services and multicultural positions including the Queensland Transcultural Mental Health Centre, the Refugee Health Service, and Nurse Navigator positions at Logan, Princess Alexandra and QEII Jubilee hospitals.

Connecting healthcare—making the health system work better for consumers, their families and communities by tackling the funding, policy and delivery barriers

- Metro South Health works closely with partners and stakeholders, in particular the Brisbane South PHN, to develop strategies to better connect and integrate health services for consumers. Initiatives include the implementation of the Clinical Prioritisation Criteria to provide a streamlined referral process for primary care professionals; “beacon” clinics for multidisciplinary management of people with diabetes; and a shared maternity care model, where a woman’s GP remains part of the broader health care team throughout the pregnancy.
- Metro South Health is investing in the Planetary program to become Australia’s first accredited organisation for person-centred care. Person-centred care focuses on providing care that respects patients’ preferences, needs and values. Evidence shows that a focus on person-centred care results in better clinical outcomes, improved patient satisfaction and decreased infection.

Pursuing innovation—developing and capitalising on evidence and models that work, promoting research and translating it into better practice and care

- Metro South Health is implementing Australia’s first health service-wide Digital Hospital program. Digital Hospitals have an electronic medical record, integrated digital systems, and a paper-light environment—enabling faster diagnosis, more accurate monitoring, complete patient information visible to clinicians at the patient’s bedside, and improved accuracy in clinical decision making and prescribing.
- Metro South Health has established a Transformation and Innovation Collaborative (TIC) to promote and support redesign and innovation capability across the health service. TIC has supported a wide range of change and redesign projects across a diverse range of areas.
Agency service areas and standards

Metro South Health is responsible for providing public hospital and health services including medical, surgical, emergency, obstetrics, paediatrics, specialist outpatient clinics, mental health, critical care and clinical support services. A Service Delivery Statement documents expected service standards and activities funded in the 2016–17 Queensland Budget.

Some of the major deliverables for 2016–17, as published in the Service Delivery Statement, are:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Hospital Phase 2 launch including medication management, anaesthesia and research support</td>
<td>Phase 2 successfully launched at Princess Alexandra Hospital</td>
</tr>
<tr>
<td>Commencement of the Wynnum Integrated Community Health Centre development</td>
<td>Construction commenced</td>
</tr>
<tr>
<td>Implementation of nursing ratios across Metro South HHS</td>
<td>Ratios implemented across Metro South HHS</td>
</tr>
<tr>
<td>Optimisation of the Mater Health Service contract to improve patient flow and capacity management</td>
<td>8,905 patients referred to Mater Health Services</td>
</tr>
<tr>
<td>Delivery of Stage 2 of the Southern Queensland Centre of Excellence</td>
<td>Construction nearing completion</td>
</tr>
</tbody>
</table>

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

Metro South Health facilities also report against national targets as set in the National Partnership Agreement on Improving Public Hospital Services and documented in the Service Delivery Statement and Service Agreement.

<table>
<thead>
<tr>
<th>KPI description</th>
<th>2016–17 target</th>
<th>Metro South Health performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Shorter stays in emergency departments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency department length of stay (ELOS): percentage of emergency department attendees who depart within four hours of their arrival in the emergency department</td>
<td>&gt;80%</td>
<td>67%</td>
</tr>
<tr>
<td><strong>Shorter waits for elective surgery</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Elective Surgery Target (NEST): percentage of elective surgery patients treated within clinically recommended times</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category 1: within 30 days</td>
<td>99%</td>
<td>98%</td>
</tr>
<tr>
<td>Category 2: within 90 days</td>
<td>99%</td>
<td>88%</td>
</tr>
<tr>
<td>Category 3: within 365 days</td>
<td>99%</td>
<td>97%</td>
</tr>
<tr>
<td><strong>Fewer long waiting specialist outpatients</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of specialist outpatients seen within clinically recommended times</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category 1: within 30 days</td>
<td>New measure</td>
<td>74%</td>
</tr>
<tr>
<td>Category 2: within 90 days</td>
<td>New measure</td>
<td>67%</td>
</tr>
<tr>
<td>Category 3: within 365 days</td>
<td>New measure</td>
<td>85%</td>
</tr>
</tbody>
</table>
Emergency departments

A key performance indicator for Metro South Health is emergency department length of stay (ELOS) of less than four hours. The goal is for the majority of patients presenting to the ED to be admitted to hospital, referred to another hospital for treatment or discharged, within four hours. The current Queensland ELOS target is >80 per cent.

Metro South Health’s ELOS has remained steady despite a significant increase in emergency department attendances and a high bed occupancy rate. During 2016–17, the overall performance was 67 per cent, sitting below the current Queensland average of 75 per cent.

<table>
<thead>
<tr>
<th>Hospital</th>
<th>ELOS % 2016–17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logan</td>
<td>66%</td>
</tr>
<tr>
<td>Princess Alexandra</td>
<td>64%</td>
</tr>
<tr>
<td>QEII Jubilee</td>
<td>72%</td>
</tr>
<tr>
<td>Redland</td>
<td>65%</td>
</tr>
<tr>
<td>HHS Total</td>
<td>67%</td>
</tr>
</tbody>
</table>

Metro South Health’s emergency department performance is impacted upon by a number of factors including population growth, demographic profile and hospital infrastructure.

In 2016–17, the estimated bed shortage across the health service was 423 beds, which has contributed to difficulty in discharging patients within the recommended timeframe. Extensive improvement initiatives aimed at maximising existing bed capacity continue to be implemented to mitigate this shortage.

These include:

- **Private hospitals**—external arrangements with Mater, St Vincent’s and Canossa private hospitals to allow appropriate patients to receive care in these facilities, creating additional capacity within Metro South Health hospitals.
- **Digital Hospital**—the progressive roll out of fully digitised patient records and monitoring is allowing for faster diagnosis and fewer complications.
- **Nurse Navigators**—disability, mental health and multicultural Nurse Navigator positions are providing assistance in developing tailored care plans for vulnerable patients presenting to ED and inpatient areas.
- **Digital projections**—hospitals have dedicated software and digital displays available providing an immediate view of hospital and ED capacity, including incoming ambulances. This supports logistics management and early detection of activity surges.
- **Transit care hubs**—dedicated units that facilitate timely patient discharge to free up inpatient beds.
- **Frequent presenters**—Metro South Health clinicians identify and make direct contact with patients who frequently attend the ED. This assists in identifying ongoing issues and developing more appropriate care options.
- **‘Hospital at Night’**—expanded hours for support services such as radiology and pharmacy departments after hours and on weekends.
- **CARE-PACT**—a unique program established to streamline the care pathway for residents of aged care facilities. The program provides telephone clinical advice and collaborative care planning, a mobile emergency assessment team, and an ED and inpatient early discharge service.
Elective surgery

The National Elective Surgery Target (NEST) measures the percentage of elective surgery patients who receive their treatment within the clinically recommended timeframe for their urgency category.

In 2016–17, Metro South Health performed 26,035 elective surgeries.

Metro South Health has the second highest elective surgery performance for the state of Queensland, with Princess Alexandra Hospital having one of the highest surgical throughputs in the country. During 2016–17, Metro South Health exceeded the targets for elective surgeries treated in time in Categories 1 and 3. While the service performed below the target in Category 2 (91 per cent of target 95 per cent), the performance has been maintained throughout the year.

In addition to its solid performance in NEST and elective surgery volume, Metro South Health has continued to perform well in addressing long waits for elective surgery (ES Long Waits). Over the past two years, long waits have reduced from 459 patients in June 2014 to 115 patients in June 2016. The total number of elective surgery long wait patients at the end of June 2017 was just 26.
Outpatients

2016–17 saw a continued effort to reduce the number of patients waiting for specialist outpatient appointments in Metro South Health. At June 2017, 33,709 patients were listed as waiting for an initial specialist outpatient event with 64 per cent of patients considered waiting within the recommended time. This is a reduction of 6,633 patients from June 2016.

Of these, 12,278 patients (at June 2017) were waiting longer than the clinically recommended time.

<table>
<thead>
<tr>
<th>Hospital</th>
<th>Cat 1 %</th>
<th>Cat 2 %</th>
<th>Cat 3 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logan</td>
<td>55.9</td>
<td>51.7</td>
<td>8.8</td>
</tr>
<tr>
<td>Princess Alexandra</td>
<td>63.8</td>
<td>60.7</td>
<td>27.3</td>
</tr>
<tr>
<td>QEII Jubilee</td>
<td>27.3</td>
<td>11.6</td>
<td>4.7</td>
</tr>
<tr>
<td>Redland</td>
<td>31.3</td>
<td>24.0</td>
<td>1.1</td>
</tr>
<tr>
<td>HHS Total</td>
<td>58</td>
<td>50</td>
<td>16</td>
</tr>
</tbody>
</table>

Wait list reduction strategies

Partnering with Mater Health Services

Metro South Health has a formal partnership with Mater Health Services to allow members of the community to access additional, public specialist outpatient services at no cost. The health service constantly monitors its specialist outpatient waiting lists; patients referred to the most in-demand specialties are offered the opportunity to receive care at Mater’s South Brisbane or Springfield campuses. This is a long term agreement with Mater Health Services which provides Metro South Health with additional services to support its growing population’s health care needs. Under the agreement, patients transferred to a Mater hospital must be seen and treated within the clinically recommended timeframe. In 2016–17, Mater Health Services treated 8,905 Metro South Health outpatients.

Allied Health led outpatient clinics

Metro South Health has implemented Allied Health-led clinics to fast track access to treatment for patients on the specialist outpatient waiting list. Many patients on the waiting list may not need surgery for their condition and can benefit from non-surgical management from an Allied Health practitioner. The clinics include:

- Orthopaedic Conservative Management Clinics (Physiotherapy, Hand Therapy, Podiatry)
- Integrated ENT Clinic
- Dietitian First Gastroenterology Clinic
- Back Assessment Clinic
- Integrated Allied Health Paediatric Service
- Pelvic Health Clinic.

These clinics have seen significant patient and clinical outcomes including:

- All eligible patients on the long-wait specialist outpatient wait list for the above clinics were cleared by December 2016.
- Financial savings—e.g., savings for the Dietitian First Gastroenterology Clinic are estimated at $2,000 per patient; at Logan approximately 100 patients did not require scopes equating to approximately $200,000 in direct savings.
- Increasing collaboration between health professionals—e.g., 80 per cent of ENT patients seen by Allied Health practitioners are discharged without requiring review by a medical consultant.
- High levels of patient and referrer satisfaction.
Safety and quality

Metro South Health is dedicated to working towards reducing hospital acquired infection rates. The acceptable rate for health care-associated *Staphylococcus aureus* bacteraemia infection is no more than 2 per 10,000 occupied bed days. Metro South Health performed well below this rate at 0.92 for 2016–17.

Metro South Health had no hospital mortality reportable instances for fractured neck of femur and all Metro South Health facilities have met the target for hand hygiene compliance.

<table>
<thead>
<tr>
<th>KPI description</th>
<th>2016–17 target</th>
<th>Metro South Health performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare associated infections</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rate of healthcare associated <em>Staphylococcus aureus</em> (including MRSA) bloodstream (SAB) infections</td>
<td>&gt;2 per 10,000 acute patient days</td>
<td>0.92</td>
</tr>
<tr>
<td>In hospital mortality VLAD indicators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acute myocardial infarction</td>
<td></td>
<td>1 lower level 2, 2 lower level 3, 1 upper level 3</td>
</tr>
<tr>
<td>Stroke</td>
<td>Upper level flags or no lower level flags</td>
<td>Nil flags</td>
</tr>
<tr>
<td>Pneumonia</td>
<td></td>
<td>3 upper level 2, 2 upper level 3</td>
</tr>
</tbody>
</table>

Value for money

Under the activity based funding model, weighted activity units (WAU) provide a common unit of comparison for all clinical activities so that hospital activity can be measured and costed consistently. The base cost for one WAU is the Queensland Efficient Price, which was set at $4,755.66 in 2016–17.

Metro South Health provided 378,203 WAU of activity in 2016–17. At the end of June 2017, the cost per WAU for Activity Based Funding facilities in Metro South Health was $4,797, $115 lower than the target.

<table>
<thead>
<tr>
<th>KPI description</th>
<th>2016–17 target</th>
<th>Metro South Health performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funded and average cost per QWAU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average cost per weighted activity unit for Activity Based Funding facilities</td>
<td>$4,912</td>
<td>$4,797</td>
</tr>
</tbody>
</table>
Other Key Performance Indicators

The following table documents performance against the other key service standards defined in the Service Delivery Statement and Metro South Health’s Service Agreement with the Department of Health.

<table>
<thead>
<tr>
<th>KPI description</th>
<th>2016–17 target</th>
<th>Metro South Health performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Effectiveness measures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Emergency departments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of patients attending emergency departments seen within recommended timeframes:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category 1 (within 2 minutes)</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Category 2 (within 10 minutes)</td>
<td>80%</td>
<td>62%</td>
</tr>
<tr>
<td>Category 3 (within 30 minutes)</td>
<td>75%</td>
<td>58%</td>
</tr>
<tr>
<td>Category 4 (within 60 minutes)</td>
<td>70%</td>
<td>76%</td>
</tr>
<tr>
<td>Category 5 (within 120 minutes)</td>
<td>70%</td>
<td>94%</td>
</tr>
<tr>
<td>All categories</td>
<td>66%</td>
<td>66%</td>
</tr>
<tr>
<td>Median wait time for treatment in emergency departments (minutes)</td>
<td>20</td>
<td>21</td>
</tr>
<tr>
<td><strong>Elective surgery</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Median wait time for elective surgery (days)</td>
<td>25</td>
<td>31</td>
</tr>
<tr>
<td><strong>Outpatients</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of specialist outpatients waiting within clinically recommended times:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category 1 (30 days)</td>
<td>45%</td>
<td>42%</td>
</tr>
<tr>
<td>Category 2 (90 days)</td>
<td>35%</td>
<td>50%</td>
</tr>
<tr>
<td>Category 3 (365 days)</td>
<td>60%</td>
<td>84%</td>
</tr>
<tr>
<td><strong>Mental health</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rate of community follow-up within 1-7 days following discharge from an acute mental health inpatient unit</td>
<td>&gt;65%</td>
<td>74%*</td>
</tr>
<tr>
<td>Proportion of readmissions to an acute mental health inpatient unit within 28 days of discharge</td>
<td>&lt;12%</td>
<td>14.6%*</td>
</tr>
<tr>
<td><strong>Other measures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Elective surgery</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of elective surgery patients treated within clinically recommended times:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category 1 (30 days)</td>
<td>New measure</td>
<td>9,345</td>
</tr>
<tr>
<td>Category 2 (90 days)</td>
<td>New measure</td>
<td>11,430</td>
</tr>
<tr>
<td>Category 3 (365 days)</td>
<td>New measure</td>
<td>5,260</td>
</tr>
<tr>
<td><strong>Telehealth</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Telehealth outpatient occasions of service events</td>
<td>New measure</td>
<td>3,432</td>
</tr>
</tbody>
</table>
3. Our performance

<table>
<thead>
<tr>
<th>KPI description</th>
<th>2016–17 target</th>
<th>Metro South Health performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total weighted activity units:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acute inpatient</td>
<td>198,627</td>
<td>215,000</td>
</tr>
<tr>
<td>Outpatients</td>
<td>52,480</td>
<td>60,345</td>
</tr>
<tr>
<td>Sub-acute</td>
<td>22,011</td>
<td>40,400</td>
</tr>
<tr>
<td>Emergency department</td>
<td>37,994</td>
<td>26,092</td>
</tr>
<tr>
<td>Mental health</td>
<td>19,491</td>
<td>26,457</td>
</tr>
<tr>
<td>Prevention and primary care</td>
<td>9,739</td>
<td>11,285</td>
</tr>
<tr>
<td><strong>Ambulatory mental health service contact</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contact duration in hours</td>
<td>≥ 191,027</td>
<td>151,785*</td>
</tr>
</tbody>
</table>

*Further reporting information is provided in the Performance reporting explanatory notes.

**Performance reporting explanatory notes**

**Mental health community follow-up (page 59)**

The reported performance figure of 74 per cent includes all consumers that are discharged from a mental health inpatient ward within Metro South Addiction and Mental Health Service (MSAMHS). A percentage of these consumers will not be followed up by MSAMHS as they will be discharged to other mental health services within the state, NGOs, GPs, etc. The MSAMHS performance for consumers discharged from a mental health inpatient ward within MSAMHS and referred to a community team for follow-up within MSAMHS is 78 per cent.

**Mental health readmissions (page 59)**

The reported performance figure of 14.6 per cent includes all consumers discharged from a mental health inpatient ward within MSAMHS and who had a readmission within 28 days to any inpatient facility/ward within Queensland (including medical and surgical). The MSAMHS performance for consumers discharged from a mental health inpatient ward within MSAMHS, and readmitted within 28 days to any mental health inpatient ward within MSAMHS is 13.1 per cent.

**Ambulatory mental health service contact (page 60)**

This is the total number of contact hours that consumers within MSAMHS receive. On occasions more than one clinician is involved in a consultation. The figure for ambulatory mental health service contact reports only what the consumer receives, not what the clinicians provide.
Agency objectives and performance indicators

Metro South Health’s Strategic Plan 2015–2019 describes how the health service will provide quality care for the community, and includes its aspirations, strategies and measures of success. Metro South Health carefully monitors its achievements against these targets.

Aspirations

Metro South Health aspires to:

• be viewed as a national leader in health care delivery
• proactively influence health care policy and planning across all sectors, including health, education, transport and communities
• independently own and manage appropriate infrastructure, assets and workforce to service our target population
• drive innovation through health care ICT initiatives
• be recognised as a leader in public sector workforce culture and reform.

Strategic focus areas and enablers

On July 1 2015 (revised in 2016-17), Metro South Health’s new strategic plan came into effect with a refined focus on three key areas, supported by three enabling areas. These focus areas and enablers align with the five core directions of Queensland Health’s 10-year strategy for Queensland: My health, Queensland’s future: Advancing health 2026, which was released in May 2016.

The strategic focus areas are:

1. Clinical excellence and better health care solutions for patients through redesign and improvement, efficiency and quality
2. Technology that supports best practice, next generation care
3. Health system integration

The strategic enablers are:

1. Resource management that supports health service delivery needs
2. Enabling and empowering our people
3. Ensuring the needs of our stakeholders influence all our efforts

This section contains highlights of Metro South Health’s achievements against its strategic objectives in 2016-17.
Strategic Focus 1

Clinical excellence and better health care solutions for patients through redesign and improvement, efficiency and quality

Clinical excellence

Clinical compliance is already managed very well across Metro South Health, and the organisation is committed to going beyond compliance to become recognised as a leading example of outstanding health care, both nationally and internationally.

External accreditation

Metro South Health is focussed on achieving accreditation against standards of excellence (not just compliance). During 2016–17, the organisation undertook a number of measures to achieve this.

ACHS accreditation

Health facilities are surveyed every four years by the Australian Council on Healthcare Standards (ACHS) to test whether relevant systems are in place to ensure minimum standards of safety and quality are met, and as a quality improvement mechanism that allows the facility to realise developmental goals. ACHS accreditation is public recognition of the safety and quality achievements of a facility, demonstrated through an independent external peer assessment.

All Metro South Health facilities maintained full accreditation during 2016–17. During the year, Logan, QEII Jubilee and Redland hospitals, as well as Oral Health services, underwent a ‘periodic review’—an interim survey which provides an overview of quality and performance for improvement purposes. The services met or exceeded every criterion within the accreditation framework, including all non-mandatory standards. The surveys reported a positive culture of quality improvement and patient-centred care evident across the health service.

Person-centred care

In November 2015, Metro South Health entered into a formal partnership with Planetree—a global leader in advancing person-centred care—to become formally recognised as a person-centred organisation. The Planetree approach brings numerous benefits including: decreased mortality, decreased readmission rates, decreased rates of healthcare-acquired infections in hospital, reduced length of stay in hospital, improved adherence to treatment regimens, and operational benefits such as lower costs per case and increased workforce satisfaction and retention rates.

During 2016–17, person-centred care has been advanced through the employment of three full-time equivalent (FTE) Planetree Coordinators, the first position commenced in July 2016. Planetree was officially launched between October and November 2016 with six launch events held across Metro South Health. In March 2017, four Planetree Advisors conducted an on-site assessment and heard from more than 660 voices across Metro South Health through focus groups with patients and staff. A report of the key strengths and opportunities was provided to each hospital.

The Planetree Coordinators have been working with key Metro South Health stakeholders to support staff, patients and community members to prioritise, co-design, co-create and co-produce the change management strategies and redesign processes required for Metro South Health to achieve Planetree recognition. The formal application for Planetree recognition will be submitted in September 2017.

Metro South Health is on track to become Australia’s first Planetree recognised organisation.

Nursing excellence

In 2004, Princess Alexandra Hospital became the first hospital in the southern hemisphere to receive the prestigious Magnet® designation for excellence in nursing care. Princess Alexandra Hospital was re-designated in 2009 and in June 2014 became the first health organisation outside the United States of America to receive Magnet® designation for a third time. Throughout 2017, Princess Alexandra Hospital has applied to pursue its fourth designation and is currently preparing evidence to submit against the best practice criteria.

Building on Metro South Health’s reputation to achieve excellence, during 2017 Logan-Bayside Health Network became the first Queensland Health facility to be recognised with Pathway to Excellence® designation. Pathway to Excellence® is a program designed to create a positive practice environment and while nursing-focused, it also embraces support and improvement across the whole service. It creates a culture where staff are actively engaged within their workplace and acts as a framework for staff at every level to have influence on organisational change to improve their working life. Seeking Pathway to Excellence® designation recognises Metro South Health’s commitment to transforming culture and providing responsive, safe, integrated and effective patient care.
QEI Jubilee Hospital has recently completed a gap analysis for Pathway to Excellence® and aims to apply for designation in late 2017. Metro South Addiction and Mental Health Services nurses are also seeking Pathway to Excellence® designation and are prioritising the engagement and empowerment of staff to result in quality care, innovation and optimal patient experiences.

Over the past 12 months, the Centre of Nursing Excellence received funding from the Office of the Chief Nursing and Midwifery Officer to develop a mentorship framework that supports other Queensland Health facilities to progress a Magnet® or Pathway to Excellence® journey. Taking the journey and achieving either designation is a hallmark by which excellence is gauged and demonstrates Metro South Health’s commitment to invest in staff and patients.

Translational research

Metro South Health is developing approaches to strengthen collaborative clinical research, with a particular focus on better translating emerging evidence into effective and efficient clinical practice.

Princess Alexandra Hospital has been home to the Translational Research Institute (TRI) since 2012, bringing a unique, Australian-first ‘bench to bedside’ research approach aimed at transforming laboratory discoveries to better health care.

Research highlights during 2016–17 included:

- a world-first clinical trial of an anti-inflammatory drug to minimise tissue damage and improve recovery following a spinal cord injury
- a trial which found targeted radiation therapy alone can successfully treat advanced squamous cell carcinoma, a common form of skin cancer
- a research project to determine whether a simple saliva test could determine a person’s risk of melanoma
- a project to improve the data quality of lymphoma rates and treatment, in order to give treatments a better chance of government subsidies
- a study of patients on a new chemotherapy-free drug for lung cancer

Three Metro South Health staff were awarded grants totalling more than $1.02 million through the National Health and Medical Research Council this year, including:

- Professor David Johnson (Nephrology)
- Dr Yoeung-Jee Cho (Nephrology)
- Dr Colm Keane (Nephrology).

Delivering value

Leading health services internationally are increasingly focussed on making strategic investments in specific clinical services based on demonstrated value, and disinvesting from low-value services.

Health service planning

In seeking to deliver the best value for patients, Metro South Health has applied robust health service planning processes to address current and emerging needs in its community. As part of these processes, Metro South Health sought to identify gaps in access to services and design health service directions and plans for closing these gaps.

During 2016–17, this resulted in the drafting of:

- Metro South Health Service Plan 2017–2022
- Metro South Health Maternity and Neonatal Health Service Plan
- Logan Community Health Plan
- Metro South Health Disability Plan
- Metro South Health Gastrointestinal Endoscopy Strategy.

The Metro South Health Service Plan 2017–2022 is a key document for the Health Service, providing a strategic perspective on health service delivery across all of our services. The plan identifies four key service directions, and 39 priority strategies, to guide our service development and address the future health priorities of our community over the next five years.

Value-based care

In 2016–17, the value-based care project was launched to create a framework for Metro South Health to review resource allocation across healthcare practices in order to maximise value for our patients from current and future investments in care delivery. During 2016, a stakeholder working group was formed to partake in four workshops...
with broad representation across clinical and non-clinical areas to evaluate the readiness of Metro South Health to embark on value-based care and allocate resources across healthcare practices accordingly. In March 2017, the Metro South Health Engagement Team invited consumers to participate in a series of focus groups to share their valuable experience. Five priority areas were identified during these engagement opportunities with stakeholders: Oral Health; Allied Health; wound care; palliative care; and endorsing the Choosing Wisely Australia recommendations. Importantly, this phase of the project greatly raised awareness and understanding of value-based care and initiated momentum to continue adopting a value-based care framework within Metro South Health.

Redesign and improvement

Significant large-scale redesign projects have already been successfully undertaken in Metro South Health. During 2016–17, the organisation turned its focus on the redesign of processes to drive excellence and efficiency.

The Gastrointestinal Endoscopy Strategy was implemented across all Metro South Health facilities, delivering on the Queensland Government priority to reduce the number of patients waiting longer than recommended for treatment. The strategy resulted in a range of improvements including:

- development of the Direct Access Endoscopy Program, which provides patients with the most direct pathway to public endoscopy services in Metro South Health
- development of new clinical pathways
- clear guidelines on the management of patients following endoscopy
- provision of additional services.

Work progressed on implementing the Metro South Health Dementia Strategy, with the following initiatives progressed during 2016–17:

- creation of a dementia care pathway and resource package for primary care
- development of the model of care and business case for the establishment of a Specialist Dementia Unit
- improving strategic partnerships with Alzheimer’s Australia and the Brisbane South PHN to support service design and develop workforce capability in dementia.

Transformation and Innovation Collaborative

In its second year of operation, the Transformation and Innovation Collaborative (TIC) has continued to support Metro South Health’s vision to facilitate change and redesign projects on the ground in partnership with Metro South Health staff. Under the governance of the Executive Planning and Innovation Committee (EPIC), TIC has supported, or directly project managed 72 projects including four Quality Improvement Payment programs across Metro South Health.

Recognising innovation and working across boundaries, the key evaluation criteria for the projects has been the feasibility, sustainability, service integration and value based care.

During 2016–17, $3.44 million was approved for change and redesign projects across a diverse range of areas. Some examples include: promotion of citizen science methodologies; development of new technologies to increase efficiency in services; and increasing opportunities for hospital avoidance through community clinics and evidence based pathways.

In addition, the TIC team has built key partnerships outside of Metro South Health, developing strong working relationships with other agencies that are essential to improving the patient experience. Examples of diverse projects TIC has been involved with during this financial year are:

- **Zika Mozzie Seeker project**—this ground-breaking ‘citizen science’ project uses world-first DNA screening technology to identify mosquitoes with the potential to spread Zika or dengue viruses. The project recruited more than 650 ‘Zika Mozzie Seekers’ from the Metro South region to set up a mosquito egg trap at home and collect eggs, of which over 76 per cent returned their eggs to the lab for testing. This is a considerably higher rate than the industry standard for community engagement where members of the public are asked to return items in the post.
• **Healthier Choices project**—Metro South Health is committed to providing nourishing food and beverage choices at all facilities to promote the health and wellbeing of patients, staff and visitors. A working group has been established with a focus on developing a range of solutions for non-inpatient food such as vending machines, cafes and staff canteens. The project included a trial to reduce the amount of sugary drinks available at Princess Alexandra Hospital, developed marketing materials to promote healthier choices and surveyed more than 1,300 visitors and staff about their food and drink preferences.

![Image of healthy choices label](https://example.com/healthierchoices.png)

• **Dementia Services project**—Metro South Health has reviewed and analysed leading research, evidence-based guidelines and service models for the provision of best-practice dementia care following on from the work undertaken by the Commonwealth Department of Social Services and Queensland Health. The project listened to clinicians, service providers and patient, carer and family feedback—on what services are needed and how they should be provided—to improve the quality of life for people living with dementia, their carers and families.

• **Collaboration for patient apps**—Metro South Health has partnered with the Commonwealth Scientific and Industrial Research Organisation (CSIRO) to produce three apps to help patients manage their conditions. The Peritoneal Dialysis app will cut hours off clinic appointment times by allowing patients to record their health measures on their personal smartphone, replacing messy exercise books which are often forgotten at appointments or incomplete. The Gestational Diabetes Mellitus app will guide pregnant women through every step of their pregnancy by monitoring health measures, delivering simple interactive questionnaires and providing education. The apps will be trialled by patients in the coming months. The Cardiac Rehabilitation MoTER app allows patients to complete a rehab program if they have returned to work, have difficulty with transport or aren’t comfortable working in a group. MoTER has been downloaded by 93 clients since the project’s rollout in August 2016.

• **Secure messaging**—secure messaging was launched for healthcare providers to refer their patients to Metro South Health in 2016–17. A new secure messaging address was created for referrals to specialist outpatient and allied health services at Beaudesert Hospital, Logan Hospital, Princess Alexandra Hospital, QEII Jubilee Hospital and Redland Hospital. Secure messaging of referrals builds digital health capability and improves the timeliness of referral management. This initiative was well received by the Brisbane South PHN (and its member GPs) during the project’s pilot phase.

• **QAS-MSH Diabetes Service referral pathway**—The QAS-MSH Diabetes Service referral pathway identifies diabetes patients who are high risk, frequent callers to the QAS service. The pathway is an integrated approach to the management of patients who have experienced a hypoglycaemic or hyperglycaemic event. Emergency department visits for returning diabetic patients was 1.6 episodes per year in 2016, a 0.3 episode per year increase from 2015. The QAS-MSH Diabetes Service referral pathway supports patients with diabetes to access self-management knowledge and decrease the long term health risks associated with poor management. A patient can be referred directly from QAS to the MSH Diabetes Service for a multidisciplinary approach to diabetes management and prevention of diabetic related complications.
Technology that supports best practice, next generation care

Digital Hospital

Princess Alexandra Hospital was Australia’s first large-scale Digital Hospital. A Digital Hospital has an electronic medical record and integrated digital systems, rather than traditional paper files, that enable clinicians to easily access and update patient information. Digital bedside patient monitoring devices automatically upload observations and vital signs to a patient’s electronic medical record ensuring clinicians have access to ‘real time’ patient information anywhere in the hospital.

In March 2017, Princess Alexandra Hospital rolled out significant new functionality known as “MARS”—medications management, anaesthesia, and research support. MARS is a critical component of realising the full benefits of an integrated electronic medical record, providing support for clinicians in prescribing, verifying and administering medicines to patients.

Benefits of MARS include:

- detailed information accessible directly at the point of care to better support clinical decisions
- improved accuracy in prescribing, dispensing and administering of medications leading to reductions in adverse drug events
- integrated doctor, nurse and pharmacist workflows for improved communication and efficiency
- timely access to information to assist with drug interaction checking, allergy checking and dose calculations
- complete anaesthetics information visible within the medical record
- increased visibility of information to support clinical trials and research studies
- improved efficiency for medication rounds.

In 2016–17, planning commenced for the implementation of the Digital Hospital program at Logan and Beaudesert hospitals as part of Metro South Health’s vision of becoming a fully digital health service. This will see Beaudesert Hospital becoming Queensland’s first rural Digital Hospital. Go live for this project is planned for November 2017.

Increased technology uptake

Service-wide pilots and projects

Metro South Health piloted a number of service-wide technology initiatives and carried out a number of projects aimed at improving clinical excellence, efficiency and access.

Three pilots were completed during the 2016–17 financial year:

- **Convene**—a digital Board Management tool for distribution, use and management of Board packs
- **Vocera Mobile Application POC**—expansion of the Vocera platform to provide communication via mobile devices
- **Patient Tracking Redland**—implementation of the Aeroscout patient wandering tool to reduce the risk of vulnerable patients leaving the Macleay ward at Redland Hospital

Three projects were completed during the 2016–17 financial year:

- **CBORD**—implementation of the CBORD food service and nutrition program to align all Metro South Health hospitals with the broader Food Services review endorsed by Metro South Health Executive
- **Vocera relaunch at Redland Hospital**—relaunch and expansion of use of Vocera at Redland Hospital
- **Pyxis PAH ED Project**—implementation of Pyxis ES Automated Medication Imprest System into Acute, Ambulatory, Mental Health, Resus and Short Stay areas within the Emergency Department at Princess Alexandra Hospital including integration with the ieMR.
**Telehealth**

Telehealth services enable clinicians to provide health outreach services to patients in rural and remote areas, and can also reduce the need for patients to travel to facilities by substituting some face-to-face consultations with telehealth appointments. 2016–17 has seen great change in the release of the “Telehealth Portal”, allowing patients, GPs and nursing homes to participate in telehealth from home or non-Queensland Health facilities—all at no cost to the user.

In 2016–17, Metro South Health sought to increase the uptake of telehealth services. At 30 June 2017, 4,294 occasions of service had been recorded—a 24 per cent increase (across admitted, non-admitted, mental health, emergency medicine and Retrieval Services Telehealth services).

In addition, Queensland Health set a KPI target for every HHS to increase the number of non-admitted occasions of service by 20 per cent over the previous financial year. The result was 3,437 non-admitted occasions of service—an increase of 29 per cent.

This year has seen increased support for Logan and Redland hospitals to establish telehealth services. New services include:

- PAH Immunology
- PAH Liver Transplant reviews
- PAH Colo-Rectal Surgery (both medical and oncology)
- PAH Respiratory
- PAH Infectious Diseases
- PAH NeuroSurgery General
- PAH Hepatitis C—Project ECHO—supporting the delivery of treatment into Correctional Facilities
- QEII Physiotherapy
- Logan Multidisciplinary Renal Telehealth to Beaudesert Hospital
  - Service includes Medical, Pharmacy, Dietetics, Social Work, Diabetes Education and Psychology consultations
- Redlands-General Surgery After Hours support by consultants from home.

Extensive work has also been completed in the areas of Chronic Disease and Emergency Department telehealth at Redland Hospital with services expected to commence in early 2017–18.

**Large technology projects**

**Da-Vinci robot**

Princess Alexandra Hospital undertook a two year trial of a Da Vinci robot, with nearly 150 urological cases undertaken during this period. This increased coordination, collaboration and specialisation of urological services between Princess Alexandra and QEII Jubilee hospitals, with an increase in the number of patients receiving radical prostatectomy treatments. Due to the success of the trial and deficiencies gained, a robot was purchased and commissioned in the later part of 2016–17.

**CT scanner**

Princess Alexandra Hospital is home to Queensland’s newest and most advanced CT scanner that sets new standards in speed and dose reduction for patients. Patients requiring CT scans of brain, chest, heart or vascular system, as well as basic or major trauma, will experience the benefits of the new scanner, which uses a unique two x-ray tube designed to offer patients the highest standards of safety, speed and accuracy. Scans can now be done faster than ever before with reduced doses of radiation required to get three-dimensional imagery. The fastest possible speed enables complete scans of the entire chest region in just 0.25 seconds or whole-body trauma imaging in just 2 seconds. This compares with a traditional CT scan which takes 7 or 8 seconds for chest and 15 seconds for a full body scan which required patients to hold their breath. The new CT scanner is a particular benefit for bariatric, stroke and cardiac patients because it has the technical capability and imaging for faster scans with more accurate imaging for these sensitive areas of care.
Prisma 3T MRI

Princess Alexandra Hospital has entered into a partnership agreement with Siemens and the Translational Research Institute (TRI) for the provision of the Prisma 3T MRI. The current project scope consists of the purchase and commissioning of a Magnetom PRISMA MRI (the only one in Queensland that will be clinically utilised) to allow advanced research and treatment regimens for rectal and prostate cancers, a range of musculo-skeletal tumours and breast carcinomas, in addition to providing support for neurological procedures involving Gamma Knife® technology. This device will be housed within the PAH Radiology Department and will provide increased capacity in the order of 20 hours per week for medical imaging overflow. The PRISMA 3T MRI machine is the only magnet commercially available to enable spectroscopy analysis of elements other than hydrogen that meets the need of clinical researchers for TRI. Due to the scale of the MRI 3T, meticulous investigations into the existing infrastructure were required with construction commencing on 5 May 2017 and expected to be complete by 17 August 2017.

Calypso

Prostate cancer treatment at Princess Alexandra Hospital’s Radiation Oncology Mater Centre is now safer and more effective with the launch of Queensland-first beacon tracking system, Calypso. It is one of only two centres in Australia to offer the new monitoring system likened to a GPS tracking system for the prostate. The system uses three small transponder beacons, the size of a grain of rice allowing clinicians to more precisely track the prostate and make fine adjustments during the treatment as required. This reduces the radiation dose to the normal tissues that lie next to the prostate such as the bladder and bowel and means less side-effects for patients. The Radiation Oncology Mater Centre received funding from the Metro South Study, Education and Research Trust Account in 2015 to buy the Calypso hardware and software to integrate into treatment machines. In 2016, the Queensland Policy and Advisory Committee for new Technology announced funding for a two-year evaluation project, including staffing and the transponder beacons.

Precision medicine

A team at Princess Alexandra Hospital are conducting innovative prostate cancer research to improve outcomes for people with prostate cancer through the use of the latest technological developments. The precision medicine philosophy caters to all stages of prostate cancer—from diagnosis, to treatment of localised disease, through to treatment of advanced disease as an integrated program. Through a variety of cutting-edge programs including molecular imaging and genetic analyses, the research allows health professionals to identify how cancer spreads through the body, the early and reoccurring stages of prostate cancer, and to ultimately improve the outcome of the disease in men. The research won an Australian Society for Medical Research (ASMR) Queensland Health and Medical Research Award in 2017.

Early melanoma detection

A project at Princess Alexandra Hospital is set to revolutionise early detection of the deadly skin cancer, melanoma, by taking a simple saliva-based genetic test. The project takes an innovative approach to melanoma prevention by identifying a person’s genetic risk, so that they can take extra preventative steps, and high-risk patients can be monitored more closely to dramatically improve the chances of early detection and survival. The project will receive $600,000 over 18 months as part of the Queensland Genomics Health Alliance five-year program.
ScreenIT app

New research developed at Princess Alexandra Hospital found a screening app could improve the clinical management of head and neck cancer patients, providing an efficient and effective alternative to additional clinical appointments. The joint study tested the effectiveness of the ScreenIT app to assess swallowing, nutrition and distress in head and neck cancer patients undergoing chemotherapy and/or radiotherapy. Computerised screening was found to be consistently more sensitive to patient-reported concerns and distress, and could revolutionise the way clinicians manage patients’ needs.

Diabetes app

A Princess Alexandra Hospital researcher has developed an app to help people with diabetes monitor their sugar levels and get the help they need more quickly. Developed with The University of Queensland, Queensland Health and the CSIRO’s Australian eHealth Research Centre, the app provides immediate feedback to patients through colour codes, charts and tables of their blood glucose readings. Patients can use the data to accurately assess and understand their own condition. Blood glucose readings can be blue-toothed directly from the glucose meter to the mobile phone or tablet and then to the doctors and nurses who receive the results in real time. This means health professionals can be alerted almost immediately to any issues and complications such as amputations, blindness and kidney failure can be more easily avoided.

Systems integration

Oral Health

Metro South Oral Health developed a concept brief for a whole-of-service electronic records system to enhance patient safety and patient outcomes. The plan identifies solutions including chair-side computing, booking systems and digital image storage. To date, electronic clinical patient records have been implemented at Browns Plains Oral Health Clinic and Wynnum and Redlands dental clinics. Planning for implementation across the whole health service is now underway. The electronic clinical patient record is reducing the use of paper charts and improves safety and quality of care by providing a single view of a patient’s oral health treatment history. Progress to a fully integrated electronic clinical patient record will ensure readily accessible patient clinical records are available at the point of care and reduce the risk associated with the current hybrid chart, comprised of a paper client record and limited electronic treatment history. It will decrease the risk of inappropriate access to patient records and alleviate the need to transport paper records between facilities. It will also improve standardised reporting and auditing capacity.

Training

In 2016–17, Metro South Health continued to support the education and professional development of staff through its web-based learning management platform, LEAPOnline.

A number of new functions were added to the platform during the year, including:

- **team training reports**—an automatic report emailed to all line managers fortnightly, providing a snapshot of the team’s compliance for corporate mandatory training
- **a new ‘My Learning’ interface**—allowing users to quickly and easily find a course with advanced filtering options
- **personal achievements**—the ability to add external courses, training and higher education to a user’s profile.

Metro South Health continues to work with the LEAPOnline vendor to implement new functions as they become available.
Metro South Health is focusing attention on strategies that move towards a more integrated, coordinated health care network that is better able to meet changing community needs than the existing fragmented system. Internationally, substantial evidence now exists to support the efficacy of programs that focus on:

- **prevention**—encouraging population health through healthier lifestyles, habits and early interventions
- **hospital avoidance**—diagnosing and appropriately treating both acute and chronic conditions in community and home-based facilities
- **supported discharge/Hospital in the Home (HITH)**—enabling faster transitions out of hospital, without compromising clinical recovery, through better home-based and community-based care.

### Integration strategy

Metro South Health currently implements a range of integrated care strategies across the health continuum which targets both the vertical integration of services (from community services through to acute services), as well as horizontal integration (across hospitals and clinical streams).

### Partnership with Brisbane South PHN

Metro South Health has a strong partnership with Brisbane South PHN (BSPHN) which is supported by a partnership protocol and Umbrella Agreement. Joint Board meetings occur at least twice a year. To maintain connectedness, Metro South Health also provides representation on both the BSPHN Clinical Advisory Council and Community Advisory Council. The joint work undertaken by Metro South Health and BSPHN is focused around innovation and integration, eHealth and regional health planning. Some joint initiatives have included:

#### Health service innovation and integration

- **Post Natal Home Visiting**—the Post Natal Home Visiting program expands access to post-natal home visiting support services within the first two months of a child’s life, by providing new mothers with access to post-birth midwifery services. This home visiting service is offered to all women who live in the BSPHN region.

In 2016 the program delivered 14,051 midwife visits into 10,645 homes, with an operational cost of $2.1 million. The program has built stakeholder relationships with maternity services and the child and family sector, and influences practice in primary care to promote identification, prevention and improved health literacy.

- **Clinical Prioritisation Criteria**—in June 2016, Metro South Health, in partnership with BSPHN, was invited by Queensland Health’s Clinical Excellence Division to participate in the Clinical Prioritisation Criteria Proof of Concept implementation for the period July–December 2016. Clinical Prioritisation Criteria are clinical decision support tools that help ensure patients referred for public specialist outpatient services in Queensland are assessed in order of clinical urgency. Clinical Prioritisation Criteria are used by both referring practitioners when referring into the Queensland public hospital system and Queensland public specialist outpatient services when determining how quickly the patient should be seen (urgency category). They aim to ensure:
  - equitable assessment of patients regardless of where they live; specialist outpatient appointments that are delivered in order of clinical urgency; patients are ready for care at their first specialist outpatient appointment; improved referral and communication processes between referrers and specialist outpatient services. Metro South Health launched the full suite of Clinical Prioritisation Criteria in May 2017 through its revised Refer your Patient website with a positive response from GPs.

- **Positive Care**—Positive Care is an integrated care model which supports patients with a chronic disease to better manage their health, reduce time spent in hospital and access appropriate primary care services and support in the community. The service was commissioned to an external contractor until June 2017 and an average of 15 patients were active in the chronic disease phone coaching program at any one time. In the December quarter, there was a 26 per cent increase in health literacy (self-reported) of patients in the program and a 36 per cent reduction in ED presentations at Redland Hospital when comparing 12 months pre and 12 months post the first support call (measured in December 2016).
• **Hepatitis C Shared Care**—Metro South Health and BSPHN recently launched the Hepatitis C care pathway and the Metro South Health HCV Shared Care pilot program. More than 60 people attended the launch, including 30 GPs. Historically GPs have had a limited role in the management of their patients with hepatitis C, but following changes to the Pharmaceutical Benefits Scheme in March 2017, GPs can now treat these patients in the community in consultation with an experienced specialist. In response to these changes, a care pathway that provides GPs with a comprehensive digital tool in the assessment and management of their patients with hepatitis C has been developed and launched on the Metro South Health SpotOnHealth website. A shared care pilot has also been developed in response to these new medications and prescribing guidelines. The pilot program requires GPs to complete a request form, which includes their treatment recommendations. The patient’s medical information is then reviewed and treatment is approved or further assessment is requested, generally only in cases where the patient has considerable liver disease. It is anticipated that the vast majority of patients in the pilot will be treated at GP practices, without the need for a face-to-face consultation with a specialist.

• **Diabetes management**—“beacon” clinics operate within general practice with a multidisciplinary team consisting of an endocrinologist, GP clinical fellows (GPs with a special interest), and a credentialed diabetes educator. The clinical model has three distinct components: the assessment and complications screening; weekly multidisciplinary diabetes clinic; and the review and discharge plan. The beacon model of care has been an efficient and effective service. Funding was secured to continue operation of three beacon clinics for another two years and an expression of interest was circulated to identify practices interested in hosting a beacon clinic. In addition, Metro South Health and BSPHN held two information sessions to promote the ‘DESMOND’ diabetes self-management program to GPs.

• **Refugee Health**—Metro South Health is committed to supporting the health needs of the refugee population through policy, primary care capacity building, and partnerships. To support GPs, the Refugee Service held a number of practice visits each month, quarterly education events, and developed referral pathways to support the management of refugees in GP practices with the PHN funding three Mater nurses to work in Logan GPs. The Logan Primary Care Group was established to support GPs in providing care to refugees and managing risk, and through a non-government organisation (NGO) partnership, a Local Area Coordination Group was established in Logan to support the settlement of refugees. A Refugee Health and Well-being Policy and Action Plan was developed and launched in April 2017. Metro South Health and the BSPHN also jointly participate in the Statewide Partnership Advisory Group.

• **Maternity Shared Care**—shared maternity care means that a woman’s pregnancy care is shared between the doctor or local midwife who is aligned with the hospital. GPs who have completed their alignment act as a team in the provision of a woman’s perinatal care. Responsibility is shared for the woman’s care including communication and management of results and abnormal findings. BSPHN partners with Metro South Health maternity facilities to deliver Royal Australian College of General Practitioners approved educational events to GPs. These events provide high quality evidence-based antenatal and postnatal clinical updates including current routine screening and management of common conditions.

• **Nurse Navigators**—Nurse Navigators monitor high needs patients, identify actions required to manage their health care and direct patients to the right service, at the right time and in the right place. They provide an end-to-end care and coordination service along a patient’s entire health care journey. Nurse Navigators educate and help patients to better understand their health conditions and enable them to self-manage or participate in decisions about their health care. In some cases, this may even reduce the need for hospital admission. Metro South Health and BSPHN have been working collaboratively to identify Nurse Navigators for our catchment with positions beginning at Logan, Princess Alexandra and QEII Jubilee hospitals in 2016–17.
3. Our performance

- **Suicide prevention: Logan Hospital ED**—a project to reduce frequent presentations/re-presentations to EDs following non-fatal suicidal behaviour. BSPHN has contracted a Non Clinical Mental Health NGO to provide an extended hours response service, which includes some co-location within the Logan Hospital ED. The service provides short term, non-clinical follow up and support for people until they are connected to appropriate primary health care and social service in the Logan Hospital catchment following self-harm or suicide attempt.

- **Integrated mental health strategic planning meetings**—Metro South Addiction and Mental Health Service and BSPHN have established integrated strategic planning meetings. These meetings provide a mechanism to support shared service planning, regional needs analysis, identification of shared priorities and opportunities for further collaboration and partnerships. Membership includes Queensland Alliance for Mental Health as the peak for mental health community NGOs and the Queensland Network of Alcohol and other Drugs Agencies representing Drug and Alcohol NGOs. The meeting will inform the development of a Regional Mental Health and Suicide Prevention Plan for the Metro South region.

- **Direct Access Endoscopy**—on 1 May 2017, Metro South Health introduced the Direct Access Endoscopy pathway where GPs are able to refer suitable patients for a diagnostic endoscopic procedure at Beaudesert Hospital, Logan Hospital, Princess Alexandra Hospital, QEII Jubilee Hospital and Redland Hospital. With the support of referring GPs, Direct Access Endoscopy provides patients who do not have complicating risks and who do not require a specialist appointment prior to the procedure, with the most direct pathway to public endoscopy services. Direct Access Endoscopy is also aimed at reducing the risk of adverse events resulting from multiple waiting lists and extended waiting periods. Once the procedure is completed, the proceduralist will provide the referring GP with histology results along with a brief report of the findings and recommendations for follow up to complete the process.

- **Advance Care Planning**—a project to encourage and guide individuals to plan for end-of-life, taking into account their beliefs and personal values. A major aspect of the campaign is to encourage people to talk with their GP about their health care preferences. The Advance Care Planning team has worked closely with the BSPHN to deliver GP education on end-of-life care. A care pathway was published and a statement of choices form now integrates with GP software.

**eHealth**

- **SpotOnHealth**—SpotOnHealth has received a recent injection of funds from Queensland Health which will significantly increase the impact of the program for general practice. It is an interactive online space providing localised, evidence-based assessment, management and referral information for a range of clinical presentations. It is designed to help clinicians navigate patients through the complex primary, community and acute health care system within the Metro South Health region. Since its inception, SpotOnHealth has provided a means to effectively bring Metro South Health clinicians and GPs together to build a shared understanding of particular issues impacting the patient journey and jointly develop pathways to improve that patient journey. It has also provided a launchpad for Metro South Health clinicians to progress and implement specialty specific initiatives to help manage waiting lists and ensure patients are seen by the most appropriate care provider. The SpotOnHealth team works directly with GPs who are involved in clinical editing of care pathways, peer mentoring and support of their colleagues, and providing advice and expertise to Metro South Health. They also connect other clinicians to the primary health network and the Transformation Innovation Collaborative to implement agreed initiatives.

- **Secure messaging**—secure messaging was launched for healthcare providers to refer their patients to Metro South Health in 2016–17. A new secure messaging address was created for referrals to specialist outpatient and allied health services at Metro South Health facilities. Secure messaging of referrals builds digital health capability and improves the timeliness of referral management. This initiative was well received by the BSPHN (and its member GPs) during the project’s pilot phase.

**Regional health planning**

- **WORNA**—Whole of Region Needs Assessment (WORNA) was established to determine the health status and health needs of the community. Metro South Health and BSPHN have an agreement to work collaboratively on the development of the 2017 needs assessment.

- **North Stradbroke and Bay Islands Health Services**—Metro South Health is focussed on connecting the residents of Stradbroke Island to better health services. Along with the BSPHN, the health service conducted a joint site visit of North Stradbroke Island and have commended detailed planning for the development of integrated services.
• **Community Advisory Council**—Metro South Health has representation on the Community Advisory Council which provides the community and consumer perspective to BSPHN’s Board. This ensures that decisions, investments and innovations are patient-centred, cost-effective, locally relevant and aligned to the needs and expectations of the local community.

• **Clinical Council**—the Clinical Council advises on clinical issues to enable BSPHN’s Board to make informed decisions on the unique needs of our community. It helps to develop local strategies to improve the healthcare system for patients in our region, and facilitates effective primary healthcare to reduce avoidable hospital presentations and admissions. Metro South Health provides representation to the Clinical Council and has an agreement in place to use the council to inform Metro South Health planning.

### Prevention

A key objective in pursuing integrated health solutions is to improve population health outcomes through healthier lifestyles, habits and early interventions (prevention). Metro South Health has a number of strategies for achieving this:

• **Immunisation**—child immunisation services are provided for a range of vaccine-preventable diseases. Metro South Health aims to achieve 95 per cent immunisation for children aged one, two and five years. For the 12 months ending March 2017, immunisation rates were just below target: one year olds—94.1 per cent; two year olds—92.2 per cent and five year olds—93.1 per cent. This represents an increase in rates for each age group since 2015–16.

• **Breast cancer screening**—Metro South Health, through the BreastScreen Queensland Brisbane Southside Service, provides free, high quality mammography screening to women aged 50 to 74 (the most at risk of developing breast cancer), and provides access to women aged 40-49 and 75 years and older. The service recently received four-year accreditation—the maximum awarded by the national governing body BreastScreen Australia—for cancer detection rates and exemplary service to local women. Recent performance data (2014–15) for BreastScreen Queensland Brisbane Southside Service shows a participation rate of 55.9 per cent, which is above the national average.

• **Bowel cancer screening**—the National Bowel Cancer Screening Program has been running in Queensland since August 2006 with men and women aged 50–74 years being sent a Faecal Occult Blood Test in the mail. Invitations are issued to those eligible via direct mail at their Medicare registered address. The program is expanding and by 2020 all Australians aged between 50 and 74 years will be offered free screening every two years, consistent with the recommendations of the National Health and Medical Research Council. The National Bowel Cancer Screening Program within the Princess Alexandra Hospital provides participants who receive a positive Faecal Occult Blood Test result access to health services, specifically colonoscopy, in a timely manner. The program is supported by a CNC Gastroenterology Ambulatory Services and a Health Promotion Officer. The most recent data available from the Australian Institute of Health and Welfare for the National Bowel Cancer Screening Program for Metro South Health is for 2014–15, which has the participation rate at 36.3 per cent. Both the CNC and the Health Promotion Officer delivered education and engaged with the community, GPs, workplaces and other health care providers to promote the National Bowel Cancer Screening Program and other health and wellbeing initiatives to consumers/patients.

• **Smoking cessation**—patients entering Metro South Health hospitals are asked their smoking status, and patients presenting as smokers are offered support for managing withdrawals and quitting smoking using the Queensland Government Smoking Cessation Clinical Pathway. The pathway is part of the statewide smoke-free initiative and helps to identify patients who are nicotine dependent and at risk of nicotine withdrawal while in hospital. In 2016–17, Metro South Health sought to increase the number of pathways completed from a baseline of 25 per cent to 65 per cent of patients who presented as smokers. This target was exceeded with an average of 70 per cent of patients receiving the pathway across all Metro South Health hospitals. Key aspects of the project have included education of staff, implementation of procedures and guidelines, development of new tools as needed, and support for staff in utilising the available tools. More than 1,900 staff have completed online training in LEAPonline. The biannual Metro South Health Smoking Workshop on training of brief intervention provision is highly commended by internal and external staff. Other key achievements of the smoking cessation initiative include:
  - National Medicinewise award in the category of ‘Excellence in health professional programs with a budget over $100,000’
  - 1,341 Metro South Health patients accepted referral to Quitline in 2016 compared to 255 in 2014
  - with the current strategies in place, 80 per cent or more of all Metro South Health smoker admissions now receive brief advice to quit smoking from staff during each episode of care compared to 10 per cent or less before November 2014.

• **Oral health**—Metro South Oral Health runs a number of projects that provide preventative and interventional oral care including:
  - Healthy Mouth Day is an oral health screening and prevention program for students and local community groups. It aims to reduce barriers to accessing oral health care by providing
assessments and treatment in a community setting. From January to December 2016, 667 0-14 year olds participated in Healthy Mouth Days and $795,594.70 worth of services were provided from this initiative.

- Lift the Lip targets children aged 0-5 who are at high risk of dental decay. Under this program, a Child Health Nurse conducts a dental screening as part of the routine screening of 0-5 year olds. Children needing care are then referred to their nearest public oral health clinic, thereby facilitating early access to primary preventive care and establishing a ‘dental home’ for the children and their families.

End-of-life strategy

During 2016-17, Metro South Health continued to implement its end-of-life strategy, *My Care My Choices*. The primary focus of this strategy is to optimise quality of care at the end-of-life, rather than prolonging biological life regardless of consequences.

The Metro South Health end-of-life strategy was endorsed by the Metro South Health Executive in December 2015. The strategy is underpinned by an evidence-based End-of-Life Care Framework that outlines important aspects of clinical care relevant to a person’s last 12 months of life, regardless of the person’s environment of care. It promotes consistent practice and informs the development of training, governance and quality systems that support key end-of-life clinical processes. An important tool within the strategy is a standardised values-based Advance Care Planning document, the Statement of Choices developed by Metro South Health, which is now being adopted and implemented in 13 other Hospital and Health Services across Queensland. Metro South Health also hosts the Office of Advance Care Planning, a central coordinating office for completed Statement of Choices documents for all Queensland residents. The Office clinically reviews and uploads all completed Statement of Choices documents to The Viewer. These processes represent the first statewide implementation of a person’s end-of-life preferences can be known and accessed by clinicians in real time.

In 2016-17, clinicians supported 4,609 inpatients to contemplate advance care planning. Community members across Metro South and residents of aged care facilities have also been invited to discuss advance care planning. Patients and residents who subsequently decide to complete a Statement of Choices send it to the Office of Advance Care Planning where it is uploaded to The Viewer for easy access by Queensland Health clinicians, GPs and Queensland Ambulance Service staff. Thus patient preferences can be known if the situation arises where they cannot communicate their wishes. In this way patient choices can help to inform medical management plans and ensure person-centred end-of-life care.

Overall, during the 2016–17 financial year, the Office of Advance Care Planning uploaded 3,380 completed Statement of Choices forms for Queensland residents, with 1,945 (58 per cent) of these documents belonging to Metro South residents, bringing the total number of clinically reviewed Statement of Choices uploaded to The Viewer to 5,367. In 2017–18, Metro South Health will run a trial to upload Advance Health Directives and Enduring Power of Attorney documents to The Viewer.

Hospital to home

Metro South Health invests in programs designed to enable faster transitions out of hospital without compromising clinical recovery and, in 2016–17, has commenced reviews of some programs to improve service delivery. Home-based and community-based care options ensure there is a continuum of care for patients upon discharge, and include:

- **Community Hospital Interface Program (CHIP)**—primarily targets individuals 65 years and over (50 and over for Aboriginal and/or Torres Strait Islander people) and young people with disabilities, but also facilitates post-acute wound care referrals for any age group. At risk patients are assessed against medical, physical, psychological, social and functional factors to determine the nature of community services that may be required to help patients maximise independence and minimise the risk of harm or injury on returning home. The CHIP nurse then coordinates services to meet the patient’s needs.

- **Hospital in the Home (HITH)**—provides hospital substitution care, with health professionals delivering acute treatment for inpatients outside the hospital setting, in their own home or in a clinic. Metro South Health has HITH teams at Logan Hospital (Emergency Department), Redland Hospital (Emergency Department and Mental Health annex) and QEII Jubilee Hospital (which acts as the hub for Princess Alexandra Hospital referrals). The Logan and Redland Hospital HITH teams work collaboratively with Blue Care, which has a contract to provide HITH services to patients with cellulitis, deep vein thrombosis, pulmonary embolus, urinary tract infection and pneumonia. Other HITH services provided across Metro South Health include: pre-op antibiotics, acute pre/post-op anticoagulation, IV management (e.g. wound infections/abscesses), and short-term acute IV management for chronic disease patients (e.g. chronic obstructive pulmonary disease, chronic heart failure).

- **Post Acute Care**—clinics that provide short-term acute and post-acute services for patients being discharged/ transferred from Metro South Health’s five hospitals and the Wynnum Health Service. Patients are referred to CHIP to assess and assign appropriate community nursing services which includes: wound care, stoma care, medication management, dressings, catheter and self-catheterisation management and personal hygiene support.
Enabler 1

Resource management that supports health service delivery needs

The tension between funding and an increasing requirement to deliver more services without compromising quality and safety is driving change and ongoing improvement in resource management. During 2016–17 Metro South Health progressed significant capital works programs, responded to the request to bring forward Health Technology Equipment Replacement procurement as an accelerated program, and finalised the $67 million funded Backlog Maintenance Remediation Program.

Capital investment

Metro South Health puts significant effort into maximising capital investment, with particular focus on achieving priorities in the State Health Infrastructure Plan and Service Delivery Statement.

During 2016–17, Metro South Health’s key infrastructure projects have progressed significantly and include the Wynnum-Manly Community Health Centre, Gundu Pa, the Inala Southern Queensland Centre of Excellence Stage 2, and the Oral Health consolidation project.

- **Wynnum-Manly Community Health Centre, Gundu Pa**—at June 2017 this project was 80 per cent complete with practical completion and handover programmed for August 2017. The commissioning of the service and occupation of the new building is planned for October/November 2017. The new health centre will retain existing health services in the local area and offer a range of new and expanded services. The services offered will include a 24-hour Primary Care Centre, Oral Health, BreastScreen, Chronic Disease, Specialist Outpatient Clinics, Allied Health, Child Development Services and Addiction and Mental Health.

- **Southern Queensland Centre of Excellence (SQCoE) Stage 2**—the SQCoE is being expanded to provide enhanced access to health services for the Aboriginal and Torres Strait Islander community. Stage 2 is a 1655m² facility that is due for completion in September 2017.

- **Logan Hospital car park**—a new car park for Logan Hospital will be constructed to ease pressure on patient parking and allow staff to return to onsite parking. $5 million has been allocated to the project for the construction of approximately 500 additional car spaces on the adjoining TAFE Loganlea Campus. Construction is expected to be undertaken from late 2017 to mid-2018.

- **Logan Hospital Peri-Operative Services/Early Pregnancy Assessment**—refurbishment works are underway in Logan Hospital to support an expanded pre-operation service and an early pregnancy assessment unit. This will assist with improved surgical patient flows and meeting the needs of at-risk pregnant women. As at June 2017 this project was 50 per cent complete.

- **Oral Health expansions:**
  - **Logan Central Oral Health Clinic**—the Oral Health expansion project was completed in April 2017. The expansion works included an additional 15,000 dental appointments per year, oral health services for bariatric clients, installation of a state of the art 3D dental x-ray machine and a new, larger client waiting room and sterilisation facilities.
Woolloongabba Oral Health Clinic—construction works for the new Oral Health centre were completed in late May 2017 with services due to commence early July 2017 once the disbursed teams move in to the new site. The new centre will help to deliver an additional 45,000 dental appointments each year. The facilities include 27 dental chairs, dedicated facilities for dental x-rays, more flexible opening hours and family appointments, a new dental laboratory and sterilisation hub that will service all Metro South Health Oral Health Clinics.

Prisma 3T MRI

Princess Alexandra Hospital has entered into a partnership agreement with Siemens and the Translational Research Institute for the provision of the Prisma 3T MRI. The current project scope consists of the purchase and commissioning of a Magnetom PRISMA MRI (the only one in Queensland that will be clinically utilised) to allow advanced research and treatment regimens including rectal and prostate cancers, a range of musculo-skeletal tumours and breast carcinomas in addition to providing support for neurological procedures involving Gamma Knife® technology.

This device will be housed within the Princess Alexandra Hospital Radiology Department and also provide increased capacity in the order of 20 hours per week for medical imaging overflow. The PRISMA 3T MRI machine is the only magnet commercially available to enable spectroscopy analysis of elements other than hydrogen that meets the need of clinical researchers at the Translational Research Institute. The PRISMA MRI is the ultimate system for translating the latest research developments to clinical practice. It offers unprecedented performance for a commercially available MRI.

Due to the scale of the MRI 3T, meticulous investigations into the existing infrastructure were required with construction commencing on 5 May 2017 and expected to be complete by 17 August 2017.

Australian Translational Genomics Centre

In 2015, a National Association of Testing Authorities accredited sequencing facility capable of performing 15,000 whole genome sequences, over 5000 whole exome sequences as well as many thousands of samples through its microarray platform was established at the Princess Alexandra Hospital campus at a cost of approximately $15 million. The Australian Translational Genomics Centre is operated by QUT in partnership with Princess Alexandra Hospital and Pathology Queensland.

A new laboratory for the Australian Translational Genomics Centre was commissioned in April 2017 that:

- provides a service to clinicians on the Princess Alexandra Hospital site and beyond to aid in the molecular diagnosis and assessment for cancer and heritable diseases
- enables research in the genomics of cancer and heritable diseases and traits.

The new facility is likely to have a major impact on diagnosis of inherited disease and will be highly transformational for cancer management. It is envisaged that within the next 10-15 years whole genome sequences will replace most genetic tests currently based on single gene or panel-based approaches, and that nearly all patients with significant malignancies will have them sequenced to inform treatment choices. Construction commenced on 27 January 2017 and was completed on 28 April 2017.
Minor capital works

Minor capital work allocations were made to a number of expansion projects and new technology:

- **Princess Alexandra Hospital and Redland Endoscopy Equipment**—the already established Princess Alexandra Hospital Endoscopy suite received an investment of $425,000 to augment its scope fleet. This occurred in conjunction with increased investment in endoscopic activity from the Department of Health. As at March 2017 an additional 648 endoscopic procedures were performed with a projected full year increase forecast at 864.

- **Da Vinci robot**—Princess Alexandra Hospital undertook a two year trial of a Da Vinci robot, with nearly 150 urological cases undertaken during this period. This increased coordination, collaboration and specialisation of urological services between Princess Alexandra Hospital and QEII Jubilee Hospital, with an increase in the number of patients receiving radical prostatectomy treatments. Due to the success of the trial, a robot was purchased and commissioned in the later part of 2016–17.

- **Tissue Bank Consolidation Project**—the Tissue Bank Consolidation Project will bring the eye bank and the heart valve bank to Coopers Plains to be co-located with the existing bone and skin banks. A concept design for the building extension has been finalised, with the works package to be released to tender in the coming months, with an estimated completion date of mid-2018.

Priority Capital Program funding

The Round 3 Priority Capital Program application process saw Metro South Health successfully obtain funding for seven of the 15 applications submitted. This represents project works to the total of $13.8 million. These projects are currently in various stages of being further scoped, and works will commence in the 2017–18 period.

Improvement measures

Metro South Health has a number of programs aimed at improving efficiencies across the health service.

**Accelerated Health Technology Equipment Replacement program**

Metro South Health was requested by Queensland Health’s Infrastructure Strategy and Planning Branch to bring forward approved items on the 2016–2018 Health Technology Equipment Replacement list into the 2016–17 financial year. The Procurement and Supply Unit facilitated a consolidation of facility needs, and negotiated with vendors that were able to supply prior to end of June yielding an average 11 per cent lower price than the existing Queensland Health Standing Offer Arrangements. Total savings through this process was in excess of $650,000 from a total purchase amount of $5.8 million.

**Backlog maintenance remediation program**

2016–17 is the fourth and final year of delivery for Metro South Health’s backlog maintenance remediation program. The program identified maintenance work that had not been carried out and was deemed necessary to bring the asset up to a condition that will enable it to meet the required service delivery functions. As at 30 June 2017, 100 per cent of the registered backlog projects had been delivered.

Projects delivered during the 2016–17 year included:

- **Radiation Oncology Mater Centre refurbishment**—this has been an almost three year program which saw the replacement and/or refurbishment of the air conditioning, electrical, plumbing and fire systems infrastructure, as well as the interior finishes refurbishment at the facility which delivers radiation therapies to adult patients. The newly refurbished unit also includes specific treatment services to accommodate children.

- **Princess Alexandra Hospital generator replacement**—this project saw the replacement of an existing 1.2MW generator with a 2.2MW generator to improve the capacity of the power backup systems at Princess Alexandra Hospital.

- **Logan Hospital fire indicator panel**—Logan Hospital’s fire indicator panel was at its end of useful life and this project replaced this fire indicator panel along with the fire detection system. As this project had to access all room spaces within the facility, the coordination with the clinical areas was paramount and was undertaken with minimal disruption to clinical services.

- **QEII Jubilee Hospital works**—works at the QEII Jubilee Hospital included the replacement of the kitchen services cold rooms, reconfiguration of the kitchen to improve workflows, asbestos removal from the majority of the bathrooms and service areas, and the replacement or refurbishment of the air conditioning systems as these were at the end of their maintainable life.
• **Metro South Health-wide access control and video management system replacement**—this project saw the replacement of the video management system and access control systems across four Metro South Health hospitals, namely the Princess Alexandra, Logan, Redland and QEII Jubilee facilities. This common system allows consistent and safe management of security access and protocols across the health service.

• **Redland Residential Care bathroom refurbishments**—works at Redland Residential Care included the refurbishment of the 64 bathrooms at the facility along with the replacement of the nurse call system.

### Procurement initiatives

**Partner of Choice initiative**

Metro South Health has implemented a Procurement and Supply led initiative to maximise value from existing suppliers of medical equipment and consumables by collaborating with qualified vendors.

During 2016–17 significant negotiation activities has yielded two vendors that have qualified through immediate downward pricing adjustments, with three year contracts executed delivering a combined benefit of over $2 million over three years:

- **Zimmer Biomet**—a supplier of orthopaedic prostheses, Zimmer Biomet have committed increasing discounts over three years, and significant value propositions for consolidation of total joint replacements. One major facility in Metro South Health has consolidated large joint replacements to Zimmer Biomet, realising further financial benefits, along with work flow efficiencies in the Central Sanitation and Sterilising Department, and increased storage and reduced handling in the Operating Theatre. A consolidation of this type is rare for public hospitals in Australia, and demonstrates a commitment by Metro South Health facilities to maximise resource management to support health service delivery needs.

- **Medtronic**—a supplier of high value prosthetics in Cardiology, Neurosurgery, and Orthopaedics, as well as fast moving consumables across many specialty areas, Medtronic have identified five immediate value propositions in addition to qualifying through discounts across a number of existing product supplies.

### Procurement and Supply Unit Driving Value Register

Metro South Health’s Procurement and Supply Unit tracks value driven through activities that the Unit has influence on during the year. Value is recorded using one or more of the following rationales:

- **Negotiated outcomes**—the difference between the final negotiated outcome, when compared with the initial quotation or Standing Offer Arrangement. Whole of life costs are negotiated to maximise the value for money when purchasing equipment, which includes service and maintenance, parts and visibility to other costs incurred during the life of the equipment.

- **Value engineering or innovation**—outcomes that have yielded value through facilitation of scope refinement and materials/labour innovation when compared with initial proposals.

- **Assumption based predictions**—anticipated savings through direct rebates/discounts as part of Partner of Choice contract outcomes (first 12 months only) based on past usage/volume.

The Driving Value Register has recorded more than $3.45 million in the 2016–17 financial year.

### Supply performance management

The supply of recurring use clinical and operational supplies within the facilities is managed via an imprest reordering system and administered by Health Support Queensland. Metro South Health has invested in its own Supply Managers to ensure that Metro South Health objectives are implemented with a focus on reducing total inventory holdings, stock turnover efficiencies and improved visualisation and storage of inventory. This work is ongoing but has already yielded reductions in imprest items, vastly contributing to improved fiscal performance and minimising redundancy and losses through expiration.

### Building, Engineering and Maintenance Services improvement initiatives

2016–17 has been a year of operational review for Building, Engineering and Maintenance Services (BEMS), to aim for operational efficiencies and strive towards maintenance ‘best practice’ in the delivery of Health Service Infrastructure and ISO55000 compliance. Both initiatives are designed to achieve multifaceted change in results of the BEMS business unit, both operationally and culturally.
BEMS health check

The BEMS health check, initiated in November 2016, was recommended to highlight the key people, environmental and systemic factors that are determining current outcomes and are either enabling or preventing alignment with the health service’s strategic direction. Work had previously been undertaken to review the processes and policies associated with BEMSs work across Metro South Health, with a primary focus on identifying functional requirements and capabilities. In order to be successful in meeting the changing and evolving maintenance challenges of the health service, BEMS has used the recommendations to develop a series of operational improvements for 2017–18 to improve the effectiveness of the current BEMS system and what is required for a customer service oriented delivery model, clearly focused on people and patient centric outcomes.

Ex-Tropical Cyclone Debbie weather event

As a result of the aftermath of Ex-Tropical Cyclone Debbie, Logan Hospital became isolated after Loganlea Road was cut off by rising floodwaters in two sections. Providing contingency to the hospital for maintenance and recall purposes, BEMS provided electrical, plumbing and HVAC support to the hospital on an around-the-clock roster over a 48 hour period, to ensure any necessary issues could be addressed promptly whilst ensuring the safety of the BEMS staff.

The BEMS team were able to mobilise resources and develop a program to engage in planned maintenance activities across the hospital swiftly and efficiently. Uninterrupted outages were not experience during the event and the hospital continued operations knowing they were sufficiently supported by the BEMS team.

Assistance to Ipswich Hospital

In March 2017, the Ipswich Hospital uncovered a confirmed mould growth in its Intensive Care Unit. An extensive remediation program was undertaken to remove the source of the mould which included the removal of affected air vents, ducts and ceiling tiles, as well as wall linings. A call for support was issued to surrounding HHS’s to assist with remediation and enable the Intensive Care Unit to reopen as quickly as possible.

In response, Metro South Health provided one electrician and four carpenters for support. These staff worked continuously throughout a 14 hour day to complete the works required across both trades. West Moreton HHS expressed their gratitude for the mobilisation of a workforce they could not otherwise access in the timeframes presented.

Healthier Choices project

Queensland Health provided funding to develop an implementation plan to implement its Healthier drinks at healthcare facilities: Best Practice Guide. Metro South Health engaged staff and visitors to gauge satisfaction with the food and beverages being provided. More than 850 staff and 450 visitors completed surveys with the results indicating 71 per cent of visitors believing hospitals should provide leadership in healthy food and beverages and 47 per cent of staff reporting they do not feel enough nutritional information is available at the point of sale. Visitor satisfaction is currently 50 per cent satisfied or very satisfied with the food and beverages offered. Trials are currently underway to address the combined feedback from our staff and visitors to ensure that healthy food choices are available across Metro South Health facilities 24 hours per day.
Technical audits

To capture information on the Metro South Health asset fleet and define the accuracy of the existing database and maintenance regimes, a data collection/audit process has been initiated to enable the establishment and verification of the:

- information and accuracy of the metadata contained within the asset (CMMS) database
- legislative requirements of the asset base, defining the minimum requirements for asset inspection and maintenance
- organisational needs to establish asset management trending and analysis to feed the Total Asset Management Plan and Asset Management Maintenance Plan
- manufacturer and benchmarked industry standards
- needs of the stakeholders with respect to supply, maintenance and duty of the asset fleet
- remediation of critical infrastructure faults and findings.

The audit process has defined the asset fleet into eight high risk areas for evaluation: HVAC systems; Air and Medical Gas systems; Electrical; Hydraulics and Drainage; Fire and Evacuation Systems; Water Quality; Emergency and Generation Power; and Steam and Boilers.

The technical evaluation process is undertaking iterative tasks to review the current maintenance schedules for minimum mandatory maintenance requirements for all maintenance classes. The process has included:

- sweep audit programs to develop a CMMS knowledge base on the ‘Health of the Assets’
- remediation of minor known failure modes or faults
- capture of unfunded Backlog repairs
- development of Preventative Maintenance (PM) program across all asset classes, aligned with Department of Health and legislative requirements
- rollout of a renewed preventative program
- a physical and technical resource review.

Commencement of ASGG ISO55000 gap asset audits

Since the inception of the Hospital and Health Services in 2012, Metro South Health has progressed asset management capability including the development of an Asset Policy and Management Framework. A gap analysis of the asset system against ISO55000 is being undertaken in partnership with the Asset Institute. By aligning Metro South Health’s asset system to ISO55000, the health service will be better placed to achieve more effective and efficient management of assets from planning and investment decisions.

Leasing outcomes

During the 2016–17 year a total of eight expenditure leases commenced with a (Year 1) value of $1,816,790. Of the eight leases, all except two are for residential properties required for client accommodation including rehabilitation patients.

Seven expenditure leases to the value of $1,403,099 per annum were closed. Services from five of the seven lease closures consolidated into new leased accommodation or existing Metro South Health owned accommodation. The successful execution of a Licence Agreement for occupation of the Inala Community Health Centre to an external partner recouped outgoings of $87,092 and provided certainty for the tenant.

Own Source Revenue

Own Source Revenue comprises inpatient, outpatient, non-patient and other revenue. The Metro South Health Own Source Revenue budget for 2015–16 was $184,225,347. This was increased to $215,098,297 for 2016–17. Metro South Health Own Source Revenue and Private Practice Governance Committee oversees governance around revenue opportunities that are actioned at each facility. During 2016–17 each facility met and exceeded its budget. As a result, Metro South Health achieved a surplus in each of these revenue generating areas, exceeding the 2016–17 Own Source Revenue budget by $6.6 million.
Enabler 2

Enabling and empowering our people

Success in Metro South Health relies on the ability to bring people together and enable them to do their best work, not only through policies and processes but also by creating cultures that invite participation. Continuing to enable and empower our people is crucial to delivering a health service that is agile and innovative and able to maximise the technological changes and advancements that continue to be rolled out across the health service.

Creating culture

Culture encompasses the values, beliefs, attitudes and behaviour of an organisation. Metro South Health’s organisational culture must align to government health targets and community expectations and, therefore, forms and transforms over time. Staff engagement is a critical element of delivering better patient care and improving community health.

Ongoing initiatives

Executive Planning and Innovation Committee

Metro South Health’s Executive Planning and Innovation Committee (EPIC) provides an executive level focus on innovation across the health service and assesses applications against priorities for feasibility, scope and potential impact. EPIC has a membership of executive and specialist staff from across the organisation that meet on a monthly basis. EPIC actively encourages innovative and transformational ideas from the workplace by providing them with a platform for consideration, evaluation, referral and implementation.

Transformation and Innovation Collaborative

The Transformation and Innovation Collaborative (TIC) is a network of innovative people who together create the innovation culture in Metro South Health. The collaborative includes people who understand innovation, think innovatively and make innovation happen. TIC supports change and redesign projects on the ground in partnership with clinicians and stakeholders and turns EPIC’s ideas into reality.

Staff forums and staff awards

Facilities within Metro South Health including Beaudesert Hospital, Logan Hospital, Princess Alexandra Hospital, QEII Jubilee Hospital and Redland Hospital conduct staff forums to engage employees, strengthen organisational culture and maintain a cohesive workforce. Staff forums are generally held monthly and are an opportunity to provide face-to-face information on issues affecting the hospitals and the impact these issues will have on staff. Staff are invited to raise appropriate items for discussion at forums which are addressed by the hospital’s Executive. Metro South Health’s success is due to the skills, energy and determination of its staff and each month it formally recognise their efforts with staff awards, which are presented at the forums. Award categories include: Customer Focus Award; Innovation and Efficiency Award; Outstanding Contribution Award; Teaching and Learning Award; Team Excellence Award. Awards can be granted to either individuals or groups of staff.

Board Chair’s Awards

The annual Board Chair’s Awards were established to enhance the health service’s existing reward and recognition program and to celebrate the achievements of staff and teams across the health service. The Metro South Hospital and Health Board is committed to recognising staff who demonstrate outstanding performance in health care delivery for the benefit of its patients and community. It believes that a strong reward and recognition program is vital in attracting and retaining quality staff and improving workforce culture. The awards are designed to be the highest honour within Metro South Hospital and Health Service.

Winners of the 2016 Board Chair’s Awards
PA Lifestyle program

The PA Lifestyle program aims to provide a wealth of benefits for staff at Princess Alexandra Hospital to enhance their health and wellbeing. Happy and healthy individuals make for a happy and healthy work environment and the PA Lifestyle program is an investment in the hospital’s greatest assets—its staff. The program offers a range of free classes for staff including group fitness classes, core strength classes, fit box classes and super circuit classes. For a small fee staff have access to the staff gym, onsite personal training and massage therapy. As part of the PA Lifestyle program, there are also a variety of financial institutions, health insurers and local businesses who offer discounts to Princess Alexandra Hospital staff.

New initiatives

Planetree

Metro South Health has been pursuing Planetree accreditation for person-centred care and is on track to become Australia’s first Planetree recognised organisation. Planetree has a very simple focus—to look at everything that touches the patient from the patient’s perspective, and to use what matters most to patients to create a truly healing experience. Focusing on patients’ individual needs not only improves their overall experience, but can also result in better clinical outcomes. There is a great deal of evidence that person-centred organisations experience benefits such as reduced length of stay, improved patient satisfaction and decreased infection, readmission and mortality rates. Through the Planetree journey, Metro South Health has been creating a culture of compassion and staff are encouraged to join the My Planetree Community, a space where they can access resources, share knowledge with colleagues around the world and enhance their patient-centred culture.

Metro South Health values video

Each and every one of Metro South Health’s 14,000 staff work towards delivering excellence in health care, and in the kindest way possible. They collaborate, embrace innovation and always look for ways to better ourselves and our service. In 2016–17, Metro South Health created a video to engage and motivate staff and to celebrate how they embrace the organisation’s values across every part of the day.

Restful Environment project

This year Metro South Health produced an educational video and a host of new resources to help staff create a more restful environment for our patients. Many studies show that rest is an important part of helping bodies heal and recover and that continued exposure to excessive hospital noise and light can be detrimental to patients. Despite the best intentions, hospitals can be very disruptive, making it difficult for patients to rest and this project focused on opportunities where we could address unnecessary noise such as telephones, loud staff conversations, loud televisions and squeaky doors. The project was part of a commitment to providing the best possible health care experience for our patients and empowers our staff with the tools they need to effectively care for our patients. The video was funded by Metro South Health’s Executive Planning and Innovation Committee.
Vigeo app

In June 2017 Metro South Health released a new mobile app designed to support the health and wellbeing of our doctors. The app—named Vigeo, a Latin term meaning to thrive and be strong, active and effective—includes a range of existing tools and resources specifically for medical practitioners that have been carefully selected by a research team. The app is one part of a broader research program and workforce strategy that addresses the health of Metro South Health’s medical workforce. The health service published an Australian-first research report that examined the range of physical and mental health issues faced by our medical personnel, and how we can better support them in their personal and professional lives. The research showed that there is room for improvement across the spectrum of doctors’ health. In particular, Metro South Health wanted to address the fact that doctors experience higher levels of occupational stress compared to other professions. Vigeo is a confidential one-stop-shop for doctors and includes resources to improve physical and mental health, information about how to help colleagues, and contacts for where to get help.

Lunchbox sessions

In March 2017 Metro South Health introduced lunchbox sessions to encourage staff to take a break from work over their lunchbreaks, connect with colleagues, and step outside of their comfort zones. The sessions are held at lunchtime once a month and offer a mix of practical, physical and interesting topics. Lunchbox sessions have included The secret to better work, How to make stress your friend, Eating for a healthy heart, Active living for a healthy heart, and a yoga session. Staff are invited to suggest topics for future sessions and some of these include Work/life balance, Global issues, Taking advantage of employer’s benefits, Training opportunities, and self-defence classes. The lunchbox sessions have been enthusiastically embraced by staff and will continue into the future.

Memorandum of Understanding

In July 2016, Metro South Health and the Royal Australasian College of Surgeons signed a Memorandum of Understanding to deal more effectively with reports of discrimination, bullying and sexual harassment in the surgical workplace, and improve patient safety. Metro South Health strongly believes that every employee has the right to work in an environment free from any form of bullying, sexual harassment of discrimination. The organisation believes that a safe and supportive work environment not only benefits staff, but delivers better outcomes for patients. Partnership with the Royal Australasian College of Surgeons strengthens the existing supportive culture within our surgical teams and provides a solid framework to promptly address any issues if they occur. The Memorandum of Understanding is the first of its kind between the Royal Australasian College of Surgeons and a regional health network in Queensland.
Building capability

Metro South Health is investing in measures that build the capability of staff to tackle problems, think of solutions and sustain advances that are patient-based. Fostering an environment where leadership is shared both ‘vertically’ and ‘horizontally’ contributes to staff engagement which, in turn, delivers better patient care.

Nursing graduate support

Metro South Health continues to support the Government’s priority of maximising graduate nurse and midwife employment. In 2016–17 Metro South Health again increased its graduate nurse intake to employ 289 graduate registered nurses and midwives. This included 165 at Princess Alexandra Hospital, 25 at QEII Jubilee Hospital, 52 at Logan Hospital, six at Redland Hospital, four at Wynnum Health Service as well as 17 midwives.

The aforementioned figure met the employment target or KPI that allowed funding to be released from Queensland Health’s Office of the Chief Nursing and Midwifery Officer that saw this intake supported temporarily by 12 Graduate Clinical Facilitators seconded to Metro South Health’s Nursing and Midwifery Practice Development Unit. The Graduate Clinical Facilitator is a dedicated supportive role to provide clinical and psychosocial support seven days a week on all three nursing shifts. This is a very positive strategy for assisting our novice workforce population transition into the profession.

A review of the Graduate Clinical Facilitators support service is planned to provide comparative data from the 2016 and 2017 models, and initiate improvements to better support graduates. Overall, the graduate portfolio continues to have a very strong collaboration across all facilities in Metro South Health in delivering these supportive mechanisms to our new nurses.

Resilience on the Run program

There is no consistent program offered to interns anywhere in Australia to support them to manage the mental stress and emotional demands of life as they transition to a career as a doctor. Research at national and international levels shows doctors report a higher level of occupational stress than other professions, and this is particularly the case for interns. The Resilience on the Run program was funded by the Executive Planning and Innovation Committee and aims to equip junior doctors in Metro South Health with the knowledge and confidence to access help early for either themselves or their colleagues, providing a sound platform for managing the stressors and demands of their chosen careers.

Cross Cultural Training project

Metro South Health is the most culturally diverse area in Queensland with almost one third of the local community born overseas, with almost half of this group born in Non-English Speaking Background countries and not speaking English at home. Our Cross Cultural Training project was funded by the Executive Planning and Innovation Committee and increases the cultural competence of Metro South Health staff via carefully coordinated and targeted online training and education materials, improving the health care service we provide to culturally diverse consumers.

During 2016–17, Metro South Health’s interpreter services were utilised onsite and over the phone a total of 55,248 times. The three main languages accessed were Chinese (Mandarin and Cantonese) with 9,672 sessions, Vietnamese with 8,158 sessions, and Arabic (including Lebanese, Egyptian and Sudanese) with 4,413 sessions. Auslan interpreters were accessed 1,606 times.

LEAPOnline

LEAPOnline is Metro South Health’s learning management system giving staff access to all training, education and professional development options in one place. LEAPOnline offers: calendars for training opportunities; access to eLearning modules; the ability to house and track all learning and professional development; the ability to collate and print evidence of training completion; the ability for managers to allocate training opportunities to their staff; and reporting functions for managers and educators about course registrations and completions.
Ensuring the needs of our stakeholders influence all our efforts

Maintaining effective stakeholder relationships remains an essential focus for Metro South Health. Key initiatives for 2016–17 have centred around the following themes:

- consumer voice
- community connections
- strategic partnerships
- innovation and transformation.

During 2016–17, Metro South Health employed a range of strategies to respond to these focus areas, ensuring consistent engagement with a range of stakeholders including:

- consumers, patients and community
- primary health networks and primary care providers
- research and education facilities
- professional and industrial bodies
- Department of Health and other government service providers and representatives
- non-government organisations (NGOs).

Underpinning all work has been a particular focus on person-centred care—health care that is both respectful and responsive to preferences, needs and values of people and the families and communities in their support network.

Consumer voice

Metro South Health values the feedback our consumers and community provide us. Harnessing this feedback, valuing it, and incorporating it where practical ensures our health care services meet the community’s needs. A number of strategies are used to ensure consumers are actively involved in planning, evaluation and monitoring and that the consumer voice is heard.

Consumer and community engagement strategy

- registered 513 community of interest members
- held 83 online engagement activities
- engaged 2,496 people in online engagement activities
- appointed 57 consumers to 48 strategic committees
- supported consumers through professional development opportunities
- included consumers on recruitment panels
- appointed consumer ambassadors to key projects
- support consumers to co-present at conferences
- established new committees
- Held focus groups and workshops to gain feedback from the community

Wynnum-Manly Community Health Centre, Gundu Pa

Metro South Health continues to engage with the community regarding the development of the Wynnum-Manly Community Health Centre, Gundu Pa. Work commenced on the site following a sod turning in October 2016. The sod turning was well attended by staff and the community—with the Queensland Premier Annastacia Palaszczuk, the Minister for Health and Minister for Ambulance Services the Honourable Cameron Dick MP, Member for Lytton Ms Joan Pease MP, Metro South Health Board Chair Terry White AO, and fellow Board Directors in attendance. The Community Ambassadors appointed to the project continue to support Metro South Health in ensuring the new facility and the services provided meet the community’s needs.

Be Heard project

The Queensland Government estimates that one in six Australians experience some degree of hearing loss, and the signing Deaf community ranges between 6,500 and 15,400 people. This is a large number of people who face challenges in accessing adequate health services in a very much hearing world. Members of the Deaf and hard of hearing community face significant barriers when accessing health information and services, and often are not completely aware of what’s happening to them, at a time when knowledge of their health, and medical or health procedures are vital.

Redland Hospital is using the lived personal experiences and knowledge of consumers with hearing loss (either Deaf or hard of hearing) to assess the accessibility of health services at Redland Hospital for consumers with a hearing loss. A steering committee for the initiative was established by partnering with local consumers and community organisations, and is the driving force behind the project roll-out. The consumer members of this steering committee are critical to the success of this initiative as they challenge staff to address true person-centred care through their own experiences of less-than-safe health care. The need to drive sustainable cultural change in support of safety and access has been highlighted as the long term outcome of the project.

Through the use of consumer-led unit audits using the locally-developed Communication Accessibility Checklist auditing tool, a gap analysis of the facility’s barriers, facilitators and limitations in delivering safe services for Deaf or hard of hearing individuals is being undertaken.
Using a multi-strategy approach, action planning involving input from both consumers and the unit-based staff is being implemented to address the specific barriers and gaps identified in each unit. These strategies include:

- education and awareness-raising of issues for Deaf or hard of hearing consumers for staff across all units and facilities
- facilitated consumer and staff stories highlighting the consumer voice
- pre-audit surveys of staff knowledge of strategies to support hearing
- targeted media and communications strategies
- improved access to equipment to support hearing, including assistive listening devices, interpreters, and the use of various other technological resources
- implementation of specific and general communication strategies, e.g., identifying consumers requiring hearing support and providing necessary adjustments
- unit champions to ensure continued sustainability of initiatives.

**Healthier Choices project**

Overweight and obesity are significant health concerns for Queenslanders. The Chief Health Officer’s 2016 *Health of Queenslanders* report indicates that 64 per cent of Queensland adults are overweight and obese. This has a significant impact on the limited resources for the health care system.

In 2016, the Metro South Hospital and Health Board realised a need to better understand staff and consumer preferences with respect to the food provided via Metro South Health food outlets including vending machines, cafes and retail outlets, with a view to better meet staff and community needs.

The Healthy Food Choices project is focused on understanding and responding to the expectations of staff and visitors to Metro South Health facilities regarding the food provided by vending machines, cafes, and other food outlets.

More than 1,308 staff, consumers, visitors and volunteers were engaged throughout this project and results clearly indicate that stakeholders want to make an informed choice with respect to their food choices. While staff and visitors to Metro South Health facilities do not want unhealthy food banned, there is a strong preference for an increase in affordable, healthy food available 24/7.

Metro South Health is now in the process of implementing strategies in response to the feedback received.

**Improving quality of life for people living with dementia**

In Metro South Health, dementia is estimated to increase from 9,905 people in 2011 to 21,653 in 2031. Of those, it is estimated that 12 per cent, which is equivalent to 1,188 and 2,598 respectively, will display severe to extreme behavioural and psychological symptoms of dementia. Three consumers were engaged to participate in the implementation of the *Metro South Health Dementia Services Strategy* to improve the quality of life for people with dementia, their carers and families by strengthening dementia service delivery across the continuum of care within the Metro South Health catchment area. Key activities included:

- developing the Specialist Dementia Unit at Redland Residential Care
- developing the dementia resource package and an online localised dementia care pathway for primary care.

The consumers involved in the dementia care pathway advisory group demonstrated clearly that engaging the right consumers could bring great benefits for the project. These consumers contributed:

- in-depth knowledge and high level understanding of systems and services across the continuum of dementia care
- valuable patient and carer perspectives and experiences
- enthusiasm and a very high level of commitment to improve dementia services
- ability to promote and advocate for Metro South Health works in dementia via their broad networks.

**Patient on-boarding video**

While they are in hospital, patients are generally not feeling well and they are in an unfamiliar environment. They will hear words they don’t understand, be greeted by many different people, perhaps be given new medications and miss the comforts of home. To help put them at ease and prevent safety issues such as falls, it is important to familiarise patients with the hospital setting.

The Hospital Welcome video provides information about what to expect while in hospital, such as identification checks, medication safety, preventing falls, infection control and hospital discharge. It also has a strong focus on encouraging patients and their loved ones to ask questions and to ensure they understand. The video is available in hospital and online, so patients can watch the video prior to their hospital admission. It has subtitles so it can be viewed without sound and has been translated into nine languages (Arabic, Auslan, Farsi, Korean, Simplified Chinese, Somali, Spanish, Traditional Chinese and Vietnamese).
Community connections

Refugee dental fair

More than 200 people received dental treatment in just one day at a special refugee dental fair hosted by Yeronga Oral Health Centre in October 2016. Patients had origins from 13 different countries, with people from Somalia, Myanmar and Iraq forming the largest groups. All patients received a full dental examination, pain relief where necessary and advice on preventing oral health problems. The Dental Fair was an alliance between Metro South Health and a range of volunteer, community and health groups who support refugees. It was led by the Tzu Chi Foundation—a Buddhist group known for humanitarian work. Other organisations involved were refugee settlement groups Multicultural Development Association and Red Cross Australia, along with ACCESS Community Services, Mater Health and Metro South Primary Health Network. Much of the dental treatment was provided by volunteer dentists. Students from The University of Queensland and Griffith University also volunteered as dental assistants. In total, there were 290 volunteers involved, including staff from several Metro South Health teams: Oral Health Services, Health Equity and Access Unit and the Refugee Service.

Positive Mindset Creative Arts Festival

Hundreds of school students from across the Metro South Health region participated in the second annual Positive Mindset Creative Arts Festival in October 2016. The festival is an initiative of Metro South Health’s Addiction and Mental Health Service, and is designed to promote positive mental health in young people and reduce the stigma associated with mental illness. Held during Mental Health Week, the festival focused on connecting young people and raising awareness about mental health and addiction issues through performance, dance, music, drama and artwork.

Strategic partnerships

Brisbane South PHN

Metro South Health has a strong partnership with Brisbane South PHN (BSPHN) which is supported by a partnership protocol and Umbrella Agreement. Joint Board meetings occur at least twice a year. To maintain connectedness, Metro South Health also provides representation on both the BSPHN Clinical Advisory Council and Community Advisory Council. The joint work undertaken by Metro South Health and BSPHN is focused around innovation and integration, eHealth and regional health planning and included programs such as refugee health, suicide prevention, maternity care, advanced care planning, referral pathways, diabetes management and many more. A joint needs assessment is currently being developed and will be available later in the year.

Logan Together

Metro South Health, in conjunction with Children’s Health Queensland and other stakeholders, is an active participant in the Logan Together program, which aims to improve the health and wellbeing of children. The program is a ten-year campaign to provide better life opportunities for children in Logan, with targets focused on the transitional phases in a child’s development from pre-conception onward. In May 2017, the Minister for Health and Minister for Ambulance Services the Honourable Cameron Dick MP, announced recurrent funding to implement the community based midwifery and child health model developed by Logan Together, in partnership with the community and Metro South Health. This new model will ensure women who are currently not accessing midwifery services will have more choice and improved access, not only to antenatal services, but a continuity of care midwife model supported by a social model of health which will ensure women are connected to the services they need most.
Griffith University

The National Health and Medical Research Council has released a position statement on consumer and Community Participation in Health and Medical Research. In response to this, Metro South Health partnered with Griffith University to investigate how consumers can become more involved in research. Metro South Health and Griffith University have held a series of focus groups with researchers and consumers as well as undertaking a Delphi survey to determine the need, interest and opportunities to involve consumers. A literature review has been produced with the findings presented at a number of forums. An online learning package has been developed to support the role of consumers in research.

CSIRO

Metro South Health has partnered with the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the Australian e-Health Research Centre to devise an engaging platform to meet the needs of clients with gestational diabetes mellitus and their clinicians. CSIRO engineers will build a smartphone app (Android and iOS), and a web portal, which will be evaluated among 30 clients in order to ascertain levels of program efficacy, successful health related outcomes and user satisfaction.

Innovation and transformation

Zika Mozzie Seeker project

The Zika Mozzie Seeker proof of concept project utilises ‘citizen science’ as a means to enlist the community to expand the scope of invasive mosquito surveillance through large urban landscapes in a cost effective manner. This project is a community-based approach which aligns with recent World Health Organization recommendations for novel community-based Zika risk management. ‘Citizen science’ provides a means to include community members in projects and is a cost effective strategy to conduct health surveillance. Focus groups have been used to refine the process and ensure communication with community members is timely and relevant. This engagement methodology also provides an opportunity to conduct population health messaging.

This project is specifically designed to provide an early-warning system for invasion of Zika mosquitoes. Participants are provided with egg collection kits (via mail-out) to conduct DIY sampling for Zika mosquitoes in their yards, with simple instructions and electronic prompting. Eggs from these traps will be sent back via self-addressed envelopes for batched testing at Queensland Health Forensic and Scientific Services to confirm that Zika mosquitoes are not present.

Zika Mozzie Seeker combines three innovative elements, namely:

- **World-first PCR diagnostics**—developed by Forensic and Scientific Services, in a collaboration with Metro South Public Health Unit and Brisbane City Council. Mosquito egg samples can be batched from many traps and screened within four hours by using sensitive molecular assays that can detect a single Zika mosquito (Ae. aegypti) within a sample of 5,000 of the local species

- **‘Best-practice’ community engagement by Metro South Health**—participants (> 650) were recruited to a ‘citizen science’ process of DIY mosquito trapping, with structured logistic and information support and quality assurance assessments. Recruitment strategies were devised to be commensurate with limited and discretionary Forensic and Scientific Services diagnostic capacity.

- **Rapid development of novel IT applications (in tandem with a website) by Metro South Health**—to provide high priority functionalities to enable the coordination of data and information streams (participant registrations, DIY instructions for ‘egg collection kits’, email and SMS texting for reminders and the provision of individualised results for egg abundance, diagnostics and thematic mapping outputs) between each participant and Metro South Health.

To date the project has recruited 659 community members, with a 76 per cent return rate for egg analysis. Data indicates that 90 per cent of participants will remain involved and trap eggs more than once. Over half of the egg strips returned did not have eggs—largely due to the extended dry season. It is anticipated wet weather events will yield a higher return rate for eggs. Variability in seasons indicate a need for surveillance at intervals throughout the year.

An egg strip from the Zika Mozzie Seeker DIY trap
Closing the Gap

Metro South Health remains committed to closing the gap to reduce the inequalities that exist between Aboriginal and Torres Strait Islander and non-Indigenous Australians. A range of initiatives, programs and services are in place to continue work towards this. Approximately $25 million was secured from a range of sources to support the various programs and initiatives across Metro South Health. This includes targeted State and Commonwealth funding and core health service funding.

Metro South Aboriginal and Torres Strait Islander Cultural Capability and Service Improvement Team

In 2016-17 the Cultural Capability and Service Improvement team:

• delivered Aboriginal and Torres Strait Islander Staff Cultural Capability Training (including the development of a specific online learning module)
• monitored Aboriginal and Torres Strait Islander performance outcomes across facilities and services
• established the Metro South “Closing The Gap” Steering Committee
• developed the Metro South Aboriginal and Torres Strait Islander Closing the Gap Plan 2017-2019, due for finalisation in late 2017
• improved resources, health service team systems, processes and procedures to embed effective mechanisms into day to day practices across the health service.

Hospital Liaison services

Hospital Liaison Officers at each hospital provide cultural support to patients as well as education and resource support to staff to improve engagement and outcomes within acute hospital services.

Aboriginal and Torres Strait Islander health worker roles

Aboriginal and Torres Strait Islander health workers are embedded across Metro South Health to support access, engagement and outcomes including in chronic disease services (e.g. diabetes, cardiac, renal), sexual health, Addiction and Mental Health, and maternity services.

Rural specialist outreach services

Metro South Health has a long history of delivering rural specialist outreach services including Cardiac Outreach and Respiratory Outreach.

Way Forward project

The Way Forward project revolves around the development, implementation and evaluation of innovative and culturally appropriate services that support Aboriginal and Torres Strait Islander consumer recovery through better access and maintenance of contact with the appropriate mental health services. The project has:

• improved referral pathways to specialist Addiction and Mental Health service providers
• improved treatment compliance for Aboriginal and Torres Strait Islander people with mental health conditions
• improved access and follow-up of Aboriginal and Torres Strait Islander mental health consumers
• improved the cultural competency of mental health clinicians and other staff providing services to Aboriginal and Torres Strait Islander people with mental health conditions through development of practical tools, resources and training that supports improved cultural capability.

Better Cardiac Care project

The Better Cardiac Care project improved in-hospital embedded processes for Aboriginal and Torres Strait Islander people presenting to hospitals with cardiac conditions and improved access to and from Aboriginal and Torres Strait Islander Community Controlled Health Services via hospital and health service cardiac services. The project has:

• improved Aboriginal and Torres Strait Islander identification at all points of entry to trigger a comprehensive, culturally safe and supportive care pathway with the cardiac team and Hospital Liaison Officers into and out of hospital care
• developed formalised referral and follow-up care pathways to support higher quality discharge and follow-up mechanisms including identifying opportunities to work in partnership with other health care providers
• reduced the rate of potentially preventable hospitalisations, readmissions, instances of discharge against medical advice and failure to attend rates for Aboriginal and Torres Strait Islander patients for the identified sites.
Southern Queensland Centre of Excellence

The Southern Queensland Centre of Excellence (SQCoE) in Aboriginal and Torres Strait Islander Primary Health Care provides critical primary health care services and promotes health, wellbeing and disease prevention. The centre at Inala is staffed by GPs, nurses, allied health, Aboriginal and Torres Strait Islander health workers and visiting medical specialists. The centre:

- provides enhanced access to specialist care in the primary setting including: diabetes and endocrinology, cardiology, ophthalmology, paediatrics, mental health, rheumatology and hepatology
- provides enhanced access to allied health services including dietetics, podiatry, diabetes education and psychology
- has developed a research agenda focusing on Indigenous health priorities including chronic disease, mental health, harmful substance usage, and child and maternal health
- provides specific Aboriginal and Torres Strait Islander Health clinical and student placements including medical students, GP registrars, specialist trainee registrars, nursing and allied health students
- has established a partnership approach with the University of Queensland and Griffith University as well as local community organisations and Elders.

Other initiatives

Metro South Health continues to work in partnership with community controlled health services, primary health care networks and hospital and health services to better integrate care across primary, secondary and tertiary settings.

- Metro South Health celebrates NAIDOC Week by hosting a range of events across the facilities inviting staff and the community to celebrate Aboriginal and Torres Strait Islander cultures together.
- In March 2017, on Closing the Gap Day, the Board Chair and Chief Executive signed a Metro South Health Statement of Commitment to Reconciliation. This has since been displayed at a range of facilities and has served to remind and re-energise initiatives across the health service.
- An online Aboriginal and Torres Strait Islander capability training module was developed and implemented to increase availability and accessibility of education material to staff. As of 30 June 2017, more than 1,800 Metro South Health staff had completed the training.
- Metro South Health continues to monitor important markers to measure progress. Encouragingly, some markers such as: the proportion of Aboriginal and Torres Strait Islander women birthing low birth weight babies; the proportion of Aboriginal and Torres Strait Islander women attending five or more antenatal visits; Aboriginal and Torres Strait Islander vaccination rates; and potentially preventable hospitalisations have all shown signs of improvement.

Metro South Health looks forward to continuing to engage with the community and support ongoing efforts towards closing the gap.

Helping people with disabilities

Disability Plan

In 2016 Metro South Health became the first Queensland Hospital and Health Service to develop a Disability Plan. The Metro South Health Disability Plan 2016-2018 was endorsed by the Executive Planning and Innovation Committee in November 2016. The plan aims to improve the accessibility and appropriateness of Metro South Health services for people with disabilities and outlines how Metro South Health will prepare for the National Disability Insurance Scheme (NDIS). The plan was developed by the Disability Action Committee which includes representatives from key Metro South Health divisions. Almost 50 consumers and stakeholders provided feedback on the draft plan via a community forum and online methods.

National Disability Insurance Scheme

Metro South Health, through its Disability Plan 2016-2018, is committed to improving health service delivery for people with disability and their families and carers. Its key priorities are to ensure equitable, accessible and effective health care for people with disability, their families and carers, and prepare the health service to work with the National Disability Insurance Scheme (NDIS).

People with disabilities are recognised as a diverse group and each person with a disability has individual and unique needs when accessing the organisation’s services.

Currently, the health service has three implementation projects underway, working with Metro South Health services, Division of Rehabilitation and Addiction and Mental Health to prepare for the NDIS. The aim is to ensure all services are able to support their patients to work with and negotiate the NDIS. Health services are a key interface point for the scheme.

Social workers have been identified as the lead profession, however, all Metro South Health staff have an important role assisting patients, their families and carers in working with the NDIS.