Acknowledgement of the Traditional Owners

Metro South Health acknowledges and pays respects to Aboriginal and Torres Strait Islander Elders, people, consumers and staff past and present, on whose land we provide health services to all Queenslanders. We sincerely thank them for their ongoing generosity and willingness to work with and support our staff.

Metro South Health Year in Review 2016-2017
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It's a simple statement, but one that holds great significance for the staff of Metro South Health. ‘We care about you’ means going beyond providing great health care—and recognising that each person we care for has their own unique mental, social, emotional, spiritual and physical needs.

We’ve adopted this as our motto to highlight our employees’ commitment to the principle of person-centred care. At Metro South Health, we don’t just care about your health care. We care about you.
Metro South Health is the major provider of public health services in the Brisbane south side, Logan, Redlands and Scenic Rim regions. We serve an estimated resident population of more than one million people—23 per cent of Queensland's population. We employ more than 14,000 staff and have an annual operating budget of $2.3 billion.

Our vision

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

Our strategic objectives

- **Strategic Focus 1**—Clinical excellence and better health care solutions for patients through redesign and improvement, efficiency and quality
- **Strategic Focus 2**—Technology that supports best practice, next generation clinical care
- **Strategic Focus 3**—Health system integration
- **Enabler 1**—Resource management that supports health service delivery needs
- **Enabler 2**—Enabling and empowering our people
- **Enabler 3**—Ensuring the needs of stakeholders influence all our efforts
2016–2017 snapshot

- 256,015 people admitted to hospital
- 1,198,602 outpatient appointments
- 26,035 elective surgeries performed
- 285,041 people presented to our emergency departments
- 1,198,602 outpatient appointments
- 188,145 free dental appointments
- 5,171 babies born
Our Board

Metro South Health’s Board is a group of highly experienced clinical and business leaders who bring with them a broad range of skills and expertise that helps us innovate and maintain our position as a leader in health care, teaching and research.

Together they set the strategic direction and overall objectives for the health service, monitor the organisation’s performance in line with government and community expectations, and ensure that adequate and appropriate community consultation is undertaken to inform service priorities.

*Front row, left-right:* Ms Donisha Duff, Mr Terry White AO (Board Chair), Adjunct Professor Janine Walker (Deputy Chair), Ms Helen Darch.

*Back row, left-right:* Dr John Kastrissios, Dr Marion Tower, Professor John Prins, Adjunct Professor Iyla Davis, Mr Peter Dowling, Mr Paul Venus.
As a busy health care organisation treating thousands of people each day, sometimes we can forget that each patient is an individual with unique needs, values and preferences.

A major focus for Metro South Health in 2016–17 has been to improve the whole health care experience for patients—going beyond treating their clinical symptoms and looking at ways we can improve their overall experience while they are in our care.

With this in mind, we have proudly joined the international Planetree program, which recognises excellence in person-centred care. This year we commenced our journey toward formal Planetree recognition, with four advisors visiting from the United States to speak to our consumers, their families, and to staff.

We're pleased to advise that Metro South Health is well on track to become Australia’s first Planetree recognised organisation.

Metro South Health saw many other innovations during 2016–17. A highlight was the successful rollout of the next stage of the Digital Hospital program, MARS (medications management, anaesthesia and research support) at Princess Alexandra Hospital. Once again, our staff have demonstrated their resilience and commitment to health care improvements through this major organisational change.

This year, Logan, Redland and Beaudesert hospitals confirmed their culture of nursing excellence by becoming the first Queensland health facilities to be recognised with Pathway to Excellence® designation. This is a highly sought-after, prestigious award that recognises positive practice environments for nurses and midwives.

Metro South Health staff should be proud of their efforts in reducing waiting times for elective surgery and specialist outpatient services, despite an ever-increasing demand on our services.

Our achievements are a credit to each of our 14,000 staff—a truly remarkable, inspiring and caring group of professionals who embrace innovation and clinical excellence, and who do so with a positive and person-centred approach.

We would also like to pay tribute to outgoing Chief Executive Dr Richard Ashby, who departed Metro South Health in February 2017 to take up an opportunity as eHealth Queensland’s Chief Information Officer. Dr Ashby’s vision and leadership over the past five years has ensured we are well placed to continue to deliver quality health care into the future.

This publication provides just a few examples of the achievements and innovations of the past year. We look forward to building on these successes in the coming year.

Terry White AO
Chair, Metro South Hospital and Health Board

Robert Mackway-Jones
Acting Chief Executive, Metro South Health
Quality health care every day

We care for more than 4,000 people a day in our hospitals and centres. Our staff are dedicated to providing the best possible care for every single one.
Quality health care every day

Leading the way in elective and emergency surgery

Metro South Health has the second largest elective surgery workload in Queensland, with Princess Alexandra Hospital having one of the highest surgical throughputs in the country. In 2016–17 we performed 26,035 elective and 10,898 emergency surgeries.

Despite this high workload, we have made significant progress in improving access to elective surgery for our community.

In 2013, the number of patients waiting longer than clinically recommended for elective surgery was more than 3,000—at June 2017 this figure was just 26 patients.

Milestones for maternity services

With an average of 14 babies being born each day in Metro South Health hospitals, our maternity units are busy places. We celebrated two milestones during 2016-17—the 70,000th birth at Logan Hospital and the 500th birth at Beaudesert Hospital.

Logan Hospital opened in October 1993 and now has nine birth suites staffed by 70 midwives and 31 obstetricians. The milestone birth was celebrated at 1:11pm, on Tuesday 7 February 2017.

We re-introduced birthing services to Beaudesert Hospital in 2012 and the 500th baby was born in November 2016. We also celebrated the first family to birth three babies at the hospital since the unit was opened.

Allied health clinics reducing outpatient waiting lists

Many patients on the waiting list for a specialist outpatient appointment don’t necessarily need surgery—and could benefit from non-surgical treatment for their condition.

Metro South Health has introduced a number of allied health-led clinics which mean patients see an allied health practitioner first, who can investigate the issue, order tests and provide non-surgical treatment such as physiotherapy, occupational therapy or dietetics.

Our allied health-led clinics include:

- orthopaedic clinic (physiotherapy, hand therapy, podiatry)
- integrated ENT clinic
- dietitian-first gastroenterology clinic
- back assessment clinic
- pelvic health clinic.

The clinics have been very successful in reducing outpatient waiting lists since their introduction in late 2015. By December 2016, we had cleared all eligible patients on the long-wait list (patients waiting longer than clinically recommended for an appointment). The clinics have also demonstrated high levels of patient and referrer satisfaction.
Quality health care every day

Toxicology unit halves bed days

A dedicated Toxicology Unit at Princess Alexandra Hospital has halved the average length of stay of toxicology presentations, saving the hospital more than $1 million each year.

The unit provides 24-hour, 7-day specialist care, consultation and inpatient management for patients who overdose, have been poisoned or envenomed.

The unit’s impressive results were published in the journal *Emergency Medicine Australasia* in March 2017. They showed a reduction in average length of stay from 2.1 days in 2012 when the unit was established, to 0.9 days in 2015.

The toxicology team is particularly helping patients who have experienced a drug overdose. This group of patients has traditionally been perceived as having a self-inflicted illness and sometimes don’t have the best experience when admitted to hospital. The team follows the patient through their journey in hospital and builds a trusting relationship.

The toxicology unit also provides a phone consultation service to other Metro South Health facilities, receiving an average of 31 calls each month.

Putting patients first during natural disasters

In March 2017, Metro South Health staff demonstrated their dedication and commitment to patient care during the severe weather in the wake of Tropical Cyclone Debbie.

When Logan and Beaudesert hospitals were both cut off as a result of flooding in the region, staff continued to put patients first by ensuring all our essential health services remained open and operational.

In addition, a number of Metro South Health clinical and support staff travelled to Mackay Hospital and Health Service to provide much-needed relief in one of the worst cyclone-affected regions.
Hundreds of clinicians participate in mock disaster exercise

Clinicians across Metro South Health participated in a mock mass casualty exercise in November 2016.

The ‘EMERGO’ exercise was the first to involve all five hospitals and was designed to ensure we have effective plans and procedures in place in the case of a disaster or mass casualty event in the region.

Hundreds of staff from emergency department, intensive care, operating theatres, medical imaging and other hospital departments—as well as external stakeholders including the Queensland Ambulance Service—participated in the exercise with local command centres set up at each facility.

“Thank you”

Every day, staff across Metro South Health receive thank you notes for the exemplary care they provide.

A big thank you to the wonderful [Redland Hospital] staff. The doctors were so kind, caring and thorough and thoughtful with their dealings with my daughter. The nurses were also just as wonderful! We were very grateful for being accommodated so I could stay with my daughter. This made her feel less worried about being in hospital. The heartfelt care given by all team members means the world to us mums.”

“I thought it was just luck but now I have been to PAH twice for procedures and the staff and especially the nursing care are exceptional. I was in the Surgical Care Unit for most of the day and all nursing staff were professional and caring. I observed them treating all patients with the same amount of respect and care. I feel privileged to have been treated at PAH. Well done!”

“How could anyone not compliment the treatment at the [QEII] hospital? My husband has received the very very best attention from the beginning. The care and compassion is second to none. We had a phone call the following morning enquiring about his wellbeing. How good is that? We are so grateful for the wonderful care we have received. Thanks to everyone.”

“Thanks to all who assisted me at Logan Hospital when I visited after fracturing my wrist. Compliments go to staff at the emergency department and the fracture clinic. I cannot thank you all enough for such great treatment. A wonderful experience for which they all should be praised. Professional, friendly and caring service by all.”

“Thank you”
Quality health care every day

World-first anaesthesia technique

A team of anaesthetists at the Princess Alexandra Hospital developed a world-first anaesthesia technique to improve safety for surgical patients with obstructed airways.

The technique, published in the *British Journal of Anaesthesia*, enables surgeons to operate on patients with narrowed airways who can’t receive oxygen using the traditional method of intubation.

The team introduced a high-flow nasal oxygen supply, which had previously been used in intensive care and respiratory units, in combination with anaesthesia.

The technique has seen significant improvements in oxygen levels for patients undergoing surgery. It is also making a difference in quality of life for people who may previously have been unsuitable for surgery; surgeons have been able to operate on people who would have faced permanent tracheostomy in the past.

Spinal unit launches back to work program

The first vocational rehabilitation program for people with a spinal cord injury was launched as part of a long-term vision to empower patients after rehabilitation at Princess Alexandra Hospital’s spinal injuries unit.

‘Back2Work’ is a partnership between Metro South Health, Griffith University and Spinal Life Australia. The program is looking at practical ways to assist patients in the unit to continue their career or launch a new career after they complete their rehabilitation in hospital.

Patient meals among the best in the state

Redland Hospital achieved the highest patient satisfaction score for its inpatient meals in a Queensland survey. The hospital showed the best score overall, and the best for food quality, in the Acute Care Hospital Foodservice Patient Satisfaction Questionnaire.

The hospital’s food service department prepared an enormous 190,098 meals last financial year—and an additional 155,960 for the co-located Redland Residential Care.

The high score is the result of a number of recent improvements implemented by the food services team in the past year. Chief among these is a new 14-day menu with an increased number of choices each meal time, and a same-day ordering system where patients select lunch and dinner for delivery later that day.

The hospital also introduced the electronic ‘CBORD’ menu management system in 2016. CBORD allows patients to complete their menu choices electronically with the help of nutrition assistants at the bedside.
Pursuing excellence

Whether it’s international recognition or simply a new way of providing better patient care—we’re continually striving for excellence.
Pursuing excellence

A Queensland first for 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. Throughout 2017, the hospital applied to pursue its fourth designation and is currently preparing evidence to submit against the best practice criteria.

During 2017, Logan and Beaudesert Hospitals, and Redland Hospital and Wynnum Health Service became the first Queensland health care facilities to be recognised with Pathway to Excellence® designation.

Pathway to Excellence® is an international, evidence-based quality program, run by the American Nurses Credentialing Centre (ANCC), focusing on excellence in nursing and midwifery services leading to improved patient outcomes.

It is designed to create a positive practice environment—where staff are actively engaged with their workplace and where there are high standards of safe and effective patient care in place. While it is nursing focussed, it also embraces support and improvement across the whole health service.

The award makes Metro South Health only the second organisation in Australia, and the first on the east coast, to receive this prestigious designation.

QEII Hospital and Metro South Addiction and Mental Health Services will also be seeking Pathway to Excellence® designation in 2017–18.

Our award-winning integrated ENT service

The team that developed Australia’s first Integrated Specialist Ear, Nose and Throat (ENT) Service at Logan Hospital were named the winners of the Minister’s Award for Outstanding Achievement at the 2016 Queensland Health Awards for Excellence.

The Integrated ENT service is a multidisciplinary solution designed to reduce the long wait list for ENT outpatient services. As part of the initiative, patients with appropriate conditions are assessed and treated by an advanced allied health practitioner, rather than having to wait to see a medical specialist. This model of care is a significant collaboration between ENT specialists and audiologists, speech pathologists and physiotherapists.

The service has been a great success, with zero patients now waiting longer than clinically recommended for an ENT appointment.

The service also provides Australia’s first ENT GP training program, designed to upskill local GPs so patients can access diagnosis and treatment for less complex ENT conditions in the community.
Pursuing excellence

On track to become Australia’s first Planetree organisation

‘Person-centred care’ means care which is not only clinically safe, but which respects our individual patients’ preferences, needs and values.

Focusing on our 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 also experience benefits such as reduced length of stay, improved patient satisfaction and decreased infection, readmission and mortality rates.

In 2016–17, Metro South Health commenced its journey toward ‘Planetree’ recognition, an international program that formally recognises excellence in person-centred care. We are on a mission to become Australia’s first Planetree-recognised organisation.

Planetree includes criteria across all aspects of a person’s experience in the health system, including nutrition, spirituality, facility design, arts and entertainment, and encouraging the involvement of family and friends in care.

In March 2017, four Planetree advisors conducted on-site assessments, hearing from more than 660 voices across the health service through focus groups with patients and staff. The advisors have provided a report of the key strengths and opportunities, which is being used to design and implement a range of person-centred care improvement initiatives.

The formal application for Planetree recognition will be submitted in September 2017.

In addition, Princess Alexandra Hospital appointed a Chief Experience Officer as part of its commitment to the Planetree ideals and person-centred care.

Promoting a restful environment in hospital

People in hospital need good quality rest to protect their wellbeing. Despite our best intentions, hospitals can be a very disruptive environment and can make resting difficult for our patients.

Many studies show that continued exposure to excessive hospital noise and light can delay healing, increase anxiety and stress, and cause falls, confusion and increased pain.

Metro South Health piloted a ‘restful environment’ project in five wards at the Princess Alexandra Hospital. The trial included staff education about the clinical importance of rest, and ‘comfort packs’ including eye masks and ear plugs for patients. Participating wards developed action plans to address common disruptions. On average, there was a 28 per cent increase in patient satisfaction over the three month trial.

Following the success of the trial, we created a video and a range of educational resources to be rolled out across the organisation.
Pursuing excellence

Virtual fracture clinic saving time for patients and clinicians

The introduction of a ‘virtual fracture clinic’ at Logan Hospital is seeing real time savings for patients and the orthopaedic outpatient department for minor bone injuries of the hand, wrist, foot and ankles.

Logan Hospital’s emergency department treats an average of 250 minor fractures every month, placing an enormous demand on the daily fracture clinic, which is also responsible for the follow up of major bone fractures and trauma.

Under the virtual model, patients receive initial treatment in the emergency department and then return home to self care for their injury. A specialist assesses the patient’s x-rays to determine the best avenue for recovery—without the need for an outpatient appointment.

Each patient is referred from the virtual clinic to either physiotherapy, hand therapy, their general practitioner or, if required, to our outpatient fracture clinic for further examination. This is a safe and effective model that has been used for a number of years overseas.

The model has proven to be effective in reducing the number of visits to hospital for patients, and allowing us to see more people on the orthopaedic outpatient waiting list. The model is being implemented at Redland Hospital in 2017–18.

Safe health care for Deaf and hard of hearing people

One in six Australians experience some kind of hearing loss. 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 is happening to them.

In 2016, Redland Hospital launched its ‘Be Heard’ project to educate staff on simple measures that can be taken to improve communication.

The project was initiated by the hospital’s consumer advisory committee, and consumer representatives are helping to lead the project by participating on its steering committee and sharing their lived experiences with staff.

‘Be Heard’ initiatives include department audits to identify strategies and supports for hearing impaired consumers, education and awareness-raising among staff, as well as improved access to support such as assistive listening devices, interpreters and other technological resources.
Pursuing excellence

Better care at the end of life

We are committed to providing the best possible health care to our community—including at the end of life. It may come with age, illness or accident, and sometimes unexpectedly, and you may be too unwell to make or communicate your decisions.

In 2016–17, we continued to implement our end-of-life strategy, *My Care My Choices*. The strategy is underpinned by our Statement of Choices tool, a document which allows a person to record their wishes and choices for health care in the future. The Statement of Choices is uploaded into our clinical systems and can be accessed by treating health professionals in real time across all Queensland public hospitals.

Metro South Health’s Office of Advance Care Planning is now a statewide service, with the Statement of Choices tool being rolled out to 13 other hospital and health services. This has contributed to Queensland being the first jurisdiction in Australia to have statewide clinical access to advance care planning documentation.

This year, we uploaded 3,380 completed Statement of Choices forms, with 1,945 (58 per cent) of these documents belonging to Metro South residents.

We also continued to raise awareness of advance care planning through the establishment of a 1300 helpline, forums for health professionals, as well as marketing resources and web content developed in-house.

Translating scientific breakthroughs into better patient care

Metro South Health is a key partner of Brisbane Diamantina Health Partners, a research collaborative bringing together health services, universities and medical research institutes across south-east Queensland. Together, the partners take local and international research and accelerate its application to new treatments.

Many of our clinicians are leading or are involved in research trials and projects. Some of our research highlights during 2016–17 included:

- a trial which found targeted radiation therapy alone can successfully treat advanced squamous cell carcinoma
- a research project to determine whether a simple saliva test could determine a person’s risk of melanoma
- a world-first clinical trial of an anti-inflammatory drug to minimise tissue damage and improve recovery following a spinal cord injury
- a study of patients on a new chemotherapy-free drug for lung cancer.
Navigating through the health system

Nurse navigators are highly experienced nurses who have an in-depth understanding of the health system and who assist patients with complex needs navigate to and from their referring GP, through hospital, the community and back home again. They provide end-to-end care and coordination services along a patient’s entire health care journey.

Nurse navigators monitor vulnerable, high needs patients, helping them navigate the intricacies of the health system and access the services they need.

Metro South Health has a number of nurse navigator positions dedicated to the following priority populations:

- Aboriginal and Torres Strait Islander people
- Culturally and linguistically diverse people
- People with dementia
- People with disability
- People with complex chronic diseases.

Supporting women experiencing domestic and family violence

In a Queensland first, Logan Hospital became the launch site for a ‘health justice partnership’, which places a solicitor from the Women’s Legal Service within the hospital to support women experiencing domestic and family violence.

The solicitor provides free legal advice to patients about family law, domestic violence and child protection.

Domestic violence is a leading cause of death, disability and illness in Australian women aged 15–44. Hospital clinicians see an average of one abused woman each week, although the signs and symptoms may not be obvious. The partnership is designed as an early intervention to improve outcomes for these women.

The program is funded over three years by the Australian Government.
Pursuing excellence

Ensuring safe and high-quality care for all patients

Accreditation is a formal process to assist in the delivery of safe, high-quality health care based on standards and processes devised and developed by health care professionals for health care services.

Accreditation is public recognition of achievement of these standards, demonstrated through an independent, external peer assessment.

Across 2016–17, all Metro South Health facilities maintained full accreditation.

During the year, Logan, Beaudesert, QEII 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.

All our services met or exceeded every criterion within the accreditation framework, including all non-mandatory standards. The periodic surveys reported a culture of quality improvement and person-centred care evident across the health service.

Welcome video for patient safety and comfort

While they are in hospital, our 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, be given new medications and miss the comforts of home.

This year, Metro South Health produced a short video for patients, as well as families and visitors, with important information about their stay at one of our hospitals. The animated video provides key information on how patients can stay safe and look after themselves, including topics such as medication safety, falls prevention and infection control. The video has been translated into nine languages including Auslan. It is available online and in hospital.

Encouraging Healthier Choices

Metro South Health is committed to providing nourishing, healthy food at its hospitals and facilities. During 2016–17, we commenced the Healthier Choices project to increase access to nutritious food and drinks for patients and staff in our vending machines and cafes. As part of the project, we surveyed more than 1,300 patients, visitors and staff members.

The feedback is helping to guide changes to food and drink across Metro South Health. We are displaying healthier food and drink options more clearly, significantly reducing the amount of sugary drinks available, and rolling out a marketing campaign to highlight healthier choices.
Next generation care

We’re investing in new technologies and state-of-the-art facilities—making your health care more comfortable, efficient and effective than ever before.
Next generation care

Our digital future

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.

Building on its successful implementation of Australia’s first large-scale Digital Hospital, in March 2017 the Princess Alexandra Hospital rolled out the next stage of the program known as ‘MARS’—medications management, anaesthesia, and research support. MARS is a critical component of realising the full potential of Digital Hospital, 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 medications leading to reductions in adverse drug events
- timely access to information to assist with drug interaction checking, allergy checking and dose calculations
- complete anaesthetics information visible within the medical record.

During the year, we also commenced planning the implementation of the Digital Hospital program at Logan and Beaudesert hospitals as part of our vision to become a fully digital health service. This will see Beaudesert Hospital become Queensland’s first rural digital hospital.
Next generation care

Health apps for chronic disease

Metro South Health is partnering with CSIRO to develop three smartphone apps which will help patients better manage chronic conditions. The apps include:

- **Peritoneal Dialysis app**—will cut hours off clinic appointment times by allowing patients to record their health measures on their personal phones, replacing messy exercise books which are often incomplete.

- **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.

- **Cardiac Rehabilitation app**—will guide and monitor patients through a rehabilitation program they can do at home, allowing people to complete rehabilitation if they have returned to work or have difficulty attending clinics.

Looking after our doctors’ health and wellbeing

Metro South Health released a mobile app designed to support the health and wellbeing of 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.

It is one part of a broader research program and workforce strategy into the health of the MSH medical workforce.

We have published an Australian-first research report that examines 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 shows that there is room for improvement across the spectrum of doctors’ health.

*Vigeo* is a 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.

CT scanner setting new standards

Princess Alexandra Hospital is home to Queensland’s newest and most advanced CT scanner that is setting new standards in speed and dose reduction for patients. The new machine was installed in August following renovations in the emergency department.

Patients requiring CT scans of brain, chest, heart or vascular system, as well as those with major trauma, will experience the benefits of the new scanner, which uses a unique two x-ray tube designed to offer the highest standards of safety, speed and accuracy.

Scans can now be done faster than ever before, with a whole-body trauma scan taking just two seconds, compared with 15 seconds in older machines.
Next generation care

Health services closer to home

The new Wynnum-Manly Community Health Centre, *Gundu Pa*—on track to open in late 2017—will significantly boost local health services and provide Wynnum residents with access to round-the-clock care. As part of the development, we will be retaining all existing services in the local community, as well as adding new services such as specialist suites, an expanded dental clinic, a mental health service, more allied health services and extended operating hours for BreastScreen. For the first time, residents in the Wynnum area will have access to specialist outpatient services at a local health facility. That means they will no longer need to travel to a large metropolitan hospital to see a specialist doctor. Specialist clinics will initially include general medicine, endocrinology, antenatal, respiratory and paediatrics.

Investing in state-of-the-art health care facilities

Metro South Health is investing in new infrastructure to help meet the needs of our growing community. Our key projects this year included:

- **Southern Queensland Centre of Excellence stage 2**—We are expanding the centre to provide even better access to health services for the Aboriginal and Torres Strait Islander communities. Due for completion in late 2017, the centre will link with the existing stage 1 building, and will provide additional treatment and consultation spaces, and more space to expand research and training activities.

- **Woolloongabba Community Health Centre**—Following a fitout project, this centre is now home to public Oral Health and Addiction and Mental Health Services for the local community. The centre is centrally located and close to public transport, and will help us to provide an extra dental appointments and more integrated addiction and mental health services.

- **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. The $5 million project will add approximately 500 additional parking spaces on the adjoining TAFE Loganlea campus.
Next generation care

Increasing telehealth services

Telehealth services enable clinicians to provide health outreach to patients in rural and remote areas, and can reduce the need for patients to travel to facilities by substituting some face-to-face consultations with video linkups.

In 2016–17, we increased the number of telehealth appointments by 24 per cent—with more than 4,000 occasions of service provided across the health service.

We commenced a number of new telehealth services at Logan and Redland hospitals, allowing patients to receive consultations from specialists in immunology, liver transplant reviews, respiratory, infectious diseases and neurosurgery.

The year also saw the introduction of the Queensland ‘Telehealth Portal’—an online video system providing an easy, safe and secure way for patients to see their doctor at home through their own web browser. The system is also being used for GP practices and nursing homes.

Oral health care for the whole family

Metro South Health is implementing a range of facility improvements to provide better access to oral health care for families across our region:

- **Woolloongabba Oral Health Clinic**—When it opens in August 2017, this centre will house the largest dental clinic south of the Brisbane River. The clinic has 27 dental chairs, dedicated x-ray facilities and family appointments, which will help us to deliver an additional 45,000 appointments each year for adults and children.

- **Logan Central Oral Health Clinic**—Logan residents will have access to an additional 15,000 dental appointments following the opening of a $4.3 million expansion of the oral health clinic. The expansion includes ten extra dental chairs, x-ray facilities and the introduction of children’s appointments.

- **QEII Oral Health Clinic**—In December 2016, following a $120,000 refurbishment, the clinic introduced children’s dental appointments for the first time. This means that parents and children can visit the dentist at the same time, in a convenient location with free parking.
Building a healthier community

We’re proud to partner with patients, families, carers, health professionals and the broader community to improve our health system and prevent disease.
Building a healthier community

Giving our consumers a voice

We recognise that we don’t have all the answers, and we appreciate the important role community members, patients, carers and service providers have in helping us plan, design and evaluate our services.

Ethically, consumers have a right to be involved in decisions that have impact on their health and wellbeing. Consumers across a variety of health and other settings are calling for more say in service development.

Our Consumer, Carer and Community Engagement Strategy provides a broad framework for engagement, and there are numerous engagement projects occurring at any one time across the health service.

As part of the strategy, we have:

- registered 513 community of interest members
- 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
- held focus groups and workshops to gain feedback from the community.

A Queensland-first in citizen science

Zika Mozzie Seeker is Metro South Health’s ground-breaking ‘citizen science’ project. As part of the project, we encouraged members of the public to participate in mosquito monitoring and contribute to important scientific research.

Residents of the Metro South Health region were recruited to set up mosquito egg traps (plastic containers filled with water) in their backyards, collect the eggs and send them back to be identified in the lab. Our world-first method of DNA testing allowed us to quickly identify the species of mosquito eggs.

The project aimed to confirm our belief that mosquitoes with the potential to spread Zika and dengue viruses (Aedes aegypti species) have not invaded the Metro South region. This species has not been detected in South East Queensland since the 1950s. Aedes aegypti mosquitoes do not fly far from breeding sites, so finding them in the early stages of an invasion in large cities can be extremely difficult. For more effective monitoring in urban areas, we needed to place mosquito egg traps across many more locations.

Zika Mozzie Seeker is one of Australia’s first health-based citizen science projects—encouraging local residents to take the lead on scientific research designed to protect public health and improve disease detection processes. More than 650 people in the Metro South region participated.

The project is a collaborative of Metro South Health’s public health unit, Queensland Health Forensic and Scientific Services and Brisbane City Council.
Building a healthier community

World-leading disability and rehabilitation research partnership

Metro South Health joined forces with Griffith University to launch the Hopkins Centre – Research for Rehabilitation and Resilience in February 2017.

The centre formalises an existing relationship between the two institutions, bringing together almost 150 senior clinicians and researchers. It aims to improve outcomes for people with long-term disabling conditions including spinal cord injury, traumatic brain injury and persistent pain.

Partnering with primary care

Metro South Health continues to build strong relationships with the Brisbane South PHN and general practitioners across the region. In 2017, more than 330 GP practices across the region were engaged as part of a project to improve the referral experience for both patients and clinicians. In partnership with the PHN, we were chosen as a pilot site for the Queensland Government’s clinical prioritisation criteria (CPC) project—standard referral criteria designed to promote consistent categorisation and equitable access to public health care for patients.

As part of the project, we took the opportunity to look beyond the 16 CPC specialties and seek feedback from GPs on the whole referral process. Based on their feedback, we reviewed and refined our Central Referral Hub processes, and updated the design and architecture of our website.

Closing the gap

Metro South Health is committed to closing the gap to reduce the inequalities that exist between Aboriginal and Torres Strait Islander and non-Indigenous Australians. We have a range of initiatives and programs to support this goal:

- **Hospital liaison and Aboriginal and Torres Strait Islander health worker roles**—dedicated staff embedded throughout the organisation to provide cultural support and health education for patients.

- **Southern Queensland Centre of Excellence**—provides primary and specialist medical care as well as teaching, research and prevention initiatives.

- **Way Forward project**—develops and implements culturally appropriate services that support Aboriginal and Torres Strait Islander people with mental illness.

- **Better Cardiac Care project**—provides culturally appropriate support along the journey from initial hospital admission, rehabilitation and recovery.
Building a healthier community

Embracing good mental health through creative arts

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 our 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 focuses on connecting young people and raising awareness about mental health and addiction issues through performance, dance, music, drama and artwork.

Working with our community to prevent dental disease

Metro South Oral Health is working with community partners to improve access to dental care for everyone in our community.

In October 2016, more than 200 people received dental treatment in just one day at a refugee dental fair, held in conjunction with the Tzu Chi Foundation—a Buddhist group known for their humanitarian work.

Patients had origins from 13 different countries, with people from Somalia, Myanmar and Iraq forming the largest groups. They each received a full dental examination, pain relief where necessary and advice on preventing oral health problems.

We have also developed Healthy Mouth Days, a prevention initiative designed to address the high levels of tooth decay in young people.

Schools in the Metro South region are invited to host a Healthy Mouth Day to increase awareness of the importance of oral health, and to support students with signs of decay with follow up care.

Participating students receive an oral health screening, application of fluoride, a ‘take home’ pack of dental hygiene products, and individual oral health education.
Building a healthier community

Health equity and access

Some communities experience poorer health outcomes and difficulties accessing the services they need.

To help address this, we have a dedicated Health Equity and Access Unit which aims to ensure equitable, accessible and culturally appropriate services. The unit’s priority communities include:

- Aboriginal and Torres Strait Islander people
- Culturally and linguistically diverse people
- People with disabilities
- People who are from refugee or asylum seeker backgrounds
- People experiencing homelessness.

The unit works with clinical services across the organisation to improve systems, policies and cultural appropriateness of services. It also delivers targeted services and community interventions.

Key initiatives for the unit in the past year have included:

- A networking dinner to provide an opportunity for Metro South Health leaders to meet local multicultural communities
- The development of translated print and video resources about ‘informed consent’
- The development of Metro South Health’s first Disability Plan
- The publication of a Logan Street Services Guide in conjunction with Logan City Council to provide practical, useful information for people experiencing homelessness in the region.

Expanding community midwifery services

Metro South Health is an active participant in the Logan Together program, which is a 10-year campaign to provide better life opportunities for children in the Logan region. It focuses on the transitional phases in a child’s development from pre-conception onwards.

In May 2017, we received recurrent funding from the Queensland Government to implement the community based midwifery and child health model developed by Logan Together, in partnership with the community and Metro South Health clinicians.

The investment will fund six new midwives in the first year, building to 12 midwives by the third year, who will provide community-based antenatal and postnatal care to women as part of a midwifery group practice model of care. The service will be collocated with community organisations in the Logan area and will be complemented by a wrap around service ensuring women are connected to the support services they need throughout their pregnancy and the first years of life.

This new community based service will build on the existing midwifery group practice offered at Logan Hospital, providing continuity of care midwifery in the community throughout and after pregnancy, and including attendance at birth at Logan Hospital.
Hospitals and services

We deliver health care through a network of hospitals, community health centres and in-home services across the region.
Hospitals and services

Beaudesert Hospital

Beaudesert Hospital is a modern rural health care facility, located in Queensland’s Scenic Rim region, with a rich history of providing quality health services to the local community.

The hospital provides a range of specialty services including maternity, general medicine and surgery, mental health, palliative care, oral health and a number of outpatient clinics. It also operates a 24-hour emergency department.

2016–17 highlights

- **November 2016**
  Beaudesert Hospital celebrates the birth of its 500th baby since birthing services were re-introduced in 2012.

- **March 2017**
  Staff continue to provide essential services to the local community despite the hospital being cut off by flood waters following severe weather in the region.

- **April 2017**
  Beaudesert Hospital is successful in its quest for Pathway to Excellence® designation.

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**2016–17 performance**

**Reducing elective surgery waiting times**

- 100% of elective surgery cases treated in the clinically recommended timeframe\(^1\)

**Reducing long waits for specialist outpatients**

- \(\downarrow 19\%\)
  reduction in people waiting longer than clinically recommended for an outpatient appointment\(^2\)

**Improving access to maternity care**

- 212 babies born

**Increasing frontline staff**

- \(\uparrow 4\)
  new doctors, nurses and allied health practitioners were employed\(^3\)

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Logan Hospital

Logan Hospital is the major health centre for one of the fastest growing regions in the state. It has grown from a 48-bed hospital in 1990 to a 379-bed hospital today, mirroring the rapid growth of the region.

It now provides acute medical, surgical, rehabilitation, maternity, cardiology, orthopaedics, renal and other specialty services for children and adults. Its emergency department is one of the busiest in the state, seeing more than 88,000 presentations across the financial year.

2016–17 highlights

- **November 2016**
  The team that developed Australia’s first integrated specialist ear, nose and throat service at Logan Hospital wins the Minister’s Award for Outstanding Achievement at the 2016 Queensland Health Awards for Excellence.

- **December 2016**
  Queensland’s first health justice partnership commences at Logan Hospital, which supports women experiencing domestic and family violence.

- **February 2017**
  Logan Hospital celebrates the birth of its 70,000th baby.

- **April 2017**
  Logan Hospital is notified of its success in achieving the internationally-recognised Pathway to Excellence® designation.

- **May 2017**
  Patients with minor bone injuries of the hand, wrist, foot and ankles receive treatment faster thanks to the introduction of a ‘virtual fracture clinic’.

2016–17 performance

<table>
<thead>
<tr>
<th>Performance Area</th>
<th>Target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reducing elective surgery waiting times</td>
<td>99.2%</td>
<td>of elective surgery cases treated in the clinically recommended timeframe¹</td>
</tr>
<tr>
<td>Improving emergency department access</td>
<td>66%</td>
<td>of emergency department patients treated or discharged within four hours²</td>
</tr>
<tr>
<td>Reducing long waits for specialist outpatients</td>
<td>ZERO</td>
<td>people waiting longer than clinically recommended for an ENT outpatient appointment³</td>
</tr>
<tr>
<td>Increasing frontline staff</td>
<td>↑ 105</td>
<td>new doctors, nurses and allied health practitioners were employed⁴</td>
</tr>
</tbody>
</table>

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Hospitals and services

Princess Alexandra Hospital

Princess Alexandra Hospital (PAH) is a major metropolitan tertiary health centre, providing care in most major adult specialties including acute medical, surgical, mental health, cancer, rehabilitation and allied health services. It is home to a number of statewide services including the Queensland Spinal Cord Injury Service and the Queensland Liver Transplant Service.

The hospital plays a leading role in medical research and is a key partner of the Translational Research Institute, which is based on the hospital campus.

2016–17 highlights

- August 2016
  PAH hosts its annual health symposium—Healthcare in the Digital Age.

- October 2016
  PAH welcomes Queensland’s newest and most advanced CT scanner that is setting new standards in speed and dose reduction for patients.

- January 2017
  In a world-first clinical trial, an anti-inflammatory drug will be given to patients with spinal trauma to improve recovery from spinal cord injury.

- February 2017
  The next phase of the Digital Hospital program, MARS (medications management, anaesthesia and research support) is successfully implemented.

- May 2017
  A new trial commences at PAH which is set to revolutionise early detection of melanoma through a simple saliva test.

2016–17 performance

Reducing elective surgery waiting times

91.7% of elective surgery cases treated in the clinically recommended timeframe

Improving emergency department access

65% of emergency department patients treated or discharged within four hours

Reducing long waits for specialist outpatients

7.1% reduction in people waiting longer than clinically recommended for an outpatient appointment

Increasing frontline staff

47 new doctors, nurses and allied health practitioners were employed

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873 bed capacity

5,522 full time equivalent staff

110,226 admissions to the hospital this year

60,908 emergency presentations this year

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Hospitals and services

QEII Jubilee Hospital

The Queen Elizabeth II Jubilee Hospital (QEII) is a medium-size metropolitan adult facility providing a range of inpatient and outpatient services and a 24-hour emergency department.

The hospital’s range of specialties includes general medicine, surgery, cardiology, geriatric medicine, gynaecology, orthopaedics, intensive and coronary care, neurology, gastroenterology, urology and respiratory medicine.

2016–17 highlights

- **July 2016**
  QEII obstetrician/gynaecologist Dr Hannah Krause is awarded an Officer of the Order of Australia in the Queen’s Birthday honours list.

- **August 2016**
  QEII Hospital successfully completes an ACHS accreditation periodic review.

- **September 2016**
  A QEII Hospital researcher is awarded an Emergency Medicine Foundation grant to research improvement in treating common injuries such as joint and muscle pain.

- **December 2016**
  QEII’s dental clinic, which has treated adult clients for more than 30 years, expands its service to treat children.

2016–17 performance

**Reducing elective surgery waiting times**

90.8% of elective surgery cases treated in the clinically recommended timeframe1

**Improving emergency department access**

72% of emergency department patients treated or discharged within four hours2

**Reducing long waits for specialist outpatients**

↓ 5.6% reduction in people waiting longer than clinically recommended for an outpatient appointment3

**Increasing frontline staff**

↑ 40 new doctors, nurses and allied health practitioners were employed4

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Hospitals and services

Redland Hospital

Redland Hospital is the major health centre for Redland City and Brisbane’s southern bayside suburbs. The hospital provides care in a number of specialties including general medicine and surgery, cardiology, emergency medicine, obstetrics and gynaecology, orthopaedics, palliative care, renal dialysis and paediatrics.

Redland Hospital also has a number of outreach services including the Redland Residential Care aged care facility, Wynnum Health Service and the Marie Rose Centre at Dunwich.

2016–17 highlights

- **April 2017**
  Redland Hospital is notified of its success in achieving the internationally-recognised Pathway to Excellence® designation.

- **May 2017**
  Redland Hospital’s renal dialysis unit celebrates ten years of service.

- **June 2017**
  Staff and community members celebrate Redland Hospital’s 30th anniversary.

2016–17 performance

<table>
<thead>
<tr>
<th></th>
<th>2016–17 performance</th>
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<tbody>
<tr>
<td>100%</td>
<td>Reducing elective surgery waiting times</td>
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<td>66%</td>
<td>Improving emergency department access</td>
</tr>
<tr>
<td>↓ 3.4%</td>
<td>Reducing long waits for specialist outpatients</td>
</tr>
<tr>
<td>↑ 41</td>
<td>Increasing frontline staff</td>
</tr>
</tbody>
</table>

Addiction and Mental Health Services

Metro South Health’s Addiction and Mental Health Service offers community mental health services, inpatient services and acute care services, which may be undertaken in the home, in GP surgeries or in emergency departments. Services are provided for all age groups across a range of programs from child and youth, to adult, to older persons, to specialist programs.

Our vision is to provide our community excellence in consumer centred, integrated care across the continuum of addiction and mental health services.

Addiction and Mental Health Services also provides a range of specialist services including a number of programs that operate across Queensland. We operate the Queensland Transcultural Mental Health Centre (QTMHC), a statewide clinical consultation, resource and education service for culturally and linguistically diverse people and communities. In addition, our Deafness and Mental Health Services assists people who are Deaf or hard of hearing to access culturally affirmative and inclusive mental health care and treatment.

2016–17 highlights

- **August 2016**
  The 24-hour mental health support helpline, 1300 MH CALL, celebrates 12 months of operation and more than 20,000 calls.

- **October 2016**
  Hundreds of school students from 16 schools participate in the Positive Mindset Creative Arts Festival, promoting mental health and wellbeing in young people.

- **March 2017**
  Executive Director of Metro South Addiction and Mental Health Services, Professor David Crompton OAM, is appointed as a Director of the Australian Institute for Suicide Research and Prevention.

- **May 2017**
  Addiction and Mental Health staff move into new premises at the Woolloongabba Community Health Centre.

- **June 2017**
  The first Independent Patient Rights Advisors are welcomed to Metro South Addiction and Mental Health Services.
Hospitals and services

Oral Health Services

Metro South Health has the largest oral health service in Queensland. We provide general oral health care at hospitals, community clinics and schools, as well as a range of secondary and specialist care services.

In 2016-17 we continued our program to revitalise our infrastructure to provide better facilities and a more pleasant environment for our clients. This included the expansion of our public oral health services at the Logan Central Community Health Centre, and the development of a new oral health centre at the Woolloongabba Community Health Centre. Investing in more oral health services will help us to improve the overall health and wellbeing of our community now and into the future.

2016–17 highlights

- **August 2016**
  Metro South Oral Health Services completes its first ACHS accreditation periodic review as a standalone service.

- **October 2016**
  More than 200 people receive dental treatment at a refugee dental fair hosted by Metro South Oral Health Services.

- **December 2016**
  The QEII Hospital dental clinic hosts a tour of the facility to mark International Day of People with Disability.

- **March 2017**
  A new oral health sterilisation hub opens at Logan Central, providing state-of-the-art equipment to improve efficiency and safety outcomes.

- **June 2017**
  Opening of a $4.3 million expansion of the dental clinic at Logan Central Community Health Centre.
Connect with us

For news, events and information on our services, visit our website:

metrosouth.health.qld.gov.au

Join us on social media:

facebook.com/MetroSouthHealth

twitter.com/MetSthHealth

linkedin.com/Metro-South-Hospital-and-Health-Service

Contact a hospital:

Beaudesert Hospital  (07) 5541 9111
Logan Hospital      (07) 3299 8899
Princess Alexandra Hospital (07) 3176 2111
QEII Jubilee Hospital (07) 3182 6111
Redland Hospital    (07) 3488 3111