

Annual Report 2013–2014

Central Queensland Hospital and Health Service, 2013-2014 Annual Report
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An electronic version of this document is available at
<http://www.health.qld.gov.au/cq/annual-report-2013-2014/>

Information on consultancies expenditure and overseas travel will be published on the Queensland Health Open Data website (qld.gov.au/data)

Interpreter statement:

The Queensland government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on either (07) 4920 5759 or (07) 3115 6999 and we will arrange an interpreter to effectively communicate the report to you.



Message from the Chair

Central Queensland Hospital and Health Service has delivered its second operational surplus, stamping it as a high-performing organisation with a Board resolute in developing efficiencies to drive investment in additional and safer health services for Central Queenslanders.

Guided by the principles in the *Blueprint for better healthcare in Queensland* the Central Queensland Hospital and Health Board (the Board) finished the 2013-2014 financial year with a cash surplus of \$8.1 million. This surplus will be invested in quality improvements.

Annual fluctuations in land and building valuations impacted on our financial bottom line. The decline in land value is effectively subtracted from the cash surplus, but it does not impact on the cash operating service.

2013-2014 was punctuated by a serious clinical incident in which the wrong kidney was removed from a patient. The Board took immediate and strong action with a focus on preventing further potential harm to patients. An independent external enquiry is assessing the adequacy of our patient safety systems.

This incident, and the Board's action, has sent a clear message to our staff, clinicians and the community that avoidable patient harm must not just be reduced, but eliminated. The Board wants to ensure the organisation develops and maintains a culture that consistently delivers optimum patient outcomes.

Achieving the best health service, within our fixed budget, is an ongoing challenge and we must do more work to improve our performance to not only meet, but exceed, national funding targets and clinical performance indicators. This includes the continued testing of efficiency and effectiveness through exposure to non-Government providers with the intent of delivering additional and improved services to the community we serve.

I acknowledge the commitment of my Board colleagues and their individual contributions to the collective strength of the Board, their steadfast support of the service, its mission and its journey on the way to achieving its strategic goals.

The 2014-2015 financial year will require more strong decisions, but each will be made with the view to change lives for the better.



Message from the Chief Executive

Patient safety moved to the top of the agenda for the Central Queensland Hospital and Health Service soon after I arrived in Central Queensland in November 2013 with the creation of and appointment to the Executive Director of Quality and Safety position.

That day in May 2014 when it was revealed a doctor had removed the wrong kidney from a patient at Rockhampton Hospital was a defining moment for the Central Queensland Hospital and Health Service. It set in motion a series of initiatives that will establish this health service as a patient safety benchmark in Australia.

Each initiative is designed around a single purpose – to eliminate avoidable patient harm. It is an ambitious aim, but one I ask and expect every one of our 2400 staff to own.

It will simply not be enough to say we have reduced the number incidents of avoidable patient harm or that the number is very low. We are dealing with people – neighbours, friends, family.

Reaching zero harm will require a strong workforce culture. Effective leadership, robust management, dedicated systems and processes and successful recruitment and retention programs, are also essential ingredients.

The 2013-2014 financial year was very much a year of consolidation and preparation. It was a year in which platforms were developed that will foster the development of a service stronger in every way.

The bricks and mortar with the New Ward Block at Rockhampton Hospital that includes Central Queensland Integrated Cancer Service, the Moura Community Hospital, rural rectification work at Biloela and Emerald hospitals, a Community Care Unit for North Rockhampton, a new private practice facility at Theodore, a rooftop helipad and new Intensive Care Unit at Rockhampton, new theatres at Gladstone and many other projects were either completed, continued or initiated.

A new management system and style was initiated, new partnerships formed, staff and community engagement initiatives launched and a new vision for our health service developed.

As we continue to refine and improve the way we deliver health services with the patient journey as the focus for everything we do, it will lead to efficiencies. Any savings will be reinvested into further improving the services we provide to Central Queenslanders.

The 2014-15 financial year will be about change and progress, owning up to weaknesses and seizing opportunities. It will be a year of improving patient care, the patient journey and patient health outcomes and developing a service of which our patients, staff and community can be proud.

We owe it to our patients, to the population of Central Queensland and to our colleagues to ensure we learn from mistakes, to improve our systems and to provide trusted care.



Who we are

The Central Queensland Hospital and Health Board and Central Queensland Hospital and Health Service were established on 1 July 2012.

The CQHHS Annual Report 2013-2014 reflects the CQHHS Strategic Plan 2013-2017 and its Vision, Values and Objectives.

Our Vision

Delivering quality, integrated health services focussed on the patient.

Our Values

- Care - We will care and provide care for our communities, individuals, groups and all of our stakeholders.
- Collaboration - We will work with other providers, educators and researchers, our communities and stakeholders to ensure our collective services are seamlessly delivered across the patient experience.
- Commitment - We will always direct our efforts to delivering the best health care to Central Queenslanders.
- Innovation - We will utilise and contribute to the development of new and effective practices for the delivery of leading edge healthcare.
- Integrity - We will be accountable for everything we do. We will conduct ourselves and our business professionally at all times.
- Respect - We will respect everyone we deal with in all that we do.

The Central Queensland values support those of the Queensland Government: customer first; ideas into action; unleash potential; be courageous; and empower people.

Our Key Objectives

- Striving for better care in Central Queensland (Chapter 2)
- Delivering integrated health services in partnership with other providers (Chapter 3)
- Providing accessible, sustainable, networked services in a quality framework (Chapter 4)
- Providing a great place to work (Chapter 5)
- Underpinning our business through stakeholder, clinician, consumer and community engagement (Chapter 6)
- Living within our means (Chapter 7)

Our key objectives support the *Queensland Government's Statement of objectives for the community*:

- Grow a four pillar economy;
- Lower the cost of living;
- Invest in better infrastructure and use better planning;
- Revitalise front-line services; and
- Restore accountability in Government.

A significantly revised strategic plan has been developed with input from a leadership summit involving 70 of our top personnel.

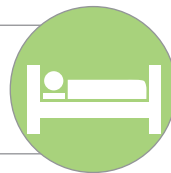
The CQHHS Strategic Plan 2014-2018 can be viewed at <http://www.health.qld.gov.au/cq/cqhhs-board/strategies.asp>. This new plan will guide our future.

Organisational snapshots

Cash surplus **8.1 million**



Treated **50,000** inpatients



Treated **126,000** in our EDs



Held **168,000**
outpatient appointments



Delivered **2349** babies



Performed **4541**
elective surgeries



Performed **2921**
emergency surgeries



Initiated **Speaking
up for Safety** campaign



Introduced monthly **Clinical Governance Half Day**



Almost **87%** of patients were in Gladstone ED less than four hours



About **72%** of patients were in Rockhampton ED less than four hours



100% of Rockhampton Hospital Category 1 emergency surgery patients treated in time



97% of Gladstone Hospital Category 1 emergency surgery patients were treated in time



2,699 Telehealth sessions up **69%**



Introduced plan to resume public **ophthalmology** service



Letter of compliance



**Central Queensland
Hospital and Health Service**

The Honourable Lawrence Springborg
Minister for Health
GPO Box 48
BRISBANE Q 4001

Dear Minister Springborg,

I am pleased to present the Annual Report 2013–2014 and financial statements for the Central Queensland Hospital and Health Service (CQHHS).

I certify that this Annual Report complies with:

- The prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- The detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found at page 105 of this Annual Report or accessed at <http://www.health.qld.gov.au/cq/annual-report-2013-2014/>

Yours sincerely

A handwritten signature in black ink, appearing to read "Charles Ware".

Charles Ware
Chair, Central Queensland Hospital and Health Board

5 September 2014

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