

# 1 Our organisation

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

## Vision, purpose and objectives

As outlined in Metro South Health's *Strategic Plan 2012–2016*, Metro South Health's vision, purpose and objectives describe and support our direction and how we work together.

### Our vision

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

### Our purpose

Metro South Health's purpose is to deliver high quality health care through the most efficient and innovative use of available resources, using planning and evidence-based strategies.

### Our aspirations

Metro South Health aspires to:

- be viewed as a national leader in healthcare 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 healthcare ICT initiatives
- be recognised as a leader in public sector workforce culture and reform.

### Our objectives

Metro South Health is committed to working closely with the Queensland Government to implement its *Blueprint for better healthcare in Queensland*. Metro South Health's strategic objectives closely align with the Blueprint's four themes (see Figure 1):

- health services focused on patients and people
- empowering the community and our health workforce
- providing Queenslanders with value in health services
- investing, innovating and planning for the future.

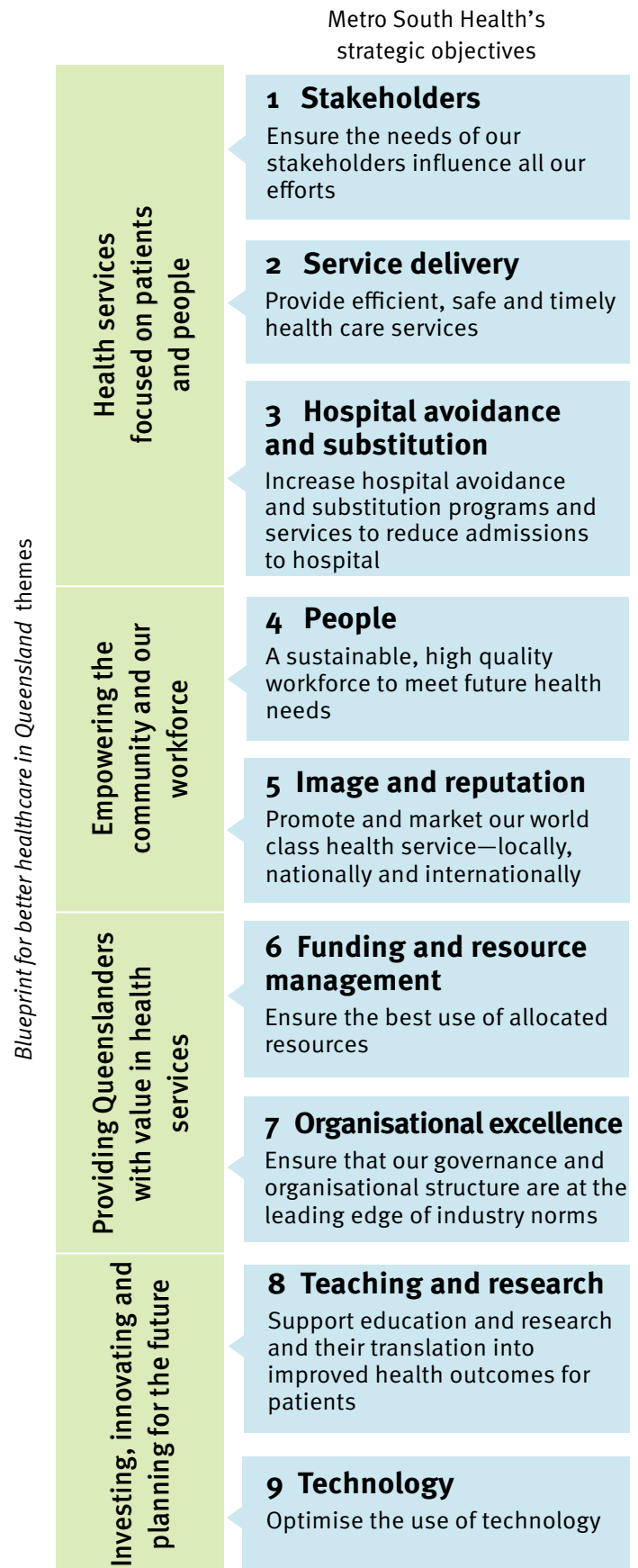
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Metro South Health’s strategic objectives are:

1. **Stakeholders:** Ensure the needs of our stakeholders influence all our efforts
2. **Service delivery:** Provide efficient, safe and timely health care services
3. **Hospital avoidance and substitution:** Increase hospital avoidance and substitution programs and services to reduce admissions to hospital
4. **People:** A sustainable, high quality workforce to meet future health needs
5. **Image and reputation:** Promote and market our world class health service—locally, nationally and internationally
6. **Funding and resource management:** Ensure the best use of allocated resources
7. **Organisational excellence:** Ensure that our governance and organisational structure are at the leading edge of industry norms
8. **Teaching and research:** Support education and research and their translation into improved health outcomes for patients
9. **Technology:** Optimise the use of technology

Metro South Health is also committed to the government’s statement of objectives for the community—to grow a four pillar economy, lower the cost of living, invest in better infrastructure and better planning, revitalise frontline services, and restore accountability to government.

Figure 1. How Metro South Health’s strategic objectives align with the Blueprint for Better Healthcare in Queensland themes



## Our values

Metro South Health proactively encourages its employees to align their behaviours with the Queensland public service values, see Figure 2.

Figure 2. Queensland public service values



### Customers first

- Know your customer
- Deliver what matters
- Make decisions with empathy



### Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



### Unleash potential

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



### Be courageous

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



### Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

## 2013–14 Highlight



In March 2014, Metro South Health launched its workforce engagement strategy—PAVE the way.

The strategy aims to improve workforce culture and boost engagement while closely aligning with the public service values.

The strategy focuses on:

- People
- Actions
- Values
- Empowerment

Investing in workforce engagement and culture is essential to ensure we can overcome challenges and continue to provide high quality care for our community.

## About Metro South Health

Metro South Health is one of 16 hospital and health services in Queensland and serves an estimated population of 1 million people, 23 per cent of Queensland's population. It employs more than 13,000 staff and has an annual operating budget of approximately \$1.8 billion. The health service's catchment spans 3856 square kilometres and covers the area from the Brisbane River in the north to Redland City in the east, south to Logan and the eastern portion of the Scenic Rim to the border of New South Wales.

Metro South Health is the principal provider of public health services for the community. It is made up of five major hospitals in addition to a number of health centres throughout the region.

### Our hospitals

- Beaudesert Hospital
- Logan Hospital
- Princess Alexandra Hospital
- Queen Elizabeth II Jubilee Hospital
- Redland Hospital

### Major health centres

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

### Specialty services

Metro South Health delivers a full suite of specialty health services, including:

- acute medical
- acute surgical
- aged care
- cancer
- cardiology
- emergency medicine
- mental health
- obstetrics and gynaecology
- palliative care
- rehabilitation

- spinal
- trauma
- transplantation.

Health services delivered in the community include:

- Aboriginal and Torres Strait Islander health
- alcohol, tobacco and other drug services
- BreastScreen
- chronic disease management
- community rehabilitation
- hospital avoidance and substitution services
- mental health
- offender health
- oral health
- refugee health
- palliative care.

### Statewide services

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

### Education and research

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

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

Metro South Health also plays a key role in Diamantina Health Partners, Queensland's first academic health science centre. This partnership currently comprises Princess Alexandra Hospital, Inala Indigenous Health Service, Metro South Addiction and Mental Health Services, Mater Health Services, the University of Queensland, Queensland University of Technology, the Translational Research Institute and UQ Healthcare.



## Agency role and functions

Under the *Hospital and Health Boards Act 2011*, Metro South Health is the principal provider of public health services for the community within its geographical area. It is an independent, statutory body, governed by the Metro South Hospital and Health Board, which is accountable to the local community and the Queensland Minister for Health.

The service was initially gazetted as a Health Service District on 1 November 2008 as an amalgamation of Princess Alexandra Hospital and the former Southside Health Service District. Under the federal and state government health reforms, Metro South Health became one of the 17 new hospital and health services (HHSs) on 1 July 2012.

Under the *Hospital and Health Boards Act 2011*, the Queensland Department of Health is responsible for the overall management of the public health system including statewide planning and monitoring the performance of hospital and health services. A formal service agreement is in place between the Department of Health and Metro South Health. This service agreement defines the outcomes that are to be met by Metro South Health and how its performance will be managed. The service agreement also sets out the activity that is purchased by the Department from Metro South Health, and the funding provided for delivery of the purchased activity.

Metro South Health's vision is to be renowned worldwide for excellence in health care, teaching and research. This is achieved through the application of the health service's purpose, which is to deliver high quality health care through the most efficient and innovative use of available resources, using planning and evidence-based strategies.

## Our community

Metro South Health is the most populated hospital and health service in Queensland. In 2012, there were 1,052,830 residents in the region, equal to approximately 23 per cent of Queensland's population. By 2016, this is expected to grow to 1,121,873 residents.

The region's population is also forecast to continue to age, like the rest of the Australian population, due to increasing life expectancy at birth, the current population age structure and relatively low levels of fertility. Between 2011 and 2031, the number of residents aged 65 years and over is projected to grow by 100 per cent or 121,197 people.

In 2011, 19,573 residents of Metro South, or two per cent of the population, identified as Aboriginal and/or Torres Strait Islander.

Metro South is one of the most culturally and linguistically diverse populations in Queensland. In 2011, 282,543 people or 28.5 per cent of the total population were born overseas and now reside in the region.

Of residents born overseas, 47 per cent speak a language other than English at home.

In Metro South Health's geographical region:

- 54.3 per cent of adults are classified as overweight or obese
- 8.0 per cent of adults report consuming the recommended serve of vegetables (five serves per day)
- 13.6 per cent of adults consume tobacco daily
- 55.2 per cent of adults report undertaking a sufficient level of exercise
- 18.2 per cent of adults report drinking at risky levels.

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

Males account for about half of the Metro South population, but experience more than half of the total disease burden (51.7 per cent). Men had a significantly greater burden of disease for cancer, cardiovascular disease, intentional and unintentional injuries and alcohol dependence.

## Highlights and new initiatives

### First babies born at Beaudesert Hospital in a decade

Backed by strong community support and more than \$1.6 million in equipment and facility upgrades, Beaudesert Hospital recommenced birthing services in March 2014 after a 10-year absence.

The opening followed the re-establishment of postnatal inpatient services in November 2013 and was supported by the recruitment of doctors, nurses, midwives and allied health professionals to deliver the highest quality health care.

The new services allow the 22-bed hospital to offer Scenic Rim women, with low-risk pregnancies, the choice of giving birth in their own community, close to their home, family and friends. In the first four months of operation, 66 babies were born locally.

Since reopening, the Beaudesert rural hospital model has also helped form the template for the reintroduction of similar services in regional Queensland.

### Oral Health eliminates waiting list

During 2013–2014, Metro South Health received increased federal funding for dental services. These extra funds delivered major improvements in service delivery to the community and allowed for an extra 40,000 treatments.

The significant boost to services eliminated the long-wait list, down from 6758 in June 2013 to zero in December 2014.

The Oral Health Hub call centre, 1300 300 850, removed rigid fixed appointments and allowed parents to choose appointments at a convenient time in any of the dental clinics across the Metro South region.

Metro South Oral Health Services expanded the Oral Health Hub to make it easier for parents to access the 100,000 free dental treatments offered to local children.

### World class Emergency Department and Endoscopy Unit opens at Queen Elizabeth II Jubilee Hospital

A new state-of-the-art Emergency Department and Endoscopy Unit began delivering services to Brisbane southside residents in 2013.

Located at Queen Elizabeth II Jubilee Hospital (QEII Hospital), the new centres provide local emergency treatment and diagnostic investigations.

The \$22 million Emergency Department expansion was developed to meet the needs of a growing south-east Queensland population and transform the patient experience.

Now three times larger than the older centre, the new world-class Emergency Department facility has 11 fast-track treatment spaces, 10 acute care cubicles, three resuscitation bays, two negative pressure isolation rooms, two triage bays and an additional eight bed short stay unit for those cases requiring further overnight observation.

A 12-bay Transit Lounge has also been added to provide a safe and comfortable area for patients who have been discharged and are awaiting transport.

As the most advanced facility of its type in Australia, the new \$11 million QEII Hospital Endoscopy Unit helps treat and prevent disease. Capacity has also significantly increased from 1200 patients a year to 5000, resulting in local residents being treated faster.

### Oncology expansion delivers 3770 extra treatments to cancer patients

Princess Alexandra Hospital's Oncology Day Care Unit expansion has provided more than 3770 treatments to cancer patients in its first six months of operation.

The \$5.9 million State Government-funded facility provides cancer patients greater access to services.

Since opening in January 2014, the expansion now provides lifesaving treatment to an additional 17 cancer patients each month (on average).

With cancer the leading cause of premature death in Queensland, the expanded Oncology Day Care Unit is helping address the growing demand for day care therapy for cancer patients.

## Single point of contact for referrals

The Metro South Health Central Referral Hub launched in May 2014 to provide a single point of entry for all specialist and allied health outpatients referrals to Metro South Health.

In its first day of operation the hub received 600 referrals, and processed more than 23,000 referrals before the end of June 2014. This represents an average of 575 referrals each day.

The benefits of the Central Referral Hub include:

- a simple, more efficient referral process
- improved referral tracking which eliminates duplicate requests
- consistent and fair referrals for patients
- one point of contact for Metro South Health referrals.

Following the Central Referral Hub's successful launch, Metro South Health plans to extend the concept to other health services.

## National and international recognition

In June 2014, Princess Alexandra Hospital was designated as a prestigious Magnet<sup>®</sup> facility for the third time. Magnet is an international nursing credentialing program that recognises quality patient care, nursing excellence, and innovations in professional nursing practice. It is the highest recognition for nursing excellence that can be attained internationally.

The hospital is one of only 400 organisations around the world to have received the designation, and the only facility outside the United States to achieve it for a third time.

Princess Alexandra Hospital also underwent its first accreditation survey under the Australian Council on Healthcare Standards new 'EQuIP National' framework. The hospital achieved the best performance in Australia against the new standards since they were introduced in January 2013.

In addition to receiving full accreditation with no recommendations, the hospital achieved the highest 'Met with Merit' score on 45 per cent of its standards, which was 10 per cent greater than its closest peer group hospital at the time.

## Centre of Excellence supports Indigenous Health

During 2013, Inala became home to a new \$7 million Southern Queensland Centre of Excellence for Aboriginal and Torres Strait Islander Primary Health Care.

The new facility enhanced the capacity of the existing Inala Indigenous Health Service and dramatically increased the range of health services provided to the Aboriginal and Torres Strait Islander community.

The Centre of Excellence was the vision of Professor Noel Hayman, who as Queensland's first Indigenous doctor helped establish the original Inala Indigenous Health Service in 1995.

From only 12 patients, the centre has grown to provide services to more than 8000 members of Queensland's Indigenous community.

To help close the gap in Indigenous health and capitalise on the centre's wealth of expertise, Metro South Health is supporting the centre's growth into a research and teaching hub for the next generation of doctors, nurses, dentists and allied health professionals. The focus of research will be on Indigenous chronic disease, maternity and child health.



## Strategic risks, challenges and opportunities

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

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

### Risks and challenges

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

#### Demand is greater than infrastructure and resource capacity

There are indications that the health of Queenslanders is improving. Life expectancy is increasing, death rates for many causes are decreasing, and more people continue to report satisfaction with their health. However, hospitalisation rates are increasing for many health conditions, and are likely to continue to rise over the next 20 years. Whilst much of the future pressure on the healthcare system will come from an ageing population, there are also other causes, in particular the impact of chronic diseases.

The current infrastructure and resources are likely to be unable to meet the health needs of Metro South residents over the coming years. Changes to models of care and the delivery of health services are required to ensure demand is able to be met.

#### Revenue generated is less than planned

Metro South Health has developed a number of strategies to generate revenue. If these strategies do not deliver the expected results, a review of services will be required to retain financial viability.

#### Unanticipated events (e.g. natural disasters, pandemics)

Queensland regularly experiences severe weather events and natural disasters and Metro South Health, as the largest hospital and health service, is integral in the

management of pandemics or disease outbreaks. Plans are in place to respond to disease outbreaks, natural disasters and environmental hazards.

#### Managing change both internally and externally

The National Health Reform has transformed the Australian health system and changing the way public health and hospital services are managed. These changes have had considerable impact on Metro South Health. Metro South Health is committed to ensuring that this change is professionally and sensitively managed both internally and externally.

#### Advances in health technology

It is estimated that half of the increase in expenditure in health spending over the last 50 years is due to the introduction of new technologies and the subsequent increased volume of services per treated case. However, advances in health technology have also improved the efficiency, effectiveness and quality of health services.

Metro South Health is committed to increasing the availability and use of technology in an appropriate way. New technologies including eHealth and telehealth will provide opportunities to deliver more effective health services and improve health outcomes.

### Opportunities

There are a number of opportunities that will help Metro South Health meet its targets over the coming year.

Opportunities include:

- develop public-private partnerships to improve health service infrastructure
- utilise value-based contracting and outsourcing in line with the Queensland Government's contestability framework, to improve the effectiveness and efficiency of support services and procurement
- leverage Medicare Locals to improve the integration of local health services to simplify the health system for the community and stakeholders, and ultimately, improve health outcomes
- lead research and innovation projects, and promote translational research initiatives through the Translational Research Institute to share research knowledge and improve health outcomes for all
- utilise technologies to improve efficiency and innovate health service delivery, including eHealth.

