

Annual Report 2013–2014



Report objective

This annual report fulfils Metro South Health's reporting requirement to the community and to the Minister for Health. It summarises the health service's results, performance, outlook and financial position for 2013–2014.

In particular, the report outlines Metro South Health's performance against key objectives identified in the Metro South Health Strategic Plan 2012–2016, as well as the Queensland Government's objectives for the community and its Blueprint for better healthcare in Queensland.

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Content from this annual report should be attributed as:

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2013–2014

If you have an enquiry regarding this annual report, please contact Metro South Health on (07) 3156 4949 or Metro_South_Communications@health.qld.gov.au

Public availability statement

This report, including the Other Reporting Requirements, can be viewed on Metro South Health's website at:

www.health.qld.gov.au/metrosouth/annual-report

Hard copies of the annual report are available by phoning the Office of the Chief Executive, Metro South Health, on (07) 3156 4949.

Interpreter service 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 (07) 3156 4949 and we will arrange an interpreter to effectively communicate the report to you.



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Metro South Hospital and Health Service

2013–14 **Annual Report**

Letter of compliance

The Honourable Lawrence Springborg MP
Minister for Health
Member for Southern Downs
Level 19, 147–163 Charlotte Street
Brisbane QLD 4000

Dear Minister

I am pleased to present the Annual Report 2013–2014 and financial statements for Metro South Hospital and Health Service.

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 on page 140 of this annual report or accessed at www.health.qld.gov.au/metrosouth/annual-report.

Yours sincerely



Terry White AO
Chair
Metro South Hospital and Health Board

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Hospital and Health Board

Chair's overview

I am pleased to be able to present the Metro South Hospital and Health Service (Metro South Health) Annual Report for 2013–14.

Metro South Health is the most populated hospital and health service in Queensland with the most diverse multicultural population and provides a span of health related services to more than one million people. Health services are delivered by more than 13,000 Metro South Health staff through a budget in excess of \$1.8 billion.

Metro South Health is a strong advocate for providing a person-centred approach that places people at the core of all that we do. Ensuring that our patients and the wider community not only have a voice, but are actively involved in our organisation, is important to ensure we not only provide a service renowned for its clinical excellence, but one which meets the needs of the community.

Since 1 July 2012, Metro South Health has operated through the leadership and direction of an independent Board. In 2013–14 the Metro South Hospital and Health Board continued its focus on delivering the vision articulated in the *Strategic Plan 2012–2016* to be renowned worldwide for excellence in health care, teaching and research. I extend my appreciation to all six Board members for their energy and commitment to ensuring this past year has been a successful one.

In 2013–14, the health service continued to profit from Chief Executive Dr Richard Ashby and the Executive team's leadership in delivering quality health care services to our community. This Executive team, along with all Metro South Health employees, are to be congratulated on their performance in only their second year as an independent statutory body.

In line with the Minister's *Blueprint for Better Healthcare in Queensland*, Metro South Health positioned itself to deliver on the principle themes through greater levels of autonomy to enable more local and flexible decision making focussed on the needs of our community. A significant step in this process was to enable Metro South Health to become a prescribed employer under the provisions of the *Hospital and Health Boards Act 2011*.

From 1 July 2014, Metro South Health will operate with greater autonomy when it becomes the employer of all staff of the health service. This will provide us with increased local decision making, accountability and autonomy, more workforce flexibility and a greater ability to respond to the health needs of the community. From this date Metro South Health will also become the legal owners of land and building assets.

This year has seen many successful projects and innovations implemented to improve service delivery to patients in our community. The commencement of the Metro South Health@Home (MSH@Home) program in the Bayside and Logan regions was an important Public Private Partnership. MSH@Home coordinates and consolidates hospital substitution and avoidance programs across Metro South Health and operates with a single point of access for all services, which enables patients to access the right service at the right time.

Metro South Health takes great pride in its staff, who work tirelessly to provide a high quality and efficient service. Our staff, and particularly our clinicians, have been crucial in redesigning a number of clinical services to ensure they better meet the needs of the community.

I look forward to continuing to build on the successes of the past year and continuing to work with the Board, Executive and staff to ensure ongoing achievement in 2014–15.

Terry White AO
Chair
Metro South Hospital and Health Board



Health Service Chief Executive's overview

The 2013–14 year saw many innovations and improvements in the way Metro South Health delivers healthcare to the south Brisbane, Logan and Bayside communities.

Metro South Health's most valuable asset is its workforce; in the 2013–14 year, Metro South Health had a permanent retention rate of 92 per cent, with 13,172 employees in total. With a focus on frontline services, an additional 51 doctors, 283 nurses and 94 allied health practitioners were employed in 2013–14.

Metro South Health continued to meet growing demand for services with 201,155 people admitted to Metro South Health hospitals in the 2013–14 year, an increase of 7.8 per cent. More than 260,869 people presented to our emergency departments.

There was a six per cent improvement in performance against the National Emergency Access Target (NEAT) of four hours, with the Princess Alexandra Hospital recording the largest improvement at nearly 16 per cent from last year.

Metro South Health performed 24,546 elective surgeries in 2013–14, a 4.9 per cent increase from the previous year. Metro South Health has the second largest elective surgery workload in Queensland, with Princess Alexandra Hospital one of the largest surgical providers in Australia.

Metro South Health has made significant improvements in treating surgery patients within clinically recommended timeframes. In the 2013–14 year, long-wait Category 1 patients reduced from 17.8 per cent to zero, while total long-wait patients reduced from 3157 to 394.

Metro South Health met significantly increased dental service targets and saw major reductions in oral health waiting lists, with the long-wait list reducing from 6758 to zero in just six months.

This year I was pleased to undertake a full hospital service-wide staff satisfaction survey delivered by Best Practice Australia, the results of which are being addressed in our workforce engagement strategy—*PAVE the way*. It was developed to improve workforce engagement and culture, and to ensure all employees are equipped with the skills, resources and knowledge to help Metro South Health achieve its goals.

Over the past 12 months, some units and services underwent comprehensive reviews to examine opportunities for efficiencies and service improvements, including oral health services, radiology services, security services, operating theatres, and building and maintenance services. The Princess Alexandra Hospital received an outstanding accreditation review by the Australian Council on Healthcare Standards, and the American Nurses Credentialing Centre redesignated the hospital as a Magnet hospital for the third time—which is the first time this has occurred outside North America.

It was very pleasing to see the reopening of maternity and procedural services at the Beaudesert Hospital after a hiatus of more than 10 years, delivering on the government's *Blueprint for better healthcare in Queensland*.

Metro South Health opened a Central Referral Hub to streamline the outpatient referral process, and seven different programs providing community-based support for patients were merged into a single entity—Metro South Health@Home. This will significantly improve service quality and efficiency.

For the second year in a row, Metro South Health achieved a small operating surplus, while delivering a community dividend of \$20 million of clinical activity over target.

Major capital works projects included opening the new Emergency Department, Endoscopy Unit and stage two of the Palliative Care Unit at QEII Hospital, as well as the Southern Queensland Centre of Excellence for Aboriginal and Torres Strait Islander Health Care in Inala. The new endoscopy suites at the QEII Hospital and the new Day Procedure Unit at the PAH have significantly increased screening and surgical capacity whilst reducing the number of patients waiting for endoscopy services in the Metro South region.

I would like to thank our Board, the Executive, Stream Leaders and all of our dedicated staff for their hard work in delivering high-quality care to the Metro South community. I look forward to another productive and successful year ahead.

Dr Richard Ashby AM
Health Service Chief Executive
Metro South Hospital and Health Service

Highlights 2013–2014

