





Our future

In a year of significant change our community partnerships have come to the forefront in the delivery of quality health outcomes.

Gold Coast Health is growing its partner networks to include business leaders, educators, private health providers, community services, technology leaders and many more.

New and innovative approaches to health delivery will be needed as demand for services continues unabated.

Gold Coast Health is committed to leading the way in health innovation and service provision.

Surgical complexity and capacity has been enhanced at Gold Coast Health

Engaging our community and health care partners

Volunteers

Gold Coast Health values the contribution of its dedicated volunteers, and acknowledges the continuing role that our volunteer workforce plays in providing exceptional service to the community. Many of our volunteers have a relationship with the organisation spanning many years. The volunteer program was acknowledged in the ACHS accreditation survey in March 2014 as exceeding the national standard, and as in previous years, Gold Coast Health was nominated as Volunteer Organisation of the Year in the Gold Coast International Volunteers Day Awards.

The move to GCUH was a catalyst for many long term volunteers to retire. Over 80 volunteers transitioned to the new facility and since then numbers have increased to over 150 working at GCUH. Volunteers provide various patient-centred care services such as way-finding assistance, bedside support, social support and they run a library trolley. Our volunteer numbers have increased to 389 in 2013-14, with the new Ronald McDonald House facilities bringing in 60 volunteers alone.

There has been a dramatic increase in the demand for new volunteers to support new and improved services, including on-boarding for service partners including Ronald McDonald House, Breastscreen, Radio Lollipop, Starlight Foundation, Kidney Health, and Miracle Babies. The volunteer workforce is coordinated across all Gold Coast Health facilities from dedicated offices at GCUH.

Primary health care partners

The published Primary Health Care Protocol builds upon the strong relationship fostered by Gold Coast Health over several years with the primary health care sector on the Gold Coast and more recently, the Gold Coast Medicare Local. This Protocol, approved by the Board in 2013, serves as the foundation for all organisations to work collaboratively to improve the health and wellbeing of the Gold Coast population. The protocol recognises the important roles that both

acute and primary care sectors play in the delivery of health services and formalises our commitment to providing integrated health care to our community.

By strengthening relationships and integration of health sectors, key objectives can be achieved which align with other performance requirements such as those set by the National Health Performance Authority. The protocol also aligns with the strategic outcomes outlined within the *Bilateral Plan for Primary Health Care Services in Queensland*.

Providing the community with performance information

Informing the community and consumers about the safety and quality performance of the Service is important to an effective partnership. In 2013-14, Gold Coast Health performance data was provided on the National Health Performance Authority My Hospital website, and the Queensland Health My Performance website.

Patient satisfaction

Gold Coast Health is committed to learning from the experience of our patients, identifying how well we met their needs and preferences, and areas that we need to improve. A complaints and compliments training program is delivered by our Patient Liaison Service to clinical and non-clinical staff, along with Communication and Patient Safety (CAPS) training to all staff.

Queensland Health introduced the Ryan's Rule initiative in 2013, and Gold Coast Health commenced implementation in February 2014. Ryan's Rule is a tool to support families and carers of patients to escalate a concern about a patient in hospital where the patient is deteriorating or not improving. Introduction of the tool has been supported with training for staff and publicity and handouts for patients and carers.



Improving patient education

Elderly patients admitted to Gold Coast Health facilities are now better informed of their falls risks. This is a direct result of community input at several levels of the project which saw the production of a patient video to highlight falls risks and avoidance tips while in hospital.

In the first instance community input helped to identify this resource as worthy of funding through the Gold Coast Health Improvers Program. Selected community members chaired the selection panel and gave it (and several other innovative projects) a big tick of approval for funding to proceed.

Secondly Gold Coast Health consulted with the Multicultural Communities Council Gold Coast to include translations of the top three languages of consumers aged over 65 years.

The 'star' of the video was Catherine Ellenford, a long standing volunteer at Gold Coast Health. Catherine was kind enough to act as our elderly patient for a day of shooting in a ward setting. Catherine volunteers on the hospital reception desk to help visitors find their way and she was just as accommodating in her efforts in the video shoot.

The final community input stage included a review of the video prior to release by the Gold Coast Health Consumer Advisory group. This consumer review is used often to confirm our communications are patient focused with clear user friendly messages.

Every day, 133 older Queenslanders have a fall requiring medical attention, even though falls are mostly preventable. Falls are the leading cause of unintentional injury for Queenslanders aged 65 years and over and the cost of falls and falls injury is significant.

The falls avoidance video will be accessible by all patients admitted to Gold Coast Health hospitals and will help to inform and protect the patients in our care.

133 older Queenslanders have a fall requiring medical attention every day.

Gold Coast Health volunteer Catherine Ellenford and Registered Nurse Tamarin Darch during filming.

Gold Coast Hospital Foundation

The Gold Coast Hospital Foundation is a critical fundraising partner to support the delivery of public health education and research and improve health care for the Gold Coast region through the Gold Coast Health public hospitals and community health facilities. The Foundation also provides funding support for staff research and education initiatives and opportunities.

Staff were the beneficiary of a \$130 thousand increase in the Gold Coast Hospital Foundation's education and research grants in 2013-14. The Foundation received 97 applications for more than \$170 thousand in funding for staff-led projects – four times the applications from 2012-13.

Forty-two projects received funding thanks to significant contributions from Jupiters Hotel and Casino, Wiltshire Family Law, the Ko-Cheng Lin Family and community donations.

“We are thrilled to be able to support the passion and ideas of Gold Coast Health staff. They are so keen to develop their skills and practices to improve patient care delivered to the community.”

Gold Coast Hospital Foundation CEO Kim Sutton

The Board greatly appreciates the financial and other support provided to staff and the community by the Foundation. Its commitment to promoting continual development and advances in healthcare practices, treatments and medications, acknowledging that this requires health staff to keep learning and to develop new skills in the latest practices.

Partnering with our community

The support of our community is critical to the success of Gold Coast Health. Our Community and Consumer Engagement Strategy 2013-15 details our commitment to:

- Improve patient safety outcomes through consumer involvement
- Build a better understanding of expectation among patients, the community, health providers and health services
- Grow community confidence and awareness of services provided by Gold Coast Health
- Develop community partnerships to create new opportunities for information sharing
- Expand our engagement activities and highlight the benefits of community engagement to staff and the community

Development and implementation of the strategy is a key requirement of the *Hospital and Health Boards Act 2011* (Qld). Implementation, monitoring and review is overseen by the Safety Quality and Engagement Committee of the Board.



Making a difference

Our Consumer Advisory Group (CAG) members make a real difference in how we plan, implement and review our services.

The CAG participate in quality and safety meetings, special projects including nutrition improvements, new models of care including physiotherapy alternative treatments in emergency departments and consumer collaboration in addressing client survey responses to improve patient experiences.

Communication with our consumers is also enhanced by including our CAG in the review of new communications material which ensures our local health service is relevant and consumer focused where ever possible.

CAG member of two years Sally Jones said being a part of the group allows them to give back to the local community.

“Being a member of the Older Women’s Network for many years has helped to bring valuable experience to the CAG,” Ms Jones said.

“Being able to input my suggestions to improve public healthcare on the Gold Coast and improve the patient experience is really rewarding and the information acquired at these meetings that can be passed on to others to help them understand how our health system and hospital work is invaluable.”

Consumer Advisory Group members and Community Engagement officer meet quarterly for staff presentations and review of quality indicators.

Delivering health and knowledge

Consistent with the commitment by the State to build world class infrastructure and our investment in improved information management and reporting systems, the Board has adopted a strategic objective to form partnerships with a view to establishing a world class health and knowledge technical precinct. To achieve this objective, a number of innovative programs of work are underway in the fields of:

- Research and education
- Partnering to identify and secure commercial opportunities for development
- Staff cultural engagement programs

The Board has endorsed performance indicators for research which align with Gold Coast Health's Research Strategy. These performance indicators will be embedded within the planning and performance framework in the coming year to enable the Service to measure performance against the Board's strategic research objectives, including attracting increased research grant income and increasing the number of staff with research higher degrees.

Our future – focusing on innovation and research to deliver a world class health and knowledge technical precinct

Research and university partnerships

Gold Coast Health has revitalised its Research Directorate following an external review of systems, processes and the Research Strategy. Consultation with stakeholders on the direction outlined in the Research Strategy is underway, and it is anticipated that a final version will be considered by the Board in December 2014.

The Research and Education Committee, comprising members of the Board, commercial and university partners and other educational partners has led the external review and transformation of focus on research governance and streamlined processes to promote the conduct of research and build the reputation of Gold Coast Health as a research partner of choice. A number of initiatives are underway, including:

- Establishment of a Research Council, focussed on the achievement of key research themes and objectives.
- Planning for the Gold Coast Health and Medical Research Conference in December 2014.
- Restructured the membership of the Human Research Ethics Committee constituted under the National Statement on Ethical Conduct in Human Research (2007), including the appointment of an independent Chair.
- A program of international distinguished health and medical researchers delivering presentations and participating in roundtable discussions.
- Preparation for the inaugural Research Futures Forum in July 2014.

Developing the Centre for Health Innovation

The Centre for Health Innovation has been created as a joint venture between Gold Coast Health and Griffith University.

There is an opportunity on the Gold Coast to create a health care delivery system and research network with the potential to compete with the best in the world.

The premise takes its inspiration from the likes of Partners system in Boston, the Academic Health Sciences Centre in Cambridge and Intermountain Healthcare in Utah.

The first objective is to develop capabilities and structures to deliver high value for patients and our community by providing reliable safe, effective, equitable and patient-centred care.

The second objective is to use a high performance system to attract international talent, public and private research funding to address the challenges in modern healthcare.

Staff cultural engagement

The organisation is committed to developing empathy as a means to improve the patient and staff experience. A white paper has been developed to drive commitment from the Gold Coast Health leadership to extend the concept into a broader strategy as a vehicle for cultural change.

The coming year will see the creation of a Centre for Patient and Family Care within the Centre for Health Innovation.

Complementary to this proposal is a focus on leadership development among clinical streams and a empathy training for administrative and front-line teams.

University partnerships

Joint appointments are in place with both Griffith University and Bond University to strengthen the research focus of our clinicians and support the education and training of our current and future clinical workforce. Gold Coast Health continued to strengthen its research partnerships with local universities, including increasing the number of joint appointments.

Health and Knowledge Technology Precinct

The Gold Coast is poised to become an Australian health heartland based on a Health and Knowledge Precinct that will be located in the Parklands area.

Planning is underway for the 2018 Commonwealth Games but the future of the Parklands site is being planned well beyond this global event.

The co-location of Gold Coast University Hospital, Griffith University and the private Healthscope hospital significantly extends the range of health and medical services on the Gold Coast and creates an ideal hands-on environment for the clinical training of doctors, nurses and future health professionals.

The scope of the future precinct is being considered by a range of proponent and investment stakeholders.