



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, our purpose 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 objectives

Metro South Health's objectives reflect our commitment to working closely with the Queensland Government to implement its *Blueprint for better healthcare in Queensland*. This is demonstrated by Metro South Health's four objectives:

- 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.

These principal themes inform and guide the delivery of services within Metro South Health.

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.

About Metro South Health

Metro South Health is one of 17 hospital and health services in Queensland and serves an estimated population of 1 million people, 23 per cent of Queensland's population. It employs over 12,500 staff and has an annual operating budget of approximately \$1.8 billion. The health service's catchment spans 3,856 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 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
- 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
- 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.

State-wide services

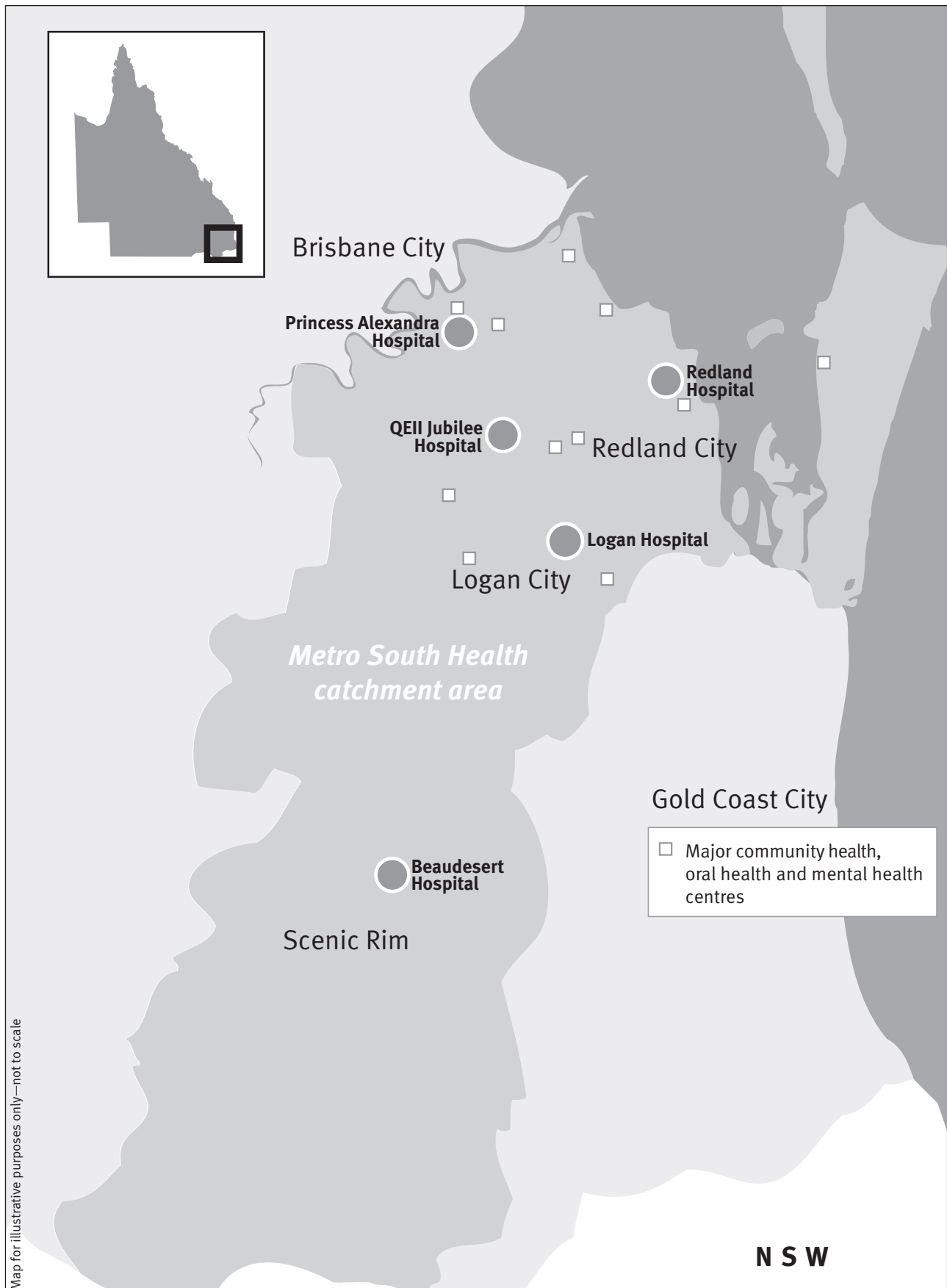
Princess Alexandra Hospital is a major tertiary facility that is renowned for its work in liver transplantation, renal transplantation, spinal injury management, brain injury rehabilitation and skull base surgery.

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 new 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 2011, there were 1,032,508 residents in the region, equal to approximately 23 per cent of Queensland's population. By 2016, this is expected to grow to 1,126,304 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 113 per cent or 134,601 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

Emergency department and elective surgery performance

A key focus for Metro South Health is meeting national and state targets for emergency department and elective surgery waiting times. The health service is particularly committed to achieving the following targets:

- National Emergency Access Target (NEAT): 77 per cent of all patients presenting to emergency departments are admitted to hospital or discharged within four hours.
- National Elective Surgery Target (NEST): The percentage of elective surgery patients who receive their treatment within the clinically recommended timeframe for their urgency category.

A number of initiatives and strategies have been implemented across the organisation to improve the performance in these measures, including:

- Metro South Health is investing in short stay and 24-hour wards that relieve pressure on emergency departments.
- Metro South Health hospitals were the first in Queensland to end ambulance bypass, the practice of diverting ambulances to other emergency departments during periods of high demand. This has resulted in significant improvements in emergency department waiting times and ambulance ‘ramping’.
- The READi strategy—Rapid Emergency Admission Destination Initiative—has been implemented in hospitals across Metro South Health. READi is a ‘pull’ strategy that focuses on streamlining the admission process and improving communication between multidisciplinary staff.

Structural reform and clean sheet redesign

In October 2012, Metro South Health implemented a high-level organisational restructure with a view to improving integration, efficiency and enhancing clinical outcomes.

This involved the creation of eight clinical streams led by senior clinicians, all of which take a health service-wide focus:

- Medicine and Chronic Disease
- Surgical Services

- Cancer Services
- Aged Care and Rehabilitation Services
- Women’s and Children’s Services
- Addiction and Mental Health Services
- Emergency and Clinical Support Services
- Patient Flow, Ambulatory Care and Hospital Avoidance Services.

As part of the clinical streams initiative, the Metro South Community and Primary Health Services division was dissolved and each of its services aligned to one of the eight streams. Each stream now has a Stream Leader appointed through an expression of interest process, in addition to one or more Sub Stream Leaders.

Stream Leaders report directly to the Health Service Chief Executive and are expected to lead the direction of the clinical specialty areas, undertake service planning and clinical redesign, and innovate for the future.

In addition to the new clinical streams, two ‘health networks’ were formed to be led by a single Executive Director:

- PAH – QEII health network (incorporating Princess Alexandra and QEII Jubilee hospitals)
- Logan – Bayside health network (incorporating Beaudesert, Logan and Redland hospitals, and Wynnum Health Service).

Service planning and clean sheet redesign

Under the new hospital and health service arrangements, Metro South Health has a direct responsibility to undertake effective service planning to ensure the community’s needs continue to be met into the future. Health service planning is the process of aligning health services with changing patterns of population need, while making the most effective use of current and future resources. A focus for the past year has been the development of health service plans for newly formed clinical streams. Two major health services plans—Surgical Services and Aged Care and Rehabilitation Services—have been drafted and have been circulated for staff and community consultation.

Metro South Health is undertaking a number of ‘clean sheet redesign’ processes to complement its service planning activities. Clean sheet redesign is the process of looking at how an organisation can deliver better services in the future without the constraints of existing structures and issues.

An independent project officer was appointed to undertake a clean sheet redesign for community-based medicine and chronic disease services. Key recommendations of the redesign included a restructure of these services into three distinct units; the integration of chronic disease services with hospital specialties; and the establishment of a central referral hub and a chronic disease oversight committee. The outcomes from this redesign process are now being implemented and further clean sheet redesigns will take place in 2013–2014.

Revitalising health services in Wynnum–Bayside

Metro South Health has a vision to revitalise health services in the Wynnum-Bayside area. This involves refocussing the health services provided in the area to better meet the needs of the current and future population profile.

In 2012–2013, Metro South Health established a project team to prepare a business case for the Board and the Queensland Government on the potential development of a health and community precinct in the Wynnum area. It is envisaged that the precinct will be part of Metro South Health's network of health services and could include community health services, general practice services and health-related private services.

Metro South Health's focus is on providing publicly funded health services where there is highest community health need or where there are no alternative providers of the service. Residential aged care is an area where non-government organisations may be able to provide the service more appropriately and efficiently than Metro South Health. For this reason, the decision was made to close the Moreton Bay Nursing Care Unit in 2012–2013. The unit—which was built in the 1970s—was in a poor state of repair and beyond the reasonable lifespan for a health care facility of this type. Metro South Health successfully transferred all residents to either Redland Residential Care or appropriate, non-government accommodation to allow for the closure of the residential buildings.

During the year, Metro South Health also changed the opening hours and renamed the 'emergency care clinic' at Wynnum Health Service to 'primary care clinic' to better reflect the services provided at that facility.

Re-introducing birthing and procedural services at Beaudesert Hospital

In May 2012, the Health Minister announced the re-opening of birthing and procedural services at Beaudesert Hospital by July 2014. Since that announcement, Metro South Health has been undertaking significant preparation to ensure the services are safe, sustainable and patient-centred. This includes comprehensive training of staff, developing new clinical protocols and guidelines, and upgrading equipment and facilities.

A number of key milestones in the project were achieved in the 2012–2013 year including:

- the re-opening of procedural services, including minor surgeries such as the removal of lesions, minor orthopaedic surgery and some investigative procedures
- the commencement of postnatal services
- comprehensive training for staff including basic life support and neonatal resuscitation
- submitting a recommendation for full accreditation from the Australian College of Rural and Remote Medicine and the Royal Australian College of General Practitioners
- developing new clinical protocols and guidelines for some neonatal and postnatal services
- a full stocktake of equipment in order to determine the hospital's readiness for new services
- the establishment of a steering committee to oversee the re-introduction of procedural and birthing services, including key stakeholders from Metro South Health, the Greater Metro South Brisbane Medicare Local, the Rural Doctors Association of Queensland and local general practitioners.

Translational research

Metro South Health continued its commitment to translational research, emphasising the link between laboratory and clinical practice. The health service is a key partner in the \$350 million Translational Research Institute (TRI), which opened on the Princess Alexandra Hospital campus in early 2013. The TRI is one of the few places in the world that treatments and biopharmaceuticals can be researched, clinically tested and manufactured all in one facility.

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 aimed 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

Metro South Health has identified 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 health care 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 most populated 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*—National and state health reform is transforming the Australian health system and changing the way public health and hospital services are managed. These changes will have considerable impact on Metro South Health. Metro South Health is committed to ensuring that these changes are professionally and sensitively managed both internally and externally.
- *Advances in health technology*—It is estimated that half of the increase in health spending over the past 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 exist for Metro South Health over the next year including:

- establishing public-private partnerships to develop infrastructure
- collaborating with the Greater Metro South Brisbane Medicare Local and the West Moreton-Oxley Medicare Local, to better integrate local health services and drive improvements in health outcomes across the entire health system
- promoting the transfer of knowledge into improved health outcomes through research initiatives such as the Translational Research Institute
- reviewing staff structures to achieve a leaner, more efficient health service
- increasing the use of value-based contracting and outsourcing to improve the effectiveness and efficiency of support services and procurement
- improving workforce efficiency through the judicious use of technology including eHealth.

Machinery of government

Metro South Health commenced operation as a statutory Hospital and Health Service on 1 July 2012. The service was formally established with the passing of the *Hospital and Health Boards Act 2011*, following national and state government health reforms. The new service is governed by an independent Hospital and Health Board, which is accountable to the community and the Minister for Health.

Metro South Health is now the primary provider of public health services for its geographical catchment area, services that were previously provided under the governance of the Queensland Department of Health. The Department of Health is now responsible for system wide management and performance monitoring, and enters into a service agreement with hospital and health services. Metro South Health has commenced reporting in line with its service agreement and continues to meet the objectives and directions of the Queensland Government.

Implementing health reform was essential to put Metro South Health's services on a sustainable footing and to improve health outcomes for patients. The reforms build on the health service's strong track record to provide:

- a focus on patient-centred care
- strengthened engagement with clinicians, consumers and the community at the local level
- the flexibility to innovate and address local priorities
- accountability for performance
- role clarity between the Department of Health and service providers
- increased efficiency to ensure sustainable growth.

The establishment of an independent, local Hospital and Health Board also ensures that high-level decisions regarding health services are made in the interests of the local community and through strong engagement of stakeholders.

In addition to the transfer of public health services, a number of formerly department-led services were transferred to the governance of Metro South Health in 2012–2013. These included the following services from the Department of Health:

- Organ and Tissue Donation Services
- Southside Public Health Unit
- Queensland Health Shared Service Provider functions of financial accounting and recruitment
- Medical Aids Subsidy Scheme
- Queensland Artificial Limb Service
- Queensland Tuberculosis Control Centre.

In addition, Offender Health Services was transferred from the Department of Corrections to Metro South Health in 2012–2013.