

Metro South Hospital and Health Service

2012–13 Annual Report

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 2012–2013.

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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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



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Metro South Hospital and Health Service

2012–13 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 2012–2013 and financial statements for Metro South Hospital and Health Service.

Following machinery-of-government changes implemented in 2012, the public hospital and health service functions of Queensland Health were transferred to 17 hospital and health services. Metro South Hospital and Health Service (Metro South Health) is now the major provider of public health services in the Brisbane south side, Logan, Redlands and Scenic Rim regions.

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 110 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 first Metro South Hospital and Health Service (Metro South Health) Annual Report. This year has seen major changes in health care across Queensland, with the establishment of the local hospital and health services and the focus on devolving decision making closer to the local community. It has been a privilege to be part of this exciting new direction that will have major benefits for health care delivery.

Metro South Health provides a full scope of health related services to over one million people, the biggest catchment population in Queensland and expected to grow by more than 330,000 people over the next 20 years. It also provides statewide services for spinal injury, brain injury and transplant. These services are delivered by over 12,500 staff (10,500 full time equivalents) and through a budget in excess of \$1.7 billion.

The Metro South Hospital and Health Board was established on 1 July 2012 and is professional, experienced and skills based. It is focussed on delivering the vision articulated in the *Strategic Plan 2012–16*—to be renowned worldwide for excellence in health care, teaching and research. I extend my appreciation to all of the inaugural Board members for the time and energy they have committed to ensuring Metro South Health's first year has been a successful one.

I am also pleased that five of the six inaugural Board members will continue in their role next year. I note that Professor Andrew Wilson has now transferred to Sydney to take up the prestigious post of Director of the Menzies Centre for Health Policy (University of Sydney). I thank him for his contribution to our first year and wish him every success in this new role.

To achieve its vision, the Metro South Hospital and Health Board is also committed to delivering on the principles of the Minister for Health's *Blueprint for better healthcare in Queensland*.

Engagement with consumers, the community and clinicians is a cornerstone of all activities. Through this, increased devolution of authority and decision making will ensure ongoing health service improvements.

The Metro South Hospital and Health Board expects that all layers of the health service actively seek to improve efficiency and healthcare outcomes. This expectation is modelled by the Board as demonstrated by the completion of two independent assessments of Board governance, an independent assessment of Board effectiveness, as well as the Health Service Readiness Capability Assessment, all completed in 2012–2013. The outcomes of these assessments, though all positive, have provided impetus and opportunity for the continuous improvement of governance across the Health Service.

The Metro South Hospital and Health Board has established a Health Service Executive team, led by Dr Richard Ashby, with the necessary skills, experience and professionalism to lead the delivery of excellent health care services to our community. This Executive team, along with all Metro South Health employees, are to be congratulated on their performance in this, the first year as an independent statutory body.

I look forward to continuing to build on the team spirit exhibited between the Metro South Hospital and Health Board, its Executive team, and all of our hard working staff to ensure ongoing achievement in 2013–2014.

Terry White AO
Chair
Metro South Hospital and Health Board

Health Service Chief Executive's overview

2012–2013 was the first year of operation of the new Metro South Hospital and Health Service. It was also a year of great achievement in difficult times. With respect to corporate governance, our new board was appointed, chaired by Mr Terry White AO, an executive team was confirmed and much work was undertaken on financial systems and management, audit and risk management, the performance management framework, planning and development and public affairs amongst others.

All strategies and plans required by legislation or policy have been duly completed on time and have been adopted by the board. These include:

- *Strategic Plan 2012–2016*
- *Financial Plan 2012–2016*
- *Community and Consumer Engagement Strategy 2012–2015*
- *Clinician Engagement Strategy 2012–2015*
- *Strategic Audit Plan 2012–2015*
- *ICT Strategic Plan 2012–2017*
- *Strategic Workforce Plan 2012–2017*
- *Clinical Governance Strategic Plan 2012–2015*.

A new matrix organisational structure was developed and implemented including eight new clinical streams operating across Metro South with responsibility for innovation and service delivery and integration.

A number of strategic reviews were conducted including community and primary health services, education, training and development, residential aged care services, chronic disease services, and building, engineering and maintenance services. Reviews of oral health services and security services were commenced. These were all designed to assist Metro South Health to address the government's Public Sector Renewal Program and its *Blueprint for better health care in Queensland*.

The performance of Metro South Health against the 2012–2013 *Service Agreement* with the Department of Health was very good. Metro South Health balanced its budget despite a mid year funding withdrawal by the Commonwealth of \$18.8 million and delivered 6,260 weighted activity units (WAU) above the original purchased target—a community dividend worth \$45 million in total.

There was a 28 per cent improvement in performance against the National Emergency Access Target (NEAT) of four

hours, with the Princess Alexandra Hospital recording the largest improvement in Australia at nearly 72 per cent. This improvement was also reflected in a reduction of patient off-stretcher time of 30 per cent over the year and a 50 per cent reduction in patients who did-not-wait for treatment in our emergency departments.

Elective surgery performance against the National Elective Surgery Targets (NEST) proved to be problematic after the mid year Federal Government funding withdrawal which required a reduction in the non-urgent categories of elective surgery and resulted in an increase in category 2 long wait patients. However, small improvements in performance were seen in Category 1 (8 per cent) and Category 3 (10 per cent).

Metro South Health was the first hospital to introduce the Metropolitan Emergency Department Access Initiative recommendations to eliminate ambulance bypass, and procedural services were reintroduced at Beaudesert Hospital, 13 months ahead of the Ministerial schedule.

Major capital works projects including new emergency departments at the QEII and Logan hospitals progressed on time and on budget. New endoscopy suites at the QEII Hospital and a day procedure unit at the Princess Alexandra Hospital will significantly increase capacity and a significant reduction in patients waiting for endoscopy in Metro South Health in 2013–2014 is assured.

A highlight of the year was the opening of the Translational Research Institute (TRI) on the Princess Alexandra Hospital campus. This \$350 million state-of-the-art development will bring an additional 800 researchers onto the PAH campus and will greatly strengthen the national and international credentials of the Diamantina Health Partners—the Metro South Health academic health science centre collaboration.

Most importantly, the safety and quality of our care improved steadily throughout the year with lower complication rates and all hospitals having a standardised mortality rate less than 80.

I would like to thank our Board, the Executive, Stream Leaders and all of our dedicated staff without whom these achievements would not have been possible. A strong foundation has been laid to meet the challenges of the next triennium.

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

Highlights 2012–2013

Metro South Health commences operation as a statutory body under the leadership of an independent Hospital and Health Board.

Dr Richard Ashby AM is appointed to the position of Health Service Chief Executive.

Our emergency departments end the practice of ambulance bypass, three months ahead of the government's deadline.

The first mum and baby are transferred to Beaudesert Hospital following the re-establishment of postnatal services.

A new Telehealth Centre opens at Princess Alexandra Hospital, allowing medical specialists to reach patients in rural areas.

Researchers commence moving into the new Translational Research Institute on the Princess Alexandra Hospital campus.

Metro South Health accepts patients evacuated from Bundaberg Hospital after floods devastate that area.

Metro South Health shows significantly improved emergency department waiting times, with 71% of patients with a length of stay under four hours (up from 58% in the previous quarter)

Metro South Health opens new palliative care beds at Redland Hospital and Canossa Private Hospital, Oxley.

Beaudesert Hospital re-opens procedural services, with the first patients receiving minor surgery.

The Metro South Hospital and Health Board members are reappointed*, and the health service achieves an end-of-year balanced operating position while exceeding its overall activity target.

July 2012

January 2013

June 2013

In 2012–2013....

186,886
people were admitted to hospital

249,608
people presented to our emergency departments

736,928
outpatient occasions of service were performed

23,208
elective surgery procedures were performed

*with the exception of Professor Andrew Wilson who has moved interstate.