

Year in review

Highlights: July–December 2015

Major milestone for midwifery service

Gold Coast Health's Midwifery Group Practice (MGP) celebrated its 10th anniversary on 5 May 2016. MGP, a model of care that is increasing in popularity among Gold Coast families, also recently celebrated its 1000th birth since the opening of Gold Coast University Hospital in September 2013. MGP is family-centred care which gives expectant mothers continuity with a primary midwife throughout their pregnancy, labour, birth and early parenting period, including home visits. Formerly known as The Birth Centre, the caseload model is holistic and addresses a woman's social, emotional, physical, physiological, spiritual and cultural needs and expectations. Twelve midwives provided care to 443 women during 2015–16. Research recommends that continuity of care is best practice for maternity services and is certainly the direction Gold Coast Health is working towards.



Robina Hospital introduces specialised emergency care model

Patients attending Emergency Department at Robina Hospital are benefiting from a \$4.4 million investment to establish a specialised Clinical Decision Unit (CDU). The six-bed CDU opened in September 2015 and allows patients who require a longer stay in Emergency to be streamed to an inpatient area, providing greater comfort and opening up space for more seriously injured patients. About 5000 people present at Robina Hospital ED each month, putting it on par with the Princess Alexandra Hospital, a tertiary facility in Brisbane. Since the CDU opened, the department has recorded improvements in the number of Category 1 (immediate care/ resuscitation) and Category 2 (assessed within 10 minutes) patients being seen within clinically recommended times. Alongside the CDU initiative was a \$400,000 project



to redevelop the ED triage area to support an Early Assessment and Streaming Zone where senior clinicians conduct early decision-making on patients.

Clinicians receive global recognition

A revolutionary stroke treatment used by Gold Coast Health clinicians Dr Hal Rice and Dr Laetitia de Villiers received support from neuroradiologists from across the world when the city hosted the 13th Congress of the World Federation of Interventional and Therapeutic Neuroradiology. About 1000 of the world's leading experts from the specialities of interventional neuroradiology, neurosurgery and neurology attended. Dr Rice and Dr de Villiers were early adopters of endovascular treatment of brain aneurysms and acute stroke.

State-of-the-art \$4 million dental clinic opens at Southport Health Precinct

About 70 dental and oral health specialists attend to more than 140,000 appointments each year in a state-of-the-art dental clinic established at Southport Health Precinct. The \$4 million investment in public oral health services includes a 26-chair clinic and associated dental laboratory. Oral health was the final service to open at the \$12.5 million Southport Health Precinct, which was established in 2014 to improve public access to health services such as Children's Community Health, Alcohol and Drug Services, Sexual Health, Public Health and Integrated Care.

Gold Coast takes action on ice epidemic

Gold Coast Health is leading a targeted frontline response to the impact of the drug ice on hospital admissions and the broader health service. A dedicated taskforce has been established to develop and implement a program for young people aged between 15–25 years who are using ice or at risk of using ice. The initiative, which follows the discussion paper *Ways to Combat Ice Addiction in Queensland*, received \$980,000 funding from the State Government. The health service has invested in its Drug and Alcohol Brief Intervention Team (DABIT), employing three new staff and broadening its operating hours to include peak presentation times. DABIT services are delivered in Emergency Departments at GCUH and Robina Hospital seven days a week and evenings at GCUH ED. The taskforce acknowledges that substance abuse does not occur in isolation and has a treatment model which is holistic, stepped and community-focused. Objectives include increasing culturally-appropriate support, education and information, improving access to early intervention treatment and developing partnerships with schools, GPs and others. Research has been commissioned in order to identify trends of the population using ice on the Gold Coast.

Highlights: January–June 2016

GCUH unit makes impact on children's critical care

Demand continues to grow on the specialist unit which cares for children with critical illnesses. The Children's Critical Care Unit (CCCU) at Gold Coast University Hospital treated its 1000th patient since opening in February 2014. CCCU Director Dr Phil Sargent said demand for the 4-bed unit had been driven by a high number of referrals from neighbouring regions, an increase in surgical activity at GCUH and the implementation of an early intervention approach. The unit works in close collaboration with Brisbane's tertiary paediatric hospitals. Every patient cared for at GCUH is one less family that must travel to Brisbane to be with their loved one.

Aged care model delivers better outcomes

Thousands of elderly patients who have presented to the Emergency Department at Gold Coast University Hospital and Robina Hospital have benefited from a component of a new model of aged care and rehabilitation services introduced in March 2016. As part of changes introduced with the new model, an Aged Response Team (ART) has been screening elderly patients presenting to ED using the Identification of Seniors at Risk tool (ISAR). This tool is used internationally to identify older people who potentially need specialised or additional support throughout their journey following their presentation to the hospital.

Wise choices make for 'champion' service

Gold Coast Health's commitment to providing value-based care in pathology testing has earned national recognition as a 'Champion Health Service' by Choosing Wisely Australia. The status was bestowed recently following our agreement to be part of Choosing Wisely Australia's Health Services Pilot Program for organisations with a focus on improving patient outcomes through reducing use of unnecessary tests, treatments and procedures. Gold Coast Health has met these criteria through efforts to improve pathology ordering practices via the Choosing Wisely – Pathology Project. "Our health service is now part of a growing, clinician-led, national and international movement that focuses on 'Choosing Wisely' principles to provide better value care for patients," Executive Director Operations Jane Hancock said. The 'Choosing Wisely Pathology Project' started in early 2016 with a small team working with clinical specialities and service areas to review their pathology use.



Health service an incubator for innovation

Each year The Improvers challenges Gold Coast Health staff to think about innovative ways to provide the best possible service to patients. This year's winning ideas shared in more than \$280,000 funding in addition to Special Ministerial Awards. Winning projects included a sustainable produce garden at Gold Coast University Hospital; a project to improve telephone triaging of cancer patients; a device to enable clinicians to assess club foot deformity more objectively; and buying four beach wheelchairs for community palliative care patients.

Navigators lead patient journey

The first Nurse Navigators signal a smoother journey through the health



system for young patients with complex or chronic conditions. Four Nurse Navigators joined the Children's Outpatients Department at Gold Coast University Hospital, with another based at Southport Health Precinct with the Community Child Health team. Nurse Navigators provide a broad scope of knowledge and skills in clinical, interpersonal and problem-solving domains, and strengthen inter-professional collaboration. The approach puts patients at the centre of care.

Immunisation rates on the rise



Gold Coast Health has worked closely with the Gold Coast Primary Health Network and other partners to improve childhood vaccination rates. Fully vaccinated coverage rates at 12 months and two years of age reached 93.5 per cent and 91.1 per cent respectively at the end of March 2016. Local research and programs addressing vaccine hesitancy and promoting the importance of vaccinations through social media have all contributed to the increase. An example of success is one social media post on whooping cough reached 1.56 million people and was shared by more than 8000 people on Facebook.

Our facilities



Gold Coast University Hospital

Gold Coast University Hospital is a tertiary-level facility with 750 beds. The facility continues to develop and deliver clinical services to meet growing community demands. Its high-level services include surgery, general and specialist medicine, maternity and intensive neonatal care, aged and dementia care, emergency medicine, intensive care, cardiology, mental health, outpatients, environmental health and public health services and more.

It is co-located with the Gold Coast Private Hospital, which opened in early 2016, and the Gold Coast Health and Knowledge Precinct, a collaboration between Gold Coast Health, Griffith University and City of Gold Coast.



Robina Hospital

Robina Hospital is a 404-bed facility which offers services including surgery, general and specialist medicine, aged and dementia care, emergency medicine, intensive care, cardiology, mental health and ambulatory care services. The facility also increased general and orthopaedic surgery services during the financial year.

Robina Health Precinct

Robina Health Precinct provides a mix of services including aged and palliative care, community child health services (Child Youth and Family Health), outreach maternity services, rehabilitation services plus transition services such as cardiac rehabilitation, chronic disease wellness programs such as Falls and Balance.

Southport Health Precinct

The Southport Health Precinct opened in October 2014 with a number of health and community services relocating to the refurbished facility. The redevelopment consolidates a number of community services into one location which enables improved access, service delivery and patient outcomes through enhanced flow and closer relationships between services. By September 2015 it provided patient-based services including child health, child and youth mental health, oral health, alcohol and drug services, sexual health, public health, renal dialysis and the transition care service.

Community services

Community service facilities are located throughout the region and provide a range of services including child health, mental health and oral health.

Major health centres are at key locations including Palm Beach and Helensvale. A number of facilities owned and leased by the health service have relocated to the Southport Health Precinct during this financial year.

Carrara Health Centre

To support the new model of aged care and rehabilitation services, patients were relocated to Robina and GCUH, enabling the closure of Carrara Health Centre in March 2016.

Our performance

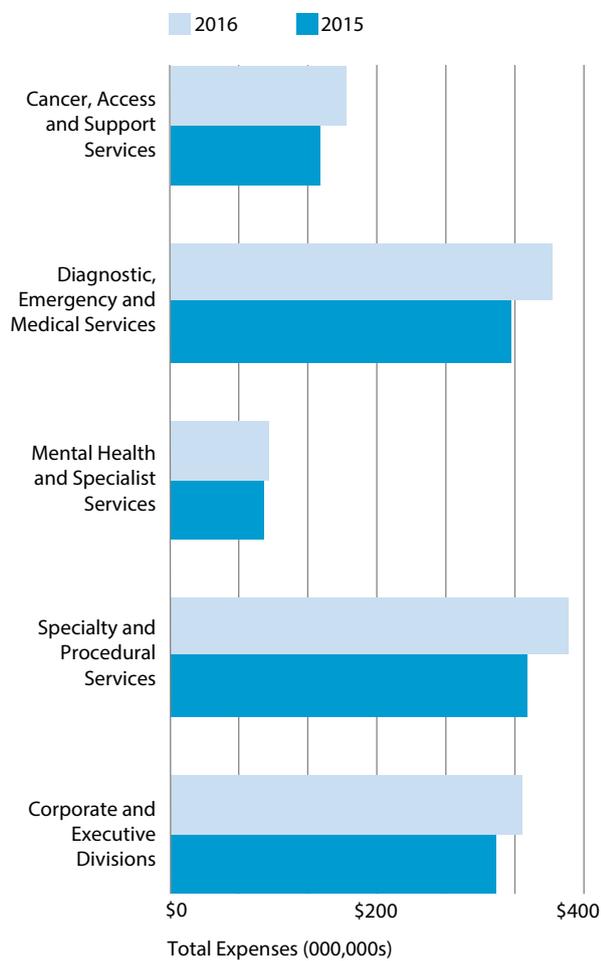
Gold Coast Health delivers public health services to a population of more than 560,000 people in the Gold Coast region (as of July 2016), as well as people in northern New South Wales. The health service has an annual operating budget of almost \$1.29 billion and oversees more than 1100 beds across two hospitals as well as a wide range of community facilities and services.

The Gold Coast region is projected to have the largest population growth of any local government area in Queensland over the coming years, with a population projection of more than 700,000 by 2026. The rate of population growth is expected to peak between 2016 and 2021.

Summary of financial performance

Gold Coast Health reported total comprehensive income of \$34 million for the year. This included a net revaluation increment of \$33.8 million on land and buildings that is due to a number of property-related factors, including the current state of the Gold Coast property market. The underlying operating performance was therefore a surplus of \$253,000.

Chart 2: Expenses by five directorates and corporate services 2015–2016

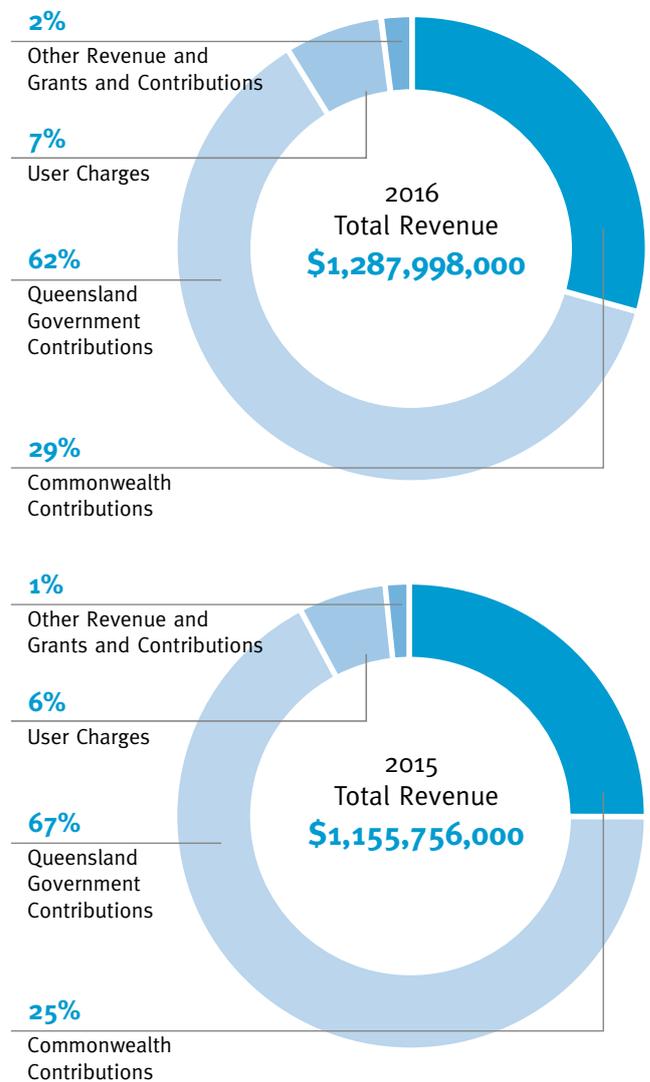


Where our funds came from

Queensland Department of Health commissions services from Gold Coast Health on behalf of the State and the Commonwealth. The relationship is managed and monitored using a service agreement underpinned by a performance management framework.

The total income for Gold Coast Health for 2015–16 was \$1.29 billion (compared to \$1.16 billion in 2014–15). The main source of funds is the Department of Health.

Chart 3: Revenue by funding source



Activity-based funding

The measure of activity is known as Queensland Weighted Activity Units (QWAU) in the service agreement between Gold Coast Health and the department. A QWAU is a measure of the complexity of care provided to patients. The base value is recalculated each year to match national measures and 2015–16 is the 18th for Queensland (Q18 QWAU).

Gold Coast Health provided activity of 195,856 Q18 QWAUs, which was 0.3 per cent over the contracted level of activity and 7.6 per cent more than what was provided in 2014–15.

How our funds were used

The significant increase in delivered activity combines with the operational requirements of the enhanced Gold Coast University Hospital facility have been a significant driver behind the 11 per cent increase in expenditure from \$1.15 billion to \$1.28 billion. This has been evidenced by:

- 14 per cent increase in employee expenses to \$831 million
- 7.5 per cent increase in supplies and service expenses to \$358 million

Chart 4: WAUs by purchasing category

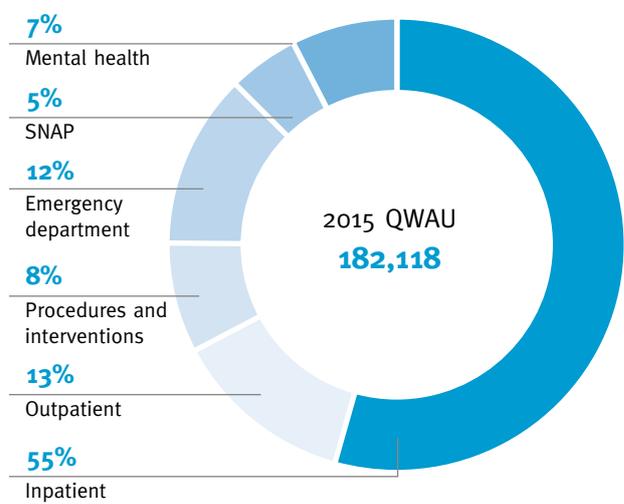
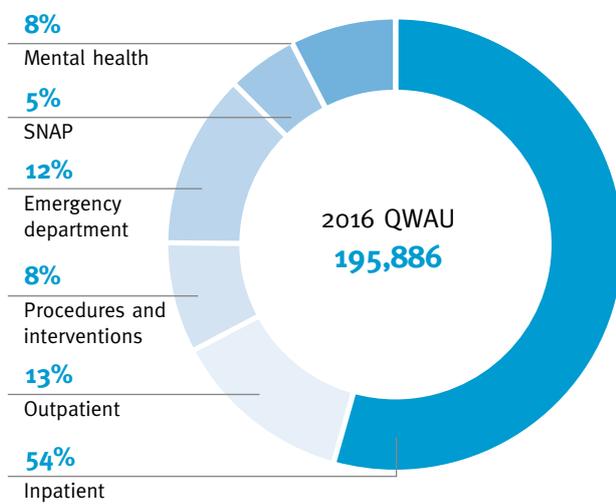
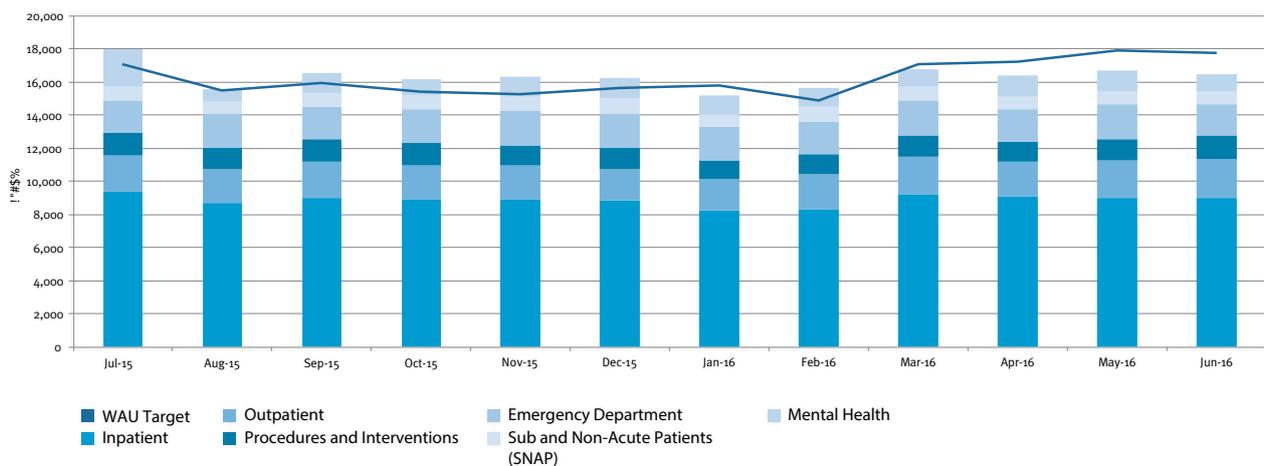


Chart 5: WAU delivery performance by month, Q18 QWAUs vs targets



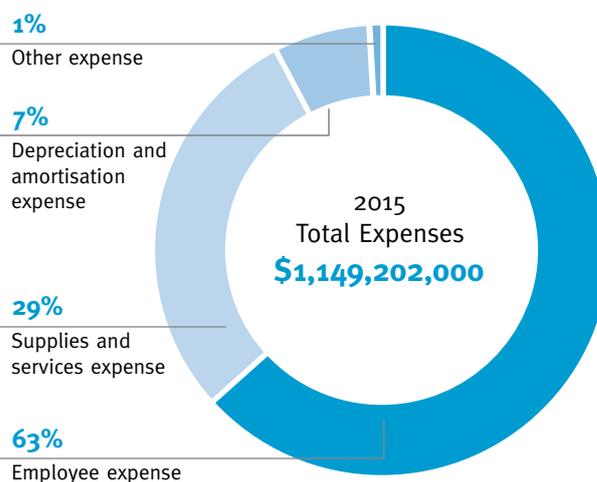
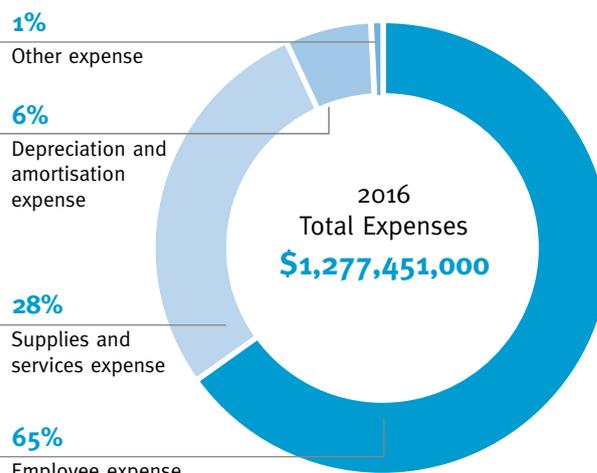
Future financial outlook

Gold Coast Health is committed to providing better health outcomes for the community and achieves this goal through reinvesting in its people and infrastructure. The organisation is exploring innovative and cost-effective solutions to enhance the value we provide to the community.

Assurance statement

For the financial year ended 30 June 2016, the Executive Director of Finance and Business Services provided an assurance statement to the Gold Coast Health Board and Chief Executive about the preparation of the financial statements and notes thereto, the internal financial control framework, and compliance with prescribed requirements for establishing and keeping the financial records in accordance with applicable accounting standards.

Chart 6: Expenditure by major category



Service performance

Gold Coast Hospital and Health Service		Note	2015–16 target	2015–16 actual	2016–17 target
Service standards – percentage of patients attending emergency departments seen within recommended timeframes:	Source: DSS Necto Scorecard 25/07/16				
Category 1 (within 2 minutes)			100%	100%	100%
Category 2 (within 10 minutes)			80%	57%	80%
Category 3 (within 30 minutes)			75%	41%	75%
Category 4 (within 60 minutes)			70%	59%	70%
Category 5 (within 120 minutes)			70%	83%	70%
Percentage of emergency department attendances who depart within four hours of their arrival in the department	Source: DSS Necto Scorecard 25/07/16		90%	80%	>80%
Percentage of elective surgery patients treated within clinically recommended times:	Source: DSS Necto Scorecard 25/07/16				
Category 1 (30 days)			>98%	100%	>98%
Category 2 (90 days)			>95%	100%	>95%
Category 3 (365 days)			>95%	100%	>95%
Rate of healthcare associated Staphylococcus aureus (including MRSA) bloodstream (SAB) infections/10,000 acute public hospital patients days	Source: Infection Control Department		<2	0	<2
Rate of community follow-up within 1–7 days following discharge from an acute Mental Health inpatient unit	Source: Mental Health Performance report, Gold Coast MHSO summary		>65%	63%	>65%
Proportion of readmissions to an Acute Mental Health inpatient unit within 28 days of discharge	Source: Mental Health Performance report, Gold Coast MHSO summary		<12%	11%	<12%
Percentage of specialist outpatients waiting longer than clinically recommended:	Source: DSS Necto Scorecard 25/07/16				
Category 1 (30 days)			--	81%	65%
Category 2 (90 days)			--	59%	55%
Category 3 (365 days)			--	86%	85%
Median wait time for treatment in emergency departments (minutes)	Source: DSS Necto Scorecard 25/07/16		20	30	20
Median wait time for elective surgery (days)	Source: DSS Necto Scorecard 25/07/16		25	36	25
Ambulatory mental health service contact duration	Source (Target and Est. Actual): GCHHS Service Delivery Statement		>86,601	83,434	>90,125
Efficiency Measure					
Average cost per weighted activity unit for Activity Based Funding facilities			\$4,780	\$5,014	\$4,756
Other Measures				Q18 QWAU	Q19 QWAU
Total weighted activity units					
Acute Inpatient			111,022	106,468	112,993
Outpatient			21,235	25,303	25,241
Sub-Acute			6,864	9,721	9,885
Emergency Department			20,438	24,322	21,783
Mental Health			12,223	14,682	11,245
Procedures and Interventions			19,103	15,390	18,615
Prevention and Primary Care					4,103
Total weighted activity units				195,886	203,865

Our services

Gold Coast Health has three key drivers that will enable us to fulfill our vision to be recognised as a centre of excellence for world class healthcare. They are ensuring patients have access to health services; providing those services in a safe, effective and efficient manner and supporting a healthy Gold Coast community.

Gold Coast Health is leading the way in health innovation and service provision – providing safe, sustainable, efficient, quality and responsive health services for the Gold Coast community.

We deliver leading health outcomes by:

- leading disease prevention on the Gold Coast
- providing secondary and tertiary services of the highest quality and best value
- designing and implementing contemporary healthcare models
- providing high quality healthcare education
- contributing to knowledge development through research and evidence-based clinical practice.

Reducing surgery waiting times

Achieving the National Elective Surgery Target (NEST) is important because it has a direct impact on our community.

In June 2016 Gold Coast Health had effectively eliminated elective surgery long waits with all but seven patients receiving their surgery within the clinically recommended time – 16,394 out of the 16,401 patients.

Providing timely access to surgery positively contributes to a patient's quality of life.

In the past it has been difficult to determine the actions that would most directly improve the access to those patients most in need.

With the introduction of Management Information Systems (MIS) the information is now available to make the right decisions to improve outcomes.

Reliable, real-time data has changed the nature of the discussion and is allowing clinicians to engage in constructive dialogue.

By making data available it is easier to select the patients who have waited longest.

The length of the waiting times have been reduced for all patients and the culture of the organisation

Elective surgical
procedures
increased
by 22%
over the past
two years



has also improved because productive discussions have been based on rich information.

Success in reducing waiting times for elective

surgery comes as surgical activity soars, with Gold Coast Health performing 22 per cent more elective surgical procedures in 2015–16 than in 2013–14.

These gains in elective surgery performance have been delivered despite Gold Coast Health assuming a full trauma centre role in South East Queensland and northern NSW. The health service also experienced increasing ED presentations which places pressure on operating theatres and beds.

Patients benefit from redesign of endoscopy service

The health service has taken positive action towards meeting clinically recommended timetables for potential cancer patients.

A reform program undertaken in endoscopy services has had positive outcomes, providing an increasing number of patients with safe quality treatment.



In the first six months of 2016, 2415 Category 4 patients underwent endoscopies within the clinically recommended timeframe, allowing doctors to make a cancer diagnosis sooner. The service has sustained this commitment.

The successful redesign project focused on improved process flow and management of the entire patient journey. The project included working with private sector partners to ensure clinically safe wait times and reduced extended waiting times.

When the endoscopy service receives a referral it is categorised and the patient booked to attend the Endoscopy Assessment Clinic.

This one-stop clinic allows patients who are deemed Category 4 to receive their procedure booking date on the same day, receive a pre-procedure anaesthetic assessment and important information on the required bowel preparation from nurses and administration staff.

Previously this may have required the patient to return to the hospital up to three times.

The caring approach being delivered by the frontline staff, which puts the patient at the centre of care, has received positive feedback from patients.

Technology was also an important element of the service redesign project and the Endoscopy Integrated Performance Dashboard, which maps every patients' progression through the service, received an eHealth eAward nomination.

Emergency treatment

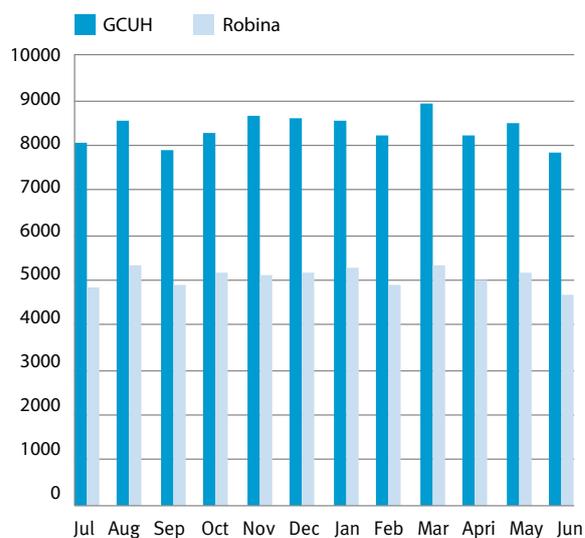
Clinicians in Gold Coast Health emergency departments attended to 161,385 patients during 2015–16. This included 100,433 at Gold Coast University Hospital and 60,952 at Robina Hospital.

The Paediatric Emergency Department at GCUH saw 22,573 children, whilst Robina Hospital emergency treated 10,267 children. Combined, Gold Coast Health treated the second largest number of children in the state behind Lady Cilento Children's Hospital.

Clinicians continue to successfully manage the continued growth in volume, up from 150,000 presentations in 2014–15, and this is reflected in the National Emergency Access Target (NEAT) outcomes at both hospitals. The overall health service NEAT for 2015–16 was 79 per cent. NEAT is a national performance benchmark for public hospitals across Australia. Since April this year, 80 per cent of all patients presenting to our emergency departments are required to be discharged home, admitted to hospital or transferred to another facility within four hours of arrival. Prior to April 2016 the target was 90 per cent.

To address the unprecedented increase in activity while sustaining performance, both Gold Coast Health emergency departments continue to develop innovative models of care. Weekly breach meetings are held with input from all directorates to address issues with patient flow. Currently a number of projects are being undertaken with input from clinicians across the service looking at improved models of care for both the emergency and Medical Assessment Units.

Chart 7: 2015–16 ED presentations by facility



Practical measures include early senior decision-making zones within the triage area (post intervention therapy) and an early assessment and streaming zone. The introduction of the Nurse Navigator model within the Emergency Department assists and promotes flow through the department. The introduction of a waiting room nurse in emergency aims to reduce the number of patients that 'did not wait' and the discharge nurse ensures timely discharge from the short stay and Clinical Decision Unit.

The Medical Assessment Unit (MAU) model at both hospitals aims to improve patient care and flow through the health service. This is achieved by improving patient flow through the hospital, providing rapid assessment by the general internal medical team of the majority of patients presenting to emergency departments and the early intervention of the multidisciplinary team. This limits unnecessary investigations and avoids multiple internal referrals to clinical teams.

Refinements to the MAU in 2016–17 will aim to:

- reduce waiting times
- provide high quality, cost effective care
- provide patients, likely to be admitted, with appropriate facilities.
- avoid unnecessary admissions to inpatient ward accommodation
- prevent inappropriate patient discharge.



GCUH trauma surgeons, Dr Randy Bindra and Dr Martin Wullschleger

Service grows our trauma capabilities

Gold Coast Health is a tertiary level service providing a dedicated trauma service to support the care of the complex multi-trauma patients that present to Gold Coast University Hospital.

In 2015, the Trauma Service managed 1270 multi-trauma patients and of these 300 sustained serious, life-threatening injuries and required intensive care, operative management, extensive recovery and rehabilitation care.

The service, which operates seven days a week, provides a continuation of service from presentation in the Emergency Department, for the duration of the patient's stay in an acute ward and throughout inpatient rehabilitation.

Trauma service nurses are an important link between multidisciplinary treating teams and are able to make referrals when appropriate, and initiate and facilitate discharge planning.

In the past year the service has relocated to a new space within the Intensive Care Unit of GCUH, where there is scope to accommodate future growth.

The trauma service team shares knowledge and drives cohesion across the hospital's emergency, surgical and orthopaedic departments by hosting monthly simulation sessions and education sessions for nursing and medical staff.

It continues the successful PARTY program (Prevent Alcohol Risk-related Trauma in Youth) which exposes local teenagers to the harsh reality of the catastrophic results of risky behaviour.

During 2016–17 about 150 high school students from across the Gold Coast will take part in the

program. The GCUH trauma service is progressing towards, and will apply for, verification as a Level 1 Trauma Centre in late 2017.

Level 1 Trauma Centre status is awarded by the Royal Australasian College of Surgeons (RACS) and acknowledges a 24-hour trauma service at a principal hospital led by a trauma director and with first class facilities including emergency department, operating theatre suit and intensive care units.

Trauma verification will allow GCUH to benchmark its services against international standards and reflects the health service's dedication to excellence.

Specialist outpatients investment delivers results

Gold Coast Health has embarked on a two-year project to reshape specialist outpatient services in order to reduce wait times despite receiving an increasing number of referrals.

RESHAPE was launched in March 2016 with a focus on ear, nose and throat (ENT), gastroenterology and colorectal surgery, ophthalmology and neurosurgery.

The project has already had a positive impact on patients who are receiving better access to outpatient appointments, an improved patient experience and improved patient safety.

RESHAPE has also delivered greater productivity and efficiency within the health service with Gold Coast Health delivering more outpatient services than ever before.

What does RESHAPE mean?

Reduce long waits

Enhance value

Sustainable services for future

Health system wide approach

Access is timely and most appropriate clinician

Positive patient experience

Engaged clinicians

The number of patients waiting longer than clinically recommended times has reduced from 31 per cent in June 2015 to 27 per cent in June 2016.

These results have occurred against a backdrop of rising referrals (see chart 7, pg 19) with outpatient occasions of service (patient contacts) increasing from 699,684 in the year to June 2015 to 835,335 by 30 June, 2016.

A patient is considered a long wait if they are:

- Category 1 – waiting longer than 30 days
- Category 2 – waiting longer than 90 days
- Category 3 – waiting longer than 365 days

The project allowed multi-disciplinary teams to:

- audit more than 10,000 referrals to ensure our waiting list was accurate and that those patients on the waiting list still required an appointment
- transfer 320 patients to one of the new allied health pathways instead of waiting to see a specialist
- see more than 1000 patients through additional outpatient clinics on evenings, weekends and weekdays.

The ENT Allied Health Primary Contact Service is one example of the new allied health pathway model of care making a difference.

It is providing on-site, same-day testing for many Category 2 and 3 patients who are seen by experienced specialist allied health professionals.

A speech pathologist assesses patients with symptoms relating to dysphagia and dysphonia, conditions which affect swallowing and speaking.

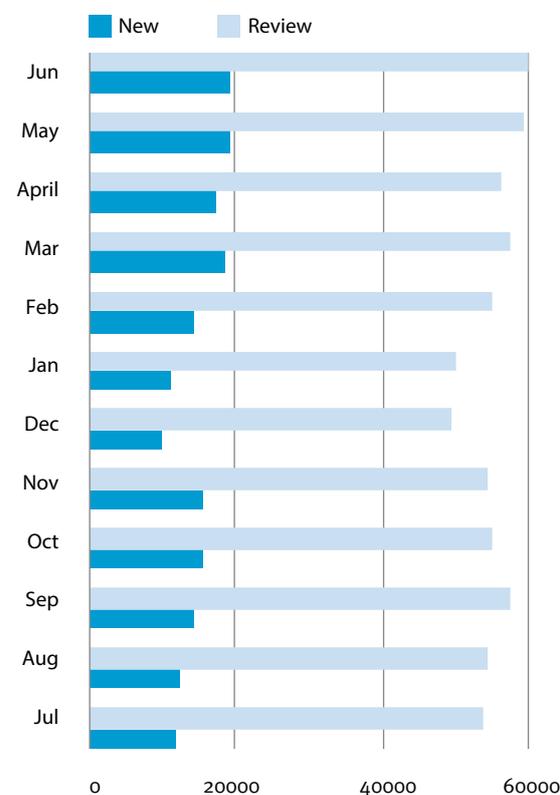
An audiologist, the first directly employed by Gold Coast Health, performs audiology and hearing assessments for paediatric patients with a history of hearing loss associated with vestibular dysfunction.

A physiotherapist performs vestibular assessments and management for patients referred for symptoms of dizziness, vertigo and disequilibrium.

The service complements and supports the existing specialist ENT pathway. If allied health practitioners detect abnormal findings or clinical concerns patients remain on the ENT waiting list, and in some cases their clinical priority may be upgraded to a more urgent level.

However if the clinical history and findings are reassuring or if patients' symptoms have resolved completely they are discharged from the service and their names removed from the ENT waiting list.

Chart 8: 2015–16 outpatient activity



Aged care and rehabilitation reform

Gold Coast Health has introduced a contemporary new model of care for aged care and rehabilitation services in order to meet the demands of a growing ageing population.

The reforms take a patient-centred approach and include innovative features such as mobile response teams to provide greater support for elderly and rehabilitation patients and help appropriate patients to return home sooner.

The Aged Response Teams (ART) at GCUH and Robina Hospital are a team of specialist health professionals from a range of disciplines who:

- provide expert assessment of older people with complex, age-related needs when they present to the Emergency Department or the Medical Assessment Unit
- provide advice and expertise regarding the admission or discharge of elderly people with complex needs, and follow up assessments
- develop a patient care plan for inpatient or community care, to ensure appropriate follow-up care and support is provided
- provide specialist consultation to inpatient wards.

The multidisciplinary team of medical, nursing and allied health professionals is run by a geriatrician.

Robina Hospital has opened 28 acute care beds for the elderly, while 10 acute care beds have been allocated at GCUH. The Inpatient Rehabilitation Units at GCUH and Robina have expanded to 32 beds and 40 beds respectively.

New interpreter team improves patient care

Gold Coast Health has improved its service to patients who can speak little or no English by directly contracting a team of interpreters.

Gold Coast Health engaged interpreters on 6895 occasions during 2015–16. A total of 1.3 percent of Gold Coast Health consumers required language support. Our interpreters speak Mandarin, Cantonese, Japanese, Korean, Bosnian, Serbian, Croatian, Macedonian and many other languages.

This service will improve the responsiveness, cost-efficiency, quality and supply of interpreters for the health service, in turn improving quality of care. It is provided free to patients.

Integrated Care tackles chronic disease patient experience



Gold Coast Integrated Care (GCIC) is changing the way patients with chronic conditions are treated on the Gold Coast. The complex program incorporates a multi-disciplinary team, from specialist care to allied health and community-based services, across a number of sites supporting patients with chronic diseases and their GPs.

GCIC has established partnerships with 14 GP clinics across the region and community-based healthcare providers to facilitate a seamless continuum of care to patients with chronic conditions such as heart disease, chronic obstructive pulmonary disease, kidney disease and diabetes.

The GPs involved have an active population of about 130,000 patients, which represents about 25 per cent of the Gold Coast population.

From planning through to implementation, GCIC had many achievements during 2015–16. Recruitment of all key positions was completed, including senior Nurse Navigators who were employed as a joint appointment with general practice.

A coordination centre provides a single point of contact for patients, their families and/or their carers. Patient care is supported by standard operating procedures which include clinical guidelines, care pathways, discharge and referral guidelines.

The centre provides rapid access to clinical support for patients, with a 24-hour hotline staffed by specialist teams. The introduction of a Shared Care Record for each patient participating in the initiative allows all members of the care team to assist in the timely coordination of care.

In addition, a process has been designed to identify patients who are at risk of hospitalisation. Each patient is given a risk rating and GCIC clinical teams, together with GPs, review these scores for potential new patients to the program.

As GCIC enters the second half of its four-year proof-of-concept phase, an evaluation is well under way by Griffith University.

Growing our research capabilities

Gold Coast Health recognises the importance of building research capacity and capability to produce a sound evidence base for decision-making in policy and practice.

Gold Coast Health saw a **30% increase** in the number of research projects initiated



In 2015–2016 a research governance structure was established to provide strategic guidance and operational support for research across the health service.

A range of research training initiatives have been developed and implemented to increase staff awareness and engagement. These include the Stimulating Action in Research (STAR) program delivered by Gold Coast Health and Griffith University staff, Evidence Based Practice (EBP) workshops delivered by the newly-established Evidence Based Practice Unit (supported by the Centre of Research Evidence Based Practice, Bond University) and a Practising Knowledge Translation Workshop delivered by visiting industry professionals from St Michael's Hospital in Toronto, Canada.

Investment in research capacity building activities should translate to increased research activity.

There was a 30 per cent increase in the number of research projects being undertaken for the period January-June 2016 versus 2015. Research is across a wide range of disciplines internal and external to the institution, leading to the formation of collaborative partnerships. These key activities will drive high quality research and set the research themes for the future Gold Coast Health and Knowledge Precinct.



More information about our research activities can be found in the Gold Coast Health Annual Research Report

Nutrition Research Group provides food for thought

A collaborative Nutrition Research Group within Gold Coast Health has brought together multidisciplinary health professionals to ensure optimal patient outcomes on the frontline.

The health service has a strong tradition of conducting high quality nutrition-related research, which continued in 2015–16. For example, through the PARTiCiPATE project, which aimed to improve nutrition among adult inpatients, a number of innovative interventions were developed and implemented during collaboration between clinicians and researchers. The interventions have been adopted on the Acute Medical Ward at Robina Hospital and are set to be implemented more widely.

In this study of 207 patients, it was firstly identified that there was opportunity to improve energy and protein intakes among these patients, as inadequate nutrition can impact a patient's ability to recover from injury or illness.

Barriers to eating were identified in the initial data collection phase, and the clinician-driven research team worked with multidisciplinary staff to develop and adopt strategies to enhance nutrition care and delivery among these patients.

As a result of this collaboration, changes have occurred at a food service system level, as well as at the ward level. For example, a traffic light system now clearly shows how much each patient is eating – red for less than half; amber for 1/2–3/4 and green for more than 3/4 of their meals. Nutrition assistants or nursing staff update the traffic light status on the whiteboard in each patient's room.

After the intervention was implemented, a statistically significant increase in energy and protein intakes (in proportion to patients' estimated requirements) was observed.

The Nutrition Research Group was established as a multidisciplinary, inter-professional and inter-institutional collaborative within Gold Coast Health.

It unites a number of research projects across the areas of Intensive Care, Oncology, Public Health, Food Services and Acute Care.



Dr Andrea Marshall, Jennifer Anderson, Shelley Roberts, Julie Jenkins and Connie Mather at the Robina Hospital Acute Medical Ward.

Going for gold – together

Gold Coast Health is on a journey towards the prestigious, world-renowned Magnet® designation.

Magnet recognises organisations for excellence in health care services and quality of patient care. The program is steeped in evidence demonstrating improved patient outcomes (such as lower rates of falls with harm, pressure injuries and surgical infection rates) and high levels of staff satisfaction.

Three hospitals in Australia have achieved designation, but none as a whole of health service.

At Gold Coast Health we are adopting an interdisciplinary approach to our Magnet journey, as we recognise that every employee in our health service affects, and is affected by, the environment in which we work.

As we aim to become the first Magnet-designated health service in Australia, it makes sense that we travel on the journey towards Magnet designation together.

Our official Magnet journey began with the launch of the inaugural ‘Going for Gold’ staff engagement survey in February 2016.

This survey saw 55 per cent of our staff participate, which is significantly higher than previous surveys undertaken in recent years.

With 46.8 per cent engagement across the service, this sits us in a Culture of Consolidation.

The survey has provided us with valuable data about our health service and how we can improve the work environment to enhance staff satisfaction, which will ultimately translate to excellence in patient care.

Action plans from these surveys are being created in collaboration with staff, to ensure there is joint ownership of actions between managers and staff to create a Culture of Success across Gold Coast Health.

February 2016 also saw the launch of new patient satisfaction surveys ‘Your Experience and Expectations’. These surveys will be conducted



quarterly in February, May, August and November each year, across all Gold Coast Health inpatient units, clinics, emergency departments and ambulatory services.

Data obtained from these surveys will assist with enhancing the care we provide to our patients throughout the continuum of care, and to showcase the excellent work that is done every day by our healthcare teams.

Our Magnet Ambassadors now number more than 140 dedicated staff across our service. The Ambassadors are committed to leading their teams on the journey towards Magnet excellence and are role models and representatives of their departments.

Their role is critical to our success, as they assist with increasing awareness about the program and identifying opportunities for creating a workplace synonymous with Magnet organisations.

2016–2017 is an exciting year, as we continue with staff engagement activities, culture improvement strategies, spread awareness about the Magnet program and instill the philosophies throughout the health service.

We will develop and embed an interdisciplinary professional practice model to define the structures and processes that enable us to provide excellence in patient care and healthcare services. In September 2017, we will repeat the Going for Gold staff survey to see how far we have progressed towards a Culture of Success.

“As we aim to become the first Magnet-designated health service in Australia, it makes sense that we travel on the journey towards Magnet® designation together.”

Samantha Clayton, Nursing Director, Magnet Program Coordinator

Momentum mounting in mental health

Mental Health and Specialist Services (MHSS) is committed to leading the way in health innovation and service provision – providing safe, sustainable, efficient, quality and responsive health services for the Gold Coast community.

Five priority areas for action have been identified in the Gold Coast Health MHSS's Alcohol, Tobacco and Other Drugs Service Strategic Plan 2012–2017, which match those in the Queensland Plan for Mental Health 2007–2017 specifically:

- mental health prevention, promotion and early intervention
- integrating and improving the care system
- participation in the community
- co-ordinating care
- workforce, information, quality and safety.

These priorities form the foundation for all services provided by the MHSS across a variety of service settings in partnership with our key stakeholders.

This year has seen the development of new programs including enhancement funding to support responsiveness within the Acute Care Team – the primary access point for our service. This has allowed the team to increase their community response which means more people can be seen without having to present to the Emergency Department.

Additionally, MHSS was one of the seven Queensland Health and Hospital Services selected to participate in a program specifically targeted to address the issue of increasing use of crystal methamphetamine, commonly known as ice. The funding was provided by the State Government to:

- enhance the Drug and Alcohol Brief Intervention Team (DABIT) service provision at GCUH and Robina Hospital Emergency Departments
- develop a community engagement strategy in relation to ice use in the community
- develop a community-based treatment program for 15–25 year olds who are currently using or at high risk of using ice
- community forums, which have commenced.

Innovation themes

The MHSS has also led the implementation of the Safewards initiative in all eight inpatient units. This framework refocuses on the therapeutic interventions required to assist mental health consumers on their recovery journey. One of the interventions is to create a 'discharge tree' where consumers leaving hospital are able to write messages of hope for others. This has been very well received and is a beautiful addition to the environment.

A recent implementation of a pet therapy program is another example of an innovative approach to help reduce anxiety for our consumers. This was led by Consumer Consultant Angela Davies who was successful in achieving funding through the Gold Coast Health Improvers awards initiative. This program was made possible via a partnership with the Delta Dogs volunteers.



Reaching out to our community

Queensland Health has provided funding to the Karulbo Aboriginal and Torres Strait Islander Partnership to support and promote health and wellbeing in the community. An inspirational music video, funded via Proud to be Me, featured young people from the local community.

Youth connections

The Konnect 4 Kids program was created by the Evolve Therapeutic Services team who work in partnership with Child Safety. This is an inter-agency initiative aimed at building capacity within service providers for young people with complex needs.

Continuing initiatives

Gains continue to be made into reducing the waiting time for the Interdisciplinary Persistent Pain Service and the provision of the Treatment Access Pathway are continuing to achieve improved outcomes for people suffering with persistent pain. It is exciting to confirm that the Mother and Baby inpatient pod and community team will be commencing in 2017.

Our people

Gold Coast Health is positioning itself as an employer of choice, and as such is driving a positive work culture. A number of strategies contribute to this objective, some of which are featured below.

Improving workplace culture

A staff survey in late 2015 identified things we need to do to create a better workplace and achieve our ultimate goal of gaining world-class recognition for the quality of care for our patients. Staff from each directorate and division attended manager-led forums which enabled them to be involved in developing strategies to improve workplace culture. Progress against these action plans was reported quarterly to the board and published on the intranet.

In February 2016 the health service participated in the Going for Gold Survey, part of the Magnet accreditation process, which returned a 55 per cent response rate. This data has provided a wealth of information which leaders are using to inform their vision and culture planning.

Commitment to employment security

Gold Coast Health is committed to the Queensland Government Employment Security Policy and supports all initiatives that strengthen this commitment. Significant work was undertaken in response to the result of the Gold Coast Health survey that 28 per cent of staff did not feel secure in their role. Human Resource Services undertook a review of all temporary work engagements against the conversion criteria in the *Conversion from Temporary to Permanent Status Human Resource Policy B52*. Out of 2253 temporary contracts reviewed, 192 staff (8.5 per cent) were offered permanent roles within the health service.

Valuing transparency

Gold Coast Health adheres to the values and principles outlined in the *Queensland Public Service Code of Conduct* to ensure accountability and transparency. In addition, the health service is committed to providing every employee with a safe, secure and supportive workplace. As part of the broader human resources strategy, education, escalation and reporting of complaints is critical in ensuring complaints are addressed appropriately and in a timely manner.

A dedicated intranet page gives staff information on different types of concerns and complaints and how these are escalated.

Members of the public are also encouraged, through the Public Interest Disclosure (PID) information on the health service's internet web page, to disclose any wrongdoing such as fraud and corrupt practices that they may have witnessed. This information includes contact information of responsible officers within Gold Coast Health and complies with the publication requirements of the Crime and Corruption Commission (CCC).

The Statutory Compliance and Conduct unit (SCC) is the health service's central point for receiving, reporting and managing allegations of suspected corrupt conduct under the *Crime and Corruption Act 2001* and public interest disclosures under the *Public Interest Act 2010*.

The creation of a SCC unit supports the chief executive in fulfilling a statutory obligation to report public interest disclosures to the Queensland Ombudsman and allegations of suspected corrupt conduct to the CCC. Allegations referred back to the health service by the commission are monitored by the SCC.

In 2015–16 the SCC participated in two audits by the CCC and was deemed compliant on both occasions. Gold Coast Health has also pro-actively mitigated fraud and other CCC matters by:

- delivering ethics/PID/corrupt conduct coaching sessions to managers and developing on-line programs for mandatory training requirements
- chairing the Matters Assessment Committee (MAC) in assessing PID and other fraud incidences.

Developing our leaders

Service provision within Gold Coast Health is a changing environment and requires leaders who can move away from traditional problem solving thinking and move towards thinking which identifies opportunities for improvement, both operationally and strategically.

The Senior Leadership Development Program (SLDP) was commissioned to invest and build 'an opportunity focussed' leadership culture across middle management and senior leaders. In 2015, 150 participants participated in a contextualised SLDP program. In 2016 a further 130 participants have enrolled to complete this program.

Diversity strategy and action plan

The health service joined with key partners to launch a Diversity and Inclusion Strategy 2016–2019. This strategy encompasses a 12-month action plan identifying a priority to build employment opportunities for people with disabilities and people from disadvantaged backgrounds.

This will be achieved by forging key partnerships with vocational and higher educational institutions, offering a work placement program for students with disabilities and those from disadvantaged backgrounds, working with specialist disability recruitment agencies to educate our workforce and to provide suitable candidates for employment opportunities within our health service.

Additionally, Gold Coast Health is committed to providing ongoing entry pathways for people in the community and have committed to a partnership with the Department of Education and Training to support school-based traineeships.

As part of the introduction of the Diversity and Inclusion Strategy, the health service's Workplace Equity and Harassment Officer (WEHO) network was revamped.

This action reaffirms Gold Coast Health's commitment to providing a workplace which is free from unlawful discrimination and where equal employment opportunity practices are embraced.



Board Chair Ian Langdon (third from right) and other dignitaries mark the launch of the Diversity and Inclusion Strategy (2016–2019) and action plan



The RU OK Day event attracted more than 1200 staff

Promoting healthy lifestyles

Team Health, our workforce health and wellbeing program, was awarded silver in the Queensland Health 'Healthier, Happier Workplaces' initiative.

The program has grown to provide more holistic services for our staff including more opportunities for staff to meet with our sponsors and partners. The annual RU OK Day, held in 2015 at Gold Coast University Hospital, was once again a popular event attracting more than 1200 staff with a focus on 'a conversation that could change a life'.

In February 2016, an event promoting Healthy Weight Week, was held at GCUH and attracted 1500 staff, who met with our range of partners for advice on topics ranging from alcohol intake, oral health and work life balance.

Robina Hospital had more than 550 staff attend an event in June 2016, which focused on heart disease prevention. Staff were provided with blood pressure testing, heart disease and diabetes risk checks and follow up information in relation to treatment.

Team Health raised more than \$13,000 to reinvest in our staff to encourage them to be active, make healthy lifestyle choices and care for their mental health.

Staff active and health achievements include:

- first in the men's Australian Super Corporate Triathlon in May 2016
- first in corporate netball games in May 2015.

Team Health works to instill the importance of living a healthy life in staff and role model this practice to the community, utilising knowledge and energy from both within our organisation and from our industry partners.

Our workforce at a glance

Increase in clinical staff

From July 2015 to June 2016 the number of clinical staff (ie medical, nursing, allied health professionals, other professionals, scientific and technical and oral health practitioners) has increased from 5404 to 6084.

Professional stream

Gold Coast Health's workforce is made up of 8648 people who contribute to the strategic objectives of the business. Actual employment figures are 7266 full-time equivalent (FTE).

All figures are based on Minimum Obligatory Human Resource Information (MOHRI) Occupied Headcount.

Table 1: MOHRI Occupied Headcount by sex

Sex	MOHRI Occupied Headcount	%
Female	6414	74.17%
Male	2234	25.83%
Total	8648	100%

Table 2: Professional stream MOHRI occupied FTE

Managerial and Clerical	1208
Medical including visiting medical officers (VMOs)	993
Nursing	3173
Operational	964
Trade and artisans	12
Professional and technical	913
Total	7266

8648
staff



1205
new employees
in 2015-16



70%
in clinical
roles





11%
increase in
clinical roles

Youngest employee:
18, male



Oldest employee:
81, male

Women fill
55%
of executive
management positions



An equal opportunity employer

Figures from May 2016 show 0.95% of Gold Coast Health employees are Aboriginal Torres Strait Islander, 9.32% are from a non-English speaking background and 1.19% have a disability.

Please note data has been sourced from DSS Necto and is current as at June 2016.

Composition: age and sex

Gold Coast Health has a diverse workforce.

Our youngest staff member is a male and 18 years old and our oldest employee is a male aged 81. Overall the health service employs 6414 females and 2234 males.

Table 3: Sex and age profile as at June 2016

Age	Female	Male	Total
Under 20 years	7	9	16
20–29 years	1251	425	1676
30–39 years	1494	570	2064
40–49 years	1580	605	2185
50–59 years	1535	461	1996
60–69 years	523	150	673
70–79 years	25	13	38
80 years and over	0	1	1
Total	6414	2234	8648

Women in the workforce

Women comprise 74.17 per cent of the service's workforce, with 55 per cent of executive management positions filled by women, based on the Executive Management Team organisation structure.

Table 4: Women in professional streams as at June 2016

Profession	2015	2016
Managerial and clerical	943	1106
Medical (including VMOs)	369	417
Nursing	3046	3441
Operational	641	665
Professional and technical	695	785
Total	5694	6414

Workforce planning

Gold Coast Health's Workforce Planning Strategy was developed and presented to the board in September 2015. Based on activities undertaken in the development of this strategy, five key workforce management priorities were identified – resourcing the future workforce (supply and demand); development of workforce (maintain skilled and engaged workforce); retirement and succession planning; preparing for emerging needs (workforce risk/labour market) and changing work environment (innovation, technology, job design).

Gold Coast Health acknowledges it has an aging workforce and developed a 'transition to retirement' guideline which was published in November 2015. A new succession planning toolkit and handbook is in the consultation and testing stages. This toolkit supports both the identification of critical roles and capability within the health service. Integrating it within service planning allows for greater visibility of workforce risk to our services and provides the opportunity to mitigate capability loss through our mentoring and capability development programs.

We are committed to continuing to find innovative ways to improve service efficiency, meet identified skill gaps, mitigate challenges and deliver best practice solutions. In order to identify our high potential employees and enhance individual performance, we are planning to introduce a core capability framework that includes a competency model. This framework will influence future recruitment practices and provide a stronger foundation for opportunity and development across Gold Coast Health as well as supporting better resource optimisation.

Recruitment selection and appointment

As a result of the recruitment reform program, the average time (identified in last year's audit as 118 business days) to fill a position from request to hire to letter of offer has reduced by 57 per cent.

We achieved this through:

- introduction of automated online Request to hire and Selection Reports
- more visibility to the health service on their division performance, through a monthly 'Attraction and Recruitment – Activity and Performance Report' with established key performance indicators (KPIs)
- recruitment partner model has allowed more strategic targeted advertising campaigns for hard-to-fill positions – this involved greater use of SEEK and LinkedIn
- involvement in the business through manager coaching sessions for attraction and recruitment, job evaluations and establishment
- introduction of the HR Hub streamlined the recruitment process and provided information to assist hiring managers through a five-step approach.

Other activity in the health service saw increased demands for recruitment support in the following areas: ongoing process to manage temporary-to-permanent conversions, internal restructures and the closure of the Carrara facility.

Table 5: Advertised vacancies 2015–16

Administration	165
Allied health	123
Dentistry	8
Medical	107
Nursing	233
Operational	22
Professional	11
Technical	2
Trade	2
Total 2015–2016	*675
Total 2014–2015	596

*12% increase in advertised vacancies

This year saw the implementation of a state wide Job Evaluation Management System (JEMS) Module through the Vacancy Advertising Database for Effective Recruitment (VADER). This allows visibility across the state and provides tools to complete evaluations and introduced JEMS reporting.

As a result of this Gold Coast Health remains on target in relation to the KPI surrounding JEMS evaluations. Ongoing demand will be put on this function given upcoming industrial changes that include plans to take on future evaluations within the health service.

Continuing staff development

Our end-to-end performance management framework begins with induction of new employees,



mandatory training and putting performance development plans in place within the first 30 days of employment and annually thereafter. In 2015–16 our focus has been on building

leadership capability for managing performance and enhancing the tools available to assist managers.

Gold Coast Health's staff development efforts continue to be strongly supported by our local online learning management system, GCH-LOL. Employees have enrolled and completed about 70,000 e-learning courses this financial year. The development of e-learning programs continues to increase with demand. This has translated in expanding our services to other health services who recognise the benefits of these programs and this method of employee learning that supports a diverse and mobile workforce. Our technology is evolving with the increased demand of our programs – this can only benefit our workforce, increasing access to employee development programs.

We also provide a range of face-to-face and blended learning programs such as working in teams, powerful job applications and management development programs.

We are working with vocational partners to up-skill our existing workforce, currently focussing on our operational officers and administration officers with the view to expand program offerings more broadly across professional streams.

In addition, we continue to provide a range of partial and fully funded learning and development opportunities for staff.

Manager Coaching Sessions were implemented

to strengthen leadership capability amongst staff. Sessions were aimed at people leaders and structured to maximise engagement and discussion using real scenarios to aid learning. A total of 421 staff attended these sessions conducted by experienced HR practitioners. Topics covered included:

- basic performance management
- performance management framework
- complaints management
- discipline
- injury and ill health management
- risk management
- safety
- performance development planning
- advanced recruitment.

Unscheduled leave

The unscheduled leave rate for 2015–16 was 1.65 per cent (average).

Early retirement, redundancy, retrenchment and separation

No redundancy, early retirement or retrenchment packages were paid during the past financial year.

Gold Coast Health has experienced a 5.86% permanent separation rate.

Our industrial partners

Gold Coast Health is committed to upholding the Queensland Government's Union Encouragement Policy and supports the role unions play in looking after the welfare of employees.

Gold Coast Health has an established industrial and employee relations framework to effectively manage industrial relations activities. The health service strengthens its relationship with the unions through the following groups:

- Gold Coast Health Consultative Forum
- Nursing and Midwifery Consultative Forum
- Work Health and Safety Consultative Committee
- Oral Health Local Consultative Forum
- Building, Engineering and Maintenance Services (BEMS) Local Consultative Forum
- Environmental Services Local Consultative Forum (GCUH)
- Operational Support Services Local Consultative Forum (Robina and Communities)
- Aged Care and Rehabilitation Reform Local Consultative Forum.

Workforce performance

Policy

Gold Coast Health has a responsive policy framework that supports workforce and operational needs. Strategic policy instruments have been implemented that align with Queensland Government policy, support the community and promote the wellbeing of employees.

Gold Coast is at the forefront of supporting employee wellbeing through the implementation of the Domestic and Family Violence – Support for Employees policy. As members of the Gold Coast community, staff undergoing domestic and family violence are provided with confidential assistance when and where needed.

In addition, as the largest employer in the city, Gold Coast Health is committed to providing the local community with employment opportunities. A policy on Work Experience Programs and Placement has been implemented to support competency building and skills development in the community, providing a pathway for employment in Gold Coast Health.

Reporting

Workforce reporting strategies have been implemented to ensure effective management of Gold Coast Health's largest investment – its workforce. Workforce key performance indicators (KPIs) and Minimum Obligatory Human Resource Information (MOHRI) measurements have been developed to provide the board and Executive Management Team with greater visibility of their workforce in order to inform decision making.

Workforce reporting has also supported major projects such as the assessment of temporary employees for conversion to permanent status.

Intranet

Human Resources Services' intranet pages have been extensively revitalised and were launched as the HR Hub in April 2016.

The HR Hub is the central location for all HR needs and significantly streamlines content to support both employees and managers to easily locate information and resources, reducing the amount of time searching for the correct content. The HR Hub content and navigation was developed in consultation with staff across the health service and will continue to improve.

Our future

An increasing population and demand for public health services on the Gold Coast requires Gold Coast Health to monitor its performance against key indicators and continually seek improvements to service delivery, including the consolidation and expansion of a range of tertiary services and increased self-sufficiency. Gold Coast Health has increased investment in the delivery of secondary and tertiary health services to the community, as well as expansion of services to match the local health needs.

Community engagement improves our approach

Gold Coast Health seeks input and feedback from the local community, health consumers and carers to help plan new services while assessing current activities and reviewing quality and safety key performance indicators.

Gold Coast Health's focus on quality and safety is supported via a transparent consumer participation program. This includes consumer input in many of the high-level organisational safety and quality committees, reviews and changes to models of care and one-off special projects to review documentation in such areas as patient access and communications.

The 2015–16 reporting period included a new community and consumer engagement strategy adopted by the Gold Coast Health Board following broad consultation. The engagement strategy includes an extensive and increasingly important role for the Consumer Advisory Group in strategy and performance review.

Community engagement opportunities were increased through the adoption of an online community consultation portal 'Have Your Say' which allowed staff and community engagement on dedicated topics where broad community input and feedback was required to ensure optimum and relevant outcomes were delivered to our local community. For example the Gold Coast Health

The five-year Gold Coast Health Strategic Plan 2016–2020 takes into consideration a number of high-level targets to deliver ever-improving patient care as demand continues to increase, all within the need to maintain the economic sustainability of the service.

These targets are as follows:

1. Move Integrated Care into mainstream business
2. Continue to improve access aligned with future significant growth in demand
3. Position Gold Coast Health as a leading health service nationally, and eventually internationally
4. Continue the cultural journey to establish Gold Coast Health as a high quality, relatively autonomous organisation
5. Establish mechanisms to effectively manage the estate in the long term

10 Year Health Service Plan was fielded for community input.

An important facet of the 2015–17 engagement strategy will include a focus on improving the local community's health literacy to ensure people understand information about health and health care, how they apply that information to their lives and use it to make decisions and eventually act on it. Health literacy is important because it shapes people's health, the safety and quality of care.



Merrimac State High School showcased a Bangarra-inspired traditional dance at the annual National Close The Gap event held at GCUH



The Community and Consumer Engagement Strategy 2016–20 is available from the Gold Coast Health website

The importance of fundraising

The Gold Coast Hospital Foundation is the official charity for Gold Coast Health and exists to relieve the poverty and distress caused to patients suffering from illness and disease, as well as to advance clinical treatment.

The impact of the foundation was significant, reaching more than 180,000 patients during 2015–16 across all Gold Coast Health hospitals and community health clinics. Gold Coast Health Board Chair Ian Langdon said the support and equipment provided by the foundation would not otherwise be achievable and was greatly appreciated by health staff, patients and their families.

As the official channel for the community and organisations to donate to Gold Coast Health hospitals and health centres, the foundation often receives donations from patients and families in appreciation for the vital treatment and support they receive during their medical crisis.

Over the past year, support from the local community has enabled the foundation to purchase more than 100 major pieces of vital medical equipment for child and adult wards such as Cancer and Blood Disorders, palliative services, renal home training, Emergency Department, Community Child Health and Mental Health, Newborn Care Unit, physiotherapy unit, allied health, Intensive Care Unit and theatre services.

In addition, 220 health staff received specialist training through foundation-funded and organised education workshops. There were eight nursing and midwifery scholarships awarded and 10 youth health programs delivered for school children through the PARTY program.

The foundation gifted the Gold Coast University Hospital new furniture for the paediatric unit; improved facilities at the Robina Child and Adolescent Mental Health Unit; refurbished three ICU family waiting rooms and the ICU large indoor areas atrium; and made provision for a part-time play therapist and part-time music therapist to help children in hospital.

Very importantly, the foundation also delivered vital support services to patients and families affected by serious trauma and medical crisis. The 2015–16 year marked the foundation's first year of operating the Cancer Patient Transport Service, which helped more than 360 cancer patients make more than 7000 journeys to and from hospital for treatment.

The Trauma Support Program was introduced to assist ICU patients and their families suffering emotional and financial hardship due to serious illness or injury. The program provided 160 nights of accommodation to families of ICU patients, who often require prolonged stays in hospital. Accommodation is in close proximity to the hospital and some families also received transport and parking assistance.



Dr Naomi Pearson, specialist paediatric anaesthetist, caring for a baby in theatre at GCUH using a purpose-built Critical Care Cot, one of three purchased by the foundation using community donations



Thomas Wiltshire uses the Lecky Totstander, provided by the foundation in partnership with Woolworths, while his mum Katherine watches on. The totstander helps children with broken bones and serious medical conditions gain the strength to stand and walk



The foundation relies upon community support and donations are welcomed at www.gchfoundation.org.au

Health and Knowledge Precinct ambitions

Gold Coast Health is central to the largest urban renewal project ever undertaken on the Gold Coast.

The Precinct is already home to Gold Coast University Hospital, Griffith University, Gold Coast Private Hospital and the Gold Coast 2018 Commonwealth Games Village, which is currently under construction.

The Gold Coast Health and Knowledge Precinct master plan was finalised in April 2016, primed to become a global hub for innovation and research in healthcare. As planning continues, Gold Coast Health is engaged in discussions to ensure the precinct will result in a robust local economy.

The master plan will activate the full potential of the site to incorporate the redevelopment of the Commonwealth Games Village following the Commonwealth Games in 2018 into a genuine, well-designed and integrated urban community which sits beside a vibrant community of knowledge-based healthcare research and innovation.

A formal memorandum of understanding has been signed by major stakeholders of the precinct including Gold Coast Health, Griffith University, State Government and the City of Gold Coast to demonstrate their support and agreement towards the ambitions of the precinct.

Gold Coast 2018 Commonwealth Games

Gold Coast Health is partnering with the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) to ensure the provision of healthcare services for the 2018 Commonwealth Games (GC2018).

A collaboration agreement between the organisations will enable seamless care for the Gold Coast community and all Commonwealth Games constituents at Games time.

GCUH is the designated hospital for GC2018, which means the hospital will be the referral point for acute injuries and illness from the Commonwealth Games Village Polyclinic or competition venues, providing specialist services like medical imaging when required.

Gold Coast Health is leading public health planning including surveillance and incident response for communicable diseases and food and water safety in collaboration with Queensland Health and GOLDOC.

The partnership offers a unique opportunity for health service staff to be involved in the Games from the outset, offering clinical oversight to planning, assistance in health service delivery and volunteer opportunities at Games time.

