

# ANNUAL REPORT

## 2015–2016

Gold Coast Hospital and Health Service



**Queensland**  
Government

## The Gold Coast Hospital and Health Service Annual Report 2015–16 has been prepared to meet annual reporting requirements for the Minister for Health and Minister for Ambulance Services, government, the community and other stakeholders.

The annual report provides an overview of our non-financial performance and financial position for the 2015–16 reporting year. This includes details of outcomes against its strategic priorities and the Queensland Government's objectives for the community. The report also provides information on how we are governed, the people who enable us to operate and our plans for building a healthier Gold Coast community.

### Public availability statement

An electronic copy of this publication and other annual online data reporting documents are available at <https://publications.qld.gov.au/dataset/gold-coast-health-annual-report>

For further information, or to request a hard copy of this publication, please contact the Governance, Risk and Commercial Services Unit, Gold Coast Hospital and Health Service, by phone 1300 744 284 or email [ExecOfficeReception@health.qld.gov.au](mailto:ExecOfficeReception@health.qld.gov.au)

### Interpreter Service statement



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# Letter of compliance

2 September 2016

The Honourable Cameron Dick MP  
Minister for Health and Minister for Ambulance Services  
Level 19, 147–163 Charlotte Street  
Brisbane Qld 4000

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2015–2016 and financial statements for Gold Coast Hospital and Health Service.

I certify that this Annual Report complies with:

- the prescribed requirements of the Financial Accountability Act 2009 and the Financial and Performance Management Standard 2009, and
- the detailed requirements set out in the Annual Report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements can be found in Appendix 4 of this report.

Yours sincerely



**Mr Ian Langdon**  
**Chair of Board**  
**Gold Coast Hospital and Health Service**

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# From the Board Chair

Ian Langdon



Our success at Gold Coast Health over the past 12 months means improved access to health services for our community with fewer needing to travel to Brisbane for care as local resources and services continue to expand.

We have amazing staff at Gold Coast Health, they innovate, they provide

excellent clinical outcomes and most important of all, they care about their patients.

Highlights include a balanced budget (excluding property value gains), better results in key performance areas such as emergency treatment times and elective surgery long waiting lists. The significant growth in services is detailed within the chief executive's report.

## Further highlights include:

### Strategy and planning

Gold Coast Health embarked on a comprehensive consultation process to review and refresh its strategic plan. Extensive staff input resulted in the addition of a new value – compassion – which is a fitting reflection of our organisational culture.

### People

Compassion has come to the fore with the launch of a Diversity and Inclusion Strategy this year. Our commitment to provide more opportunities for people with disabilities will be significant as the largest employer on the Gold Coast.

### Culture

The cultural strength of an organisation is measured by the commitment of its workforce. Through Clinical Congress events, staff have helped frame the priorities of Gold Coast Health around values, culture and accountability. In addition, a community survey has provided a positive baseline on which to build our reputation.

### Services

A range of initiatives to improve patient access have been introduced such as the Clinical Decision Unit and more in the Robina Hospital Emergency Department. Technology enhancements such as the pharmacy robots at both Gold Coast University Hospital (GCUH) and Robina Hospital and the opening of a state-of-the-art dental clinic and home renal training service at Southport Health Precinct

have also better supported increased demand.

The Integrated Care program is embedded into the hospital system in recognition of its crucial role in shifting care delivery. The introduction of Nurse Navigators to improve complex patient care coordination also better links care in the hospital and the community. Carrara Health Centre closed and in its place a new contemporary model of care for aged care and rehabilitation services has been established.

Further, Gold Coast Health continues to provide increasingly complex care for babies and children, including pediatric surgery, meaning even fewer families need to travel to Brisbane.

### Board

Two founding board members, deputy chair Ken Brown and member Pauline Ross, were bade farewell this year. They worked tirelessly over a period of significant change and growth and I wish them well. Four new board members have joined and each bring a wealth of experience to their respective roles.

### Management

I want to extend a heartfelt thanks to Ron Calvert and his executive team for the hard work done to achieve and manage a budget in the face of unprecedented demand whilst remaining focused on delivering the highest quality care.

### Future

Gold Coast University Hospital continues to be closely involved in developing the Gold Coast Health and Knowledge Precinct that includes the Games Village for the 2018 Commonwealth Games; Griffith University; and the new private hospital.

Over the next decade Gold Coast Hospital and Health Service will continue to define a new standard of health service delivery that will result in a healthier population and achieve worldwide recognition as a hub of health research and innovation.

# From the Chief Executive

Ron Calvert



It is a source of great pride to deliver an annual summary displaying Gold Coast Health as arguably the highest performing Hospital and Health Service in the state. There are many ways to evidence such a claim but with limited space I will highlight only a fraction of the good work performed this year. There are two key points to make about the care Gold Coast Health has delivered.

The first is to acknowledge that the demand for services has continued to grow steadily – as it has every year since Gold Coast University Hospital opened in September 2013. The second point is that despite the growth across facilities, important targets that result in better patient care are being delivered. Our results demonstrate that there is a compassionate team dedicated to caring for the community.

A good example is the growth in the number of total patients being seen in our clinics across the city. The number of outpatient services has risen from 530,000 in 2013–14 to 699,000 the following year and now 835,000 this financial year. That means this year Gold Coast Health provided 135,000 more services to patients over the course of just one year.

The increase in demand is also reflected in Emergency Department (ED) attendances, which have grown from 125,744 patients three years ago to 161,385 in 2015–16. The GCUH Emergency Department is by some way the busiest in the state, however the service is managing well

as our emergency access times attest. The service has improved from 55 per cent of patients seen within four hours of their ED arrival in August 2012, the month before I arrived at the Gold Coast, to 79 per cent in the last financial year – a great outcome for patients.

It's a similar story when it comes to waiting times for an outpatient appointment. In January 2014 more than 17,000 patients were waiting too long for an appointment to see a specialist. Six months later the number had been reduced by over 40 per cent. The improvements continued in 2015 when long waits for outpatient appointments were reduced by a further 35 per cent to 6541. I am very pleased to say that again, this year, the number of specialist outpatient long waits has been reduced by a further 7 per cent. While clinical performance is a fundamental measure of success it has to be achieved within our means.

It is pleasing to note that our budget has come in at a small surplus, which has subsequently been boosted further by some increases in property values.

Growth has continued in several critical areas, increasing hospital bed capacity and new, expanded or remodelled services. A record number of theatre operations were performed and all but seven out of 16,401 patients were treated within clinically recommended timeframes. Such achievements need to be considered in the context of GCUH assuming a full trauma centre role in southeast Queensland and northern New South Wales.

The Gold Coast community will continue to share in and benefit from the journey Gold Coast Health is on to build a healthier community.

**Chart 1: Total occasions of service and specialist outpatient long waits**

