
About us

Gold Coast Hospital and Health Service was established as a statutory body on 1 July 2012 under the *Hospital and Health Boards Act 2011*. The Service is governed by the Gold Coast Hospital and Health Board and delivers a broad range of secondary and tertiary health services from three hospitals (Gold Coast University Hospital, Robina Hospital and Varsity Lakes Day Hospital), two major allied health precincts (Southport and Robina), and 13 community-located facilities.

Our vision is to have the best health outcomes in Australia as we strive to be leaders in compassionate, sustainable and highly reliable healthcare.

Gold Coast Health employs approximately 8,800 full-time equivalent staff, making it the city's largest employer. The health service had a final annual operating budget of \$1.67 billion for 2019–2020. This was an increase of \$95 million (6 per cent) from the initial 2019–2020 operating budget of \$1.575 billion, as published in the June 2019 Service Delivery Statements.

A combination of world-class infrastructure, a highly talented and committed workforce and strong partnerships with universities, Gold Coast Primary Health Network and the private and non-government sector, creates a culture of innovation in healthcare delivery.

The Gold Coast Hospital and Health Board currently comprises Chair Mr Ian Langdon and nine members. The Board represents local community needs and expectations in addition to its governance role within the wider Queensland Health federated system.

A Consumer Advisory Group of community representatives also works with Gold Coast Health to improve our local health system, provide advice feedback and guidance on our service delivery and quality.

Across our campuses, we have a reputation as one of Australia's leading teaching hospitals, committed to training the next generation of doctors, nurses and allied health professionals. Working under the supervision of senior clinicians, nursing students become nurses, medical students become doctors, and doctors become specialists at Gold Coast Health's facilities.

Strategic direction

The Gold Coast Health Board sets the strategic priorities through the Strategic Plan which provides a roadmap for how the health service will evolve in order to meet the changing needs of the community.

In line with the *Gold Coast Health Strategic Plan 2016–2020 (2019 Update)*, the service's strategic direction has been guided by eight key themes:

- recognising the importance of promoting good health by supporting strong families and an active and healthy community
- enhancing patient outcomes through research and translating it into practice
- transforming service delivery using technology
- enabling innovation by challenging how we do things now
- maximising the use of our resources
- being inclusive and valuing diversity
- ensuring the safety and wellbeing of our workforce
- being known for our excellence.

Gold Coast Health recently completed a whole-of-health-service master planning process, which is now being used to drive planning of future new and expanded services to support growth, particularly in the northern Gold Coast.

During 2019–2020, Gold Coast Health completed broad consultation with our staff, patients and community to support the development of our new strategic plan, which will drive our direction for the next four years. The process unveiled our new organisational philosophy; Always Care. Moving into 2020–2021 and beyond, our Always Care philosophy will underpin everything we do and will provide a foundation for how we behave, every day.

The *Gold Coast Health Strategic Plan 2020–2024*:

- recognises the challenges our health service will face as the local population continues to grow at a very rapid rate
- aims to embrace the opportunities of the future as knowledge, technology and partnerships rapidly develop
- commits us to continuing our journey towards world-class care
- recognises the need to work seamlessly with partners across the health care continuum in order to meet our vision.

The strategic planning process uncovered our new vision statement – for Gold Coast Health to have the best health outcomes in Australia.

Vision, purpose and values

Our vision

Gold Coast Health will be recognised as a centre of excellence for world-class healthcare.

Our purpose

Providing excellence in sustainable and evidence-based healthcare that meets the needs of the community.

Our values

Our work is driven by our six core values:

Integrity

To be open and accountable to the people we serve.

Community first

To have the patient's and the community's best interest at heart.

Respect

To listen, value and acknowledge each other.

Excellence

To strive for outstanding performance and outcomes.

Compassion

To treat others with understanding and sensitivity.

Empower

To take ownership and enable each other to achieve more.

Priorities

The Gold Coast population is growing at a much faster rate than the Queensland state average (2.2 per cent for the Gold Coast compared to 1.68 per cent for Queensland):

- by 2026, we will have an additional population the size of Mackay – 118,037 additional residents
- by 2031, we will have an additional population the size of Townsville – 192,273 additional residents.

(Source: ABS 3218.0, Regional Population Growth, Australia 2018, various editions)

Much of our population growth is in those age groups who use health services the most – children and older residents. We also cater for a growing number of tourists and non-Gold Coast residents.

The reporting period saw completion of the two-year \$11 million upgrade at Robina Hospital, ensuring the hospital is a modern and digital-ready facility, construction commencement of the first stage of a new hybrid theatre at GCUH, establishment of new COVID-19 fever clinics and an upgrade of the GCUH Emergency Operation Centre.

These improvements, along with the following priorities, see us laying the foundations to ensure we can continue to provide world-class service as our population continues to grow.

Implementing digital care solutions

Gold Coast Health is committed to transforming service delivery using technology. We have been focused on developing reliable, secure systems and digital care solutions that promote patient-focused integrated healthcare. Technology plays a crucial role in addressing these challenges and is a key enabler to improving outcomes, increasing patient engagement in their own care, empowering clinicians and curbing the rising cost of healthcare.

Throughout the reporting period, we have undertaken continual optimisation of the integrated electronic medical record (ieMR), with more than 100 changes per month implemented within the ieMR. These changes have led to improvements in reliability, security and processes that support coordinated care delivery.

Development of clinical dashboards provided staff working within wards with real-time visibility of key clinical information pertinent to the safe and timely delivery of care to patients.

Build and maintain partnerships with GPs and health service providers

Through partnerships with General Practitioners, non-government organisations and child health services, Gold Coast Health delivered antenatal and postnatal services in accessible community settings, and established the Maternity Hospital in the Home, a service designed to support women with complex pregnancies to receive the right care, in the right place, at the right time.

Collaborate with key partners on projects for integrated care and mental health services

Joint Regional Plan for Mental Health Services

Gold Coast Health and Gold Coast Primary Healthcare Network (PHN) collaborated with a range of stakeholders to develop the Joint Regional Plan for Mental Health Services.

The plan forms a significant part of the PHN response to the commitment made by the Commonwealth and State governments in the Fifth National Mental Health and Suicide Prevention Plan. It is key to supporting sustainable acute mental health service provision by Gold Coast Health.

Gold Coast Health's Zero Suicide-informed Suicide Prevention Pathway

Gold Coast Health partnered with the Australian Institute for Suicide Research and Prevention (AISRAP) to conduct a qualitative investigation of client and carer experiences of Gold Coast Health's Zero Suicide-informed Suicide Prevention Pathway. The study found that clients and their carers viewed their experiences on the pathway as largely positive; they felt safe and valued and were appreciative of the care and follow-up engagement they received.

The pathway was found to be a satisfactory experience for aiding their recovery from suicidal thoughts and behaviours.

Norfolk Village State School partnership

An increase in demand for complex children's health services on the Gold Coast has motivated Gold Coast Health to 'think outside the box'.

Australian Early Development Census data shows vulnerability of children on one or more domains on the Northern Gold Coast has increased by 2.5 per cent since 2012, compared to the State average which has decreased by 0.3 per cent. Children who are delayed in receiving care may have more complex and ongoing adverse health outcomes when compared to their peers who receive immediate proactive or preventative care.

The Gold Coast's rapidly changing demographic has led to a partnership with Norfolk Village State School to deliver a pilot program for specialised psychology services designed for vulnerable children and families.

Rapid response and engagement are a fundamental part of this service, achieved by co-locating a psychologist within the Norfolk Village State School. This partnership allows us to delivery wraparound education and healthcare in a familiar setting. The pilot program operates in addition to the existing Community Child Health program.

Actively support research and the translation of knowledge into practice

Research continues to be more embedded into clinical practice and health service delivery to ensure Gold Coast Health delivers evidence-based care to patients that is timely and sustainable across all operational areas. Endorsement of the Gold Coast Health Research Strategy, 2019–2022 reinforces this commitment and ensures alignment with the health service strategic plan.

To further embed research, development staff were introduced across divisions. These positions, funded through the Study, Education and Research Trust Account for three years, will help drive research strategy across the organisation.

Throughout 2019–2020, 151 research projects were authorised to commence, representing a 40 per cent increase on the previous year. The total funding for all projects was \$2.7 million.

Reflecting the high-quality research being undertaken at Gold Coast Health, 344 peer-reviewed articles were published since July 2019, many describing the implementation or evaluation of new interventions or changes in practice that lead to improved health outcomes.

More than 400 Gold Coast Health staff engaged with the Evidence-Based Practice Professorial Unit (Bond University) are based at the Gold Coast University Hospital, benefiting from modern and innovative educational approaches in evidence-based practice training.

Forming new and strengthening existing partnerships continued to prove critical to research growth, from engaging with consumers through to building on our professional partnerships. Gold Coast Health's key research partners and collaborators included nine commercial companies, 49 universities, two Government departments, 27 other Hospital and Health Services, 17 not-for-profit organisations and seven international partners.

Supporting the National Safety and Quality Health Standard: Partnering with Consumers, physiotherapists from the Neurosurgical Screening Clinic collaborated with researchers from Griffith University, Australia and Vrije University, Amsterdam to conduct research collaboratively with patients experiencing persistent lower back pain.

Encourage health literacy and engage with all members of our community

Across the organisation, more than 500 external engagement activities took place, contributing to a connected, engaged and healthier community.

Gold Coast Health's Consumer Advisory Group (CAG) continued to make a positive impact through best-practice consumer and community engagement. The CAG continued to achieve consumer-led service improvements by facilitating consumer, carer and community participation in Gold Coast Health strategy, operations, planning and policy development.

This included consumer representation on more than 50 Gold Coast Health committees, where consumer and community voices were heard alongside management and clinicians to make decisions with patient's best interests at heart and develop person-centred models of care. The CAG also reviewed hundreds of patient information publications to ensure they were useful and easy to understand, which helps our community stay well in hospital and at home.

Gold Coast Health published its *Consumer and Community Engagement Strategy 2020–2023*. Underpinning the strategy is a desire that community and consumer engagement will continue to shape Gold Coast Health's services well into the future. At Gold Coast Health, we want our consumers to be empowered to be actively involved in their own care.

We are grateful for the continued partnership and support of community service providers, non-government organisations and our key external stakeholders.

Building a culture of success

The Magnet® Recognition Program is a four-yearly international organisational credential that recognises excellence in nursing and midwifery care and health care organisations for dedication to quality patient care. It is a highly prestigious credential attained by only a small number of organisations worldwide and is the highest international honour for nursing and midwifery excellence.

In February 2020, Gold Coast Health hosted a successful site visit, welcoming four Magnet appraisers from the United States. Over four days, the appraisers met with more than 900 staff, visited 102 units across our three hospitals and two health precincts, and held virtual visits by videoconference with our community services.

On 29 April 2020, four and a half years after commencing the Magnet journey, Gold Coast Health was informed that we had been unanimously voted a Magnet organisation by the Commission on Magnet Recognition. Dr Jeanette Ives Erickson, Commission on Magnet Recognition Chair, announced the designation via teleconference.

During the announcement, Gold Coast Health was recognised for five exemplars:

- 82.8 per cent of nurses and midwives holding bachelor or higher degrees.
- Dedication and commitment to culturally sensitive care for Aboriginal and Torres Strait Islander women and children through the Waijungbah model-of-care.
- Consistently outperforming national benchmarks for glycated haemoglobin (HbA1C) markers in the Diabetes Education program run through the Chronic Disease Programs service.
- Consistently outperforming national benchmarks for peritonitis infection rates in the Home Therapies Dialysis Unit.
- Consistently outperforming national benchmarks for patient satisfaction with coordination of care in 100 per cent of inpatient units.

Other Magnet facilities in Australia are individual, stand-alone hospitals. With this designation, we became the first whole health service in Australia to achieve Magnet Recognition®, which includes our three hospitals and multiple community sites.

COVID-19 preparedness and response

Gold Coast Health prioritised business continuity planning and produced of detailed operational plans throughout the response to COVID-19.

Clinical excellence in clot retrieval service

2019–2020 saw Gold Coast Health complete 100 endovascular clot retrievals. The team remove large blood clots from inside the brain without having to operate on the skull. In 2013, the first year Gold Coast Health started using the revolutionary treatment, we performed four of these procedures. Gold Coast University Hospital is one of three hospitals in South East Queensland that runs a 24/7 Endovascular Clot Retrieval Service, supporting a state-wide service for Far North Queensland-based patients who sustain a serious stroke. We are the first

and only hospital in Queensland to meet the criteria for a comprehensive stroke service during a stroke audit.

Aboriginal and Torres Strait Islander Health

Gold Coast Health is committed to improving health outcomes to Close the Gap for Aboriginal and Torres Strait Islander People. Gold Coast Health contributes to state-wide reporting requirements through the submission of bi-annual reports detailing our progress against the key performance indicators and other relevant activity.

Through collaboration, Gold Coast Health has developed and continues to implement culturally appropriate and innovative programs, models of care and services.

Our work supports the *Queensland Government's Making Tracks Towards Closing the Gap in Health Outcomes* along with Gold Coast Health's *Aboriginal and Torres Strait Islander Cultural Capability Plan* and *Diversity and Inclusion Action Plan*.

Gold Coast Health's commitment to increase the number of Aboriginal and Torres Strait Islander employees to 3.5 per cent by 2022 was supported by the new Waijungbah Jarjums maternity and child health service. This service employs 13 Aboriginal and Torres Strait Islander midwives, student midwives, nurses, health workers and administrative staff.

During 2019–2020, Gold Coast Health made advances towards improving Aboriginal and Torres Strait Islander health outcomes:

- Established Waijungbah Jarjums, a co-designed, culturally safe maternity and child health service for Aboriginal and Torres Strait Islander people, based on Aboriginal and Torres Strait Islander Models of Care – 'Birthing on Country' and 'First 1000 Days Australia'.
- Sustained improvement in the percentage of completed courses of oral health care, well above the +1 per cent variance benchmark.
- Established a new rotational system to have a full-time Aboriginal and Torres Strait Islander health liaison officer at Robina Hospital.
- Appointed a nurse navigator to support Aboriginal and Torres Strait Islander people with chronic disease and complex care needs.
- Professor Cindy Shannon, a proud Ngugi woman, joined Gold Coast Health's Board. Professor Shannon's insights and experience will improve Aboriginal and Torres Strait Islander health services across the Gold Coast.
- Continued community engagement through the Karulbo Aboriginal and Torres Strait Islander Health and Wellbeing Community Partnership, bringing together community members on a quarterly basis to discuss health challenges and strengths.
- Trained staff were co-facilitators of the 'Courageous Conversations About Race' Beyond Diversity One program to support sustainable delivery of the program to address institutional racism.
- Continued delivery of healthy lifestyle programs, including the Strong and Deadly Wellness program, bush tucker calendar and Mungulli Aboriginal and Torres Strait Islander Exercise program.
- Delivered dietetic outreach clinics in collaboration with Kalwun, the local Aboriginal and Torres Strait Islander community-controlled health service.

- Employed a temporary Midwifery Navigator to provide continuity of care for pregnant Aboriginal and Torres Strait Islander women and their families, along with supporting smoking cessation during pregnancy.
- Developed a validated Cultural Capability Measurement Tool (CCMT) in partnership with Griffith University, with Gold Coast Health ethics approval provided.
- Established an in-hospital community outreach program, including attendance at Krurungal, Centrelink, Department of Housing and the National Disability Insurance Scheme.
- Culturally inclusive artworks were designed by Aboriginal artist Narelle Urquhart for mobile dental vans, following a grant from the 2018 Improvers staff innovation awards.
- Developed the *Gold Coast Health Aboriginal and Torres Strait Islander Closing the Gap Plan*, in line with the Queensland Government's strategies following the *Addressing Institutional Barriers to Health Equity for Aboriginal and Torres Strait Islander People in Queensland's Public Hospital and Health Services* report.

Key Performance Indicators for 2019–2020	Performance to June 2020
Workforce - The Queensland Health Aboriginal and Torres Strait Islander workforce strategy employment target is 3 per cent by 2022 for all Hospital and Health Services, with Gold Coast Health setting a stretch target of 3.5 per cent by 2022.	1.41 per cent of workforce – 155 staff across all streams. Diversity and Inclusion Action Plans developed to achieve 3.5 per cent stretch target by 2022.
Increase in the number of completed courses of oral health care for Aboriginal and Torres Strait Islander adult patients in the current financial year to date from the previous financial year.	57 (total of 268) <i>Note: This is for the period July 2019 – February 2020. Oral Health services were suspended for the rest of the financial year due to COVID-19.</i>
Proportion of babies born of low birthweight to Aboriginal and Torres Strait Islander women (<2500 grams at birth).	<ul style="list-style-type: none"> • Total was 2.3 per cent for Waijungbah Jarjums midwifery service • Total was 12 per cent for Gold Coast Health in 2019–2020

Our community-based and hospital-based services

The Gold Coast Health catchment area takes in one of Australia's most iconic holiday destinations and its community is diverse in culture, age, race, socio-economic status and healthcare needs. We care for nearly 690,000 people who live in the Gold Coast region and northern New South Wales as well as approximately 13.5 million visitors each year.

Gold Coast Health delivers a broad range of secondary and tertiary health services across our three hospital facilities at Gold Coast University Hospital, Robina Hospital and Varsity Lakes Day Hospital. These include surgery, trauma, paediatric, general and specialist medicine, maternity and intensive neonatal care, aged and dementia care, emergency medicine, intensive care, cardiology, mental health, oral health, outpatients, environmental health, public health services, and more.

We also deliver a wide range of services in diverse community settings – in our health precincts, community centres, schools, residential aged-care facilities, correctional centres, and in the home. These services include post-birth midwifery visits, home-based palliative care, hospital in the home, and school dental health appointments.

As our population grows, we continue to find innovative ways to provide patients with sustainable and contemporary health care at the right time and at the right place.

Gold Coast University Hospital is the city's premier tertiary-level facility. The facility has seven buildings covering 170,000 square metres, and provides modern, world-class tertiary hospital care, with more than 70 per cent of private rooms. It is located (together with Griffith University and Gold Coast Private Hospital) in the Gold Coast Health and Knowledge Precinct.

Robina Hospital is a major regional health facility and serves as a patient base for emergency, medical, palliative care and mental health. It is also home to the Clinical Education and Research Centre, a joint project between Queensland Health and Bond University's Faculty of Health Sciences and Medicine.

Varsity Lakes Day Hospital features six theatres for endoscopy, plastics, orthopaedic and other surgery, as well as women's health clinics.

Car parking concessions

Car parking concessions at Queensland Health hospital facilities improve access and affordability of car parking spaces to eligible patients and their carers.

In 2019–2020, 39,659 one-day concession passes were issued and 148 five-day concession passes were issued. The cost of concession incurred by Gold Coast Health was \$185,370.

Targets and challenges

Target:

Collaborate with key partners on projects for integrated care and mental health services

Challenge:

Increased social restriction has been reported to have resulted in increased incidence of mental health problems, increased substance use and increased incidences of domestic violence. Throughout the COVID-19 response and recovery phases, care of vulnerable population groups from a community and health care perspective is integral. While there has been a slight reduction in the number of the community members that are accessing Gold Coast Mental Health and Specialist Services acute services, a review of available literature has resulted in an expectation that Gold Coast Health's Mental Health and Specialist Services will see an increase in community need for services in several vulnerable population groups areas.

Outcome:

In response to this, a COVID-19 plan has been developed, which presents a new 'business as usual approach', including focused clinical services for vulnerable groups post the acute phase of the COVID-19 pandemic response on the Gold Coast.

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Target:

Improve and report key performance indicators for 'Closing the Gap' in health inequalities for Aboriginal and Torres Strait Islander people

Challenge:

Approximately 180 Aboriginal and Torres Strait Islander babies are born each year at Gold Coast University Hospital. Fundamental to working towards 'Closing the Gap' for women and their babies is the development of services that are culturally safe.

Outcome:

Gold Coast Health established a new community-based culturally safe birthing and early years service for Aboriginal and Torres Strait Islander families. It is called Waijungbah Jarjums, a Yugambeh language name gifted by Traditional Custodians, meaning "place of mothers".

The midwifery-led model of continuity of care was developed by our Aboriginal and Torres Strait Islander community, staffed by Aboriginal and Torres Strait Islander people.

The model was developed through community consultation and incorporates 'Birthing on Country' and the 'First 1000 Days' principles, providing continuity of care to our Aboriginal and Torres Strait families until their babies are two years of age.

The preliminary results of the first six months of service are impressive, with clear evidence of the success of the program in closing the gap measures. With 80 per cent of women engaged in the program before 20 weeks of pregnancy, a significant reduction in both low birth weight (down to 2.7 per cent) and premature babies (down to 11 per cent), and an increase in smoking cessation (up to 20 per cent) during pregnancy has resulted.

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Target:

Maintain or improve access and treatment within clinically recommended timeframes

Challenge:

Gold Coast Health has experienced continued growth in demand. The COVID-19 elective surgery ramp-down had a significant effect on elective case numbers in the March–May 2020 period. However, Gold Coast Health returned to full capacity in June 2020 with ramped-up internal capacity to address the high-acuity long-wait patients resulting from the COVID-19 ramp-down.

Outcome:

As part of the Gold Coast Health Service Plan 2016–2026, and in response to predicted procedural and surgical elective activity over this period, the Varsity Lakes Day Hospital provided staged, flexible service delivery options that were responsive to specific demand. Increased use of clinic space and ongoing review of services continued to provide improved outcomes across patient flow, waitlist reduction and theatre capacity.

The work undertaken with the Queensland Treasury Corporation (QTC) saw the health service introduce Rigorous Referral Management and Scheduling Optimisation, targeting the reduction of waiting times and introduction of sustainable system-wide solutions.

The Rigorous Referral Management program focuses on:

- implementation of the state-wide Clinical Prioritisation Criteria (CPC)
- implementation of the state-developed Smart Referrals referral delivery solution which incorporates digital solutions from the GP desktop through to specialist categorisation and wait list addition
- a local 'Refer Your Patient' web page to support both external and internal referrers with specialty specific service and referral information
- health pathways to support refers with clinical advice, service navigation and pathways to support patient care in the community.

The Scheduling Optimisation program will focus on:

- clinic template redesign incorporating realignment of new to review ratios and widen the implementation of 'virtual' appointment types
- introduction of digital solutions to streamline patient and GP communication
- review and enhancement of underlying processes to support optimal clinic delivery and improve the patient, clinician and staff experience.

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Target:

Maintain or improve access and treatment within clinically recommended timeframes.

Challenge:

Gold Coast Health emergency departments continue to be among the busiest in Australia, with an increase of more than 7 per cent in presentations during 2019–2020. Managing more than 25,000 presentations related to COVID-19, in addition to increasing complexity and acuity of presenting patients, had a significant impact on the emergency departments.

Outcome:

Strategies to more efficiently manage patients presenting to emergency departments and assist in meeting targets while experiencing increasing demand included:

- Expansion of the Mental Health Co-Responder Team.
- Introduction of the Mental Health Rapid Response Team across both emergency departments.
- Development of two fever clinics as an extension of the emergency departments to re-direct flow of people presenting with flu-like symptoms and other indicators of COVID-19 screening criteria.
- Expansion of medical and nursing workforce across both emergency departments.
- Implementation of Transfer Initiative Nurses across both emergency departments to assist with presentations arriving via Queensland Ambulance Services to improve patient off stretcher times and availability of ambulances back to the community.
- Re-purposing of the Acute and Clinical Decisions Unit assessment area to assist with patient flow and timeliness of treatment of patients presenting with symptoms suggestive of COVID-19 in both emergency departments.
- Gold Coast University Hospital's Emergency Department commenced a major redesign program to modify and simplify the current flow of patients to an ambulatory/non-ambulatory model. The aim is to better manage demand for emergency services and ensure a more efficient distribution of workload and bed occupancy across the department. The implementation of the new model of care was significantly impacted by the COVID-19 pandemic as both Emergency Departments were required to provide separate entrances and treatment areas for suspected COVID-19 patients.
- Re-purposed six beds in the Gold Coast University Hospital Medical Assessment Unit dedicated to patients with suspected COVID-19 to improve flow through the emergency department.

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- Implementation of direct admission pathways for patients being admitted to inpatient units at the Gold Coast University Hospital. Work continues with the clinical teams to refine the direct admission pathways.

Managing strategic risks

Gold Coast Health continues to experience an increasing population and demand for public health services on the Gold Coast, including market shifts between the private and public sector and growing expectations of Gold Coast Health as a tertiary health service provider.

We must prioritise and balance financial resources as healthcare demand grows and be prepared to respond to emerging or unforeseen local or global challenges to ensure we can provide equitable healthcare that maintains and improves health outcomes. We must optimise and grow our infrastructure as healthcare demand grows to avoid a reduced ability to provide equitable, safe, reliable access to healthcare.

Gold Coast Health has committed to adopting a transformational culture that encourages agility, innovation and rapid knowledge translation if we are to ensure high reliability healthcare delivery that meets community needs and ensures patient safety. This requires ongoing performance monitoring against key indicators and continuous improvements to service delivery.

In 2019, Gold Coast Health partnered with Queensland Treasury Corporation (QTC) to identify sustainable ways to address the challenges facing our health service in coming years.

A Transformation Office was established to support a structured, consistent and transparent approach to business change. The creation of future-focused initiatives will ensure improvement is long-lasting and brings the HHS another crucial step closer to providing high-reliability care.

The program is being delivered to address clinical demand management, clinical teaming and innovation, value-adding corporate functions and digitally enabled health services.