

Gold Coast Health

Year in review 2015–16



About Gold Coast Health

Gold Coast Health delivers a broad range of secondary and tertiary health services to a population of more than 560,000 in the region. The health service has two main facilities – Gold Coast University Hospital (GCUH) and Robina Hospital – as well as Southport and Robina Health Precincts and more than 20 community facilities.

Gold Coast Health has an annual operating budget of almost \$1.29 billion and is an independent statutory body governed by the Gold Coast Health Board which is accountable to the local community and the State Minister for Health.

With over 8640 staff, Gold Coast Health is the city's largest employer.



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

- Integrity
- Community first
- Excellence
- Respect
- Compassion
- Empower

Our Board Chair



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 for the year 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. Further highlights include:

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

- A range of initiatives to improve patient access in the Robina Hospital Emergency Department has been introduced, such as the Clinical Decision Unit.
- Technology enhancements such as the pharmacy robots at both Gold Coast University Hospital 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.
- Gold Coast Health continues to provide increasingly complex care for babies and children, including paediatric surgery.

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

Ian Langdon

Our achievements

Together we're going for gold

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.

Gold Coast Health has adopted an interdisciplinary approach to its Magnet® journey and recognises that every employee in the health service affects, and is affected by, the environment in which they work.

The official Magnet® journey began with the launch of the inaugural 'Going for Gold' staff engagement survey in which 55 per cent of staff participated. The survey has provided Gold Coast Health with valuable data on improvements to help enhance staff satisfaction, which will ultimately translate to excellence in patient care.

New patient satisfaction surveys are being conducted quarterly 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.



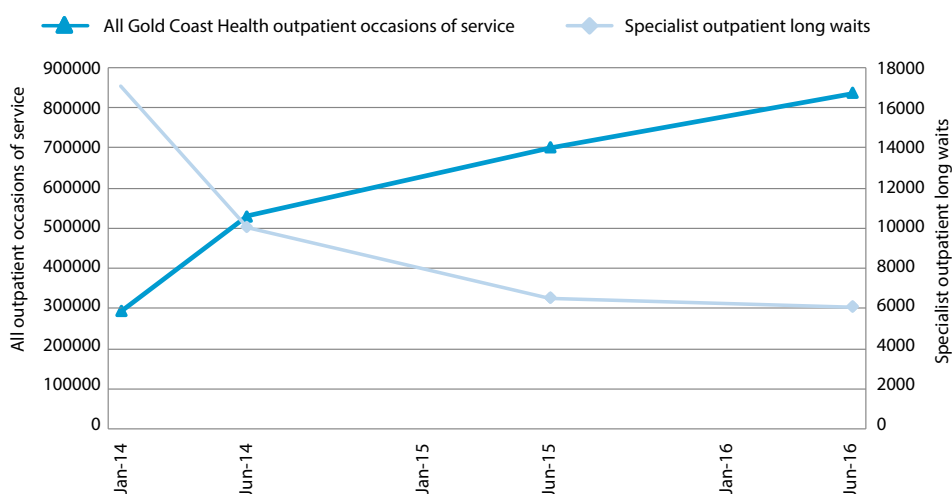
Specialist outpatients investment delivers results

Gold Coast Health has embarked on a two-year \$19.2 million 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.

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The number of patients waiting longer than clinically recommended 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) with outpatient occasions of service (patient contacts) increasing from 699,684 in the year to June 2015 to 835,335 by 30 June, 2016.



Record treatments in emergency

Gold Coast Health has experienced unprecedented increase in activity through its emergency departments at GCUH and Robina Hospital in recent years and 2015–16 was no exception. Overall 161,385 attendances were recorded.

The health service and its clinicians have sustained performance despite the growth in demand and this is reflected in the National Emergency Access Target (NEAT), a national performance benchmark for public hospitals across Australia. The overall health service NEAT for 2015–16 was 79 per cent and Gold Coast Health continues to develop innovative models of care to drive improvement.

Reducing surgery waiting times

Gold Coast Health has achieved success in reducing waiting times for elective surgery despite increasing surgical activity.

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

Achieving the National Elective Surgery Target (NEST) is important because it has a direct impact on the community. Gold Coast Health performed 22 per cent more elective surgical procedures in 2015–16 than two years ago.

The introduction of a technology solution called Management Information Systems provides reliable, real-time data to allow clinicians and management to more easily identify the patients who have waited longest.

Integrating care is the future

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

GCIC has established partnerships with 14 GP clinics 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.



Engaging with the community

Gold Coast Health values input and feedback from the local community, health consumers and carers to help plan new services, assess current activities and review quality and safety key performance indicators.

This year the Gold Coast Health Board adopted a new community and consumer engagement strategy following broad consultation. As part of the strategy the Consumer Advisory Group has taken on an increasingly integral role.

Helping families grow

Gold Coast Health is delivering maternity services to more families than ever before. Gold Coast University Hospital recorded 4943 births during 2015–16. As well as a state-of-the-art birth suite, GCUH is home to a Neonatal Intensive Care Unit, Special Care Nursery, Maternal Fetal Medicine unit and a continuity midwifery model of care.

Community-based services expanded with the opening of Your Midwives Brygon Creek at Upper Coomera, providing antenatal and postnatal services for families in the growing northern corridor of the city.

Partnerships with non-government organisations are providing opportunities for midwives and child health nurses to be co-located to provide healthcare services in pregnancy and postnatally, with followup home visiting for all women and their families.

Our year in numbers

Gold Coast Health
delivers services to
a population of over

560,000



**4943
births**

at Gold Coast
University Hospital

161,385

Emergency Department
attendances at
Gold Coast Health
hospitals



16,401

elective
surgeries
performed



835,335 outpatient appointments



6895

interpreter services
delivered to patients



491

telehealth
appointments
completed

Staff in our Paediatric
Emergency Departments
across our hospitals treated

32,840

children



1240

home visits made
by our midwives
each month

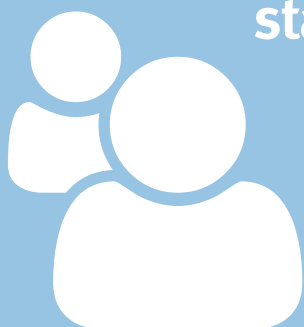


70%

of our staff
are in clinical
roles



8648
staff



**1205 new
employees**
in 2015–16



30%

increase in
research
projects



Our future

Over the next decade Gold Coast Health 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.

Health and Knowledge Precinct

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

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

The precinct master plan was finalised in April 2016 and will activate the full potential of the site to incorporate the redevelopment of the athletes village following the Commonwealth Games in 2018 into a genuine, well-designed and integrated urban community which sits beside a vibrant global hub of knowledge-based healthcare research and innovation.

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

Countdown to 2018

Gold Coast Health is partnering with the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) to ensure the provision of healthcare services for the Commonwealth Games 2018 (GC2018). A collaboration agreement between the organisations will enable seamless care for the Gold Coast community and all Commonwealth Games constituents at Games time and a unique opportunity for health service staff to be involved in the Games.

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 and competition venues, providing specialist services 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.



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For information on our services and facilities and to subscribe to our Community eNews visit our website:

www.goldcoast.health.qld.gov.au

For general and service enquiries, please call:

1300 744 284

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Search 'Gold Coast Health' from your social media account and look for our logo.

