

3 Our performance

Metro South Health performed well against its targets and key performance indicators in 2014–2015.

Performance highlights

In the 2014–2015 financial year:

- Elective surgery long waits were reduced to zero in December 2014 across all categories.
- Elective surgeries increased by 8.9 per cent in 2014–2015 to 26,719; the second highest elective surgery performance in Queensland.
- National Elective Surgery Access Target (NEST) performance—the percentage of elective surgery patients who receive their treatment within the clinically recommended timeframe for their urgency category—improved across all three urgency categories:
 - Category 1: 8 per cent increase
 - Category 2: 33 per cent increase
 - Category 3: 39 per cent increase.
- National Emergency Access Target (NEAT) performance—the percentage of emergency department patients discharged or admitted within four hours—remained reasonably steady at 72.5 per cent despite a significant increase in emergency presentations in 2014–2015.
- Oral health long waits remained at zero.
- Metro South Health exceeded its activity target by 7,100 weighted activity units, representing a community dividend of \$50 million.
- Metro South Health achieved a financial surplus of \$10.2 million.

Government's objectives for the community

Metro South Health is committed to contributing to the Queensland Government's objectives for the community.

In keeping with the Queensland Government's commitment to deliver quality frontline services for the community, Metro South Health aims to provide services that are efficient, diverse and flexible to changing community and government need. In doing so, Metro South Health acts with integrity and accountability and places strong emphasis on consultation.

The following are examples of how Metro South Health has contributed directly to the ethos of the Queensland Government's objectives for the community.

Creating jobs and a diverse economy

Delivering new infrastructure and investment, stimulating growth and innovation:

- Metro South Health is contributing to the government's commitment of returning the state budget to surplus by investigating opportunities for greater efficiency at all levels of the organisation. During 2014–2015, the health service maintained focus on performing business improvement reviews at every level of the organisation and implementing reform.
- Metro South Health will continue to maximise effectiveness and efficiency through increased activity based funding technical capacity, activity modelling and benchmarking against state and national best practice.
- Metro South Health is actively investing in furthering the education and training of staff and developing leadership to create capacity and build capability of staff which enables a culture of redesign and improvement.

Building safe, caring and connected communities

- Metro South Health has implemented a system of clinical governance for safety and quality to maintain optimal patient outcomes and ensure legislative compliance and regulatory and policy requirements of governing bodies.

- Metro South Health actively seeks opportunities to include consumers or community members on existing committees or groups, for example, safety and quality meetings or new reference groups.
- Metro South Health continues to implement strategies and support facilities to exceed the National Safety and Quality Health Service Standards including partnering with consumers in the development of health policies, programs, services and projects.

Delivering quality frontline services

- Metro South Health is committed to delivering improvements in frontline services. This is demonstrated by developing redesign and improvement strategies, focusing on both clinical and non-clinical services.
- Metro South Health is delivering better access to emergency and surgical services by ensuring statutory and standards obligations are realised including processes to monitor national standards such as the National Elective Surgery Target and the National Emergency Access Target.
- Metro South Health is improving access to health care services by implementing load-sharing solutions such as the Central Referral Service as a mechanism to ensure care is available when and where it is required.

Protecting the environment (enabling responsible development)

- Metro South Health will engage in responsible development of its services and infrastructure by developing and following a prioritisation model/planning framework for new initiatives (including education and professional development).
- Metro South Health will continue to transform clinical and non-clinical service delivery with advances in technology, enabling the roll-out of programs such as telehealth and the digital hospital concept to support the sustainable expansion of the reach of its services.
- Metro South Health will ensure that the community's needs are met sustainably into the future by contributing to the development of integrated health services in the region, with a strong local network of primary health care providers and better connections to Metro South Health.

Agency objectives and performance indicators

Metro South Health's *Strategic Plan 2012–2016* (2013 revised version) describes how the health service will provide quality care for the community over the next four years, including our aspirations, strategies and measures of success. Metro South Health carefully monitors its achievements against these targets.

Strategic objectives

Metro South Health's strategic objectives are:

1. **Stakeholders:** Ensure the needs of our stakeholders influence all our efforts
2. **Service delivery:** Provide efficient, safe and timely health care services
3. **Hospital avoidance and substitution:** Increase hospital avoidance and substitution programs and services to reduce admissions to hospital
4. **People:** A sustainable, high quality workforce to meet future health needs
5. **Image and reputation:** Promote and market our world class health service—locally, nationally and internationally
6. **Funding and resource management:** Ensure the best use of allocated resources
7. **Organisational excellence:** Ensure that our governance and organisational structure are at the leading edge of industry norms
8. **Teaching and research:** Support education and research and their translation into improved health outcomes for patients
9. **Technology:** Optimise the use of technology.

This section contains highlights of Metro South Health's achievements against its strategic objectives in 2014–2015.

Strategic objective 1

Stakeholders

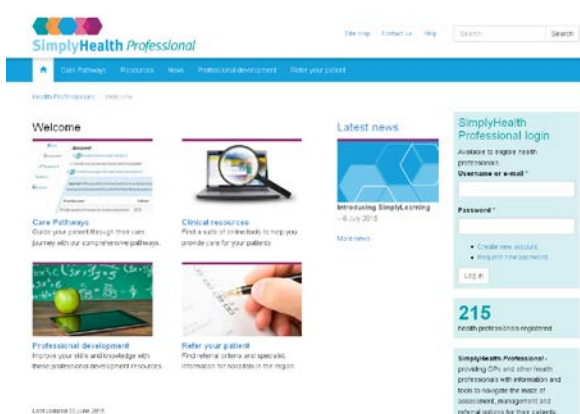
Ensure the needs of our stakeholders influence all our efforts

Metro South Health believes that health care should be organised around the needs of the community. To achieve this, it is important that Metro South Health engages with its patients, carers, stakeholders and the broader community.

The Metro South Health Consumer and Community Engagement Strategy provides a broad framework for engagement and outlines a number of key strategies required to establish the foundations of its engagement agenda. In 2014–2015, Metro South Health continued to rollout the strategy, establishing a strong foundation for engaging with the community and its patients. This allowed Metro South Health to advance a number of key initiatives which have improved, and will continue to improve, the way health care is delivered.

Consumer and community participation has allowed Metro South Health to design and implement initiatives and achieve significant improvements in 2014–2015.

Figure 3. *SimplyHealth Professional website*



SimplyHealth

SimplyHealth is one of Metro South Health's e-engagement solutions. The project delivers an interactive online community where consumers, general practitioners and the community can find information to support their health care decisions and assist them to navigate the health system. As a result of the project it is expected that there will be:

- reduced pressure on public health services by providing information on all the care options available (public, private, non-government organisations) in one place
- improved access to health services through standardised care pathways
- improved relationships and communication by connecting general practitioners and specialists
- enhanced patient experience by ensuring the 'person' is at the centre of all decisions
- enhanced health literacy through the provision of quality information and education.

The project team works closely with:

- general practitioner advisors who review and contribute to care pathways
- a consumer working group to inform the design, functionality and content of the SimplyHealth site
- consumers, non-government organisations and general practitioners to inform content, design and functionality.

SimplyHealth Professional, a portal for general practitioners and other health care providers, was launched in June 2015.

Patient satisfaction surveys

Metro South Health engages Best Practice Australia (BPA) to implement patient satisfaction surveys on an annual basis. According to the last round of surveys, Metro South Health hospitals are exceeding national norms when it comes to patient care.

Patient satisfaction surveys serve as a barometer to ensure Metro South Health continues to deliver the quality of care patients expect and deserve.

Results are benchmarked against a group of 34 Australian public hospitals. In the most recent survey, the average ratings for patient satisfaction measured against indicators of nursing care, clinical quality and safety, and hospital services were met or exceeded by all Metro South Health facilities.

The survey showed that 92 per cent of patients were satisfied with the overall quality of care they received during their most recent admission to a Metro South Health hospital.

National Safety and Quality Health Service Standards

Metro South Health, collectively with consumers and the community, ensures its facilities and services meet or exceed the National Safety and Quality Health Service standards, with a particular emphasis on Standard 2: Partnering with Consumers.

More than 30 consumers are represented on committees across Metro South Health and are involved in the analysis of safety and quality data, and the development of action plans for health service improvement.

All facilities have governance structures that allow consumer engagement activities to be reported to the Board.

Health literacy

Health literate organisations make it easier for people to navigate, understand and use information and services to take care of their health. Metro South Health has a Patient Education and Health Literacy Strategy to further advance becoming a health literate organisation.

Metro South Health is working with consumers to ensure all patient information brochures are reviewed prior to publication. Activities are being undertaken

with consumers at each facility to identify the characteristics that help and hinder a consumer's ability to physically navigate their way to and around the health service.

Person-centred care

Person-centred care is health care that is both respectful and responsive to the preferences, needs and values of people and the families and communities in their support network. All staff members working in Metro South Health develop the appropriate attitudes, knowledge and skills to deliver person-centred care through staff orientation, role specific training and supplementary training and support.

In 2015, Metro South Health became a member of the Planetree organisation, global leaders in advancing person-centred care.

Collaboration with primary health care

Building collaborative partnerships is key to delivering services that are accountable and responsive to the needs of the local community. Together, Metro South Health and the Greater Metro South Brisbane Medicare Local and West Moreton Oxley Medicare Local played an essential role in the planning, delivery and management of health services in the Metro South region during 2014–2015.

To ensure planning and health service delivery is coordinated, Metro South Health formed 'working together agreements' (or partnership protocols) with both organisations. The agreements recognise the strategic linkages between Medicare Locals and Metro South Health, and a shared drive to improve the health system and to achieve better health outcomes for the community.

Key initiatives that Metro South Health collaborated with the Medicare Locals on included:

- consumer and community engagement
- primary/secondary care integration
- chronic disease management
- Mums and Bubs program
- General Practice Liaison Program.

Metro South Health is developing an integrated health strategy to further develop partnerships with the primary health sector, with a particular focus on working with the new primary health networks in 2015–2016.

Integrated chronic disease clinics

Metro South Health's chronic disease service is working with general practitioners to improve access to specialty services in the community. General practitioners work alongside consultants in shared care beacon-style clinics located at Annerley, Inala and Meadowbrook. This also provides an opportunity for general practitioners and other primary care staff to develop their skills in managing people with complex, chronic diabetes and kidney disease.

In 2015, the Annerley clinic was expanded to include a 3D clinic for endoscopy.

Government relations

Metro South Health recognises the importance of working in partnership with government agencies at the local, state and federal levels and with elected representatives.

A key focus for 2014–2015 has been developing relationships with elected representatives by:

- disseminating information on key Metro South Health initiatives, including service developments and opportunities for community engagement
- providing timely responses to health-related matters concerning the community
- seeking input regarding issues impacting local communities.

Metro South Health will continue to work in partnership with other government agencies to ensure an integrated response to matters impacting our communities.

Online engagement

Parts of the Metro South community are geographically and socially isolated, which can make reaching them with information and engaging with them more challenging. Further, the number of people interacting online continues to increase.

In recognition of its growing importance, Metro South Health has expanded its online engagement platform to include:

- **Facebook:** It provides an ideal medium to receive feedback from the community, promote achievements and clarify information the community may receive through other forums

- **Consultation Hub:** An online platform for consumers and community members to provide feedback on a range of topics
- **Ideas Hub:** The Ideas Hub is an extension of the Consultation Hub and provides community members with the opportunity to post an idea regarding a particular issue, and to rate or respond to an existing comment posted by someone else.
- **iPads:** iPads are being used to gain real-time feedback from patients while they are still in hospital. This feedback provides the opportunity to ensure the patients needs and concerns are addressed as soon as they arise.

Consumers involved in governance

Each Metro South Health facility has established either a Consumer Advisory Council or consumer reference groups. These groups play an important role in decision-making at the service level. Functions include:

- receive and provide comment and advice on operational plans prior to finalisation
- participate in building design
- participate in health service design and redesign
- develop and monitor action plans
- review projects and research proposals relating to patient experience
- analyse safety and quality data and patient satisfaction survey data.

In addition, each facility has a number of other committees that include consumer membership.

Consumers on Committees Network

More than 30 consumers are represented on committees across Metro South Health and are part of a supportive network that aims to empower and enhance their abilities and leadership skills. The network includes quarterly meetings and regular communications including education, information provision, training, support and peer support.

Health Equity and Access Unit

The Health Equity and Access Unit aims to improve access and health outcomes for identified populations such as Aboriginal and Torres Strait Islander people, Culturally and Linguistically Diverse (CALD) people, people who are refugees, people with a disability and people experiencing or at risk of homelessness. The

unit has continued to progress the health equity and access agenda in Metro South Health by working in partnership with consumers, communities, government and non-government agencies and internal services.

A number of 2014–2015 highlights are:

- establishing Aboriginal and Torres Strait Islander patient journey officers to work with the community and Metro South Health services to plan and review the delivery of health care to Aboriginal and Torres Strait Islander patients
- working with consumers and community partners to develop an influenza vaccination campaign for people with a disability
- working with the Logan Pacific Islander community to develop a Pasifika Women's and Children's project and steering group to focus on gestational diabetes
- facilitating community consultation sessions with CALD leaders and Aboriginal and Torres Strait Islander people to inform Metro South Health services and strategic planning.

Community of Interest

The Metro South Health Community of Interest is a network of patients and community members who have expressed an interest in either receiving regular information directly from Metro South Health, or who choose to participate as formal consumer representatives. Its members support Metro South Health by providing consumer representation on committees, and participation in projects, focus groups and events. The network has also been invaluable in providing input into a number of key service plans.

Membership of the Community of Interest has grown to more than 400 consumer and community members.

Monthly workshops

Metro South Health's Engagement Team delivers monthly workshops to improve health literacy and promote individual empowerment amongst consumers. Interactive guest speakers and participant-requested topics enable participants to learn more about Metro South Health and how to get the most out of health services. The workshops are also used to seek feedback from consumers about a range of issues.

In 2014–2015, nine workshops were held with a total of 294 participants. The workshop topics were:

- Getting the Message Across
- Diabetes Spotlight Session
- Addiction and Mental Health
- Mental Health Spotlight Session
- Health Care and Ageing
- Health Care and Ageing Spotlight Session
- Chronic Diseases.

Consultation Hub

Metro South Health's Consultation Hub provides an online platform for consumers and community members to provide feedback on a range of topics. It has been invaluable in reaching both the socially and geographically isolated and provides an avenue for Metro South Health to reach a broader range of people to gather feedback regarding a number of key initiatives.

In 2014–2015, Metro South Health has conducted the following community consultations:

- *Metro South Health Strategic Plan 2015–2019*
- Hospital Avoidance and Substitution Health Service Plan
- Metro South Health Management Program Review
- Logan Hospital Car Park Plan
- Access to Post-Acute Allied Health Services
- Care Coordinator Consumer Satisfaction Survey
- Specialist Outpatient Waitlist Load Sharing
- Consumer Leadership Network Model Feedback
- Consumer Representative Role Satisfaction
- Inter Hospital Transfers
- Evaluation of Consumer Satisfaction with Complaint Management and Complaint Outcomes
- Logan Hospital Outpatients Clinics
- Logan Hospital Pulmonary Rehabilitation Satisfaction Survey
- Redland Hospital Renal Dialysis Unit Patient Satisfaction Survey
- Redland Hospital Allied Health Outpatient Clinic
- Bayside Cardiac Rehabilitation Satisfaction Survey
- Eight Mile Plains Pulmonary Rehabilitation Satisfaction Survey
- Eight Mile Plains Cardiac Rehabilitation Satisfaction Survey
- Inala Pulmonary Rehabilitation Satisfaction Survey
- Inala Cardiac Rehabilitation Satisfaction Survey
- Princess Alexandra Hospital Cardiac Rehabilitation Satisfaction Survey.

Volunteers

Volunteers form a crucial part of the Metro South Health community and are highly valued by the health service. Their roles fall broadly into three categories:

- support to visitors and public
- support to patients and families
- support behind the scenes.

In addition to volunteers, Metro South Health also has a number of consumer advocates who work with consumers and staff in a supportive and educative role. Consumer advocates are vital to helping staff understand the consumer perspective.

Strategic objective 2

Service delivery

Provide efficient, safe and timely health care services

National Safety and Quality Health Service (NSQHS) Standards Compliance

Metro South Health's first priorities are the safe and comfortable care for patients and the continuous improvement of clinical outcomes. In order to ensure the highest standard of safety and quality, individual facilities are subject to an external peer assessment of their performance against ten National Safety and Quality Health Service (NSQHS) standards.

All Metro South Health facilities, with the exception of Princess Alexandra Hospital, underwent an accreditation survey by the Australian Council on Healthcare Standards during 2014–2015. The facilities met or exceeded every criteria within the accreditation framework, including the NSQHS standards and five non-mandatory standards. The surveys reported a positive culture of quality improvement and patient-centred care evident across the health service.

The Princess Alexandra Hospital is currently fully accredited, and will be reassessed as part of a periodic review in the coming financial year according to its assessment cycle.

2014–2015 Highlights

In 2014–2015:

272,961

People presented to our emergency departments



26,719

elective surgery procedures were performed

Emergency departments

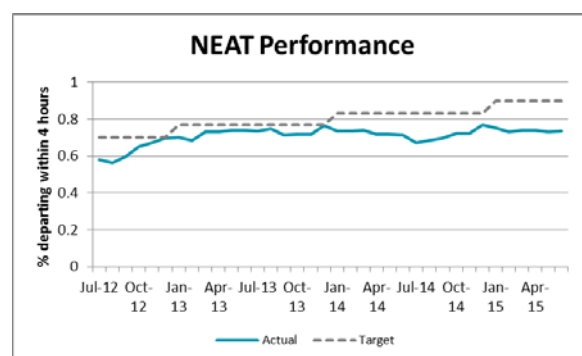
The National Emergency Access Target (NEAT), as set in the *National Partnership Agreement on Improving Public Hospital Services*, aims to improve access and achieve shorter stays in emergency departments throughout Australia. By December 2015, NEAT aims to achieve 90 per cent of patients presenting to a public hospital emergency department to be admitted to

hospital, referred to another hospital for treatment, or discharged, within four hours.

Metro South Health has been working towards achieving this measure, and its performance remained steady at 72.5 per cent in 2014–2015.

Hospital	NEAT % 2014–2015
Princess Alexandra	69
Logan	71
QEI Jubilee	80
Redland	72
HHS Total	72

Figure 4. NEAT performance



Elective surgery

The National Elective Surgery Target (NEST), as set in the *National Partnership Agreement on Improving Public Hospital Services*, measures the percentage of elective surgery patients who receive their treatment within the clinically recommended timeframe for their urgency category.

Metro South Health performed 26,719 elective surgeries in 2014–2015. This is a 8.9 per cent increase on the previous year, with 54 per cent of 2014–2015 activity contributed solely by Princess Alexandra Hospital. Metro South Health has the second highest elective surgery performance for the state of Queensland, with Princess Alexandra Hospital having one of the highest surgical throughputs in the country.

In addition to increased performance in NEST and elective surgery volume, Metro South Health has significantly reduced its elective surgery waiting list. Long waits for elective surgery was reduced from 496 patients (across all categories) in June 2014 to zero in December 2014, achieving the target set in the *National Partnership Agreement on Improving Public Hospital Services*.

2014–2015 Highlights



Metro South Health made vast improvements in treating patients within the clinically recommended timeframe in 2014–2015. The percentage of elective surgery patients who received treatment within the clinically recommended timeframe improved across all three urgency categories between 2013–2014 and 2014–2015:

- Category 1 (within 30 days): increased from 92.0 per cent to 99.0 per cent
- Category 2 (within 90 days): increased from 68.0 per cent to 90.5 per cent
- Category 3 (within 365 days): increased from 68.4 per cent to 95.3 per cent.

Figure 5. NEST Category 1 performance

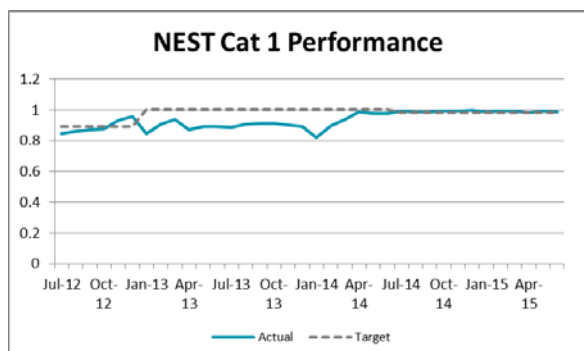


Figure 6. NEST Category 2 performance

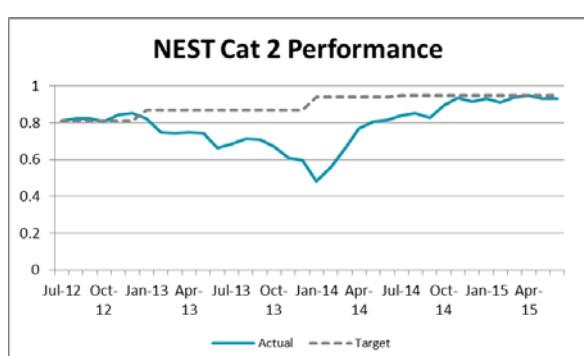


Figure 7. NEST Category 3 performance

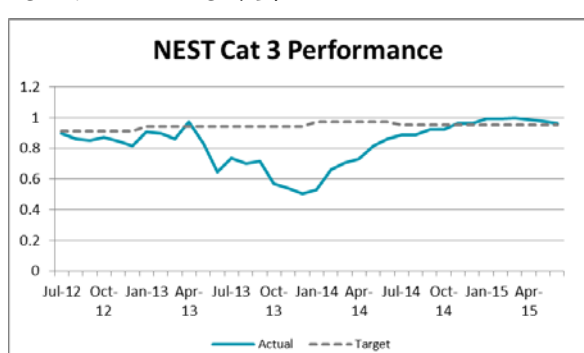


Figure 8. Elective surgery long waits performance

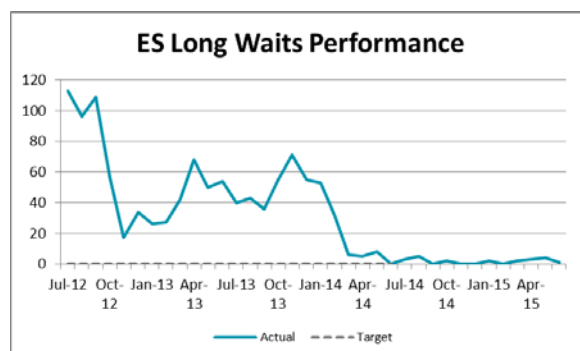
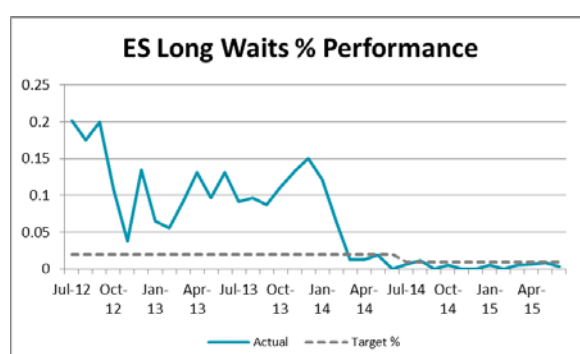


Figure 9. Elective surgery long waits performance by percentage



Outpatients

Metro South Health is committed to improving community access to specialist hospital services. In 2014–2015, Metro South Health reduced the number of patients waiting longer than clinically recommended for an outpatient appointment. Logan Hospital recorded the greatest improvement; the number of Category 1 long wait patients decreased from 53.5 per cent for the month of June 2014 to 23.0 per cent in June 2015.

% Long Wait Outpatients June 2015

Hospital	Cat 1 %	Cat 2 %	Cat 3 %	All
Princess Alexandra	63	74	50	62
Logan	23	68	56	60
QEI Jubilee	36	42	31	35
Redland	42	48	42	45
Beauresert	40	40	30	34
HHS Total	54	65	46	54

Factors affecting performance

- Metro South Health's population continues to increase—faster than most other HHSs.
- Life expectancy continues to increase, resulting in an ageing population.
- Death rates are declining for many of the major causes.
- People are dying at older ages due to early detection and successful treatment of disease.
- Hospitalisation rates (per head of population) are increasing for many of the major causes, resulting in a large increase in the number of hospitalisations per year.

This means that the burden on the hospital system is growing faster than the population is increasing and ageing.

Safety and quality

Metro South Health is dedicated to working towards reducing hospital acquired infection rates. The acceptable rate for health care-associated *Staphylococcus aureus* bacteraemia infections is no more than 2.0 per 10,000 occupied bed days. Metro South Health performed well below this rate at 1.02 for 2014–2015.

Metro South Health hospital mortality rates for acute myocardial infarction, stroke, fractured neck of femur and pneumonia are all within controlled limits and all Metro South Health facilities have met the target for hand hygiene compliance.

Clinical streams and health service planning

Metro South Health has eight clinical streams which aim to improve the integration of services across the health service through innovation and clinical redesign. Each clinical stream is supported by a stream leader, who is a senior clinician with responsibility for providing leadership and planning in their specialty areas across all facilities.

Health service plans are key directional plans to support and enable the health service's *Strategic Plan* through specific service directions. They are essential to ensure Metro South Health continues to provide quality and cost-effective health care services to its vast population by effectively utilising its allocated resources and workforce.

Metro South Health has a health service planning team that undertakes demographic and epidemiological analysis and works with clinical streams to develop health service plans.

In 2014–2015, Metro South Health implemented the following major health service planning initiatives:

- Hospital Avoidance and Substitution Plan
- Medicine and Chronic Disease inpatient services
- Review and consolidation of Oral Health Service
- Service redesign for community aged care services and Rapid Response@Home
- *My Care My Choices*, Metro South Health's end-of-life strategy.

In 2015–2016, health service planning will be undertaken for:

- Cancer services
- Women's and children's services
- Dementia services
- Endoscopy services.

Metro South Health was also a major contributor to the South-West Growth Corridor Health Service Plan in conjunction with the West Moreton Hospital and Health Service. This plan aimed to better understand the health care needs of the burgeoning population in the region between Logan, Brisbane's south and Ipswich, a population that is projected to grow from 768,540 people in 2011 to 1,160,682 people by 2026. In 2014–2015, Metro South Health continued to seek support for the implementation of this plan.

Strategic objective 3

Hospital avoidance and substitution

Increase hospital avoidance and substitution programs and services to reduce admissions to hospital

Hospital Avoidance and Substitution Plan

A significant achievement for Metro South Health in 2014–2015 was the development of a Hospital Avoidance and Substitution Plan. Research indicates that, where possible, patients treated in their own home or in alternative settings to hospital recover more quickly, have fewer complications and report a better overall experience. It also frees up valuable hospital resources. The Hospital Avoidance and Substitution Plan identifies strategies in each clinical stream that can prevent or reduce admissions to hospital or provide alternative treatment options for patients in their home or other health facility.

Metro South Health@Home

The Metro South Health@Home program has been established to coordinate and consolidate many of the hospital avoidance and substitution programs across Metro South Health. It aims to provide a single point of access for services, which will ensure patients receive the right service at the right time in the right location.

An implementation plan for the Metro South Health@Home program was released in November 2014. This plan outlined changes to operational reporting lines from a number of home and community based services to a new position known as the Director of Metro South Health@Home. A key recommendation of the plan was to commence a clinical redesign process for hospital substitution and avoidance services, with a view to creating a sub-program known as 'Acute Care@Home'.

The clinical redesign process was undertaken in early 2015. The redesign recommended an amalgamation of the following services under the 'Acute Care@Home' model:

- Hospital in the Home
- Post Acute Care Service
- Alternate Site Infusion Service.

The combined service will operate under a single management structure and have four geographic 'hubs' to provide services across the Metro South region. The new model will ensure:

- a seamless and integrated service for patients who require acute care at home
- optimum staffing levels available and maintained to deliver services
- there will be no reduction in staff.

Significant consultation and collaboration with stakeholders and affected staff has been undertaken prior and during these reforms. Implementation of Acute Care@Home is ongoing and will be finalised in October 2015.

Home and Community Care

During 2014–2015, the Australian Government implemented major reforms to community aged care services, including significant changes to its Home and Community Care (HACC) service model. The HACC program will become part of the new Community Home Support Program (CHSP) from 1 July 2015.

As a direct result of the Australian Government reforms, the contracts for Metro South Health HACC services ceased on 30 June 2015. Metro South Health will no longer provide the following HACC funded services:

- HACC Brokerage Service
- Community Dementia Service
- Continence Service
- Rapid Response Service
- HACC funded elements within the Community Referral Service.

Feedback from clinicians indicated that ceasing the direct client care functions of the HACC Rapid Response Service and HACC Community Dementia Service would adversely affect client outcomes. As a result, Metro South Health is undertaking service redesign projects to maintain the clinical outcomes of these services. As an interim measure, following the ceasing of HACC funding:

- a new service known as Rapid Response@Home was created
- some functions of the HACC Community Dementia Service transitioned to the Dementia Outreach Service.

The redesign process for these services is ongoing. It is expected that they will be integrated into the wider Metro South Health@Home model following that program's implementation.

Postnatal in-home visits

Metro South Health provides maternity services at three of its hospitals—Logan, Redland and Beaudesert hospitals. The maternity services provided include comprehensive postnatal home visiting services.

Metro South Health implemented the Mums and Bubs program in 2013, which aims to enhance maternal and child health services. It provides additional access to home visits and community clinics in the first 12 months following birth for all women.

To enable effective and successful implementation of the Mums and Bubs program, Metro South Health partnered with Greater Metro South Brisbane Medicare Local to oversee the program. The program is available to all women who give birth at Logan, Redland and Beaudesert hospitals. Metro South Health will continue its partnership into 2015–2016 with the newly formed Brisbane South Primary Health Network, which has replaced the Medicare Local.

Beacon clinic

Diabetes clinics integrating hospital and health service specialists and general practice are established in the GP Super Clinics (UQ Health Care) at Annerley and Meadowbrook (Logan). The model has been partly extended to other chronic disease groups with the Keeping Kidneys project. Inala Primary Care is involved in developing a model of shared care for people with complex chronic kidney disease.

CARE-PACT

When an elderly patient is transferred from a residential aged care facility to the emergency department, it can be a distressing experience and place them at risk of hospital acquired iatrogenic complications. Further, Metro South Health has seen an increase in avoidable emergency department presentations from aged care facility residents.

CARE-PACT is a unique program that was established in March 2014 to streamline and educate the care pathway for the frail elderly residents of aged care facilities. It aims to ensure the resident receives the best care for their needs in a timely manner and in the

most appropriate environment, therefore minimising avoidable emergency department presentations and improving quality of care. The program provides:

- telephone clinical advice and collaborative care planning
- a mobile emergency assessment team
- the ability to provide inpatient standard care within the residential aged care facility
- an emergency department and inpatient resource and early discharge service.

In 2014–2015, the program developed a comprehensive suite of clinical pathways designed to assist with the management of acutely unwell patients living in residential aged care facilities. The pathways are aimed at aged care nursing staff, general practitioners, Queensland Ambulance paramedics, primary health care providers, and CARE-PACT staff. The program will continue to be rolled out across the Metro South Health region over the coming year.

Strategic objective 4

People

A sustainable, high quality workforce to meet future health needs

Clinician Engagement Strategy

The Metro South Health *Clinician Engagement Strategy 2012–2015* was endorsed by the Metro South Hospital and Health Board in November 2012.

In accordance with the *Hospital and Health Boards Act 2011*, the strategy has been developed following broad consultation with health professionals across Metro South Health and the community, and has been posted to the internet and intranet. The strategy complies with the prescribed requirements as detailed in the *Hospital and Health Boards Regulation 2012*.

The strategy also forms a key component of the Metro South Health Workforce Engagement Strategy 2013–2015, and is linked with the Metro South Health Workforce Plan 2012–2017.

Metro South Health has implemented a range of strategies to ensure clinicians inform and lead change and quality improvement activities across the health service. Clinical leads are responsible for informing how clinical services are delivered across the health service and play a key role in ensuring Metro South Health provides the best possible care for the community. Clinicians are actively involved in Statewide Clinical Networks and the Clinical Senate, hospital based Clinical Councils, and are key stakeholders in a range of projects such as the Digital Hospital, implementation of the smoking cessation pathway and strategies to manage avoidable hospital admissions.

Metro South Health has also actively engaged general practitioners and hospital based clinicians in the development of care pathways which form a core component of SimplyHealth Professional (an online portal for GPs).

2014–2015 Highlight

Since 2013–2014, Metro South Health has increased clinician numbers by 6.5 per cent or 505 doctors, nurses and allied health practitioners.



PAVE the way

PAVE the way (People, Actions, Values, Empowerment) is Metro South Health's workforce engagement strategy. The strategy is a critical tool to ensuring all employees are equipped with the skills, resources and knowledge to work with the organisation to achieve its strategic goals.

Three PAVE action groups were established in 2014, each focusing on particular priority areas:

- **Action group 1:** Business literacy and communication
- **Action group 2:** Leadership, management and capability development
- **Action group 3:** Workforce management systems, workforce planning and innovative workforce models.

The groups have driven a number of initiatives during the past year including new communication strategies, a review of current leadership and management programs, and a review of recruitment and selection practices with a view to developing and piloting a new recruitment model.

In 2015, Metro South Health employed a project officer to help guide the implementation and future direction of PAVE and facilitate priorities in line with the health service's Strategic Plan. One of the project officer's key priorities for 2015–2016 will be the establishment of a PAVE community of practice.

Best Practice Australia Culture Survey

Every two years, Metro South Health engages Best Practice Australia (BPA) to conduct an all-staff culture survey. The purposes of the survey are to:

- gain employees' views on Metro South Health as an employer
- identify areas for improvement
- improve our collective performance
- highlight our successes
- direct future workforce planning and engagement activities.

Results from the 2013 survey were used to develop health service-wide, facility and local culture improvement programs. Key initiatives resulting directly from the survey included:

- *PAVE the way* workforce engagement strategy
- a new web-based Learning Management System (LMS) for staff to access training and professional development

- a focus on clinical innovation through the establishment of the Transformation and Innovation Collaborative
- refreshing the health service's staff reward and recognition programs including a new Board Chair's Award
- working with individual managers and teams to identify and implement strategies for cultural improvement
- a 'culture hub' intranet site including tools and resources for line managers.

The next survey will be conducted in October 2015.

Reward and recognition

Reward and recognition plays an important role in attracting and retaining quality staff across Metro South Health and is critical to the health service's ongoing commitment to improving workforce culture. Metro South Health has developed a comprehensive reward and recognition program with the aims of:

- recognising outstanding staff performance (e.g. exemplary service provision, commitment to patients/consumers, innovation, teamwork)
- boosting staff morale and workplace culture
- inspiring excellence
- providing the Board, Executive and local management teams the opportunity to interact directly with staff and promote Metro South Health's values.

The program is made up of a number of facility-based staff award programs which are presented on a monthly basis, as well as an annual Board Chair's Award. The Board Chair's Award incorporates four key elements:

- Board Chair's Excellence Award—recognising exceptional performance across multiple functions with a strong innovation, safety and quality and teamwork focus.
- Delivering Our Values Award—five separate awards for individuals or teams whose activities embody the Queensland Public Service values.
- Volunteer of the Year Award—recognising an individual or team for their dedication and commitment to patients, consumers or Metro South Health in general.
- Patient Centred Care Team Award—recognising a team or service that demonstrates exemplary patient centred care.

Metro South Health also participates in external programs including the Australia Day Achievement Awards, the Queen's Birthday Honours and the Queensland Premier's Awards for Excellence. In addition, local work areas and departments are actively encouraged to implement their own reward and recognition programs.

LEAPOnline

Metro South Health is rolling out a new Learning Management System (LMS) as a key investment in the education, capability and professional development of staff. The web-based application—known as 'LEAPOnline' (Learning Education and Professional development)—will deliver:

- a range of interactive e-learning modules
- access to training anywhere, any time
- reduced time spent away from clinical duties to attend training
- a one-stop-shop for individuals' training records
- extensive reporting suites for line managers.

LEAPOnline will be available to all staff employed by Metro South Health. It is being rolled out via a phased approach, with each service and facility having a set 'go live' date, starting with QEII Hospital in March 2015. It is expected the system will be fully implemented by September 2015. A number of pilot e-learning courses are already available in the system, and clinical areas are being encouraged to develop their own courses to add over the coming year.

Strategic objective 5

Image and reputation

Promote and market our world-class health service—locally, nationally and internationally

Accreditation

Accreditation surveys are public recognition of the achievements of safety and quality standards by a health care organisation, demonstrated through an independent external peer assessment. All Metro South Health facilities and services, with the exception of Princess Alexandra Hospital, underwent their four-yearly Australian Council on Healthcare Standards accreditation survey between November 2014 and April 2015. This was the first time the facilities were surveyed against ten new standards under the new 'EQuIP National' framework.

Metro South Health facilities and services met or exceeded every criteria within the accreditation framework, including all of the non-mandatory standards. The surveys reported there is a positive culture of quality improvement and patient-centred care evident across all services and divisions.

My Care My Choices

Metro South Health has developed a Queensland-first public awareness campaign on advance care planning called *My Care My Choices*. The campaign aims to ensure all patients have the opportunity to express and document their preferences for future treatment and care, and forms a key part of the wider Metro South Health end-of-life strategy. A comprehensive suite of multimedia materials were developed in early 2015 to support the campaign.

The expected outcomes of *My Care My Choices* are:

- increased awareness of the benefits and components of end-of-life care
- early identification of patients who will, or are anticipated to have, shortened life expectancy as a result of known disease
- patients, their families and carers have greater access to end-of-life services
- patients have the opportunity to develop and participate in a documented planning process.

International speakers

A number of Metro South Health staff members presented at international conferences in 2014–2015, demonstrating the quality of clinical innovation and research undertaken at facilities across the health service.

International conference presentations included:

- Dr Michael Fryer, Cardiology Registrar—European Society of Cardiology Annual Congress, Spain
- Ms Kate Martin, Leisure Therapist—American Therapeutic Recreation Association Annual Conference, USA
- Ms Lyndal Gray, Leisure Therapist—American Therapeutic Recreation Association Annual Conference, USA
- Dr Huynh Nguyen, Production Officer—International Atomic Energy Agency (IAEA), Austria
- Dr Kenneth O'Byrne, Medical Oncology Consultant—European Society for Medical Oncology (ESMO), Spain
- Dr James Thomas, Hepatology Fellow—American Association for the Study of Liver Disease, USA
- Christine Leech, Occupational Therapist—ANZCS Scientific Meeting, New Zealand
- Dr Ashok Raj, Gastroenterologist—Asian Pacific Digestive Week Conference, Indonesia
- Dr Maher Gandhi, Hepatology Staff Specialist—Stanford University School of Medicine, USA
- Ms Tamara Barry, Senior Planning Consultant—Thai Society of Therapeutic Radiology and Oncology National Annual Scientific Meeting, Thailand
- Mr Gordon Kay, Senior Social Worker—ISPS International Congress, USA
- Dr Darshan Shah, Registrar—The European Stroke Organisation Conference, Scotland
- Dr Ingrid Hickman, Principal Research Fellow—2015 International Liver Congress, Austria
- Dr Steven McPhail, Principal Research Fellow—World Confederation for Physical Therapy Congress, Singapore
- Mrs Marianne Black, Clinical Nurse Consultant—Digestive Disease Week 2015, USA
- Dr Sandro Porceddu, Radiation Oncologist—American Society of Clinical Oncology Annual Scientific Meeting, USA
- Ms Veronica Casey, Executive Director Nursing Services—International Council of Nurses Conference, South Korea.

Media and communications

Metro South Health has a dedicated media and communications team that manages all aspects of media relations, web, marketing, and service-wide communication to both internal staff and the general public. The team aims to:

- build on Metro South Health's brand as an independent health service with a reputation for innovation and the highest standards of health care delivery
- support the development of a positive workforce culture through open, transparent and accessible communication with staff.

A key focus for this team in 2014–2015 was to better utilise existing communication platforms and to develop new tools to better engage with employees, consumers and community members. This included a number of projects:

- The development of a new website, including a full visual redesign, an upgrade to a new content management system, and a review of all content to ensure it is more consumer and community focussed.
- The production of a new quarterly magazine showcasing Metro South Health achievements, innovations and research to distribute to stakeholders and display in hospital and facility waiting rooms.
- The commencement of video podcasts with Board members and senior executives.
- Continued use of social media, including Facebook, Twitter and LinkedIn to engage with the community and provide service updates and public health messages. Metro South Health social media content now reaches, on average, more than 7500 individual people per day.

Planning is underway for the redevelopment of the staff intranet and the rollout of mobile applications for both consumers and staff.

Metro South Health also maintained a strong media profile throughout the financial year. An analysis of the year's media coverage showed that 34 per cent of all media activity was classified as positive while only 8 per cent was negative. There was also a large amount of neutral coverage (58 per cent) due to ongoing interest in high-profile patients.

Figure 10. Facebook likes

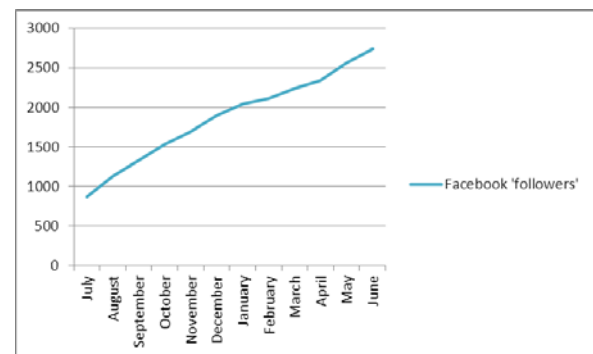
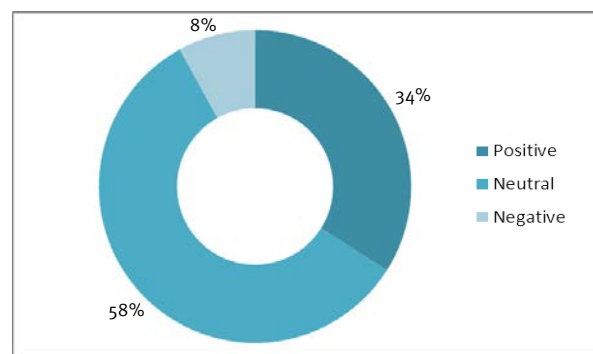


Figure 11. Tone of media coverage in 2014–2015



Strategic objective 6

Funding and resource management

Ensure the best use of allocated resources

Value for money

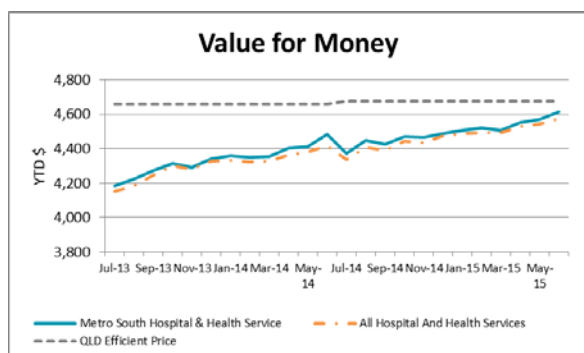
Under the activity based funding model, weighted activity units (WAU) provide a common unit of comparison for all clinical activities so that hospital activity can be measured and costed consistently. The base cost for one WAU is the Queensland Efficient Price, which was set at \$4676 in 2014–2015.

Some examples of how WAU are applied to clinical activities are: an Orthopaedics outpatient appointment for a new patient has a weighting of 0.07 WAU, which equates to \$320; whereas a cochlear implant has a weighting of 6.870, which equates to \$32,124.

Metro South Health provided 314,252 WAU of activity in 2014–2015, which is 7,391 (2.4 per cent) above its targeted purchased (funded) activity. At the end of June 2015, the cost per WAU in Metro South Health was \$62.19 lower than the Queensland Efficient Price.

At the end of the 2014–2015 financial year, Metro South Health's year-to-date operating position was \$10.226 million in surplus.

Figure 12. Value for money (cost per WAU) 2012–2014



Capital and asset management

Metro South Health holds a diverse portfolio of assets with a net book value of approximately \$1.2 billion and a replacement value of approximately \$2.3 billion. These assets include buildings, land and medical equipment, used in the provision of health services to Queenslanders. This asset portfolio currently costs approximately \$187 million per annum in combined (recurrent) operating, depreciation and maintenance costs.

A Total Asset Management Plan has been developed to provide overall strategic direction for asset acquisition, maintenance and replacement. It focuses on the next 10 years and is aligned to Metro South Health's service plans and facility master plans.

A number of significant asset acquisitions and disposals were finalised in 2014–2015 to better align Metro South Health's asset base with service delivery requirements. Acquisitions included medical equipment replacements in excess of \$14 million and new equipment and building works in excess of \$9 million.

Infrastructure

In 2014–2015, Metro South Health completed and opened a number of infrastructure projects, including:

- stage 1 and 2 of Logan Hospital's \$145.2 million redevelopment, including a new adult and children's emergency department, a new rehabilitation unit, and an expanded children's inpatient unit
- opening of Princess Alexandra Hospital's new transit care hub including a patient lounge, nursing resource unit and patient flow unit
- the redevelopment of Princess Alexandra Hospital's former 'R-Wing' to house the new Clinical Research Facility to conduct human trials
- procurement and installation of the first Positron Emission Tomography-Magnetic Resonance Imaging (PET-MRI) unit in the Southern Hemisphere at the Princess Alexandra Hospital
- opening of a 10-bed short stay unit at Redland Hospital
- opening of the Bayside Community Care Unit, a facility providing short-term housing and support to people recovering from a mental illness
- expansion of the Logan Hospital adult inpatient mental health unit.

In addition, work continued on the following projects:

- stage 2 of the Southern Queensland Centre of Excellence for Aboriginal and Torres Strait Islander Primary Health Care at Inala
- the installation of Queensland's first Gamma Knife® unit at Princess Alexandra Hospital
- the construction of a new cardiac catheter laboratory at Logan Hospital in space previously occupied by the emergency department
- planning for the redevelopment of the Princess Alexandra Hospital foyer.

Procurement

Metro South Health has undertaken detailed planning to identify key areas to improve value for money outcomes through effective procurement. In doing so, the health service has focused on developing procurement capability and effective risk management.

Audit

In 2014–2015, Metro South Health strengthened its internal and external audit mechanisms to provide continued assurance to the Board on the effectiveness of financial and operating systems as well as risk management.

An internal audit plan was developed for the financial year with the following key focus areas:

- Right of Private Practice (ROPP) for senior medical officers
- grant acquittals
- human resource functions and processes
- non-clinical record keeping
- business continuity planning
- budgeting
- drugs handling
- procurement
- revenue management
- strategic planning
- trusts
- backlog maintenance.

In addition, Metro South Health's operations were subject to external scrutiny from a number of oversight bodies in the past financial year. Major reviews included an annual audit by the Queensland Audit Office as well as the accreditation of all hospitals and services (with the exception of Princess Alexandra

Hospital) against the 10 National Safety and Quality Health Service Standards.

Further details about audit and risk management programs are available on page 45.

Planning undertaken, endorsed and implemented

In 2014–2015, Metro South Health completed the following planning activities:

- implementation of the Medicine and Chronic Disease inpatient services
- review and consolidation of Oral Health Service
- service redesign for community aged care services and Rapid Response@Home
- development of *My Care My Choices*, Metro South Health's end-of-life Strategy
- health service requirements in the Bayside area.

In 2015–2016, health service planning will be undertaken for:

- cancer services
- women's and children's services
- dementia services
- endoscopy services.

Strategic objective 7

Organisational excellence

Ensure that our governance and organisational structure are at the leading edge of industry norms

Building collaborative partnerships to deliver high quality health care

To ensure planning and health service delivery is coordinated, Metro South Health has formed 'Working Together Agreements' or 'Partnership Protocols' with both the Greater Metro South Brisbane Medicare Local and West Moreton Oxley Medicare Local.

This initiative recognises the strategic linkages between the Medicare Locals and Metro South Health, and a shared desire to work together for a common purpose to improve our health system and to achieve better health outcomes for our community.

Key initiatives Metro South Health has collaborated on with Medicare Locals have been focused on the following priority areas:

- consumer and community engagement (e.g. community forums)
- primary/secondary integration (e.g. SimplyHealth Professional)
- chronic disease (e.g. beacon clinics)
- maternity and child health (Mums and Bubs Program, improved access to paediatrics outpatients).

Innovation

Metro South Health is committed to fostering clinical innovation throughout all levels of the organisation. In 2014–2015, the health service established an Executive Transformation and Innovation Committee (ETIC), which provides an executive level focus on innovation across the health service and assesses new ideas against priorities for feasibility, scope and potential impact. ETIC's membership incorporates members of the Metro South Health Executive as well as specialist staff from across the organisation.

In addition, Metro South Health has established the Transformation and Innovation Collaborative (TIC) to provide support for clinicians who have ideas for improvement. TIC is a network of innovative people who together create the innovation culture in Metro South Health. The collaborative includes people who understand innovation, think innovatively and support change and redesign projects on the ground in partnership with clinicians and stakeholders.

TIC's role is to assist with:

- tools, templates and resources
- direction, design and solutions
- project management support
- upskilling and professional development
- mentoring and advice about how clinicians can make their ideas happen
- evaluating the feasibility of ideas/projects
- gaining Executive-level exposure for ideas/projects
- connecting stakeholders and relevant projects across Metro South Health.

Strategic objective 8

Teaching and research

Support education and research and their translation into improved health outcomes for patients

Metro South Health has a strong record of collaboration in medical research and translation of research into improved outcomes for patients.

Brisbane Diamantina Health Partners

In July 2014, a merger of Children's Health Queensland, Diamantina Health Partners and Mayne Health Science Alliance led to the formation of an academic health science system known as Brisbane Diamantina Health Partners. Metro South Health is one of eight key partners that have made a commitment to strengthen linkages and collaboration between health care, research and education, for the benefit of Queenslanders. The other partners include:

- Metro North Hospital and Health Service
- Mater Health Services
- Children's Health Queensland Hospital and Health Service
- Translational Research Institute
- QIMR Berghofer Medical Research Institute
- The University of Queensland
- Queensland University of Technology.

Seven research themes have been defined across the collective work of Brisbane Diamantina Health Partners:

- brain and mental health
- cancer
- chronic disease and ageing
- evidence and innovation in clinical care
- immunity, inflammation, infection
- pregnancy and newborn
- trauma, critical care and recovery.

Clinical Research Facility

Princess Alexandra Hospital is home to one of Australia's pinnacle medical research institutions—the Translational Research Institute (TRI). TRI aims to combine clinical and translational research to advance progress from laboratory discovery to application in the community.

The partnership with TRI was strengthened in 2014–2015 with the opening of a new Clinical Research Facility (CRF) in the hospital's former R-Wing. Operated by hospital staff, the CRF provides a controlled and safe environment to conduct patient research with ready access to hospital facilities and emergency response teams. It provides special facilities and equipment required by a variety of clinical researchers for investigating the causes of disease and the effectiveness of new medicines and medical equipment.

Joint appointments

Significant partnerships are also in place with major Queensland universities, which include 39 joint appointments in a variety of areas and disciplines, as well as a number of student placement agreements.

2014–2015 Highlights



Major research achievements involving Metro South Health staff during 2014–2015 included:

- a new study to help men at risk of developing type 2 diabetes to lose weight and prevent the disease by giving them testosterone supplements
- a partnership with a Canadian research institute to trial research that shows a common antibiotic may decrease the severity of acute spinal cord injury
- the development of the Queensland Cancer Quality Index which analyses the safety and quality of care provided at public and private cancer treatment facilities
- Queensland first research by Metro South Oral Health shows fluoride in the water supply has significantly reduced tooth decay in children.

Princess Alexandra Hospital Health Symposium

Each year, Princess Alexandra Hospital convenes a week-long symposium to showcase clinical innovation, teaching and research from across the facility, with all Metro South Health staff invited to attend. The 2014 symposium was held from 4–8 August under the theme “Health research alliance in transforming care”. The program highlighted how translational research and partnerships in health disciplines are leading to new technologies, improved and more cost effective treatments for chronic disease, immunology, inflammation and inflammation, cancer, trauma and rehabilitation, and neuroscience and mental health.

The event featured an international fellow, Professor Boris Bastian, from the University of California, who is a world-renowned clinician-scientist. Professor Bastian delivered a keynote address on how interdisciplinary and global partnerships have advanced the understanding of the causes of skin cancer and are translating this new knowledge to novel therapies for allergies and asthma.

The symposium also featured educational sessions covering health system innovation, a debate on “mass media saves lives”, and a historical overview of the ascending research profile of the hospital. In addition, the symposium awarded bursary prizes to junior researchers who delivered the best oral presentations as well as clinicians and researchers with the best research poster displays.

Strategic objective 9

Technology

Optimise the use of technology

Innovation to deliver ICT services that are at the cutting edge of health care standards

Digital Hospital

Under the Metro South Health Digital Hospital Program, the Princess Alexandra Hospital is implementing an Electronic Medical Record (EMR) and integrated digital systems to support patient care, with the goal of becoming a fully “digital hospital”.

A Digital Hospital has an EMR, integrated digital systems and a paper-light environment including reduced use of paper charts and forms.

The PAH has implemented the foundations of the Digital Hospital with scanning, allergies and alerts and renal haemodialysis modules delivered in 2014.

In 2015, further implementations will occur:

July

- Outpatient appointment scheduling system upgrade

November

- Surgery
- Emergency Department
- Inpatient areas (Care Delivery)
- Radiology
- Pathology and Radiology orders (e.g. blood tests and x-ray orders)

For the first time ever, clinicians at the PAH will be able to document and plan the care of patients in an integrated digital format, providing easy access to patient information.

The Digital Hospital Program is one of the biggest transformations undertaken at the PAH. Accordingly, it is a complex and challenging process to deliver change on this scale.

Becoming a Digital Hospital requires:

- making changes to work practices
- staff training to learn new or upgraded systems
- making changes to information technology (IT) infrastructure, such as putting in place new systems and software roll-outs and upgrades
- receiving and using new devices around the hospital.

The Digital Hospital will:

- lead to improved patient experience
- enable clinicians to embrace and lead improved best practice
- facilitate the efficient management of services within the hospital.

Vocera – Logan and Redland

The Vocera Communication Badge is a hands-free, mobile device that uses wireless technology to provide users with an immediate person-to-person communication. It is controlled using naturally spoken commands and allows clinicians to continue about their work without the need to leave the patient bedside. It reduces the need for overhead paging, searching for colleagues or receiving phone calls at the front desk or reception.

Vocera was successfully implemented into the newly constructed Logan Hospital Emergency Department and at the Urology ward at the Princess Alexandra Hospital. Planning and configuration is currently underway for a significant rollout of Vocera in the 2015–2016 financial year that includes implementation into Redland Hospital (which will result in all Metro South Health Emergency Departments being live with Vocera, supporting Metro South Health's commitment to their National Emergency Access Target), all of Surgical Services and Cancer Services at Princess Alexandra Hospital and bringing on new wards at QEII, Logan and Redland hospitals.

Pyxis

The Pyxis MedStation System is an automated dispensing system supporting decentralised medication management that supports pharmacy and nursing staff in their efforts to deliver safe, high-quality patient care.

The Pyxis MedStation System was successfully implemented into the new Logan Hospital Emergency Department and at Redland Hospital, and significant planning is underway for a further rollout to the remaining Metro South Health emergency departments as well as expanding the implementation into wards and theatres across the health service.

The implementation has seen the following benefits:

- reduction in chances of medication errors
- improved time on medication logistics
- improved patient safety
- increased operational efficiency and productivity (specifically for pharmacists and nursing staff)
- improved compliance.

CLEAR Emergency Department 'Inpatient Dashboard'

Metro South Health developed an ED-inpatient safety dashboard which monitors patient outcomes with data showing that improved efficiency when admitting the sickest ED patients to hospital halved the deaths of people requiring admission to hospital.

The dashboard was developed and implemented initially at the Princess Alexandra Hospital, and after demonstrating the significant impact to improving patient outcomes has been quickly adopted by many Queensland hospitals.

The new emergency department 'inpatient dashboard' was awarded a merit award in June 2015 at the Queensland iAwards and has been progressed through to the national competition for even broader exposure of the amazing work undertaken by the emergency department team to monitor and meet the National Emergency Access Target.

TUG

Metro South Health became one of the first hospitals in Australia to trial an automated robotic delivery and retrieval system for the delivery of linen services at Redland Hospital. The TUG is a fully autonomous robot that utilises computer mapping, infrared, laser and sonar technologies to navigate to its destination and can be monitored remotely 24/7.

The versatile TUG manages both scheduled and on-demand deliveries as well as retrievals from multiple wards and has the ability to navigate unaided around objects and people to quickly arrive at its destination.

Capacity Planner

Metro South Health has implemented an integrated capacity management system at the Princess Alexandra Hospital to accurately forecast patient demand, optimise clinical resources and drive better decision-making. Capacity Planner works with existing Metro South Health clinical systems to obtain real-time data to match capacity to resources with real-time patient demand.

Capacity Planner creates a visual dashboard to show where changes to staffing, resources or scheduling may improve operational performance. The ability to quickly address rapidly changing situations has resulted in improved patient flow and bed management across the Princess Alexandra Hospital. Planning is underway for implementation at the QEII Hospital to provide a holistic view of the Princess Alexandra-QEII Hospital network which will improve the management of patient demand across the entire network.

OpenTouch Proof of Concept for Patient Flow

The OpenTouch unified communications platform provides the ability for staff to collaborate via phone, text or video and move seamlessly between whichever media or device the user prefers at that particular time. This technology has been trialled in the Patient Flow Unit across Metro South Health to facilitate virtual bed management meetings (making Metro South Health the first health service in Australia to do this) and has resulted in improved collaboration, decreased travel time for staff across facilities, and the ability to respond in real-time to bed management demand across the health service.

Medical AVAC

During 2014–2015, Metro South Health successfully implemented an Electronic Medical AVAC tool to QEII Hospital, completing the rollout of this solution to all of Metro South Health for fatigue leave for junior medical officers.

The tool was developed to facilitate the overall capture and management of overtime. The tool allows users to electronically record their overtime or fatigue leave claim, submit to their director for review and approval, with subsequent electronic submission of the claim to the local payroll department.

The project has resulted in improvements in the timely capture and submission of overtime and fatigue claims and leave forms. It also provides customisable real-time and trending reports to inform strategic and operational planning.

Data Analytics and Data Warehouse

Metro South Health has developed a Data Warehouse which is a central repository of integrated data from multiple core systems across the organisation that can then be used for reporting and data analysis.

The Data Warehouse stores current and historical data and is used for creating analytical reports and dashboards to support decision making, research and improve predictive analytical capabilities.

Development is continuing on integrating more data feeds into the Data Warehouse and implementing Data Analytical tools to drive the use of data out to the end user with a focus on improving user's ability to access and use data when and where it is required.

Service agreement – Tier 1 key performance indicators

The following table contains performance against the mandatory Tier 1 key performance indicators defined in Metro South Health's *Service Agreement* with the Department of Health.

KPI Description	Target	Metro South Health Performance
Effectiveness – Safety and quality		
In hospital mortality VLAD indicators		
Acute myocardial infarction	Upper level flags or no lower level flags	Lower level 3 flag
Stroke	Upper level flags or no lower level flags	Met target
Fractured neck of femur	Upper level flags or no lower level flags	Lower level 2 flag
Pneumonia	Upper level flags or no lower level flags	Met target
Unplanned hospital readmission VLAD indicators		
Acute myocardial infarction	Upper level flags or no lower level flags	Lower level 2 flag
Heart failure	Upper level flags or no lower level flags	Met target
Knee replacements	Upper level flags or no lower level flags	Met target
Hip replacements	Upper level flags or no lower level flags	Lower level 2 flag
Depression	Upper level flags or no lower level flags	Met target
Schizophrenia	Upper level flags or no lower level flags	Met target
Paediatric tonsillectomy and adenoidectomy	Upper level flags or no lower level flags	Met target
Health care-associated infections		
Health care associated <i>Staphylococcus aureus</i> (including MRSA) bacteraemia	Rate is ≤2.0 per 10,000 patient days	1.02
Access – Equity and effectiveness		
Shorter stays in emergency departments		
National Emergency Access Target (NEAT): percentage of emergency department attendees who depart within 4 hours of their arrival in the emergency department.	2014: 83% 2015: 90% 2014–2015: 90%	2014: 71.9% 2015: 73.7% 2014–2015: 72.5%
Shorter waits for elective surgery		
National Elective Surgery Target (NEST): percentage of patients receiving elective surgery who were treated within the clinically recommended timeframe for their urgency category.		
Category 1: within 30 days	98%	99.0%
Category 2: within 90 days	95%	90.5%
Category 3: within 365 days	95%	95.3%

Fewer long waiting specialist outpatients*		
Percentage of specialist outpatients waiting within clinically recommended times:		
Category 1: within 30 days	63%	45.6%
Category 2: within 90 days	34%	35.2%
Category 3: within 365 days	90%	54.4%
Efficiency – Efficiency and financial performance		
Full-year forecast operating position	Balanced or surplus	\$10.226 million
Length of stay in public hospitals		
The average length of stay for given DRGs for patients who stay one or more nights in hospital	At or below DRG target	
E65A - Chronic Obst Airways with catastrophic cc	9	5.69
E65B - Chronic Obst Airways w/o catastrophic cc	5.4	3
F62A - Heart Failure and Shock with catastrophic cc	10.6	6.99
F62B - Heart Failure and Shock w/o catastrophic cc	5.7	3.69
G07B - Appendectomy w/o malignancy or peritonitis w/o catastrophic or severe cc	2.2	1.79
Ho8B - Laparoscopic Cholecystectomy w/o closed CDE w/o catastrophic or severe cc	1.8	1.71
I03B - Hip Replacement w/o catastrophic cc	6.4	4.68
I04B - Knee Replacement w/o catastrophic or severe cc	5.9	4.38
J64B - Cellulitis w/o catastrophic or severe cc	4	2.74
L63A - Kidney and Urinary Tract Infections with catastrophic or severe cc	8	4.64
L63B - Kidney and Urinary Tract Infections w/o catastrophic or severe cc	3.5	2.23
M02B - Transurethral Prostatectomy w/o catastrophic or severe cc	2.7	2.32
No4B - Hysterectomy for non-malignancy w/o catastrophic or severe cc	3.3	2.63
No6B - Female reproductive system reconstructive w/o catastrophic or severe cc	2.5	1.89
O01C - Caesarean Delivery w/o catastrophic or severe cc	4.3	2.86
O60B - Vaginal Delivery w/o catastrophic or severe cc	3	1.97
Funded and average cost per QWAU		
Year to date funded and cost per Queensland Weighted Activity Unit (QWAU)	£\$4,551	\$4,613.81

*Key Performance Indicator and targets as per the 2015–2016 Queensland State Budget Service Delivery Statements.

Financial highlights

Metro South Health has achieved a financial surplus of \$10.226 million for the year ending 30 June 2015. This represents a 0.51 per cent variance against its revenue base of \$1.99 billion.

The reported surplus was lower than last year because Metro South Health contributed \$20.5 million of its own retained funds into additional elective services.

The result is particularly pleasing given the demand pressure on health services, and demonstrates that Metro South Health is an efficient provider of services. It manages a number of ongoing quality and performance improvement initiatives that contribute to its overall positive financial position.

Future fiscal challenges are likely resulting from Commonwealth changes to the funding model from 2017–2018. These changes involve a move to an indexed population based model rather than the current activity based model.

Revenue and Expenditure

Metro South Health's income is sourced from three major areas:

- Department of Health funding for public health services (including Commonwealth contributions)
- Commonwealth grants
- own-source revenue.

Metro South Health's total income was \$1.99 billion, which is an increase of \$144.31 million (7.8 per cent) from 2013–2014:

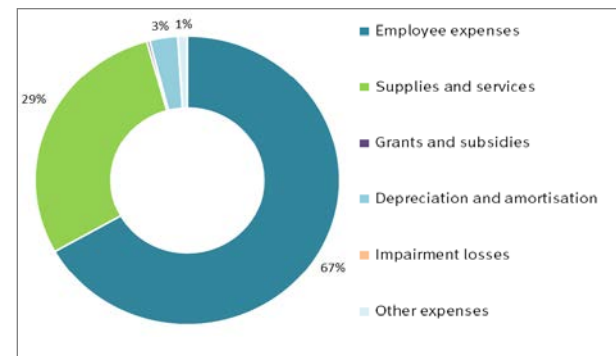
- the activity based funding for hospital services was 77 per cent or \$1.54 billion
- block and other Department of Health funding was 12.2 per cent or \$244 million
- Commonwealth grants and other grants funding was 2 per cent or \$40.2 million for health services
- own source revenue was 8.1 per cent or \$161.9 million other revenue was 0.40 per cent or \$8 million.

Funding for public health services was predominantly from State Government (68.2 per cent) and Australian Government (31.8 per cent).

The total expenses were \$1.980 billion averaging at \$5.426 million a day for providing public health services.

This is an increase of \$159.89 million (8.78 per cent) from last financial year. Major areas of expenditure are shown in the following graph.

Figure 13. Expenses 2014–2015



The large increase in revenue (and associated expenditure) from the 2013–2014 year is due to increased service funding for Logan Hospital, QEII Hospital, short stay beds at Redland Hospital emergency department, Mental Health Services, Medical Aids Community initiatives, elective services, sub-acute services, and from attracting Commonwealth growth funding for additional activity. Significant increases in pharmaceutical benefit scheme claims also contributed to the increase.

Assets and liabilities

Metro South's asset base amounts to \$1.405 billion.

84.9 per cent or \$1.193 billion of this is invested in property, plant and equipment. The remaining balance of \$212 million is held in cash, receivables and inventory.

Metro South's liabilities total \$125 million and consist of payables and employee benefits, leaving an equity base of \$1.280 billion.