Acknowledgment to traditional owners

The Cairns and Hinterland Hospital and Health Service respectfully acknowledges the traditional owners and custodians both past and present of the land and sea which we service; and declare the Cairns and Hinterland Hospital and Health Service commitment to reducing inequalities between Indigenous and non-Indigenous health outcomes in line with the Australian Governments Close the Gap initiative.

Public Availability Statement

Our Annual Report is available on our website at: http://www.health.qld.gov.au/cairns_hinterland/

We invite your feedback on our report. Please contact our Community Engagement team, telephone (07) 4226 3243

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Cairns and Hinterland Hospital and Health Service 2013-14 Annual Report

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Attribution

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Interpreter Service Statement

We are committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you need help to understand our annual report, please telephone (07) 3120 5999 or free call 1800 077 308 (outside Brisbane) and we will arrange an interpreter to share the report with you.
Letter of compliance

The Honourable Lawrence Springborg MP
Minister for Health
Member for Southern Downs
Level 19, 147-163 Charlotte Street
Brisbane Qld 4000

Dear Minister,

I am proud to present the Annual Report and financial statements 2013-14 for the Cairns and Hinterland Hospital and Health Service.

I certify that this annual report complies with:

- the prescribed requirements of the Financial Accountability Act 2009 and the Financial and Performance management Standard 2009, and
- the requirements set out in the Annual report requirements for Queensland Government agencies for the 2013-14 reporting period.

A checklist outlining the annual reporting requirements can be found at page 122 of this Annual Report or accessed at http://www.health.qld.gov.au/cairns_hinterland/

Yours sincerely

Robert Norman
Chair
Cairns and Hinterland Hospital and Health Board
27 August 2014
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Proportion of people admitted or treated and discharged within 4 hours of presentation to an emergency department: 72% – 71%

Average number of days that patients stayed in our hospitals (acute patients only, excluding day only patients): 4.08 – 4.21

Number of people who did not wait for treatment in the emergency department: 672 – 1,303

Elective surgery: Number of elective surgery patients treated – up from 2,426

Elective surgery treated in turn: 82% in June 2014, 30% in June last year

Number of babies born: 3,120 in 2012-13 and 3,155 in 2013-14

Hospital in the Home (HITH) Utilisation: Patients (up 30%) 523, Admissions (up 29%) 751

Number of occasions of service (excluding Emergency Department presentations): 283,257

Number of attendances to our emergency departments: 132,569
The Cairns and Hinterland Hospital and Health Service

The Cairns and Hinterland Hospital and Health Service is committed to engaging and understanding our communities culturally diverse needs in providing holistic, innovative and responsive models of patient care.

Manner of establishment

On 1 July 2012 a Hospital and Health Service known as the Cairns and Hinterland Hospital and Health Service was established as a statutory body under the provisions of the Hospital and Health Boards Act 2011 (Qld). The Cairns and Hinterland Hospital and Health Service through the Board, reports to the Queensland Minister for Health, the Honourable Lawrence Springborg, MP.

The functions of a Hospital and Health Service are outlined in the Hospital and Health Board Act 2011 (Qld), with the main function being to deliver the hospital services, other health services, teaching, research and other services stated in our Service Agreement.

Our role

The Cairns and Hinterland Hospital and Health Service performs a key role in the provision of public health services in Far North Queensland. We are committed to collaborating and building strong relationships with community healthcare providers, such as General Practitioners, community health services and affiliated healthcare agencies.

Geographically, we cover the municipalities of Cairns Regional Council, Cassowary Coast Regional Council, Croydon Shire Council, Mareeba Shire Council, Douglas Shire Council, Etheridge Shire Council, Tablelands Regional Council and Hinchinbrook Shire Council.
The 2013-14 financial year was one of foundation building for the Cairns and Hinterland Hospital and Health Service. Embracing resilience and sustainability, and continuing to improve our performance is a priority for us; and, during the year, we began to lay the groundwork for a stronger and more responsive organisation, now and into the future.

In our 2013-14 Annual Report we will highlight the foundations that have been laid to respond to the increasing demand for the many and varied health services we provide. We will also critique our performance and provide an outlook for the year ahead.

Throughout the past 12 months, we have been confronted with a series of challenges. In the face of strict performance targets, ever-increasing demand for services and a requirement for greater consumer involvement, our organisation has built its capacity to respond to these challenges and continues to fulfil its charter to provide top quality health care to the people of the Cairns and Hinterland and North East Australian Region.

In May 2014, the State Government released its quarterly performance report for the Cairns and Hinterland Hospital and Health Service. The results demonstrate the strides we have made across key categories. As at March 2013, there were 1307 people on the dental wait list, 12 months on that has been reduced to zero.

In 2013-14 the number of patients released from the Emergency Department within four hours has increased to 72 per cent, up from 66 per cent last financial year. The Health Service is now treating 91 per cent of patients requiring urgent surgery within the clinically recommended time, up more than 3 per cent from 2012-13.

These achievements are something that we as an organisation should be proud of and are necessary steps in ensuring that we can meet the challenges faced by providing care to a growing and ageing population.

In 2011, construction of part of a $454.6 million redevelopment at the Health Service’s largest facility, Cairns Hospital, commenced. In 2014, the final touches are being made to Block D. Block D will become the hub of Cairns Hospital and will house 292 of the 531 inpatient beds. The new block includes three new operating theatres, a cardiac care unit, two therapy gymnasiums and a multi-professional rehab ward. The opening of Block D will provide a major boost to the capacity of the Cairns Hospital, enabling Cairns
Hospital to meet the demands of our community until at least 2026.

The demand for outpatient services has increased significantly in recent years with more than 18,300 waiting for a Specialist Outpatient Clinic across the Health Service. To meet this growing demand, we needed to free up capacity and resolved to clear the surgical long wait list by the end of the 2013-14 financial year – a goal that was met. As part of this process an audit was undertaken in mid-2013 that uncovered a series of double ups and multiple listings. The Health Service has received $2 million in funding to reduce the number of patients on the outpatient wait list. This project will mirror the successful strategy that was used to reduce the surgical long wait list.

We continue to rebuild models of care across the varied range of services we provide. By providing support to patients after they have been discharged they are able to return to their homes faster and are less likely to return to hospital.

This year, we announced the expansion of the Paediatric Hospital in the Home program. Under the program, patients are given medical clearance to be discharged, with Paediatric Nurses continuing their treatment at the family home. Not only is the program preventing an average of 43 overnight stays a month, there is also research that shows patients treated at home are more likely to recover faster than in a clinical environment.

In response to growing demand for mental health beds, we recognised and addressed the need for expanded services. A 20-bed Mental Health Community Care Unit is midway through construction and is due to open in early 2015. In partnership with the Stage 2 Mental Health Capital Works Program (MHCWP), the Community Care Unit will enhance the Health Service's ability to care for patients recovering from mental illness and deliver appropriate support to assist in their successful reintegration into the community.

At the Cairns and Hinterland Hospital and Health Service we value our partners and are committed to collaborating to improve health care services to the people of our region. One of the many examples from the past year has been our partnership with James Cook University to deliver dental care to patients at rural hospitals. Dental clinics at Mareeba and Tully have been expanded and will act as a training ground for fifth-year students who will work under the supervision of a qualified Health Service dentist. This partnership will ensure these communities receive services close to home and will also train the next generation of regional dental practitioners.

It is vital that we continue to challenge the status-quo by developing and expanding on innovative solutions that will be a cornerstone of health care delivery in the 21st Century.

For much of 2013-14, we have focused on the National Safety and Quality Health Service (NSQHS) Standards, as well as EQuIPNational Standards, to ensure that we not only meet, but maintain the requirements of national accreditation. We would like to acknowledge the work our employees have done in tackling this responsibility.

We encourage exceptional leadership, from service delivery at the bedside through to the Board. We would like to thank Board Members, the Executive Management Team, Divisional Directors, our Community Consultation Committees and all of the staff and volunteers who continue to deliver, provide or support health care to our community.

Now that 2014-15 is underway, we must continue to respond to the health needs of our communities. We are committed to strengthening our engagement with the community to ensure your input is reflected in the delivery of our health care services. There is a genuine sense of enthusiasm within the Organisation as we embark on a renewal and revitalisation of our Health Service and it is with great pleasure that we present the Cairns and Hinterland Hospital and Health Service's 2013-2014 Annual Report to you.
The vision of the Cairns and Hinterland Hospital and Health Service is to provide world-class health services to improve the social, emotional and physical wellbeing of people in the Cairns and Hinterland and the North East Australian Region.

The Cairns and Hinterland Hospital and Health Service is responsible for providing health services to the people of the Far North. With a geographical area of 141,000 square kilometres spanning from Cairns to Tully in the south, Cow Bay in the north and Croydon in the west, our staff commit every day to improving the social, emotional and physical wellbeing of people in the Cairns and Hinterland and the North East Australian Region. The outer western region of our Hospital and Health Service encompasses extremely remote communities.

The Cairns and Hinterland Hospital and Health Service supports a population of 283,197 which is forecast to grow by 9% by 2026, with the highest level of growth occurring within the 65 and over age group. Tourism is a key industry and contributes to a relatively high transient population. It is estimated that 9% of the population are Indigenous Australians, compared to 3.5% for Queensland as a whole.

Cairns Hospital is the specialist referral Hospital for Far North Queensland, as we deliver health services across the continuum of care and provide health services to the Torres and Cape Hospital and Health Service.

About us

Our purpose

The purpose of the Cairns and Hinterland Hospital and Health Service is to:

- Provide holistic, innovative and responsive models of patient care.
- Enable caring, highly skilled and dedicated staff.
- Facilitate partnerships providing internationally recognised education and research.
- Provide equitable, integrated and sustainable services.
- Engage and understand our communities' culturally diverse needs.

Our values

- Customers first
- Ideas into action
- Unleash potential
- Be courageous
- Empower people
Our hospital facilities
Atherton Hospital – 57 beds
Babinda Multi-Purpose Health Centre – 22 beds
Cairns Hospital – 347 overnight beds, 124 day beds
Gurriny Yealamucka Health Service (Yarrabah)
Gordonvale Hospital – 24 beds
Herberton Hospital – 38 beds
Innisfail Hospital – 49 beds
Mareeba Hospital – 54 beds
Mossman Multi-Purpose Health Service – 32 beds
Tully Hospital – 20 beds

Primary health centres
Chillagoe Primary Health Centre
Cow Bay Primary Health Centre
Croydon Primary Health Centre
Dimbulah Primary Health Centre
Forsayth Primary Health Centre
Georgetown Primary Health Centre
Malanda Primary Health Centre
Millaa Millaa Primary Health Centre
Mount Garnet Primary Health Centre
Ravenshoe Primary Health Care Centre

Community health centres
Community health services include: before and after hospital care; cardiac rehabilitation; community nursing; counselling services; hearing health screening; health education and promotion; home care services; immunisation services; oral health (dental clinics); Positive Parenting Program; school health; baby clinics.

Location of community health centres
Atherton Primary Health Care Centre
Cairns Community Health (Cairns North Community Health Facility, Cairns Community Health, Edmonton Community Health Centre, Smithfield Community Health Centre)
Innisfail Community Health Centre
Jumbun Community Health Care Centre
Mission Beach Community Health Centre
Tully Community Health Centre

Other services
There is an Integrated Mental Health Program and a Sexual Health Service in Cairns. In addition, there are Alcohol, Tobacco and Other Drug Service (ATODS) centres in Cairns, Mossman, Innisfail and Mareeba.
Lotus Glen Health Service
Clinical services provided

We provided the following services through the facilities listed above (Note: not all facilities provide all services):

Inpatient services
- Anaesthetic services
- Breast surgery
- Burns (low acuity burns)
- Cardiology
- Chemotherapy and radiotherapy
- Children's services
- Colorectal surgery
- Critical care
- Dental surgery
- Dermatology
- Diagnostic endoscopy
- Drug and alcohol services
- Ear, nose and throat
- Endocrinology
- Gastroenterology
- General medicine
- General surgery
- Gynaecology
- Haematology
- Head and neck surgery
- Immunology and infections
- Interventional cardiology
- Maternity
- Medical oncology
- Neurology
- Ophthalmology
- Orthopaedics
- Pain management
- Palliative care
- Plastic and reconstructive surgery
- Psychiatry
- Renal
- Respiratory medicine
- Rheumatology
- Sub-acute
- Thoracic Surgery
- Urology
- Vascular Surgery

Outpatient and ambulatory services

Allied Health (psychology, nutrition, podiatry, prosthetics, physiotherapy, occupational therapy, social work and speech pathology)
- Cardiac surgery
- Cardiology
- Children's services
- Dementia
- Dermatology
- Diabetes
- Drug and Alcohol
- Ear nose & throat
- Emergency Department
- Endocrinology
- Gastroenterology
- General surgery
- Gynaecology
- Haematology
- Infectious diseases
- Internal medicine
- Maternity
- Mental health
- Neonatal
- Neurology
- Neurosurgery
- Older persons
- Oncology
- Ophthalmology
- Paediatric medicine
- Paediatric surgery
- Pain management
- Palliative Care
- Plastic and reconstructive Surgery
- Rehabilitation
- Renal
- Rheumatology
- Thoracic Medicine
- Urology
- Interventions and Procedures
- Chemotherapy
- Dialysis
- Endoscopy
- Interventional cardiology
- Radiation oncology
Our organisational structure

Cairns and Hinterland Hospital and Health Service
Executive Organisation Chart
Legend:

Operational accountability
Professional accountability

Colour key to hierarchy:
Tier 1 = light green (Executive)
Tier 2 = blue (Division)
Other = white (Clinical Leads)

Chair of Clinical Council

Chief Finance Officer

Executive Director of Nursing and Midwifery

Executive Director of Allied Health

Executive Director of Medical Services

Division 5 Finance

Medical Nursing, Allied Health & Indigenous Clinical Leads
Hinterland Hub

Medical Nursing, Allied Health & Indigenous Clinical Leads
Cassowary Hub

Medical Nursing, Allied Health & Indigenous Clinical Leads
Trinity Hub