

2014
ANNUAL
REPORT
2015



Department of Health annual report 2014–15

The annual report provides detailed information about the Department of Health's financial and non-financial performance for 2014–15. It has been prepared in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009, and the annual report requirements for Queensland Government agencies.

The report aligns to the *Department of Health strategic plan 2014–2018* and the 2014–15 Service Delivery Statements.

The report has been prepared for the Minister for Health and Minister for Ambulance Services to submit to Parliament. It has also been prepared to meet the needs of stakeholders, including government agencies, healthcare industry, community groups and staff.

Department of Health annual report 2014–15



Licence: this annual report is licensed by the State of Queensland (Queensland Health) under a Creative Commons Attribution (CC BY) 3.0 Australia licence.

CC BY Licence summary statement:

In essence, you are free to copy, communicate and adapt this annual report, as long as you attribute the work to the State of Queensland (Queensland Health).

To view a copy of this licence, visit <http://creativecommons.org/licenses/by/3.0/au/deed.en>

Attribution:

Content from this annual report should be attributed as: The State of Queensland (Department of Health) annual report 2014–15

ISSN: 1838–4110

For more information:

Contact the Office of the Director-General, Department of Health, GPO Box 48, Brisbane QLD 4001, email DG_Correspondence@health.qld.gov.au, phone (07) 3234 1553.

An electronic version of this document is available at www.health.qld.gov.au/annual-report/

In lieu of inclusion in the annual report, information about consultancies, overseas travel, the Queensland language services policy and government bodies is available at the Queensland Government Open Data website (qld.gov.au/data)



Interpreter service statement

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on 13 QGOV (13 74 68) and we will arrange an interpreter to effectively communicate the report to you.

Letter of compliance

30 September 2015

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

Dear Minister

I am pleased to present the Annual Report 2014–15 and financial statements for the Department of Health.

I certify this annual report complies with:

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

A checklist outlining the annual reporting requirements can be found at page 83 of this annual report or accessed at www.premiers.qld.gov.au/publications/categories/guides/annual-report-guidelines.aspx

Yours sincerely

Michael Walsh
Director-General
Queensland Health



Contents

Year in review	5
Our department	8
Our contributions to government.....	18
Our financial highlights	20
Our performance	22
Strategic objective 1—healthy Queenslanders	22
Strategic objective 2—accessible services	28
Strategic objective 3—innovation and research.....	36
Strategic objective 4—governance and partnerships	41
Strategic objective 5—workforce	47
Our service delivery statements	50
Our governance	57
Our people	64
Our major audits and reviews.....	70
Our legislation	73
Australian Government agreements	75
Appendix	78
Mandatory reporting of confidential information released in the public interest.....	78
Glossary of terms.....	79
Acronyms.....	82
Annual report compliance checklist.....	83
Our financial statements 2014–15	85

Figures

Figure 1: Expense by major services	20
Figure 2: Revenue by funding source.	20
Figure 3: Expense two-year comparison	21
Figure 4: Department of Health workforce profile–employment stream.	64
Figure 5: Department of Health part-time employment	66

Tables

Table 1: Department of Health Performance Statement	50
Table 2: Acute Inpatient Care.	51
Table 3: Outpatient Care.	52
Table 4: Emergency Care	52
Table 5: Sub and Non-Acute Care	53
Table 6: Integrated Mental Health Services	53
Table 7: Prevention, Primary and Community Care	54
Table 8: Ambulance Services	56
Table 9: Department of Health workforce profile–appointment type and gender.	64
Table 10: Acts and subordinate legislation.	73
Table 11: National partnership agreements.	75
Table 12: Compliance checklist	83

Year in review

Queensland has a geographically dispersed population—posing significant challenges for the equitable delivery of health services. Improved access to health services is a key priority for the Department of Health, particularly for those with high or complex health needs, the socially disadvantaged, those living in rural or remote areas, and Aboriginal and Torres Strait Islander people.

This year, the department has improved health outcomes for Queenslanders, by:

- ensuring equitable and timely access to health services, including ambulance services
- engaging with our health system partners (such as primary healthcare providers, non-government organisations, universities and research institutes) to drive innovation in the delivery of health services
- improving the health system to better meet the needs and choices of the community.

To ensure patients are at the core of our business, the department invested an additional \$30 million in Hospital and Health Services (HHSs) to deliver more than 10,000 additional specialist outpatient appointments.

We also enhanced health services by making innovative improvements, including the statewide rollout of the *integrated electronic Medical Record (ieMR) system*. This enables clinicians and supporting staff to securely access patient medical records, improve the patient's hospital care journey and enhance the high-quality services provided by our clinicians.

Further key achievements for 2014–15, include:

- funding of \$14.1 million (over two years) to support the establishment of new Aboriginal and Torres Strait Islander health clinics across the state
- delivering healthy lifestyle initiatives, such as the *Healthier. Happier workplaces programs* and *Jamie's Ministry of Food* to improve the health and wellbeing of all Queenslanders
- upgrading emergency department operating theatres, outpatient clinics, and birthing suite facilities—in collaboration with HHSs—to ensure we have the capacity to meet health service requirements
- working collaboratively with primary healthcare providers and non-government organisations to support the expansion of telehealth services, and to identify, prioritise and implement new and innovative models of care.

Initiatives like these continue to help us achieve our objectives and ensure we provide a health system that meets the current and future needs of the growing Queensland community.

I would also like to take this opportunity to thank staff for their ongoing commitment to making a valuable contribution in the health services we provide—ensuring Queenslanders receive the care they need.

Michael Walsh
Director-General
Queensland Health

2014–15: snapshot of our success



Statewide rollout of **ieMR**, enabling clinicians and supporting staff to securely access patient medical records



Answered more than **91.24%** of Triple Zero (000) calls within **10 seconds**



\$14.1 million

(over two years) to support the establishment of new Aboriginal and Torres Strait Islander health clinics across the state

Banned smoking

(including e-cigarettes) in all Queensland public and private hospitals and health facilities, and schools, and for **five metres** beyond their boundaries



Invested an additional **\$30 million**

in HHS, enabling the delivery of more than **10,000** additional specialist outpatient appointments



Released *The health of Queenslanders 2014: Fifth report of the Chief Health Officer Queensland* to provide data about the preventable health burden in Queensland

Received

322,780

calls via **13 HEALTH (13 43 25 84)**—the 24-hour, seven days a week health phone service—with the majority answered within **20 seconds**





Banned the possession of **commercial tanning units** from 31 December 2014 through an amendment to the Radiation Safety Regulation 2010

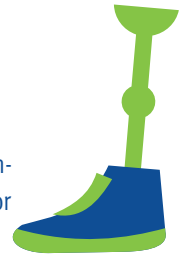
Released the *Queensland Aboriginal and Torres Strait Islander cardiac health strategy 2014–2017* to improve



the cardiac health of Aboriginal and Torres Strait Islander people in Queensland

\$7.65 million

earmarked for the *Active Limbs4Kids program*—a four-year program providing specialised custom-made prosthesis for children



Launched the *Queensland immunisation strategy 2014–17*

to protect Queenslanders from vaccine-preventable diseases



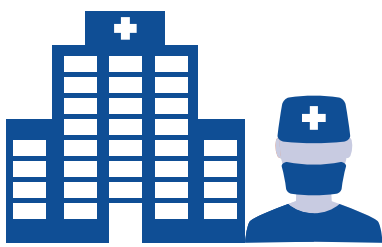
Performed **34,270** smoking cessation interactions with clients, including responding to **4718** referrals from health professionals, via **Quitline 13 QUIT** (13 78 48)



Developed the *Statewide strategy for end-of-life care*—supporting healthcare providers, patients and their families to plan for high-quality end-of-life care



Extended scope of practice from 2014–2017 for advanced care paramedics to provide **clot busting drugs** for patients suffering heart attack



92 staff have been employed under the new recruitment model—*Recruit for Fit*—which was introduced to ensure the department attracts and assesses candidates based on organisational and role fit



Upgraded **BreastScreen Queensland's electronic notification system** to send text message reminders for appointments



\$12.12 million

(over two years) to fund existing Indigenous-specific health services, including chronic disease, and maternal, child and youth services

Our department

Our vision






Healthcare that Queenslanders value.

Our purpose

To provide leadership and direction for the health sector, and create an environment that encourages innovation and improvement in the delivery of health services.

Our values

The department aligns to the Queensland public service values:

-  customers first
-  ideas into action
-  unleash potential
-  be courageous
-  empower people.

Our role

The Department of Health (the department)—under the *Hospital and Health Boards Act (Qld) 2011*—is responsible for the overall management of the Queensland public health system.

To ensure Queenslanders receive the best possible care, the department has entered into a service agreement with each of the 16 Hospital and Health Services (HHSs)—independent statutory bodies, governed by their own professional Hospital and Health Board and managed by a Health Service Chief Executive (HSCE)—to deliver public health services in their local area.

The department's role includes, but is not limited to:

- providing strategic leadership and direction for the delivery of public health services across the state
- promoting the efficient and effective use of resources
- developing statewide health services, workforce and capital work plans
- delivering specialised health services
- providing support services to HHSs
- managing major capital works for proposed public sector health service facilities.

Our strategic direction

The *Department of Health strategic plan 2014–2018* has five key priorities:

1. Healthy Queenslanders—facilitate the integration of health system services that focus on keeping patients, people and communities well.
2. Accessible services—ensure equitable access to safe, timely and quality health services for all Queenslanders.
3. Innovation and research—foster innovation and research that contributes to quality patient care and outcomes, and health system improvement.
4. Governance and partnerships—provide effective governance of the health system and engage with key partners to provide health services that are sustainable and value for money.
5. Workforce—cultivate an engaged, capable, innovative and efficient workforce.

Our structure

The Department of Health comprises:

- Health Service and Clinical Innovation (HSCI)
- Health Commissioning Queensland (HCQ)
- System Support Services (SSS)
- Health Services Information Agency (HSIA)
- Health Support Queensland (HSQ)
- Office of the Director-General (ODG)
- Queensland Ambulance Service (QAS)
- Office of the Chief Health Information Officer (OCHIO).

Health Service and Clinical Innovation

Health Service and Clinical Innovation delivers statewide clinical support and coordination functions to assist HHSs.

The division is responsible for:

- coordinating policy management relating to public health in Queensland
- providing advice and support on all matters relating to clinical professions.

The division comprises:

- **Chief Health Officer Branch (including the Office of the Principal Medical Officer):**
 - delivery of policies, programs, services and regulatory functions to improve the health of Queenslanders by promoting and protecting health and wellbeing, detecting and preventing disease and injury, and supporting high-quality healthcare service delivery
 - statewide coordination of retrieval services and disaster management
 - building capacity in training medical practitioners statewide, including improving geographical and specialty distribution of the medical workforce, and developing workforce plans to meet Queensland's future medical workforce needs.
- **Health Systems Innovation Branch**—provides advice and support services to maximise patient safety outcomes and clinical process improvement to help resolve and improve patient access to care across Queensland, and improve the efficiency and performance of the health system.

- **Mental Health, Alcohol and Other Drugs Branch**—supports statewide development, delivery and enhancement of safe, quality, evidence-based clinical and non-clinical services in the specialist areas of mental health, and alcohol and other drugs treatment.
- **Allied Health Professions' Office of Queensland**—provision of advice and coordination, workforce development and support for allied health professionals.
- **Office of the Chief Dental Officer**—delivery of safe, appropriate and sustainable oral health services across the state.
- **Office of the Deputy Director-General**—provides corporate and executive support services, strategic divisional information and communications technology (ICT) portfolio management, contract and financial management, strategic workforce development activities and coordination of organisational systems, risk and governance activities across the division.

Health Commissioning Queensland

Health Commissioning Queensland is responsible for commissioning and monitoring the performance of publicly funded health services on behalf of the state to optimise health gains, reduce inequalities and maximise efficiency and effectiveness of the public health system.

The division ensures health funding is used effectively to meet government priorities and deliver services to improve health outcomes for the population of Queensland.

The division comprises:

- **Office of the Deputy Director-General**—delivers high-quality corporate governance, risk management and business support services.
- **Health Statistics Branch**—sets statistical data standards, maintains key enterprise data collections, provides data for internal and external clients, and complies with state and Commonwealth government reporting requirements.
- **Provider Engagement and Contract Delivery**—establishes innovative and evidence-based funding and purchasing models, negotiates service agreements with HHSs and other health service providers, and monitors performance and manages dispute resolution.

- **Service Needs, Access and Planning**—responsible for health services planning to support commissioning functions, including assessing service supply and future population health demand, planning capacity and system changes, and deciding and negotiating investment priorities.

To support its commissioning activities, the division also has responsibility for the department's:

- **Aboriginal and Torres Strait Islander Health Unit**—provides expertise in analysis and support for services aimed at tackling health disparities.

System Support Services

System Support Services brings together a range of corporate services to allow the department and HHSs to function effectively and deliver essential health services.

The division comprises:

- **Finance**—provides business advice, strategic financial policy and strong governance frameworks in order to create better healthcare for all Queenslanders.
- **Legal and Governance**—provides legal services to the Minister, Director-General, deputy directors-general and other senior officers.
- **Human Resource Services**—provides statewide advice and support across a range of areas, including human resource strategy and policy, employee relations, industrial reform, executive remuneration frameworks, safety and wellbeing systems, capability and leadership initiatives, conduct advisory services and whole-of-government workforce initiatives.

System Support Services also oversees key governance functions, such as risk, audit, privacy and ethical standards.

Health Services Information Agency

Health Services Information Agency is responsible for delivering and operating information systems and technologies for the department and HHSs. It hosts and manages corporate and clinical systems that support Queensland Health clinicians and staff to undertake their day-to-day operations.

Health Services Information Agency services include:

- IT (information technology) help desk
- IT security

- clinical and corporate projects
- support and maintenance for approximately 100 enterprise applications (clinical and corporate)
- support for the statewide IT network, data centres, workstations and smart devices
- support for the Telehealth network and operation.

Health Services Information Agency aims to provide value for money and innovative IT services and solutions that are responsive, reliable and resilient.

Health Support Queensland

Health Support Queensland delivers a wide range of diagnostic, scientific and therapeutic clinical support services to enable the delivery of frontline health services. The division provides services to HHSs, government agencies and commercial clients.

Health Support Queensland services include:

- **Pathology Queensland**—statewide network of 34 integrated pathology laboratories which service all HHSs, performing approximately 13 million pathology tests annually, with services to 16,500 patients per day.
- **Forensic and Scientific Services**—provides expert analysis, interpretation, advice and research. The service is a vital part of the government's response to threats to public health and the environment, epidemics and outbreaks, civil emergencies, criminal investigations and coroners' inquiries into reportable deaths.
- **Central Pharmacy**—delivers a comprehensive pharmaceutical purchasing, distribution and manufacturing service, providing Queensland Health facilities across the state with a cost effective one-stop pharmaceutical supply chain solution.
- **Medication Services Queensland (MSQ)**—provides support on all matters related to pharmaceuticals, pharmacy practice and medicines management activities. It oversees the range of Commonwealth funding programs for medicines and engages with the Australian Government's Department of Health and other external agencies on medicine related issues. MSQ supports the Queensland Health Medicines Advisory Committee and the statewide medicines formulary, the List of Approved Medicines (LAM).
- **Group Linen Services**—specialises in the delivery of healthcare linen hire and laundry services to seven HHSs across Queensland.

- **Health Contact Centre (HCC)**—13 HEALTH (13 43 25 84) provides a 24-hour, seven days a week health phone service and online services providing general health information, triage nursing advice, child health and parenting advice, chronic disease self-management and Quitline counselling. HCC is also the primary communications point in the event of civil disasters, such as floods and cyclones as well as health alerts for communicable diseases and health product recalls.
- **Payroll Portfolio**—provides workforce management and payroll services and solutions to Queensland Health and oversees a program of work to provide improved workforce management, payroll and business outcomes.
- **Strategic Procurement and Supply Services**—provides end-to-end procurement and supply services for all HHSs, including strategic sourcing, category and contract management, general procurement, and health technology and equipment replacement program procurement services.
- **Biomedical Technology Services**—provides a full range of health technology management, information and consultancy services, including biomedical equipment technical support, and health technology safety and quality services, to all HHSs.
- **Radiology Support Services**—provides radiology informatics expertise, support and training for users of the *Enterprise radiology information system* and the *Enterprise picture archive and communication system*, expert advice, maintenance of policies and guidelines to assist medical imaging departments with accreditation, revenue collection and reporting.

Office of the Director-General

Health Support Queensland provides support and advice to the Director-General and Minister through strategic coordination of departmental activities.

The office comprises:

- **Cabinet and Parliamentary Services**—manages the provision of strategic services to the Minister and Director-General, provides high-level strategic policy advice on Cabinet, executive government and parliamentary issues, and coordinates whole-of-government reporting.
- **Departmental Liaison and Executive Support**—manages the flow of information to and from other government agencies and statutory bodies, and manages incoming health enquiries, complaints and customer feedback on behalf of the department and the Minister.
- **Integrated Communications Branch**—manages statewide marketing, stakeholder engagement and communication campaigns, provides online, graphic design and corporate identity services, develops communication and media plans, manages social media platforms and media enquiries, and provides strategic advice to the Minister, Director-General and other agencies.
- **Office of Health Statutory Agencies**—provides support and advice to the Director-General and Minister in relation to all health portfolio statutory agencies, including the monitoring of key governance compliance requirements, and providing a central point of contact for advice and guidance on application of whole-of-government policy and statutory obligations.
- **System Secretariat**—responsible for the coordination of Director-General and Minister's briefings for national meetings, monitors strategic system-wide policy issues on the national agenda, and provides secretariat support for a number of executive committees.
- **Office of the Chief Nursing and Midwifery Officer**—provides advisory services on matters relating to nursing, midwifery and maternity services.
- **Office of Data Integrity and Patient Safety**—responsible for ensuring the integrity of data across Queensland Health through implementation and monitoring of data integrity frameworks and consolidated views of departmental data.
- **Business Improvement Office**—assists the Minister and the Director-General to deliver business improvement initiatives and address complex issues facing the public health system. The office collaborates with others to deliver high-quality outcomes that improve Queensland Health's strategic and system governance, major project portfolio capability, and the effectiveness of the Department of Health by encouraging the adoption of 'best practice' processes and the delivery of business strategies that enable organisational objectives to be achieved.
- **Health Infrastructure Branch**—leads and coordinates planning and delivery of health infrastructure, ensures the life of built assets is maximised to deliver on the state's considerable investment in Queensland Health's infrastructure portfolio, works collaboratively with HHSs, other government agencies and key stakeholders on service and infrastructure planning and delivery.

Queensland Ambulance Service

The Queensland Ambulance Service is an integral part of the primary healthcare sector in Queensland through the delivery of timely, patient-focused ambulance services. The Queensland Ambulance Service operates as a statewide service within Queensland Health, and is accountable for the delivery of pre-hospital ambulance response services, emergency and non-emergency pre-hospital patient care and transport services, inter-facility ambulance transport, casualty room services, and planning and coordination of multi-casualty incidents and disasters.

The Queensland Ambulance Service delivers ambulance services from 290 response locations through 15 Local Ambulance Service Networks (LASNs), geographically aligned with Queensland Health's HHSs boundaries. The Queensland Ambulance Service has a 16th statewide LASN which comprises of seven operations centres distributed throughout Queensland that manage emergency call taking, operational deployment, dispatch and coordination of non-urgent patient transport services.

In addition, the Queensland Ambulance Service works in partnership with more than 150 Local Ambulance Committees (LACs) across the state, whose members volunteer their time to support their local ambulance service.

Office of the Chief Health Information Officer

Office of the Chief Health Information Officer, established in September 2014, provides strategic leadership in the design, adoption and use of ICT across the public health system.

The office comprises the following service streams:

- **ICT strategic planning and innovation**—produce and communicate the rolling four-year *Queensland Health ICT strategic planning framework*, engaging with ICT industry and the health sector to provide advisory services for HHSs, Health Support Queensland and the department, which ensures a consistent approach to ICT strategy development and procurement.

- **ICT governance and policy**—develop and establish the policy framework for effective ICT governance, procurement, implementation and the overall lifecycle management of ICT and information assets.
- **Enterprise architecture**—manage the *Queensland Health enterprise architecture for technology framework*, addressing standards, interoperability and analytics support.
- **Knowledge services**—facilitate the effective use of information, records management, business intelligence and data harmonisation throughout the Queensland health system.

Working with HHSs, frontline service agencies, Health Services Information Agency and a range of industry partners, the Office of the Chief Health Information Officer provides stewardship around ICT architecture, strategy, investment, governance, implementation and information management.

Our structure

