

From the Board Chair

Ian Langdon



At Gold Coast Health, our commitment to putting the healthcare consumer at the front and centre of everything we do is gaining momentum. On more than 45 hospital and health service clinical committees (ranging from mental health to maternity and palliative care),

consumer representatives work alongside clinicians as active participants, informing and improving our health services. Our Consumer Advisory Group (CAG) this year explored topics as diverse as health literacy, aged care and food and nutrition, always advocating for consumers of the services we provide. I must offer a special thank you to independent CAG Chair Dr Joan Carlini and Deputy Chair Professor Margaret Shapiro for their ongoing commitment and support to this group.

Another example of how consumers are working together with our clinicians for better healthcare outcomes is the Queensland Pelvic Mesh Service (QPMS) (see page 22). Co-designed here on the Gold Coast by clinicians and women who have experienced complications from pelvic mesh, the outcome is a world-class patient-centred service assisting women from all over Queensland.

While consumer engagement grows, so too do our partnerships with key university stakeholders. At Gold Coast Health, while we've always enjoyed strong clinical partnerships, now our non-clinical partnerships are expanding. Beginning with an intake of undergraduate interns from Griffith University's Business School (an initiative that received national plaudits for collaboration and saw Gold Coast Health named 2018 Griffith Business School Outstanding Industry Partner). This program has increased the number of internships available to students from other Griffith University faculties as well as from Bond University. Personally, I'm very passionate about inclusion and diversity, and I'm pleased this program caters for interns with a disability. I look forward to reporting further developments on this front, particularly in how we, as the largest employer on the Gold Coast, create opportunities for those in our community whose potential can sometimes be overlooked.

I'm proud of the culture at Gold Coast Health, which has become one that fosters innovation at every turn. Initiatives of note include the Police Co-Responder model, where clinical professionals join police or ambulance officers on-site at community incidents involving mental health factors. In six months, hospital admissions related to these circumstances have dropped by half.

Nurse navigators have also proven their value, by guiding patients with complex health issues to access the care they need. Their roles have expanded this year to provide valuable support to those living in residential care facilities. The provision of clinical advice and information to patients and their families is a comfort, and their work helps to bridge gaps that can occur during the patient journey. It is reassuring to see the genuine difference these programs and roles can make to those we serve in our community.

In closing, I'd like thank my fellow Board directors for their untiring commitment to Gold Coast Health, and also Chief Executive Ron Calvert and his Executive team for again delivering on the strategic goals of the organisation.

A handwritten signature in black ink that reads "Ian Langdon".

Ian Langdon
Gold Coast Health Board Chair

From the Chief Executive

Ron Calvert



The most significant achievement for Gold Coast Health this year was the successful delivery of the foundation of our digital transformation. The roll-out of an integrated electronic medical record (ieMR) positions us to take full advantage of the imminent digital revolution. Because

of the ieMR, we are now well placed to be in the driving seat when it comes to opportunities such as artificial intelligence, machine learning, big data, and much more. Significantly, Gold Coast Health also achieved a state-wide milestone, becoming the only health service to incorporate all its facilities, including community services, in the one roll-out. Absolutely core to our success has been a close working relationship with our clinicians, who have led this project from the outset.

Effective clinical collaboration is the culmination of a cultural change strategy that has been running over several years. Initiatives such as our Clinical Congress, Magnet, The Improvers, and Speaking Up for Safety (all of which you can read more about in this annual report) have been complemented by system improvement programs targeting patient waiting lists, enhanced processes and practices, and more accurate data. Blending staff development programs with improvement science has resulted in genuine cultural change at Gold Coast Health. This is evidenced by 65 per cent of staff completing our staff survey (some 6000 respondents) agreeing that Gold Coast Health is a truly great place to work.

It is important to me that we strive for a whole-of-health service culture, and to that end, we are committed to further developing Robina Hospital. In order for our network to thrive, it is essential we have a large, complementary hospital alongside Gold Coast University Hospital. Significant investment has been made this year in modernising Robina Hospital. The Robina Ready project (see page 42) comprised capital works and other upgrades to support the roll-out of the ieMR. In recognition of its increasing stature, size and capacity, on-site executive leadership has been introduced at Robina, incorporating a facility-specific portfolio.

This year, almost every facet of our service has experienced unprecedented growth in demand. Reasons behind this include increasing local population numbers, an aging as well as a very young/family demographic (two cohorts who are significant consumers of healthcare), and more chronic disease in the community.

Our culture here is such that we find innovative and effective ways to deliver more and better care. Forty additional beds will open this year, and we are boosting staff in key pressure areas like our Emergency Departments and in theatres. Our facilities will further expand, with community consultation guiding new models of care.

In recognition of our growing reputation on the world stage, another impressive accolade has been acknowledgement by American magazine, Newsweek, that Gold Coast University and Robina Hospitals rank amongst the best in the world. Based on a global survey of international doctors, health managers, nurses and other health professionals, Gold Coast University Hospital was ranked number six in Australia, and Robina Hospital number 32. This is a remarkable feather in the cap of our world-class team at Gold Coast Health.

At the end of this financial year, I wish to thank Ian Langdon and the Board for their ongoing support and advice during the year. I'd also like to thank our many staff who are essential to the success of our organisation and who every day live out our values of integrity, community first, respect, excellence, compassion and empower.

A handwritten signature in blue ink, appearing to read 'Ron Calvert', written in a cursive style.

Ron Calvert
Gold Coast Health Chief Executive