

# ANNUAL REPORT 2016–2017



## The Gold Coast Hospital and Health Service Annual Report 2016–17 has been prepared to meet annual reporting requirements for whole of government, the community and other stakeholders.

The annual report provides an overview of our non-financial performance and financial position for the 2016–17 reporting year. This includes details of outcomes against strategic priorities and the Queensland Government's objectives for the community. The report also provides information on how we are governed, the people who enable us to operate and our plans for building a healthier Gold Coast community.

### Public availability statement

An electronic copy of this publication and other annual online data reporting documents are available at <https://publications.qld.gov.au/dataset/gold-coast-health-annual-report>

For further information, or to request a hard copy of this publication, please contact the Governance, Risk and Commercial Services Unit, Gold Coast Hospital and Health Service, by phone 1300 744 284 or email [ExecOfficeReception@health.qld.gov.au](mailto:ExecOfficeReception@health.qld.gov.au)

### 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 telephone (07) 5687 7100 or 1300 744 284 and we will arrange an interpreter to effectively communicate the report to you.

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# Welcome

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## Letter of compliance

5 September 2017

The Honourable Cameron Dick MP  
Minister for Health and Minister for Ambulance Services  
GPO Box 48  
Brisbane Qld 4001 Australia

Dear Minister

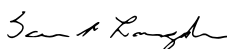
I am pleased to submit for presentation to the Parliament the Annual Report 2016–17 and financial statements for Gold Coast Hospital and Health Service.

I certify that this Annual Report complies with:

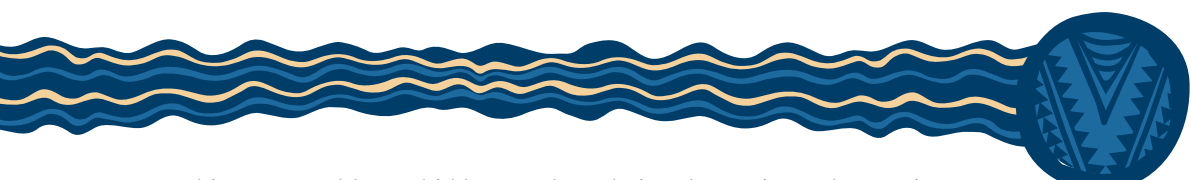
- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found at page 110 of this Annual Report.

Yours sincerely



**Mr Ian Langdon**  
Board Chair  
Gold Coast Hospital and Health Service



Gold Coast Health would like to acknowledge the traditional custodians of the Gold Coast, the Yugambah speaking people, whose land, winds and waters we all now share; and pay tribute to their unique values, and their ancient and enduring cultures, which deepen and enrich the life of our community.

We pay our respects to Elders past, present and emerging, and recognise those whose ongoing effort to protect and promote Aboriginal and Torres Strait Islander cultures will leave a lasting legacy for future Elders and leaders.

Artwork produced for Queensland Health by Gilimbaa.

# About Gold Coast Health

**Gold Coast Health is establishing itself as a world-class provider of public healthcare services through innovation and patient-centred care.**

Gold Coast Health is one of the fastest growing health services in Australia, operating almost 20 facilities and delivering a broad range of secondary and tertiary health services throughout the region, comprising over 1150 hospital beds across two main hospitals.

Services delivered include surgery, trauma, paediatric, general and specialist medicine, maternity and intensive neonatal care, aged and dementia care, emergency medicine, intensive care, cardiology, mental health, outpatients, environmental health, public health services and more.

Gold Coast Health currently employs more than 8900 staff making it the city's largest employer. The health service has an annual operating budget of \$1.359 billion.

## Who we care for

The Gold Coast region attracts more than 13 million visitors and approximately 12,500 new residents each year, making it one of the fastest growing cities in Australia.

The Gold Coast community is diverse in culture, age, socio-economic status and healthcare needs. There are 593,209 people who live in the catchment area and depend on the health service for their healthcare needs. In addition, Gold Coast University Hospital is the closest tertiary care hospital for people living in northern New South Wales.

According to the 2016 census:

- 1.7 per cent of our population identify as Aboriginal and/or Torres Strait Islander
- 28.3 per cent of residents were born overseas
- 12.4 per cent of residents speak a language other than English at home
- the Gold Coast has 27,500 residents (4.9 per cent) with a profound or severe disability
- residents aged over 60 represent 22 per cent of the population.



A comprehensive population profile of the Gold Coast can be sourced from the Gold Coast Primary Health Network at [www.healthygc.com.au](http://www.healthygc.com.au).

## Our vision, purpose and values

### Our vision

Gold Coast Health will be recognised as a centre of excellence for world-class healthcare.

### Our purpose

Providing excellence in sustainable and evidence-based healthcare that meets the needs of the community.

### Our values

Our work is driven by our six core values:



#### Integrity

To be open and accountable to the people we serve.



#### Community first

To have the patient's and the community's best interest at heart.



#### Respect

To listen, value and acknowledge each other.



#### Excellence

To strive for outstanding performance and outcomes.



#### Compassion

To treat others with understanding and sensitivity.



#### Empower

To take ownership and enable each other to achieve more.

# Health service snapshot

## Our history

- 2002**  
Robina Hospital (former St Vincent's Hospital) acquired by Queensland Health.
- 2005**  
Cardiac catheter suite opens at Gold Coast Hospital – 2000 patients no longer have to travel to Brisbane.
- 2012**  
Establishment of Gold Coast Hospital and Health Service under the *Hospital and Health Boards Act 2011* on 1 July.  
Robina Health precinct officially opens.
- 2013**  
The \$1.7bn Gold Coast University Hospital (GCUH) opens.
- 2014**  
First public patient receives radiation therapy at Gold Coast Health.  
Expansion of Neonatal Intensive Care Unit.  
Journey to Magnet® recognition begins.  
Southport Health Precinct established as an integrated centre for range of health and community services.
- 2014/15**  
Gold Coast Health budget exceeds \$1 billion.
- 2015**  
Gold Coast Health launches stem-cell transplant service.  
State-of-the-art dental clinic and laboratory opens at Southport Health Precinct.
- 2016**  
Children's Emergency Department opens at GCUH.  
5000 births in a calendar year for the first time at GCUH.  
Community-based midwifery service Your Midwives Brygon Creek opens.
- 2017**  
Lavender Mother and Baby Unit opens.

## Five years on

Five years have passed since Gold Coast Health was established as a statutory body in 2012.

The significant growth experienced by the health service during this period is demonstrated by the following statistics.

Number of Emergency Department presentations across two hospitals:



Then:

125,744

Now:

164,126

Number of births:

Then:

3787

Now:

5129



Number of staff:



Then:

5442

Now:

8963

Number of active research projects:

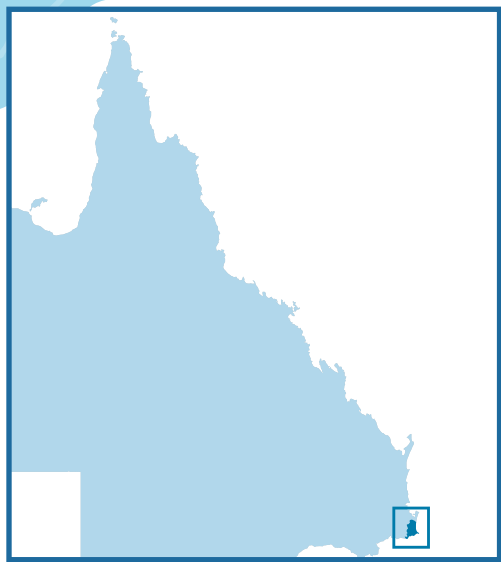
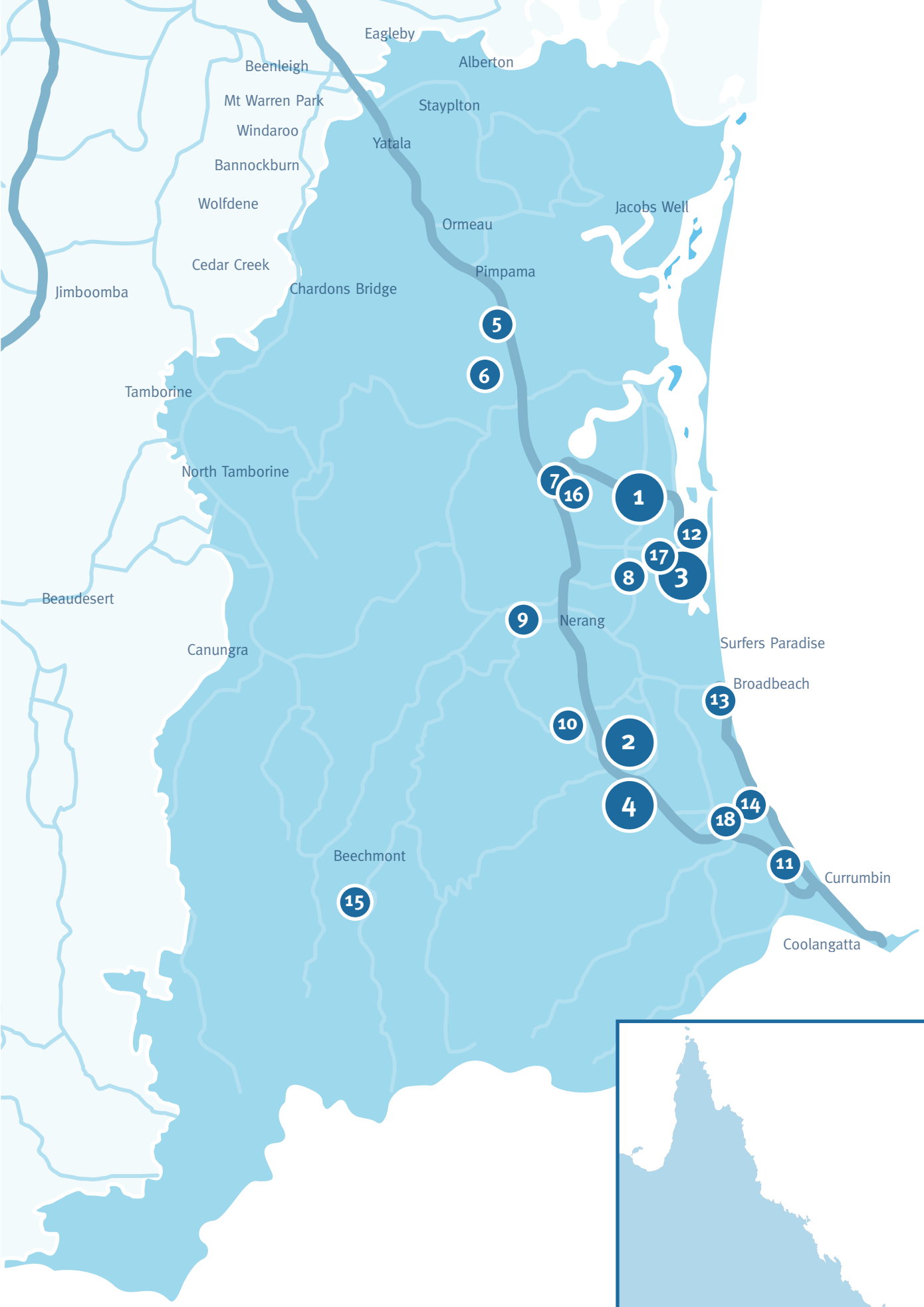
Then:

98

Now:

318





# Operating environment

## 1. Gold Coast University Hospital

Gold Coast University Hospital (GCUH) is a tertiary-level facility which opened in 2013. The \$1.76 billion facility has won several awards, putting it on the international stage. It comprises of 750 beds across seven buildings covering 170,000 square metres, and provides modern, world-class tertiary hospital care, with over 70 per cent private rooms. It is co-located with the Gold Coast Private Hospital and the developing Gold Coast Health and Knowledge Precinct, which will be a legacy of the Gold Coast 2018 Commonwealth Games. The development of the precinct is a collaboration between the health service, Griffith University, City of Gold Coast and Economic Development Queensland.

## 2. Robina Hospital

Robina Hospital is a major regional health facility and part of a health hub including the Robina Health Precinct and Campus Alpha Health Services. The 403-bed facility serves as a patient base for emergency, medical, palliative care and mental health, and is also home to the Clinical Education and Research Centre, a joint project between Bond University's Faculty of Health Sciences and Medicine and Queensland Health.

## 3. Southport Health Precinct and 4. Robina Health Precinct

Key primary health services are delivered from Southport Health Precinct and Robina Health Precinct where a number of secondary health services are co-located to provide accessibility, improved service delivery and optimal patient outcomes through enhanced flow and closer relationships between services. Services include Oral Health, Sexual Health, Alcohol and Other Drugs, Community Child Health, Child and Youth Mental Health and many more.

## Our community facilities

Gold Coast Health also delivers services from a range of community locations including centres in Palm Beach, Helensvale and Upper Coomera.

5. Coomera Springs Community Child Health
6. Upper Coomera Community Child Health
7. Helensvale Community Health Centre and Community Child Health
8. Ashmore Community Health Centre
9. Nerang Community Child Health
10. Robina Community Child Health
11. Palm Beach Community Health Centre and Community Child Health
12. Labrador Community Child Health Centre
13. Broadbeach State School Dental Clinic
14. Burleigh Heads State School Dental Clinic
15. Numinbah Correctional Centre
16. Helensvale BreastScreen
17. Southport BreastScreen
18. West Burleigh BreastScreen



# From the Board Chair

Ian Langdon



The Gold Coast community has reaped the benefits of continued funding increases from Queensland Health to Gold Coast Hospital and Health Service.

Over the past three years funding from Queensland Health – included in total revenues – has increased

by \$84 million (10.79 per cent) with Gold Coast Health recording total revenues of \$1.359 billion for the 2016–17 year.

As a consequence, Gold Coast Health has steadily increased the range and complexity of locally provided health services thereby reducing the need for patients to travel to Brisbane for such services, as was once the case.

Gold Coast Health has transitioned from a significant regional health service into a major national supplier of advanced health care increasingly recognised for its excellence in service delivery, innovation and research.

We are now attracting applications for staffing positions from internationally recognised clinicians – thus the momentum towards international excellence is well underway.

The robust partnership with the university sector further enhances this momentum. Currently there are 18 Professorial appointments jointly with Griffith and Bond Universities and a further 22 joint appointments at non-professorial level.

Gold Coast Health's reputation is under the starter's gun for the Commonwealth Games in April 2018. Comprehensive planning is well underway to ensure our community receives a consistent level of quality care while we also manage the responsibility of being the designated hospital for the Commonwealth Games.

Our previous experience of moving an entire hospital from one site to another in 2013 has given us valuable experience in business continuity planning.

We are confident our clinical services can ramp up and down to manage the challenges of this international event on our doorstep. We are working closely with our emergency colleagues and the Commonwealth Games teams to ensure that we deliver a safe and seamless event.

The location of the Athletes' Village directly beside Gold Coast University Hospital sees international attention being paid to our spectacular infrastructure. It has already been showcased in Gold Coast Medical this year, a television series now airing worldwide, having already received strong ratings on prime time Australian television.

The Commonwealth Games offer an incredible legacy for our ambitious vision as the Health and Knowledge Precinct development continues unabated.

In my position of Chair I have noted with pride an evolving culture that embraces diversity and inclusion not as an obligation but as a benefit to the organisation and to the community.

Ongoing and exciting extensions to employment opportunities will be created for individuals with disabilities and those from disadvantaged sectors of the community. The community will increasingly recognise Gold Coast Health as an organisation that cares as well as one which provides care.

Focus on patient care has always been our primary objective so timely access to health care and excellence in clinical service during care delivery are closely monitored. Gold Coast Health's performance in access and care provision is a source of pride to the organisation and a credit to the staff who deliver the care and maintain the facilities in which we operate. I am pleased to report the extensive range of statistics provided throughout this annual report details such strong performance.

There are always challenges within large complex organisations and Gold Coast Health is no exception. In order to deliver maximum impact for every dollar of our \$1.359 billion revenue, there is a focus on efficiency.

The year's financial result reports an operating surplus of \$844,000 which equates to around six hours of budget allocation. Inclusive of land revaluations, the formal profit was \$6.406 million.

On behalf of the Board I wish to thank Chief Executive Ron Calvert, his executive and all members of the staff for their outstanding service.

I also wish to express my appreciation for the support provided to me and to Gold Coast Health by all Board directors who tirelessly serve on the various committees and attend to many separate duties throughout the course of the year.

*Ian Langdon*

**Ian Langdon**  
Gold Coast Health Board Chair



# From the Chief Executive

Ron Calvert



The volume and complexity of care provided to our community this year is a credit to our staff and I want to thank them all for this year's outstanding achievements. The figures reflect the rise in demand across our services with record numbers

of patients presenting to Emergency Departments requiring hospital level care.

Demand is expected to continue beyond the population growth of our already busy region.

In spite of the challenges, we have continued to deliver high quality services within access targets.

Planning for upcoming accreditation in November 2017 is well in hand and we are optimistic this objective assessment of our clinical systems, processes and patient care will once again repeat the excellent verdicts of our past performance.

## Delivering on our strategic plan 2016–2020

This year significant steps have been taken toward achieving our strategic objectives:

- ensuring patients have timely and equal access to health services
- delivering safe, effective, efficient and sustainable services
- supporting a healthy Gold Coast community.

Our strategies extend across the three streams of primary, secondary and tertiary care and encompass short, medium and long term goals.

**Tertiary care** (*dealing with patients of a complexity beyond the scope of the average hospital*).

The continued development of trauma, cancer and critical care services is reflected in the figures as we seek to ensure there is sufficient capacity to expand complex adult and children's services at Gold Coast University Hospital.

**Secondary care** (*the traditional hospital services of outpatients, elective surgery and emergency admissions, as well as acute mental health services*).

Our tertiary expansion plan is dependent upon ensuring Robina Hospital can manage as an independent facility in its own right. It is progressing in terms of having a more comprehensive ICU capability and an emergency department that sees more patients than nearby metropolitan facilities. Alongside Robina Hospital enhancements, we are preparing the ground to upgrade our day case

surgery capability and the year ahead will see further realisation of our longer term strategic goals.

International standards have identified that there are opportunities for improvement in Australia. We want to seize that opportunity so GCUH capacity can be used for complex tertiary services.

**Primary care** (*care provided in a community setting, or in partnership with GPs*).

The Gold Coast Integrated Care project has had a generally positive response from clinical professionals and patient satisfaction levels are strong. Evaluation is under way and we remain optimistic that research will produce positive outcomes in terms of care quality and cost impact, which we believe will help make our health system more sustainable. The relationship built between Gold Coast Health and the Gold Coast Primary Health Network (PHN) contributes to improved outcomes for patients.

## Digital hospital

We have also continued to prepare to become a fully digital hospital and I am pleased to say that we have listened to our patients and staff and initiated free wifi across our facilities, introduced a bring your own device (BYOD) initiative and provided clinicians with a 'single sign-on' technology to streamline their daily practices. These are key steps along our journey to be recognised for delivering world class healthcare.

## Magnet® journey

Magnet® is an accreditation award that recognises the strength and value of patient care in a hospital setting and we have been working hard to develop the values and principles associated with Magnet® status. At Gold Coast we have extended the concept across professions to better define what Gold Coast Health stands for.

One aspect I have been working on is executive visibility and engagement. Actions have included visiting 100 places in 100 days, staff lunches and forums and regular Executive Rounding sessions across the service. Staff innovation events like The Improvers, projects such as Speaking Up For Safety™, Pass the Baton and Clinical Congress all contribute to Gold Coast Health's Building a Culture of Success.

As I move around the service I see examples of staff living our values and I thank them all for their achievements in developing our positive culture and continuing their commitment to further improvement.

**Ron Calvert**  
Gold Coast Health Chief Executive

# Our priorities

## Queensland Government's objectives for the community

Gold Coast Health's priorities closely align with the Department of Health's commitment to healthy Queenslanders, accessible and safe services, innovation and research, governance, partnerships and workforce.

The organisation's strategic plan and organisational values also support the Queensland Government's objectives for the community and the Queensland public service values.

Our commitment to meeting our community's expectations helps build safe, caring and connected communities.

Through strengthening the public health system and providing responsive and integrated government services, Gold Coast Health delivers quality frontline services.

## My health, Queensland's future: Advancing health 2026

Advancing health 2026 was developed by Queensland Health to respond to the challenges and opportunities faced in Queensland.

Advancing health 2026 establishes a common purpose and a framework for the health system in Queensland. It seeks to bring together government agencies, service providers and the community to work collaboratively to make Queenslanders among the healthiest people in the world.

Five principles underpin this vision, directions and strategic agenda.

### 1. Sustainability

We will ensure available resources are used efficiently and effectively for current and future generations.

### 2. Compassion

We will apply the highest ethical standards, recognising the worth and dignity of the whole person and respecting and valuing our patients, consumers, families, carers and health workers.

### 3. Inclusion

We will respond to the needs of all Queenslanders and ensure that, regardless of circumstances, we deliver the most appropriate care and service with the aim of achieving better health for all.

### 4. Excellence

We will deliver appropriate, timely, high quality and evidence-based care, supported by innovation, research and the application of best practice to improve outcomes.

### 5. Empowerment

We recognise that our healthcare system is stronger when consumers are at the heart of everything we do, and they can make informed decisions.

## Other whole-of-government plans and specific initiatives

Gold Coast Health objectives and strategic priorities are guided by the National Health Reform Agreement, the Queensland Plan and the Queensland Department of Health strategic objectives which are:

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### Healthy Queenslanders

Ensure available resources are used efficiently and effectively for current and future generations.

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### Safe, equitable and quality services

Ensure there is access to safe, equitable and quality services that maintain dignity and consumer empowerment.

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### A well-governed system

Sound management of funding and delivery of performance for the whole system.

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### Strategic policy leadership

Develop, implement and evaluate evidence-based policy that sets system-wide direction.

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### Broad engagement with partners

Build partnerships with all levels of the community to plan, design, deliver and oversee health services.

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### Engaged people

Cultivate a culture that harnesses capability and values our people.

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The *Gold Coast Health Strategic Plan 2016–2020* aligns to the Queensland Government objectives of delivering quality frontline services. These objectives include:

- strengthening our public health system
- providing responsive, integrated government services
- supporting disadvantaged Queenslanders
- creating jobs and a diverse economy
- building safe, caring and connected communities.

## Our priorities and strategic objectives

The Gold Coast Health Board sets the strategic priorities through the Strategic Plan which provides a roadmap for how the health service will evolve in order to meet the changing needs of the community.

The patients' needs guide strategic planning across every level of healthcare and help to improve community health, hospital care and highly specialised services.

Our strategic focus areas, objectives and measures of success are:

### 1. Deliver safe, effective and efficient quality of services

Provide sustainable and high quality services through coordinated care and continuous improvement of our healthcare knowledge. Patients experience seamless treatment across all health service providers involved in their care through collaboration and communication.

#### Measures of success:

Patient satisfaction, clinical excellence and our reputation as a world class health and research organisation.

### 2. Ensure patients have access to health services

Actively working with Operational teams, Information Communication Technology (ICT) and Business Continuity to ensure consistent delivery of high quality healthcare before, during and after the 2018 Commonwealth Games. The Gold Coast community will continue to have timely access to health services. All members of the Gold Coast community have equal access to health services regardless of economic conditions or social background. The majority of local patients with complex or rare illnesses are treated by Gold Coast Health.

#### Measures of success:

Community's confidence in receiving treatment within clinically recommended timeframes without the need to travel to other health services.

### 3. Support a healthy Gold Coast community

Identified patients with chronic and mental illnesses are suitably cared for in the community to ensure continued quality of life. Building partnerships with GPs and health service providers to reduce the rate of avoidable hospital admissions. Actively promote a healthy lifestyle through community engagement and public health campaigns.

#### Measures of success:

A reduction in service demand for preventable and mental illnesses that require hospital care.

Strategic enablers are organisational resources and qualities that define the health service's ability to deliver the strategy. They are:

- staff and culture
- research, teaching and education
- information management and innovation
- health service facilities and partnerships.



The *Gold Coast Health Strategic Plan 2016–2020* is available online:  
[www.goldcoast.health.qld.gov.au/about-us/strategy-and-plans](http://www.goldcoast.health.qld.gov.au/about-us/strategy-and-plans)

# Our challenges and targets

## Our strategic challenges

Gold Coast Health faces many challenges and exciting opportunities in delivering public healthcare into the future. Gold Coast Health is continuing to enhance performance improvements while providing an environment for a sustainable world-class healthcare service. To achieve this ambition, the service is managing a number of key strategic challenges:

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**Challenge:** Deliver funded services in alignment with national performance targets and meet increasing demand for services while maintaining safety, quality and access.

**Our strategy:** Further develop our partnership with primary healthcare providers to develop integrated care pathways.

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**Challenge:** Meet critical quality and safety performance outcomes.

**Our strategy:** Ongoing engagement with clinicians, strengthened accountability and reporting systems. Solutions such as best-practice clinical interventions, improved models of care, digital transformation, state-of-the-art facilities and a resilient workforce will enable us to navigate a rapidly changing healthcare landscape.

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**Challenge:** Attaining world class status in research and development, and in delivery of tertiary health services.

**Our strategy:** Development of the Health and Knowledge Precinct and ongoing support for innovative research, and in pursuing improvements in systems and processes related to delivery of care.

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**Challenge:** Encourage cultural change and social responsibility with a focus on diversity and inclusion.

**Our strategy:** Building a culture of success where staff are inspired to do their best work and managing work demands to allow staff time to participate in professional development, training and research will allow Gold Coast Health to build a united and engaged workforce. We aim to create an environment where staff at every level are proud of their work and feel empowered to achieve their full potential. Our aspiration is to become a cultural leader within the Gold Coast and broader Queensland community.

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## Our commitment

A range of services and programs have been implemented to deliver on the service's strategic objectives for 2016–17. The Service Agreement between the Gold Coast Health Board and Queensland Health sets out the agreed services and standards that will be provided to the community each year.

## Surgery waiting times

Providing timely access to surgery positively contributes to a patient's quality of life with 99.8 per cent of patients having their surgery within the recommended time for their urgency category.

There has been a continued focus on improving theatre utilisation to help improve access for both elective and emergency surgery. The use of reliable information also plays an important role in the ability to effectively schedule patients for surgery.

In 2016–17 these improvements have seen a 13.5 per cent reduction in hospital initiated cancellations of surgery within 24 hours of the booked surgery date compared with the previous year.

### The year ahead:

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In the near future, Gold Coast Health will aim to:

- treat the 1000<sup>th</sup> cardiac surgery patient at Gold Coast University Hospital
  - embed into core business the Gold Coast Integrated Care pilot
  - transform our health service from 'digital ready' to 'digital by default'
  - increase focus and scale of our research capability
  - increase rates of day surgery and procedures through a stand-alone day surgery centre
  - fully implement the National Disability Insurance Scheme (NDIS)
  - implement the state-wide Neurodevelopmental Exposure Disorder service.
-

## Emergency treatment

Gold Coast Health emergency departments (ED) attended to 164,126 patients during 2016–17, an overall increase of 1.56 per cent on 2015–16, and included 36,114 paediatric presentations. Gold Coast University Hospital ED received 103,709 patients and 60,417 at Robina Hospital.

The ongoing growth in presentations along with the increasing acuity and complexity of the patients has presented challenges for the organisation and impacted the capacity of our Emergency Departments to meet the National Emergency Access Target (NEAT). The overall health service NEAT for 2016-17 was 78 per cent which was slightly below the national target of 80 per cent of all patients presenting to an ED to be discharged home, admitted or transferred to another facility within four hours of arrival.

However, 100 per cent of Category 1 presentations continue to be seen by a treating doctor or nurse within two minutes of arrival.

These pressures similarly impacted achievement of the Queensland Patient Off Stretcher Target (POST) for ambulance arrivals which is 90 per cent of patients safely off loaded from stretchers within 30 minutes.

Surges in ambulance arrivals, capacity in ED and ward occupancy places strain on meeting target timeframes. Gold Coast University Hospital POST was 72 per cent while Robina Hospital ED achieved 74.7 per cent during the reporting period.

Strategies to better manage patients presenting to ED and assist in meeting targets in the face of the increasing demand for emergency services include:

- Queensland Ambulance Service (QAS) helping alleviate the impact of surges of ED arrivals by staggering start times for afternoon crews
- Expansion of the GCUH Paediatric Emergency Department to 24/7
- Utilising a Nurse Practitioner model in the Early Assessment and Streaming Zone (EASZ) at Robina Hospital to assist with the early assessment and treatment of ambulant patients from the waiting room.

### The year ahead:

Further plans to manage patient demand include:

- dedicated paediatric triage service and waiting area
- recruitment of additional medical staff for both Emergency Departments
- increase in nursing staffing in the winter period
- Rapid Patient Flow project to support improvements in services across the whole health service
- improve day surgery capacity to ensure that elective surgery performance is maintained
- undertake a trial of the Extended Scope Physiotherapists in GCUH ED which will mirror the existing model at Robina ED
- Emergency Department and Mental Health and Specialist Services to continue joint development of a toxicology model of care
- open the eight remaining beds in the GCUH ED acute area.

**“I want to shout from the roof tops about how unbelievably amazing the care and attention I received was while at Gold Coast University Hospital. From every step, and sequence of events that followed, I had nothing but caring, wonderful and attentive support from all the staff who helped me. You have made what has been a traumatic experience for me and my family, actually feel like a positive and uplifting event in my life.”**

– Gold Coast resident Haydn Simmons was an inpatient at GCUH for nearly two weeks being treated for a ruptured large intestine following a bike accident.