

ANNUAL REPORT

2017-2018



The Gold Coast Hospital and Health Service Annual Report 2017–18 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 2017–18 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 Division, Gold Coast Hospital and Health Service, by phone 1300 744 284 or email 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

1 September 2018

The Hon Steven Miles MP
Minister for Health and Minister for Ambulance Services
GPO Box 48, Brisbane QLD 4001 Australia

Dear Minister

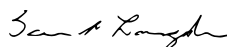
I am pleased to submit for presentation to the Parliament the Annual Report 2017–18 and financial statements for Gold Coast Hospital and Health Service.

I certify that this Annual Report complies with:

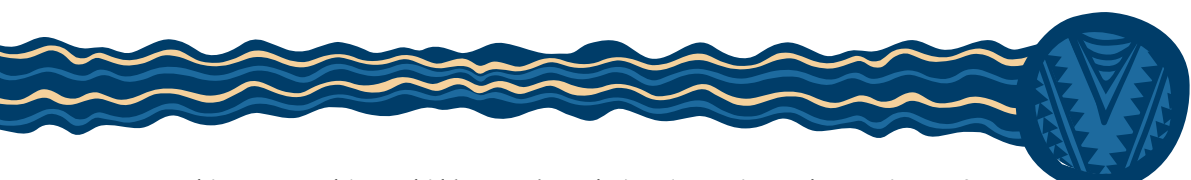
- the prescribed requirements of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2009, and
- the detailed requirements set out in the Annual Report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements can be found at page 112 of this Annual Report.

Yours sincerely



Mr Ian Langdon
Board Chair
Gold Coast Hospital and Health



Gold Coast Health would like to acknowledge the traditional custodians of the Gold Coast, the Yugambeh 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, delivering a broad range of secondary and tertiary health services from three hospitals, 13 community located facilities plus two major Allied Health Precincts at Southport and Robina.

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. Additionally there are a wide range of services delivered directly to the residences of patients including, post birth midwifery visits, home based palliative care, hospital in the home, school dental health, and many more.

Gold Coast Health currently employs more than 9000 staff making it the city's largest employer. The health service has an annual operating budget of \$1.39 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 over 590,000 people who live in the catchment area and depend on the health service for their healthcare needs. According to the 2016 census:

- 1.7 per cent of our population identify as Aboriginal peoples and Torres Strait Islander peoples
- 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.



An overview of primary care services available in the Gold Coast region can be sourced at 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 recent 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. Robina Hospital \$200 million expansion completed.
- 2013** ● The \$1.76 billion 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 midwifery service opens. Wide range of community services relocated to the Southport Community Health Precinct.
- 2017** ● Lavender Mother and Baby Unit opens. Coordination Hub launches.
- 2018** ● Varsity Lakes Day Hospital opens. 2018 Gold Coast Commonwealth Games.

An expanding service

Gold Coast Health was established as a statutory body in 2012.

The significant growth experienced by the health service during the period 2012 to 2018 is demonstrated by the following statistics.

Number of Emergency Department presentations across two hospitals:



Then:

125,744

Now:

171,159

Number of births:

Then:

3787

Now:

5165



Number of staff:

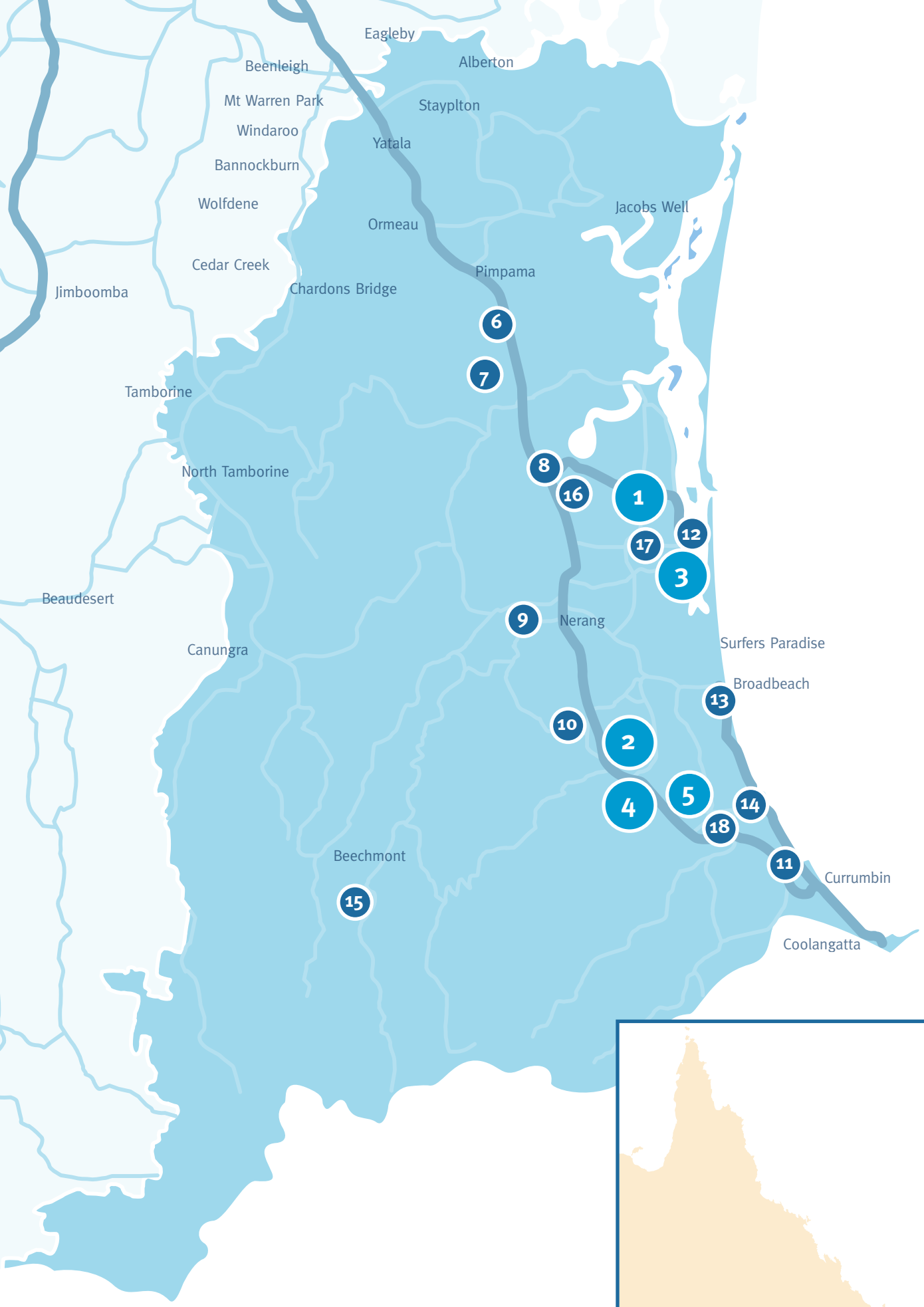


Then:

5442

Now:

9522



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 co-located at Southport Health Precinct and Robina Health Precinct 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.

5. Varsity Lakes Day Hospital

Varsity Lakes Day Hospital is a six-theatre, 24-bed day hospital which provides endoscopy, plastic surgery, orthopaedic surgery and ophthalmology surgical and support services, allowing for easy access to services for patients requiring day surgery.

Our community facilities

Gold Coast Health also delivers services from a range of community locations:

6. Coomera Springs Community Child Health
7. Upper Coomera Community Child Health
8. Helensvale Community Health Centre and Community Child Health
9. Nerang Community Child Health
10. Robina Community Child Health
11. Palm Beach Community Health Centre
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



Continually adjusting our sails to accommodate an extraordinary rate of growth whilst maintaining our focus on a Patient First culture remained a key feature of Gold Coast Health during 2017–18.

This growth in demand has come “organically” from the increasing population

in our ever-expanding city but it has also come from the increase in public awareness of the excellence of care provided by our organisation. Our growth has also seen the progressive introduction of new clinical services not previously available to public patients on the Gold Coast.

It is an ongoing challenge to not only accommodate this growth but to do so with increased efficiency. Just like any business, Gold Coast Health continually searches for efficiency improvements while maintaining the highest quality of care.

Since the establishment of Gold Coast Health as a statutory body in 2012, our aim has been to perform at close to a balanced budget; not being prepared to go into deficit but determined not to have large surpluses as every healthcare dollar is meant to be spent. The cost of running Gold Coast Health is now approximately \$1 million every six hours. In 2017–18, Gold Coast Health delivered a surplus which is the equivalent of approximately two days of our annual budget – an excellent result.

Research and innovation

Our vision to be recognised as a world-class healthcare organisation shines through our commitment to research and innovation. We very much appreciate the ongoing support of the Gold Coast Hospital Foundation in providing funds to assist in developing these research projects.

Over the last four years, Gold Coast Health has delivered a steady increase in the number of medical research studies undertaken. Some of the country’s greatest medical minds, along with our up and coming clinicians, have joined forces on this journey of discovery. Gold Coast research is making a tremendous difference through new techniques and ground-breaking discoveries which enable us to provide better care to our patients.

Our research capability is a strength we will continue to develop in the coming years, particularly as the Gold Coast Health and Knowledge Precinct comes online.

Our caring culture

I continue to be inspired by the compassion and care

displayed by our staff. Caring for people is the start of providing care and it is very evident in how all our staff go about their business – not just those in clinical roles but all our support staff. One of the tangible ways we have been building a caring culture is by providing employment opportunities for people with disabilities. As the Gold Coast’s largest employer, I want us to lead by example and provide more job opportunities for disadvantaged people in our community.

Consumer participation

I have been impressed by the passion, commitment and meaningful contributions being made by our Consumer Advisory Group (CAG), who participate in more than 40 committees across the health service and who help us to be conscious of the changing needs of the community. A special thank you to CAG chair, Joan Carlini, and deputy chair, Margaret Shapiro, for their leadership.

Community Based Care

During the course of the year, I visited many of our community based facilities which sometimes tend to “fly under the radar” but are very much appreciated by the large numbers of the public who take advantage of the excellent services provided. I particularly wish to highlight the work done by staff who visit patients in their homes to help achieve desired health outcomes while managing scarce acute care resources.

Board moves

On behalf of the entire Board, I would like to acknowledge the valuable contribution by Professor Allan Cripps, a founding member of Gold Coast Health Board since 2012, who departed the Board during the year. Professor Cripps chaired the Research Committee and has helped our health service achieve its vision of being recognised as a world-class centre for excellence.

Mr Michael Kinnane, a former leader for Queensland’s emergency services, has joined the Board, bringing a wealth of public service and health care experience including five years as CEO of Queensland Ambulance Service. I also wish to express my appreciation for the contribution all directors provided during the year.

On behalf of the Board I wish to thank Chief Executive Ron Calvert, his executive and all our employees for their outstanding service during the year.

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

Ian Langdon

Gold Coast Health Board Chair

From the Chief Executive

Ron Calvert



The standout event this year for Gold Coast Health and the city has been without doubt the 2018 Commonwealth Games. The detailed preparation and planning undertaken by our service in readiness for the event was justified by the smooth operation of our health system

throughout the Games period. It was an outstanding exercise on many levels and is evidence of how far the organisation has come.

In addition to this significant milestone, it has also been a year of consolidation. September marks five years at Gold Coast University Hospital and we can take pride in establishing a safe service with a strong foundation to further develop as a tertiary hospital. Key steps taken this year include the introduction of a day surgery centre at Varsity Lakes, the establishment of a Coordination Hub to monitor patient care in real time across our facilities, and capital maintenance at Robina Hospital in recognition of its vital role in our local health system.

The significance of a networked system of hospital care came to the fore this year managing the impact of a particularly severe influenza season. The Chief Health Officer identified Gold Coast as the 'epicentre' of the outbreak and it had a deep effect on operations. It is testimony to the skills and commitment of our staff that we rose to the challenge and by March had clawed back the activity reflected in the impressive results in this report.

The second staff survey known as 'Going for Gold' was rolled out as part of our journey to Magnet accreditation. The response from our 9522 staff was outstanding with over 67 per cent taking part and of those, 65 per cent agreeing with the statement that Gold Coast Health is 'a truly great place to work'.

I am pleased to report that over 3000 staff sent me a direct 'Message in a Bottle' (and I read every single one!). Improving and developing our culture is a priority and a range of projects have commenced to bring this intent to fruition.

We continue to work closely with our partners on innovative projects including the Health and Knowledge Precinct development, a greater research presence and integrated patient care models in readiness for the conclusion of the pilot project, known as Integrated Care. The Primary Health Network have been our partners during the integrated care journey which is producing some promising results around delivering patient care.

The establishment of the After Hours project combined with investment in our Emergency Department has allowed us to maintain a strong performance in relation to timeliness to see patients. Every year I reflect on the increasing demand we face due, in part, to the growing population of the Gold Coast and surrounding areas. We continue to have the fastest growing region in the state so our ability to innovate and address community demand is fundamental to success.

I am proud to report that in addition to increases in service outlined in this report, we have also balanced our budget - as we always do. It cannot be done without the contribution of our key resource - our people - and I would like to conclude by thanking each and every staff member for their effort at Gold Coast Health. In closing, thanks also to the Board for their strategic guidance, oversight and continuing support to me in this role throughout the year.

A handwritten signature in blue ink, appearing to read 'Ron Calvert'.

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.

Gold Coast Health's 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:

Healthy Queenslanders

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

Safe, equitable and quality services

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

A well-governed system

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

Strategic policy leadership

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

Broad engagement with partners

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

Engaged people

Cultivate a culture that harnesses capability and values our people.

“My wife attended Emergency with a broken foot. All staff we interacted with were very good indeed. We had a similar superlative experience when my wife attended the hospital for an operation, and two night stay to resolve the damage to her foot. The facilities and resources at Gold Coast University Hospital are impressive and we also liked the readily available variety of specialised personnel. Gratitude to the nurses, doctors, wardsman, administrators and managers, cleaner, physiotherapist, anaesthetists, caterers and pharmacist who helped my wife during her ordeal.”

– Alex

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 *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.

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:

The 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 (July 2018 update) is available online: 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:

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.

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.

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.

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.

Managing strategic risks

Our governance system and strategic risk management framework align with the Queensland Department of Health Strategic Plan 2016-2020. Our strategic risks are:

- increasing service demand threatening equity and timely access to services
- managing demand within a constrained funding environment
- insufficient workforce capacity and capability inhibiting provision of high quality care and service improvements.

Our key opportunities are:

- continuous improvement of systems and processes to support operational performance
 - collaboration with key partners to reduce service duplication and meet the diverse needs of our community
 - digital transformation, research translation and innovation capability to provide timely, accurate information and support alternate innovative models of care.
-

Our commitment

A range of services and programs have been implemented to deliver on the service's strategic objectives for 2017–18. 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 99.4 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 2017–18 these improvements have seen the hospital initiated cancellations of surgery within 24 hours of the booked surgery date improve from 9.2 per cent in 2016-17 to 4.6 per cent in the 2017-18 financial year.



Emergency treatment

Gold Coast Health emergency departments (ED) attended to 171,159 patients during 2017–18, an overall increase of 4.34 per cent on 2016–17, and included 26,977 paediatric presentations. Gold Coast University Hospital ED received 109,466 patients and 61,693 at Robina Hospital.

While continued growth in presentations along with the increasing acuity and complexity of the patients has presented challenges for the organisation, Gold Coast Health EDs have performed well. The overall health services performance against the National Emergency Access Target (NEAT) was 76 per cent in 2017-18 against a target of 80 per cent for all patients to be discharged home, admitted or transferred to another facility within four hours of arrival.

2180 additional patients were discharged within four hours compared to the previous year and 100 per cent of category one presentations continue to be seen by a treating doctor or nurse within two minutes of arrival.

Gold Coast University Hospital achievements against the Patient Off-Stretcher Target (POST) of 90 per cent for ambulance arrivals was 70.2 per cent at Gold Coast University Hospital and 71.8 per cent at Robina Hospital 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 the opening of eight acute assessment beds in addition to the establishment of the Coordination Hub which coordinates:

- patient distribution between Robina Hospital and Gold Coast University Hospital
- bed availability (empty/cleaned)
- ambulance waits and ambulance demand.

An InterACT service has been established to better support and manage the aged patients in Residential Aged Care Facilities reducing the need for transfer to Emergency Departments by providing an outreach model.

An acute specialist nurse respiratory service provides specialized timely care to respiratory patients reducing the Emergency Department stay and transferring those patients who require admission directly to the specialist respiratory inpatient unit.

The Hospital at Night program has commenced and provides additional senior medical and nursing support to staff and acutely unwell patients after hours.