



Annual Report 2013–2014

Feedback

Feedback is important for improving the value of our future annual reports. We welcome your comments which can be made by contacting us at:

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Open data

Additional information on consultancies and overseas travel has been published on the Queensland Government Open Data website (qld.gov.au/data).



Interpreter service statement

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Photography

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Page 8.

Artist's impression courtesy of Lady Cilento Children's Hospital Project, Queensland Government.

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28 August 2014

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

Dear Minister Springborg,

I am pleased to present the *2013–14 Annual Report* and financial statements for Children’s Health Queensland 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 on page 60 of this annual report or accessed at <http://www.health.qld.gov.au/childrenshealth/html/publications.asp>

Yours sincerely



Susan Johnston
Chair
Children’s Health Queensland Hospital and Health Board



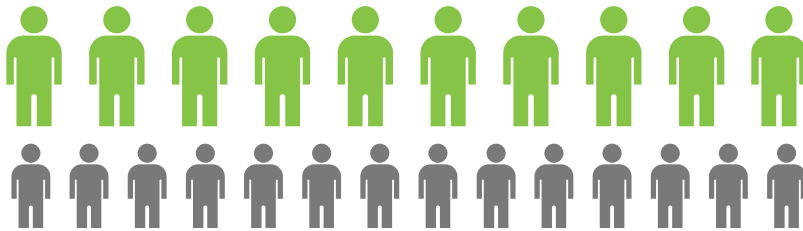
88%

of parents/guardians rated their child's care at the Royal Children's Hospital as 'excellent' or very good in the *Queensland Emergency Department Experience Survey 2013*.

Waiting list for ENT outpatients almost halved

June 2014

1228 only 3% long-wait



2221 September 2012 (75% being long-wait)

0

long-wait patients waiting for elective surgery at the RCH (June 2014) – down from 64 in January.

87%

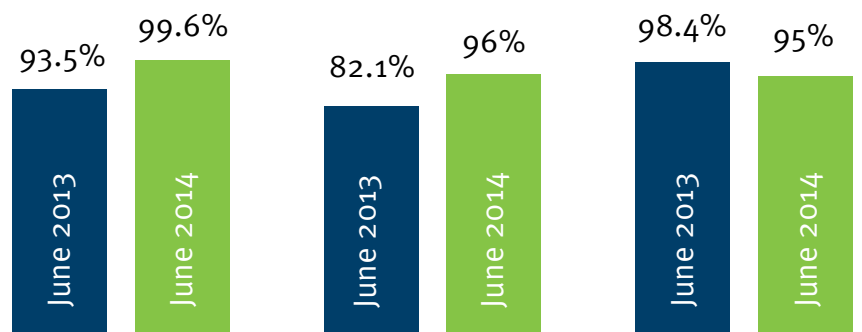
of emergency patients seen within the required four hours (the 2014 national target is 83%).



12 minutes

median wait time in emergency department.

Surgery patients seen on time



Urgent seen on time, within 30 days.

Semi-urgent seen on time, within 90 days.

Non-urgent seen on time, within 365 days.

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Welcome

This year, as a service, Children's Health Queensland (CHQ) has enjoyed many significant successes and responded positively to many challenges and changes. Our achievements are a credit to our staff—a truly remarkable, inspiring, and caring group of individuals.

Over the course of the year, there were significant gains in meeting the National Emergency Access Target (NEAT) which requires patients to be admitted, discharged or transferred within four hours. The Royal Children's Hospital is now at 87 per cent compared with the national target of 83 per cent. We still have work to do given the national target of 90 per cent for 2015.

It was also very pleasing to see that 88 per cent of parents and caregivers rate our emergency department as 'excellent' or 'very good', with the Royal Children's Hospital having the top-rated hospital emergency department in the State.

In elective surgery, we saw significant improvement with the percentage of category 2 patients treated within 90 days rising from 82 per cent in 2012–13 to 96 per cent this year.

Our wait times for specialist outpatient services also continued to improve across all categories. Our most significant improvement was related to category 3 patients, that is, those with less urgent clinical needs, with 89 per cent of patients waiting less than 12 months for their first appointment. We will build on this during the forthcoming year. We have made a commitment to Queensland families that by December 2015, all children attending CHQ will be able to access a new case specialist outpatient appointment within the clinically recommended timeframe.

During the year we also launched the Connected Care Program which will eventually provide care coordination services for around 4700 children with complex and chronic health care needs across Queensland. This program streamlines the patient and family journey through the healthcare system, reducing unnecessary travel to metropolitan and regional centres to access care, and provides each child with a comprehensive care plan.

We have also made exciting progress on our commitment to enhance paediatric knowledge and capability across Queensland with the launch of the Simulation Training on Resuscitation for Kids (SToRK) initiative. During the course of the year 4400 clinicians across the state completed this training.

At the same time, we remain absolutely focused on our commitment to delivering the safest and highest quality care to our patients. This year we finalised and began to implement the *Patient Quality and Safety Improvement Strategy*, and the *Children's Health Queensland Research Strategy*. These strategies will drive the organisation's aim to achieve 'best of class' outcomes built on an organisational culture that truly embodies innovative, safe and reliable service.

Our ability to improve on our financial performance, and reinvest savings into provision of high quality care, is also a testament to the efforts of our clinical and our support staff.

During the year we began preparations for our move to the Lady Cilento Children's Hospital in November 2014. Given that we will be bringing together expertise from the Royal Children's Hospital, the Mater Children's Hospital and facilities management provider Medirest, we have recognised the importance of ensuring that we have clear integration and transition plans in place so that we can continue to provide exemplary care to our patients from the day the new hospital opens and beyond.

The Lady Cilento Children's Hospital will provide us with a platform to achieve our overall ambition to be the highest performing children's health care provider in Australasia.

If the focus, dedication and excellence of the past year is anything to go by, we are well on our way to reaching our goal.

Susan Johnston

Chair, Children's Health Queensland Hospital and Health Board



The past 12 months has again seen considerable change across Children's Health Queensland to build our workforce, improve our service delivery and prepare for the opening of the Lady Cilento Children's Hospital in late 2014.

We've also continued to drive forward the Queensland Government's strategic agenda of public service renewal and health service reform. I am particularly proud that against this dynamic backdrop, our staff have continued to deliver the exceptional care for which we are renowned.

The Royal Children's Hospital has continued to exceed national performance targets in emergency department and elective surgery waiting times, and we've reduced the time our patients and families are waiting for specialist outpatient appointments (and will continue to do so). We've also implemented new innovative models of service delivery, such as the remote telemapping service in audiology, to make access to treatment easier for families across the state.

Our Child and Youth Community Health Service continued to build on the integration of child health services across greater Brisbane. Enhanced models of care are helping our community-based staff better meet the needs of children and their families. Extending our reach outside of Brisbane, the Centre for Children's Health and Wellbeing expanded from a Logan-based service to a statewide initiative to improve the wellbeing of children, families and their communities. Similarly, the Deadly Ears program secured \$4.1 million in funding to continue the great work it does to improve the ear health of children in rural and remote Indigenous communities.

In 2013–14, the Child and Youth Mental Health Service (CYMHS) made important progress on the new Adolescent Mental Health Extended Treatment Initiative. Following a comprehensive review of how the needs of this vulnerable population can best be met across Queensland, a range of new services have been introduced, with more to be rolled out over the next 12 months. CYMHS teams have also been busy reviewing and redesigning existing services to ensure

we continue to provide a responsive, recovery-oriented mental healthcare service for children, young people and their carer networks. To support this goal, we have focused on building and strengthening relationships with our care partners.

The makeup of our Board changed somewhat during the year under the continued leadership of Board Chair Susan Johnston. I would like to personally thank Susan and the outgoing, incoming and continuing Board members for their support and contribution to the Executive and broader organisation throughout 2013–14.

We were faced with some difficult decisions this year around outsourcing some of our facilities management services in the new hospital, but as a result we will be able to direct \$4 million annually back into front-line health services.

We are fortunate to work with a group of dedicated parents and community members who form our Family Advisory Committee (FAC). Our FAC members have again made a valuable contribution in a number of areas including patient safety and quality improvement, and ensuring that the Lady Cilento Children's Hospital meets the needs of our patients and their families from opening day and beyond.

Significant work has been undertaken in 2013–14 to recruit and unite the workforce that will be created when the people and expertise of the Royal Children's and Mater Children's hospitals come together to create a single state-of-the-art paediatric facility for Queensland. While this has meant some challenging and uncertain times for staff, I have been consistently impressed by their resilience and professionalism in ensuring continuity of quality healthcare provision for our patients.

To support staff during the transition, we will continue to strengthen our organisational culture and ensure staff have a clear understanding of where we are heading, how we will get there, and how their day-to-day role supports the achievement of our strategic goals.

It's our people that make Children's Health Queensland the truly great organisation it is and I would like to thank all of you for your extraordinary and unwavering commitment to providing the best possible family-centred care.

I also thank our donors, supporters, the Children's Hospital Foundation and all our volunteers for their tireless support. Most importantly, thank you to our patients and families for putting your faith in us and for the important contribution you make to our healthcare team.

Dr Peter Steer

Chief Executive, Children's Health Queensland Hospital and Health Service



Delivering the best care for our kids

Children’s Health Queensland (CHQ) is a specialist statewide hospital and health service committed to providing the best-possible healthcare for every child and young person in Queensland.

Our hospital and health service comprises the Royal Children’s Hospital (RCH), the Child and Youth Community Health Service (CYCHS) and the Child and Youth Mental Health Service (CYMHS), as well as specialist paediatric outreach and telehealth services across the state.

The RCH is Queensland’s primary centre for tertiary paediatric care. This role is demonstrated through leadership in clinical service delivery, education, outreach, advocacy, research and coordination and delivery of statewide services.

The CYCHS brings together a variety of specialist community services to help children and their families lead healthier lives. While predominantly providing front-line healthcare to communities throughout the Greater Brisbane metropolitan area, the CYCHS also delivers specialist statewide services, such as the Ellen Barron Family Centre and Deadly Ears initiative.

The integrated CYMHS offers specialised, high-level mental health services for children and young people (birth to 18 years) who are, or are at-risk of, experiencing moderate to

severe mental health problems. Specialist services include acute inpatient and consultation liaison, peri-natal and infant mental health, forensic mental health and acute response extended hours services. The coming year will see the implementation of the statewide Adolescent Mental Health Extended Treatment Initiative for adolescent and young people with severe and complex mental health issues.

The opening of the Lady Cilento Children’s Hospital (LCCH) at the end of 2014 will be a defining milestone for CHQ, bringing us closer to realising our vision of the best possible health for every child and young person in Queensland. Bringing together the staff, services and expertise of the RCH and Mater Children’s Hospital (MCH), the new facility in South Brisbane will build on the existing reputations of these two institutions as leaders in paediatric healthcare, research and education. This world-class facility is a vital step toward our ambition of being the highest performing children’s health service provider in Australasia.

We play a key role in paediatric research and education, with strong links to the Queensland Children’s Medical Research Institute (QCMRI), The University of Queensland, Queensland University of Technology, the Translational Research Institute and other academic institutions.

Our pioneering role in paediatric research will continue in 2015 with the opening of the new Centre for Children's Health Research co-located with the LCCH.

Our long-standing partnership with the Children's Hospital Foundation continues to make an invaluable difference to the care we provide. As well as raising funds for vital research, services and new equipment, the foundation's 500-strong army of hospital volunteers are an important part of our team.

Our approach

To help us provide children and young people with the best possible care, Children's Health Queensland has adopted five 'pillars of excellence' to drive our shared goals throughout the organisation. These are:

People

We will build an empowered and engaged workforce through teamwork, leadership development, recognition of achievement and meaningful communication.

Service

We will transform the way paediatric healthcare is provided by practising patient- and family-centred care at every level of our service.

Safety and quality

We will lead the way in patient safety, best-practice care models, quality systems and clinical outcomes.

Value

We embrace redesign and innovation to deliver superior operating systems and continually improve the value of our service.

Research and education

We strive to be at the forefront of discovery, education and the application of evidence-based practice in care processes and systems to deliver improved health outcomes for children and young people.

Aligning everything we do to one or more of these five pillars, and setting measurable goals and targets under each one, allows every single team member to see how their role supports the achievement of our strategic goals and directions—and ultimately our vision.

Queensland Public Service Values

Children's Health Queensland subscribes to the five Queensland Public Service values:

1. Customers first;
2. Ideas into action;
3. Unleash potential;
4. Be courageous;
5. Empower people.

Our Vision Our Purpose Our Values

VISION

Best possible health for every child and young person, in every family, in every community in Queensland.

PURPOSE

Provide children and young people with the best possible family-centred health care.

VALUES

Integrity

We are honest, open and act impartially, treating all people with dignity and respect.

Service

We listen to our patients and families, respond to their needs, and work to improve their wellbeing.

Courage

We seize opportunities and welcome the inherent responsibility.

Innovation

We are passionate about discovery and embrace creative solutions.

Accountability

We are transparent, providing accurate and timely reports and accept responsibility for our decisions.

CHQ is driven by the core value of **patient- and family-centred care**. We are committed to partnering with families to deliver the best possible health outcomes for children and young people. Patient- and family-centred care acknowledges that families provide an important perspective for health professionals and should be involved as partners in their child's care. By working with parents and carers, our staff can better understand a patient's individual needs and issues and make more informed care decisions. Likewise, parents make better decisions for their children when they have the information they need.

FAST FACTS

- 359 beds across 12 levels
- 48 emergency department treatment bays
- 14 operating theatres
- Child and youth mental health unit
- Sleep medicine service
- Overnight emergency accommodation for parents/carers
- 11 rooftop terraces and gardens
- A family resource centre
- Radio Lollipop studio and Starlight Express Room
- Close to public transport facilities

A new children's hospital for Queensland

Two proud histories, one outstanding future.

When the LCCH opens in South Brisbane in late 2014, it will be Australia's largest and most advanced tertiary paediatric facility.

It will bring together the existing teams and talent of the Royal Children's and Mater Children's hospitals, who together share more than 200 years of excellence in paediatric care.

All specialist services currently provided by the Royal Children's and Mater Children's hospitals will be offered at the LCCH, enabling families to access the care, advice and support they need in the one place.

Enhancing CHQ's statewide remit, the LCCH will support regional and rural hospitals through telemedicine technology and outreach services. This means children and young people can access the services they need as close to home as possible.

Our vision is to provide a healthy space both inside and out to help

children recover as quickly as possible and to ensure a modern and sustainable workplace for staff.

Children, young people and their families were consulted during early planning for the hospital to ensure a comfortable and supportive facility that is not only therapeutic and practical, but also fun and engaging. Rooftop gardens, performance areas and a vibrant art collection will help deliver a hospital experience second to none.

The new hospital is just one part of a \$1.5 billion program of works, including the co-located \$134 million Centre for Children's Health Research (opening in 2015), which represents the largest capital investment in children's health services in Queensland's history.

www.health.qld.gov.au/childrenshospital



July 2013

- Children’s Health Queensland Hospital and Health Service completes its first year as an independent statutory body.
- Royal Children’s Hospital celebrates 20 years of providing music therapy for patients.
- Conrad Gargett Riddel and Lyons Architects, the architects of the Lady Cilento Children’s Hospital (LCCH), receive the prestigious International Future Health Project Award in the 2013 Design and Health International Academy Awards for the hospital’s innovative design.

August

- Construction of the new academic and research facility co-located with the LCCH in South Brisbane starts to rise above street level.
- The Early Years Initiative is renamed the Centre for Children’s Health and Wellbeing to reflect its new statewide remit.
- The new hospital’s arts program is launched — the aim is to create an enriching environment for patients and families.

October

- Royal Children’s Hospital School is named a finalist in the ‘Showcase Awards for Excellence in Schools’ for its Early Education Program for young survivors of abuse, trauma and neglect.
- The CHQ Facebook page is launched at the start of National Children’s Week, providing a new means of engaging with consumers.
- CHQ celebrates National Children’s Week at the RCH with a week of events and activities for patients and families.

September

- CHQ hosts its inaugural ‘Celebrating our People Awards’ recognising outstanding achievement of individuals and teams in our workforce.
- The RCH continues to exceed the national target for discharging, admitting or transferring patients within four hours of arrival in the emergency department.

November

- CHQ becomes the first hospital and health service in Queensland to launch ‘Ryan’s Rule’, giving parents a new tool for escalating any concerns they have about their child’s care.
- The Productive Ward clinical redesign project begins in the Child and Family Therapy Unit at the RCH.
- ‘Betty the Beast’, the last of six cranes (all named by children across Queensland) to have worked on the LCCH site is removed. Focus of construction activity turns to internal fit-out and decoration.

December

- The *Queensland Emergency Department Experience Survey 2013* finds RCH to be the top-rated hospital in the overall satisfaction category, with 88 per cent of parents/guardians rating their child’s care as ‘excellent’ or ‘very good’.
- December 15—Premier Campbell Newman announces that Queensland’s new children’s hospital will be named the Lady Cilento Children’s Hospital.
- *Children’s Health Queensland Research Strategy 2013–2016* is approved and published.

January 2014

- The RCH has zero patients waiting longer than the clinically recommended time for ear, nose and throat (ENT) surgery—down from 64 in January 2012.
- Four individuals and teams within CHQ recognised in Queensland Health's 2014 Australia Day Achievement Awards.
- CHQ secures Health Workforce Australia funding to deliver the Simulated Learning In Paediatric Allied Health training program.

February

- First meeting of the 25-member Queensland Children's Critical Incident Panel, which will mentor and support clinicians across the state.
- The new academic and research facility co-located with the LCCH is named the Centre for Children's Health Research.
- Ellen Barron Family Centre launches a new two-day program to help new parents understand sleep and settling issues.
- A four-bed residential rehabilitation unit opens in South Brisbane as part of CHQ's Adolescent Mental Health Extended Treatment Initiative.

April

- CHQ announces that facilities management services for the LCCH will be delivered in partnership with Medirest and its subcontractor Honeywell, resulting in financial savings for CHQ with no negative impact on service standards.
- The Adaptive Responsive Care clinical redesign project is launched to improve the experiences of children and young people requiring acute mental health services.
- The first helicopter test landing takes place at the LCCH.

March

- A dedicated Patient Experience Improvement Officer is appointed to CHQ to ensure a timely and meaningful response to all complaints, compliments and feedback.
- The Simulation Training on Resuscitation for Kids (SToRK) program is launched at Logan Hospital, starting with the new paediatric course: Recognition and Management of the Deteriorating Paediatric Patient.

May

- Health Minister Lawrence Springborg welcomes the newly recruited care coordinators who make up the statewide Connected Care Program team.
- CHQ hosts its annual Volunteers Appreciation Ceremony as part of National Volunteer Week.
- CHQ, in partnership with our Family Advisory Council, hosts its annual National Families Week Picnic at the RCH.
- Professor Ross Pinkerton is appointed to the position of Director of Research for CHQ.

June

- CHQ achieves zero long-wait patients waiting for elective surgery—down from 62 in March 2012.
- Waiting lists for ENT outpatients reduces from 2221 patients in September 2012 to 1228 in June 2014.
- The Deadly Ears program secures \$4.1million in recurrent state funding to continue its work in rural and remote indigenous communities.
- A Cairns boy becomes the first child in Queensland with a cochlear implant to benefit from the new remote tele-mapping service provided by the Royal Children's Hospital.

Health reform

Children’s Health Queensland continued to implement the Queensland Government’s program of health reform and transformation during 2013–14.

Our People and Culture Unit planned and implemented a program to enable CHQ to become a prescribed employer on 1 July 2014. Many human resource tasks were undertaken in advance of the change to enable a smooth changeover for our staff. This significant milestone now means greater autonomy in decision-making for Children’s Health Queensland and symbolises our independence from the broader Department of Health.

As the number of Medicare Locals reduce and they transition into primary health care organisations, CHQ’s role in facilitating children’s healthcare services across the state will be strengthened and streamlined. This is likely to be finished toward the end of 2014 in line with Federal Government planning timelines.

Board

- Georgie Somerset and Andrea O’Shea were appointed as Board members on 23 August 2013.
- Ms Somerset, Dr David Wood and David Gow were reappointed in May 2014 for three years.
- Associate Professor Susan Young and Ross Willims were appointed to the Board for one year in May 2014.
- Andrea O’Shea and inaugural Board member Eileen Jones stepped down in May 2014.

Executive Management Team

- Noelle Cridland was appointed as Executive Director of Development and Commissioning on 28 April 2014 to lead the transition to the LCCH.
- Deborah Miller was appointed as Acting Executive Director for the Office of Strategy Management, covering the maternity leave of Taresa Rosten from April 2013 to June 2014.
- Craig Brown was appointed to the role of Acting Senior Director Communications and Engagement on a temporary basis following the resignation of David Rose in April 2014.

