

Gold Coast Health

Nursing and Midwifery

Year in Review 2017–18





“Our nursing and midwifery staff are at the heart of our vision to become a world-class public healthcare service through their dedication to patient-centred care, quality and innovation.

Each day I witness our devoted workforce from diverse backgrounds giving the very best healthcare to an equally diverse and rapidly growing community.

Whether they be in leadership roles or silent achievers, they strive to provide excellence in sustainable and evidence-based healthcare in our hospitals, out in the community or in peoples’ homes.

This was no more evident than the day I attended a presentation by the Public Guardian to our staff for going above and beyond in supporting one of their clients. As the chief executive of the region’s largest workforce, this gave me immense pride to see the difference our staff made to someone’s life.

This review is a celebration of our nurses and midwives’ commitment to our vision and values. They have our patients and the community’s best interests at heart, and I’m truly proud of them.”

– Ron Calvert, Chief Executive

Welcome from our Professor of Nursing and Midwifery



As we reflect on the accomplishments of 2017–18, it is a privilege to look back on a year of remarkable achievements at Gold Coast Health. We have demonstrated a strong commitment to enhancing the patient experience by living the values of Gold Coast Health and

delivering safe, person centred, quality care based on our Professional Practice Model domains: Professional Excellence, Collaborative Practice, Development and Recognition, Leadership, Healthy Environment, Shared Governance, Learning and Innovation. This annual review is a snapshot of the work and exemplary achievements from our workforce during 2017–18.

We are making steady progress on the journey to Magnet designation. The sources of evidence showcase remarkable stories, demonstrating examples of innovation in patient care and improved patient outcomes. They are reflective of the magnitude of progress we are making in using evidence based practice to advance nursing and midwifery excellence in practice, education, leadership and research. Some notable initiatives over the last year have been the:

- expansion of the Nurse Navigator program to 45 across the health service
- Releasing Time to Care pilot program with six inpatient units engaged
- further development of the Midwifery Group Practice continuity model of care
- nursing involvement and leadership in the Australian Council on Healthcare Standards (ACHS)
- the introduction of mindfulness into the workplace

- building on the program of work to achieve Magnet designation
- support for post graduate education
- increasing numbers of nurses and midwives engaging with the Nursing and Midwifery Professional Recognition Program
- Commonwealth Games on the Gold Coast in April 2018 where many nurses volunteered, assisting with medical centres across the Gold Coast as well as very ably caring for those presenting to both Robina Hospital and Gold Coast University Hospital (GCUH)
- continued contribution to honour our social responsibility through educational exchanges to Kirakira Hospital – Solomon Islands and Fiji with Renal Home Therapies Unit, offering mutually beneficial professional and cultural learning opportunities
- the inaugural Nursing and Midwifery Clinical Summit, demonstrating a model of shared governance by providing staff at the front-line a forum to voice their thoughts, ideas and feedback in a collaborative arena to better influence the care we provide and the services we deliver.

Gold Coast Health’s vision is ‘to be recognised as a centre of excellence for world class healthcare’. We are striving to build a culture of success where staff take pride in their work and feel empowered to perform at a high level. Our nurses and midwives exemplify excellence and I am proud of our achievements over the last year. My sincere thanks to all those who contribute daily, to make our patients’ experience the best it can be while supporting and caring for each other, making Gold Coast Health a truly great place to work.

Dr Anita Bamford-Wade
Professor Nursing and Midwifery



The Magnet team, from left, Melanie Wells, Beverley Atack, Samantha Clayton, Naomi Benell, Zena Marks and Jade Angus

Magnet – ‘Involve, Innovate, Inspire’

The internationally renowned Magnet Program® recognises nurses and midwives for providing high standards of evidence-based care to achieve exemplary patient outcomes and provides a framework for building excellence within healthcare services.

The Magnet Program at Gold Coast Health has gained momentum in 2017–18 as our team collects evidence to prepare our detailed application for this prestigious credential. In total, 78 exemplars demonstrating how we meet the Magnet sources of evidence must be provided to the American Nurses Credentialing Centre.

Our examples will demonstrate how Gold Coast Health enables:

- professional development of the nursing and midwifery workforce
- advocacy and influence of leaders
- frontline staff involvement in decision-making
- research, innovation and implementation of evidence based practice
- inter-professional collaboration in education activities, quality improvement and coordination of care
- recognition of inter-professional teams’ contributions towards strategic goals
- patient experience, nursing sensitive indicators, and staff satisfaction.

While most examples will focus on our nursing and midwifery service, the ability to provide inter-professional

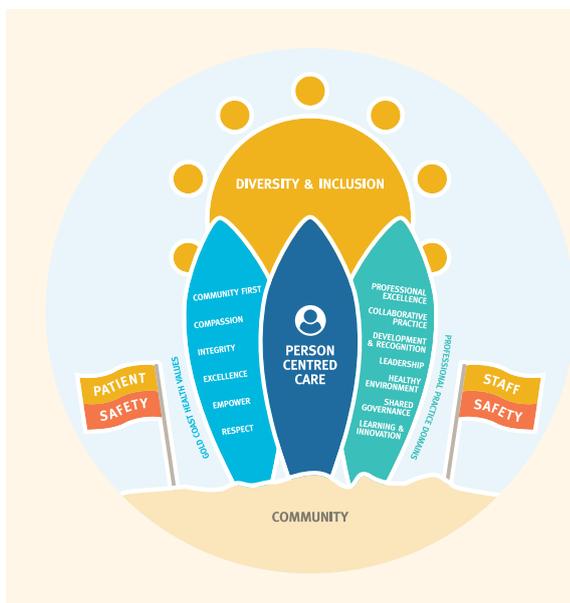
examples will enable us to showcase our staff’s work in providing exceptional, collaborative patient care.

One of the year’s highlights has been the high degree of both staff and patient satisfaction as evidenced by our staff and patient surveys. Sixty-five percent of our staff believe that Gold Coast Health is a truly great place to work, and 96 to 97 per cent of patients are satisfied with their hospital visit over the past 12 months.

The Going for Gold staff satisfaction survey in February 2018 demonstrated that the majority of nursing and midwifery units outperformed national benchmarks across seven categories we must report on for Magnet. Patient satisfaction continues to rate well, with results frequently outperforming national benchmarks. These results stand us in good stead for our Magnet application.

The remarkable work and collaboration of our entire healthcare workforce will be showcased in our document submission for Magnet recognition in April 2019.

Samantha Clayton
Magnet Program Coordinator



Beaches inspire our professional practice model (PPM)

The design of our health service’s first professional practice model was introduced in April 2017 and was inspired by the Gold Coast’s iconic beaches. The model depicts how our staff collaborate, communicate and develop professionally to provide high-quality, person-centred care.

Since its implementation, staff across the health service have been exploring ways to embed the professional practice model into their units.

The model domains include Professional excellence, Shared governance, Leadership, Collaborative practice, Culture of learning and innovation, Development and recognition and Healthy environment.



Ward C1 West showcasing their vision for the RTtC, from left, Joanne Alder, Ruth Kay, Harriet Smith and Jayde Bidner

Releasing Time to Care (RTtC)

Our frontline staff are leading a pilot program to give clinical teams more time with patients while empowering them to improve safety, quality and delivery of care. Releasing Time to Care enables inpatient unit-based teams to redesign and streamline the way they work, with the goal of freeing up more time to care for patients.

The pilot in four GCUH and two Robina Hospital inpatient units is led by Clinical practice improvement project leader Rebekah Edwards.

Evidence shows that nurses spend on average 30 to 40 per cent of their shift directly with and caring for patients. Once the pilot becomes business as usual it is expected that direct-care time will significantly exceed that figure.

As part of the program, staff and their nurse unit manager are working through modules to improve processes and the way they work. These include a workshop to identify frustrations and quick wins, a time in motion study to evaluate what tasks and activities make up a nurse's shift, and reorganising store rooms and the work environment.

While the pilot is still in progress, staff are already feeling empowered and excited to be involved in influencing how their unit functions and improving their work environment.

2018 Commonwealth Games

Gold Coast Health nurse practitioner Jo Timms played a key role looking after athletes at the Gold Coast's biggest ever event, the 2018 Commonwealth Games.

Jo took long service leave to co-manage the polyclinic's delivery of a comprehensive medical program to more than 6600 athletes and officials living at the village.

Highly-skilled clinicians and volunteer health practitioners provided care and treatment at the polyclinic.

Jo brought a wealth of experience in setting up health clinics at the Gold Coast Marathon and Schoolies.

Years of planning went into the polyclinic with Jo involved in the establishment and fitting out of the facility four months prior to the Gold Coast's biggest ever event.

Jo was one of over 300 health service staff and volunteers who gave their time before and during the Games as "Games Shapers", the Games official volunteers.



Nurse practitioner Jo Timms at the Commonwealth Games

Nursing team care for correctional centre inmates



Clinical Nurse, Alison Costello

A team of four nurses work at one of Gold Coast Health's most unique community health programs at the Numinbah Correctional Centre in the Gold Coast Hinterland.

Operating as Offender Health Services, our health service is responsible for a

seven-day a week primary health clinic for 113 inmates at the low security women's facility.

Clinical nurse Alison Costello said for most inmates the clinic was often their first contact with a health provider.

"Many inmates come from a background of homelessness, substance abuse or mental health and have never accessed dental care or a GP," she said.

"We teach them to manage their health care and take responsibility for their medications because many were non-compliant before entering prison."

Almost a third of our nursing team's work is medication management with most inmates taking regular medication, including those on Hepatitis C and opioid substitution treatment programs.

The inmates and those working on other low security farm correctional centres are generally fitter and healthier than the state's overall prison population.

Alison says health care available to inmates is of a standard comparable to that available to the general community. It is safe, patient-centred, socially appropriate, accessible, equitable, evidence-based care.

"Many inmates treat me like a mother figure because they don't have a lot of role models in their lives," she said.

For the past 17 years Alison has helped run the clinic including since 2012 when Gold Coast Health became responsible for the clinic.

Building our workforce

For the first time, our nursing and midwifery service will recruit for identified positions for Aboriginal and Torres Strait Islander staff in the next cohort of graduates in 2019.

Professor of Nursing and Midwifery, Dr Anita Bamford-Wade said the recruitment was the next step for a new generation of Indigenous nurses and midwives studying at Griffith University.

Gold Coast Health's first Aboriginal midwife Cassie North who works in our Midwifery Group Practice supporting mothers and their families, is mentor to this group of students.

The new staff announcement comes on top of Aboriginal and Torres Strait Islander patients giving a 100 per cent tick of approval to our nurses and midwives for acknowledging their cultural and individual values and beliefs in service-wide patient surveys in 2018.

"The survey results clearly indicate that our staff demonstrate cultural appropriateness by providing safe, person-centred and evidence-based practice for the health and wellbeing of Aboriginal and Torres Strait Islander patients," Anita said.



The first step to a new generation of Indigenous nurses and midwives

"The outstanding results reflect guidance from two new codes of conduct for both nurses and midwives, with one specific to cultural safety.

"These codes clearly set out the behaviours that are expected of nurses and midwives, and the standard of conduct that patients and their families could expect."

The Nursing and Midwifery Board of Australia, the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives, the Australian College of Midwives, the Australian College of Nursing and the Australian Nursing and Midwifery Federation issued a joint statement on 5 April 2018 on cultural safety for nurses and midwives.

"While this joint statement was very welcome, culturally safe and respectful care is not a new concept for nurses and midwives who have a duty of care, regardless of race or religion," Anita said.

The staff announcement is in line with our Diversity and Inclusion Strategy 2017–22 for building and celebrating a diverse and inclusive workplace.

Partnerships made strong with our Pacific neighbours



The nurse visitors from Fiji with Vanessa Edwards

Our nursing and midwifery partnerships with close Pacific neighbours have helped establish key medical/nursing/midwifery programs in Fiji and the Solomon Islands.

A collaboration between Gold Coast Health and Kirakira Hospital, a small remote 60-bed hospital on Makira Island, in the Solomon Islands, began in 2015. Dr James Fink who had been taking Bond medical students to Kirakira had identified a need for nursing/midwifery support and suggested that Gold Coast Health nurses might like to become involved. Since then seven Kirakira nurses have visited our health service to observe clinical and organisational practices.

As well, teams of nurses and midwives from Gold Coast Health made return visits to assist with education programs in Kirakira.

Key learnings by Kirakira nurses have resulted in changes in their practice. These include: clinical handover, infection control, the introduction of a basic triage system in emergency department called ISBAR (Identify, Situation, Background, Assessment, Recommendation), inter professional communication, improved systems and processes and a rich cultural experience for all involved. In 2017, a Memorandum of Understanding was signed between Kirakira Hospital and Gold Coast Health.

In July 2018, Anita Bamford-Wade, Jenny Battershall and Michelle Carter shared learnings at the Global Network of World Health Organisations Collaborating Centres for Nursing and Midwifery international conference in Cairns.

Ties with a second Pacific nation were strengthened when two Fijian nurses completed a six-week training program in our Renal Home Therapies Unit. The training helped set up peritoneal dialysis clinics and patient training for Fiji's first public kidney dialysis program.

Clinical nurse Vanessa Edwards travelled to Fiji with Dr Alan Parnham and Dr Will Butcher, also from our health service, to assist with further training, dialysis access creation and management of renal patients. Much credit for our health service's role in educating Fijian clinicians in implementing the dialysis program goes to nephrologist Dr Parnham who lobbied the Fijian Ministry of Health and Medical Services for 18 months.

Training and engagement by our staff reflects Gold Coast Health's values of compassion, excellence and empowerment by helping our nearest international neighbours establish important health services.



From left, Jenny Battershall, Dr Sophie West and Dr James Fink with our Kirakira visitors Smyrna and Sam

Navigator program goes from strength to strength

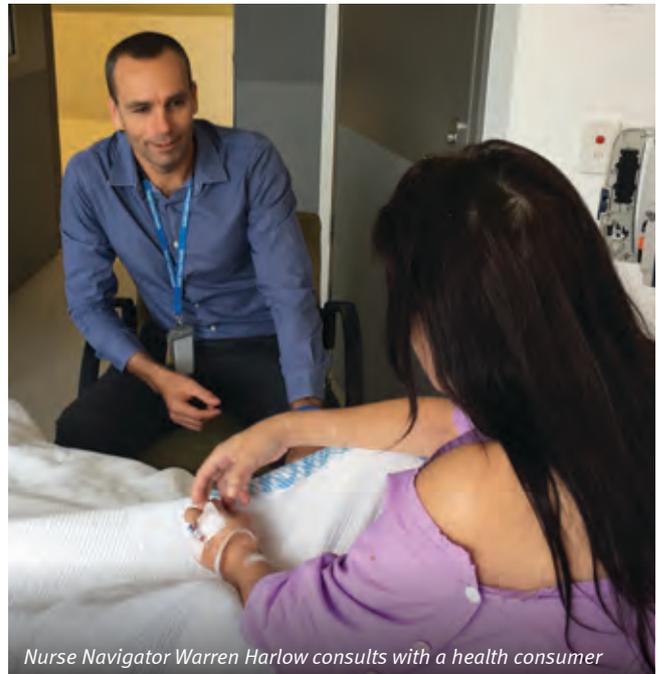
The Nursing and Midwifery Service has continued to evolve our Nurse/Midwife Navigator program in response to identified client, service and community priorities.

With a focus on patients with highly complex needs, the integrated and proactive approach ensures they are well supported to receive the most appropriate service when and where they need it.

It also maximises opportunities to improve health literacy and self-management.

With 33 roles in place and 17 more to be recruited in 2018–19, this exciting program includes both specialist and generalist navigator models provided by nurse practitioners, nurse navigators and midwife navigators across acute and community settings.

This approach increases access to navigation for clients with highly complex needs, irrespective of their diagnosis or their location within the health system.



Nurse Navigator Warren Harlow consults with a health consumer



The winning team proudly show their award

Excellence in upholding human rights

Nurse Unit Manager Kate Sampson was among five staff officially recognised for their role in going above and beyond in supporting a client of the Office of the Public Guardian.

Public Guardian Natalie Siegel-Brown presented an excellence award to the multidisciplinary team of Kate, Anna-Marie Klein, Claire Kenny, Kyriaki Artis and Diagnostic Emergency and Medical Services Executive Director Paula Duffy.

Natalie said the team had greatly improved a client's life by allowing them access to the community, facilitating visits from the client's therapy dog to hospital and working with them to build positive relationships.

The Office of the Public Guardian protects the rights, interests and wellbeing of adults with impaired decision-making capacity, and children and young people in the child protection system.

"The staff were very worthy winners due to their dedication, support and incredibly strong belief that a patient who had been categorised by many as unable to recover or live in the community, could do all of these things," Natalie said.

Peer Review Launch

Gold Coast Health's Nursing and Midwifery Peer Review program was introduced in December 2017 after a successful pilot.

Peer review provides valuable feedback to staff on what they are doing well and areas where they can develop professionally and improve performance in the workplace.

Recommended as best practice by the Australian Commission on Safety and Quality in Healthcare, peer review is an expectation for all nurses and midwives at Gold Coast Health as part of their annual professional development plan.

Staff are reviewed by two of their peers against five capability categories based on Gold Coast Health's Core Capability Framework and two areas of professional capabilities. This feedback may be used to reflect on professional practice and identify opportunities for growth.

The process of peer review stimulates professionalism through increased accountability and promotes the self-regulating nature of the nursing and midwifery professions.



From left, Susan Milne, Tamika Bagala, Kathryn Furnell and Zena Marks

The Nursing and Midwifery Excellence Awards

Congratulations to our 2017 and 2018 Gold Coast Health Nursing and Midwifery Excellence Award recipients:

2017 Recipients	2018 Recipients	Award categories
Paula Stanton	Kathleen Baird	Juanita Hynes Nursing and Midwifery Excellence Award
Bethan Townsend	Victoria de Araujo	Anne Baker Midwifery Award
Rosemary Emerton	Lisa Feltell	Elizabeth Moore Community Health Award
Gayle Klein	Annette Stewart* Peggy Whitehouse*	Mental Health Award – 'Mental Health Nurses Make a Difference Award'
Janet Reinbold	Michelle Nardi	Karen Wallen Education and Research Award
Tanya Clark	Debbie Royal	Amy Enderlin Excellence Award – Registered Nurse
Scott Black	Sharyn Brett	Amy Enderlin Excellence Award – Enrolled Nurse
Kym Watson	Chantel King	Amy Enderlin Excellence Award – Assistant in Nursing

*This year the Mental Health Nurses Award was shared by two nurses.



From left, Midwifery Excellence Award winners 2017: Bethan Townsend and Paula Stanton



From left, some of the 2018 award winners: Victoria de Araujo, Debbie Royal, Lisa Feltell, Chantel King and Peggy Whitehouse



Nurses and Midwives receiving their pins for completing the Nursing and Midwifery Professional Recognition Program

Nursing and Midwifery Professional Recognition Program: 2017–18 portfolio holders

Congratulations to the following nursing and midwifery staff on completion of the Nursing and Midwifery Professional Recognition Program.

Anita Cox	Karen Lynch
Ann Robinson	Kylie Kerr
Annamma Joseph	Maddison Munro
Brian Clarke	Michelle Nardi
Christine Plasier	Mikaela Davenport
Claire Pemberton	Sara Syme
Courtney Lougoon	Shelley Cormack
David Levings	Sophia Keeble
Eleni Kotzapetros	Stacey Pratt
Elizabeth Jedam	Summer Osmond
Emily Zerbst	Susan Ryder
Faye Duke	Toni Hall
Georgina Tawhara	Tracey Hunt
Jan Jose	Vanessa Orr
Julie Gallagher	Vicki Kearney
Karen Biggs	Victoria de Araujo

72 Registered Nurses:
portfolio levels achieved 2016–18
15 RN | 32 RN – Proficient |
25 RN – Expert

02 Midwives:
portfolio levels achieved 2017–18
1 Midwife | 1 Midwife – Proficient

Our year in numbers

4400

nursing and
midwifery
staff



5165

births at
Gold Coast
University Hospital

Education



165

new graduates

124 Registered nurses

19 Enrolled nurses

22 Midwives

Post-graduate studies

18%

graduate certificate/diplomas

11%

masters



**\$2.9
million**

in multidisciplinary
research grants

171,159

Emergency Department
presentations



including

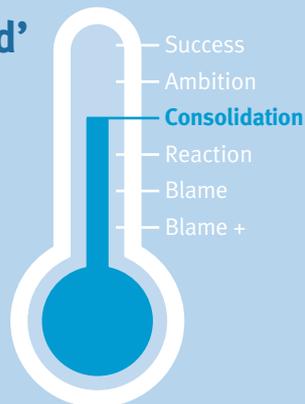
26,977

paediatric presentations

How we measure

'Going for Gold' staff survey

Results reflect that we are in a culture of consolidation



Your Experiences and Expectations patient survey results

96% Satisfied with overall quality of most recent visit

92% Most important expectations were consistently met

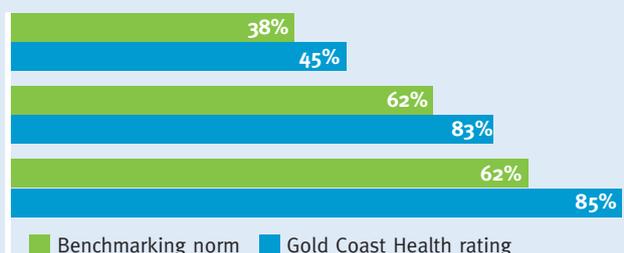
97% Nurses/midwives treated me with courtesy and respect

95% Nurses/midwives listened carefully to me

97% Nurses/midwives demonstrated a caring and compassionate attitude

Comparing ourselves to the Benchmark Norm

Nurses/midwives are engaged with their work
Agree that Gold Coast Health is a great place to work
The people I work with put into practice the value serving the community



Education at its best at Gold Coast Health

The Nursing and Midwifery Education and Research Unit (NMERU) is under the direct leadership of the Professor of Nursing and Midwifery and sits within the Division of Clinical Governance, Education and Research. NMERU has five portfolios – Entry to Practice, Education Programs, Research, Gold Coast Health Simulation Service and the Nursing and Midwifery Professional Recognition Program.

NMERU leads the direction for education services with the development of health service-wide programs, and the implementation of whole of service initiatives. Together with the unit-based education teams, NMERU plays an integral part in fostering research, education and workplace learning to improve health services and patient outcomes, and to develop the nursing and midwifery workforce.

Our strong interdisciplinary links are most clearly reflected in the wide range of training provided by the Simulation Service across all clinical streams either within the two purpose built simulation centres in the health service or in-situ, within their own clinical units.

External partnerships with our local universities in addition to collaborations with the conjoint professorial positions here at GCH have strengthened our development in contemporary education practices. As a result of collaboration with Griffith University academics, the Entry to Practice Team works within a locally adapted model called the Collaborative Clusters Education Model to support up to 200 nursing students per day and approximately 120 newly graduated nurses in their learning in the clinical workplace.

A second short-term part-time academic position with Southern Cross University works with the Mental Health and Specialist Services education team to focus on the development of the mental health workforce via the establishment of a pathway for elective mental health undergraduate placements through to graduate transition.

In the past twelve months one of the key outcomes of the Education Programs portfolio has been the development and trial of an Orientation/Onboarding – Gap Analysis Tool. As part of a succession management framework, the tool is based on the role of Nurse/Midwifery Unit Manager and aims to assist them to develop an individual action plan for their orientation and ongoing development aligned to their current skills, experience and knowledge of the organisation.

The Nursing and Midwifery Professional Recognition Program is an organisation-based recognition program that acknowledges the individual responsibility for continuing competence and sits within a broader succession management framework for nurses and midwives. It is the first formal program of its kind in Queensland which started in 2016 with the Registered Nurse Recognition Program. In 2017 the midwives took up the mantle and our aim is to extend the opportunity to enrolled nurses in 2019.

Going forward in 2018–2019 NMERU will play a pivotal role in supporting the training and proficiency assessments of nursing and midwifery staff in the implementation of the Digital Health Program.





Nursing research impacts global care

Important neonatal research by a clinical nurse in GCUH's Special Care Nursery, Kobi Best is contributing to our health service's vision for a centre of excellence for world class healthcare.

Her research into the level of light exposure for neonates at GCUH showed that her work unit was implementing evidence-based practice and meeting international guidelines.

The research has led to improvements in neonatal care and clinical outcomes globally after Kobi presented at international and national conferences.

Her research received widespread coverage at the Council of International Neonatal Nurses (COINN) Conference in Vancouver, Canada, an organisation representing more than 15,000 neonatal nurses.

As well, she presented at the Australian College of Neonatal Nurses (ACNN) conference in Melbourne in September 2016. ACNN is the peak professional organisation for neonatal nurses in Australia with more than 700 members.

While her research is great news for the Special Care Nursery, Kobi exemplifies how direct-care nurses and midwives can undertake research in their clinical areas and make a difference to care around the world.

Research news

Nursing and midwifery research at Gold Coast Health is well-established and continues to evolve in response to patient care and community needs. Supporting the growth in the nursing and midwifery research culture are seven joint appointments between Gold Coast Health and Griffith University: Professor Jennifer Fenwick, Midwifery; Professor Andrea Marshall, Acute and Complex Care; Professor Julia Crilly, Emergency Care; Dr Brigid Gillespie, Professor of Patient Safety; Dr Laurie Grealish, Associate Professor of Sub-Acute and Aged Care Nursing. Dr Kathleen Baird, Dr Amy Johnston and Dr Gillian Stockwell-Smith also hold joint appointments in education and research.

Our researchers play a key role in mentoring nurses and midwives in research activity, with a focus on conducting research to support the implementation of best evidence into clinical practice. As research leaders, nurses and midwives in conjoint positions are well placed to influence research activity within Gold Coast Health. Professor Andrea Marshall is current Chair of Research Council and a member of the Strategic Research Advisory Committee. Professor Julia Crilly is Chair of the Research Grants Committee and Associate Professor Laurie Grealish is a member of the Human Research Ethics Committee.

The Professoriate has led a number of research projects which have attracted significant competitive research funding from organisations such as the National Health and Medical Research Council, the Canadian Institutes of Health Research, and Queensland Health's Statewide Older Persons Network. In addition, the Queensland Government has invested \$105.3 million across the state to support innovation in nursing and midwifery models of care with the introduction of Nurse Navigators.

Gold Coast Health is on the journey to Magnet recognition, an international credential that recognises organisations for quality patient care; excellence and innovation; and for providing a supportive, enabling environment for all staff. The pursuit of new knowledge and clinical innovation through research and evidence-based practice are key components of the Magnet program. Given the robust nursing and midwifery research structure in place, Gold Coast Health is well placed to achieve Magnet recognition.

Excellence in collaboration at an international level

One of our experienced neonatal clinicians Lisa Wright has co-written a chapter in the first Australian and New Zealand neonatal nursing text book written by nurses for nurses.

A practice development and clinical nurse in our Newborn Care Unit, Lisa co-wrote with Australian academic nurse Dr Denise Harrison a chapter on neonatal pain management.

“Evidence suggests that infants, particularly preterm infants, feel more pain than older children and adults,” she said.

Lisa has worked in neonatal care for 33 years including the past 15 years at Gold Coast Health, and trained as a nurse and midwife in England.

She is the clinical lead on pain management local guidelines for GCUH’s Newborn Care Unit and has presented interstate and nationally on neonatal pain education.

“As a result of reflecting on a challenging clinical experience, which I used as part of my Master’s degree, I became interested in how to measure and manage neonatal pain, particularly in infants undergoing certain therapeutic painful interventions,” Lisa said.



Clinical Nurse, Lisa Wright

Acknowledgements

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This includes:

- Nursing and Midwifery staff
- Strategic Communication and Engagement Unit

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