



MORETON BAY INTEGRATED CARE CENTRE
 OPERATIONAL PLAN
 OPERATIONAL PLAN



Prepared By:
 Redcliffe Hospital Foundation
 and
 University Of Queensland, Northside Clinical School

Purpose

As prescribed in Milestone 9 within Annexure A Deliverables and Milestone Schedule, The Redcliffe Hospital Foundation is required to prepare and submit a *Draft Operational Plan* that documents the start-up and operational arrangements for the clinical services of the Redcliffe GP Super Clinic, as prescribed within Clause 3.5 of ANNEXURE A to Deed of Variation No 3.

Project Background

When the Redcliffe Hospital Foundation (RHF) was established in 2005, it was their vision to establish a purpose built research, education and training facility on the grounds of the Redcliffe Hospital. Strong links with the local community enabled the successful fundraising of \$1million towards development of this new facility.

The University of Queensland's School of Medicine has a long history of involvement in health research programs and the education/training of medical and health professionals in the northern suburbs of Brisbane.

The Commonwealth's National GP Super Clinic Program has committed to the establishment of GP Super Clinics in identified localities across Australia, with the expected outcomes of these clinics to be:

- Increased primary health care infrastructure;
- Improved access to integrated, multidisciplinary primary care health services; and
- Increased education and training placements in a multidisciplinary care setting for the future primary care workforce.

In early 2009, The Redcliffe Hospital Foundation were awarded the rights & funding to establish the GP Super Clinic for Redcliffe. Since this time, the project has successfully negotiated and completed the purchase, excision and registration of 1240m² of land from the Redcliffe Hospital allotment, and commenced construction of a five storey plus basement, purpose built, GP Super Clinic that will deliver clinical, education & research services to the Redcliffe and surrounding areas.

Construction of the new facility is due for completion at the end of August 2011.

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Moreton Bay Integrated Care Centre

Mission

The Moreton Bay Integrated Care Centre's mission is to enhance the health and well being of the Moreton Bay Community through integrated clinical, education and research services, delivered in partnership with local health professionals and providers.

Objectives

As a participant within the Australian Government's National GP Super Clinic Program, the Moreton Bay Integrated Care Centre's objectives are in as follows:

- Provide high quality, best practice care that is based upon well integrated multidisciplinary patient centred health care services;
- Provide accessible, culturally appropriate and affordable care that is responsive to local needs and priorities, including the needs of Aboriginal and Torres Strait Islander peoples and older Australians in Residential Care Facilities and community based settings;
- Provide support for preventative health care;
- Demonstrate efficient and effective use of information technology;
- Provide a working environment and conditions which attract and retain workforce;
- Integrate with local programs and initiatives, demonstrating enhanced co-ordination with other health services and a partnership approach to local health service planning and coordination.;
- Implement and operate viable, sustainable, and efficient business models.

The Moreton Bay Integrated Care Centre will deliver the program objectives outlined above, by

Business Structure

The Redcliffe Hospital Foundation (RHF) is a not-for-profit organisation that has contracted with the Department of Health and Ageing to establish Redcliffe's GP Super Clinic.

The Redcliffe Hospital Foundation has subdivided and purchased land for the new facility from the Redcliffe Hospital.

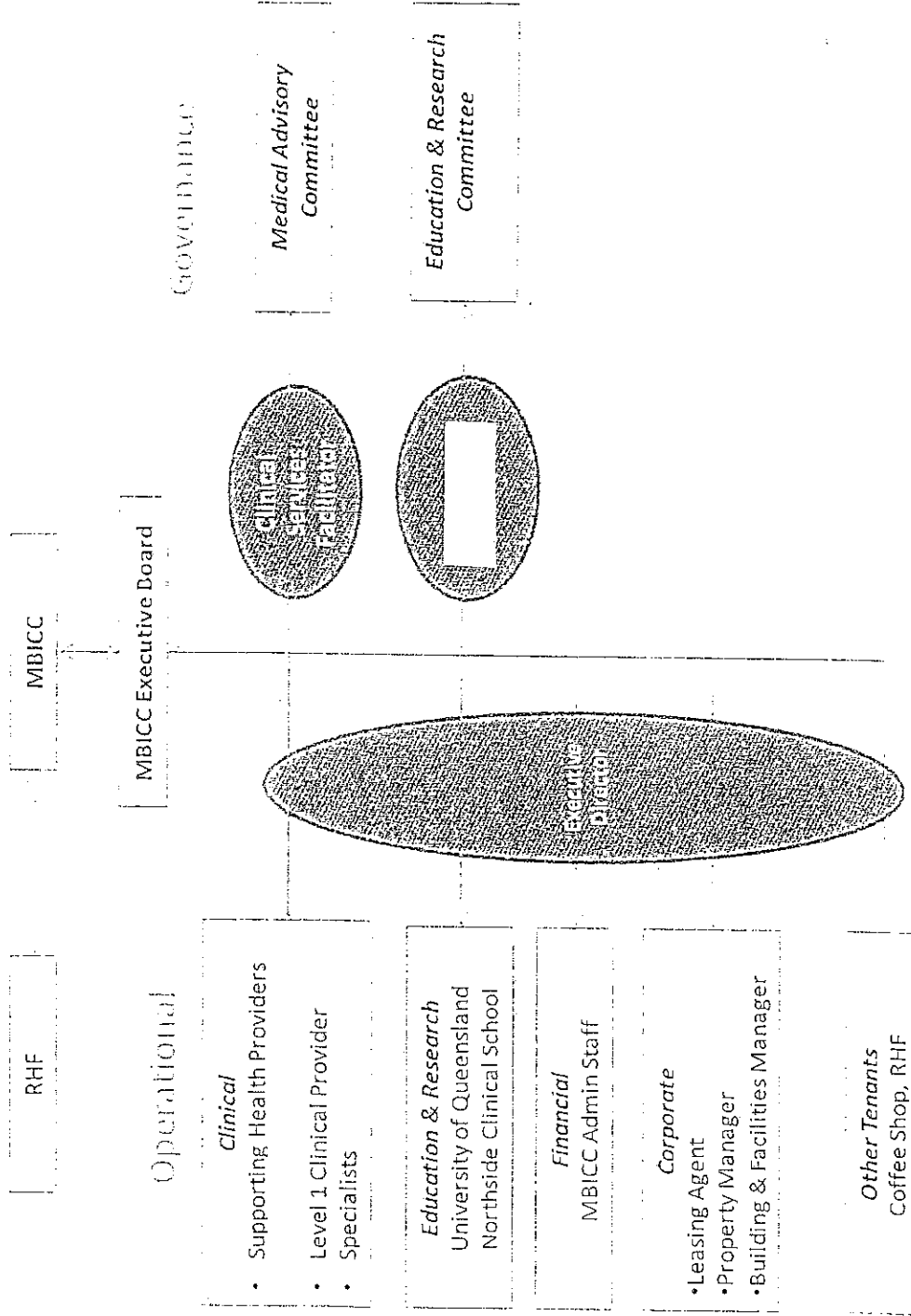
The Redcliffe Hospital Foundation is the owner of the land & the new health care facility currently being constructed (ie the Foundation will own the physical assets).

Legal Structure

The Redcliffe Hospital Foundation is a not for profit (NFP) statutory authority of Queensland Health.

Organisational Structure

Moreton Bay Integrated Care Centre - Organisational Governance Chart



Business Strategy

The Redcliffe Hospital Foundation (RHF) will be the owners of the land and building. The Redcliffe Hospital Foundation will manage The Moreton Bay Integrated Care Project and the construction of the new facility.

Location and Facility

The Moreton Bay Integrated Care Centre is being constructed on an area of land that has been excised from the south eastern corner of the Redcliffe Hospital allotment.

The co-location with the Redcliffe Hospital offers a number of distinct advantages including but not restricted to:

- well known location easily accessible by either public or private transport;
- promotes a visible collaboration and commitment between primary, secondary and tertiary health care providers;
- promotes opportunities for close collaboration with other Queensland Health services (eg dental, emergency department, outpatients);
- excellent street presence and good accessibility assisting to attract and retain tenants, particularly retail;
- positioned within close proximity to the newly upgraded (\$27M) Emergency Department
- offers a range of benefits to staff and visitors to both the Hospital and MBICC.

The building will have direct frontage to Anzac Avenue.

Pedestrians will access via either Anzac Avenue or an entrance diagonally opposite the Hospital's Main Entrance and Emergency Department.

Vehicular access will be to the rear of the building via Sheehan Street. Access to the property is direct & unimpeded.

Tenant parking will be available within the building basement.

Visitor parking for this facility will be available within the existing Redcliffe Hospital parking facilities.

Located immediately to the rear of the facility are a number of vehicular bays including: ambulance parking bay; disability parking bay; and six short-stay patient drop off bays. An additional ten parking bays are positioned on the western side of the vehicular entrance that leads directly to the rear of the facility. Concrete ramps have been constructed to provide easy wheelchair and motorised scooter access to the facility from these rear parking bays.

The new building has been designed to meet the Building Code of Australia and will incorporate "green options" to improve the building's environmental sustainability. Upon completion of the construction, a NABERS (National Australian Built Environmental Rating System) will be sought. NABERS is a performance based rating system for existing buildings. The operational impact of the building on the environment is measured and a simple indication of how well these impacts are being managed in comparison to peers and neighbours is assigned.

Accommodation

The new building will provide five stories of accommodation together with basement parking for tenants. Configuration will be as follows:

Basement Tenant parking for 30 cars & 2 motorbikes, bicycle rack; plant rooms; store room, shower facilities.

Ground Floor Net Lettable Area = 533 m² approximately (excluding balconies)

First Floor Net Lettable Area = 623 m² approximately (excluding balconies)

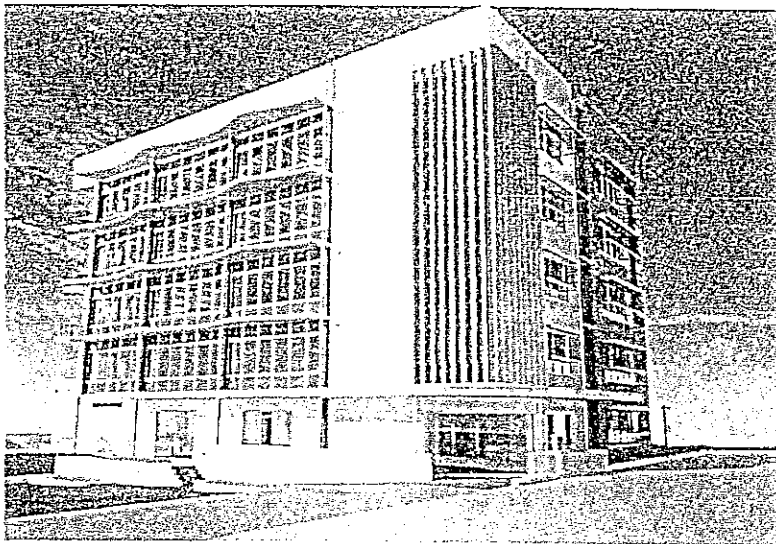
Second Floor Net Lettable Area = 623 m² approximately (excluding balconies)

Third Floor Net Lettable Area = 623 m² approximately (excluding balconies)

Fourth Floor Net Lettable Area = 624 m² approximately (excluding balconies)



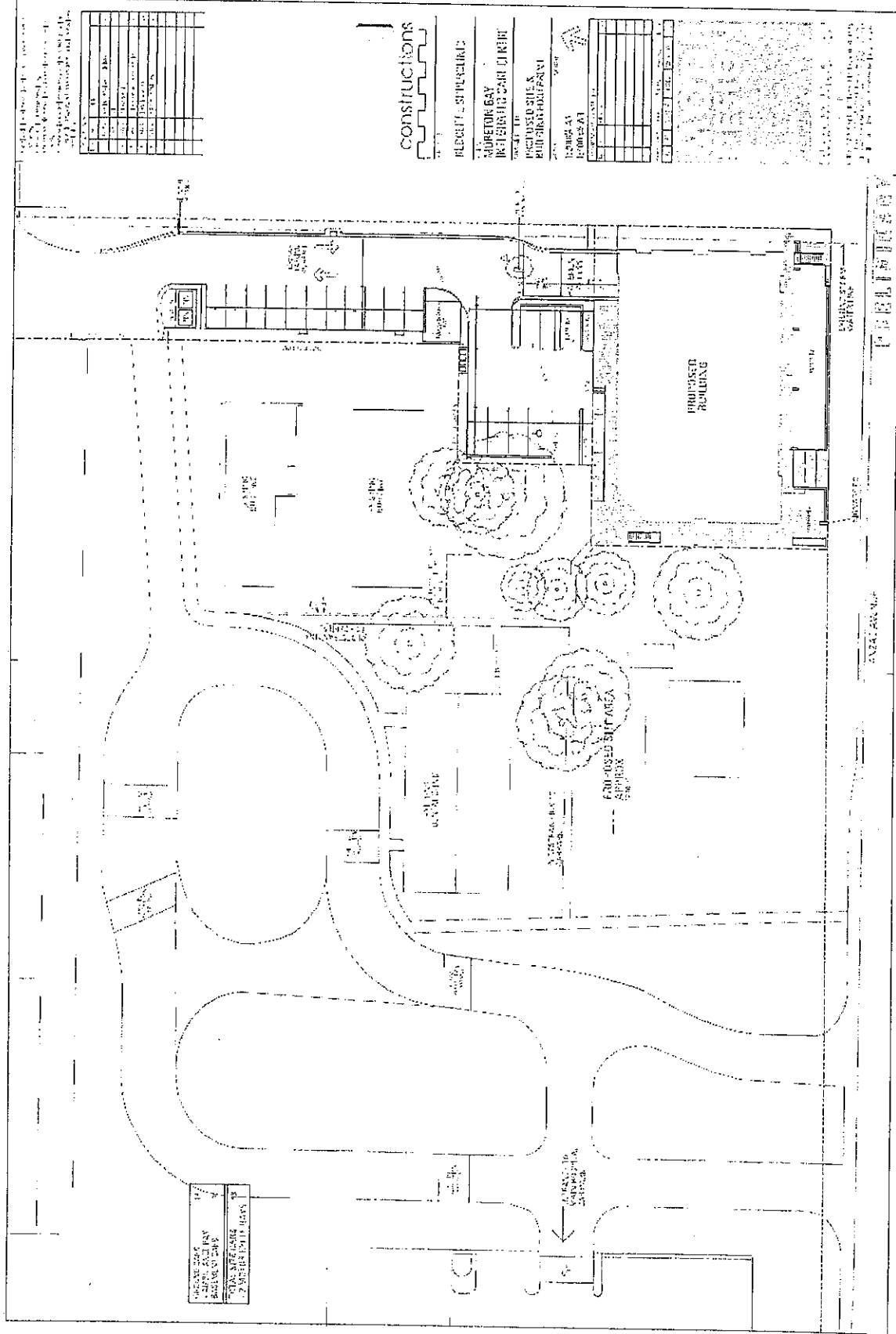
Building Frontage to Anzac Avenue



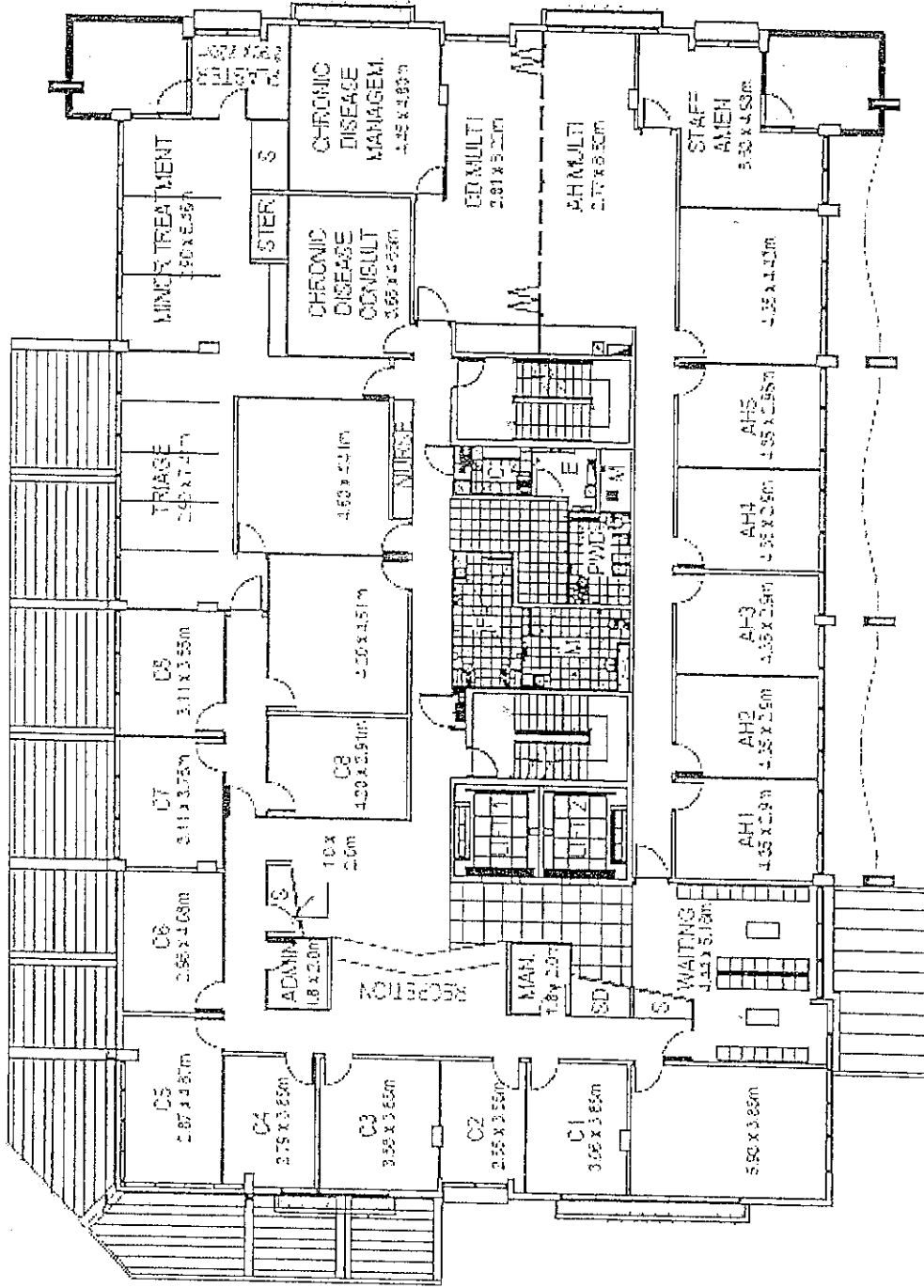
Rear of Building

Onsite signage is available via signage pylons. Two pylons will be constructed, one facing Anzac Avenue Road and entrance and one facing entrance from the Hospital. The signs will be illuminated. There will also be a tenant director board in foyer.

Site Plan

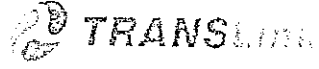


Conceptual Floor Plan of Level 1 Clinic

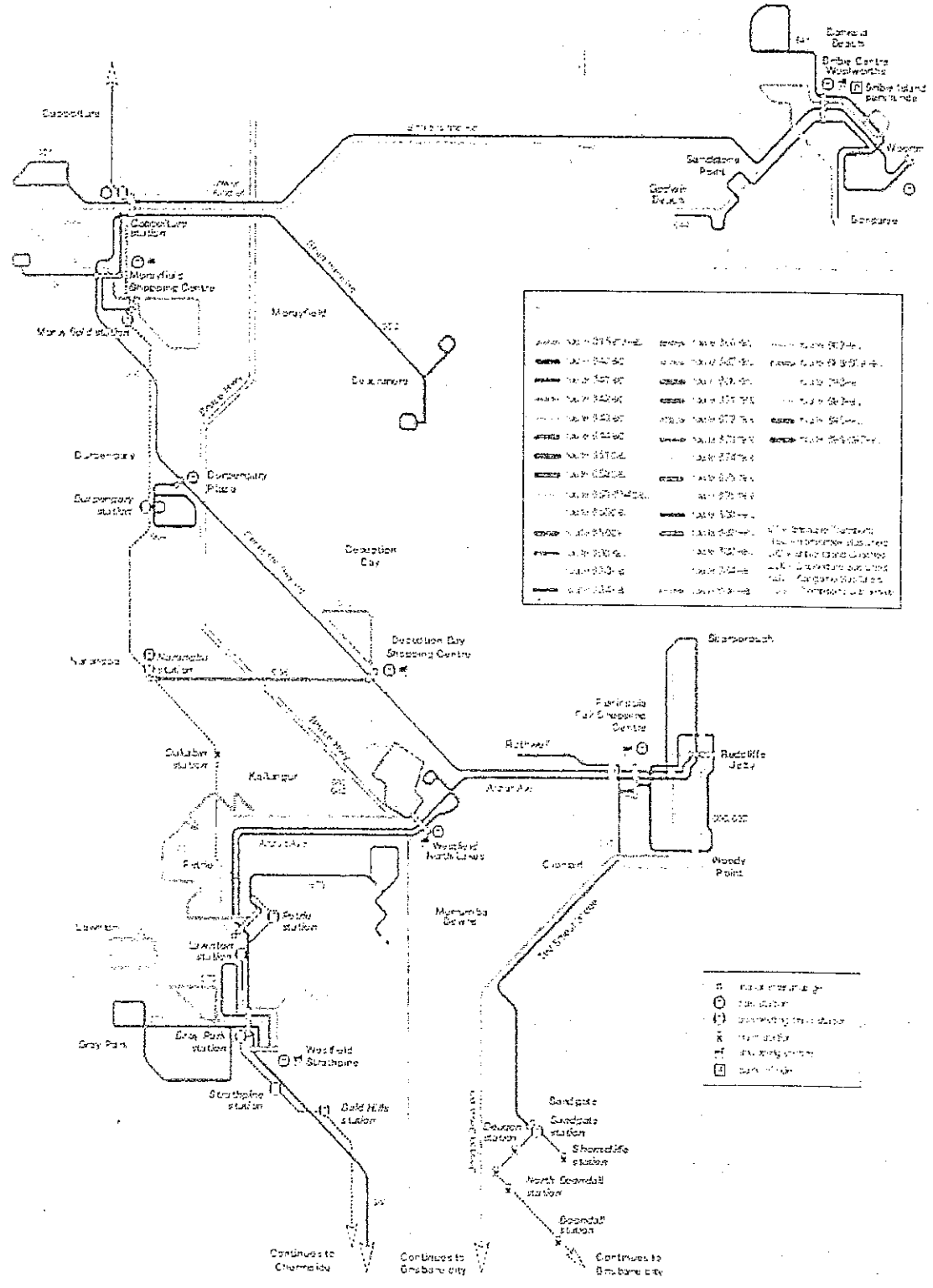


Notes:
 Chronic Disease Consult & Management Rooms = dedicated rooms for CDM (eg team case conferences, testing equipment).
 CD Multi – multi-purpose room for CDM (eg seminars/groups)
 AH Multi – allied health multi-purpose room (eg group exercise, small seminars)

Northern Region network map



effective October 2010



Organisational & Clinical Governance

The Moreton Bay Integrated Care Centre will be governed by an Executive Board that will provide strategic and operational direction & leadership to ensure the facility achieves organisational and GP Super Clinic Objectives within their allocated resources.

This will include leading areas such as clinical services, clinical governance, education & research, financial management, planning and corporate services. The board will ideally comprise of the following representatives:

The Executive Board will meet regularly to review services to ensure suitability & appropriateness to respond to identified local health needs & to provide appropriate practical support to the Redcliffe Hospital.

Risk Management Plan

Definitions

Risk

The chance of something happening that will have an impact on objectives.

Risk Assessment

The overall process of risk identification, risk analysis and risk evaluation.

Risk Management

The culture, processes and structures that are directed towards realizing potential opportunities, whilst managing adverse effects.

Risk Reduction

Actions taken to reduce the likelihood, negative consequences or both, associated with a risk.

Risk Treatment

The process of selection and implementation of measures to modify risk.

Risk Acceptance

Risk acceptance is the acknowledgement that there is a risk and of the consequences that may result, which is accepted.

Likelihood of Occurrence

The likelihood of occurrence is identified using the table below, with the likelihood rating being from almost certain to rare.

Likelihood Rating	Description	Concern
1	Rare	May occur in exceptional circumstances only
2	Unlikely	Might occur at some time (not to be expected)
3	Possible	Could occur at least once (capable of happening / foreseeable)
4	Likely	Is expected to occur occasionally (to be expected)
5	Almost certain	Is expected to occur frequently (in most circumstances)

Consequence of Risk

Level of Risk

The level of risk is determined by Likelihood vs Consequence.

Level of Risk		Consequence				
Likelihood		1 Negligible	2 Minor	3 Moderate	4 Major	5 Extreme
1	Rare	Low (1)	Low (2)	Low (3)	Medium (4)	High (5)
2	Unlikely	Low (2)	Medium (4)	Medium (6)	High (8)	Very High (10)
3	Possible	Low (3)	Medium (6)	High (9)	Very High (12)	Very High (15)
4	Likely	Medium (4)	High (8)	Very High (12)	Very High (16)	Extreme (20)
5	Almost Certain	Medium (5)	Very High (10)	Very High (15)	Extreme (20)	Extreme (25)