Royal Darwin Hospital
Management Board
Acute Care
© Department of Health and Community Services, Northern Territory 2006.

This publication is copyright. The information in this report may be freely copied and distributed for non-profit purposes such as study, research, health service management and public information subject to the inclusion of an acknowledgment of the source. Reproduction for other purposes requires the written permission of the Chief Executive Officer of the Department of Health and Community Services, Northern Territory.

General enquiries about this publication should be directed to:

Mr Peter Campos, Assistant Secretary, Acute Care
Department of Health and Community Services
PO Box 40596, Casuarina, NT 0811

Phone: (08) 8999 2527
Facsimile: (08) 8999 2439
Table of contents

**Chairman's Review**

2. Purpose of the Report  1
3. Profile of the Board  1
   3.1 Overview  1
   3.2 Membership  1
   3.3 Attendance at Board Meetings  2
   3.4 Meetings  2
   3.5 Private Practice Trust Fund Administration Committee  3
   3.6 Activities of the Board  3
   3.7 Financial Activities  3
   3.8 Disbursements  4
   3.9 Hospital Inspections and Presentations  4
4. Operations of the Royal Darwin Hospital  4
5. Patient Complaints Categories  6
   5.1 Hospital Efficiency  6
Dear Minister

In accordance with Section 25 of the Hospital Management Boards Act, it is my pleasure to present you with the 2005/06 Annual Report of the Royal Darwin Hospital Management Board.

Yours sincerely,

Colin MacDonald
Chairman

29 September 2006
Chairman’s Review

The Board has met regularly over the 2005/2006 year.

It has received several face-to-face presentations from staff. The presentations are very useful methods to keep Royal Darwin Hospital Management Board (the Board), abreast of Royal Darwin Hospital (RDH) services and to facilitate the Boards link to "Building Healthier Communities". The Board also held a Planning Day in October 2005.

The Board has sponsored several events over the year and feels most privileged to have helped in this way. As an example, some of the sponsorship supported included the Anne Arthur Award, the Trevor Taylor Prize and the purchase of shirts to mark RDH involvement in the second Bali bombings in October 2005.

The Board also held a strategic planning day this year.

RDH, like other large hospitals, has again had a busy year with many achievements both large and small. The Board would like to express their sincere appreciation to the staff, volunteers and community supporters for their unfailing and unflagging commitment to the mission, values of RDH and the excellent service outcomes.

2. Purpose of the Report

This report is provided in accordance with the requirements of section 25(1) of the Hospital Management Boards Act. It provides details of the operations of both the Board and the RDH for the 2005/2006 fiscal year.

3. Profile of the Board

3.1 Overview

The functions of the Board are specified in the Hospital Management Boards Act, which applies to all Hospital Management Boards established in Northern Territory public hospitals. The main functions of the Board include:

- determining and supervising the standards of service provided by the hospital;
- providing an independent opinion on any matter relating to the operation of the Hospital to the Minister and the RDH Executive Group; and
- receiving and disbursing monies derived through donations and fund raising activities.

3.2 Membership

Section 6 of the Hospital Management Boards Act states that the Board shall consist of eight members, five of whom shall be appointed by the Minister.
Ministerial appointments are normally sought from the community (members external to RDH).

**Composition of the Board**

**Appointed Members:**
- Mr Colin McDonald  
  - Chairman / External Member
- Mr Philip Roberts  
  - External Member
- Lt Col Graeme Finney  
  - External Member
- Vacancy  
  - External Member
- Vacancy  
  - External Member

**Staff Appointments:**
- Robin Michael  
  - General Manager
- Dr Len Notaras  
  - Medical Superintendent
- Ms Marie Hughes  
  - EDON & Patient Care Services

### 3.3 Attendance at Board Meetings

There were 12 meetings of the Board during the year.

<table>
<thead>
<tr>
<th>Name</th>
<th>Attended</th>
<th>Possible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Colin McDonald (Chairman)</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>Mr Philip Roberts</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td>Lt Col Graeme Finney</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Mr Robin Michael</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>Dr Len Notaras</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Ms Marie Hughes</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Dr Karen Stringer (membership ceased February 2006)</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Ms Trish Angus (membership ceased October 2005)</td>
<td>5</td>
<td>12</td>
</tr>
</tbody>
</table>

### 3.4 Meetings

Meetings of the Board have been held on a monthly basis from 1 July 2005 to 30 June 2006 in accordance with Section 18 of the *Hospital Management Boards Act*.

To assist the Board in carrying out its functions under the *Hospital Management Boards Act*, the agenda for each meeting was generally structured to provide for presentation of routine reports covering:
- budget performance of the Hospital;
- significant issues within the medical, nursing and support service areas of the Hospital;
- operations of the Board’s trust account; and
- activities of several sub-committees reporting to the Board (refer section 3.5 below).
3.5 Private Practice Trust Fund Administration Committee

Membership

Chaired by Dr Brian Spain. Other membership includes representatives from the RDH Specialists' Private Practice Trust Fund and Hospital Executive.

Role

The role of the committee is to ensure that funds paid by the Trust Fund to the Board are used in an appropriate manner and in accordance with the deed governing the activities of the Trust Fund. This includes such expenses as equipment purchases and enhancement of health care services.

3.6 Activities of the Board

3.7 Financial Activities

The Board operates a trust account for the purposes of receiving and disbursing monies derived through fund raising activities, and from sponsorships and donations.

Income

Many donations and sponsorships were received from the community and business groups during the year for which the Board is very appreciative.

Although it is not practical to list all those who made donations to the Hospital, the Board would like to extend special thanks to the following for their generosity:

- Woolworths Fresh Futures Fundraiser
- Darwin RSL
- ROAB Club Darwin Inc
- Imparja Television
- Paspaley Pearling Company
- Anglicare NT
- Nightcliff Lions Club
- Darwin Country Women's Association
- Bechtel Australia Pty Ltd
- Gunner Bears
- Combined Lions Clubs of Casuarina, Nightcliff and Palmerston
- BOC Medical
- The Royal Children's Hospital Foundation Limited.
- Flinders University
- Group Training Northern Territory
- Mrs G George, Fannie Bay
- Mr and Mrs G Witham
- Dr Michael Smallwood
• Cridlands Lawyers
• Mr and Mrs Malady, Howard Springs
• Mr H Werret, McArthur River Mining
• Perkins Shipping
• Noonans Lawyers Darwin
• Abbott Australiasia Pty Ltd
• Dr Desley Marshall
• Mr B T Spain
• TIO
• Starlight Foundation.
• The Kiwanis Club of Darwin.

3.8 Disbursements
Monies received allow the Board to satisfy additional needs identified within the Hospital where, for a variety of reasons, purchase is not possible through the Hospital’s normal budget allocation. As with previous years the Board endorsed a number of requests for equipment, sponsorships etc., for purchases from trust monies. These included purchasing additional furniture and equipment for Ward 7C.

3.9 Hospital Inspections and Presentations
Where possible, an inspection of a particular Hospital ward or department, or other specific activity, normally precedes meetings of the Board. This is to provide members with the opportunity to familiarise themselves with the hospital environment and procedures, offer staff the opportunity to raise any issues or concerns they may have with the Board and to progress specific issues.

4. Operations of the Royal Darwin Hospital

Highlights
• Australia of the Year Dr Fiona Wood visited RDH in August 2005. The Head of Royal Perth Hospital’s Burns Unit toured the hospital and met with RDH staff who were on the frontline of during the Bali bombing emergency in October 2002.
• The Rotary Club of Darwin donated the first surgical gamma probe to RDH. The probe has provided specialists with an invaluable tool to treat patients with cancer.
• More than 150 people turned out to see Chief Minister, Clare Martin officially open the Royal Darwin Hospice. The $4.25 million stand-alone facility has 12 beds with ensuite facilities.
• Federal Labor Leader Kim Beazley visited RDH and praised staff for their response to the second Bali bombings.
• RDH again cared for patients following the second Bali bombings in October. Twenty-three patients including two Japanese citizens and an Indonesian businessman were flown to RDH for treatment.
• The Queensland Government flew Neurosurgeon Dr Theresa Withers to RDH to assist in the Bali response.
The Discharge Lounge opens. The lounge has 110 patients use the service in the first month of operation and saves 182 hours in waiting time for beds.

The South Australian Neonatal Resuscitation Program offered training to paediatricians and nursing staff at RDH. The course allowed staff to gain best practice knowledge and skills in a bid to improve outcomes for babies.

The Royal Australian College of Physicians awarded joint faculty accreditation of training in Intensive Care Medicine to RDH.

Woolworths donated more than $42,000 to Maternal and Child Health. The money was raised through the Fresh Future Children’s Hospital Appeal.

RDH’s Director of Pathology Dr Gary Lum awarded the Burns-Alpers Clinical Teaching Award by the Flinders School of Medicine.

Soldiers from 1st Brigade 8th/12th regiments raised more than $30,000 for Ward 7B. More than 150 soldiers pushed a L119 105mm Howitzer gun from The Esplanade to RDH.

Sixty graduate nurses commenced their nursing careers at RDH.

RDH was selected as one of 40 teams to participate in the National Institute of Clinical Studies Venous Thromboembolism Events project.

The new Medical Records Department officially opened at RDH after a $2.5 million refit.

A new model of Preceptorship was introduced. The model enables new graduates to become part of the team structure of the ward, by being given their own patient load after the period of orientation.

Minister for Health, Dr Peter Toyne launched the Northern Territory Rehabilitation Strategy at RDH in February. The strategy aims to focus on improving access to quality rehabilitation services.

The Community Midwifery Practice moved out into the community with the opening of its consulting rooms on Trower Rd.

RDH’s Dr Kate Napthali was honoured for her relief work in the Indonesian province of Aceh following the devastating Boxing Day tsunami. Dr Napthali, 31, was awarded the Australian Government Humanitarian Overseas Relief Service Medal and an Australia Day Achievement Medal.

The Auxiliary of RDH held its annual fashion parade and cocktail party fundraiser at the Darwin Sailing Club on June 2. Money raised assisted in the purchase of a $5000 orthopaedic chair for Ward 3A.

HMAS Coonawarra adopted the Special Care Nursery as its official ship’s charity for 2006.

RDH nurse Bridget Franc was named Graduate of the Year at the 2006 Nursing and Midwifery Awards.

A project that examined the issue of managing patients with challenging behaviour won this year’s RDH Anne Arthur Award. The research project was undertaken by the Nursing Director for the Division of Medicine Denby Kitchener. Second prize went to a project that looked at improving the discharge of patients from RDH. It was won by Clinical Nurse Manager Roma Smythe.

The Northern Territory Perioperative Nurses hosted a burns workshop in March. Ms Sheila Kavanagh from Royal Adelaide Hospital’s Burns Unit was invited to present the education sessions.
• Burns Awareness Week was held from June 26-30.
• The fifth Safety Week was held at RDH from May 15-19. RDH was presented with an Award for Excellence in Occupational Health and Safety (OH&S). The award acknowledged the achievements of RDH with the integration of OH&S into daily management practice, resulting in a significant reduction in the number of lost time injuries.
• RDH's Ms Jenni Gilbert was named the Johnson and Johnson Midwife of the Year for the Northern Territory, for the second time in five years. Ms Gilbert was one of six midwives who work as part of the Community Midwifery Program.
• RDH's Ms Jennifer Byrnes was awarded the inaugural Paul Hartmann/Australian Wound Management Association (AWMA) Advance Wound Care Course scholarship at the 6th AWMA Conference in Canberra.

5. Patient Complaints Categories

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to Services</td>
<td>294</td>
</tr>
<tr>
<td>Privacy/Discrimination</td>
<td>30</td>
</tr>
<tr>
<td>Professional Conduct</td>
<td>24</td>
</tr>
<tr>
<td>Treatment</td>
<td>83</td>
</tr>
<tr>
<td>Communication</td>
<td>72</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>31</td>
</tr>
<tr>
<td>Consent/Decision making</td>
<td>4</td>
</tr>
<tr>
<td>Costs</td>
<td>6</td>
</tr>
<tr>
<td>Grievances</td>
<td>5</td>
</tr>
<tr>
<td>Totals</td>
<td>549</td>
</tr>
</tbody>
</table>

5.1. Hospital Efficiency

Acute Inpatients average length of stay (days)

Excluding same day separations.

<table>
<thead>
<tr>
<th>Year</th>
<th>1998/99</th>
<th>1999/00</th>
<th>2000/01</th>
<th>2001/02</th>
<th>2002/03</th>
<th>2003/04</th>
<th>2004/05</th>
<th>2005/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days</td>
<td>6.05</td>
<td>6.14</td>
<td>6.02</td>
<td>6.50</td>
<td>6.48</td>
<td>6.02</td>
<td>6.26</td>
<td>6.06</td>
</tr>
</tbody>
</table>

Including same day separations.

<table>
<thead>
<tr>
<th>Year</th>
<th>1998/99</th>
<th>1999/00</th>
<th>2000/01</th>
<th>2001/02</th>
<th>2002/03</th>
<th>2003/04</th>
<th>2004/05</th>
<th>2005/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days</td>
<td>4.51</td>
<td>4.53</td>
<td>4.43</td>
<td>4.68</td>
<td>4.68</td>
<td>4.29</td>
<td>4.58</td>
<td>4.41</td>
</tr>
</tbody>
</table>

Acute Same Day Separations as Percentage of Total Acute Separations

<table>
<thead>
<tr>
<th>Year</th>
<th>1998/99</th>
<th>1999/00</th>
<th>2000/01</th>
<th>2001/02</th>
<th>2002/03</th>
<th>2003/04</th>
<th>2004/05</th>
<th>2005/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>30.6%</td>
<td>31.3%</td>
<td>31.75%</td>
<td>33.18%</td>
<td>32.84%</td>
<td>34.63%</td>
<td>32.16%</td>
<td>32.75%</td>
</tr>
</tbody>
</table>
Number of Inpatient Separations

Acute inpatients

<table>
<thead>
<tr>
<th>Year</th>
<th>1998/99</th>
<th>1999/00</th>
<th>2000/01</th>
<th>2001/02</th>
<th>2002/03</th>
<th>2003/04</th>
<th>2004/05</th>
<th>2005/06</th>
</tr>
</thead>
</table>

All Inpatients

<table>
<thead>
<tr>
<th>Year</th>
<th>1998/99</th>
<th>1999/00</th>
<th>2000/01</th>
<th>2001/02</th>
<th>2002/03</th>
<th>2003/04</th>
<th>2004/05</th>
<th>2005/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998/99</td>
<td>31,562</td>
<td>34,011</td>
<td>33,146</td>
<td>35,180</td>
<td>37,706</td>
<td>37,785</td>
<td>40,649</td>
<td>45,702</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>National Triage Category</th>
<th>Specified time to see a doctor from arrival (in minutes)</th>
<th>National Target (percentage to meet specified times)</th>
<th>RDH values percentage (How many met target 2004/05)</th>
<th>RDH values Percentage (How many met target 2005/06)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Immediate</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>2</td>
<td>10</td>
<td>75</td>
<td>54</td>
<td>54.4</td>
</tr>
<tr>
<td>3</td>
<td>30</td>
<td>70</td>
<td>53</td>
<td>52.2</td>
</tr>
<tr>
<td>4</td>
<td>60</td>
<td>70</td>
<td>44</td>
<td>44.4</td>
</tr>
</tbody>
</table>

6. CONTACT INFORMATION

Current members of the Board and administrative support may be contacted as follows:

Mr Colin McDonald                Chairman                    8981 8322
Mr Philip Roberts                External Member              0429 130 763
Lt Col Graham Finney             External Member              0407 506 235
Mr Robin Michael                 General Manager              8922 8105
Dr Len Notaras                    Medical Superintendent        8922 8156
Ms Marie Hughes                   EDON & Patient Care Services 8922 8633
Ms Gayle Formby                   Administrative Support         8922 8105