

' JEE 35 '

## justin collins - Cabinet Submission - Queensland Hospitals in the 21 Century

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**From:** Brad Smith  
**To:** Justin Collins  
**Date:** 31/10/2002 11:34 AM  
**Subject:** Cabinet Submission - Queensland Hospitals in the 21 Century  
**CC:** bruce.picard@ministerial.qld.gov.au;; carol.horbury@ministerial.qld.gov.au; Dr Robert Stable

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Good Morning Justin

The Minister has considered both the draft Cabinet submission and the proposed public report "Queensland Hospitals in the Twenty-First Century".

The Minister is satisfied with the draft Cabinet Submission and has not requested and changes to the Submission. However, she has requested that the following issues be addressed in the public report:

1. On page 49 of the Report there is an indicator in relation to Workforce - Retention rate of registered nursing staff. The graph for this indicator demonstrates that the overall State Retention Rate is 81.9%, meaning that the overall turnover is 18.1%. As you would be aware, the Government has consistently used figures of 11 and 13.5% as the overall turnover rate of nurses in the State Hospital system. The Minister has requested that this matter be claimed in the report.
  - I understand from our telephone conversation that this variation has come about due to differing methodologies used to calculate retention rates. The method used in this report is based on the individual hospital reports and includes nurses who leave one hospital and move to another State hospital. Whereas the other figures of 11 to 13.5% is an overall State figure and does not include as a 'turn-over occasions where a nurse leave a hospital for another Government hospital.
  - This matter could be address by explaining this variation in the report.
  - In explaining this variation, concern has been raised by the Minister's Office as to what the overall retention and turnover rate is as the office has received four differing briefs in relation to this matter. In one briefing note the methodology for calculating turnover would appear to be based on retention rates. The turnover rate is calculated by subtracting the retention rate from 100%. This will give a distorted perspective if positions 'turned over' more than once a year, ie. based on a cohort of 100 nurses one position may turnover 5 times, in this instance the retention rate would be 99% but the turnover rate is 5%.
  - Clearly in your report you do not talk about 'turn over' rates, rather you talk about retention rates.
  - Unfortunately, I can not suggest a solution to this issue and it may need to be discussed further with the Director-General and the Minister's Office to develop consistency and agreement in relation to how the turnover rate is to be calculated.

2. The Report does not provide any visual data (ie. in the graphs) as to how Queensland is performing against the National Average. The Minister has requested that, where possible, a comparison with the national average is shown.

This submission is to be lodged as final by 10am on Tuesday, 5 November 2002 for consideration by Cabinet on 11 November. It would be appreciated if you could forward the finalised version of the submission and the attachment to me by Midday on Monday, 4 November to allow me to obtain the Minister's signature and make the necessary copies etc.

Regards

Brad Smith  
 Manager  
 Parliamentary and Ministerial Services Unit  
 Telephone 323 41147

## justin collins - Re: Cabinet Submission - Queensland Hospitals in the 21 Century

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**From:** Brad Smith  
**To:** Justin Collins  
**Date:** 31/10/2002 3:23 PM  
**Subject:** Re: Cabinet Submission - Queensland Hospitals in the 21 Century

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Hi Justin

Please incorporate the issues raised by Ros Walker. This helps ensure that the Premier is happy when the matter is considered in Cabinet. In relation to the concerns about the retention rates etc, I will also pass the Minister's concerns onto Gloria Wallace who's area have been responsible for providing the advice re turn over of Nurses.

Regards

Brad Smith  
Manager  
Parliamentary and Ministerial Services Unit  
Telephone 323 41147

>>> Justin Collins 10/31/02 02:44pm >>>  
thanks Brad

Will progress with the suggested changes to the public report.

I assume that even though the Minister is happy with the actual Cabinet Submission paper, I still incorporate the suggestions from Premiers and Cabinet (ie. email from Ros Walker yesterday)?

Justin

**justin collins - Fwd: Cabinet Submission - Queensland Hospitals in the 21 Century**

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**From:** Justin Collins  
**To:** Glenn Cuffe  
**Date:** 1/11/2002 6:26 PM  
**Subject:** Fwd: Cabinet Submission - Queensland Hospitals in the 21 Century

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Hi Glenn

I have attached an email from Brad Smith re: changes to Public report (as requested by the Minister)

I have discussed these suggested changes with Brad and he has requested that I reply email with the details so that he can inform the Minister.

I will forward you my proposed response. Can you have a read and I will forward to Brad.

Brad has requested the response by midday Monday.

I will progress the changes to the Cab Sub (as requested by Premiers) over the weekend and will provide a draft to you on Monday morning.

Ta  
Justin

## justin collins - response to Minister

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**From:** Justin Collins  
**To:** Glenn Cuffe  
**Date:** 1/11/2002 6:29 PM  
**Subject:** response to Minister

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Glenn

response to Minister as detailed below

Ta  
Justin

Thanks Brad

Regarding **Point 1** on your previous email: We have now included a clear note in the public report (page 49) that replaces the current 'note - to refer to the technical supplement for method used in calculation'.

It now reads: NOTE: These rates are derived from hospital level data, so represent nursing staff movements between hospitals and not necessarily nursing staff lost to Queensland Health.

**Point 2:** The reason why we have not presented the national comparisons by way of graph, in the public report, is due to the differences between the Measured Quality data and AIHW data. You may have also noticed that we have only stated that "Queensland was ?? % lower than the rest of Aust" for the same reason, ie. the Measured Quality Data is different (ie. not comparable) to the AIHW data

The data which Measured Quality has presented has been analysed in a relatively sophisticated and meaningful manner for Hospitals. This is evident by the risk adjustment, exclusion criteria and statistical significance testing that has been performed.

The data that was available from AIHW was of much less detail and was unable to be analysed using the same methods (eg. risk adjustment etc. as mentioned above).

As a result, you end up with the following as an example:

Heart Failure - Mortality (QLD)

Measured Quality rate - 7.19%

AIHW rate - 8.00%

This lack of comparability was extensively discussed with the sponsors at the time and it was decided that it was still useful to include a statement about national comparisons and should be based on data comparing QLD (AIHW) to Rest of Aust. (AIHW)

In conjunction with this decision it was also considered that the body/bulk of the report should continue to present the Measured Quality data in the Public report, as the analysis was more detailed and meaningful.

The main issue with presenting the actual QLD rate (AIHW) versus the Rest of Aust rate (AIHW) in the public report (either by statement or by graph), is that you identify 2 different rates for the same indicator (1 for Measured Quality and 1 for AIHW) and thus may create confusion and questions. The way that it is presented in the current format provides the reader with a genuine national comparability as well as the Measured Quality (more meaningful) results for the Hospital Peer groups within QLD.

I have attached a spreadsheet that details the Measured Quality indicator results compared to the AIHW for your information.

Please do not hesitate to call and clarify further, or I can visit, as these finer details are often very difficult to explain over email, due to the lengthy discussions and tasks undertaken in arriving at the final product.

Regards

Justin Collins

## justin collins - Re: Cabinet Submission - Queensland Hospitals in the 21 Century

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**From:** Justin Collins  
**To:** Brad Smith  
**Date:** 4/11/2002 10:29 AM  
**Subject:** Re: Cabinet Submission - Queensland Hospitals in the 21 Century

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Thanks Brad

I have detailed a response to the issues raised with the public report by the Minister as discussed with you previously.

I am still incorporating Premiers and Cabinet feedback to the Cabinet Submission and will forward to you asap.

Regards  
 Justin

Regarding **Point 1** on your previous email: We have now included a clear note in the public report (page 49) that replaces the current 'note - to refer to the technical supplement for method used in calculation'.

It now reads: NOTE: These rates are derived from hospital level data, so represent nursing staff movements between hospitals and not necessarily nursing staff lost to Queensland Health.

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Regards

Justin Collins

>>> Brad Smith 31/10/02 11:29:41 >>>  
 Good Morning Justin

The Minister has considered both the draft Cabinet submission and the proposed public report "Queensland Hospitals in the Twenty-First Century".

The Minister is satisfied with the draft Cabinet Submission and has not requested any changes to the Submission. However, she has requested that the following issues be addressed in the public report:

1. On page 49 of the Report there is an indicator in relation to Workforce - Retention rate of registered nursing staff. The graph for this indicator demonstrates that the overall State Retention Rate is 81.9%, meaning that the overall turnover is 18.1%. As you would be aware, the Government has consistently used figures of 11 and 13.5% as the overall turnover rate of nurses in the State Hospital

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- Clearly in your report you do not talk about "turn over" rates, rather you talk about retention rates.
- Unfortunately, I can not suggest a solution to this issue and it may need to be discussed further with the Director-General and the Minister's Office to develop consistency and agreement in relation to how the turnover rate is to be calculated.

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Regards

Brad Smith  
Manager  
Parliamentary and Ministerial Services Unit  
Telephone 323 41147

**justin collins - Re: Cab Sub**

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**From:** Brad Smith  
**To:** Justin Collins  
**Date:** 4/11/2002 4:52 PM  
**Subject:** Re: Cab Sub

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Hi Justin

There is no need to advise Ros further re this matter. I will arrange for the Minister's signature.

Regards

Brad Smith  
Manager  
Parliamentary and Ministerial Services Unit  
Telephone 323 41147

>>> Justin Collins 11/04/02 04:18pm >>>  
Hi Brad

I have attached the Cabinet Submission with Prem & Cab changes.

Glenn Cuffe and Lisa Crawford have viewed and are happy that it reflects the suggested changes.

Would you like me to forward to Ros Walker a copy?

Justin