



Our Chief Executive Kevin Hegarty helping out to raise awareness of organ and tissue donation through a live radio broadcast (refer to page 58).

# The total picture

## Engaging and supporting our community and stakeholders

### Highlights

- Developed and released *SCHHS Consumer and Community Engagement Strategy and Implementation Plan 2013–2016*
- Continued to carry out initiatives as part of the Closing the Gap initiative
- Completed our *Health Service Plan 2012–2022 and outlook to 2026–27*
- Continued to deliver our *Queensland Multicultural Action Plan (QMAP) 2011–2014*

### Strategic priority

Effective and efficient health promotion, illness prevention and early intervention. Improve the equity of health outcomes.



## Healthier communities a priority

We aim to achieve high levels of health and wellbeing for our community, as evident through our vision and strategic priorities. We operate in a complex and challenging environment, balancing efficient service delivery with high quality health outcomes that are consistent with Government policy, legislation and requirements.

*Our Health Service Plan 2012-2022 and outlook to 2026-27* assists us to plan future services based on the needs of our community, across all of our facilities and service areas. It identifies the health needs of our local communities over the next 15 years and provides direction on how we will meet these needs, including a plan for the service changes necessary to deliver the Sunshine Coast University Hospital (SCUH) in late 2016.

Following initial consultation with clinicians and employees with the expertise in patient

care, our board approved the draft plan in November 2012 for community consultation, with the final plan incorporating community feedback approved in March 2013. The plan analyses the current and future health status, population projections, current and projected patient activity, reviews the existing service delivery models and evidence based practice, and identifies the proposed future roles of each of our facilities.

Currently, further service planning is taking place around our care of older persons, community health services, alcohol and other drugs service, and care of people with chronic disease. During the year we also contributed to state-wide health service planning documents on areas including diabetes, intensive care services and primary health care services.

## Person-centred and responsive care

Our patients' experiences and perception of our care is vital in delivering of high quality services which meet expectations. Our vision emphasises our acknowledgement and commitment to a person-centred approach to health care that is respectful of and responsive to the preferences, needs and values of patients.

We aim to empower and assist patients to make the right decision in relation to their health.

This year we developed our Person Centred Care Guideline which places focus on the patient, family, guardian and carer at the centre of all health care planning and service delivery.

Principles of person-centred care include:

- develop a relationship
- include the person in decisions
- meet the persons individual needs
- work together
- an environment suitable to delivery of person centred care delivery.

Patient rounding is a key initiative that has been rolled out across our organisation. The strategy uses specific nursing actions, performed at set intervals, to increase the early detection of patient deterioration, decrease the incidence of adverse events including falls, and increase satisfaction rates. Nursing staff make regular and scheduled contact with patients and enquire about their individual needs in a systematic and repeatable format. Depending on the results, interventions and subsequent steps are taken. This also ensures we continue to meet patients' care requirements and respond to their changing needs.

We are committed to ensuring patient rights are respected and carry out our services according to the Australian Charter of Healthcare Rights and associated guidelines (available in multiple languages). The charter specifies the rights of our patients and provides us guidance on interaction in regards to access, safety, respect, communication, participation, privacy and comment.



We meet these guidelines through various means, including consumer feedback boards in each department, ward and facility, welcome cards, patient safety and quality employee scripts and processes, a number of consent forms and information guides for specific procedures, a formal complaints and compliments process (refer to page 60), our open disclosure policy and process, our consumer feedback reporting system, feedback forums for senior nurses, and newsletters which include a summary of patient feedback, reported to the Patient Safety and Quality Committee. Our consumer liaison officers support our employees to ensure they are well trained in consumer feedback.

To reduce any possible dissatisfaction and grief, a process of open disclosure is offered to patients, families, and staff who are affected by serious adverse events while receiving health care. This is a key component of our clinical incident management process, and also gives the community confidence that we are committed

to service improvement. Effectiveness and transparency of the process is monitored under the oversight of the Patient Safety and Quality Committee.

A Patient Experience Committee is currently in the process of being established. This committee will include representatives from the community as well as employees with relevant interests. Membership is being obtained from an expression of interest.

Other forums which assist us to plan and deliver a service that is person-centred include the Aboriginal and Torres Strait Islander Forum; Mental Health Consumer and Carer Advisory Group; Mental Health Consumer, Carer and Family Forum; Memorandum of Understanding for Diabetes Services; Cooloola Human Services Network; Men's Health Group; and Sunshine Coast University Hospital (SCUH) Design and Development Critical Friends Group.

## Closing the Gap a priority

We value cultural diversity not only within the workplace, but as a fundamental aspect and beneficial to our changing Queensland communities. In our local community, Aboriginal and Torres Strait Islanders make up 1.5 per cent of the population, which is 3.5 per cent of Queensland's total Aboriginal and Torres Strait Islander population.

Closing the Gap refers to reducing the gap in inequities between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islanders. This year, we continued to demonstrate our commitment to reducing the gap on health inequality through the progress on actions, in line with the Queensland Government's *Making Tracks towards Closing the Gap in health outcomes for Indigenous Queenslanders by 2033 – policy and accountability framework Queensland Health's Aboriginal and Torres Strait Islander Cultural*

*Capability Framework 2010-33, and Close the Gap Statement of Intent, 2008.*

We work closely with community members, North Coast Aboriginal Corporation for Community Health (NCACCH), government and non-government agencies, and health service providers to continue to improve the health status of our Aboriginal and Torres Strait Islander people.

In particular, we have partnered with the NCACCH and Focus Health Network to form the Sunshine Coast Aboriginal and Torres Strait Islander Health Planning Committee since 1998. This year, the committee developed and released the strategic plan for 2012-2015 to ensure we each contribute to the achievement of the committee's core goals.

Our *Enabling Plan Closing the Gap Aboriginal and Torres Strait Islander Health* guides our strategies and action plan. Key activities carried

out this year by our Aboriginal and Torres Strait Islander Health team include:

- seven eye health clinics at Caloundra and Gympie, in partnership with Aboriginal and Torres Strait Islander Community Health Services
- flu vaccination program from March to May
- clinics at the World Person Health Check (124 patients assessed)
- clinics at local organisations across the Sunshine Coast and Gympie
- home visits
- Puff Dragon Program in Gympie and Tin Can Bay, in collaboration with the local schools
- Yum Yum nutrition program, involving Sunshine Coast and Gympie schools and indigenous playgroups
- health check stalls set up at Mudjimba and Gympie as part of World Health Check Day, in partnership with NCACCH and Focus Health Network.

Our cultural healing program, part of our mental health services specifically available for Aboriginal and Torres Strait Islanders, continued to carry out initiatives which advocated for and supported families. Key initiatives included the Black Swans Youth at Risk Program and involvement in the National Aboriginal Islander Day Observance Committee (NAIDOC) week.

As part of the Closing the Gap initiative, a project to increase breast screening rates among Aboriginal and Torres Strait Islander women in the Sunshine Coast region was continued this year. Rates have improved with 340 women from an Aboriginal and Torres Strait Islander background screened this year (2011–12: 248).

Other achievements this year as part of the screening program include:

- developed a list of barriers and enablers to breast screening for Aboriginal and Torres Strait Islander women
- established a working group with local Aboriginal and Torres Strait Islander government and non-government support agencies
- provided training to Aboriginal and Torres Strait Islander health workers

in government and non-government organisations

- increased the number of screening sessions from five to 10 for Aboriginal and Torres Strait Islander women, which also included offering the screening at three additional locations
- provided financial assistance to the North Coast Aboriginal Corporation for Community Health for the delivery of additional sessions, the development of communication materials depicting visuals and text from local Aboriginal and Torres Strait Islander women, and the development of promotional materials to encourage advocacy.

We also provide support to any person who identifies as Aboriginal or Torres Strait Islander through our Aboriginal and Torres Strait Islander Liaison Officers accessible through our Gympie and Nambour hospitals. Their primary role is to support inpatients, attend journey board meetings, assist with discharge planning, liaise with services internally and externally on behalf of the patient, and provide cultural support and patient follow-up.

In 2012–13, we provided health services to 10,034 patients who identified as Aboriginal or Torres Strait Islander, across all facilities. This included 5,380 inpatients (those admitted into hospital) and 4,654 outpatients (those not admitted into hospital; excluding Maleny due to the data currently not being recorded in the system).

To ensure we maintain the capacity and capability of employees to respond in a culturally appropriate way, all employees are required to participate in the Aboriginal and Torres Strait Islander cultural practice program, and the cultural diversity mandatory training sessions (refer to page 69).

The sessions provide an awareness of the Aboriginal and Torres Strait Islander culture, history, language and health challenges, with the aim of contributing to better service delivery and improved health outcomes.



## Our Multicultural commitment

As part of the whole-of-government agreement to improve the cultural competence of the Queensland Government, this year we continued to implement planned actions and monitored our performance against the *Queensland Multicultural Policy 2011 and the Queensland Multicultural Action Plan (QMAP) 2011–2014*. These outcomes include improved cultural competence of employees, improved access to interpreters for clients, improved communication and engagement with culturally and linguistically diverse communities (CALD), and improved recruitment and retention strategies for staff from CALD backgrounds.

Key achievements this year which support these outcomes include:

- 2,445 employees completed the cultural diversity in health care training
- 569 employees trained through the cultural practice program
- more than 490 interpreters engaged to be available to patients and their families
- health information was available for our communities and patients through our

interpreter service in 59 languages, covering 17 health topics including mental health, oral health, physiotherapy, and child and family health

- appointed a Cultural Practice Co-ordinator responsible for the delivery of training sessions, act as a cultural mentor to the Aboriginal and Torres Strait Islander trainees, and to promote and co-ordinate culturally significant events in our organisation
- our Cultural Practice Co-ordinator attended a bi-monthly face-to-face meeting with the Sunshine Coast Multicultural Network Group, consulted with the Queensland Health Multicultural Services in Brisbane, and liaised with other groups including the Colour Fest Multicultural Short Film Festival and Pelvic Floor Forum (interpreter services)
- continued to track the number of staff from a non-English speaking background (374 employees identified: 8.1 per cent)
- continued to monitor and respond to complaints about racial discrimination (one complaint received this year which has been resolved).

## Our partners and stakeholders

Our board, employees and volunteers, are supported by a large number of health service providers and partners delivering a broad range of services to the Sunshine Coast and Gympie regions. Our core partners include:

- Department of Health
- Government agencies, including the Department of Community Safety (including Queensland Ambulance Service), Queensland Police Service, Department of Communities, Child Safety and Disability Services, and the Department of Aboriginal and Torres Strait Islander and Multicultural Affairs
- Sunshine Coast and Gympie Regional Councils

- Hospital and Health Services in Queensland
- Private hospitals and health services providers
- Sunshine Coast Medicare Local
- Focus Health
- North Coast Aboriginal Corporation for Community Health
- Sunshine Coast Gympie Partnership Council (previously known as Connecting Healthcare in Communities – CHIC)
- Residential Age Care Facilities
- Non-government organisation and service providers
- University of the Sunshine Coast
- University of Queensland
- Sunshine Coast Institute of TAFE
- Consumers/carers of the SCHHS

- Wishlist (Sunshine Coast Health Foundation)
- Hospital auxiliaries – Nambour, Caloundra, Gympie and Maleny.

In addition to the partners, our key stakeholders include:

- Local Members of Parliament
- Community service groups
- Regulatory authorities – the Australian Health Practitioner Regulation Agency, The Australian Council on Healthcare Standards
- Specialist medical colleges
- Professional associations and unions
- Business and industries within the Sunshine Coast and Gympie regions.

We also have a number of Memorandum of Understandings (MOUs) and service agreements with a range of organisations and services to ensure the best possible outcomes and opportunities for our community and the health industry.

These include MOUs with, but not limited to:

- North Coast Aboriginal Corporation for Community Health – Indigenous Child and Family Health Program
- Mental Health Alcohol and Other Drugs Directorate – Sunshine Coast Suicide Risk Assessment and Management Project
- Home and Community Care (HACC)
- Queensland Artificial Limb Service
- Royal Children’s Hospital and Health Service
- Cancer Care Service
- Queensland Health and Queensland Police Service – Mental Health Collaboration
- Sunshine Coast Institute of TAFE
- Skills Development Service
- Youth Health Pathways Strategic Partnership (involves 15 other organisations)
- Sunshine Coast Medicare Local Protocol (includes a Joint Executive Council Terms of Reference)
- Focus Health Network
- Ramsay Health Care.

## Consulting our communities

Our aim is to achieve integrated health promotion, service planning and delivery in our region, as well as building the concept of partnering to proactively seek opportunities for collaboration for the benefit of our communities and patients.

This year the communities we serve had the opportunity to provide valuable feedback on the future direction of our health services. Extensive work was completed on a range of plans which were released for public feedback through our website, local libraries and council offices. These plans include the *SCHHS Strategic Plan 2013-2017*, the *SCHHS Health Service Plan 2012-2022 and outlook to 2026-27*, the *Employee Engagement Strategy 2013-2016* and the *SCHHS Consumer and Community Engagement Strategy and Implementation Plan 2013-2016*. All plans including the feedback received as well as our response is available on our website. We also worked with various media outlets to promote

the opportunity, as well as to provide education and information on a range of health topics including children’s care, cancer care, aged care, chronic disease, emergency services and cardiac services.

Ongoing support is provided to our communities through various channels and specific health programs, as identified throughout this report. We currently fund, and are a member of, the Sunshine Coast Gympie Partnership Council, previously known as Connecting Healthcare In Communities (CHIC).

We also have a range of community advocacy services including a consumer reference group under our Mental Health Service, a child protection unit known as Sunshine Kids, a chaplaincy service, a home and community care program, and volunteers at each hospital.



## ‘Make your wish count’ – increasing awareness of organ and tissue donation

It’s a courageous, compassionate and selfless act – choosing to donate your organs or tissues to another, transforming the health and lives of so many Australians and their families.

In 2012, 370 Queenslanders donated their organs or tissues (78 organ donors, 292 tissue donors including heart, bone, skin and eye), as well as 725 living donors who donated bone tissue through the Femoral Head Donation program.

This benefited 226 Queenslanders who received a life-saving organ transplant, and more than 1,958 who were tissue donor recipients.

But while Australians have been receiving life-giving organ and tissue transplants since 1965, family discussions around the decision are often not taking place. Our Sunshine Coast Organ and Tissue Donation Unit are dedicated to increasing the awareness and encouraging people to talk about what they and their loved ones would want.

“The most difficult aspect of organ and tissue donation, is speaking to families about donation when they are unaware of their loved one’s wishes,” said Shona McDonald, Clinical Nurse Consultant at SCHHS.

In February this year, our local team, working with DonatLife Queensland, took part in the DonatLife Week 2013 – ‘make your wish count’. Various activities were held across the Sunshine Coast including a literature display in the Nambour Hospital foyer, providing the opportunity for advice and discussions.

Our local team also includes one of just five Hospital Medical Directors in Queensland involved in the program. Dr Peter Garrett said “the timing, co-ordination and complexity of organ and tissue transplants are a highly specialised area of work”.

“We feel extremely privileged to be a part of the journey of donor families, and are constantly inspired by people’s ability to think of others on the very worst day of their own lives,” Dr Garrett said.

“They reached out to families they did not know, who were in desperate need.”

In remembrance of past donors and their families, a moving tribute to the lives lost, and the many lives transformed was held in June this year. People from throughout the Sunshine Coast converged at Maroochydore at the fourth Annual Service of Remembrance which enabled transplant recipients and the wider community to publicly acknowledge the generosity of organ and tissue donors.

“It was an opportunity to reinforce the message to all donor families that their loved ones have not been forgotten, and their passing has meaning on a community as well as a very personal level,” Dr Garrett said.

“It’s an opportunity to thank them for their precious gifts.”

The team was also regularly out in the community raising awareness through voluntary organisations including Rotary, universities, Sunshine Coast libraries, the Queensland Police, the Department of Transport and Main roads, and private hospitals, as well as playing a part in the Femoral Head Donation program.

## Dedicated support from our volunteers and communities

Our hospital patients, employees and visitors appreciate the dedicated efforts of our volunteers who support and complement our employees in providing quality care to our communities. At the end of June 2013, 312 volunteers were registered to assist. Volunteers can provide support through a variety of roles from offering companionship and support to patients and families, to bus driving, running a library, co-ordinating a biography service and providing entertainment for children.

We are fortunate to have dedicated auxiliaries at our Nambour, Caloundra and Maleny hospitals. This year, the total value of funding support from auxiliaries for equipment amounted to \$218,000.

Equipment items included ultrasound equipment, birth suite cots, Spider Lamb Positioner for operating suites, stretchers for the pre-admission clinic, eye lasers and a high-resolution digital screen, Versatilt dental bed and equipment, and ongoing equipment to palliative care. The Nambour and Caloundra auxiliaries also run the kiosks at these hospitals.

Patients, families and community members also provide valuable support throughout the year through cash and equipment donations (refer to Table 6). These are dispersed to the required hospital areas according to the donor's request.

**Table 6:**

| Category                          | Total amount |
|-----------------------------------|--------------|
| Third party donations – cash      | \$100,086    |
| Third party donations – equipment | \$11,948     |

## Wishlist continues to provide invaluable support

Wishlist is the Sunshine Coast Health Foundation, directing \$1 million each year to the needs of the local public health system, including our Nambour, Caloundra, Maleny and Gympie hospitals, as well as local ancillary health services.

This year Wishlist provided \$1,252,560 in funding support through four areas, including equipment (\$700,996), service support (\$302,285), education (\$99,450) and research (\$149,829). The education support included \$85,770 for the annual staff scholarship grant to subsidise training for the district's clinical and administrative staff. Applications for the grant from all streams are assessed on a quarterly basis and approved by the Wishlist Board. Two

of our executives also sit on the Wishlist Board.

Wishlist's operational costs are covered by the profits of the multi-car park behind our Nambour Hospital, with surplus profits being injected back into the local health system through the support they provide our hospitals.



# Listening to our communities

Feedback from our patients and the community is essential for purposes of patient safety, continuous quality improvement, organisational improvement and risk management.

In early 2013, we took part in an external benchmarking patient satisfaction study, undertaken by an independent provider. This was undertaken to ascertain the extent of our success in listening to and learning from our patients, as necessary to meet the National Safety and Quality Health Services (NSQHS) Standards. Our results were positive, with the following high achievements in meeting our patients' expectations:

**92%** of respondents were satisfied that SCHHS met their most important expectations.

**95%** of respondents were satisfied that nurses met their most important expectations.

**95%** of respondents were satisfied with the overall quality of their most recent admission.

The positive results are a reflection of our clinician's commitment to provide the best possible service. It also highlights the positive culture prevalent in the health service. In October and November 2012 a Queensland Bedside Audit (QBA) took place. This is an annual state-wide independent audit to collect information in a range of patient safety and quality areas. Results are benchmarked internally as well as externally against the overall state-wide findings.

While we performed well in elements across all surveyed areas, opportunities for improvements were also identified. A number of strategies were developed to optimise the performance of our organisation across a number of indicators. To track progress, in May this year we conducted a repeat audit, based on the same methodology as the QBA.

Key improvements included:

**Patient identification**

>10%

**Pressure injury prevention**

>20% in completion of risk assessments

>30% in completion of skin inspections

**Malnutrition prevention**

>10% in completion of patient weighing

>10% in completion of malnutrition risk screen

>45% in providing timely feeding assistance

**Recognition and management of the deteriorating patient**

>20% in summarising observations

**Medication safety**

>50% in intravenous labelling

>30% and 40% in the presence of two key guidelines in the end-of-bed folder

**Falls prevention**

>20% in completion of the falls risk screening

>30% improvement in the presence of a falls prevention plan.

We encourage ongoing feedback about our services, including compliments and complaints. Information on how to lodge a complaint or compliment is provided online at the Department of Health's website [www.health.qld.gov.au/psq/hemt/feedback/](http://www.health.qld.gov.au/psq/hemt/feedback/), with a link provided on our website. Hard copy feedback forms are provided to patients at all facilities, as well as through information on our consumer information boards.

All complaints are acknowledged promptly (2012–13 result: 91 per cent acknowledged within five days) and are managed in an open and timely manner to ensure all parties are given the opportunity to be heard. The confidentiality and privacy of the complainant's personal health and complaint information is protected.

The complaints management system identifies the cause of a complaint, any contributing factors and opportunities to improve and prevent recurrence.

Recent positive outcomes in the patient safety area have been paralleled by increased satisfaction of patients. This year, we recorded



an increase in compliments receiving 2000 (2011–12: 1586) and a decrease in complaints receiving 794 (2011–12: 848), mirroring the positive external benchmarking results. The main themes encapsulated in complaints included communication (191), treatment (191), environment and facility management (180) and access (123). An in-depth analysis of all patient feedback is a fundamental tool in driving organisational responsiveness to customer feedback. Effectiveness of our system to-date is demonstrated by the changing compliment and complaint rates. We have implemented improvement actions over the past 12 months to address the concerns raised regarding ‘carpark’ that fall into the category of environment and facility management.

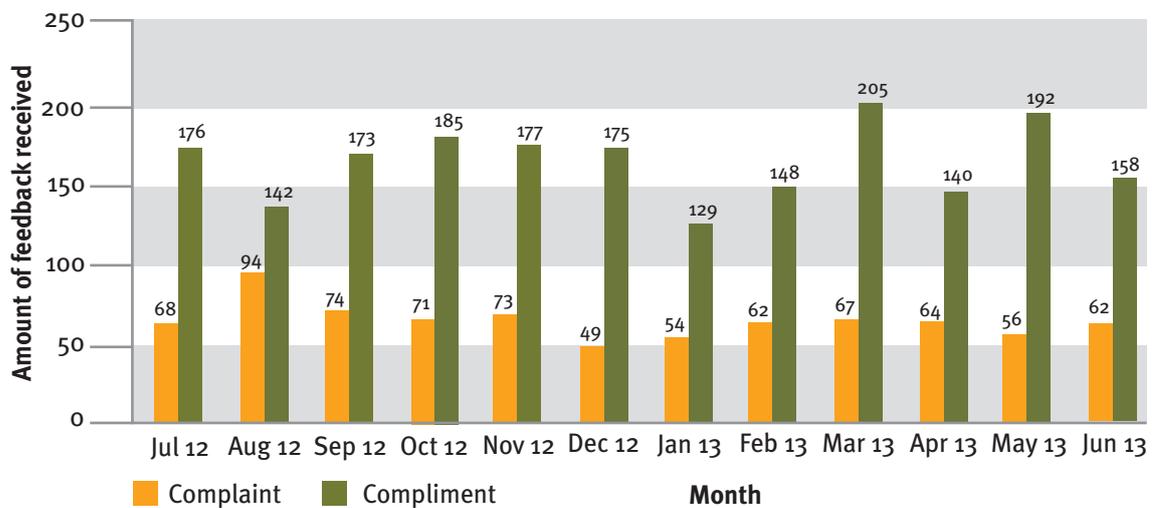
The Caloundra Hospital has introduced speed limits and humps, parking spaces for disabled permit holders and parking restrictions to allow for patients and families to park on site. Agreements with local businesses in the community were initiated and partnerships developed. Nambour hospital has also seen the revamp of parking spaces outside BreastScreen and diabetes to address the concerns raised by patients and families regarding safe, accessible parking.

We have begun a journey to improve communication with employees at all levels. This includes the introduction of a Patient Experience Committee, where consumers

and patients participate in the meeting. They contribute suggestions about our service and offer guidance on how to address any issues highlighted through the complaints process. Education, posters and new welcome cards have been introduced. We strive for continual improvement, and value our consumers and their input. Access is recognised as one of the most common issues of concern to patients across Queensland and nationally. We work hard with our patients to provide support where possible. The Travel Subsidy Scheme provides support to our patients requiring specialist treatment that not provided as part of our service.

We are in the process of establishing a consumer advisory group (CAG) formed by patients, carers and community members, in response to the requirements of the *Hospitals and Health Board Act 2011* for consumer and community engagement. The CAG will provide a structured partnership with our patients, carers and community to provide advice, direction and guidance to our organisation on safety and quality issues, and any other issues as identified in the terms of reference. The CAG will provide this advice directly to the executive leadership team.

**Graph 2: 2012–13 compliments versus complaints**





From the team in the Emergency Department, to the nurses on the Children's Ward, to the specialists who visited us daily, to the people who delivered our food, to the cleaning staff, were all so amazing, friendly, helpful and supportive. By day four we felt like it was our second home and nothing was too much to ask.

Our experience and appreciation for your hospital and the team you have was only ever positive and we are so grateful for everything that you did for us.



Patient: M.Swan (15 June 2013)



Recently I unfortunately had the need to attend the Gympie Hospital Emergency Department. When I walked into the waiting room, there was standing room only. I nearly turned around and left. However I was seen quickly (Category 2), treated professionally and with respect. I never felt neglected by staff despite the number of patients through the door. Many thanks to everyone including the AIN, RNS and medical officers.



Patient: R.Haylock (17 June 2013)

## Key future priorities

- Implement and embed the consumer and community engagement strategy
- Continue to expand our Hospital Liaison Officers available for Aboriginal and Torres Strait Islanders
- Embed our multicultural and diversity plans
- Strengthen reporting, monitoring and utilisation of data that reflects patient experience to improve services and health outcomes
- Review and update the patient satisfaction surveys, schedule and reporting processes to ensure a comprehensive program is in place to regularly monitor and identify opportunities for improvement
- Identify opportunities to establish a health promotion, prevention and early intervention programs that are based on our demographic needs
- Develop a comprehensive program in collaboration with the GP Liaison function, consumers and the community that engages and educates consumers and the community to strengthen their knowledge and understanding of our services