



Artist's impression of SCUH from the north-west, above Kawana Way.

The total picture

Building a sustainable local organisation

Highlights

- Sunshine Coast University Hospital reaches key milestones
- Developments at Nambour Hospital including cardiac catheterisation laboratory, and dedicated endoscopy and vascular procedural suites
- Continued to support a range of research initiatives

Strategic priority

A sustainable, proactive and continually improving health system.

Sustainability to us is more than acting environmentally responsible. While we are committed to ensuring our operations have the least possible impact on our surroundings as possible, sustainability is also about ensuring our organisation, including our infrastructure, resources, workforce and the way we do things, is efficient, effective and viable in the long term. It is our commitment to ensure we reflect our communities and their evolving needs.



Sustainable infrastructure for a growing community

We are working now and will continue to work on plans for the future to ensure we meet the changing nature of demand and service delivery. Key influencing factors is the forecast growth of our service area population of 23 per cent by

2021, from approximately 390,000 to 480,000 people, as well as the ageing population, as the proportion of people over 65 increases from approximately 17 per cent in 2011 to 23 per cent in 2031.

Future Sunshine Coast University Hospital reaches milestones

This year was one of celebration for the \$1.8 billion Sunshine Coast University Hospital (SCUH).

The project is Queensland's first public hospital which will be built and maintained under a Public Private Partnership (PPP). In July 2012, Exemplar Health was announced as the successful PPP consortium for the design, construction, financing, commissioning and maintenance of SCUH.

In September, Premier Campbell Newman joined community members on site for the turning of the first sod, marking the commencement of construction.

Work on the hospital has continued at pace – piling of the main hospital site is well underway, duplication of Kawana Way has commenced, and the first multi-deck car park is taking shape as the project's first visible structure above the ground.

Workforce planning is also progressing well and has benefited from the combined efforts of staff, consumers and Exemplar Health.

A landmark for the Sunshine Coast and the health service

SCUH will be the first major new, not replacement, hospital built in Australia for more than 20 years. As a new public tertiary teaching hospital at Kawana on the Sunshine Coast, its vision will be to provide excellent care through collaboration, enquiry and education.

SCUH will open in late 2016 with approximately 450 beds, growing to 738 beds by 2021. It will provide a range of new and expanded free public hospital services to the Sunshine Coast and Gympie communities, as well those outside of the region including the Wide Bay.

SCUH will revolutionise healthcare on the Sunshine Coast and will mean an estimated 10,000 patients each year will not need to travel to Brisbane for complex treatments. SCUH will be the centre of the Kawana Health Campus, which will include the Skills, Academic and Research Centre (SARC), a co-located private hospital and opportunities for health-related commercial developments.





Construction of SCUH is progressing well, with piling of the main hospital site well underway and the first multi-deck car park visible above ground (June 2013).

SCUH to form part of our network of services

Once opened, SCUH will offer a range of new and expanded services including an emergency department, comprehensive cancer centre, specialised medical and surgical services, maternity service, rehabilitation service, mental health unit, renal service and intervention and cardiology service. The role of our existing facilities will transform slightly to ensure an efficient and effective network of services.

Nambour General Hospital will complement the Kawana Health Campus and operate as an acute facility focussing on the care of local residents. Services including aged care, rehabilitation and community health will be expanded following the opening of SCUH.

This year saw Nambour hospital undergo developments in preparation for the opening of SCUH. Significant new services are now operational including a cardiac catheterisation laboratory, endoscopy and vascular surgery suites. Some of these services will be transferred to SCUH in 2016.

The focus of Caloundra hospital will change when SCUH opens. Its services will include 36 sub-acute inpatient beds, renal dialysis, dental and palliative care services, an expanded role in community health, and a general practice-run urgent care centre.

Assessing our strategic planning options

Following the completion of our *Health Services Plan 2012-2022 (HSP)*, an assessment of affordability has been completed through an analysis of activity projections and facility roles applied to the Department of Health Activity Based Funding (ABF) model. This analysis used three activity scenarios, including the preferred option in the HSP, and compared each scenario on:

- the relative efficiency against the ABF model
- the required hospital capacity
- the relative self-sufficiency
- the impact on the planned (and announced) role of each facility.

The assessment has been used to inform purchasing discussions with Department of Health for 2013–14 and future years leading up to the opening of SCUH. The costing and projections for the preferred scenario have been key inputs into the assessment of potential service delivery options for SCUH.

SCUH service delivery options business case

In July 2012, the government requested an analysis of the efficiency and effectiveness of alternative delivery options for SCUH, including the potential outsourcing to the private sector of all services.

The analysis was led by the Department of Health health infrastructure branch and undertaken by

KPMG. The business case development included consultation with our executive leadership team (ELT) and senior clinical and other employees, including over 50 interviews focussed on the range of services, risk qualification and quantification, evaluation of five short listed options, and implementation planning. The report was finalised in June 2013.

In July 2013 the Government announced its intention to enter into an expression of interest (EOI) process to determine the non-government sector capacity and capability to operate all services at SCUH. The EOI process will begin in September 2013.

The SCUH design and construction will continue as planned, with no change to the building completion date in late 2016.

Sunshine Coast University Private Hospital to co-locate with SCUH

A private hospital owned and operated by Ramsay Health Care is also under construction on the Kawana health campus site.

To be completed in late 2013, the 200-bed private hospital will also treat public patients to assist in meeting demand while SCUH is being built and commissioned.

Fostering research in our health service

We recognise we play a key role in leading and shaping how our state's future health services are provided to and support our communities. Our research and development efforts align with our vision of providing health and wellbeing through exceptional care. World class research programs are critical if high quality and best practice patient care is to continue into the future. This is particularly important as we move towards the opening of the SCUH and SARC.

Over the past year, we have achieved major developments in infrastructure, collaborations and support that have enhanced our research capability and laid the foundations for a strong research future.

Research Committee

Our Research Committee was established in 2010 to oversee research governance and



the development of research initiatives and infrastructure.

Recent achievements include the establishment of a Research Governance and Develop Unit to monitor and support research activities, formalisation of research procedures to support both internal and external researchers in ethics and governance approval processes, a review and re-structure of the Clinical Trials Unit to establish streamlined management and consistent business practices across clinical areas, award of seed funding from the Private Practice Trust Fund and Wishlist Foundation to establish a Clinical Trials Manager position, and purchase of clinical research equipment including a -80°C freezer and a refrigerated centrifuge.

Research applications and approval

In 2012–13, 51 research projects were authorised to commence in our health service, including 11 trials of drugs or interventions, 15 clinical projects and 25 health/social sciences projects. Key research areas included obstetrics and paediatrics, intensive care, renal, oncology, infectious diseases, surgical, nutrition and dietetics, emergency medicine, and health information management.

Revenue from grants and sponsored research

This year, we received more than \$270,000 in funding through sponsored clinical trials and research grants. Our Private Practice Trust Fund also committed more than \$225,000 towards research projects and research support staff.

Wishlist Foundation Research Grants

The Sunshine Coast Health Foundation, Wishlist, dedicates funding for local research efforts (refer to page 59) through an annual research grants scheme. In 2012, \$149,829 was awarded for 13 projects across novice, early career and

experienced grant categories (a 20 per cent increase in funding from the previous year).

Annual research day

This year's annual research day was held on Friday 5 October 2012 at Nambour Hospital. The day allowed our employees to showcase their research efforts and foster links with University partners.

Education and training

Our Private Practice Trust Fund committed more than \$100,000 towards supporting education and training of our hospital researchers through attendance at conferences or post-graduate studies. This included a PhD top-up scholarship in partnership with the Queensland University of Technology. We also hosted a Good Clinical Practice in Research training day, attended by 12 medical officers and research nurses. Local education efforts also included research training seminars, with nine sessions conducted across a broad range of clinical areas.

Conjoint and academic appointments

We continued to foster the development of academic appointments with University partners, including the University of Queensland and University of the Sunshine Coast. These appointments have furthered our collaborative research efforts and provided our employees with access to additional support and infrastructure. We currently have approximately 85 conjoint and academic appointments, which represents an 80 per cent increase from the previous year.

Cluster for Health Improvement

The Cluster for Health Improvement is a new collaborative research initiative we have established with the University of the Sunshine Coast, aimed at fostering the development of collaborative research projects and mentoring novice researchers across allied health disciplines. Establishment of the cluster is due to be finalised in 2013.



Future research centres to lead the way

Teaching and research will be integral to SCUH's service provision, governance and model of care. The Skills, Academic and Research Centre (SARC), as part of the future Kawana Health Campus, will provide opportunities for health professionals to participate in teaching, research and clinical practice in one convenient location.

We plan to deliver the \$60.8 million centre as a partnership with leading providers of tertiary education, skills training and research, including the University of the Sunshine Coast and the Sunshine Coast Institute of TAFE. It will mean more doctors, nurses, allied health, and operation and administrative staff can train and

gain their qualifications on the Sunshine Coast.

SARC will allow the universities and TAFE to expand the type of degrees and certificate qualifications offered locally and increase student intake numbers, with SARC being able to train almost 1,300 students each year. The centre will include the latest training aids and technology, and will also include classrooms, wet laboratories and an auditorium.

This facility is currently under development, opening in 2016 in line with SCUH, and is being funded through significant contributions from the SCUH project, universities and TAFE partners.

Modern technology to support our future direction

Our Information and Communication Technology (ICT) supports our health care services and partnerships with external providers. It is important we continue to improve our ability to ensure we provide the best care we can to our community and prepare for SCUH.

This year, we endorsed and implemented our ICT governance framework, developed our ICT investment options and strategy, implemented iServer (enterprise architecture system) and

Sharepoint (collaboration system) as support tools to ICT, implemented an inter-hospital transfer system to facilitate patient transfers between our hospitals, implemented Chefmax into Nambour Hospital as the new food ordering system, carried out hardware upgrades for medical imaging, commenced our district education and training management Framework, and begun to replace our credentialing management system.

Information systems and recordkeeping

The management of health records and clinical information is the responsibility of our Health Information Management Service, covering our entire organisation including both acute and community based services.

Patient clinical records are managed through strict procedures including our health records documentation standards, health record management and tracking, health record transportation and security, and procedures for accessing health records for research and clinical audits.

Health record documentation standard audits are conducted biannually with the criteria based on the standards procedure. The Clinical Information Management Sub-Committee meets monthly, at which the results of the audits are tabled and the action plan formed.

The procedure and audit tool were updated in late 2012, with the first audit using the revised tool completed in April 2013. The team also manages requests under the *Right to Information Act 2009* and the *Information Privacy Act 2009*.



Key activities this year to embed and improve our information and records management processes include:

- Machinery of Government (MoG) transfer of administrative records completed in May 2013 (to transfer the ownership of information and records from the Director-General to our CE as part of becoming a statutory body)
- completion of Queensland State Archives Government bi-annual recordkeeping survey (February 2013)
- participation in Queensland State Archives

General Retention and Disposal Schedule review process (May 2013)

- development of a draft Administrative Records Management Policy and intranet site
- identifying roles within each business area that will include records management responsibilities
- formation of our Administrative Records Management Sub-Committee and Information Management Sub-Committee
- other activities in conjunction with teams from across the organisation to implement records management processes.

Delivering on our environmental responsibilities

This year we joined the ecoBiz program to support our objective of reducing our impact on the environment. EcoBiz is a government sponsored program, supporting organisations in improving environmentally friendly behaviours.

Our goal is to improve our eco-efficient practices, by reducing our carbon footprint, reduce our use of water, improve our conservation practices and further reduce waste. An ecoBiz site survey conducted during the year complemented our performance to date and provided a range of recommendations for further improvement, which we have begun implementing.

We have existing energy efficiency measures, good waste management and recycling processes, and moderate water conservation in place. We aim to achieve further improvements in coming years.

Improving our fleet

This year we achieved a fleet reduction target of 10 per cent, by December 2012. Work has continued on the fleet utilisation management system, which is expected to be implemented in late 2013. This involves the use of a computerised booking system for employees, to achieve efficiencies and monitor our fleet use to continue our improvement in this area.

Waste management

We use a fully accredited external provider for the collection, transport and disposal of clinical waste. All environmental staff are trained in waste management.

Our Waste Management Plan identifies the systems and processes for waste management. Clinical waste audits are conducted yearly by our contractor across all facilities. Reports are generated and are tabled at our Safe Practice and the Environment Committee. This year, all results were in the acceptable range of less than 10 per cent general waste in clinical waste bins.



Key future priorities

- Explore opportunities for new partnerships in the use of infrastructure and equipment with other government and non-government organisations
- Promote environmental sustainability to maximise reuse and recycling, as well as the reduction of waste and energy costs
- Continue to focus on research initiatives including a strategic plan for the development of research, improving research governance practices, developing a research website, increasing nurse collaborations with universities
- Optimise the use of existing ICT systems, through the implementation of an ICT Plan

