Our vision:
Health and wellbeing through exceptional care.

Our purpose:
To deliver better care and experience for individuals, better health outcomes for our population and better use of resources for healthcare.

Our strategic priorities and our future:
The Sunshine Coast HHS has aligned its future planning to the Queensland Government’s statement of objectives for the community and My health, Queensland's future: Advancing health 2016. This will be achieved through:

- the commencement of services at the $1.8 billion Sunshine Coast University Hospital.
- ensuring the further development and enhancement of the expected tertiary health care provider level initiatives at the Sunshine Coast Health Institute, a skills, academic and research centre, in partnership with two universities and TAFE Queensland East Coast.
- implementing models of care/service models that include workforce innovation, service redesign and new technologies to improve access, safety and consistent care across all Sunshine Coast HHS services and locations.
- continuing the direct engagement of staff in the planning and preparing for the expanded range of services that will be provided following the opening of the university hospital.
- further embed community and consumer engagement in service planning and evaluation.

To do this effectively, we will:

- Harness the collective health capacity and resources within our communities.
- Target improvement in a range of health determinants.
- Work in partnership with individuals, families and communities.
- Substantially broaden the role and impact of primary care and other community-based services.
- Assure a seamless journey through the system of care throughout a person’s life.

Our strategic objectives:

Who we are
Between 2016 and 2020 the Sunshine Coast Hospital and Health Service (SCHHS) will experience significant growth in both the range of services provided and the expanded capacity. The opening of the new tertiary level Sunshine Coast University Hospital (SCUH) will change the way services are delivered across the health service. This exciting opportunity has supported the SCHHS to introduce innovative models of care that will better meet the diverse health needs of our community. Our new integrated and coordinated health network includes:

- Sunshine Coast University Hospital:
  - commenced services with approx. 450 beds in March 2017 and will expand to its built capacity of a 738-bed facility by 2021.
  - provide level 5/6 services such as cardiology, neonatal care, child and adolescent mental health, and expanded surgical services.
- Nambour General Hospital will change to a regional hospital providing up to level 3 emergency, medical, surgical and mental health inpatient, ambulatory and outpatient services. The hospital will be developed over time as a sub-acute centre of excellence. Community services will also be collocated on site.
- Gympie Hospital will continue to provide a comprehensive range of emergency, medical, surgical, women’s and family and sub-acute services. A range of ambulatory services will be expanded over time.
- Caloundra Health Service will provide an extended range of emergency, medical, surgical, women’s and family and sub-acute services. The hospital will be developed over time as a sub-acute centre of excellence. Community services will also be collocated on site.
- Maleny Soldiers Memorial Hospital will continue to provide local health services including emergency stabilisation, sub-acute, ambulatory and end of life care.
- The health service will continue to provide a comprehensive range of other clinical services including public health, community health, oral health, mental health and residential aged care.

We continue to partner with the Noosa Hospital and Sunshine Coast University Private Hospital for public hospital services to ensure and maintain access to acute public health services in key localities across a network of services provided within the Sunshine Coast region.

The health service is expanding its teaching and health research capability with the introduction of the Sunshine Coast Health Institute (SCHI). This includes the development of significant strategic partnerships with universities, vocational education and industry to ensure our research priorities translate to practice and ultimately improve health and care within our communities. SCHHS is uniquely positioned to provide health service roles, experience, teaching and research across a diverse range of settings from rural, regional to tertiary settings within the one health service.

The adoption of contemporary technologies is paramount in ensuring the SCHHS is able to share clinical information with other health service providers as well as populate a central information store for both clinical and corporate performance reporting, research, education and population health. This will be achieved through the implementation of an electronic medical records (iEMR) system as well as deep interfacing with clinical and biomedical systems.

Strategic Risks

- **Workforce**—capacity and capability of the workforce (right person, right job, right time).
  **Mitigation**—Effective recruitment, training and engagement.
- **Health technology**—ability to introduce new and advanced technologies.
  **Mitigation**—Rigorous assessment and implementation, scenario testing and staff support.
- **Financial pressures**—ability to maintain budget integrity, increase revenue and deliver services within a nationally efficient price.
  **Mitigation**—Performance culture in which quality and efficiency are evident.
- **Changes**—change to the health service may have impacts on staff and the Sunshine Coast communities.
  **Mitigation**—Effective change management and engagement.
- **Patient safety and quality**—continue to meet the already established regulatory or industry standards, and community expectations.
  **Mitigation**—Robust governance, compliance systems and staff and consumer engagement.
- **Demand**—increasing consumer, community and government expectations regarding access and performance of health services.
  **Mitigation**—Innovation and enhancing services and staff capability and capacity.

Sunshine Coast Hospital and Health Service Strategic Plan 2016-2020 (Updated 2017)
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| **Better care and experience for individuals** | • We partner with consumers and their families to optimise experience while in contact with our health service.  
• We improve patient safety and experience by including consumers in developing and implementing innovative models of care.  
• We reduce unwarranted clinical variation of care using principles of Better Value Healthcare.  
• We put people first and will focus on better flow and align different parts of the system to improve access and patient experience. | • Care expectations are met or exceeded as measured by consumer survey and feedback.  
• Health Outcomes including preventable harm, standardised mortality and quality indicators demonstrate safe high quality care.  
• Clinical variation is reduced through innovative service development and redesign initiatives.  
• NSQHS healthcare standards are met or exceeded.  
• All access, patient safety and quality care performance indicators are met or exceed State benchmarks. |

**Government objective: Delivering quality front line services.**

| **Better outcomes for our local population** | • We support the development of ‘connected care’ health care models across the SCHHS.  
• We work with our healthcare partners to ensure our community has the right care, at the right time, and in the right place.  
• We provide a regional leadership role in promoting collaboration and the integration of care across the continuum as a key organising principle to improve the health of our population.  
• We work with our vulnerable communities to increase health literacy, understanding of available health services.  
• We will work with our communities and government to plan and prioritise current and future service development, adoption of innovative technologies and translational research into practice across all facilities. | • ‘Connected care’ health care models, inclusive of established health pathways are used across the SCHHS.  
• Avoidable hospitalisations are actively monitored and targeted for reduction.  
• ‘Access’ key performance indicators are achieved or exceeded.  
• Joint projects and partnering initiatives between SCHHS and its partners are developed and effectively used.  
• Key health indicators with our communities are actively monitored.  
• Access to services for our vulnerable communities is improved.  
• Access to specialised services is increased for Sunshine Coast residents. |

**Government objective: Building safe, caring and connected communities.**

| **Better use of resources for healthcare** | • We grow ambulatory, community and same day services to reduce reliance on inpatient based services.  
• We will enhance service models to support and improve reliable health care out-comes across 7 days a week and after hours.  
• We will share information and use technology to deliver efficient work processes and streamline the transfer of information with our consumers and other providers across the health network.  
• We will maintain strong financial performance and improve business intelligence and analysis systems to improve delivery of health care.  
• We will maintain or increase care for our community within the existing cost model. | • Ambulatory and same day service models are expanded.  
• Models of care incorporate 7 day services as appropriate.  
• Financial performance is met or exceeded as outlined in Queensland Health Service Agreement.  
• Enhanced business and analysis systems are established that support improvement in safety and quality measures.  
• Weighted Activity Unit (WAU) costs are maintained below efficient price. |

**Government objective: Delivering quality front line services.**

| **Better organisational capability** | • We will become a regional leader in clinical health education, safety and research and build partnerships and invest to build and sustain our innovation, quality, education and research priorities.  
• We will expand innovative workforce models using advanced capacity roles—right person, right job.  
• We will expand local job opportunities, roles and training in health care for the Sunshine Coast.  
• We will maintain an environment that promotes and supports the SCHHS values promoting inclusive behaviours and respect for diversity.  
• We encourage all staff to ‘all teach and all learn’ to actively support team-based health care delivery. | • Profile and number of staff engaged in research and evaluation is expanded.  
• Workforce models are implemented that support staff capacity and capability —right person, right job.  
• SCHHS actively contributes towards the Sunshine Coast Councils Regional Services Plans.  
• Staff engagement is optimised and improved as measured in annual survey.  
• Improvements in team work are reflected in the annual engagement survey results. |