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Our governance



Governance and organisational structure

Efficient, effective and ethical governance is fundamental to achieving and moving beyond compliance to focus on sustainable achievement of our objectives.

The Sunshine Coast Hospital and Health Service organisational structure attempts to define the complex network of relationships vital in delivering health services.

Our Board

The Sunshine Coast Hospital and Health Board (the Board) is comprised of eight members who were appointed by the Governor in Council on the recommendation from the Minister for Health, in accordance with the provisions of the *Hospital and Health Boards Act 2011*. The Board reports to the Minister for Health and Minister for Ambulance Services.

All Board members, on commencement, are provided with a comprehensive interactive induction program to ensure they have a clear understanding of their roles, responsibilities and duties. The strength of the Board lies within the combined expertise and experience of its members.

The Board is responsible for the governance of the health service. It provides strategic direction and oversight of the organisation to ensure objectives and goals meet the needs of the community and are in line with government health policies and directives.

The functions of the Board as articulated in the Board Charter include but are not limited to:

- overseeing the health service, including its control and accountability systems
- providing input into and final approval of management's development of organisational strategy and performance objectives, including approving the Service Agreement with the Department of Health
- monitoring Health Service Chief Executive and senior executives' performance
- reviewing, approving and monitoring systems of risk management, internal control and legal compliance
- approving and monitoring the annual Sunshine Coast Hospital and Health Service budget and financial and performance reporting.

The Board's major focus for 2014-2015 has been providing ongoing governance and oversight of the health service's Transformation and Transition program in preparation for the opening of Sunshine Coast Public University Hospital in 2016. The Board has rigorously scrutinised the program's progress to ensure critical milestones have been achieved. Key Board achievements for 2014-2015:

- input into and approval of the health service's Annual Report
- approval and ongoing interrogation of the 2014-2015 Sunshine Coast Hospital and Health Service operating budget
- approval of the annual health service's Service Delivery Statements
- review and approval of Board and Committee Charters
- completion of Board and Board Committee evaluations
- approval of the Internal Audit Charter and internal audit strategic and annual plans
- approval of the health service's accounting policies and the annual financial statements
- approval of the updated *Sunshine Coast Hospital and Health Service Enterprise Risk Management Framework*
- input into, and approval of, the *Sunshine Coast Hospital and Health Service 2013-2017 Strategic Plan* (updated 2015).

Board profiles



Emeritus Professor Paul Thomas AM

Chair

BSc (Hons), DipEd, MA, PhD, FACE, LRPS

Emeritus Professor Paul Thomas AM is the inaugural Chair of the Board. He was appointed by the Governor in Council in 2012.

Paul has substantial board experience, well-established networks in the Sunshine Coast region and has served on a number of boards, governing councils and community associations spanning more than 40 years. He occupied senior posts in the British higher education system before taking up a position in Australia in 1976, where he became Head of Education at Kelvin Grove and its Campus Principal at what is now the Queensland University of Technology. He also became a Professor at that university.

Paul was successful in establishing the University of the Sunshine Coast. In 1994 he was appointed Planning President and in 1996 he became the university's inaugural Vice Chancellor and President until he retired in 2010.

In 2002, Paul was one of 2000 Australians to receive a Commonwealth Centenary Medal for service to Australian society and higher education. In 2007, he was the recipient of an Order of Australia Medal for services to higher education and the establishment of the University of the Sunshine Coast. In 2009 he became the first Australian Vice Chancellor to be awarded the Asia-Pacific Chief Executive Leadership Award by the Council for the Advancement and Support of Education, in Kuala Lumpur.

In addition, Paul is a Fellow of the Australian College of Educators, a recipient of two Rotary International Paul Harris Fellowships and is an advisory board member of the National Leadership Institute.

Appointed 1 July 2012 to 17 May 2016



Dr Lorraine Ferguson AM

Deputy chair

RN, BSocSc, MPH, PhD, FACN, Ass.FACHSM, ACCCN (life member), Dip Company Directors Course

Dr Lorraine Ferguson AM is a registered nurse, a respected educator, an experienced executive, board member and author of a number of published works on healthcare reform, clinical management and nursing. She was appointed a Member of the Order of Australia in 2002 for service to critical care nursing, particularly in clinical, management and education disciplines, and to professional nursing organisations.

Since 2008, Lorraine has worked as a casual academic and independent education consultant, and has been involved in research and development of online educational materials for a number of tertiary institutions. Previously she held a conjoint appointment as Associate Professor of Nursing (Clinical Leadership and Professional Development) with the University of Western Sydney and the Sydney West Area Health Service.

Lorraine has held senior nursing and management positions at the College of Nursing, Northern Sydney Area Health Service and Royal North Shore Hospital.

She has also served as a member of nursing executive teams, and as a member and chair of local, state and national committees including quality, casemix, clinical costing, health care funding, research ethics and curriculum development.

Lorraine has also held numerous board memberships and executive positions including President and Honorary Treasurer, New South Wales College of Nursing.

She currently holds Adjunct Associate Professor positions with the University of the Sunshine Coast and the University of Western Sydney.

Appointed 1 July 2012 to 17 May 2016



Dr Edward Weaver

Board member

MBBS, FRANZCOG, FACM (Hon)

Dr Edward (Ted) Weaver is a Senior Medical Officer within the Department of Obstetrics and Gynaecology at Nambour hospital. He is also an Associate Professor in the Department of Obstetrics and Gynaecology and Deputy Head of the Sunshine Coast Clinical School, both within The University of Queensland.

From 1990 to 2011, he was a private specialist in obstetrics and gynaecology in Nambour and a visiting medical officer at Nambour and Selangor Private Hospitals. In 2001, he was awarded an Honorary Fellowship of the Australian College of Midwives in recognition of work developing collaborative systems of maternity care.

Ted was Vice President of the Royal Australian and New Zealand College of Obstetricians and Gynaecologists (RANZCOG) from 2006, and President from 2008, during a time of significant maternity care reform in Australia.

Ted is currently the Chair of the Queensland Training Accreditation Committee for RANZCOG, overseeing specialist Obstetrician and Gynaecologist training in Queensland hospitals. He was on the Board of Directors for the RANZCOG Research Foundation, responsible for the financial management, fundraising and overall financial viability of the foundation, and for overseeing the annual awarding of eight research scholarships. He is a member of the Recognition of Medical Specialists committee of the Australian Medical Council.

In 2011, Ted was awarded The University of Queensland Medical Society and School of Medicine Distinction in Clinical Teaching Award for the Sunshine Coast Clinical School.

Appointed 6 September 2012 to 17 May 2016



Peter Sullivan

Board member

BBus (Acc), FCPA

Mr Peter Sullivan is a highly-credentialed executive and has held a broad range of financial leadership and strategic planning positions in large and complex organisations.

In 2007 Peter was appointed Pro Vice-Chancellor (Corporate Services) and Chief Financial Officer of the University of the Sunshine Coast and was responsible for overseeing a range of business functions to facilitate the ongoing financial and planning viability of the university.

Peter provided advice on budget and financial management issues as well as major strategy and policy functions.

His key achievements included the establishment of a planning and reporting framework that allowed the university to undertake strategic and operational planning. He also established an audit and assurance framework to assist the university in its stewardship responsibilities, as well as establishing an open and accountable system of governance and continuous improvement processes.

Prior to that appointment Peter was appointed Executive Director of Finance and Resource Planning at the Queensland University of Technology, where he was responsible and accountable for corporate planning and resourcing policies and practices of the university.

In 2007, Peter was appointed to the Board of the Southbank Institute of Technology where he was accountable to the Minister for the Institute's performance.

Appointed 6 September 2012 to 17 May 2016



Dr Mason Stevenson

Board member

MB ChB

Dr Mason Stevenson has 30 years' experience as a General Practitioner (G.P.), the majority on the Sunshine Coast. He has held senior roles within medical associations since 1996; and owned and managed medical practices since 1990.

Mason began his medical career in Melbourne after completing his studies at Monash University in 1983. He completed his internship and Junior Resident Medical Officer training at the Queen Victoria Medical Centre. Once completed, Mason worked as a doctor for the Melbourne Doctors After Hours Cooperative for a number of years before joining the Glen Waverley Medical Centre in Melbourne as a Principal G.P. Assistant in 1988.

In 1990, Mason moved to the Sunshine Coast to open and work in his own private practice as a G.P. Mason received his Vocational Registration – General Practitioner in 1996. This same year he became an owner in a group G.P. practice with three other doctors and Treasurer of the Sunshine Coast Division of General Practice for two years.

Mason has held various executive positions within medical associations including Treasurer and President of the Sunshine Coast Local Medical Association, Treasurer and President of the Australian Medical Association of Queensland, and Queensland representative for the Australian Medical Association Federal Council. From 2010 to mid-2014, Mason worked as a G.P. subcontractor while continuing in executive positions within these organisations.

Appointed 1 July 2012 to 17 May 2017



Dr Karen Woolley

Board member

PhD (MedSc), BSc/BEd (HonsClass)

Dr Karen Woolley has more than 25 years' experience in medical research and publications within tertiary hospital settings and the biotech and pharmaceutical industry in North America and the Asia Pacific region.

In 2000, Karen co-founded ProScribe Medical Communications, an internationally recognised medical writing company that won the Queensland Premier's Regional Exporter of the Year in 2014. Karen recently sold ProScribe to the Envision Pharma group and now leads the Asia Pacific division.

In 2012, Karen was appointed as Director of the International Society for Medical Publication Professionals (United States of America) and Chair of its Asia Pacific Advisory Committee. In 2011, Karen accepted Professor (Adjunct) positions with the University of the Sunshine Coast, Faculty of Science Health and Education, and The University of Queensland's Faculty of Health Sciences.

Between 2007 and 2011, Karen was a member of The Innovation Centre Board at the University of the Sunshine Coast. From 1989 to 2000, Karen worked as a Scientific Officer and Clinical Research Manager, and was a member of the Queensland Government Small Business Advisory Council from 2007 to 2010.

Karen is the recipient of an Honorary Doctorate from the University of the Sunshine Coast, is a Fellow of the American Medical Writers Association, a Life Member of the Association of Regulatory and Clinical Scientists and has received several business awards (including the Telstra Business Woman of the Year Award). She is also a Certified Medical Publication Professional.

Appointed 18 May 2013 to 17 May 2017



Brian Anker

Board member

MAICD

Brian Anker has held numerous senior executive roles within the Queensland Government. Until November 2010 he was the Deputy Director-General, Innovation of the former Queensland Department of Employment, Economic Development and Innovation, and worked in partnership with leaders in industry, science and technology.

In 2011, Brian established Anker Consulting Pty Ltd, to provide strategic advice and planning particularly to the research and university sectors. He has undertaken strategic reviews for the University of the Sunshine Coast, assisted The University of Queensland and Queensland University of Technology on specific funding projects, and assisted the Sunshine Coast Council on project assessments. In addition he provides employee mentoring to corporations.

Brian currently is the Chair of the federally funded National Research Data Services Initiative, and Chair of the Sunshine Coast Education and Research Taskforce. He has also acted as strategic advisor to a number of Queensland-based universities.

Brian has an extensive background in the business and industry sectors. He is a current member of the Australian Institute of Company Directors, and has been a member on a number of boards and committees. Brian has also served as a government representative on review bodies for the Australian Institute of Bioengineering and Nanotechnology, Australian Tropical Forest Institute, Australian Tropical Science and Innovation Precinct, and the Institute for Molecular Bioscience.

Appointed 18 May 2013 to 17 May 2017



Cosmo Schuh

Board member

BBus, CA, CPA

Cosmo Schuh has worked as a Public Accountant in Gympie and South East Queensland for more than 35 years. After graduating from the University of Southern Queensland in 1976, he moved to Gympie and developed an accounting business, servicing the Gympie area and extending throughout rural Queensland.

Cosmo has been involved extensively in property development and syndication, financial management, estate planning and strategic management for small to medium businesses.

He sits on a number of boards for private and public companies and is a director of a family charitable foundation. He is also a Registered Company Auditor.

Appointed 18 May 2013 to 17 May 2017

Board Committees

The Board has legislatively prescribed committees which assist the Board to discharge its responsibilities. Each committee operates in accordance with a Charter that clearly articulates the specific purpose, role, functions and responsibilities.

The committees are:

- Executive Committee.
- Audit and Risk Committee.
- Finance and Performance Committee.
- Safety and Quality Committee.

Executive Committee

The role of the Executive Committee is to support the Board in its role of controlling our organisation by working with the Health Service Chief Executive to progress strategic priorities and ensure accountability in the delivery of services.

Committee members:

- Emeritus Professor Paul Thomas AM (Chair).
- Dr Lorraine Ferguson AM.
- Dr Ted Weaver.

Audit and Risk Committee

The purpose of the Audit and Risk Committee is to provide independent assurance and assistance to the Board on:

- the organisation's risk, control and compliance frameworks
- the Board's external accountability responsibilities as prescribed in the *Financial Accountability Act 2009*, the *Hospital and Health Boards Act 2011*, the *Hospital and Health Boards Regulation 2012* and the *Statutory Bodies Financial Arrangements Act 1982*.

The Audit and Risk Committee has observed the terms of its charter and had due regard to the Treasury's Audit Committee Guidelines. The committee is responsible for overseeing, advising and making recommendations to the Board on the following matters, including but not limited to:

- appropriateness of the Sunshine Coast Hospital and Health Service's financial statements ensuring compliance with relevant accounting policies and standards
- monitoring and advising the Board about the internal audit function
- consulting with Queensland Audit Office – the external auditor in relation to proposed audit strategies and annual audit plans
- reviewing the findings and recommendations of external audit (including from performance audits) and the management response
- reviewing the risk management framework for identifying, monitoring and managing significant risks, including fraud

- assessing and contribute to the audit planning processes relating to the risks and threats to the health service
- reviewing, through the internal and external audit functions, whether relevant policies and procedures are in place and complied with, including those for management and exercise of delegations.

Committee members:

- Mr Cos Schuh (Chair).
- Mr Brian Anker.
- Mr Peter Sullivan.

Finance and Performance Committee

The Finance and Performance Committee oversees the financial position, performance and resource management strategies of the Sunshine Coast Hospital and Health Service in accordance with relevant legislation and regulations. It also provides advice and recommendations to the Board on the following matters including, but not limited to:

- assessing the budgets and ensuring they are consistent with the organisational objectives and appropriate having regard to the organisations funding to enable the approval of the annual budgets by the Board
- monitoring the financial and operating performance of the health service
- monitoring activity performance against prescribed indicators and targets
- monitoring the health service's performance against relevant Service Agreement Key Performance Indicators specifically related to performance and funding
- monitoring human resource indicators and compliance with the health service's strategic workforce planning.

Committee members:

- Mr Peter Sullivan (Chair).
- Mr Brian Anker.
- Mr Cos Schuh.
- Dr Mason Stevenson.

Safety and Quality Committee

The role of the Safety and Quality Committee is to ensure a comprehensive approach to governance of matters relevant to safety and quality of health services is developed and monitored.

The committee is also responsible for advising the Board on matters relating to safety and quality of health services provided by the health service including:

- strategies to minimise preventable patient harm
- reducing unjustified variations in clinical care
- improving the experience of patients and carers of the Sunshine Coast Hospital and Health Service in receiving health services
- monitoring the hospital and health service governance arrangements relating to the safety and quality of health services, including monitoring compliance with health service's policies and plans about safety
- promoting improvements in the safety and quality of health services being provided.

Committee membership:

- Dr Lorraine Ferguson AM (Chair).
- Dr Mason Stevenson.
- Dr Ted Weaver.
- Dr Karen Woolley.

Table 3: Board member meeting attendance 2014-2015

	Sunshine Coast Hospital and Health Board meetings	Executive Committee	Finance and Performance Committee	Audit and Risk Committee	Safety and Quality Committee
Total Number of Meetings	11	1	12	4	4
Emeritus Professor Paul Thomas AM	9	1			
Dr Lorraine Ferguson AM	10	1			4
Dr Edward Weaver	9	1			4
Peter Sullivan	10		10	3	
Dr Mason Stevenson	10		9		4
Dr Karen Woolley	9				3
Brian Anker	11		11	4	
Cosmo Schuh	11		12	4	

Executive Leadership Team

Reporting to the Health Service Chief Executive are executives who are responsible for a portfolio within the organisation. Together they form the Executive Leadership Team.

Kevin Hegarty

Health Service Chief Executive

BBus (Acc), MAICD, MCHSM

The Health Service Chief Executive is accountable to the Board for all aspects of our performance, including the overall management of human, material and financial resources and the maintenance of health service and professional performance standards. The Health Service Chief Executive, with the board, is also responsible for ensuring the development of our strategic direction.

Kevin has served in senior positions in Queensland Health since joining the organisation in 1995, including District Manager of the Rockhampton Health Service. Kevin then commenced as the Chief Executive of the Sunshine Coast in December 2003. Since this time he has been the Chief Executive in a number of iterations of health service structures.

Kevin was appointed the inaugural Chief Executive of the Sunshine Coast Hospital and Health Service on its creation as an independent statutory body on 1 July 2012. He has been directly involved with the development and progress of the Sunshine Coast Public University Hospital and associated initiatives, since the announcement of the hospital in 2005.

Since commencing in the Chief Executive role, Kevin has worked with senior clinicians to grow and expand both service capacity and capability. This has seen virtually the doubling of capacity from 2004 to 2014.

Kevin is committed to engaging with employees at all levels. He believes in improving the quality, safety and sustainability of health services, particularly in the areas of mental health and Aboriginal and Torres Strait Islander health. Kevin has overseen the development of close networks between the Hospital and Health Service and other key organisations within the health and higher education sectors.

Kerrie Hayes

Executive Director, Clinical Services

BNurs, Grad Dip Ed, Grad Cert Mgt (Health)

The Executive Director Clinical Services is accountable for the management of integrated clinical services across the health service. This role ensures that current 'best practice' models for safe and effective clinical care and consumer involvement are in place to deliver on our operational and strategic actions and achieve better health for our communities on the Sunshine Coast.

This leadership role focuses on continuous improvement and optimising the health service performance across these key result areas; patient safety and service quality, access and equity of services, balanced budget performance, workplace culture, partnerships, cooperation and integration, prevention and health outcomes, clinical education and research.

New to the Sunshine Coast Hospital and Health Service team this year following her appointment in November 2014, Kerrie has extensive Australian and New Zealand experience in health service leadership and service development at executive level. Kerrie is passionate about collaborating and working with clinicians, support staff and consumers to actively participate in making health services better for our communities.

"Together we can improve the people's healthcare experience and our populations' health outcomes and make the best use of the resources entrusted to us for this purpose."

John Slaven

Chief Finance Officer

B Commerce

The Chief Finance Officer provides leadership and strategic advice on the financial performance and the financial management of our organisation to the Board, Health Service Chief Executive, Executive Leadership Team and senior management. The Chief Finance Officer supports the Health Service Chief Executive in strategic negotiations with Department of Health, and has an over-arching responsibility of maximising our revenue streams.

John commenced employment with the health service in April 2015. Directly prior to this he was the Chief Finance Officer for Cairns and Hinterland Hospital and Health Service for six years.

John started his career by working for PricewaterhouseCoopers (PwC) for 12 years, employed in business services, taxation information technology services and audit. After leaving PwC John was employed in a range of senior management roles in Manufacturing, Health Services and Retail that involved change management, business development and restructuring, before commencing as a Chief Finance Officer with Queensland Health in 2009.

John is also Deputy Chair of the Chief Finance Officer State Health Consultative Forum.

Nicholas Lake

Executive Director, Human Resources

BA (Econ and Psych), MA (Psych), GradDip Labour Law

The Executive Director Human Resources is accountable for the development and implementation of human resource strategies to ensure the health service is well-positioned to deliver current, emerging and future health needs. In this role the Executive Director Human Resources works at all levels in the organisation to develop, promote and maintain a culture of teamwork, personal accountability and continuous improvement.

Nick commenced with the health service in March 2015. He has an extensive background as a human resources executive in the private sector having worked recently for BHPBilliton and ANZ. He has also worked offshore having spent six years based in Switzerland and 18 months in the United States of America. He has a Masters in Psychology from Sydney University and a Graduate Diploma in Labour Law from the Melbourne Law School.

Nick is passionate about working with executive and management teams to create a working environment that aspires to excellence and enables all individuals to fully contribute.

Scott Lisle
Executive Director
Planning and Capacity Development

BPhy, MHA

The Executive Director, Planning and Capacity Development's responsibilities have changed during the year to a focus on leading the planning and delivery of the Sunshine Coast Public University Hospital, including the Transformation and Transition Program.

Scott commenced with Queensland Health in January 2010, after almost four years as Executive Director Service Planning and Development in South Metropolitan Area Health Service in Perth. He was a senior executive on the Fiona Stanley Hospital project, a position similar to his current role in the development of Sunshine Coast Public University Hospital. Prior to that, he held senior executive positions in Northern Sydney Central Coast Health Service in roles such as Director of Finance and Director Population Health, Planning and Performance.

Scott is committed to ensuring we continue to deliver on community expectations and work towards providing the majority of services on the Sunshine Coast through the commissioning of Sunshine Coast Public University Hospital. He is committed to delivering health services of a high quality and balancing available resources with growing demands.

Barry Mather
Chief Information Officer

Barry commenced as the inaugural Chief Information Officer in February 2015. Prior to this he was the Chief Technology Officer at Ramsay Health Care, based in Sydney, where he had worked in many different technology roles since 2005.

Prior to Ramsay Health Care, Barry worked for a small private health care organisation where he transferred from the parent operations in the United Kingdom. Barry is a UK national and moved to Australia in 2003.

Training in electrical and mechanical engineering, Barry has a keen eye for detail which he twins with a passion for technology.

A keen desire for technology to help to increase the safe and efficient delivery of health care is paramount to his working ethics and is proud of a 'can-do' attitude to delivering technology solutions to meet both clinical and non-clinical business requirements. Involving clinicians in solution design and delivery is often key to ensuring successful project delivery; Barry sees this as the key to a successful partnership of technology in healthcare.

Barry also has a desire to give back to the community having devoted 10 years of volunteer service in senior rescue positions to the New South Wales State Emergency Service and can often be found fundraising for charity events.

Dr Piotr Swierkowski

Executive Director, Medical Services

BSc (Biochem), MBBS(Hons), FRACGP, FRACMA, MHA, E-MBA, GAICD

The Executive Director of Medical Services is the professional lead for all medical practitioners. The Executive Director Medical Services leads the strategic direction, governance and professional support for the patient safety agenda, including the functions of patient safety management, patient complaints, maintenance of clinical standards and compliance with the National Safety and Quality Health Service (NSQHS) Standards, medical administration including credentialing and recruitment, and medical education and research.

Piotr (pronounced Peter), commenced his role as Executive Director Medical Services in March 2009, after moving from the central coast of New South Wales where he worked as Director of Medical Services. His clinical background is in general practice, with continuing limited clinical practice and the Fellowship of the Royal Australian College of General Practitioners.

He has worked clinically in various settings, both in Australia and the United States of America. His particular interest is in data analysis and financial mathematics and he is pursuing a PhD in a related area.

Graham Wilkinson

Executive Director Nursing and Midwifery Services

RN, BAppSc (Nursing), MHA, Wharton Fellow - University of Pennsylvania

The Executive Director of Nursing and Midwifery Services is the professional lead for nursing and midwifery services. They lead the strategic direction, clinical governance and professional support for all nursing and midwifery services. The role also focuses on research, innovation, education, the nursing and midwifery workforce, and the future development of these services.

Graham has worked as a nurse with Queensland Health for more than 35 years, commencing as an enrolled nurse. He has a diverse clinical background having held positions of Charge Nurse and Nurse Unit Manager in surgical, medical and oncology units. Over the past 20 years, Graham has worked in senior management positions, including District Director of Nursing at West Moreton prior to his current position. He is also an Adjunct Professor with the University of the Sunshine Coast and has held similar appointments with The University of Queensland and Griffith University.

Graham strives to bridge the gap between theory and practice, and provide nursing services to the community which are contemporary, sustainable and enriching for the nurses and midwives involved.

Dr Jeremy Long

Chair, Clinical Council

MB BCH, FCP(SA), FRACP

The Clinical Council was formed in 2015 due to a change in focus of the Clinical Leadership Group. The Clinical Council is a forum for the strategic engagement of clinicians. This group enables the opportunity for clinicians to have formal input by providing advice and decisions that are considered part of our strategic and operational planning processes. The Clinical Council focuses and deliberates on aspects of research, quality and education

Jeremy was re-appointed as inaugural Chair of the Clinical Council in March 2014 and the first Clinical Council meeting was held in April 2015. He is included as a member of the Executive Leadership Team, to support the organisation's decision making processes and work as a conduit between the Executive Leadership Team and clinicians.

Originally trained in South Africa, Jeremy moved to New Zealand to continue his work as a Medical Oncologist, becoming a Fellow of the Royal Australasian College of Physicians in 1998. Jeremy has directed the Cancer Unit at Waikato hospital in New Zealand, was a member of the cancer treatment working party of the Ministry of Health, and was the inaugural clinical Chair of the Midland Cancer Network.

Jeremy is a clinician with an interest in service development and is active in teaching and contributing to clinical trials.

Strategic committees

We have established several strategic committees to assist in carrying out the Health Service Chief Executive's responsibilities. The Executive Leadership Team is the overarching body within our committee structure. Each committee has terms of reference clearly describing their respective purpose, functions and authority.

These committees are all chaired by an Executive Leadership Team member who has the appropriate sub-delegation relevant to the function and purpose of the committee. The committees are a vehicle for providing essential integration and uniformity of approach to health service planning, patient safety and quality, service development, workforce, resource management, information, communication and technology, performance management and reporting.

Our strategic committees:

- Clinical Council (replacing Clinical Leadership Group).
- Patient Safety and Quality Committee.
- Health Planning and Infrastructure Committee.
- Safe Practice and Environment Committee.
- Information, Communication and Technology Committee.
- Education Council.

Table 4: Executive Leadership Team and strategic committee meetings for 2014-2015

Executive Leadership Team	39
Clinical Leadership Group	1
Clinical Council	2
Patient Safety and Quality Committee	11
Health Planning and Infrastructure Committee	6
Safe Practice and Environment Committee Forum	11
Resource Management Committee	11
Information, Communication and Technology Committee	9
Education Council	10

Establishing expectations

Sunshine Coast Hospital and Health Service is committed to ensuring the highest level of ethical behaviour through all aspects of our activities. We uphold our responsibility to the community to conduct and report on our business transparently and honestly while maintaining processes that ensure our staff, at all levels, understand these responsibilities. The health service is a prescribed public service agency under the *Public Sector Ethics Regulation 2010* and therefore the Code of Conduct for the Queensland Public Service is applicable to all employees of the Sunshine Coast Hospital and Health Service.

The ethics principles are:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

All employees are expected to uphold the code by committing to and demonstrating the intent and spirit of the ethics principles and values. We strongly support and encourage the reporting of Public Interest Disclosures. All employees have a responsibility to disclose suspected wrongdoing and to ensure any disclosure is in accordance with our ethical culture. This responsibility is again reinforced by the *Public Sector Ethics Act 1994*, as well as our Public Interest Disclosures Policy and Public Interest Disclosure Management Procedure.

Ethics awareness and fraud control

To adhere to Department of Health mandatory training updates, the Code of Conduct training module was replaced with the Ethics, Integrity and Accountability training. The requirements to attend Code of Conduct training were every two years. The Ethics, Integrity and Accountability training is now required annually. At the end of 2014-2015, 78.3 per cent of our employees had completed the Ethics, Integrity and Accountability training.

Diversity Action Plan

The *Sunshine Coast Hospital and Health Service Diversity Plan 2014-2015* has been approved and implementation is ongoing. Three action plans are included within the Diversity Plan including *Aboriginal and Torres Strait Islander Health Action Plan (Closing the Gap)*, *Disability Action Plan* and the *Multicultural Action Plan*.

The health service employs 73 staff who have identified as Aboriginal and Torres Strait Islanders. This represents 1.45 per cent of health service employees. This is a slight decrease from the previous year, and is below our target of 2.13 per

cent of our workforce. As our regional Aboriginal and Torres Strait Island population represents 1.7 per cent of the total population, we continue to focus on closing the gap. The health service encourages and supports linguistically diverse backgrounds across all occupational streams. As at 30 June 2015, 7.51 per cent of our workforce had identified as coming from a non-English speaking background.

Sunshine Coast Hospital and Health Service supports the *As One Public Service Disability Employment Strategy*. As at 30 June 2015, 1.66 per cent of our workforce had identified as having a disability.

Right to information

Access to documents and records we hold may be requested under the *Right to Information Act 2009* and the *Information Privacy Act 2009*. Community members wishing to access non personal documents should apply in writing to our Clinical Information Access Unit either by post or email (details available at www.health.qld.gov.au/sunshinecoast/html/disc_log.asp).

This year, 320 applications were received under both both right to information and information privacy acts (2013–2014: 328), with 42 withdrawn by the applicant and 281 finalised in the year. The total number of pages released including full and part access was 42,323 with 4303 pages refused in full. Fees collected for these applications under the *Right to Information Act 2009* totalled \$7276.70 (including application fees and access fees).

Audit and risk management

Risk management

Risk is managed in accordance with our *Enterprise Risk Management Framework 2014-2017*. Aligned to Australian standards, the framework confirms Board and Executive Leadership Team commitment to appropriately identifying and managing its risks across our organisation.

The framework reinforces that risk management is a responsibility for all staff and designates risk accountabilities and responsibilities at appropriate levels across the organisation. Our risk management function supports the capacity and capability of the health service to effectively manage risk through the provision of risk advisory, analysis and training services.

We ensure that risk is adequately considered and appropriately managed across all management levels and work contexts. This is achieved through integrating risk management within existing systems and processes including strategic and operational governance functions, planning and decision making that support endeavours to achieve our strategic objectives.

We apply a standardised and structured approach for identifying, evaluating and managing our risks. Significant risks are reported to the Board, its sub-committees and the Executive Leadership Team on a regular basis. Organisational-wide and operational risks are regularly considered at Strategic Committee, Service Group operational performance and cost-centre management meetings. Key activities and achievements for 2014-2015 include:

- Improved risk management practice and maturity through the roll out of the *Enterprise Risk Management Framework 2014-2017* and associated risk analysis tools designed to standardise, enhance, strengthen and streamline our risk management approach.
- Revision and improvement of our strategic risks information and reporting to reflect the changing context associated with the expansion of the health service to include a tertiary university hospital. The foundation for conducting a formal risk 'deep dive' examination of the management of our strategic risks has been established and will commence early 2015-2016.
- Articulation of key risk exposure areas for the health service through the development of work health and safety, fraud and corruption, clinical safety and quality and significant project (transformation and transition) risk profiles.
- Successfully meeting requirements against the National Safety and Quality Health Service (NQHS) Standards which were formally assessed in May 2015 as part of a periodic accreditation review process. Surveyors found our risk management practice thorough, comprehensive and evident throughout the organisation.
- Continued networking with the Department of Health and other hospital and health services through our participation in the Health System Risk Working Group. We have actively contributed to the development of health system risks and the risk management community of practice across Queensland Health.

Internal audit

The Sunshine Coast, Wide Bay and Central Queensland hospital and health services have established an internal audit function under a hub and spoke, co-sourced model. This model is to ensure the effective, efficient and economical operation of the function.

The role, operating environment and reporting arrangements of the function are established in the Internal Audit Charter that has due regard to the professional standards and *Treasury's Audit Committee Guidelines: Improving Accountability and Performance*.

The health service's internal audit function provides independent assurance and advice to the Board Audit and Risk Committee, the Health Service Chief Executive and senior management. It enhances the health service's corporate governance environment through an objective, systematic approach to evaluating the effectiveness and efficiency of corporate governance processes, internal controls and risk assessment. This is in keeping with the role and responsibilities detailed in Part 2, Division 5 of the *Financial and Performance Management Standard 2009*.

The internal audit function is independent of management and the external auditors and has operated in accordance with a strategic and annual plan approved by the Board Audit and Risk Committee. The activities of the function and the status against the Annual Plan are reported to the Audit and Risk Committee through a Quarterly Report. The function has:

- discharged the responsibilities established in the Internal Audit Charter by executing the annual audit plan prepared as a result of risk assessments, materiality, contractual and statutory obligations, as well as through consultation with executive management
- provided reports on the results of audits undertaken to the Health Service Chief Executive and the Audit and Risk Committee

- monitored and reported on the status of the implementation of audit recommendations to the Audit and Risk Committee. (Management is responsible for the implementation of audit recommendations)
- liaised with the Queensland Audit Office to ensure there was no duplication of 'audit effort'
- supported management by providing advice on corporate governance and related issues including fraud and corruption prevention programs and risk management
- allocated audit resources to areas on a risk basis where the work of internal audit can be valuable in providing positive assurance or identifying opportunities for positive change
- provided a high-level review of the health service's annual financial statements presented to the Audit and Risk Committee for endorsement.

The audit team are members of professional bodies including the Institute of Internal Auditors, Chartered Practising Accountants Australia and the Information System Audit and Control Association. The Service continues to support their ongoing professional development.

External scrutiny

Sunshine Coast Hospital and Health Service's operations are subject to regular scrutiny from external oversight bodies. These include Queensland Audit Office (QAO), Crime and Corruption Commission, Office of the Health Ombudsman, Australian Council on Healthcare Standards, Aged Care Standards and Accreditation Agency, National Quality Management Committee of BreastScreen Australia, Postgraduate Medical Education Council of Queensland, Australian College of Accreditation, National Association of Testing Authorities, Queensland Ombudsman, the Coroner and others.

During the year the Auditor-General issued three reports to Parliament relative to Sunshine Coast Hospital and Health Service:

- Report 2: 2014-2015 Hospital Infrastructure Projects.
- Report 3: 2014-2015 Emergency department performance reporting.
- Report 5: 2014-2015 Results of audit: Hospital and Health Service entities 2013-14.

Issues identified in relevant Auditor-General reports are tracked through to completion by Internal Audit and the status reported to the Audit and Risk Committee. Report 2: 2014-2015 included recommendations for Queensland Health in relation to future infrastructure and health planning projects.

Report 3: 2014-2015 identified predominately system and policy issues to be addressed at a state-wide level with monitoring at the local level. Report 5 2014-2015 identified minor issues previously reported through direct interim and final management letters.

Office of the State Coroner

Sunshine Coast Hospital and Health Service had no coronial inquests in this financial year and accordingly there were no adverse findings or recommendations.

Australian Council on Healthcare Standards accreditation

Sunshine Coast Hospital and Health Service underwent a periodic review by the Australian Council of Healthcare Standards in June 2015. The health service maintained full accreditation with the achievement of meeting the three mandatory National Safety and Quality Health Standards (NSQHS) and all mandatory criteria for the five EQIP National standards. The continued full accreditation for the health service is valid until 9 December 2017.

The accreditation recognised the governance of the organisation was robust under the leadership of an engaged Board of Directors and a committed leadership team. The Australian Council of Healthcare Standards recognised the health service provided comprehensive quality and risk management systems that ensured patient care is safe and effective. Also recognised was the governance surrounding clinical incidents and complaints. It was identified these were not only rigorously investigated and managed but trended for continuously improving the health service.

The survey team highlighted areas of outstanding achievement in this accreditation by the upgrading of six criteria to 'met with merit'.

- effective staff education and training programs
- clear commitment to engage consumers
- the management of transmission based precautions
- recognition of a significant research base for antimicrobial stewardship
- multidisciplinary referral systems across all departments
- well-developed emergency and disaster management systems.

Information systems and recordkeeping

Administrative and functional records management

Sunshine Coast Hospital and Health Service aims to establish and maintain an effective and compliant program for the management of administrative records. An effective program enables records to be used as a valuable source of organisational knowledge, support the efficient conduct of business and support the facilitation of high quality, evidence-based health care.

In 2015 a Chief Information Officer was appointed to the health service as a permanent role. The Chief Information Officer carries a significant level of responsibility in the implementation of effective information management solutions for the transformation and transition to the Sunshine Coast Public University Hospital. In the area of records management achievements include:

- administrative recordkeeping sessions at Nambour General Hospital and Gympie Hospital
- publication of recordkeeping policy and procedures including the assignment of roles and responsibilities for recordkeeping
- publication of checklists to assist employees to quickly perform required recordkeeping tasks
- review and update of the administrative records management intranet site
- review and update of online learning modules (submitted for publication)
- support and assistance to individual staff, including one-on-one meetings and advice
- recordkeeping maturity survey and gap analysis undertaken
- continued roll-out of the Business Classification Scheme (a records management tool used to title and organise administrative and functional records in a consistent manner).

The Recordkeeping Maturity Survey and Gap Analysis 2015 demonstrated that the health service has improved its recordkeeping practices. Sunshine Coast Hospital and Health Service is investigating new and innovative methods of managing data and supporting employees in their information management and recordkeeping roles.