Our values

Customers first
Know your customers, deliver what matters, and make decisions with empathy.

Ideas into action
Challenge the norm and suggest solutions; encourage and embrace new ideas; work across boundaries.

Unleash potential
Expect greatness; lead and set clear expectations; seek, provide and act on feedback.

Be courageous
Own your own actions, successes and mistakes; take calculated risks; act with transparency.

Empower people
Lead, empower and trust; play to everyone's strengths; develop yourself and those around you.

Our purpose
To deliver the highest standards of safe, accessible, sustainable, evidence based health care with a highly skilled and valued workforce that optimises the wellbeing of our community.

The commissioning of the Sunshine Coast Public University Hospital (SCPUH) will be the catalyst for the introduction of not only new services but innovation within our current services. The Sunshine Coast Hospital and Health Board is determined that the successful opening of the SCPUH will occur in the context of integrated planning of health services across the geographic area we are responsible for. Integrated care with a consistent patient centric focus will be the hallmark of the health service we are developing for our community.

Our vision
Health and well being through exceptional care.

To achieve our vision the SCHHS:
• will work for the community and be part of the community
• will provide exceptional services to ensure the community is confident in us
• acknowledges that everything we do involves people and we will ensure that they feel respected, safe, valued and listened to and that their dignity is maintained
• commits to fundamentally changing health care delivery across our health service including establishment of the new Sunshine Coast Public University Hospital (SCPUH) has a key part of our services from 2016.

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The Sunshine Coast Hospital and Health Service (SCHHS) is an independent statutory body governed by a local Board approaching its 4th operating year.

Geographically, the SCHHS encompasses the regional council's of Sunshine Coast, Noosa and Gympie, an area just over 6000 square kms. The maximum Hospital to Hospital travel distance within the SCHHS is less than 100 kms. SCHHS services a population of approximately 390,000, nearly 1 in 12 of Queenslanders live on the Sunshine Coast, which is one of the fastest growing population areas in Queensland.

With annual growth of around four per cent over the past five years, current projections have the population reaching around 403,000 by 2016 and over 450,000 by 2021. Sunshine Coast Tourism visitor numbers are between 6,000-8,000 people per month.

SCHHS residents receive approximately 48% of their care in the private sector. Metro North provides approximately 8% of SCHHS resident demand. The remainder of care is provided by SCHHS through the Nambour General Hospital, Gympie Health Service, Caloundra Health Service, Maleny Soldiers Memorial Hospital, public services through Noosa Hospital, and Sunshine Coast University Private Hospital; and a comprehensive network of other clinical services including community health, mental health, oral health and a residential aged care facility. Over the next 10 years, the SCHHS will experience significant growth in both service range and capacity. The Sunshine Coast Public University Hospital is set to open in late 2016. This is the first public tertiary healthcare facility for the Sunshine Coast region.

In order to ensure that sustainable services are provided over the long term and are responsive to our communities, a dynamic planning framework has been created to focus on the opportunities and challenges to best support the transition and transformation of health services occurring through the exciting addition of SCPUH to the system of healthcare across SCHHS.

This is the third review of the plan, and reflects the most recent health of Queenslanders (Sunshine Coast population) results, an increasing emphasis on the significant change program to develop SCPUH and the associated changes across the SCHHS health systems, and alignment to the Queensland Governments objectives for the community. There is close alignment with National Healthcare Agreement; Government Health Priorities; and the Department of Health Strategic Plan 2015-2019.

Accountability for implementing, monitoring and review of this strategic plan lies with the Health Service Chief Executive (HSCE) supported by the SCHHS Executive Leadership Team (ELT). Progress towards the achievement of our objectives will be monitored by the Sunshine Coast Hospital and Health Board annually.

Development of the 2016-2020 Strategic plan is planned to occur during 2015/2016.

About us
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About our community
• Living longer with median age of death is 81 years
• 14% decrease in death rates over the last decade, particularly for cancer and cardiovascular disease
• Compared to Queensland
  • 5% higher alcohol consumption
  • 26% lower obesity
  • 16% lower smoking
• Continue to close the 14 year gap between Indigenous and non-Indigenous median age of death
• Continue to improve the immunisation rate for children.

Health and wellbeing challenges
• Modifiable risk factors can help address one-third of total disease burden and 43% of premature deaths
• A very young age structure for Aboriginal and Torres Strait Islander people across the SCHHS with those aged 24 yrs and younger representing 59% of population
• Higher than average rates of chronic health conditions including musculoskeletal system diseases, respiratory and circulatory system diseases, men and women with mental and behavioural problems, and type 2 diabetes.
• Rural and regional areas experience less access to primary care services in the Coolum region resulting in higher hospitalisation rates.

Looking ahead
The health status of the SCHHS population is influenced by diverse factors including the socio-demographic characteristics of our population. Many of the determinants to promote and sustain good health lie outside the health system and SCHHS are aligning future planning to the four objectives the Queensland Government has for the community:

Creating jobs and a diverse economy
• increasing workforce participation
• ensuring safe, productive and fair workplaces
• stimulating economic growth and innovation
• delivering new infrastructure and investment.

Delivering quality frontline services
• achieving better education and training outcomes
• strengthening our public health system
• providing responsive and integrated government services
• supporting disadvantaged Queenslanders.

Protecting the environment
• protecting the Great Barrier Reef
• conserving nature and heritage
• ensuring sustainable management of natural resources
• enabling responsible development.

Building safe, caring and connected communities
• ensuring an accessible and effective justice system
• providing an integrated and reliable transport network
• encouraging safer and inclusive communities
• building regions.
What is driving future demand?
- Rapid population growth and proportion of older people
- Socio-economic disadvantage associated with lower life expectancy, greater burden of disease and higher levels of avoidable deaths and hospital separations
- Changing nature of disease and injury, in particular an increase in chronic disease across all ages requiring different models of care to effectively manage care
- Changing nature of service delivery, in particular innovative technologies will change what, who and where care is provided, expanding options for care in non-hospital settings
- Consumer, community and government expectations regarding access to, and performance of health services.

Opportunities that lay ahead
- Maximising the benefits of the private hospital contracts with Ramsay Health Care; and
- Realising the benefits of building and commissioning of the SCPUH
- Enhancing research and academic initiatives including the establishment of the Skills Academic and Research Centre (SARC) in partnership across University of Sunshine Coast, Sunshine Coast TAFE and a University with a medical school
- Enhancing consumer and community engagement in service planning, service delivery and performance monitoring and evaluation in collaboration and partnerships with Primary Healthcare Networks
- Developing models of care/service models across the broader HHS that include workforce innovation, service redesign and new technologies to improve access, safety and consistent care across all HHS services and locations.
- Engage and involve our staff in planning and preparing for future service transition, transformation and innovation
- Local ownership and management of SCHHS assets.

Key health service risks
Workforce - The size, capacity and capability of the workforce is insufficient to meet service and skills demands leading to delays in new and expanding services.
Health technology - The ability to effectively plan for, evaluate and introduce new and advanced health technologies to improve patient outcomes and service efficiency is impacted by inadequate infrastructure, resources and skills.
Information technology - The ability to effectively plan, evaluate and introduce new information, application and technology assets to improve service efficiencies which are impacted by infrastructure, resource and skill limitations.
Financial sustainability - The ability to maintain budget integrity, increase revenue and deliver services within allocated funding while continuing to meet consumer, community and workforce needs for service scope and quality.
Transition - The unprecedented level of change associated with the expansion of our Hospital and Health Service may impact staff engagement and optimal transition outcomes.
Patient Safety and Quality - To deliver exceptional care we need to advance our safety and quality systems aligned with growth in service scope and capability and community expectations.
Demand - The health needs of the community may exceed the resource capacity of the Hospital and Health Service.

Our strategic objectives
1. Care is person centred and responsive
   1.1. Patient and family/care givers are recognised as partners in health and participate at an individual through to a system level in service planning, design and evaluation
   1.2. Improve patient experiences
   1.3. Empower and assist consumers to manage their own health.
2. Care is safe, accessible, appropriate and reliable
   2.1. Mobilise an organisational culture of safety, excellence and innovation
   2.2. Anticipate demand and continue to plan for health services based on population growth, demographics and health needs
   2.3. Implement whole of government plans and priorities.
3. Care through engagement and partnerships with our consumers and community
   3.1. Develop strategic partnerships with other providers to optimise the use of resources and capacity across the public and private sectors
   3.2. Partner with Primary Health Networks, regional councils, private providers, government and non-government organisations to improve health outcomes and access for the local community
   3.3. Partner with consumers and the community in service planning, design, measurement and evaluation
   3.4. Collaborate with our academic and research partners to optimise the transfer of knowledge into improved outcomes.
4. Caring for people through sustainable, responsible and innovative use of resources
   4.1. Optimise current and future physical infrastructure
   4.2. Redesign systems and develop innovative business practices to achieve operational efficiencies and eliminate waste
   4.3. Build financial stewardship
   4.4. Invest in health, medical, information and communication technologies that support and enhance.
5. Care is delivered by an engaged, competent and valued workforce
   5.1. Meet the current and future workforce needs of the organisation through workforce planning and development
   5.2. Create an environment that promotes and supports the SCHHS values, promoting inclusive behaviours and respect for diversity
   5.3. Encourage staff professional growth and development relevant to their role, future aspirations and organisational requirements fostering an interdisciplinary approach.

What does success look like?
1. 95% of patients rate SCHHS services as very good or above
2. Increase involvement of consumers at all levels of the organisations that lead to improvements
3. Meet or exceed national, state and local healthcare standards
4. Number of partnerships with successful outcomes and deliverables
5. Opening Sunshine Coast Public University Hospital on time and on budget
6. Increasing the range and diversity of services provided by SCHHS to Sunshine Coast, Noosa and Gympie populations
7. Decrease the number of potentially avoidable hospitalisations for chronic conditions
8. Annual improvement in chronic disease risk factors in our populations
9. Increase the ability to provide care and treatments for residents of the SCHHS closer to home
10. Increase the number of joint academic appointments, research activities and publications across SCHHS

Understanding our success in achieving our strategic objectives is further examined through detailed performance monitoring.