

About us

Sunshine Coast Hospital and Health Service (the health service) is the major provider of public health services, health education and research in the Sunshine Coast, Gympie and Noosa local government areas.

Established in 2012, the health service is an independent statutory body governed by the Sunshine Coast Hospital and Health Board under the *Hospital and Health Boards Act 2011*.

We operate according to a service agreement with the Department of Health which identifies the services to be provided, funding arrangements, performance indicators and targets to ensure the expected health outcomes for our communities are achieved.

Our strategic direction

Our Strategic Plan 2016-2020 outlines our vision, purpose, values, objectives and future direction as well as how we work with our community to improve people's health and wellbeing. When determining our strategic vision and objectives we respect, protect and promote human rights in our decision-making and actions. Those objectives are:

- Improving everyone's experience of health care throughout our health service
- Optimising the health outcomes of our community through collaboration and education
- Delivering sustainable, safe and high-value services driven by continuous improvement, research and education.

Our vision, purpose, values

Our vision:

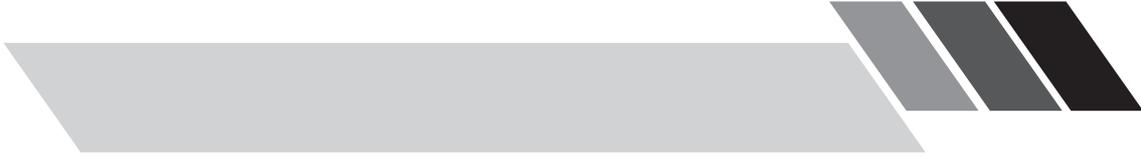
Health and wellbeing through exceptional care.

Our purpose:

To provide high quality health care in collaboration with our communities and partners and enhanced through education and research.

Our values:

The values of the health service underpin the culture of our organisation. We have adopted the Queensland Public Service values of: Customers First, Unleash Potential, Ideas into Action, Empower People, Be Courageous. The Board and Executive also worked with staff to develop three additional health service values: Compassion, Respect, Integrity.



Our priorities

Improving everyone's experience of healthcare throughout our health service:

- consistently deliver person-centred and appropriate care
- coordinate and integrate services to improve equitable and timely access across our community
- implement best practice care guidelines and pathways across the care continuum
- introduce innovation and improvement excellence programs to improve patient experience and flow
- build and maintain partnerships with our health care partners to ensure our patients receive the right care in the right place at the right time
- build a high performing culture which attracts and retains exceptional talent
- partner with consumers, staff and community in planning, delivering and evaluating our services to improve the consumer experience and care received.

Outcome measures and achievements:

- improved access to timely care: the health service transformed outpatient services, introduced a new rapid clinic for skin cancer patients and implemented several new care pathways in alternative settings such as hospital in the home.
- reduction in length of stay and avoidable hospitalisations for the frail and aged: the health service expanded models of care for frail older persons and strengthened services including geriatric emergency department intervention.
- enhanced consumer and clinician engagement in model of care development and implementation: during the reporting period any new models of care developed were codesigned with clinicians and consumers including a refreshed Consumer and Community Engagement Strategy (PEACCE Plan).
- enhanced participation and progress in our staff engagement survey, demonstrating increased clinician and workforce satisfaction:

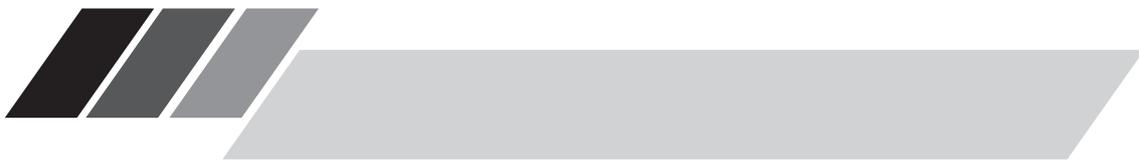
we implemented a staff health and wellbeing framework, and staff skills and leadership programs to improve engagement.

Optimising the health outcomes of our community through collaboration and education:

- provide a regional leadership role with integration of care across the continuum to improve the health of our population
- partner with our Aboriginal and Torres Strait Islander communities and other diverse groups to reduce health inequalities and demonstrate that all our facilities are safe places to receive care
- prioritise care and develop indicators of health outcomes appropriate to the consumers and communities we serve
- work with the community and partners to create reasonable expectations of the system through use of technology to provide health promotion and evidence-based care education and receive feedback on experience in real time
- support and grow healthy, sustainable communities through health literacy, injury and illness prevention programs and health promoting practice.

Outcome measures and achievements:

- PHN network partnership delivers effective hospital avoidance strategies: the health service partnered with the PHN to develop an integrated care alliance and clinical networks focused on hospital avoidance.
- expand non-hospital options by increasing home and community-based services: the health service focused on developing models of care for consumers within the community including hospital in the home and residential aged care facilities.
- Master Clinical Services Plan developed and in place: extensive consultation with clinicians, community groups and consumers has been undertaken to develop the plan.
- improved progress on population-based needs assessment and initiatives, including



improved immunisation rates, decreased smoking and Closing the Gap initiatives: the health service has seen improved immunisation rates in the reporting period and has improved its progress on the government's Closing the Gap initiatives—see page 10 for detailed achievements.

- reduction in rates of potentially preventable hospitalisations: the health service has improved its progress in reducing the rates of preventable hospitalisations.
- improve same day discharge rates: during the reporting period, the health service continued to work on improving same day discharge rates.

Delivering sustainable, safe and high value services driven by continuous improvement, research and education:

- leverage information and technology to the benefit of our patients and deliver efficient work practices
- assure sustainable strong financial performance by improving efficiencies and productivity in the delivery of services
- become a leader in clinical health education, safety, research and analytics through building partnerships to sustain innovation, quality, education and research priorities and opportunities
- maintain an environment that supports and promotes inclusive behaviours and respects diversity where staff are inspired to do their best work
- build our capacity to be a centre of excellence for clinical analytics
- develop a sustainable strategy to ensure National standards and regulatory requirements are met.

Outcome measures and achievements:

- a measurable reduction in low benefit care: as a Choosing Wisely Australia® champion, the health service has continued to implement care pathways that have been codesigned by consumers and which reduce low benefit care.
- successful implementation of the ieMR at Sunshine Coast University Hospital and

Nambour General Hospital resulting in increased evidence driven clinical decision-making: ieMR was successfully implemented at both facilities and this has enhanced clinician's decision-making capabilities

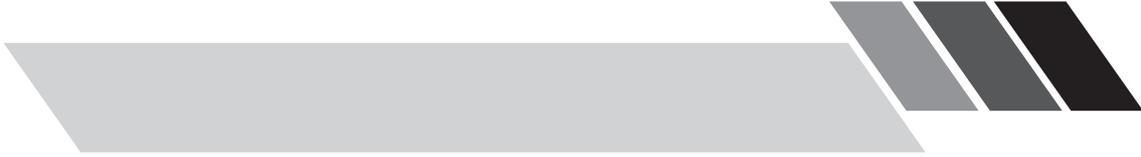
- increased number of research collaborations: during the reporting period, the health service saw an increase in the number of research collaborations, and worked with Sunshine Coast Health Institute partners (TAFE Queensland, University of the Sunshine Coast and Griffith University) to develop the institute's new strategic plan and research priorities.

Aboriginal and Torres Strait Islander health

Aboriginal and Torres Strait Islanders comprise two per cent of the health service's total population, with the largest proportion residing in the Gympie (23 per cent) and Caloundra (18 per cent) regions. In comparison to the total health service population, the Aboriginal and Torres Strait Islander population are much younger, with more than half of the population aged under 25 years, and only two per cent aged 70 years and over.

The health service is committed to achieving the outcomes of the Queensland Government's strategy, *Making Tracks toward closing the gap in health outcomes for Indigenous Queenslanders by 2033*. Overseen and monitored by its Closing the Gap Committee, the health service is on track to meet its targets. They are:

- Embed Aboriginal and Torres Strait Islander representation in leadership, governance and workforce
- Improve local engagement and partnerships between the health service and Aboriginal and Torres Strait Islander people, communities and organisations
- Improve transparency, reporting and accountability in our efforts to close the gap in health outcomes for Aboriginal and Torres Strait Islander people by maintaining and regularly reviewing an outcome-based report of services delivered.



In 2019-20:

- 3.5 per cent of our patients identified as being of Aboriginal and Torres Strait Islander origin
- 1.6 per cent of Aboriginal and Torres Strait Islander patients discharged against medical advice
- Hospital Liaison Officers supported 12,366 patients and their families*
- 146 Aboriginal and Torres Strait Islander babies were born—six per cent of which were born with a low birth weight
- Ninety-six per cent of pregnant Aboriginal and Torres Strait Islander women have five or more antenatal visits
- 208 Aboriginal and Torres Strait Islander consumers had hearing checks
- 95.2 per cent of Aboriginal and Torres Strait Islander children in our region are fully vaccinated at age five
- 352 mental health consumers supported through our Cultural Healing Programs in Gympie and Nambour.

* data covers period 1 July 2019 to 31 May 2020.

Our community-based and hospital services

The health service provides care for the community through its four hospitals, a residential aged care facility and a number of community health facilities including:

Sunshine Coast University Hospital

Sunshine Coast University Hospital, the health service's newest facility, opened in March 2017 with about 450 beds. It is collocated with Sunshine Coast Health Institute and Sunshine Coast University Private Hospital. The Service Transition Strategy is working on planned continuation of tertiary-level services and infrastructure to care for our communities by the end of 2021.

Nambour General Hospital

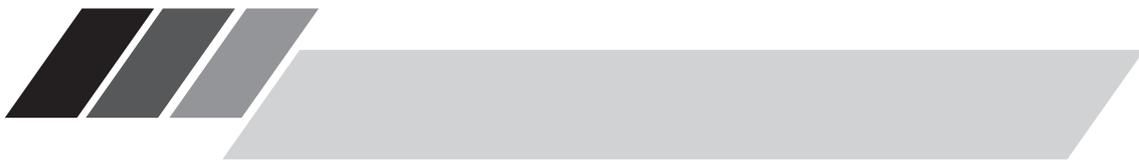
Nambour General Hospital has a proud history of providing services to the Sunshine Coast community since the 1920s. Nambour General Hospital is undergoing a \$86.239 million redevelopment to better service the growing health needs of the local community.

Gympie Hospital

Gympie Hospital has served the community for more than 150 years and provides acute regional services to residents in the Gympie, Cooloola and Kilkivan areas. A range of acute, ambulatory, community and mental health services are provided including emergency, surgical and medical services, palliative care and rehabilitation, maternity services and renal dialysis.

Maleny Soldiers Memorial Hospital

Maleny Soldiers Memorial Hospital is a rural facility providing services to the Maleny region. It delivers an emergency service, medical care, a fully functional sub-acute rehabilitation unit, ambulatory clinics, essential diagnostic and clinical support services and oral health and community-based services. It is the hub for our Movement Disorders Clinic for patients with Parkinson's Disease.



Caloundra Health Service

Caloundra Health Service is our hub for palliative care and ophthalmology and provides a range of outpatient, ambulatory and community-based services including

- a Minor Injury and Illness Clinic
- ambulatory care, renal, oral health and community services for residents of Caloundra and surrounds.

Glenbrook Residential Aged Care Facility

Glenbrook Residential Aged Care Facility is a 45-bed purpose built high care residential aged care facility in Nambour. Glenbrook provides high quality resident-focussed care in a home-like environment including:

- transition care
- general aged care
- older persons mental health care
- secure dementia wing.

Janelle Killick Community Care Unit

The Community Care Unit provides a 24-hour, seven days per week, mental health residential rehabilitation service. The service aims to promote an individual's recovery by providing opportunities to maximise their strengths and potential, peer support and supervised rehabilitation. Clinical interventions and living skills development are provided to consumers who require medium to long term mental health care and rehabilitation.

Maroochydore Community Hub

The Maroochydore Community Hub opened in January 2019. This purpose-built facility consolidates 19 community-based services into one facility increasing and improving access for our patients and the community. The hub accommodates services from Mental Health and Addiction, Community Integrated and Sub Acute, and Women's and Families services.

Concessional parking

The health service provides free parking for patients and carers at the majority of its facilities however concessional parking is available for eligible patients and carers at Sunshine Coast University Hospital and Nambour General Hospital. In 2019-2020, the health service issued 13,594 concessional parking tickets for patients and carers to the value of \$132,389.08.



Targets and challenges

The health service has planned for and experienced significant growth in both the range of services provided in recent years. The new tertiary health precinct at Sunshine Coast University Hospital is supporting the health service to innovate and better meet the diverse health needs of our community. The health service is focussed on becoming sustainable and delivering services that align with best practices in patient care. The successful transformation of the health service towards a sustainable future is a priority.

Targets

- **Collaboration and partnerships:** the health service is committed to working collaboratively with individuals, families and communities to enhance their experience within our health service and the broader health system. To achieve this, the health service is partnering with primary health and other services to better integrate the system of health in our region.
- **Optimisation and transformation:** the health service is developing and implementing new models of care and services as it works toward becoming a tertiary-level health service. The health service must harness the benefits of transitioning to a digital healthcare environment to achieve this.
- **Value creation:** as a Choosing Wisely Australia® champion, our clinicians and consumers are partnering to increase the value of evidence-based clinical care. This also reduces low benefit care where evidence does not indicate clinical benefit.

Challenges and opportunities

- **Workforce:** co-designed workforce engagement strategies will ensure the health service addresses strategic workforce priorities in an evolving healthcare environment.
- **Information technology:** strengthened governance processes and ICT strategies will guide the health service as it delivers safe, quality care in a digital health environment.
- **Sustainability:** the development and implementation of sustainability, efficiency and assurance frameworks that are closely monitored and assessed, will ensure a sustainable future of the health service.
- **Demand:** leveraging the strategic partnerships with the region will ensure the health service can work together with partners to provide a whole-of-system response to community demand for care.